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The Effect of Spiritual Nature Connectedness and Positive Relations on Burnout of BPO Employees

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Abstract

Burnout adversely affects occupational well-being and can lead to negative work-related attitudes, reduced performance, and maladaptive behaviors. Although spirituality has been associated with lower burnout, the effects of spiritual nature connectedness and positive relationships have not been sufficiently investigated. This study examines the relationship of spiritual nature connectedness and positive relationships with burnout among business process outsourcing (BPO) employees. It uses a causal-comparative research design and a cross-sectional survey of 514 BPO employees in Manila, selected through non-probability purposive sampling. Participants were at least 18 years old, had worked for at least one year, gave informed consent, and completed standardized assessments of spiritual nature connectedness, positive relations, and burnout. Findings show that employees reported strong spiritual nature connectedness, moderately prominent positive relations, and elevated burnout. Spiritual nature connectedness and positive relations were positively correlated with each other, while both were negatively associated with burnout. The results suggest that these factors may help alleviate burnout among BPO employees. Future research should examine their long-term effects to determine whether their protective capacity remains consistent or declines under increasing systemic pressure. BPO organizations may also consider moving beyond conventional, transactional wellness programs to approaches that emphasize relational and ecological well-being.

Keywords: Spiritual Nature Connectedness, Positive Relations, Burnout, BPO, SDG#4

Introduction

As technology has advanced quickly during the past century, environmental issues, including global warming, water pollution, and air pollution, have become more prevalent (Geng et al, 2015). Changes in the environment impact people and cause them to reconsider their relationship with nature (Adow et al., 2024). According to Rosa & Collado (2019), experiences in nature correlate favorably with enhanced pro-environmentalism, including emotional attachment to nature, readiness to maintain biodiversity, willingness to finance the preservation of urban green spaces, and pro-environmental conduct. But the capacity to be active participants or agents in promoting sustainability is irrespective of gender or age (Nieva et al., 2025).

Moreover, Quilon (2025) mentioned that nature connectivity is associated with reducing anxiety, diminished psychological discomfort, and a negative correlation with stress and burnout. Additionally, notable alterations in the relationship with nature include mindfulness, spiritual purification, non-violence, and earth-centered rituals that facilitated reconnection with oneself and the environment (Santander, 2025). However, according to Nieva et al. (2025), individuals may not consistently show all environmentally responsible behaviors even if they engage in certain eco-friendly practices such as regular recycling or water conservation through shorter showers. Those individuals who exhibit elevated scores in extraversion, conscientiousness, and openness to experience are more inclined to partake in environmentally beneficial behaviors (Nieva, 2024).

A multitude of individuals possess pro-environmental beliefs who are identified as environmentalists who experience a profound connection to the natural world or possess a desire to engage directly with the divine (Billet et al., 2025). It constitutes spiritual nature connectedness when nature is recognized as genuinely sacred (Suganthi, 2019). It is the evaluation and experience of the spiritual attributes of nature (Billet et al., 2025). Spiritual traditions and religions that advocate for the preservation of the natural world, venerate nature, and underscore the principle of human stewardship can foster pro-environmental awareness and commitments (Preston & Baimel, 2020).

Interaction with natural environments is crucial for cultivating the psychological bond between persons and their surroundings, hence enhancing mental health dramatically (Zeng et al., 2025). A person with high positive relations with others has warm, fulfilling, trusting

relationships with others; cares about the welfare of others; is capable of strong empathy, affection, and intimacy; and understands the give and take of human relationships (Ryff, 2014). Engaging with nature offers a means to spiritual fulfillment, the same as with enhancing psychological well-being (Sahak et al., 2024) and positive health (Brossoit et al., 2024). On the other hand, collaborating with others who exhibit negative emotions is an emotionally taxing endeavor that may result in many adverse consequences such as burnout. Burnout adversely affects work quality, employment commitment, and the health of individuals experiencing it, leading to detrimental effects for their colleagues (Andreychik, 2019).

Additionally, Quilon (2025) cited that burnout impacts occupational well-being, as evidenced by adverse work-related attitudes, diminished performance, and maladaptive behaviors. Nevertheless, a higher level of spirituality lowers the evidence of burnout (Carreno & Benitez, 2025; Dal Corso et al., 2020). Moreover, a strong connection to nature means less likely to experience burnout (Mohamed et al., 2022). Several studies explored techniques to prevent burnout among professionals, like the use of spirituality and prayer on teacher stress (Chirico et al., 2020); and the help of emotional and spiritual intelligence among human resource managers (Hassan et al, 2024). Additionally, support comes from an organization that is ethically principled, socially accountable, and sustainable (Santander et al., 2026).

However, no specific study has explored the effect of spiritual nature connectedness and positive relations on burnout. Further, this study focuses on BPO employees. According to Du & Miao (2022), a company that helps businesses with BPO states that outsourcing is a function a business takes on when it cannot or would rather not accomplish a certain business necessity or function in-house. This includes processes like human resources, procurement, document management, customer service, call centers, finance and accounting, acquisitions, and research and development. The decision to outsource is done to enable staff to focus on the core business of the organization and continue to focus on income-generating tasks (du & Miao, 2022). The BPO has developed at 10 percent per year over the last decade and is ensuring the country's economic stability (Ramces et al., 2022).

The BPO business has grown tremendously. The major reasons included cost reduction, better efficiency and increases service quality. However , BPO companies often neglect the health and well-being of employees, which leads to unsatisfactory workstations and working conditions (Falguni & Roopa, 2023). Research done by Candelario et al.

(2024) indicated that BPO employees encounter hazards associated with physical and psychological stress (Kumar, 2019), sleep disruptions, and occupational illness due to the distinctive obstacles inherent in their roles. Despite the presence of occupational health and labor regulations, adherence among BPO companies is problematic, and only a limited number of organizations provide comprehensive wellness programs (Candelario et al., 2024). Moreover, this study helps in developing a sustainable practice for alleviating burnout to improve employees' productivity.

Further, this study can be added to the existing research related to UN Sustainable Development Goals such as enhanced health and well-being (SDG3), decent work, and economic growth (SDG 8), as well as life on land (SDG15). This study examines spiritual nature connectedness as a safeguard against burnout, meaning delineating particular avenues to enhance the mental resilience of employees in a high-stress industry; focuses on sustainable measures to mitigate burnout, leading to promoting a work climate that values human well-being over mere productivity that enhances long-term efficiency; and offers a compelling economic and health rationale for including green spaces and nature contact into urban BPO centers because it conceptualizes nature as a vital element of human psychological sustainability.

Moreover, this study is in harmony with the fundamental principles of Laudato Si', Praise Be to You, which is the second encyclical authored by Pope Francis. This offers a psychological and statistical basis for the Pope's assertion that the restoration of three fundamental relationships, such as with spirituality, positive interactions, and nature, is the sole remedy for our contemporary burnout culture. Thus, this study examines the effect of spiritual nature connectedness and positive relations on the burnout of BPO employees.

Statement of Research Problem

What is the effect of spiritual nature connectedness and positive relations on burnout among selected BPO employees?

Statement of Specific Objectives

Specifically, this study intends to achieve the following objectives:

1. To determine the spiritual nature of connectedness of selected BPO employees
2. To find out the positive relations of selected BPO employees

3. To know the work burnout of selected BPO employees
4. To correlate the relationships of spiritual nature connectedness, positive relations, and burnout.
5. To analyze the effects of spiritual nature connectedness and positive relations on burnout.

Review of Related Literature

Spiritual nature connectedness.

According to Sahak et al. (2024), elevated spirituality and closeness to nature mediated the association between exposure to nature and psychological well-being. Moreover, a study reveals that spirituality has a more substantial impact on the connection between exposure to nature and psychological well-being than nature connectedness (Dy & Dy, 2024). Further, physical health and connection to nature reduce morbidity, anxiety, and cardiovascular and respiratory diseases (Sahak et al., 2024), as well as provide psychological benefits such as reduced sadness and stress (Sahak et al., 2024; Zeng et al., 2025), less cognitive fatigue, and greater subjective well-being (Zeng et al., 2025). Furthermore, connection to nature is associated with enhanced self-esteem, autonomy, environmental mastery, sense of life purpose, and self-acceptance (Sahak et al., 2024). Additionally, experiences in nature are linked to a spiritual orientation characterized by feelings of wonder, respect, and awe for something higher than oneself. Hence, connection to nature and participation in nature-related activities are significantly positively correlated with spirituality (Dy & Dy, 2024).

Positive relations.

Individuals with more supportive and gratifying relationships (Paschalia et al., 2021) as well as those who engage in greater social activity and cultivate supportive and powerful relationships have enhanced mental health, elevated levels of subjective satisfaction, and reduced incidence of disease and mortality (Paschalia et al., 2021; Mertika et al., 2020; Feeney & Collins, 2014). Likewise, Segrin & Rynes (2009) concluded that positive relationships with others entirely moderated the adverse correlation between social skills and depression. Moreover, social skills attenuated the positive correlation between depression and stress perceptions (Segrin & Rynes, 2009). These findings demonstrate how positive relationships with others contribute to psychological well-being (Segrin & Rynes, 2009; Pascalia et al., 2021). Additionally, Pascalia et al. (2021) noted that happiness is conveyed through positive interactions.

Burnout.

Burnout is regarded as an emotional response to extended exposure to occupational stress when diverse job demands may surpass an individual's adaptive capabilities (Innstrand et al., 2008). It is associated with several adverse consequences such as diminished organizational commitment, job satisfaction, performance, motivation, and productivity (Conceocao & Palma-Moreira, 2025) along with heightened turnover, absenteeism, and healthcare expenditures (Fernet et al., 2010). Additionally, Hombrados-Medieta & Cosano-Rivas (2011) stated that burnout adversely affects workplace support, job happiness, and overall life satisfaction. Moreover, Quilon (2025) mentioned that burnout impacts occupational well-being, such as adverse work-related attitudes, diminished performance, and dysfunctional behaviors. Even companies are adversely impacted by compromised work environments, diminished productivity, elevated absenteeism and turnover rates, increased expenses, talent attrition, and a higher incidence of errors (Conceocao & Palma-Moreira, 2025). Thus, burnout results from unaddressed occupational stress.

Spiritual nature connectedness, positive relationships, and burnout.

Recent studies indicate that individuals who experience a spiritual connection to nature frequently exhibit green behaviors in the workplace that enhance their sense of personal achievement as well as reducing burnout rates by aligning their work with their fundamental beliefs (Stott et al., 2024). Likewise, studies demonstrate that spirituality serves as a mediator between interaction with nature and psychological well-being. Individuals possessing a profound spiritual connection to nature exhibit markedly diminished stress levels and a decreased likelihood of experiencing the emotional exhaustion phase of burnout (Kamitsis & Francis, 2013). Additionally, positive social relationships serve as stress buffers by diminishing the perceived severity of professional pressures (Hobfoll, 2001). Hence, spiritual nature connectivity serves as an environmental asset, whereas healthy relationships constitute a social asset (Hobfoll, 2001; Richardson et al., 2020).

Conceptual Model and Operational Framework

The *biophilia* hypothesis posits that humans who developed and adapted to natural forces are predisposed to connect with nature. Individuals having a profound connection to nature are posited to spend more time in natural environments and potentially reaping greater benefits from such exposure (Sahni & Kumar, 2021). Moreover, the biophilia hypothesis

asserts that a connection with nature is advantageous for all individuals and is in a predominant genetic and evolutionary foundation (Gaekwad et al., 2022). Further, Zeng et al. (2025) stated that human propensity to interact with the natural environment may stem from a fundamental biological necessity that is intricately woven into our developmental processes and vital for both physical and psychological advancement.

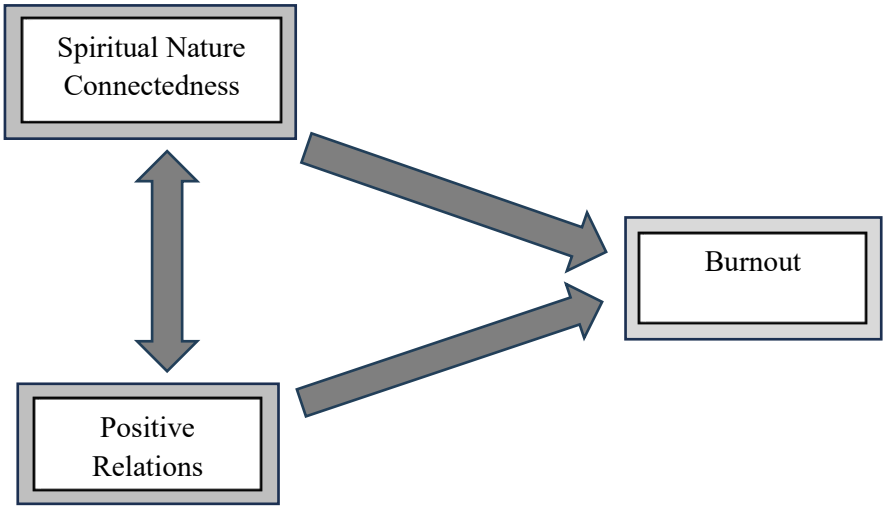
Several studies positively confirmed the link between spiritual nature connectedness and positive relations. Rahe & Jasen (2024) confirmed the substantial positive connections observed between psychological well-being and self-love, nature connectedness, and spirituality. Additionally, Sahak et al. (2024) mentioned that elevated spirituality and closeness to nature mediated the association between exposure to nature and psychological well-being. Thus, *spiritual nature connectedness, positive relations with others, and work burnout are significantly correlated (H1)*.

Moreover, *stress reduction theory* posits that the attributes of natural environments evoke positive emotional states and restorative psychophysiological reactions in the human autonomic nervous system facilitated by parasympathetic nervous system activation and a decrease in arousal, such as elevated heart rate, associated with stress (Perrins et al., 2021). Evidence indicated that reduced systolic blood pressure and sympathetic nervous system activity along with increased parasympathetic nervous system activity correlated with prolonged exposure to the forest (Cheng et al., 2021). Further, a strong and recurrent association with the positive emotions of others can diminish the likelihood of burnout. Engaging with positive emotions may similarly safeguard against burnout and enhance job satisfaction (Andreychik, 2019). Thus, *spiritual nature connectedness and positive relationships have an effect on burnout (H2).*

Operational Framework

Figure 1.

Illustrating how spiritual nature, connectedness, and positive relations influence the burnout of BPO employees



The framework showed the relationship of spiritual nature connectedness and positive relations, which were identified as the independent variables to burnout, which signifies the dependent variable. The two independent variables aim to influence the dependent variable, which is burnout. This study determined the effect of spiritual nature connectedness and positive relations on the burnout of selected BPO employees.

To control for organizational confounders, the researcher restricted the sample to Manila BPO employees with at least one year of tenure, thereby controlling for baseline industry stressors such as night shifts, rigid metrics, and heavy workloads across all 514 participants, and then used multivariate regression analysis to tease out the specific protective effects of spiritual nature connectedness and positive relations from background workplace stress.

Methodology

Research Design and Approaches.

This study aimed to determine the effect of spiritual nature connectedness and positive relations on the burnout of BPO employees. Thus, this study utilized a causal research design to determine the extent and nature of cause-and-effect relationships. Specifically, the study

examined how spiritual nature, connectedness, and positive relations affect burnout. Moreover, the study utilized a cross-sectional survey that analyzes data from a population at a specific point in time. Hence, data are gathered from BPO employees' current burnout levels and their current perceived spiritual nature, connectedness, and positive relations.

Research Participants and Sampling Design.

This study utilized non-probability and purposive sampling. 514 BPO employees were purposefully selected as participants based on the qualifications set by the researcher. They should be BPO employees with at least 1 year of experience, regardless of gender; they must be 18 years of age or older and must be employed in a BPO industry in Manila. Moreover, qualified participants must be willing to join in the study by agreeing with the informed consent and completely answering the questionnaires on spiritual nature, connectedness, positive relations, and burnout.

Measurement and Instrumentation.

This study used the following scales: First, the Eco *spirituality scale* by Suganthi (2019) measures spiritual nature connectedness with a 7-point Likert scale ranging from 1 (strongly agree) to 7 (strongly disagree). It comprises 20 items with a reported internal consistency of 0.923. Similarly, the current reliability was .914. Moreover, the higher the score, the greater the spiritual nature connectedness is.

Secondly, *Psychological Well-being Scale* measured aspects of well-being and connectedness as positive relations with others (Ryff et al., 2007). It is a 7-point Likert scale ranging from 1 (strongly disagree) to 7 (strongly agree). Scores were achieved by summing all items, and higher scores indicate greater positive relations with others. The current reliability of positive relations was .707.

Lastly, *the Burnout Assessment Tool* measures the general burnout. The internal consistency for BAT-12 is indicated by values exceeding 0.80 for the total scale. This study uses the shortened 12-item version of the BAT and utilizes the total scale for work burnout. According to Schaufeli & De Witte (2023), this scale was suited for group assessment in organizations. Moreover, this study utilizes the statistical norms of the BAT as a basis for interpretation of the scores, and these were the following: less than or equal to 1.50 means low; 151-2.35 means average; 2.36-3.17 means high; and greater than or equal to 3.18 means very high (Schaufeli & De Witte, 2023). Moreover, the current reliability of total work burnout was .942.

Research Procedure of Data Collection.

This quantitative research used a nomothetic approach. Moreover, this study adopts purposive sampling methods by selecting currently engaged Business Process Outsourcing (BPO) employees who had been with the same BPO company for at least one year. Those participants who met the criteria were formally invited to participate through a Microsoft Form sent to their emails. The instrument includes a compulsory informed consent section that clearly delineated the voluntary nature of the study and assured the complete confidentiality of all personal data. Moreover, survey questionnaires were limited to items pertaining to spiritual nature, connectedness, positive relations, and burnout. The digital workflow was designed to optimize the clarity of procedure such that participants who have consented were immediately given access to the survey items about spiritual nature connectivity, positive relations, and burnout, whilst those who refuse were then led to the end of the form. The methodical process insured that the final data set included only consenting participants who were well informed about their rights and the psychological focus of the study.

Access was restricted to one participant per entry. When gathering data, Microsoft's form required participants to register their email address before they were allowed to view the informed consent. The acquired data report is obtained in Microsoft Excel format and includes the date and time they accessed the Microsoft form, their agreement or disagreement to engage in the study, and responses to the survey questions. In addition, the informed consent contains the objective of the study, the time necessary to respond to the survey questionnaire, and a note that the data obtained were confidential and utilized for research reasons only.

***Research Ethics Approaches*.**

The researcher maintained high standards of academic integrity and did not indulge in any data falsification, manipulation, or conflicts of interest. The entire process of the study, from the first recruitment of Business Process Outsourcing (BPO) employees through the final analysis of results, was undertaken with the utmost fidelity to the standard scientific protocols and methodological accuracy. An emphasis on transparency in the processes of data retrieval and analysis allowed the researcher to ensure the findings were produced from an objective and systematic lens, and consequently the conclusions of the study were positioned as a trustworthy and accurate reflection of the participants' experiences.

Moreover, the data collecting procedure was carried out with a high level of openness and accountability, where Microsoft Forms was used to obtain responses just from BPO employees who voluntarily agree to informed consent and fill out the survey in its entirety. As a researcher dedicated to the highest standards of research integrity, I adopted an open-science approach to ensure that all data gathered, statistical analyses, and resultant interpretations were published with the utmost accuracy. This dedication to verifiability was further demonstrated by the secure storage of raw data, which remains available for auditing or peer review to corroborate the study's findings. Furthermore, the researcher endeavored to maintain ethical openness by ensuring that no personal or professional conflicts of interest were present, thus ensuring the objectivity and impartiality of the study's results.

Data Analysis/Analytical Tools.

This study determined the mean and standard deviation of the spiritual nature connectivity, positive relations, and burnout of the participants. Secondly, Pearson r was used to find significant connections between spiritual nature, connectedness, positive relations, and burnout. Finally, the impact of spiritual nature connectivity and positive relations on the burnout of BPO personnel was determined using multiple regression analysis.

Results and Discussion

Spiritual nature connectedness.

Table 1 illustrated the degree of spiritual connectedness. The mean value of spiritual nature connectivity (m=6.14) is greater than the median (md=6.10). This showed that BPO people have a strong feeling of spiritual connectivity to nature. The standard deviation of 0.502, only half a unit away from the mean, and the variance of 0.252 indicated a high degree of consistency throughout the 514 samples. The skewness is -0.111, showing a small negative skew or that the distribution has a slightly longer tail on the left. But the distribution was nearly symmetric, as the value is close to zero. The negative kurtosis (-0.549) implied a somewhat flatter peak than the usual distribution with thinner tails.

The study suggests that BPO people develop a strong spiritual relationship with the natural environment as a necessary antidote to their technology-laden and high-pressure profession. Natural surroundings contribute to cognitive rest and recovery from mental fatigue (Rios-Rodriguez et al., 2023). Time spent in nature also produces beneficial physiological responses, such as lowering of blood pressure and pulse rate,

and helps to speed up the recovery from the activation of the sympathetic nervous system that occurs with stress in the office. Further, Chhajer & Bapat (2025) noted that exposure to nature-oriented stimuli enhances levels of awe and good emotions, creating a sense of nature spirituality, which aids in emotional regulation in urban adolescents and professionals. Their work often requires them to work at night and in artificial office environments, and therefore they may need outdoors not only for recreation, but as a vital source of emotional restoration and transcendence. This link acts as a psychological buffer so that people can remain human and mentally resilient, anchoring their identity in the natural world while navigating the challenges of the global digital economy.

Positive Relations.

Similarly, Table 1 showed the degree of positive relations. The findings indicated that participants reported a moderately elevated level of positive relations, (M=4.56) indicating that they perceive their social and professional interactions as supportive. Table 1 also illustrated the standard deviation (0.88), indicating a greater dispersion from the mean, suggesting that favorable relationships among BPO personnel were influenced by higher individual variability or external factors. A skewness of -0.618 means a moderate negative skew, signifying that the tail of the data extends toward lower values. Furthermore, the kurtosis is around zero (-0.010), indicating that the distribution's peak and tails closely resemble those of a normal distribution.

Table 1.

Descriptive Statistics and Correlations for spiritual nature connectedness, positive relations, and burnout among BPO employees

Variable	M	SD	1	2	3
1.Spiritual Nature Connectedness (SNC)	6.14	.502	----	.260**	.137**
2. Positive Relations (PR)	4.56	.880		----	.169**
3. Burnout (B)	2.48	.792			----

*Note: N=514; M and SD represent mean and standard deviation respectively; **p<.01*

The participants in the study possess warm, gratifying, and trustworthy relationships with others; demonstrate concern for the well-being of others; exhibit profound empathy, tenderness, and intimacy; and

comprehend the reciprocity inherent in human interactions (Ryff & Keyes, 1995). This finding indicates that the atmosphere within BPO companies, despite the industry's high-pressure demands, was marked by helpful interactions. This social support was an essential psychological resource that frequently acts as a protective factor against the emotional stress prevalent in call center positions. Giao et al. (2020) mentioned that social support and locus of control significantly influence the overall efficacy of employees. Moreover, assistance from diverse internal and external sources aids employees in managing work-related stress. Support was increasingly essential when procedures and effects of organizational change jeopardize employee well-being (Smollan, 2017). A study done by Hechanova (2013) concentrating on Filipino BPO personnel indicates that "pakikisama" (harmonious interpersonal relations) and exceptionally good peer camaraderie were vital cultural assets that alleviate the effects of night shifts and high-stress interactions on mental health.

Burnout.

Additionally, Table 1 illustrated the work-related burnout experienced by BPO personnel. The results demonstrate that the mean score of 2.48 falls within the scale interpretation range of 2.36 to 3.17, indicating a high level (Schaufeli & De Witte, 2023), while the standard deviation of 0.792 suggests a moderate level of variability, reflecting a broad range of sentiments regarding burnout among individuals. Furthermore, work burnout exhibits a positive skew (0.568), indicating that most participants were concentrated in the low burnout range, while a smaller cohort extends into the high-risk zone on the right. A kurtosis of 0.819 indicates a very high positive value, suggesting that fewer individuals are situated at the extremes compared to a standard bell curve.

The research means that although the typical BPO employee remains beyond the critical danger zone, the pervasive high level of burnout acts as a cautionary signal. The clustering of scores at the mean indicates a systemic issue rather than an individual one, implying that the high-pressure workplace was impacting everyone similarly. This means the work environment was a common stressor . This means that a sudden increase in expectations could lead to a breaking point for employees overall.

Research suggests that a workforce’s average burnout levels were a marker of structural failures inside an organization, not individual difficulties (Maslach & Leiter, 2016). This regimented fatigue in the BPO industry was often caused by the assembly line in the mind defined by constant computerized surveillance and repetitive high-pressure tasks that uniformly affect all employees (Taylor & Bain, 1999). The Job Demands-

Resources (JD-R) Model posits that excessive strain serves as a cautionary signal suggesting that job demands have exceeded available resources. It results in a precarious equilibrium among staff where even slight additional stressors may precipitate a significant turnover or breakdown (Bakker & Demerouti, 2017). Therefore, successful intervention necessitates primary prevention systemic alterations to the work environment and culture rather than solely individual coping mechanisms (West et al., 2018).

Relationship between spiritual nature connectedness, positive relations, and burnout.

Table 1 illustrated substantial *correlations between spiritual nature connectedness and positive relations*. The results indicated a favorable link (r=.260) between spiritual nature connectedness and positive relations. This means that as scores for spiritual nature connectedness elevate scores for positive relations often increase. This confirmed that pro-environmental behaviors such as spiritual closeness to nature significantly enhance beneficial relationships with others.

Recent studies suggest that a spiritual bond with nature enhances self-transcendence, thereby broadening an individual's moral considerations and promoting prosocial behaviors, including empathy and collaboration (Yao et al., 2025) as well as higher levels of psychological and social well-being (Howel et al., 2011). The eco-social connection indicates that persons who perceive a profound integration with the natural environment frequently have improved social well-being and more harmonious interpersonal connections (Yildirim et al., 2026). Likewise, ecospirituality in connection to caring forecasts psychological well-being in terms of autonomy and interpersonal relationships (Quilon, 2024). Moreover, natural relatedness may serve as a psychological asset that enhances an individual's sense of belonging, thereby connecting personal spiritual development with constructive community involvement (Li et al., 2021; Ramanathan et al., 2025).

Additionally, Table 1 showed that a *negative association* (r = -.137) *exists between spiritual nature connectedness and burnout*, indicating that greater nature scores correlate with lower burnout scores. It verified that spiritual nature connectedness had a statistically significant inverse correlation with burnout. Enhanced exposure to or passion for spirituality and nature correlates with a decrease in burnout symptoms. The result implies that a spiritual affinity with nature acts as a crucial psychological safeguard against emotional fatigue and burnout. By nurturing a sense of unity with the natural environment, individuals can develop a strong

internal condition that alleviates the effects of chronic stress, serving as a protective asset for mental health (Gawrych, 2024).

Similarly, Table 1 illustrated that there exists a *negative association* (r = -.169) *between positive relations and burnout*. As positive interpersonal relationships enhance, reported levels of burnout tend to diminish. This negative correlation indicated that a happy outlook may serve as a preventive buffer against fatigue. Individuals who experience more favorable relationships with others are less inclined to report elevated burnout levels. Likewise, the result suggested that high-quality interpersonal interactions serve as an essential social buffer, safeguarding individuals and replenishing psychological resources, thus diminishing the danger of burnout and cynicism against the detrimental impacts of chronic stress and burnout (Memon & Yusoff, 2024). This association indicated that pleasant social contacts furnish emotional support and validation.

Table 2.

Multiple Regression Analysis Predicting Work Burnout

Predictor	***B***	***SE***	***ß***	***T***	***p***
(constant)	*4.029*	*.427*		*9.433*	*.000*
Spiritual Nature Connectedness	*-.158*	*0.71*	*-.100*	*-2.226*	*.026**
Positive Relations with others With others	*-.129*	*.040*	*-.143*	*-3.182*	*.002***

Note: N=514. $R^{2=}$.034; F(2.511) = 10.064, p = .000.

Effect of spiritual nature connectedness and positive relations with others to burnout.

Table 2 presented the findings of a multiple linear regression analysis conducted to assess the predictive capacity of spiritual nature connectivity and positive relations with others on burnout levels among 514 participants. The model was statistically significant (p<.001), indicating that both spiritual nature connectedness and positive relations are effective mechanisms for alleviating employee burnout. The full model explains 3.8% of the variance (R2=.038) in occupational burnout. It is a statistically legitimate observation, although it is a small fraction of the whole burnout situation, which was usually influenced by job load, pay and management. This means that focusing on these two areas alone can greatly contribute to employee wellness in an organization.

In addition, the study found that both predictors have a negative relationship with burnout, which means that the higher the score, the lower the burnout. Spiritual nature connectedness (β = -0.100) indicated that for each standard unit increase in spiritual nature connectedness, work burnout diminishes by 0.100 units. This p-value of 0.026 was statistically significant at the customary 0.05 level. This confirmed that a person's relationship to the natural world, from a spiritual or existential standpoint, provides a specific kind of resilience, apart from positive interpersonal ties. In addition, Candelario et al. (2024) highlighted the role of urban green spaces as a driver of BPO worker stress levels, stressing the importance of the built environment for resilience and positive mental health. Moreover, Popov et al. (2023) showed that the existence of greenery in the workplace proves that natural elements might influence employee well-being indices, including burnout and work engagement.

The strongest predictor in the model was having positive relationships with others (β=-.143). Each one unit increase in pleasant interpersonal interactions is related to a drop of 0.143 units in burnout ratings. This association was very substantial (p=0.002). The data suggested that social connectedness was a key buffer. Workers with helpful, positive relationships with other people were less likely to burn out. Employees who saw their organizational culture as supportive and empowering had a lower incidence of burnout (Johnson and Shamroukh, 2024). Hence, Saud & Rice (2024) underline the significance of promoting positive team interactions through the application of holistic well-being programs in high-stakes work settings.

The constant (4.029) was the expected burnout for a person with no spiritual connectedness and no positive relationships with other people. 4.03 on a 5-point scale is rather high. It's a good reminder that without these two buffers, the average person in this group would experience complete burnout. The results indicate that BPO personnel build a spiritual connection with nature through exposure to virtual nature or green breaks, which help restore the cognitive resources drained by stressful customer interactions. Moreover, the development of strong social ties at work produces a protective family-like environment that has been found to be useful in reducing turnover intentions and emotional exhaustion among workers in the Philippine BPO sector.

Conclusion

The present study made clear that the Business Process Outsourcing (BPO) sector in Manila was specifically chosen due to its compounded, industry-specific stressors, including nocturnal shift work, continuous high-volume emotional labor, and real-time performance monitoring, which make it more susceptible to burnout than traditional office settings.

This research explains the justification for selecting BPO employees from the perspective of Stress Reduction Theory (SRT). BPO workers in Manila suffer acute psycho-physiological exhaustion from continual emotional labor, tight metric surveillance, and inverted nocturnal patterns in enclosed, artificial floor settings. For SRT, these structural stresses result in persistent autonomic arousal and systematically deny workers access to normal environmental recovery opportunities such as exposure to natural daylight.

This is because the approach remains constant in these baseline environmental deprivations as it samples 514 Manila BPO employees with at least one year of tenure. In this SRT paradigm, spiritual nature connectedness (Suganthi, 2019) is an internal, affective restorative mechanism to augment psycho-physiological recovery, while pleasant contacts (Ryff et al., 2007) give social safety and emotional soothing. These characteristics together lessen the cumulative physiological and emotional burden assessed by the Burnout Assessment Tool (BAT-12). These results show that internal and relational restorative buffers can minimize burnout even in contexts of high stress and nature deprivation.

The study suggests that systemic problems were the main causes of burnout and that spiritual nature connectivity and strong personal relationships are significant protective factors for BPO personnel. The results show that the burnout level reaches an important threshold in the absence of these two elements while their presence considerably diminishes exhaustion. Moreover, positive relations were identified as the most powerful predictor of alleviating burnout for BPO employees in high-stress settings. Although spiritual nature connectedness is advantageous, strong and positive interpersonal relationships offer social protection that enables individuals to externalize stress and obtain emotional validation essential to avert burnout.

This work paves promising avenues for future work. Future research should investigate the long-term effects of these protective factors to understand if their buffering ability is stable or decreases under increasing systemic strain. Furthermore, future research may explore features of

human-nature interaction such as immediacy and intentionality to specify the types of nature engagement (e.g., physical presence vs. virtual exposure) that best reduce emotional exhaustion in night-shift workers. Finally, expanding the lens to include qualitative examinations of spiritual aspects of nature connectedness can produce deep understanding of how existential meaning formation contributes to psychological resilience in high-stress digital environments.

Additionally, considering the significant predictive power of spiritual nature connectedness and positive relations, it is recommended that BPO industries may want to transition from conventional, transactional wellness programs to emphasize relational and ecological treatments. Moreover, with the strong predictive value of spiritual nature connectedness and pleasant interactions, it is indicated that the BPO firms may need to switch from conventional and transactional wellness programs to relational and ecological therapies. Moreover, as good interpersonal relationships are the most important predictor of burnout reduction, management should develop a protective family culture by promoting social buffering methods such as structured peer-support systems and mentorship programs. Also, corporations can use spiritual nature connectedness by incorporating biophilic workplace designs, such as indoor greenery and natural lighting, or by offering green breaks, where employees can connect with nature directly or virtually to recharge cognitive resources.

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