

## Analysis of the Variables Involved in Emotional Exhaustion Among Men in Commercial Companies

Análisis de las variables que intervienen en el agotamiento emocional de hombres en empresas comerciales

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### ABSTRACT

Emotional exhaustion is a condition that has gained prominence due to rising workplace expectations and the lack of effective measures to prevent it. This study investigates the influence of emotional exhaustion on men working in commercial companies. The primary objective of the research is to identify the factors that lead to emotional exhaustion, as well as its connection to work circumstances and the impact it has on organizational performance. Furthermore, the study aims to examine the policies and procedures that have been implemented to address this issue, as well as their impact on employee well-being. The research was conducted using a mixed-methods approach, incorporating both quantitative and qualitative instruments. Surveys were administered to employees to assess the level of emotional exhaustion, and interviews were conducted with managers and psychologists to understand the company's perspectives and practices. A total of 384 surveys and 8 interviews were conducted with Ecuadorian companies to form the sample. The results show that a considerable proportion of workers exhibit moderate or high levels of symptoms that could progress to burnout syndrome if not addressed promptly, although the majority do not report critical levels of emotional exhaustion. Furthermore, it was observed that the effectiveness of emotional support policies is reduced due to their informal or limited nature. The conclusions underscore the importance of formalizing mental well-

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being programs and incorporating preventive techniques and ongoing support to improve employees' mental health, as well as productivity and organizational cohesion.

**Keywords:** Emotional exhaustion, work-related burnout, organizational well-being, productivity, men

## RESUMEN

El cansancio emocional es una afección que ha cobrado importancia debido al aumento de las expectativas laborales y a la ausencia de medidas eficaces para evitar el agotamiento. El presente estudio investiga la influencia del cansancio emocional en varones que trabajan en empresas comerciales. El objetivo principal de la investigación es conocer los factores que conducen al cansancio emocional, así como su conexión con las circunstancias laborales y la influencia que tiene en el rendimiento de las organizaciones. Además, se pretende investigar las políticas y procedimientos que se han puesto en marcha para abordar esta cuestión, así como el impacto que han tenido en el bienestar de los trabajadores. La investigación se llevó a cabo mediante una técnica mixta, que incluía instrumentos cuantitativos y cualitativos. Se administraron encuestas a los empleados para determinar el grado de cansancio emocional, y se realizaron entrevistas a directivos y psicólogos para conocer las perspectivas y prácticas de la empresa. Se realizaron 384 encuestas y 8 entrevistas a empresas ecuatorianas para constituir la muestra. Los resultados demuestran que una parte considerable de los trabajadores presenta signos moderados o altos que podrían evolucionar hacia el síndrome de burnout si no se actúa con prontitud, aunque la mayoría no reporta niveles críticos de desgaste emocional. Además, se observó que la eficacia de las políticas de apoyo emocional se ve reducida debido a su carácter informal o restringido. Las conclusiones subrayan lo importante que es formalizar programas de bienestar mental e incluir técnicas preventivas y de apoyo continuo para la mejora de salud mental de los empleados y también la productividad y la cohesión empresarial.

**Palabras clave:** Cansancio emocional, agotamiento laboral, bienestar organizacional, productividad, hombres

## INTRODUCTION

It is important to understand that burnout syndrome and emotional exhaustion are not the same, as the latter is one of the symptoms of the condition (among others, such as negative attitudes, feelings of ineffectiveness, or lack of motivation). This mental state reflects the exhaustion or excessive workload that the worker endures, which prevents them from managing their activities adequately. Burnout syndrome has been recognized as one of the most prominent manifestations of this exhaustion, which negatively impacts workers' emotional and physical well-being (Pacheco, 2023) . Although this condition can have significant adverse effects, it is also possible to reduce or mitigate its effects by applying techniques such as workload management, providing organizational support, and fostering emotional well-being (Rodríguez et al., 2022) . Furthermore, new research has shed light on the role that emotional intelligence plays as a protective factor against emotional exhaustion. This is because it helps workers better manage stress and increases their resilience (Ordoñez, 2020) . Throughout this article, we examine the numerous actions and approaches that can be used to address this situation on a day-to-day basis, with the aim of creating a healthier and more productive work environment (Torner et al., 2023) .

There is little evidence to suggest that this condition can be completely prevented. However, there are still conditions present in everyday life that, even if a person is psychologically prepared, can gradually accumulate and trigger the onset of this condition (Salinas, 2023) . This process typically manifests as physical and mental symptoms, such as stress, which can lead to apparent health problems, including hair loss, dizziness, muscle tension, headaches, body aches, and others. These conditions can worsen if cell phones or computers are used excessively, as this is a contributing factor to technostress and its effects on mental and physical health (Concha et al., 2020) . Furthermore, there is a close connection between mental health and employee productivity in the workplace, as good mental health not only affects their daily lives but also impacts their performance, the quality of the service they provide, their commitment to the company, and their interactions with customers. As noted in “ , burnout syndrome has been recognized as a significant factor that substantially impacts workers' mental and physical well-being, particularly under highly demanding work conditions.

In this context, the present study aims to analyze the impact of emotional exhaustion on organizational performance in the retail sector, identifying the main factors that contribute to emotional exhaustion among workers in this important industry. This approach seeks to generate theoretical and practical insights that will enable companies

to design effective strategies to improve their employees' well-being and optimize organizational outcomes.

The article is structured into several sections. The first part presents the theoretical framework, which addresses key concepts and background information related to emotional exhaustion. Next, the methodology used in the study is detailed, followed by the most relevant findings and a discussion of their implications. Finally, the article offers conclusions and strategic recommendations aimed at preventing and managing emotional exhaustion in the retail sector. The proposals put forward seek to contribute not only to the individual well-being of workers but also to the creation of a healthier and more sustainable work environment.

### **Factors Contributing to Emotional Exhaustion**

In the business, financial, and education sectors—where there is constant pressure and a lack of adequate stress management measures—emotional exhaustion is more widespread than in other sectors, according to past research (Vasquez et al., 2024). Furthermore, factors that have been identified as predictors of burnout syndrome across various sectors include excessive workloads, a lack of recognition, and ineffective leadership (Karina, 2020; Rodriguez et al., 2018). The adoption of organizational policies that promote work-life balance, along with the development of coping skills, are vital in this environment to mitigate the consequences of the situation and enhance workers' well-being (Pacheco, 2023; Torner et al., 2023).

Burnout syndrome is characterized by a state of emotional and physical exhaustion that develops as a result of excessive and prolonged demands at work. This phenomenon has a substantial impact on both employee well-being and organizational performance, especially in the commercial sector, which is characterized by high performance expectations and continuous contact with customers (Bull, 2021). There are a number of factors that have been identified as direct causes of emotional exhaustion. Some of these factors include work overload, ineffective leadership, and an inadequate organizational environment (Orjuela et al., 2021; Velarde et al., 2023).

### **The Impact of Emotional Exhaustion on Productivity**

Emotional exhaustion not only affects workers' psychological well-being but also has repercussions on their performance, their level of engagement, and their interpersonal relationships within the company (Bull, 2021). Previous research suggests that individual variables, such as gender and age, have a significant impact on the likelihood of experiencing burnout. Younger workers, for example, are at greater risk because they lack experience and the ability to cope with stress. Women, for their part, face greater risks, as they must balance the demands of work and family (Orjuela et al., 2021; Lovo, 2020). Furthermore, the imbalance between work and personal life, coupled with a lack

of organizational support, intensifies this emotional exhaustion, negatively affecting employees' productivity and overall well-being (Orjuela et al., 2021; Magaña et al., 2024).

Despite advances in our understanding of emotional exhaustion, the notable difference between the two genders is key to research on this topic. Burnout manifests differently depending on gender; for men, it typically presents through symptoms such as exhaustion and physical pain (Magaña et al., 2024). These variations highlight the need to adopt specialized solutions that take into account the specific characteristics of each group in order to reduce the impact that emotional exhaustion has on the workplace (González, 2023). Similarly, the effectiveness of specific—or rather, organizational—techniques for preventing and reducing emotional exhaustion remains an under-researched topic, which limits companies' ability to address this issue comprehensively (Velarde et al., 2023; Magaña et al., 2024).

In the retail sector, emotional exhaustion results from excessive pressure, ineffective leadership, and deteriorating workplace relationships. This phenomenon negatively impacts not only workers' mental health but also organizational productivity (Velarde et al., 2023; Moctezuma, 2024). This phenomenon may manifest as physical symptoms such as irritability and chronic exhaustion, and it can also lead to conflicts and employee turnover. In this regard, the adoption of multidisciplinary approaches that combine psychological, social, and organizational perspectives is essential for developing successful treatments and building healthier, more resilient work environments (Bravo et al., 2023; Rodríguez et al., 2022; Camargo, 2020)

Furthermore, the importance of multidisciplinary methods that integrate the fields of health, psychology, and society is emphasized as a means of providing long-term solutions to the problem of emotional exhaustion among individuals. This involves investigating how certain cultural dynamics influence responses to work-related stress, which paves the way for the development of individualized and resilience-building programs in organizational settings (Rodríguez et al., 2022; Camargo, 2020).

Emotional exhaustion in the workplace is a factor that affects both employees' psychological well-being and their organizational performance, especially in the retail sector. This problem is particularly common in this sector, where the workload and the demands of constant interaction with customers can lead to stress and exhaustion (Orjuela et al., 2021). Its manifestation gives rise to symptoms such as extreme fatigue, impatience, and demotivation (Bull, 2021). Factors contributing to this phenomenon include work overload, ineffective leadership, and an imbalance between work and personal life—elements that have been identified as key predictors of burnout syndrome in various studies (Karina, 2020; Rodríguez et al., 2018).

Given that a healthy work environment is essential for maintaining employees' performance and emotional stability, various studies have emphasized the importance of adopting interdisciplinary approaches that integrate organizational, psychological, and social aspects to address this issue (Orjuela et al., 2021; Velarde et al., 2023). Strategies such as strengthening emotional intelligence, implementing organizational support measures, and promoting rest areas can improve employees' resilience and well-being, which in turn has a positive impact on service quality and business productivity (Pacheco, 2023; Torner, 2023)

## MATERIALS AND METHODS

The research method used in this study was the inductive method. A research question was formulated, data were collected through surveys, and a detailed analysis was conducted to identify specific patterns that would allow for general conclusions to be drawn. Due to its focus, this article was both documentary and field-based. Furthermore, it was classified as a non-experimental study, as it examined consumption in real-world situations rather than in a controlled laboratory setting. It was also a cross-sectional study because it was based on data collected at a single point in time.

The research was descriptive in nature, employing both quantitative and qualitative approaches. For this study, surveys and interviews were chosen as methods to explore the research problem in depth.

According to official government documents, the economically active population is 8,090,249, but only the male population—which stands at 4,726,575—will be considered (Ministry of Labor, 2020). From this sample, the relevant study of their levels of emotional exhaustion will be conducted using multiple-choice surveys.

Using the appropriate formula for an infinite population, with a 95% confidence level and a 5% margin of error, the required random sample size was calculated to be  $n = 385$  individuals.

To conduct interviews with company managers and/or executives of commercial enterprises, non-random sampling is used, and a sample of 5 professionals is selected.

$$n = \frac{Z_{\alpha}^2 p q}{e^2}$$

Where:

n: was the sample size

Z: was the z-value corresponding to the desired confidence level (in this case, 1.96 for a 95% confidence level)

p: was the proportion of the population possessing the characteristic under study (since no prior information was available, it was assumed that  $p = 0.5$ )

q: the complement of p ( $q = 1 - p$ )

e: was the desired margin of error expressed as a decimal (in this case, 0.05)

Substituting the values, we obtained:

$$n = \frac{(1.96)^2 (0.5) * (0.5)}{0.05^2}$$

$$n = 384.385$$

The research approach for this study will be the inductive method. A research question will be formulated, data will be collected through surveys, and a detailed analysis will be conducted to identify specific patterns that will allow for general conclusions to be drawn. Due to its approach, this article is both a literature review and a field study. Furthermore, is classified as a non-experimental study since it examines consumption in real-world situations rather than in a controlled laboratory setting. It is also a cross-sectional study because it is based on data collected at a single point in time.

On the other hand, it adopts a hybrid approach, combining qualitative and quantitative methods, in order to provide an in-depth understanding of the phenomenon of emotional exhaustion among male employees in commercial organizations. The qualitative method is based on interviews with business owners and psychologists. These interviews provided insight into the perspectives, experiences, and techniques associated with managing burnout at work. Alternatively, the quantitative method involved administering standardized surveys to employees. These surveys aimed to assess the degree of emotional exhaustion experienced by workers and to identify the presence of symptoms associated with burnout syndrome. This allowed us to situate the results within a broader theoretical framework. In addition, a comprehensive literature review was conducted of academic works and previous research on the topic (Edison, 2024) .

This combined approach not only provides accurate data but also facilitates the development of realistic methods that can be used to address the problem at all levels of the organization. Furthermore, the effect of sociodemographic factors on the development of burnout has been highlighted. This highlights the need to consider variables such as age and professional profile when conducting a study on emotional exhaustion (Martel, 2019) . The need to capture both the subjective depth and the objective patterns associated with emotional exhaustion among male employees in

commercial companies justifies the use of a mixed-methods approach for this particular research project. Work-life conflict is a complex phenomenon that requires a comprehensive examination (Corts et al., 2021) . This research must combine qualitative techniques that explore individual experiences with quantitative approaches in order to identify general patterns. It is noted that to understand work preferences and their influence on well-being, it is necessary to conduct multidimensional research that takes into account both psychological and organizational dimensions (ANTAL et al., 2024) .

## RESULTS

The following section presents a general analysis of the interviews conducted with business owners in the retail sector and psychologists, beginning with Table I, which shows the business owners' responses.

**Table I.** *Interviews with Business Owners*

Question	Answer
1. What specific policies and practices has your company implemented to prevent and manage emotional exhaustion among employees?	Companies are employing measures such as active breaks, safe spaces, and open communication to promote employee well-being. These efforts reflect the fact that companies recognize the need to prevent emotional exhaustion and are implementing these measures. Nevertheless, policies differ in terms of their level of formality and scope. While some policies focus on fundamental procedures, others include more advanced initiatives, such as personal development. Although these tactics are beneficial, they largely lack formalization and innovation, which limits their ability to have a lasting impact. There is significant room for improvement in developing specialized, evidence-based programs capable of managing emotional well-being in the workplace more effectively.
2. What emotional and psychological support programs or resources are	Based on the interview findings, it has been determined that most companies do not offer organized emotional and psychological support programs. Instead, they provide

available to reactive interventions or sporadic activities, employees? such as discussions and one-off meetings. There is a general consensus on the importance of emotional well-being; however, most efforts are informal and ad hoc, which limits their effectiveness. For companies to effectively manage their employees' emotional well-being in a holistic manner, they need to organize preventive initiatives and create ongoing professional resources.

3. How much importance does your company place on the emotional well-being of employees in relation to organizational performance? Based on the interviews, it is clear that companies recognize the importance of emotional well-being as a critical component in improving organizational performance. Some organizations incorporate specific benefits, such as rewards on significant occasions, recreational activities, and an emphasis on positive emotions, to encourage individuals to be more productive. They also take into account the workplace environment and employee comfort. Despite this, a significant number of these efforts are informal or depend on colleagues in the region. This suggests that it is necessary to formalize these methods and monitor their impact to ensure long-term results in terms of employee well-being and performance.

4. What role do leaders and managers play in promoting and maintaining employees' emotional well-being? It is clear from the interviews that leaders and managers play an important role in ensuring the emotional well-being of their employees. This is demonstrated by the fact that they emphasize the importance of measures such as offering employees support with their personal problems and prioritizing health over immediate productivity. On the other hand, in some companies, this responsibility is limited to certain departments, such as human resources, and there is no predetermined promotion system in place at the organizational level. It is vital to educate leaders and expand their

commitment to include emotional well-being as a central component of the company culture, even though empathy and prompt attention are recognized.

5. How are supervisors and managers trained to recognize and address emotional exhaustion in their teams? The interviews conducted reveal that the training provided to supervisors and managers to address emotional exhaustion varies from one company to another. This training may include discussions with external experts, mentoring sessions with specialists, and regular feedback. Some organizations promote ongoing, targeted training, while in other cases, learning depends on individual or occasional efforts. Although these techniques are beneficial, there is a lack of standardization and growth in regular programs that ensure more consistent and effective training for all leaders, thereby improving their ability to manage their teams' emotional well-being.

6. What strategies does your company use to promote a work-life balance for employees? It is clear from the interviews that many companies, while recognizing the need to maintain a healthy work-life balance, do not have formal plans in place. Instead, they opt for reactive or ad hoc methods, such as addressing specific problems as they arise. Some noteworthy efforts include open communication between employees and management, flexible work schedules, and time off for family events. These initiatives demonstrate a focus on employees' individual needs. However, to ensure a lasting impact, it is essential to formally establish policies that are both proactive and organized, and that foster this balance on an ongoing basis.

7. What feedback mechanisms are in place for employees to express their concerns about emotional Most of the feedback methods used to raise concerns about emotional exhaustion are informal and rely on direct contact with supervisors, managers, or coworkers, according to the interview findings. There is a general lack of formal and consistent mechanisms, such as suggestion boxes or

exhaustion and workplace well-being?

anonymous platforms, in most companies. However, there are certain companies that offer structured spaces, such as mentoring and development sessions. It is necessary to define and regulate these procedures to ensure that access is safe and effective, even though there is a willingness to listen to employees.

8. What results or benefits has your company observed as a result of implementing policies that support emotional well-being?

As a result of policies that promote emotional well-being, the interviews show that companies have been able to achieve significant changes in the workplace, which has led to an increase in their employees' energy, enthusiasm, and positive attitude. However, there are some employees who do not benefit to the fullest extent, highlighting the need for more inclusive measures. Furthermore, there is a commitment to continue creating programs that foster sustainable personal and professional development, with the goal of maximizing the benefits for both the company and its people.

9. How do you evaluate the effectiveness of the policies and programs implemented to address emotional exhaustion in your company?

The effectiveness of an organization's emotional well-being policies is primarily assessed by the company through qualitative observations—sometimes via surveys—and by business performance results. Although these practices allow for tailoring strategies to employees' needs, they lack defined metrics or formal procedures, which makes objective evaluation difficult. To improve the assessment of outcomes and make informed decisions, it would be beneficial to implement clear indicators and regular assessment methods.

10. Can you share a specific case or example in which a specific intervention has had a positive

Significant improvements in well-being and work performance have been achieved as a result of specific interventions carried out by organizations. These interventions include support at key moments during the pandemic, conflict resolution among employees, and

impact on emotional support. These individually tailored employees' activities have improved the work emotional well-environment, fostered cooperation, and being and helped employees overcome emotional and performance? and personal issues that affect their productivity.

On the other hand, most of these activities are not official and are not governed by established rules or structures. The impact of these interventions could be maximized by formalizing them and ensuring their continuation in the future. This would guarantee that all employees receive ongoing and consistent support. In this way, a better work environment would be established, which would be beneficial both for employees' well-being and for the company's long-term success.

Table 2 below presents the overall analysis of each question posed to the psychologists to reveal their opinions.

**Table 2.** *Interviews with Psychologists*

Question	Answer
In your experience, what are the main causes or contributing factors to emotional exhaustion among male employees in commercial companies?	The main causes of emotional exhaustion among male employees working in commercial companies are as follows: an excessive workload, a lack of recognition, and an undesirable work environment. The absence of emotional support and the inability to communicate effectively contribute to the ongoing stress caused by high expectations and tight deadlines. Weak leadership and pressure to meet goals also increase dissatisfaction and burnout. Both their mental well-being and their job performance are severely affected when they do not receive fair compensation, whether in the form of monetary compensation or recognition. This

- reinforces the perception that their efforts are not appreciated.
1. Have you noticed any differences in how emotional exhaustion manifests itself among men and women in the commercial sector? If so, could you describe those differences?

In the business world, men and women experience emotional exhaustion in different ways. This is especially true in the commercial sector. As a result of social norms, men tend to hide their feelings by isolating themselves or ignoring the problem. This can lead to increased anger or violence, as well as a reduced desire to seek emotional support. Women, on the other hand, tend to express their stress more openly, seeking support and communication, even though they may experience higher levels of anxiety and depression. Furthermore, the emotional burden of balancing work and personal obligations can exacerbate their exhaustion, while men often struggle to acknowledge and manage their distress. This is a challenge they face more frequently than women.
  2. From your perspective, what organizational policies or practices are most effective in preventing or mitigating emotional exhaustion among employees?

Organizations must develop policies that promote well-being and a sense of belonging to prevent employees from experiencing emotional exhaustion or to reduce the severity of the condition. To increase knowledge about stress management, it is essential to provide psychoeducation, establish clear guidelines regarding schedules and relaxation areas, and foster discussions about mental health. In addition, it is of the utmost importance to build a connection between employees and the company through outings and recreational events. Furthermore, implementing techniques such as flexible work arrangements, recognizing employees' efforts, balanced task management, and leadership that

demonstrates empathy contribute to fostering a positive work environment. Last but not least, employees can voice their concerns and get the help they need by participating in psychological support programs and keeping lines of communication open.

3. Are you familiar with, or have you implemented, any specific policies or programs aimed at men working in commercial companies to address emotional burnout? If so, what did they entail, and what results were achieved?

Although there are no programs specifically designed for men that have been adopted in commercial companies, there are extensive efforts focused on mental health and stress prevention. To better understand the signs and symptoms of emotional burnout and improve psychoeducation within companies, discussions and workshops have been held. Additionally, to promote well-being in the workplace, several companies have devised initiatives such as health fairs and recreational activities. Others have implemented specific programs, such as therapy sessions, men's mentoring, flexible work arrangements, mental health days, and training in emotional intelligence and mindfulness, and have observed benefits in job satisfaction, stress reduction, and increased productivity as a result of these initiatives.

4. Do you think companies in the commercial sector are generally prepared to address the emotional exhaustion of their male employees? Why or why not?

In general, companies operating in the commercial sector are not yet fully prepared to address the emotional exhaustion experienced by their male employees. Although some organizations have begun to adopt strategies in recent years, a barrier remains in the form of a lack of strict laws and programs specifically designed for men. Seeking help is discouraged in conventional workplace culture, which emphasizes competitiveness and resilience in the face

of stress. Furthermore, a significant number of companies use a reactive rather than a preventive strategy, meaning they wait until the problem is obvious before taking action. Finally, leaders who have not received sufficient training in emotional intelligence struggle to recognize and effectively manage the well-being of their workforce.

5. What cultural or organizational barriers hinder the adoption of effective practices to combat emotional exhaustion in this context?

In general, companies operating in the commercial sector are not yet fully prepared to address the emotional exhaustion experienced by their male employees. Although some organizations have begun to adopt strategies in recent years, a barrier remains in the form of a lack of strict laws and programs specifically designed for men. Seeking help is discouraged in conventional workplace culture, which emphasizes competitiveness and resilience in the face of stress. Furthermore, a significant number of companies employ a reactive strategy rather than a preventive, meaning they wait until the problem is obvious before taking action. Finally, leaders who have not received sufficient training in emotional intelligence struggle to effectively recognize and manage the well-being of their workforce.

6. In your opinion, what are the key components that an organizational intervention model should include to prevent and manage emotional exhaustion among men in the sales sector?

A combination of a healthy corporate culture, psychological support, work flexibility, training, and recognition should be included in an organizational intervention model to prevent and manage emotional exhaustion among men working in the commercial sector. It is very important to de-stigmatize workplace stress, combat the stigma associated with mental health, and provide leaders with training in emotional

intelligence. In addition, access to counseling, support groups, and hotlines is necessary. Stress reduction can be achieved through the use of flexible schedules, mental time-off, and telework options. Furthermore, implementing training programs that teach stress management and empathetic leadership would be beneficial for improving well-being. In conclusion, the model's effectiveness would be ensured by the implementation of recognition measures, wellness-based incentives, and ongoing evaluations of the work environment, respectively.

Before conducting an individual analysis of the questions focusing on the respondents' burnout syndrome, we will present the data and introductory questions regarding the target population. Therefore, the data on the respondents and their respective analysis are presented below: Most respondents (45.81%) are between the ages of 25 and 34, so these surveys focus primarily on adults, while those over 55 account for only 3.20% of the respondents; therefore, these responses will be based primarily on a young-adult audience.

Most respondents are single, accounting for 63.47%, followed by married individuals at 26.05%. Those in civil unions and divorced individuals have a smaller share, at 5.24% and 4.49% respectively, while widows and widowers account for only 0.75%. This indicates that the responses are based primarily on the perceptions of single and married individuals. Sixty-six point zero two percent of respondents identify as Catholic, making them the predominant group in the survey. They are followed by those with no religious affiliation at 13.92% and Evangelicals at 13.77%, representing similar shares. 4.79% indicated they belong to another religion, while the least represented group is atheists, at only 1.50%. These results reflect that the survey is based primarily on responses from people with religious beliefs, mostly Catholics. The data shows that 58.23% of respondents do not have children, constituting the majority of the respondents. 17.96% have one child, while 13.47% have two. 6.89% of respondents reported having three children, and only 3.44% indicated having more than three. These data show that most responses come from people without children, followed by those with one or two children.

Most respondents, at 56.89%, sleep between 5 and 6 hours a day, followed by 35.63% who sleep between 7 and 9 hours. 6.44% of respondents sleep less than 4 hours, while

only 1.05% sleep more than 9 hours. These data show that most responses come from people with moderate sleep duration, with those sleeping between 5 and 6 hours being the most common. 37.85% of respondents rated their mental health as good in the four weeks since the survey began, followed by 34.38% who considered it neither good nor bad. Eighteen point three percent indicated that their mental health was very good, while 5.84% rated it as poor and 3.63% as very poor. These data show that most responses reflect positive or neutral perceptions of mental health, with a smaller proportion of respondents reporting negative experiences. 38.49% of respondents rated their physical health over the past four weeks as neither good nor bad, while 32.65% considered it good. Thirteen point twenty-five percent of respondents rated it as very good, while 11.67% perceived it as poor and 3.94% as very poor. These data indicate that most responses fall within an intermediate range, with a tendency toward neutral or positive perceptions of physical health.

The findings reveal that 39.22% of respondents spend between 30 and 69 minutes (30 minutes to 1 hour and 9 minutes) on physical activity, making this the largest group. Some 27.10% reported not engaging in any physical activity, while 15.12% spend between 70 and 149 minutes (1 hour and 10 minutes to 2 hours and 29 minutes) on physical activity. 10.63% reported engaging in physical activity for between 150 and 300 minutes (2 hours and 30 minutes to 5 hours), and 7.93% exceeded 300 minutes (more than 5 hours). It appears that there are people who, despite not engaging in physical activity, mostly rated their physical condition as neither good nor bad (according to the previous question); thus, it can be indirectly inferred that the respondents were completely honest in their responses and acknowledge that they need such physical activity.

39.91% of respondents have a household income of approximately \$501 to \$1,000, making this the largest group. 25.08% report an income of \$500 or less, while 15.62% have an income between \$1,001 and \$1,500. 8.04% reported an income between \$1,501 and \$2,000, while the higher-income groups—those earning \$2,001 to \$3,000 and over \$3,000—each account for 5.68% of respondents. These data indicate that the majority of respondents come from low- to middle-income households.

The results show that emotional exhaustion is more pronounced among younger workers, especially those under 25 and in the 25–34 age group, where more than 40% exhibit high levels of burnout. This trend has been supported by previous studies indicating that young employees are more prone to burnout due to their limited experience in managing work-related stress and heavy workloads (Bull, 2021). On the other hand, employees aged 35 to 54 exhibit lower levels of exhaustion, suggesting a progressive development of coping strategies. However, in the group aged 55 and older, emotional exhaustion increases again, which is consistent with previous studies (Pacheco et al., 2024), which found that the accumulation of years of work can lead to greater

physical and mental wear and tear. The results reveal a direct relationship between perceived mental health and the level of emotional exhaustion. Respondents with “very poor” mental health exhibited a 73.91% rate of high emotional exhaustion, while those with “poor” mental health reached 64.86%. These findings are consistent with previous studies that identified a close link between emotional exhaustion and perceived psychological well-being among bank employees (Cruz et al., 2020) . Similarly, in terms of physical health, the data show that those with “very poor” health exhibit a 68% rate of high emotional exhaustion, while those reporting “very good” health show only an 11.90% rate of exhaustion. This supports research indicating that physical exhaustion significantly affects employees’ ability to manage work-related stress. , 2021)

An analysis of the relationship between hours of sleep and emotional exhaustion demonstrates that rest is a key factor in reducing burnout. Respondents who sleep less than 4 hours exhibit significantly higher levels of exhaustion compared to those who sleep between 7 and 9 hours. This finding is consistent with research emphasizing the importance of adequate rest in preventing emotional and physical deterioration in high-demand work environments (See2021) ). Furthermore, the data indicate that physical activity also serves as a protective factor against emotional exhaustion. Workers who engage in 150 to 300 minutes of exercise per week have the lowest levels of exhaustion (26.76%), which is consistent with the suggestion that physical activity contributes to stress regulation and overall well-being (Guaderrama, 2021) .

## CONCLUSIONS

The study shows an inverse relationship between perceptions of the work environment and levels of emotional exhaustion. Workers who rated their work environment as “very poor” exhibited a 75% rate of high emotional exhaustion, while those who rated it as “excellent” showed only a 16.54% rate of exhaustion. These findings align with those of other authors who argue that a positive work environment reduces stress levels and improves workers’ emotional stability (Bull, 2021) .

The results reveal that divorced employees have the highest levels of emotional exhaustion (50%), followed by single employees (37.97%). In contrast, married individuals and those in stable relationships report lower levels of exhaustion, suggesting that emotional support from a partner can help mitigate work-related stress. This aligns with certain studies that highlight the role of social support in reducing burnout (Medrano-Osorio et al., 2022) .

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