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RESEARCH ARTICLE

JOB STRESS AMONG FRONTLINE EMPLOYEES OF CANYON COVE HOTEL AND SPA: BASIS FOR A MENTAL HEALTH SUPPORT PROGRAM

JHOANA MAE A. MATUNDAN
Affiliation: Dr. Francisco L. Calingasan Memorial Colleges Foundation Inc.
Corresponding Author's Email Add: matundan.jhoannamae.a@gmail.com

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ABSTRACT

This study assessed the job stress among frontline employees of canyon cove hotel and spa: basis for a mental health support program. It focused on job stress among frontline employees.

The participants in this study were two-hundred seventeen (217) employees using Cronbach method of computing the sample size. Purposive sampling conducted survey which was especially accustomed for the use of significant data regarding the respondents' profile specifically their age, sex, marital status, and years of experience in the frontline role, the assessment of job stress in terms of hours of work, volume of tasks and low wages. The study included the following findings: majority of the respondents belong to age range 18 to 30 years old, male, single with 1 to 3 years of experience in the frontline role. The respondents answered often that job stress hours of work, volume of tasks and low wages have an impact on the assessment of the perception of job stress among frontline employees. There is no significant difference on job stress among frontline employees when profile is considered. The Mental Health Support Program is crafted based on the results of the study.

Keywords: *job stress, hours of work, volume of tasks, low wages, frontline employees, mental health*

INTRODUCTION

The faces we see every day the nurse who checks our vitals, the barista who hands us our morning coffee, the service rep who helps us return a faulty product, the first responder rushing to an emergency are the frontline employees who keep our world running. They are the backbone of our communities, yet their crucial work often comes at a steep personal cost. They stand where our needs meet the system's demands, and in that high-pressure space, the human toll of the job can be immense.

We often talk about "job stress" as an abstract concept, but for a frontline worker, it's visceral. It's the adrenaline spike when a customer yells, the exhaustion that follows a 12-hour shift without a real break, and the emotional weight of constantly giving care or service while neglecting one's own well-being. This persistent pressure isn't just "part of the job"; it is a silent crisis eroding the mental health of millions, often leading to burnout, anxiety, and depression. When these dedicated people struggle, the quality of care they provide suffers, and our communities lose essential support.

According to Republic Act (R.A.) No. 11036, or the "Mental Health Act": This landmark legislation, approved in 2018, affirms the basic right of all Filipinos to mental health and explicitly mandates the promotion of mental health in the workplace.

Section 25 of the Act specifically requires employers to "develop appropriate policies and programs on mental health issues, correct the stigma and discrimination associated with mental conditions, identify and provide support for individuals with mental health conditions to treatment and psychosocial support". Republic Act (R.A.) No. 11036, or the "Mental Health Act": This landmark legislation, approved in 2018, affirms the basic right of all Filipinos to mental health and explicitly mandates the promotion of mental health in the workplace.

Employees are not passively enduring this; they are fighting back with personal coping strategies leaning on family, exercising, finding humor in difficult moments. Yet, the current organizational support systems often fall short. They are met with practical walls like unyielding schedules, or invisible barriers like the fear of being seen as "weak" if they admit they are struggling. The current approaches aren't cutting it, and we need to do better.

Based on the interview of the researcher to the frontline employees who are working in a fastfood chain they said that they experienced job stress in their work and their hinder their performance in their works.

LITERATURE REVIEW

This Chapter has present the Related Literature about Job Stress Among Frontline Employees of Canyon Cove Hotel & Spa: Basis for Mental Health Support Program that Job stress is a common problem in the modern workplace and can have a harmful impact on both mental and physical health. Several studies have focused on the prevalence of job stress and its impact on employee well-being. This literature review aims to provide an overview of recent research on the harmful impact of job stress on mental and physical health.

Job Stress

Leite et al (2021) did a systematic review and meta-analysis that examined the association between work stressors and irritable bowel syndrome (IBS) among health professionals and found that work stressors, such as job demands and interpersonal conflict, were significantly associated with an increased risk of IBS.

Özyurt et al. (2020) investigated the relationship between job stress and depression, anxiety, and stress among nurses working in a university hospital in Turkey. They concluded that job stress was positively associated with depression, anxiety, and stress.

Shechter et al (2020) investigated the relationship between burnout, fatigue, and

turnover intentions among information technology professionals. It confirmed that burnout and fatigue were significant predictors of turnover intentions, with emotional exhaustion being the strongest predictor.

Sood et al (2021) examined burnout among healthcare professionals in India during the COVID-19 pandemic. The study found that healthcare professionals experienced high levels of emotional exhaustion, depersonalization, and reduced personal accomplishment, all components of burnout.

The systematic review found that time pressure was consistently related to negative outcomes such as job stress, burnout, and poor mental health. The authors suggest that time pressure may increase job stress by reducing job resources, increasing workload, and reducing job control Hu et al., (2021).

According to the job demands-resources model, role conflict is a job demand that can drain energy and yield physiological and psychological costs by requiring sustained physical and/or mental effort at work Dodanwala and Santoso (2021)

Frontline Employees

In an internal marketing perspective, tourism and hospitality managers need to do a great job with their frontline employees, before expecting them to deliver superior services to customers (George, 1990).

Frontline employees play a pivotal role in delivering superior quality to customers (Babakus, Yavas, Karatepe, & Avci, 2003 retrieved 2026)

Once frontline employees confront with elevated levels of role stress, W-FCON, and F-WCON, they are likely to have decreased performance, job dissatisfaction, and increased turnover intentions (Sohi, 1996 retrieved 2026; Netemeyer et al., 2004 retrieved 2026; Boyar, Maertz, Pearson, & Keough, 2003 retrieved 2026)

Previous research indicates that the organizational commitment of frontline employees exerts a strong, positive influence on their service quality (e.g., Malhotra and Mukherjee, 2004, Vandenberghe et al., 2007).

In this increasingly challenging environment, frontline employees receive heterogeneous, and often conflicting, performance/social feedback from their proximal environment, and especially customers (Liu & Gursoy, 2022).

Mental Health

Previous research has found that employees' mental health status significantly affects their performance (Bubonya et al., 2017 retrieved 2026; Cohen et al., 2019 retrieved 2026; Soeker et al., 2019 retrieved 2026)

First, mental health problems reduce employees' focus on their work, which is potentially detrimental to their performance (Hennekam et al., 2020).

Second, mental health problems may render employees unable to work (Heffernan and Pilkington, 2011 retrieved 2026), which indirectly reduces work efficiency owing to increased sick leaves (Levinson et al., 2010 retrieved 2026).

Meanwhile, due to the pandemic, employees have faced the challenges of unclear job prospects and reduced income. Therefore, mental health problems manifest as moods characterized by depression and worry (Karatepe et al., 2020).

Mental health problems including irritability, nervousness, aggressive behavior, inattention, sleep, and memory disturbances are a typical response to work stress (Mayerl et al., 2016 retrieved 2026; eupane and Nygard, 2017 retrieved 2026)

Age

Age has consistently been observed as a significant factor of job stress. A number of academic studies have examined the link between age as a demographic variable and job

stress. Age is a conspicuous variable in stress-related studies as prior research has demonstrated that age links to employees' job attitudes and well-being. The literature mainly suggests that older employees tend to report better well-being and more favorable workplace views than younger ones Dodanwala & Santoso (2021)

Work command, work demands (both physical and mental), gender, years of experience, age, and job position had no noticeable effect on work strain Mohzana, Mohzana, et al. (2023) The correlates of stress, burnout, anxiety, and depression identified in this review include socio-demographic factors such as sex, age, marital status, and school (organizational) and work-related factors including the years of teaching, class size, job satisfaction, and the subject taught Agyapong, Belinda, et al. (2020)

The number of older adults in the workforce rises, there is an increasing need to understand and enhance older adult employees' well-being Laurel Mertz, et al. (2024)

Older workers are expected to suffer more from work changes than younger ones, but empirical evidence is lacking Van Vianen, A.E.M., Van Laethem, M., Leineweber, C. et al. (2022)

Sex

Algorithmic management of the labour process adversely affects women workers more than men Gerber (2022) Name-based gender classification has enabled hundreds of otherwise infeasible scientific studies of gender.

Clauset et.,Al (2023) Gender, years of service, age, and work status are examples of demographic factors.

Women have greater exposure to monotonous tasks than men, are less likely to do jobs involving problem solving or learning, are less likely to be able to choose when to take a break in their work, and are more likely to be interrupted with unexpected tasks Fagan, C. Burchell (2002, retrieved 2026)

Moreover, demographic factors, specifically gender, have an impact on occupational stress. Job stress varies depending on gender Luturmas et al., (2022).

Typically, male employees tend to display more masculine characteristics than their female counterparts Dodanwala & Santoso (2021)

Marital Status

Marital status, often overlooked, plays a critical role in shaping the mental health of employees in service-based industries. Understanding this connection is essential for creating workplaces that not only foster productivity but also nurture well-being. Wang et al. (2022)

Marital status represents a significant yet frequently overlooked social determinant that substantially influences the mental well-being of employees. Individuals who lack access to robust social support networks may experience hightened levels of stress and feelings of isolation Cattani & Rizza (2024).

A 2022 study conducted by the National Institute of Mental Health and Neuro-Sciences (NIMHANS) In Bengaluru explored the relationship between marital status and mental health challenges among information technology (IT) professionals, revealing a significant correlation. The study, which included a sample of 500 employees, found that unmarried individuals experienced higher levels of anxiety and stress, primarily due to the lack of a supportive domestic environment and concerns regarding job security. In contrast, married employees faced stress arising from the dual demands of managing both work and family responsibilities. However, they reported improved mental well-being when receiving adequate support from their spouses. These findings highlight the need for tailored mental health interventions that address the distinct pressures associated with varying marital status, thereby fostering the overall well-being of employees Anand (2024).

Marriage, for example, can provide emotional support, economic stability, and structured routines, potentially reducing perceived stress and mitigating migraine triggers

Kane HS, Wiley JF, Dunkel Schetter C, Robles TF (2019 retrieved 2026)

The second group compromised workers significantly impacted by protective measures,either operating under altered work arrangements or unable to work at all Sopa et al. (2020).

Years of Experience in the Frontline Role

Organization tenure refers to the number of years an individual has spent in their present organization Dodanwala and Santoso (2021).

Besides, the employees who cannot adapt to the environmental forces that cause job stress would eventually quit the job, and stress-resilient employees will remain. New graduates often experience culture shock as they transition from the academic setting into real world health care settings. The academic setting prepared the nurse graduate as a competent achievement-orientated setting without the complexities related to a hierarchical system with dominant behaviors. As a result of the dramatic shift between student to nurse, transitional dissatisfaction in early nursing practice can quickly escalate leading to internal conflict and moral distress Otachi et al (2020)

Bhat, Tariq & Rainayee (2024) examined the endogenous and exogenous aspects of stress and employee's turnover intentions and they found out that both types of stressors were contributing negatively toward employee's physchological state resulting in undesirable employee organizational relationships manifested as turnover intentions among employees.

The length of service is calculated based on when the employee started working, including the probationary period. In this study, there was no significant effect of length of service on stress levels. This is different from other researchers, where length of service or tenure can affect job satisfaction, the longer a person works, the more his job satisfaction will increase. Employee age also has a positive correlation with job satisfaction, meaning that the more mature the age, the more employees will feel satisfaction at work Syahwaldi, P et al

(2024).

Length of service plays a significant role as a moderator in the relationship between the two variables. The negative correlation between job satisfaction and intention to leave the organization was stronger in participants with higher levels of length of service compared to participants with lower levels of length of service. The results of this study imply that individuals tend not to be willing to sacrifice what they get while working in the organization even though their level of job satisfaction tends to be low ChristianY, and Eflina P (2021)

Hours of Work

Long working hours is defined as overtime per week beyond regular working hours. There are many jobs that require workers to work overtime, so long working hours is common all over the world. As the International Labor Organization (ILO) said in its report, more than 488 million workers (approximately 7%) had to work over 55h a week all over the world Pega et al (2021)

Long working hours will not only deprive people of their break time but also cause serious harm to their health. It is known that long working hours have a negative effect on health, such as hypertension. Cheng et al (2021)

Park et al. (2020) showed that the prevalence of stress, depression, and suicide tended to increase with the increase of the working hours, and all three parameters exhibited a linear dose–response relationship with working hours.

The previous studies found that long working hours have a negative impact on well-being Song and Lee (2021)

In the current society, inadequate working conditions always lead to occupational stress Carmona-Barrientos et al., (2020).

Volume of Tasks

The escalating demands of work can lead to heightened levels of stress, which may adversely affect an individual's work-life balance, organizational commitment, and overall job performance Poulose & Dhal (2020).

Workload is defined as the volume and complexity of tasks and responsibilities assigned to individuals or teams within an organization Zhang, She & Li (2023).

Job related stress is defined in terms of job characteristics that pose a threat to the individual due to the mismatch between the ability to complete the task and task assigned Spielverger & Reheiser (2020).

Furthermore, it was found that they found that increased workload leads to higher levels of job stress, which in turn reduces affective and normative commitment Santiago-Torner et al (2024).

High workload may overwhelm employees, impairing their ability to focus, make decisions, and complete tasks effectively Mahmod & Rosari (2020)

Low Wages

In addition, the reduction in staff also led to stressful workplace conditions such as an increased workload with longer shifts and less rest, reduction of wages, and job dissatisfaction. George Rachiotis et., al (2014 retrieved 2026)

A recent study by Lanzona (2014) also found evidence that minimum wages decrease the probability of employment of workers with relatively low levels of education.

With low-wage workers carrying a disproportionate share of chronic disease burden, they may benefit the most from work accommodations in terms of being able to maintain employment and improve both mental and physical health outcomes. Kezios KL, Lu P, Calonico S,.et al (2023)

Low-wage work is a modern social problem, affecting millions of individuals, families, and communities. Boyd, R. K. (2014 retrieved 2026)

Actions such as lower wages and increased work reduce job satisfaction, increase stress and anxiety, and create a greater sense of uncertainty, insecurity, and incoherence in the minds of employees Wood & Ogbonnaya, (2018 retrieved 2026)

Significant Difference on the Perceptions on Job Stress among Frontline Employees When Profile is Considered

Job stress factors cause a fall in concentration and the ability of decision making, and an increase in absent-mindedness, poor memory, and doubtfulness in people that lead to do unsafe acts of employees M.N. Vinodkumar , M. Bhasi (2010 retrieved 2026).

All workers experience pressure at work, but when the individual perceives that the demands are beyond his or her resources to cope, work stress and the risk of burnout may occur. R. Navinés, R. Martín-Santos, V. Olivé, M. Valdés (2016 retrieved 2026).

RESEARCH QUESTIONS

1. What is the profile of the respondents in terms of:
   - 1.1 Age
   - 1.2 Sex
   - 1.3 Marital Status
   - 1.4 Years of Experience in the Frontline Role

2. What is the perceptions on job stress among Frontline employees in the target sector in terms of:
   - 2.1 Hours of Work
   - 2.2 Volume of Tasks
   - 2.3 Low Wages

3. Is there a significant difference on the perceptions on job stress among Frontline employees when profile is considered?

4. What Mental Health Support Program may be crafted based on the results of the study?

METHODOLOGY

This study used quantitative design methods using questionnaire to evaluate the job stress among frontline employees.

The respondents of this study were two-hundred seventeen (217) of Canyon Cove Hotel & Spa.

The researcher of the study utilized the survey questionnaire based on the review of related literature.

FINDINGS

1. Profile of the Respondents

1.1 **Age.** There were majority that the respondents belongs to range 18-30 age range with eighty-nine (89) or 41 percent. Seventy (70) or 32.3 percent belong to 31-40 age range. Thirty-nine (39) or 18 percent belong to 41-50 age bracket. The least of the respondents which is nineteen (19) or 8.8 percent belongs to the age bracket 51 years old and above.

1.2 **Sex.** There were majority that the respondents are male, which is one-hundred nine (109) or 50.2 percent. However, one-hundred seven (108) or 49.8 percent of the respondents are female.

1.3 **Marital Status.** There were one-hundred one (101) or 46.5 percent of the respondents are single. Eighty-seven (87) or 40.1 percent are married. Twenty-five (25) or 11.5 percent are separated. The least of the respondents which is four (4) or 1.8 percent are widowed.

1.4 **Years of Experience in the Frontline Role.** One hundred twenty-five (125) or 57.6 percent are 1-3 years of their experience. Forty-five (45) or 20.7 percent are less than 1 year in their length of service. Forty (40) or 18.4 percent are 4-6 years in their years of service. Lastly, the least number which is seven (7) or 4.2 percent is more than 6 years of their service.

2. Assessment of the Respondents in the Job Stress Among Frontline Employees

2.1 **Hours of Work.** This implies that the respondents answered always that hours of work have an impact affecting their job stress as a frontline employee with composite mean 3.29 (SD= 0.51).

2.2 **Volume of tasks.** This conclude that the respondents answered often and feels that the volume of tasks has the biggest impact of their job stress with composite mean of 3.21 (SD= 0.48).

2.3 **Low Wages.** This infers and answered often by the respondents that low wages have an impact of Job stress with composite mean 3.21 (SD= 0.489).

3. Significant Difference on the Perceptions on Job Stress among Frontline Employees When Profile is Considered

The computed average of p- values of Sex (p= 0.140) then are also greater than 0.05 level of significance, moreover, failure to reject the null hypothesis. Furthermore, the computed average of p-values of Marital Status (p= 0.418) is greater than 0.05 level of significance implies that the null hypothesis was failed to reject. Nevertheless, the computed average of p-values of years of experience in frontline employee (p= 0.140) is greater than 0.05 level of significance as well, hence, failure to reject the hypothesis. To conclude. There is no significant difference on job stress among frontline employees when profile is considered.

4. Mental Health Support Program

The Mental Health Support Program is crafted based on the results of the study. This program will help the employees to control and balance their life and well-being as an employee.

CONCLUSIONS

Based on the findings, the following conclusions are drawn:

1. Based on the demographic profile of the respondents, it is concluded that the most of the respondents are between the ages of 18-30, male, single with 1-3 years of experience in frontline role.
2. The respondents answered often that job stress hours of work, volume of tasks and low wages have an impact on the assessment of the perception of job stress among frontline employees.
3. There is no significant difference on job stress among frontline employees when profile is considered.
4. The Mental Health Support Program is crafted based on the results of the study.

RECOMMENDATIONS

Based on the conclusions, here are the recommendations by the researcher:

1. Support programs should have been adapted for younger, less experienced frontline staff in an effort to improve stress management, resilience and work-life balance.
2. Implement flexible scheduling and mandatory rest breaks to reduce fatigue and improve work-life balance. Redistribute workloads fairly, hire additional staff when possible, and train employees in task prioritization. Provide financial

counseling, employee assistance programs, and non-monetary recognition such as wellness perks, extra leave, or career development opportunities.

3. It was suggested that organizations should have established stress management and support systems as employees who perceived demands beyond their coping resources had been at greater risk of work stress and burnout.

The Mental Health Support Program designed by the researcher recommend for employees with recommendations emphasize the importance of creating a supportive environment where frontline employees feel heard, respected, and cared for. By addressing the stressors of long hours, heavy workloads, and low wages, organizations can foster resilience, strengthen commitment, and promote sustainable employee well-being.

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