

# INVESTIGATING SUSTAINABLE EMPLOYEE WELL-BEING: A DECADE OF RESEARCH ON BURNOUT STUDIES

Waed Ensour<sup>\*</sup>, Hadeel Al Maaitah<sup>\*\*</sup>

<sup>\*</sup> Corresponding author, Department of Business Administration, Business School, The Hashemite University, Zarqa, Jordan  
Contact details: Department of Business Administration, Business School, The Hashemite University, P. O. Box 150459, 13115 Zarqa, Jordan  
<sup>\*\*</sup> Department of Business Administration, Business School, The Hashemite University, Zarqa, Jordan



## Abstract

### How to cite this paper:

Ensour, W., & Al Maaitah, H. (2024). Investigating sustainable employee well-being: A decade of research on burnout studies. *Corporate Governance and Organizational Behavior Review*, 8(3), 29–39. <https://doi.org/10.22495/cgobrv8i3p3>

Copyright © 2024 The Authors

This work is licensed under a Creative Commons Attribution 4.0 International License (CC BY 4.0).  
<https://creativecommons.org/licenses/by/4.0/>

ISSN Online: 2521-1889

ISSN Print: 2521-1870

Received: 11.01.2024

Accepted: 12.08.2024

JEL Classification: A12, I10, I12, J28, M12  
DOI: 10.22495/cgobrv8i3p3

Job burnout is a state of physical and mental exhaustion that occurs as a result of long-term negative feelings that are developed at work and affect individuals of various professions (Penttinen et al., 2021; Dike et al., 2021). Given the growing interest in job burnout and the extensive body of literature dedicated to identifying its contributing factors, this research aims to systematically review empirical burnout research to identify and organize the myriad causes of burnout. The objective is to facilitate a more streamlined approach to its study and to enhance the ability to manage, control, and mitigate burnout symptoms, ultimately promoting and sustaining employees' mental health. Therefore, a systematic literature review of burnout articles published on the Web of Science (WoS) and American Psychological Association (APA) PsycNET databases over the last decade (2012–2022) was conducted. Thematic analysis was employed to identify, classify, and categorize the factors contributing to burnout. The research findings indicate that while the conventional perspective portrays burnout as a work-specific syndrome and workplace factors are often considered the primary indicators of burnout, the research findings suggest that burnout is a complex phenomenon that is influenced by various factors at the personal, job-related, organizational, and social life levels. The relationship between these factors and burnout can overlap, with some factors acting as protective mechanisms and others as risk factors. Understanding these factors can help in developing strategies and intervention mechanisms to prevent or mitigate burnout in the workplace, ultimately promoting and sustaining employees' mental health.

**Keywords:** Burnout, Employees' Well-being, Mental Health, Literature Review

**Authors' individual contribution:** Conceptualization — W.E.; Methodology — W.E. and H.A.M.; Formal Analysis — W.E. and H.A.M.; Investigation — W.E. and H.A.M.; Resources — W.E. and H.A.M.; Data Curation — H.A.M.; Writing — Original Draft — W.E.; Writing — Review & Editing — W.E. and H.A.M.; Supervision — W.E.; Project Administration — W.E.

**Declaration of conflicting interests:** The Authors declare that there is no conflict of interest.

## 1. INTRODUCTION

Burnout is a syndrome of reactions to chronic work-related stress (Dike et al., 2021). Commonly, burnout is best defined by its most agreed-upon definition, provided in 1982 by Christina Maslach,

as a prolonged response to chronic emotional and interpersonal job stressors (Maslach, 1982). Burned-out individuals experience emotional exhaustion, depersonalization, and reduced feelings of personal and goal accomplishment.

Furthermore, according to Thuynsma and de Beer (2017), job burnout is considered one of the major occupational health concerns. Several studies found burnout to be associated with major health issues such as depression, sleep difficulties, coronary heart disease, hyperlipidemia, high blood pressure, chronic somatic diseases, chronic lung diseases, and irritable bowel syndrome (de Beer et al., 2014). Wang et al. (2019) added that burnout may directly or indirectly (through chronically elevated cortisol) increase insomnia risk.

According to Dike et al. (2021), it is envisaged that at the organizational level, research demonstrates that burnout limits occupational efficiency, increases turnover intention, lowers levels of job performance, and reduces employees' accomplishments, thus harming effective and positive organizational outcomes. Pijpker et al. (2019) argue that burnout constitutes the foremost cause of absenteeism in the Netherlands, with associated sick leave costs amounting to around 1.8 billion. Pijpker et al. (2019) indicate that burnout complaints increased from almost 14.4% in 2014 to 17.3% in 2018, and further increases are expected.

Based on the severe implications of burnout at personal and organizational levels, interest in burnout has significantly increased. For instance, based on the Web of Science (WoS) database, burnout research has increased by 123% in 2022 compared to 2012. According to the ScienceDirect database, the increase was about 211% in 2022 compared to 2012, which means that within a decade, a major increase in research studies on burnout was conducted. Among these, almost 48.5% of the empirically studied causes of burnout, although this is very promising, the existence of such a huge number of studies makes it very difficult to collect, classify, and organize the information to highlight the main causes of burnout. This raises the need to summarize, appraise, and synthesize pertinent studies to fully address and manage the issue.

Therefore, this study aims to systematically study the empirical research conducted to identify causes of burnout during the period from 2012–2022, to collect and map the related information in a manageable manner to make sense of this large body of burnout information. Further, this research aims to answer three main questions:

*RQ1: What causes job burnout?*

*RQ2: Is burnout a work-related issue, or are there personal or societal causes?*

*RQ3: Are there any understudied areas that could guide future research?*

The structure of this paper is as follows. Section 2 outlines the research methodology used. Section 3 presents the research results in detail. Section 4 discusses the research findings. Lastly, Section 5 summarizes the research conclusion, explores its implications, and suggests future research directions.

## 2. RESEARCH FRAMEWORK

This study involves a systematic review of burnout articles that were published during the last decade (2012–2022). A rigorous and structured approach was used in analyzing the existing research on burnout, thus ensuring objectivity and comprehensiveness in summarizing the evidence.

The search process of the study commenced in November 2022, with searches conducted on the WoS and American Psychological Association (APA) PsycNET databases. The research period examined spanned from 2012 to 2022, encompassing an entire decade. The inquiry words for this study were “burnout”, “employees’ burnout”, “job burnout”, and “occupational burnout”. From the WoS, this search generated 11,103 results. A second round was conducted by specifying the search “by title” and limiting it to “peer-reviewed”. This reduced the results to 1,124. Searching the same words in the PsycNET database generated 526 articles; when limiting the results to peer review and journals, only 27 articles were found. Therefore, a total of 1,151 articles were found.

Eleven duplicated articles were excluded, and 20 non-empirical studies were omitted. Furthermore, 68 articles that investigate burnout as an independent variable (burnout is a cause, not an outcome) were excluded since this research study was primarily aimed at studying the causalities of burnout. Furthermore, 41 studies that investigated burnout as a moderating or mediating variable were excluded. Other five research studies that investigated burnout scale validity were excluded and eliminated from the study. The studies that investigated burnout during a specific period, like COVID-19 or after a terrorist attack, or studies that dealt with burnout after traumatic events were also excluded. The rationale is that this study aimed to investigate the causalities of burnout and highlight the alarming sources and primary factors that could lead to burnout at any time, not to perceive burnout as a result of a particular crisis. Furthermore, investigating burnout during a specific, not-normal period could create biased results, as during the COVID-19 pandemic or a terrorist attack, the results could reflect a particular case and a specific situation as causalities of burnout. Moreover, the research studies that deal with specific types of people and factors, such as cancer patient burnout, fire survivors, losers of body organs, or even forced immigrants, were excluded, as burnout, in this case, reflects a personal or very specific case that may not be applied and related to other workers. Furthermore, research studies that did not serve the purpose of this study were excluded, for instance, the studies that measure the level of burnout in a particular industry, as these types of studies do not provide answers regarding the causes of burnout. In other words, a total of 461 articles were excluded for the reasons mentioned, thus, a total of 545 articles were subjected to this study.

The analysis utilized a data-driven coding approach, starting without predefined codes and developing them through material reading. The codes were assigned to causes of burnout and were differentiated into various categories such as “JR” for job-related factors, “OR” for organizational-related factors, and “PR” for personal-related factors. After the coding process of the primary sources of burnout, the thematic analysis was created into three tables based on the main generated themes such as (JR, OR, and PR). The influential related factors were grouped into their respective themes. Additionally, two tables were generated for factors that were not directly

linked to the primary themes that were developed, which later created a generation of two themes that were formed, and such themes were labeled “social life demands” and “workplace social factors”.

Furthermore, after the rigorous analysis, various factors were identified among the main five themes that were developed. A further process proceeded to a subsequent phase where the grouped envisaged related factors were categorized. For instance, factors like personality, depression, and alexithymia were grouped under a category labeled “psychological factors”. It’s important to note that due to the extensive number of articles included in the study and the duplication of results in many articles, the provision examples regarding these articles were made. The systematic literature review results are illustrated below.

### 3. RESEARCH RESULTS

#### 3.1. Definition of job burnout

The concept of job burnout is primarily rooted in the definition by Maslach (1982), describing a syndrome characterized by three fundamental dimensions: emotional exhaustion, depersonalization of others, and a diminished sense of personal accomplishment. Penttinen et al. (2021) claim that burnout is an undesirable mental condition, which may harm individuals’ health and workability. Dike et al. (2021) define burnout as a syndrome of reaction to chronic job-related stress that affects overall health, limits occupational efficacy, and personal accomplishments of employees, ultimately hindering organizational outcomes. Gong and He (2018) similarly define job burnout as a comprehensive syndrome encompassing emotional exhaustion, depersonalization, and reduced personal accomplishment. Thus, burnout syndrome is a prolonged response to chronic emotional and interpersonal stressors in the workplace. It is characterized by psychological and emotional exhaustion, depersonalization, and reduced personal accomplishment. These three dimensions serve as the foundation for understanding and assessing the various facets of burnout experienced by individuals. Emotional exhaustion: the primary dimension signifies a loss of enthusiasm towards work (Portero de la Cruz et al., 2020). People experiencing emotional exhaustion often feel drained, fatigued, and emotionally overwhelmed, making it challenging to cope with stress (Maslach, 1982). Depersonalization, also known as cynicism, reflects negative, detached and a cold attitude and emotions towards others. Individuals may become insensitive and distant, treating others as objects rather than recognizing their feelings and needs (Maslach, 1982). Finally, reduced personal accomplishment signifies a decrease in one’s self-esteem and self-efficacy related to their work. Individuals may feel less competent and effective in their roles, leading to a sense of helplessness and inadequacy in achieving their goals (Maslach, 1982).

The analysis revealed that over 23% of burnout studies conducted in the last decade are based on the Maslach burnout inventory (MBI). The majority of theory-based studies on burnout have primarily focused on the job demand-resource theory, with 87 studies in the last decade using this framework.

The job demand-control model and conservation of resource theory have also been widely used. This prevalence suggests that burnout has been predominantly viewed as a work-related issue.

In summary, burnout is generally perceived as a psychological syndrome linked to work, resulting from various work-related stressors. However, this leads to a pertinent question: Is burnout solely a consequence of work-related factors, or are there additional personal and societal elements contributing to its development?

#### 3.2. Sources of burnout

The literature review revealed various potential causes of burnout. To simplify the presentation, five overarching themes are identified: personal factors, social life demands, job-related factors, organizational factors, and workplace social factors. Within each theme, several categories were also identified to cluster the related factors. It is important to note that there are overlaps among these factors. For instance, while satisfaction is typically classified as a job-related attitude, it also contains elements that pertain to the organization as a whole.

##### 3.2.1. Personal factors

Within this theme, eight main categories were identified to organize factors contributing to employee burnout in a personal context. These categories encompass demographic variables, psychological variables, psychological well-being and resources, genetics, physical health, lifestyle, family issues, and psychological connection to the job.

Regarding demographic variables, there was no agreement between researchers on their relationship with burnout. For example, several studies found no relationship between sex and burnout (Arasteh & Seyedshohadaei, 2018; Shokrpour et al., 2021). While other studies found that males are subject to a higher burnout level than their female coworkers (Alshahrani et al., 2022; Yao et al., 2021; Erol et al., 2014; Lu et al., 2020), several studies found that being a woman is a risk factor for burnout (Warren et al., 2012; Xie et al., 2021). Likewise, there were different results regarding the age relationship with burnout; some studies found no relationship (Arasteh & Seyedshohadaei, 2018). While Shokrpour et al. (2021) concluded that burnout was higher in people aged above 54 years old, However, the majority of studies found that younger people are more susceptible to burnout than older ones (Tsai et al., 2020; Warren et al., 2012; Hompoth et al., 2018; Lu et al., 2020).

Similarly, no agreement was found regarding the relationship between marital status and burnout; Alshahrani et al. (2022) claim that being married or divorced is associated with burnout. In contrast, being married was significantly associated with a low level of burnout, according to Hompoth et al. (2018). Moreover, it was found that having children is associated with fewer symptoms of burnout (Hompoth et al., 2018).

Some studies found no association between length of tenure and burnout (Arasteh & Seyedshohadaei, 2018). Yao et al. (2021) claim that more years of practice are significantly associated

with burnout. Yet Hompoth et al. (2018) found a negative relationship between burnout and length of tenure. Regarding education, Arasteh and Seyedshohadaei (2018) found no association between education level and burnout, whereas Abareshi et al. (2022) found that education levels and occupational categories are the main predictors of job burnout.

Other demographic-related results were found by Tsai et al. (2020), who claim that being younger and white was associated with burnout. Warren et al. (2012) found that higher levels of burnout were associated with being overweight. These results raise the need for further investigation of other racial and ethnic factors that could be considered risk factors.

The second category relates to psychological factors, within this category, personality was associated with burnout. It was found that personality traits of agreeableness and conscientiousness predict burnout negatively, while neuroticism positively predicts burnout (Malka et al., 2021). Ren and Wang (2022) found a significant negative correlation between extroversion and job burnout. Borderline personality pathology (i.e., anxiety, depression, emotional lability, hostility, separation insecurity, risk-taking, and impulsivity) as well as, Type D, or “distressed” personality, is related to burnout (Brenning et al., 2020). Lu et al. (2022) indicate that type A personalities with high neuroticism had higher occupational stressors and higher burnout. While trait optimism has a significant negative impact on job burnout (Jiang & Yang, 2016).

Another related issue is emotions — it was found that positive emotions like enthusiasm reduce burnout risk, while negative emotions are positively correlated with job burnout (Xie et al., 2021). Furthermore, there are significant and positive relationships between types of negative emotions: anger and sadness, chronic fatigue and anxiety, and burnout levels (Portero de la Cruz et al., 2020). In a very related issue, emotional intelligence, which refers to the ability to recognize, understand, manage, and effectively use one’s own emotions and the emotions of others, can negatively predict burnout. Additionally, the emotion-regulation ability is found to be negatively related to job burnout, especially in jobs that require high emotional labor (Lee & Chelladurai, 2018).

Several mental health challenges or psychological issues were considered burnout risk factors. For example, aggression, paranoid thoughts, and depression symptoms (Thuynsma & de Beer, 2017), traumatic and posttraumatic stress disorder symptoms, and psychiatric disorders (Alshahrani et al., 2022) were all significantly associated with higher levels of burnout. Furthermore, it was found that people suffering from alexithymia (the inability to identify and express emotions) are at high risk of burnout (Saeidi et al., 2020). On the other hand, other traits were found to negatively influence burnout, like self-compassion, which is the process of treating oneself kindly, especially when suffering is associated (Abdollahi et al., 2021), as well as religiousness and spirituality. In this context, Carneiro et al. (2019) concluded that more religious and spiritualized individuals are less often affected by burnout. Generally, psychological morbidity and mental health were found to be associated with burnout (Zhou et al., 2017).

Psychological well-being and resources — this category encompasses various psychological factors and attributes that contribute to an individual’s overall well-being, resilience, and ability to cope with challenges. Previous research has acknowledged the importance of flexibility in thinking and behavior (psychological flexibility), positive psychological attributes (psychological capital), cognitive skills and abilities (cognitive resources), and psychological ownership in promoting psychological well-being and reducing burnout (Leon-Perez et al., 2016). Competency beliefs as well as self-efficacy are psychological attributes that contribute to an individual’s overall well-being, confidence, and ability to navigate various challenges and tasks, which are also negatively related to burnout (Dreison et al., 2018).

In the fourth category, genetics plays a significant role in burnout. For example, Jia et al. (2021) established an association between the brain-derived neurotrophic factor (BDNF) gene rs6265 polymorphism and job burnout, particularly among individuals with the TT genotype, who may be more susceptible to stressful situations, leading to cynicism. Li et al. (2022) also propose that the BDNF gene rs16917237 TT genotype could be a risk factor for job burnout.

Beyond genetics, chronic physical illness is identified as another risk factor for burnout syndrome. For example, Erol et al. (2014) have found that factors like headaches and tinnitus can impact burnout. On the other hand, having a healthy lifestyle was found to reduce burnout symptoms. This includes the consumption of healthy food (Penttinen et al., 2021), practicing sports and physical activities (Portero de la Cruz et al., 2020), and sleep quality (Avci & Şahin, 2018). In this context, Metlaine et al. (2017) found a higher risk of burnout in people with insomnia, non-restorative sleep, and anxiety. Wang et al. (2019) added that job burnout may directly or indirectly (through chronically elevated cortisol) increase insomnia risk, whereas insomnia probably promotes burnout. Within a lifestyle context, it was found that having hobbies has significant effects on burnout (Avci & Şahin, 2018).

Family issues constitute the seventh category within the personal factor. In this context, work-family conflict, i.e., difficulties balancing work and life responsibilities, and working during personal times increases burnout (Boamah et al., 2017). In a related context, several family issues were found to generate burnout, like family incivility, unfavorable support from family, quality of marital relationship and sexual dysfunction, and parental burnout. Wang et al. (2022) added that parental burnout significantly affected their spouses’ job burnout, directly or indirectly.

Regarding the last category, psychological connection to the job describes an individual’s job-psychological connection, or the emotional and psychological relationship between individuals and their jobs, which was found to negatively influence burnout, i.e., love of the profession, meaningfulness of the work, professional identity, career choice, person-job fit, career path fit and harmonious work passion (Horwood et al., 2021; Tanriverdi et al., 2017), whereas obsessive passion positively predicted emotional exhaustion and depersonalization (Horwood et al., 2021). On the other hand, although workaholism

could be located under personal as well as job-related factors, we suggest locating it under personal factors as it involves personal tendencies and behaviors. Chen et al. (2022) found that workaholism is positively related to job burnout.

### 3.2.2. Social life variables

Within this theme, four elements were identified: social media use, personal-social demands, social capital, social acceptance and face needs.

- Han et al. (2020) found a significant positive correlation between social media use and job burnout; they also claim that job burnout is only significant when social media addiction and the inclination toward social comparison are simultaneously strong; further, they found that the users of social media who often make downward comparisons and get positive emotions from them are more prone to job burnout. Finally, within this category, it was found that technology usage outside the workplace and internet addiction have a significant correlation with burnout (Avci & Şahin, 2018).

- Regarding the second element, it was found that employees who experienced high personal-social demands (relationship demands) more often belonged to increasing burnout (Upadyaya & Salmela-Aro, 2020). On the other hand, social capital which refers to the value that people gain from their social networks and ties, as well as the confidence, cooperation, and help that these connections foster is crucial to reducing job burnout (Khaksar et al., 2019).

- Social acceptance and “face” needs. Face needs are a sociological concept linked to the dignity, prestige, and reputation that a person has in terms of their social relationships. Individuals with higher face needs and higher locked-in status had a significantly higher risk of burnout. Individuals with a job that the “self does not prefer but the family does” (Tsai et al., 2021, para. 3) had twice the risk of having personal and work-related burnout. People with a job that neither they nor their family prefer had four times the risk of having personal and work-related burnout (Tsai et al., 2021). In a related context, Tanriverdi et al. (2017) claim that believing that the job gets what it deserves in society — social acceptance — has an inverse relationship with burnout.

### 3.2.3. Job-related factors

Several job-related factors were identified to affect burnout; it is worth mentioning that most of these factors are highly interrelated and cannot be clearly separated. The categories that were identified to have an impact on burnout are job stress, job demand, resources, and control; job attitudes; professional identity and fulfillment; job characteristics; emotional labor; and job level.

- Job stress was perceived to be the main predictor of burnout, and it is worth mentioning that stress is the most studied issue among factors that produce burnout (Zhou et al., 2017; Jia et al., 2021; Abdollahi et al., 2021; Erol et al., 2014). Further, Erol et al. (2014) added that the emotional exhaustion risks of those who experience work stress were found to be times higher than those who do not

experience any stress. Furthermore, job strain was also related to higher depressive symptoms and burnout (Metlaine et al., 2017). Ouyang et al. (2022) add that among the many work stressors, a new type of stressor has been identified: illegitimate tasks. This newly identified type of stressor refers to work tasks that do not meet employee role expectations and constitute a violation of professional identity.

- Another related category to stress is job demand. This issue is well-researched, as over 120 studies have been conducted to investigate job demand and burnout during 2012-2022. In this context, the job demands-resources (JD-R) model, which is an occupational stress model, was the most commonly used for this purpose. Over 87 studies during the last decade utilized JD-R to study burnout, followed by the job demand-control model. Obviously, job demands (e.g., stress and time pressure) were positively related to burnout (Jiang & Yang, 2016). While job resources, including pay, benefits, and control, were associated with reduced burnout, less tangible job resources, including autonomy, clinical performance feedback, social support, and adequate training, demonstrated strong associations with reduced burnout (Jeon et al., 2022). Workload, which is considered a component of job demand, has a positive relationship with burnout (Andela et al., 2016). In a related context, Abareshi et al.’s (2022) findings showed that levels of mental workload are among the main predictors of job burnout. Furthermore, working schedules, irregular shifts, and long working hours per week also have a positive effect on burnout (Warren et al., 2012; Zhou et al., 2017; Yao et al., 2021). Alshahrani et al. (2022) claim that an inadequate number of days off is related to burnout and having fewer rest days. The type of contract also affects burnout, as a temporary contract creates insecurity, which leads to a high burnout rate (Boamah et al., 2017).

- Job attitudes constitute the third category. Satisfaction is among the most studied attitudes related to burnout. Studies indicate that high levels of satisfaction, i.e., wages, opportunities for advancement, and the benefits of the job, are related to lower levels of burnout syndrome (Zhou et al., 2017; Metlaine et al., 2017). Further, it was found that work engagement is negatively related to job burnout; disengaged employees are at higher risk of burnout (Chen et al., 2022). Furthermore, job commitment is an issue of disagreement, while Jeon et al. (2022) found a negative association between job commitment and job burnout. However, it was found that over-commitment increases burnout over time (Khalid et al., 2019). Finally, individuals with a higher level of perceived job value — those who expressed a willingness to continue working in the same job — are less likely to experience burnout (Kim & Lee, 2021).

- The fourth category relates to professional identity and fulfillment which encompasses the psychological aspects related to how individuals perceive themselves in their professional roles, how they identify with their careers, and the sense of satisfaction and fulfillment they derive from their professional lives. Within this category, it was found that professional fulfillment, professional self-concept, and job embeddedness have a negative influence on burnout (Malka et al., 2021; Lu et al., 2022).

- The fifth category relates to job characteristics, which include positive characteristics that reduce burnout, like job autonomy, role clarity, task variety, and feedback, which have an inverse relationship with burnout (Gong & He, 2018). On the other hand, role ambiguity and conflict have a negative impact on burnout (Jiang & Yang, 2016).

- The sixth category relates to emotional labor, which refers to the management of one's emotions as part of their job. It involves the display of specific emotions as required by the job, often to meet the expectations of customers, colleagues, or employers. It was found that emotional labor correlated with burnout, whereas surface acting, which involves displaying emotions that may not genuinely reflect one's true feelings, was positively related to burnout. Meanwhile, deep acting, which involves making a genuine effort to feel the required emotions, was negatively related to burnout (Lee & Chelladurai, 2018). In a similar context, Andela et al.'s (2016) results indicate that emotional dissonance is related to burnout.

- Finally, the job level or position relationship with burnout was not confirmed; Xie et al. (2021) claim that professional rank has a negative association with burnout. Yao et al. (2021) claim that having no leadership role is significantly associated with burnout.

### 3.2.4. Organizational factors

Five categories were identified within this theme. This clustering approach organizes the various factors based on their common themes or aspects that contribute to employee burnout within the organizational context; these are leadership and management, organizational support and climate, reward systems and empowerment, organizational justice and fairness, and ownership structure and organizational structure.

- The first category is leadership and management. Several types of leadership were found to have a negative impact on burnout, like ethical leadership, transformational leadership, and security-providing leadership. Moriano et al. (2021) added that security-providing leaders, by supporting employees and treating them in a personalized way, can enhance the psychological safety climate and prevent organizational dehumanization and consequent job burnout. Whereas dysfunctional leadership (e.g., abusive supervision and intimidation) is positively associated with burnout, within this category, trust in leadership and management has a significant negative impact on burnout (Gabay et al., 2022).

- The second category relates to organizational support and climate and encompasses perceived organizational support, workplace flexibility, and recognition, including achievement-based social esteem, equality-based respect, and need-based care, corporate leisure welfare as a component of organization support, positive organizational climate (e.g., supportive work environment, collective climate, employee-friendly organizational climate) and employee voice and managerial responsiveness, which were negatively related to burnout (Ouyang et al., 2022). Conversely, workplace challenges that are considered risk factors for burnout were identified as performance-driven climates, organizational politics, opaque operating rules and, work privacy conflicts (Gong & He, 2018; Häusler et al., 2018).

- Thirdly, in the reward system and empowerment category, reward (e.g., performance-based salary, effort-reward imbalance) was associated with burnout. It was found that reward was negatively associated with emotional exhaustion and depersonalization. However, reward had a positive association with personal accomplishment (Khalid et al., 2019). Further, effort-reward imbalance was positively associated with burnout (Häusler et al., 2018). On the other hand, Lu et al. (2020) found that the presence of a performance-based salary system affected job burnout. Within this cluster, empowerment (e.g., structural empowerment, psychological empowerment) was found to be associated with burnout (Shokrpour et al., 2021). In this context, there was a significant inverted correlation between psychological empowerment (competence, self-determination, impact, and meaning) and job burnout, as well as structural empowerment, the formal power and authority that employees have within an organization. It involves the allocation of resources, responsibilities, and decision-making authority to employees and training and development (Shokrpour et al., 2021; Boamah et al., 2017).

- The fourth category is related to organizational justice and fairness; organizational justice dimensions, i.e., distributive, procedural, and interpersonal justice perceptions, relate to lower levels of burnout and were found to have an impact on burnout (Liu & Cheng, 2018).

- Finally, ownership structure and organizational structure category: regarding ownership structure, it was found that a higher level of occupational burnout was associated with working in government institutions (Zhou et al., 2017). Regarding structure, it was found that formalization and a stern hierarchical organizational system could generate burnout (Gong & He, 2018).

### 3.2.5. Workplace social factors

Workplace social factors encompass interpersonal relationships and social dynamics that shape the overall work environment. Within this theme, two main categories were identified: workplace incivility and interpersonal interaction and social support.

It was found that employees experiencing higher levels of workplace incivility reported greater levels of job burnout; this includes workplace violence, sexual harassment, ostracism, isolation, mobbing, bullying, loafing, and jealousy (Liu & Cheng, 2018). Furthermore, intragroup conflict has an association with burnout (Leon-Perez et al., 2016). On the other hand, Dreison et al. (2018) found that staff cohesion was predictive of lower burnout.

On the other hand, interpersonal interaction and social support were found to have a negative relationship with burnout. It has been claimed that the support employees receive from coworkers and supervisors contributes to burnout levels. Supervisory support was negatively associated with all aspects of burnout (Gong & He, 2018). de Beer et al. (2013) added that burnout was found to have a significant negative longitudinal relationship with colleague support and supervisor support, while the negative relationship with supervisor support over time was more prominent. While a lack of support is positively related to burnout (Homphoth et al., 2018).

**Table 1.** Summary of main results

<i>Theme</i>	<i>Category</i>	<i>Factors</i>	<i>Relationship with burnout</i>
Personal factors	Demographic variables	Sex	Not confirmed
		Age	Not confirmed
		Marital status	Not totally confirmed
		length of tenure	Not confirmed
		Education level	Not confirmed
	Psychological variables	Personality	Confirmed based on personality trait
		Emotions	Confirmed based on emotion type
		Emotional intelligence	Negative
		Psychological issues, i.e., depression, paranoid thoughts	Positive
	Psychological well-being and resources	Mental health	Negative
	Genetics	Psychological flexibility, psychological capital	Negative
	Physical health	BDNF gene	Confirmed
		Chronic headache/tinnitus	Positive
	Lifestyle	Sleep	Negative
		Healthy food	Negative
		Sports/physical activities	Negative
	Family issues	Work-family conflict	Positive
		Family incivility	Positive
		Parental burnout	Positive
		Marital relationship	Negative
Psychological connection to the job	Life stress	Positive	
	Love of profession, career choice	Negative	
	Work passion	Confirmed based on passion type	
	Workaholism	Positive	
Social life	Social media use	Comparison	Positive
	Personal-social demands	High demand	Positive
	Social capital		Negative
	Social acceptance and "face" needs	Social acceptance	Negative
Job-related factors	Job stress	Face needs	Positive
		Job stress	Positive
	Job demand, resources	Job demand, workload, working hours	Positive
		Resources	Negative
	Job attitudes	Satisfaction	Negative
		Engagement	Negative
		Commitment	Not confirmed
	Professional identity and fulfillment	Job value	Negative
		Career identity	Negative
	Job characteristics	Professional fulfillment	Negative
		Job autonomy, clarity, variety, feedback	Negative
		Role ambiguity/conflict	Positive
	Emotional labor	Surface acting	Positive
Deep acting		Negative	
Job position		Not confirmed	
Organizational related factors	Leadership and management	Ethical/transformational/security-providing leadership	Negative
		Dysfunctional/abusive leadership	Positive
		Trust in management	Negative
	Organizational support and climate	Perceived organizational support	Negative
		Recognition	Negative
		Positive climate	Negative
		Organizational politics	Positive
	Reward systems and empowerment	Employees voice	Negative
		Effort-reward imbalance	Positive
	Organizational justice and fairness	Empowerment	Negative
		Distributive, procedural, and interpersonal justice	Negative
Ownership structure and organizational structure	Governmental ownership	Positive	
	Structure	Confirmed/structure type	
Workplace social factors	Workplace incivility	Bullying/ostracism/isolation	Positive
	Interpersonal interaction, social support	Social support	Negative

**4. DISCUSSION**

Although job burnout is traditionally viewed as a work-related phenomenon that cannot be investigated outside the occupational domain; however, the results challenge this view and illustrate different non-occupational factors that affect burnout (personal and social factors). This paper indicates that the relationship between

personal factors and burnout is complex. These findings highlight the importance of considering individual differences, both demographic and psychological, as well as lifestyle, genetic, and attitudinal when assessing and addressing burnout in various contexts, including the workplace. Furthermore, social factors and interactions can have a significant impact on job burnout. It was found that excessive use of social media, particularly

when it involves unhealthy social comparisons, can contribute to burnout. High personal-social demands, such as those related to personal relationships, may also increase burnout risk. Additionally, considering the alignment of job preferences with personal, family, and societal expectations may be relevant in understanding and addressing burnout in an occupational context. Similarly, Bianchi et al. (2014) discuss the shift in the understanding of burnout from a work-specific condition to a multidimensional concept that encompasses various life domains. Bianchi et al. (2014) argue against the idea that burnout should only be studied within the workplace, emphasizing that chronic, unresolvable stress, the purported cause of burnout, can affect individuals in multiple areas of their lives. Thus, the idea that a conception of burnout implies a work-restricted scope is deconstructed. Thuynsma and de Beer (2017) also challenge the notion that burnout is solely work-related, advocating for a broader perspective that acknowledges its presence in various life domains. Overall, the result advocates for defining burnout as a multi-domain syndrome rather than limiting it to work, allowing for more comprehensive research on chronic stress and burnout.

This does not mean that the workplace has nothing to do with burnout. Results indicate that job burnout can be influenced by a combination of job-related factors. Addressing burnout in the workplace requires attention to stress management, job design, resource allocation, work-life balance, job satisfaction, emotional labor, and professional identity. Findings also emphasize the critical role that organizational factors and workplace social factors play in employees' burnout experiences. Effective leadership, supportive organizational climates, fair practices, and the promotion of empowerment and social support can contribute to reducing burnout. Conversely, negative social interactions, incivility, and a lack of support can increase the risk of burnout.

## 5. CONCLUSION

The research findings highlight the importance of considering individual differences, i.e., demographic, psychological, lifestyle, genetic, and attitudinal, as well as job and organizational factors when assessing and addressing burnout. Therefore, it is evident that there is no one-size-fits-all approach to preventing or mitigating burnout, and intervention strategies should thus be tailored to individual needs and circumstances. In light of the organization's responsibility towards its employees, organizations are advised to consider the following points to sustain employees' well-being in the workplace.

Firstly, management in organizations needs to embrace internal corporate social responsibility by ensuring that organizations are operating fairly and ethically; creating a culture of respect and civility; developing clear protocols for handling workplace violence incidents and providing support to victims; creating a supportive organizational culture where employees feel valued, recognized, and supported. This includes encouraging employees to voice their opinions, concerns, and suggestions.

Secondly, organizations' management needs to consider individual well-being and development:

- to incorporate personality assessment and intervention into employee development programs

to identify individuals at risk of burnout; thereafter, tailor support for employees based on their personality traits;

- to provide emotional support, emotional regulation and stress management training to help employees manage negative emotions;

- to implement early detection and support for mental health issues to reduce burnout risk;

- to offer mental health support programs for employees with psychiatric disorders, and ensure they receive appropriate treatment;

- to address chronic physical health conditions by integrating health promotion and management programs into the workplace; while genetic factors are not modifiable, organizations should raise awareness of genetic factors related to burnout to help individuals and organizations tailor support and interventions accordingly;

- to offer career counseling and development opportunities to help individuals make career choices aligned with their aspirations and values.

Thirdly, management in organizations needs to promote ethical leadership and positive organizational culture. Encourage and nurture ethical leadership practices by modeling ethical behavior and prioritizing ethical decision-making. Furthermore, organizations should train leaders to adopt transformational leadership styles that inspire and motivate employees. Enhance both tangible and intangible job resources, such as autonomy, feedback, and social support. Evaluate and adjust reward systems to ensure fairness and alignment with employee performance and expectations. Develop empowerment programs that enhance employees' sense of competence, self-determination, impact, and meaning in their work.

Fourthly, encourage work-life balance. Implement policies and practices that support work-life balance, including flexible work hours and remote work options. Plus, offers resources and support for employees facing family-related challenges, such as parental burnout or marital issues. Improve scheduling practices, especially for employees with irregular or shift-based work, to reduce burnout risk. Manage workload effectively to prevent excessive work demands on employees.

For individuals it is necessary to adopt healthier lifestyles (healthy food consumption, practicing sports) to prevent burnout; engage in hobbies and activities outside of work; avoid extensive usage of social media and technology outside work; and make the right choice of career that fits one's personality, values and attitudes.

Finally, systematic literature usually aims to map out areas of uncertainty and identify where little or no relevant research has been done and where new studies are needed. The research results indicate that there is a lack of consensus among researchers regarding the relationship between demographic variables and burnout. It is recommended that future research must further investigate the influence of demographic variables and their potential impact on burnout. A more comprehensive and nuanced understanding of the relationship between these factors and burnout may help in informing the strategies that may assist in preventing and addressing burnout in different populations and contexts. Moreover, despite the huge number of burnout studies having been



published, and although there have been some efforts to study burnout and compare burnout levels among nations, little is known about the causal effect of the relationship between culture, race, ethnicity, and burnout. Moreover, the research findings suggest that there is a need to study the differences in the country's context regarding the economic and political situations and their effect on burnout.

The review only considered articles published in the WoS and APA PsycNET databases, which may mean that important studies from other databases

were not included. Additionally, non-empirical studies, articles focusing on burnout as an independent or moderating variable, and studies related to specific crises or personal cases (like COVID-19 or cancer patients) were excluded. While these exclusions helped in focusing on causality, they may have resulted in the elimination of studies offering a broader or more diverse understanding of burnout's causes, particularly in unique contexts. The study aimed to identify universal causes of burnout but might have missed context-specific factors that differ across industries, cultures, or geographic regions.

## REFERENCES

- Abareshi, F., Salimi, F., Farnia, F., Fallahi, M., & Rastaghi, S. (2022). The impact of mental workload, work-related and socio-demographic factors on job burnout among emergency medical staff. *Work*, 72(4), 1269-1277. <https://doi.org/10.3233/WOR-210001>
- Abdollahi, A., Taheri, A., & Allen, K. A. (2021). Perceived stress, self-compassion and job burnout in nurses: The moderating role of self-compassion. *Journal of Research in Nursing*, 26(3), 182-191. <https://doi.org/10.1177/1744987120970612>
- Alshahrani, A. F., Alhotheyfa, A. M., Alkhiraisy, S. Z., Abugad, H. A., & Alshahrani, B. F. (2022). Job related burnout among emergency physicians and nurses in Dammam City, Saudi Arabia. *World Family Medicine Journal*, 20(1), 121-129. <https://doi.org/10.5742/MEWFM.2022.95219>
- Andela, M., Truchot, D., & Van der Doef, M. (2016). Job stressors and burnout in hospitals: The mediating role of emotional dissonance. *International Journal of Stress Management*, 23(3), 298-317. <https://doi.org/10.1037/str0000013>
- Arasteh, M., & Seyedoshohadaei, S. A. (2018). Relationship between job satisfactions with job burnout among faculty members of Kurdistan University of Medical Sciences. *International Journal of Ayurvedic Medicine*, 9(3), 153-156. <https://doi.org/10.47552/ijam.v9i3.1101>
- Avci, D. K., & Şahin, H. A. (2018). Relationship between burnout syndrome and internet addiction, and the risk factors in healthcare employees in a university hospital. *Konuralp Medical Journal*, 9(2), 78-85. <https://doi.org/10.18521/ktd.299196>
- Bianchi, R., Truchot, D., Laurent, E., Brisson, R., & Schonfeld, I. S. (2014). Is burnout solely job-related? A critical comment. *Scandinavian Journal of Psychology*, 55(4), 357-361. <https://doi.org/10.1111/sjop.12119>
- Boamah, S. A., Read, E. A., & Spence Laschinger, H. K. (2017). Factors influencing new graduate nurse burnout development, job satisfaction and patient care quality: A time-lagged study. *Journal of Advanced Nursing*, 73(5), 1182-1195. <https://doi.org/10.1111/jan.13215>
- Brenning, K. M., De Clercq, B., Wille, B., & Vergauwe, J. (2020). Towards a fine-grained analysis of the link between borderline personality pathology and job burnout: Investigating the association with work-family conflict. *Personality and Individual Differences*, 162, Article 110030. <https://doi.org/10.1016/j.paid.2020.110030>
- Carneiro, É. M., Navinchandra, S. A., Vento, L., Timóteo, R. P., & de Fátima Borges, M. (2019). Religiousness/spirituality, resilience and burnout in employees of a public hospital in Brazil. *Journal of Religion and Health*, 58, 677-685. <https://doi.org/10.1007/s10943-018-0691-2>
- Chen, S. L., Hsiung, H. H., & Chen, C. P. (2022). Heavy work investment and job burnout: The moderating role of health promotion and psychological capital. *NTU Management Review*, 32(2), 1-46. [https://doi.org/10.6226/NTUMR.202208\\_32\(2\).0001](https://doi.org/10.6226/NTUMR.202208_32(2).0001)
- de Beer, L. T., Pienaar, J., & Rothmann, S., Jr. (2013). Investigating the reversed causality of engagement and burnout in job demands-resources theory. *SA Journal of Industrial Psychology*, 39(1), Article a1055. <https://doi.org/10.4102/sajip.v39i1.1055>
- de Beer, L. T., Pienaar, J., & Rothmann, S., Jr. (2014). Job burnout's relationship with sleep difficulties in the presence of control variables: A self-report study. *South African Journal of Psychology*, 44(4), 454-466. <https://doi.org/10.1177/0081246314538249>
- Dike, I. C., Onyishi, C. N., Adimora, D. E., Ugodulunwa, C. A., Adama, G. N., Ugwu, G. C., Eze, U. N., Eze, A., Ogba, F. N., Obiwluzo, P. E., Onu, J. C., Onu, A. O., Omenma, Z. O., Nwaeze, V. C., Ani, C., Ngwu, C. N., Uzodinma, U. E., & Iremeka, F. U. (2021). Yoga complemented cognitive behavioral therapy on job burnout among teachers of children with autism spectrum disorders. *Medicine*, 100(22), Article e25801. <https://doi.org/10.1097/MD.00000000000025801>
- Dreison, K. C., White, D. A., Bauer, S. M., Salyers, M. P., & McGuire, A. B. (2018). Integrating self-determination and job demands-resources theory in predicting mental health provider burnout. *Administration and Policy in Mental Health and Mental Health Services Research*, 45, 121-130. <https://doi.org/10.1007/s10488-016-0772-z>
- Erol, S., Gur, K., Ergun, S., & Yalcin, I. (2014). Burnout level of a bank's call centre employee and affecting factors. *Journal of Marmara University Institute of Health Sciences*, 4(4), 216-225. <https://dergipark.org.tr/tr/download/article-file/165446>
- Gabay, G., Netzer, D., & Elhayany, A. (2022). Shared trust of resident physicians in top-management and professional burnout: A cross-sectional study towards capacity for patient-focussed care, peer support and job expectations. *The International Journal of Health Planning and Management*, 37(4), 2395-2409. <https://doi.org/10.1002/hpm.3479>
- Gong, Y., & He, Z. (2018). Situational factors of job burnout in polytechnic EGP teachers: A diary-based case study in the Chinese context. *Chinese Journal of Applied Linguistics*, 41(1), 84-100. <https://doi.org/10.1515/cjal-2018-0005>
- Han, R., Xu, J., Ge, Y., & Qin, Y. (2020). The impact of social media use on job burnout: The role of social comparison. *Frontiers in Public Health*, 8, Article 588097. <https://doi.org/10.3389/fpubh.2020.588097>

- Häusler, N., Bopp, M., & Hämmig, O. (2018). Effort-reward imbalance, work-privacy conflict, and burnout among hospital employees. *Journal of Occupational and Environmental Medicine*, 60(4), 183–187. <https://doi.org/10.1097/JOM.0000000000001287>
- Hompoth, E. A., Tőreki, A., & Pető, Z. (2018). A kiégésszindróma vizsgálata a Szegedi Tudományegyetem, Sürgősségi Betegellátó Önálló Osztály dolgozóinak körében [Investigation of the burnout syndrome among the employees of the Department of Emergency Medicine at the University of Szeged]. *Orvosi Hetilap*, 159(3), 113–118. <https://doi.org/10.1556/650.2018.30933>
- Horwood, M., Marsh, H. W., Parker, P. D., Riley, P., Guo, J., & Dicke, T. (2021). Burning passion, burning out: The passionate school principal, burnout, job satisfaction, and extending the dualistic model of passion. *Journal of Educational Psychology*, 113(8), 1668–1688. <https://doi.org/10.1037/edu0000664>
- Jeon, H.-J., Diamond, L., McCartney, C., & Kwon, K.-A. (2022). Early childhood special education teachers' job burnout and psychological stress. *Early Education and Development* 33(8), 1364–1382. <https://doi.org/10.1080/10409289.2021.1965395>
- Jia, H., He, M., Zhang, X., Li, Y., He, S.-C., & Zhang, X.-Y. (2021). The relationship between job stress and job burnout moderated by BDNF rs6265 polymorphism. *Psychopharmacology*, 238, 2963–2971. <https://doi.org/10.1007/s00213-021-05911-x>
- Jiang, X., & Yang, H. (2016). Impacts of optimism and job characteristics on job burnout among the millennial generation: Evidence from a survey of community service workers in Shaanxi, China. *Revista de Cercetare si Interventie Sociala*, 35, 185–212. [https://www.rcis.ro/images/documente/rcis53\\_13.pdf](https://www.rcis.ro/images/documente/rcis53_13.pdf)
- Khaksar, S. M. S., Maghsoudi, T., & Young, S. (2019). Social capital, psychological resilience and job burnout in hazardous work environments. *Labour and Industry*, 29(2), 155–180. <https://doi.org/10.1080/10301763.2019.1588196>
- Khalid, A., Pan, F., Li, P., Wang, W., & Ghaffari, A. S. (2019). The impact of occupational stress on job burnout among bank employees in Pakistan, with psychological capital as a mediator. *Frontiers Public Health*, 7, Article 00410. <https://doi.org/10.3389/fpubh.2019.00410>
- Kim, B. J., & Lee, S.-Y. (2021). A cross-sectional study on the impacts of perceived job value, job maintenance, and social support on burnout among long-term care staff in Hawaii. *International Journal of Environmental Research and Public Health*, 18(2), Article 476. <https://doi.org/10.3390/ijerph18020476>
- Lee, Y. H., & Chelladurai, P. (2018). Emotional intelligence, emotional labor, coach burnout, job satisfaction, and turnover intention in sport leadership. *European Sport Management Quarterly*, 18(4), 393–412. <https://doi.org/10.1080/16184742.2017.1406971>
- Leon-Perez, J. M., Antino, M., & Leon-Rubio, J. M. (2016). The role of psychological capital and intragroup conflict on employees' burnout and quality of service: A multilevel approach. *Frontiers in Psychology*, 7, Article 01755. <https://doi.org/10.3389/fpsyg.2016.01755>
- Li, Y., Xue, T., Jin, J., Wu, H. E., Dong, Y., Zhen, S., He, S.-C., & Zhang, X. Y. (2022). Interaction between the BDNF gene rs16917237 polymorphism and job stress on job burnout of Chinese university teachers. *Journal of Affective Disorders*, 309, 282–288. <https://doi.org/10.1016/j.jad.2022.04.135>
- Liu, H.-C., & Cheng, Y. (2018). Psychosocial work hazards, self-rated health and burnout: A comparison study of public and private sector employees. *Journal of Occupational and Environmental Medicine*, 60(4), 193–198. <https://doi.org/10.1097/JOM.0000000000001233>
- Lu, M., Zhang, F., Tang, X., Wang, L., Zan, J., Zhu, Y., & Feng, D. (2022). Do type A personality and neuroticism moderate the relationships of occupational stressors, job satisfaction and burnout among Chinese older nurses? A cross-sectional survey. *BMC Nursing*, 21, Article 88. <https://doi.org/10.1186/s12912-022-00865-7>
- Lu, S., Zhang, L., Klazinga, N., & Kringos, D. (2020). More public health service providers are experiencing job burnout than clinical care providers in primary care facilities in China. *Human Resources for Health*, 18, Article 95. <https://doi.org/10.1186/s12960-020-00538-z>
- Malka, M., Kaspi-Baruch, O., & Segev, E. (2021). Predictors of job burnout among fieldwork supervisors of social work students. *Journal of Social Work*, 21(6), 1553–1573. <https://doi.org/10.1177/1468017320957896>
- Maslach, C. (1982). Understanding burnout: Definitional issues in analyzing a complex phenomenon. In W. S. Paine (Ed.), *Job stress and burnout: Research, theory and intervention perspectives* (pp. 29–40). SAGE Publications. <https://www.researchgate.net/publication/240370761>
- Metlaine, A., Sauvet, F., Gomez-Merino, D., Elbaz, M., Delafosse, J. Y., Leger, D., & Chennaoui, M. (2017). Association between insomnia symptoms, job strain and burnout syndrome: A cross-sectional survey of 1300 financial workers. *BMJ Open*, 7(1). <https://doi.org/10.1136/bmjopen-2016-012816>
- Moriano, J. A., Molero, F., Laguía, A., Mikulincer, M., & Shaver, P. R. (2021). Security providing leadership: A job resource to prevent employees' burnout. *International Journal of Environmental Research and Public Health*, 18(23), Article 12551. <https://doi.org/10.3390/ijerph182312551>
- Ouyang, C., Zhu, Y., Ma, Z., & Qian, X. (2022). Why employees experience burnout: An explanation of illegitimate tasks. *International Journal of Environmental Research and Public Health*, 19(15), Article 8923. <https://doi.org/10.3390/ijerph19158923>
- Penttinen, M. A., Virtanen, J., Laaksonen, M., Erkkola, M., Vepsäläinen, H., Kautiainen, H., & Korhonen, P. (2021). The association between healthy diet and burnout symptoms among Finnish municipal employees. *Nutrients*, 13(7), Article 2393. <https://doi.org/10.3390/nu13072393>
- Pijpker, R., Vaandrager, L., Veen, E. J., & Koelen, M. A. (2019). A salutogenic approach to understanding the potential of green programs for the rehabilitation of young employees with burnout: Protocol for a mixed method study on effectiveness and effective elements. *JMIR Research Protocols*, 8(10), Article e15303. <https://doi.org/10.2196/15303>
- Portero de la Cruz, S., Cebrino, J., Herruzo, J., & Vaquero-Abellán, M. (2020). A multicenter study into burnout, perceived stress, job satisfaction, coping strategies, and general health among emergency department nursing staff. *Journal of Clinical Medicine*, 9(4), Article 1007. <https://doi.org/10.3390/jcm9041007>
- Ren, X., & Wang, Y. (2022). On the correlation between job burnout, mental health and personality traits of college physical education teachers. *Psychiatria Danubina*, 34(Suppl. 2), 794–794. <https://hrcak.srce.hr/282358>

- Saeidi, Z., Ebrahimi, H., Areshthanab, H., Tabrizi, F. J., & Mostafazadeh, A. (2020). Alexithymia and its relationships with job burnout, personality traits, and shift work among hospital nurses. *Nursing and Midwifery Studies*, 9(2), 83-89. [https://doi.org/10.4103/nms.nms\\_20\\_19](https://doi.org/10.4103/nms.nms_20_19)
- Shokrpour, N., Bazrafkan, L., & Talebi, M. (2021). The relationship between empowerment and job burnout in auxiliary health workers in 2019. *Journal of Education and Health Promotion*, 10(1). [https://doi.org/10.4103/jehp.jehp\\_239\\_20](https://doi.org/10.4103/jehp.jehp_239_20)
- Tanriverdi, E. Ç., Dikbaş, L., & Çalikoğlu, E. O. (2017) The relation between the levels of burnout and job satisfaction of health personnel working in a maternity hospital and sociodemographic factors. *Medical Journal of Bakirkoy*, 13(1), 32-39. <https://doi.org/10.5350/BTDMJB201713106>
- Thuynsma, C., & de Beer, L. T. (2017). Burnout, depressive symptoms, job demands and satisfaction with life: Discriminant validity and explained variance. *South African Journal of Psychology*, 47(1), 46-59. <https://doi.org/10.1177/0081246316638564>
- Tsai, F.-J., Chen, R.-Y., & Chen, H.-J. (2021). Individual and family preferences of job qualities matter: Association between face needs, locked-in job status, and burnout among high-tech workers in Taiwan. *BMC Public Health*, 21, Article 1241. <https://doi.org/10.1186/s12889-021-11269-8>
- Tsai, J., Jones, N., Klee, A., & Deegan, D. (2020). Job burnout among mental health staff at a veterans affairs psychosocial rehabilitation center. *Community Mental Health Journal*, 56, 294-297. <https://doi.org/10.1007/s10597-019-00487-5>
- Upadyaya, K., & Salmela-Aro, K. (2020). Social demands and resources predict job burnout and engagement profiles among Finnish employees. *Anxiety, Stress, & Coping*, 33(4), 403-415. <https://doi.org/10.1080/10615806.2020.1746285>
- Wang, C., Dai, J., & Li, J. (2019). Mediating effects of hair cortisol on the mutual association of job burnout and insomnia: A retrospective exploratory study. *Journal of Psychiatric Research*, 117, 62-67. <https://doi.org/10.1016/j.jpsychires.2019.07.001>
- Wang, W., Wang, S., Chen, S., & Li, Y. (2022). Parental burnout and job burnout in working couples: An actor-partner interdependence model. *Journal of Family Psychology*, 36(5), 704-712. <https://doi.org/10.1037/fam0000953>
- Warren, C. S., Schafer, K. J., Crowley, M. E., & Olivardia, R. (2012). A qualitative analysis of job burnout in eating disorder treatment providers. *Eating Disorders*, 20(3), 175-95. <https://doi.org/10.1080/10640266.2012.668476>
- Xie, J., Li, J., Wang, S., Li, L., Wang, K., Duan, Y., Liu, Q., Zhong, Z., Ding, S., & Cheng, A. S. K. (2021). Job burnout and its influencing factors among newly graduated nurses: A cross-sectional study. *Journal of Clinical Nursing*, 30(3-4), 508-517. <https://doi.org/10.1111/jocn.15567>
- Yao, H., Wang, P., Tang, Y.-L., Liu, Y., Liu, T., Liu, H., Chen, Y., Jiang, F., & Zhu, J. (2021). Burnout and job satisfaction of psychiatrists in China: A nationwide survey. *BMC Psychiatry*, 21, Article 593. <https://doi.org/10.1186/s12888-021-03568-6>
- Zhou, X., Pu, J., Zhong, X., Zhu, D., Yin, D., Yang, L., Zhang, Y., Fu, Y., Wang, H., & Xie, P. (2017). Burnout, psychological morbidity, job stress, and job satisfaction in Chinese neurologists. *Neurology*, 88(18), 1727-1735. <https://doi.org/10.1212/WNL.0000000000003883>