PREVENTIVE STRATEGIES FOR OCCUPATIONAL BURNOUT IN CORPORATE SETTINGS: A SYSTEMATIC LITERATURE REVIEW
Strategi Pencegahan Burnout Kerja pada Lingkungan Korporasi: Suatu Tinjauan Literatur Sistematis

Harisatun Najwa* [iD], **Endang Dwiyanti** [iD]
Faculty of Public Health, Universitas Airlangga, Indonesia
Corresponding Author: harisatunnajwa@gmail.com

ARTICLE INFO

ABSTRACT

Background: Burnout represents a growing occupational health concern within corporate environments, manifesting in reduced productivity, absenteeism, and declining mental and physical well-being. **Purpose:** To synthesize evidence on preventive strategies for occupational burnout among corporate employees. **Methods:** A systematic literature review was conducted following PRISMA guidelines, using Google Scholar, ScienceDirect, ProQuest, and SpringerLink (2020–2025). Studies were identified using PICOS inclusion criteria and appraised with the Joanna Briggs Institute checklist. **Results:** Individual programs including Acceptance and Commitment Therapy based resilience training, mindfulness, Cognitive Behavioural Therapy tools, and workplace exercise reduced exhaustion while enhancing psychological flexibility and mental health literacy. Organizational approaches like security-providing leadership and psychoeducation with managerial consultation improved psychological safety. The strongest effects occurred when individual coping resources were supported by organizational structures. Although studies focused on corporate employees, differences in culture and context may limit generalization. **Conclusion:** Preventing burnout is most effective through combined individual and organisational measures. Sustainable, leadership-supported, technology-based programmes are recommended for long-term well-being and productivity.

Keywords: burnout prevention, corporate employees, occupational burnout

ABSTRAK

Latar belakang: *Burnout adalah masalah kesehatan kerja di korporasi, berdampak pada produktivitas, absensi, serta kesejahteraan mental dan fisik.* ***Tujuan:*** *Mensintesis bukti terkini strategi pencegahan burnout pada karyawan korporasi.* ***Metode:*** *Penelitian menggunakan Systematic Literature Review (SLR) berdasarkan pedoman PRISMA melalui Google Scholar, ScienceDirect, ProQuest, dan SpringerLink (2020–2025). Berdasarkan kriteria PICOS, studi memenuhi syarat dipilih dan dinilai menggunakan daftar tilik JBI.* ***Hasil:*** *Beragam intervensi menunjukkan manfaat. Program individu seperti pelatihan resiliensi berbasis Acceptance and Commitment Therapy, mindfulness, alat kreatif berbasis Cognitive Behavioural Therapy menurunkan burnout, meningkatkan fleksibilitas psikologis, efektivitas profesional, dan literasi kesehatan mental. Pendekatan organisasi seperti kepemimpinan yang memberi rasa aman dan psikoedukasi terpadu dengan konsultasi manajerial memperkuat keselamatan psikologis dan dukungan kerja. Efek terbaik muncul saat sumber daya individu mendapat dukungan organisasi. Meskipun studi berfokus pada karyawan korporasi, perbedaan budaya, durasi intervensi, dan konteks perusahaan dapat membatasi generalisasi temuan.* ***Kesimpulan:*** *Pencegahan burnout efektif melalui integrasi pendekatan individu dan organisasi. Program berkelanjutan yang didukung kepemimpinan dan teknologi direkomendasikan untuk kesejahteraan dan produktivitas jangka panjang.*

Kata Kunci: *burnout kerja, karyawan korporasi, pencegahan burnout*

INTRODUCTION

Burnout has increasingly become a central concern in modern workplaces, particularly within corporate environments where performance demands and competition are high. The World Health Organization (2019) defines burnout as a syndrome that arises from prolonged workplace stress that has not been effectively managed, reflected in a persistent sense of fatigue or loss of energy, a growing psychological detachment or negative attitude toward one's job, and a decline in one's sense of professional effectiveness or accomplishment. Research estimates that 40–50% of corporate employees experience moderate to severe burnout symptoms (Sanchez-Segura *et al*., 2023). On a global scale, burnout has come to be recognised as one of the most serious occupational health challenges, with consequences including declining productivity, higher rates of absenteeism, and deteriorating mental well-being among employees (Lee *et al*., 2023).

Empirical evidence demonstrates that work-related mental health complaints have become increasingly prevalent, accounting for nearly one-fifth of all occupational health problems in Europe and similar proportions globally (Pees *et al*., 2024). These challenges have been shown to have a detrimental effect on workers' psychological well-being, as well as on such areas as work performance, organisational commitment, and overall productivity. In the context of corporate environments, characterised by elevated demands, stringent deadlines, limited autonomy, and inadequate social support, the development of burnout is particularly pronounced. The Job Demands-Resources (JD-R) model posits that burnout emerges when an imbalance between excessive job demands and inadequate resources is sustained over time. It is therefore vital to implement effective preventive strategies if

mental health is to be maintained and workforce resilience sustained (Bakker & de Vries, 2021).

Burnout has been shown to have significant physiological implications, with mounting evidence indicating strong associations between burnout and various biological markers, as well as sleep disturbances. A study of white-collar workers experiencing burnout has revealed the presence of elevated blood sugar (HbA1C), cholesterol, and inflammatory markers such as C-reactive protein (CRP). The study also identified significant disruptions in sleep patterns, including chronic insomnia and reduced sleep quality. These physiological changes are indicative of the body's response to prolonged stress and indicate that burnout may trigger or exacerbate metabolic disorders, immune dysregulation, and cardiovascular risks. For instance, elevated HbA1C levels, which are often linked to inadequate glucose regulation, have been demonstrated to be associated with emotional exhaustion and depersonalisation in employees experiencing burnout. This observation underscores the possibility of long-term health deterioration when occupational stress remains unaddressed (Metlaine *et al*., 2018).

In recent years, a range of interventions have been implemented with the aim of mitigating burnout and stress-related symptoms, at both the individual and organisational levels. Pees *et al*. (2024) emphasised the pivotal function of occupational health professionals in promoting preventative measures, encompassing stress management training, cognitive-behavioural interventions, organisational-level redesign, and consultation programmes. Their systematic review found that high-intensity and multi-session interventions, particularly those involving active participation and adherence,

yielded more substantial improvements in reducing exhaustion and improving well-being. However, it was also noted that a significant proportion of preventative programmes are characterised by fragmentation and limited duration. This observation underscores the necessity for the development of long-term, systemic strategies that address both personal and structural causes of burnout.

The present review aims to systematically examine burnout prevention strategies within corporate and office-based work settings, with a specific focus on both individual-level and organisational-level interventions. This review synthesises evidence from previous empirical studies conducted in corporate environments in order to clarify how different types of preventive approaches operate within organisational contexts.

METHOD

Literature Search Strategy

This study employed the Systematic Literature Review (SLR) method to comprehensively examine preventive strategies for occupational burnout among corporate employees across global corporate settings. The SLR enables researchers to methodically identify, evaluate, and synthesize empirical evidence pertaining to a particular subject, thereby ensuring transparency, replicability, and methodological rigor (Ritterbusch & Teichmann, 2023). The research question and article selection in this systematic literature review were guided by the PICOS framework. The population (P) comprised corporate or office-based employees. The intervention (I) encompassed preventive strategies aimed at reducing burnout, covering both individual-level and organizational-level approaches without restricting to specific intervention types. The

comparison (C) was not restricted to a single format and could include pre–post conditions, control group comparisons, or studies without formal comparison, depending on the research design. The outcomes (O) concentrated on burnout and associated psychological outcomes, including stress, resilience, and mental well-being. The study design (S) encompassed a range of research methodologies, including quantitative, qualitative and mixed-method studies, all of which were deemed to be pertinent to the specific research objectives of the study.

Articles were retrieved from four academic databases: Google Scholar, ScienceDirect, ProQuest, and SpringerLink, covering publications from 2020 to 2025. The literature search process was conducted to ensure the precision and relevance of the retrieved studies. A range of search strategies was employed, with each strategy tailored to the unique characteristics of the respective database. In the aforementioned databases, i.e. ScienceDirect, ProQuest and SpringerLink, the Boolean operators were utilised in order to systematically combine keywords and thereby refine the search results. The search string applied in these databases was: ("burnout prevention" OR "burnout intervention") AND ("employee burnout" OR "occupational burnout") AND ("corporate employees" OR "office workers" OR "white-collar employees"). In Google Scholar, the search was conducted using several keyword combinations such as "burnout prevention", "employee burnout", "burnout intervention", "occupational burnout", and "burnout prevention among corporate employees", to capture a broader range of relevant studies. The present study adopts the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) framework as the main methodological guideline for conducting and reporting the review. The PRISMA model

provides a transparent, structured, and reproducible approach for identifying, screening, assessing, and synthesizing literature, thereby enhancing the rigor and credibility of the systematic review process (Mishra & Mishra, 2023). In accordance withestablished criteria and selected keywords, a total of 7 articles met the eligibility standards and were included in the final review. The inclusion criteria were: (1) articles discussing preventive strategies or interventions for occupational burnout; (2) research subjects being corporate or office employees; (3) studies employing quantitative, qualitative, or mixed-method

designs; (4) publications written in English or Indonesian, accessible in full text, and published between 2020–2025.

Each study selected for review was subjected to critical appraisal using the Joanna Briggs Institute (JBI) checklist to ensure methodological quality and reliability. The data extraction process was conducted in a systematic manner, with key information such as the article title, authors, publication year, research design, sample characteristics, type of preventive strategy, and principal findings being summarised.
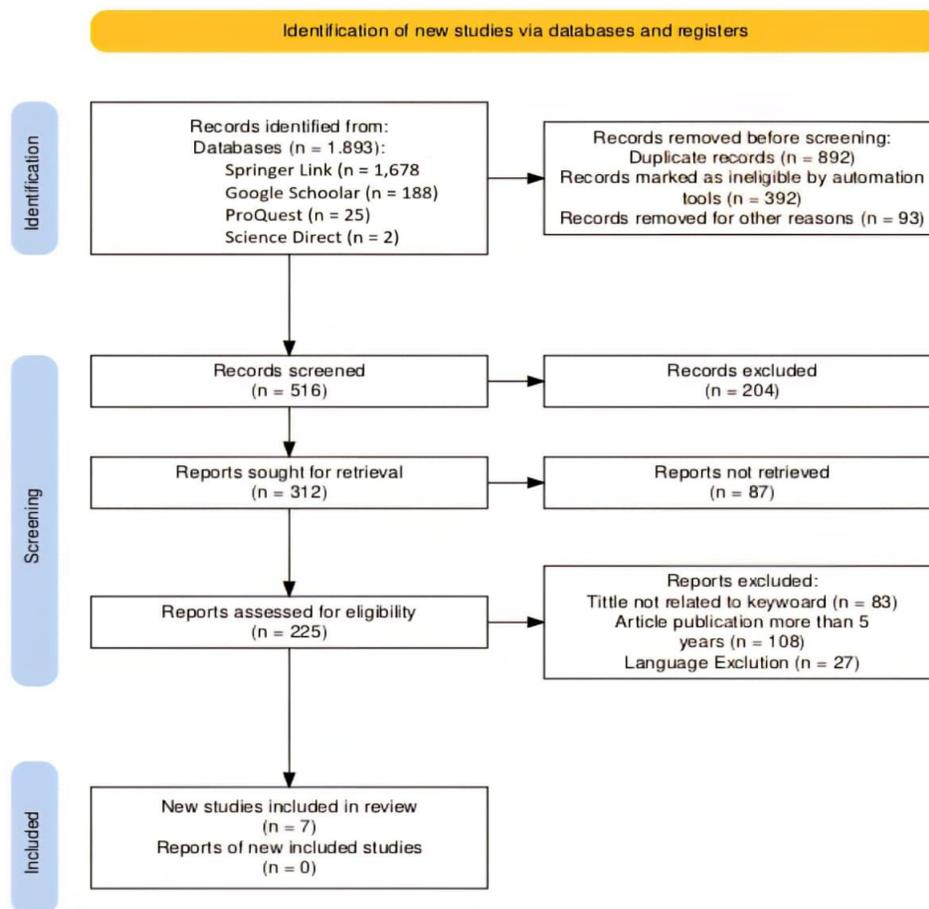
Figure 1. Results of article synthesis using the PRISMA method

The synthesis process was conducted in accordance with the PRISMA 2020 guidelines, as illustrated in Figure 1. The initial identification process yielded a total of

1,893 records. Following the removal of 892 duplicates, 392 automated exclusions, and 93 irrelevant records, 516 articles were selected for title and abstract screening. Following a

thorough review, 204 of these reports were deemed to be irrelevant, leaving a total of 312 full-text reports for further assessment. Following the removal of 87 reports deemed inaccessible, a total of 225 articles were subjected to a process of evaluation in order to ascertain their eligibility. Following a detailed appraisal, 83 were excluded on the basis of their unrelated topics, 108 for being published outside the designated range, and 27 for not meeting the language requirement. In conclusion, a total of seven studies satisfied all the stipulated inclusion criteria and were consequently incorporated into the final synthesis. This ensured that only evidence of a relevant and high-quality nature on the prevention of burnout in corporate environments was analysed.

RESULT

Following the systematic literature search conducted using the PRISMA methodology. a total of 7 eligible articles were identified and included in the final synthesis. The selected studies are summarized as follows:

Table 1. Summary of Included Studies

Research Title, Researcher, & Year	Research Method	Number of Samples	Level of Preventive Strategy	Preventive Strategy or Intervention	Result
Increasing Workforce Psychological Flexibility through Organization-Wide Training: Influence on Stress Resilience, Job Burnout, and Performance. Archer *et al*. (2024)	Quasi-experimental (one-group pretest-posttest)	504 employees from a product innovation and manufacturing company in Scandinavia.	Multi-level	Acceptance and Commitment Therapy (ACT) Informed Resilience Training (Half-day organization-wide program focusing on psychological flexibility, stress management, and recovery behavior).	The intervention produced a statistically significant increase in psychological flexibility and resilience, along with reductions in exhaustion and improvements in personal accomplishment over a period of three months. The study emphasised the efficacy of ACT-based training as a large-scale approach to enhancing resilience and reducing the risk of burnout in corporate employees.
Exploring the Doodle Toolkit for Burnout Intervention among Grassroots Employees in One Chinese State-Owned Enterprise. Wang *et al*. (2025)	Mixed-Methods	38 participants selected from a state-owned water company in Southers China.	Individual-level	Happy Doodle Toolkit (HDT), a self-guided four-week intervention combining Cognitive Behavioural Therapy (CBT) and doodling for self-reflection, emotional expression, and stress relief.	The HDT intervention significantly reduced emotional exhaustion and cynicism while increasing professional efficacy. Younger employees (≤ 35 years) showed greater improvement in cynicism reduction. Qualitative findings revealed enhanced emotional awareness, positive focus, team interaction and self-efficacy. The study concluded that the CBT-based doodle toolkit was a low-cost, culturally adapted method to alleviate burnout and foster well-being among employees.

Continuation of Table 1. Summary of Included Studies

Research Title, Researcher, & Year	Research Method	Number of Samples	Level of Preventive Strategy	Preventive Strategy or Intervention	Result
Security Providing Leadership: A Job Resource to Prevent Employees' Burnout. (Moriano *et al.* (2021)	Quantitative (Cross-sectional survey)	655 Spanish Employees	Organizational level	Security Providing Leadership (a leadership approach based on attachment theory where leaders act as secure bases, providing psychological safety, emotional support, and recognition to subordinates).	Security providing leadership was negatively related to burnout and indirectly reduced it through increased psychological safety climate and decreased organizational dehumanization. The results suggested that leaders who provided emotional security can foster trust, reduce stress, and prevent burnout by creating supportive and human-centered workplaces.
The Importance of Workplace Exercise. Martinez (2021)	Narrative Review	-	Multi-level	Workplace Exercise Program (set of mobility, stretching, and strengthening exercises performed at work to prevent RSIs/WMSDs, occupational stress, and burnout).	Regular workplace exercise improves employees' quality of life, flexibility, and productivity while reducing absenteeism, musculoskeletal pain, and symptoms of occupational stress and burnout. It concluded that systematic implementation of workplace exercise before, during, or after work shifts provided significant benefits for both workers and organizations.
The Physical Activity Paradox: A Longitudinal Study of the Implications for Burnout. de Vries & Bakker (2022)	Quantitative (Longitudinal)	355 full-time employees in the United States	Individual-level	Off-job Physical Activity as Recovery Strategy (examined effects of recreational, household, and transportation physical activities outside working hours on burnout prevention).	High physical job demands were positively related to burnout, while off-job physical activity, especially recreational physical activity, was negatively associated with burnout symptoms only among employees with low physical job demands. For workers with physically demanding jobs, recreational activity was linked to higher burnout risk.
Efficacy of a Workplace Intervention Program with Web-Based Online and	Phase III Wait-Listed Cluster Randomized Controlled Trial	456 Employees from six large-scale corporations in Hong Kong	Multi-level	Blended Psychoeducation Program (Web-Based and Face-to-Face) & Organizational	The blended workplace intervention produced significant reductions in stress and increases in professional accomplishment.

Continuation of Table 1. Summary of Included Studies

Research Title, Researcher, & Year	Research Method	Number of Samples	Level of Preventive Strategy	Preventive Strategy or Intervention	Result
Offline Modalities for Improving Workers' Mental Health. Lam *et al.* (2022)				Consultation (individual-focused online learning modules on stress reduction, burnout prevention, and mental health literacy, combined with workplace consultation for managers).	Participants also showed higher mental health literacy, better recognition of mental health problems, improved help-seeking attitudes, and reduced stigmatization compared to controls.
Effectiveness of Mobile Mindfulness Training on Stress, Burnout, and Work Engagement of Office Workers: Protocol for a Randomized Controlled Trial. Lee *et al.* (2024)	Two-arm Randomized Controlled Trial	144 office workers from companies and institutions in South Korea	Individual-level	Mobile Mindfulness Training (MMT) via *InMind* app (guided meditation modules (breathing, yoga, walking, loving-kindness) and nature-based sounds practiced daily for 4 weeks, followed by crossover design for the control group).	The study aimed to evaluate the effectiveness of MMT in improving stress, burnout, and work engagement. Expected outcomes included reducing burnout and perceiving stress, and increasing mindfulness, vitality, and engagement. The program was projected to serve as a feasible mobile-based workplace intervention for promoting employees' mental health and productivity.

Table 2. Detailed Data Extraction

Author (Year)	Study Objective	Instrument	Data Analysis	Key Limitations	JBI Quality
Archer *et al.* (2024)	To examine the effectiveness of organization-wide ACT-informed resilience training on psychological flexibility, burnout, and recovery behaviors among corporate employees.	Self-report questionnaires	Quasi-experimental pre–post analysis	No control group, short follow-up period	Good
Wang *et al.* (2025)	To explore the effectiveness and feasibility of the Happy Doodle Toolkit in reducing burnout among grassroots employees.	Burnout scale, qualitative interview guide.	Quantitative analysis and thematic qualitative analysis.	Small sample size, single organizational setting.	Moderate
Moriano *et al.* (2021)	To investigate the relationship between security-providing leadership and employee burnout.	Self-administered survey questionnaires.	Cross-sectional statistical analysis.	Cross-sectional design limits causal inference.	Good

Continuation of Table 2. Detailed Data Extraction

Author (Year)	Study Objective	Instrument	Data Analysis	Key Limitations	JBI Quality
Martinez (2021)	To review the role of workplace exercise programs in preventing occupational stress and burnout.	Secondary sources from previous studies.	Narrative synthesis.	Non-systematic design, no empirical data.	Moderate
de Vries & Bakker (2022)	To examine the relationship between physical activity, job demands, and burnout over time.	Self-report measures of burnout and physical activity.	Longitudinal statistical analysis.	Reliance on self-reported data.	Good
Lam *et al.* (2022)	To evaluate the efficacy of a blended workplace mental health intervention combining psychoeducation and organizational consultation.	Burnout and mental health literacy questionnaires.	Randomized controlled trial analysis.	Conducted in large corporations only.	Good
Lee *et al.* (2024)	To evaluate the effectiveness of mobile mindfulness training on stress, burnout, and work engagement among office workers.	Burnout, stress, mindfulness, and engagement scales.	Planned randomized controlled trial analysis.	Protocol study with no outcome data yet.	Moderate

DISCUSSION

This systematic literature review synthesizes empirical evidence on preventive strategies for occupational burnout among corporate and office-based employees, highlighting the importance of adopting an integrated approach to workplace mental health. The results collectively imply that burnout prevention is most durable when individual coping skills are supported by supportive organizational structures, rather than endorsing the efficacy of independent initiatives. Across the reviewed studies, interventions targeting individual coping capacities, such as psychological flexibility, mindfulness, creative self-expression, and physical activity, consistently showed positive effects in reducing burnout-related symptoms, particularly emotional exhaustion (Archer *et al.*, 2024; Wang *et al.*, 2025; de Vries & Bakker, 2022; Lee *et al.*, 2024). However, these benefits were often conditional on organizational context and

support, suggesting limitations of stand-alone individual-level interventions.

The findings align with the Job Demands–Resources (JD-R) model, which conceptualizes burnout as a consequence of sustained imbalance between job demands and available job and personal resources. Individual-level interventions, such as ACT-informed resilience training (Archer *et al.*, 2024), mobile mindfulness training (Lee *et al.*, 2024), and the Happy Doodle Toolkit (Wang *et al.*, 2025), primarily strengthen personal resources including psychological flexibility, emotional regulation, and recovery capacity. While these interventions demonstrated short- to medium-term reductions in burnout symptoms, their effectiveness may be constrained when high job demands and unsupportive organizational conditions persist.

Evidence from organizational- and multilevel interventions reinforces the importance of addressing structural and

leadership-related resources. Moriano *et al.* (2021) demonstrated that security-providing leadership was negatively associated with burnout and operated through increased psychological safety and reduced organizational dehumanization. Similarly, Lam *et al.* (2022) reported that a blended intervention combining individual psychoeducation with organizational consultation resulted in significant improvements in stress reduction, professional accomplishment, and mental health literacy. These findings suggested that organizational resources, particularly leadership behaviors and supportive policies play a critical role in sustaining the benefits of individual interventions.

In accordance with Maslach's definition of burnout as a multifaceted phenomenon characterized by emotional weariness, depersonalization or cynicism, and diminished personal achievement (Maslach & Leiter, 2016), the reviewed studies indicate that addressing only one dimension is insufficient. Interventions that simultaneously target individual well-being, leadership practices, and organizational systems appear better positioned to mitigate burnout across its multiple dimensions.

Based on the reviewed evidence, burnout prevention should be institutionalized within organizational policies rather than framed as optional wellness activities. Corporate policies should prioritize leadership development approaches that promote psychological safety and supportive supervisory behaviors. Organizations are encouraged to integrate structured resilience training, mental health literacy programs, and workplace physical activity into routine occupational health initiatives. Additionally, adopting digital and hybrid intervention models, such as mobile mindfulness training, may enhance accessibility and scalability, particularly in

large or geographically dispersed organizations.

Several limitations of this systematic literature review should be acknowledged. First, the publication time frame was restricted to studies published between 2020 and 2025. While this approach ensured the inclusion of recent and relevant evidence, it may have excluded earlier foundational studies that could provide additional theoretical or empirical insights into burnout prevention strategies. Second, one of the included studies was a research protocol without reported outcome data at the time of review. Although the protocol was retained due to its relevance and methodological rigor, the absence of empirical results limits its contribution to the overall synthesis of intervention effectiveness. Third, the included studies exhibited substantial heterogeneity in terms of cultural contexts, organizational settings, and research designs. The diversity of study locations, intervention types, and methodological approaches constrained direct comparison across studies and may affect the generalizability of the findings to specific workplace environments. Finally, only seven studies met the final inclusion criteria, which increased the risk of representation bias. The limited number of included articles may not fully capture the breadth of existing burnout prevention strategies in corporate settings and restricts the strength of conclusions that can be drawn from the current evidence base.

CONCLUSION AND SUGGESTION

This systematic literature review concludes that occupational burnout prevention in corporate environments requires an integrated and multi-level approach that combines individual, organizational, and systemic strategies. Individual-level interventions, such as Acceptance and Commitment Therapy

(ACT)-based resilience training, mindfulness programs, and physical activity-based recovery practices, have proven effective in enhancing psychological flexibility, reducing emotional exhaustion, and improving professional accomplishment. Meanwhile, organizational-level strategies, including security-providing leadership and blended psychoeducation programs, contribute to creating psychologically safe workplaces and fostering a culture of support and engagement. The integration of both dimensions, reinforced by frameworks such as the Job Demands–Resources (JD-R) and Conservation of Resources (COR) theories, emerges as the most comprehensive and sustainable framework for promoting employee well-being and productivity in corporate settings.

Future research should emphasize longitudinal designs, larger and more diverse corporate samples, and cross-cultural comparisons to validate the long-term effectiveness of multi-level burnout prevention models. From a practical standpoint, organizations are encouraged to institutionalize evidence-based well-being policies by embedding mindfulness and resilience programs within human resource systems, developing leadership models centred on psychological safety, and utilizing digital technologies to monitor employee well-being continuously. These efforts will not only prevent burnout but also strengthen organizational resilience and sustainable performance.

ACKNOWLEDGMENT

FUNDING SOURCE

AUTHOR CONTRIBUTION

Author Harisatun Najwa was responsible for data collection, data analysis, manuscript writing, literature review, and referencing. Author Endang Dwiyanti was responsible for data supervision and manuscript revision.

CONFLICT OF INTEREST

The authors declare there are no conflicts of interest.

DECLARATION OF ARTIFICIAL INTELLIGENCE (AI)

The authors acknowledged the use of ChatGPT to identify synonyms and equivalent terms from referenced journals to improve linguistic accuracy and minimize similarity during the manuscript preparation process. All AI-assisted outputs were carefully reviewed, edited, and verified to ensure their accuracy and originality. The authors assumed full responsibility for the final content of this manuscript.

REFERENCES

Archer, R., Lewis, R., Yarker, J., Zernerova, L., & Flaxman, P. E. (2024). Increasing workforce psychological flexibility through organization-wide training: Influence on stress resilience, job burnout, and performance. *Journal of Contextual Behavioral Science*, *33*. https://doi.org/10.1016/j.jcbs.2024.100799

Bakker, A. B., & de Vries, J. D. (2021). Job Demands–Resources theory and self-regulation: new explanations and remedies for job burnout. *Anxiety, Stress and Coping*, *34*(1), 1–21. https://doi.org/10.1080/10615806.2020.1797695

de Vries, J. D., & Bakker, A. B. (2022). The physical activity paradox: a

longitudinal study of the implications for burnout. *International Archives of Occupational and Environmental Health*, *95*(5), 965–979. https://doi.org/10.1007/s00420-021-01759-y

Dehghan, S. F., Mucci, N., & Caaaro, F. (2000). *Digital transformation in organizational health and safety to mitigate Burnout Syndrome*. https://catedrairsst.uc3m.es/en/challenge-c4dx-in-ohs/

Lam, L. T., Lam, M. K., Reddy, P., & Wong, P. (2022). Efficacy of a Workplace Intervention Program With Web-Based Online and Offline Modalities for Improving Workers' Mental Health. *Frontiers in Psychiatry*, *13*. https://doi.org/10.3389/fpsyt.2022.888157

Lee, C., Vu, T. H. T., Fuller, J. A., Freedman, M., Bannon, J., Wilkins, J. T., Moskowitz, J. T., Hirschhorn, L. R., Wallia, A., & Evans, C. T. (2023). The association of burnout with work absenteeism and the frequency of thoughts in leaving their job in a cohort of healthcare workers during the COVID-19 pandemic. *Frontiers in Health Services*, *3*. https://doi.org/10.3389/frhs.2023.1272285

Lee, S. Il, Yoon, S. I., Song, G. J., Park, H. Y., Chung, S. Y., & Kim, J. W. (2024). Effectiveness of mobile mindfulness training on stress, burnout, and work engagement of office workers: protocol for a randomized controlled trial. *Frontiers in Public Health*, *12*. https://doi.org/10.3389/fpubh.2024.1440824

Martinez, V. M. L. (2021). The importance of workplace exercise. *Revista Brasileira de Medicina do Trabalho, 19*(4), 523–

528. https://doi.org/10.47626/1679-4435-2021-666

Maslach, C., & Leiter, M. P. (2016). Understanding the burnout experience: recent research and its implications for psychiatry. *World psychiatry: official journal of the World Psychiatric Association (WPA)*, *15*(2), 103–111. https://doi.org/10.1002/wps.20311

Metlaine, A., Sauvet, F., Gomez-Merino, D., Boucher, T., Elbaz, M., Delafosse, J. Y., Leger, D., & Chennaoui, M. (2018). Sleep and biological parameters in professional burnout: A psychophysiological characterization. *PLoS ONE*, *13*(1). https://doi.org/10.1371/journal.pone.0190607

Mishra, V., & Mishra, M. P. (2023). Prisma for Review of Management Literature – Method, Metris, and Limitations – An Academic Review. *Review of Management Literature*, *2*, 125–136. Emerald Publishing. https://doi.org/10.1108/S2754-586520230000002007

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), 12551. https://doi.org/10.3390/ijerph182312551

Pees, S. O., van Oostrom, S., Lettinga, H., Schaafsma, F., & Proper, K. (2024). Effects of interventions implemented by occupational health professionals to prevent work-related stress complaints: a systematic review. *Occupational and Environmental Medicine*, *81*(6), 321–328. https://doi.org/10.1136/oemed-2024-109454

Ritterbusch, G. D., & Teichmann, M. R. (2023). Defining the Metaverse: A Systematic Literature Review. *IEEE Access*, *11*, 12368–12377. https://doi.org/10.1109/ACCESS.2023.3241809

Sanchez-Segura, M. I., Dugarte-Peña, G. L., Medina-Dominguez, F., Amescua Seco, A., & Menchen Viso, R. (2023). Digital transformation in organizational health and safety to mitigate Burnout Syndrome. *Frontiers in Public Health*, *11*, 1080620. https://doi.org/10.3389/fpubh.2023.1080620

Wang, B., Li, K., & Lin, Z. (2025). Exploring the doodle toolkit for burnout intervention among grassroots employees in one Chinese state-owned enterprise. *Humanities and Social Sciences Communications*, *12*(1454). https://doi.org/10.1057/s41599-025-05644-8

World Health Organization. (2019). *Burn-out an occupational phenomenon: International classification of diseases.* https://www.who.int/news/item/28-05-2019-burn-out-an-occupational-phenomenon-international-classification-of-diseases