

# EMOTIONAL BURNOUT OF SOCIAL SECTOR WORKERS: HR TOOLS FOR PREVENTION AND SUPPORT

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## Stepanova E. R. Emotional Burnout of Social Sector Workers: HR Tools for Prevention and Support

The article comprehensively investigates the phenomenon of emotional burnout of social workers in conditions of increased professional workload and crisis social transformations. The relevance of the topic is due to the increase in psychological pressure on social work professionals in conditions of martial law, instability and an increase in the number of vulnerable population groups, as well as the need to implement effective HR tools to support and preserve their professional resource. The aim of the study is a comprehensive analysis of the causes, manifestations and consequences of emotional burnout of social workers, as well as a substantiation of modern HR tools for its prevention and overcoming, taking into account individual, organizational and inter-institutional factors. The study used a complex of general scientific and special methods, in particular theoretical analysis of scientific sources, generalization of approaches to the study of emotional burnout, interdisciplinary analysis of the provisions of social psychology, theory of staff management and social work, as well as methods of systematization, comparative analysis and interpretation of HR management practices. The results of the study allowed us to identify that emotional burnout is complex and is formed under the influence of a combination of organizational, psychological and social factors. It is proved that it manifests itself in the form of emotional exhaustion, depersonalization and decreased professional efficiency, which negatively affects both the employees themselves and the quality of social services. It is substantiated that effective prevention of burnout requires a systemic approach that combines the implementation of well-being programs, the development of emotionally competent leadership, workload optimization, the provision of psychological support and the formation of a favorable organizational environment. Key HR tools (well-being programs, supervision, flexible forms of employment, training and personnel development) have been identified and the feasibility of their integrated application has been proved. Based on the analysis, practical recommendations have been formulated to increase the efficiency of HR management in the field of preventing emotional burnout, in particular, the implementation of a system approach to managing employee well-being, strengthening inter-institutional interaction and developing support mechanisms in a crisis environment.

**Keywords:** emotional burnout; social sphere; HR management; well-being; psychological support; staff management; professional health.

**Tabl.:** 4. **Bibl.:** 15.

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## Степанова Е. Р. Емоційне вигорання працівників соціального сектора: інструменти управління персоналом для профілактики та підтримки

У статті комплексно досліджено феномен емоційного вигорання працівників соціальної сфери в умовах підвищеного професійного навантаження та кризових суспільних трансформацій. Актуальність теми зумовлена зростанням психологічного тиску на фахівців соціальної роботи в умовах воєнного стану, нестабільності та збільшення кількості вразливих груп населення, а також необхідністю впровадження ефективних HR-інструментів підтримки та збереження їхнього професійного ресурсу. Метою дослідження є всебічний аналіз причин, проявів і наслідків емоційного вигорання працівників соціальної сфери, а також обґрунтування сучасних HR-інструментів його профілактики та подолання з урахуванням індивідуальних, організаційних і міжінституційних чинників. У процесі дослідження використано комплекс загальнонаукових і спеціальних методів, зокрема теоретичний аналіз наукових джерел, узагальнення підходів до вивчення емоційного вигорання, міждисциплінарний аналіз положень соціальної психології, теорії управління персоналом і соціальної роботи, а також методи систематизації, порівняльного аналізу та інтерпретації практик HR-менеджменту. Результати дослідження дозволили встановити, що емоційне вигорання має комплексний характер і формується під впливом поєднання організаційних, психологічних і соціальних чинників. Доведено, що воно проявляється у формі емоційного виснаження, деперсоналізації та зниження професійної ефективності, що негативно впливає як на самих працівників, так і на якість надання соціальних послуг. Обґрунтовано, що ефективна профілактика вигорання потребує системного підходу, який поєднує впровадження well-being програм, розвиток емоційно компетентного лідерства, оптимізацію робочого навантаження, забезпечення психологічної підтримки та формування сприятливого організаційного середовища. Визначено ключові HR-інструменти (програми добробуту, супервізії, гнучкі форми зайнятості, навчання та розвиток персоналу) та доведено доцільність їх інтегрованого застосування. На основі проведеного аналізу сформульовано практичні рекомендації щодо підвищення ефективності HR-менеджменту у сфері запобігання емоційному вигоранню, зокрема впровадження системного підходу до управління благополуччям працівників, посилення міжінституційної взаємодії та розвитку механізмів підтримки в умовах кризового середовища.

**Ключові слова:** емоційне вигорання; соціальна сфера; HR-менеджмент; well-being; психологічна підтримка; управління персоналом; професійне здоров'я.

**Табл.:** 4. **Бібл.:** 15.

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The increased interest in the problem of burnout of social sector workers is due less to the emergence of new theoretical concepts than to the actual complication of working conditions in social work. Analyzing the factors that lead to this phenomenon, the most distinctive features of social work – constant communication with people in crisis situations, a high degree of responsibility and the need to maintain emotional stability under chronic stress – creates preconditions for gradual depletion of personal resources of specialists.

Burnout has been described as a phenomenon for decades but, in modern circumstances, its relevance is due to a fundamentally new combination of determinants. In the case of social tension, economic instability and armed conflict the dual role further increases pressure on supply; that is both demand for more services rises but simultaneously organizational resources from which these services need to be delivered drops. In such conditions, chronic overload is not or no longer an exception but has the character of structural regularity.

From a phenomenological point of view, burnout is not a discrete event, but a prolonged process: a decrease in emotional involvement, loss of professional motivation, the formation of a distanced or cynical attitude towards clients. Its consequences are not limited to the individual level - they affect the quality-of-service provision, organizational effectiveness and public trust in social protection institutions. Despite the significant amount of accumulated research, the question of the role of organizational factors, management practices and personnel support tools in the prevention of burnout remains insufficiently studied and requires further study.

#### **Analysis of recent research and publications.**

Modern research is emphasizing more and more that working in the social sector requires not just professional competence but also being psychologically robust. This is mainly because the quality and impact of social services is dependent on the emotional capacity of their providers, especially in settings characterized by chronic emergencies and escalating workloads. The nature of their work – characterized by a high degree of responsibility, continuous engagement with vulnerable groups, and often limited institutional resources – creates conditions that significantly heighten the likelihood of emotional exhaustion and burnout.

Therein lies the growing interest in burnout in the academic world. Studies on the concept, its core components and influencing factors, as well as evidence-based prevention and reduction strategies are currently under way. The subject is well covered in the works of many homegrown researchers, indicating how pertinent and pressing it is to the general area of

social and organisation study. In particular, the work of Butylina O. V. examines the negative consequences of professional burnout of social workers in wartime. However, the author focuses on the causes of burnout that arose in the first year of hostilities. This study will examine the cumulative factor of influence on the emotional burnout of social sector workers. The work of Lefterov V. examines the peculiarities of the relationship between emotional burnout, social intelligence, and critical thinking in military personnel. Pashkevych B. I. examines the syndrome of professional burnout in social workers. The author focuses on the components of emotional exhaustion.

At the same time, a significant share of existing research on the emotional burnout of social sector workers is primarily focused on general theoretical approaches to its nature, causes, and consequences, whereas the issue of practical mechanisms for prevention, mitigation, and support – particularly through effective interaction among organizations, local communities, and partner institutions – remains insufficiently explored.

#### **Research purpose and methods.**

The *article aims* to examine the phenomenon of emotional burnout among social sector professionals, to clarify its main causes and consequences, and to substantiate practical approaches to its prevention and reduction, particularly through HR management tools and inter-institutional cooperation.

The study was carried out within the framework of a theoretical and analytical approach, which involves the processing of scientific sources without the involvement of primary field data. This choice is due to the specifics of the goal: the purpose of the work is not to collect new empirical data, but to conceptually understand and systematize the already accumulated scientific knowledge about emotional burnout in the social sphere and HR practices for its prevention.

The information base of the study was formed on the basis of scientific publications by domestic and foreign authors devoted to the issues of emotional burnout, personnel management and psychological well-being of social sector workers. The selection of sources was carried out according to the criteria of thematic relevance, scientific validity and relevance – preference was given to works that reflect the realities of the increased workload on social workers in the conditions of crisis and martial law in Ukraine. Additionally, materials from applied research in the charitable sector were used, which recorded statistical data on the prevalence of burnout among specialists in helping professions.

The methodological apparatus is based on general scientific methods: theoretical analysis – for the de-

velopment of conceptual approaches to the nature and mechanisms of burnout; synthesis and generalization – for the formation of a holistic view of the phenomenon under study on the basis of heterogeneous sources; systematization – for the structuring of factors, manifestations and consequences of burnout in the form of analytical tables (Tables 1–4). Comparative analysis was used to compare theoretical models (in particular, the JD-R model of requirements and resources, the theory of resource conservation and the concept of “personality-environment” correspondence) with each other and with the practice of HR management. The interdisciplinary approach made it possible to combine the achievements of social psychology, personnel management theory and social work in order to obtain a comprehensive view of the problem.

A special method corresponding to the subject area of the study is the interpretation of HR practices: the existing organizational tools for preventing and overcoming burnout are considered through the prism of their compliance with the real needs of social workers and the degree of integration into the personnel management system. This approach allowed not only to describe individual measures, but also to assess their potential effectiveness in the context of a crisis environment.

#### Research results.

The transformation of the social sphere under conditions of instability, increased workload, and emotional pressure has intensified the problem of emotional burnout among professionals working in this field. Social sector workers are constantly engaged in emotionally demanding interactions, often dealing with vulnerable populations, which significantly increases their psychological burden.

While the existing literature on emotional burnout among social workers does offer general theoretical insights on the nature, the sources and the implications of the phenomenon, the practical instruments for prevention and support – particularly at the level of HR management and through inter-institutional cooperation – call for further elaboration and development.

The social sector holds a unique place in contemporary institutional life: its employees are called on to maintain composure in the presence of other people’s crises, to take in grief, poverty, trauma, and despair as a component of a professional regimen, and to do so dependably, with warmth, and within the limits of overburdened bureaucratic structures. So it may be unsurprising then that this profession reports the highest rates of emotional exhaustion of any occupation studied [1].

From its earliest days, the idea of burnout was rooted in the study of helper professionals. Decades of

subsequent research have refined but not fundamentally displaced this tripartite model, and it remains the dominant approach for measuring burnout in social sphere.

Emotional burnout is a scientifically investigated subject matter in psychology, sociological and HRM fields. It is widely regarded as a psychological syndrome that results from the accumulation of many interpersonal stressors at work. The classic conceptualization of burnout is comprised of three major components: emotional exhaustion, depersonalization, and a diminished sense of personal accomplishment. These aspects represent not just the internal individual experience and, but also the organizational and social context in which professional work is situated.

Emotional exhaustion can be described as its own set of symptoms of physical, emotional, and cognitive nature and some are observable to others, while some can be hidden by the individuals themselves due to fear of stigma or job loss. It is generally conceptualized as a state of intense physical, emotional and mental fatigue that accumulates as a result of long-term work-related stress.

Physiologically, burnout is associated with chronic somatic symptoms such as headaches, gastrointestinal problems, increased incidence of infection, sleep disturbances, chest pain, and psychosomatic and dermatological ailments. These features are said to represent a prolonged exhaustion of the body’s resources and its diminished capacity to respond to continued stress.

Burnout has also been associated with difficulty concentrating, emotional lability, excessive worry, nervousness, and cynicism on a psychological and behavioral plane. People might become more frustrated, less empathetic, and have more trouble staying professionally engaged. When developing, this causes workers to separate themselves from the work they do and the people they do it for – over time, this can result in emotional numbing [2].

In the work domain burnout is exercised as reduced motivation, reduced satisfaction with works duties and workstation and feeling of occupational incompetence. Employees are struggling more to derive meaning from their jobs, are chronically emotionally overburdened and are losing a sense of efficacy. The most extreme form of this is the so-called “presenteeism – where an individual is physically at their place of work, but mentally has long “left.”

The impact of burnout on both individuals’ careers and organizational functioning can be long-lasting. Some employees do leave the profession, but the majority remains to work less productively, to make poorer decisions, and to perform worse overall.

Because burnout compromises the capacity to derive positive experiences from work, it logically decreases organizational commitment as well as employees' work engagement.

Hence emotional exhaustion is a complex syndrome, the effect of which transcends the individual welfare – it threatens the efficiency of an organization and the ability of an organization to stably realize its mission.

In the context of the social sector, emotional burnout acquires specific characteristics due to the nature of professional responsibilities. Social sector workers are engaged in continuous interaction with individuals or groups experiencing difficult life circumstances, which requires a high level of empathy, emotional involvement, and moral responsibility. Such conditions create a constant emotional load that, over time, can exceed an individual's adaptive capacity [3].

From a theoretical perspective, burnout can be explained through several complementary approaches. The resource-based perspective focuses on the inequity of job demands and personal and/or organizational resources. When demands dwarf resources for long enough, people get stressed and then they burn out. The person–environment fit model focuses on the incongruence between the individual's expectations and values and those of the organization. In the social field these discrepancies commonly occur as a result of inadequate institutional backing, ambiguous role definition or a general lack of validation for professional endeavors.

Another relevant consideration is the resource conservation theory, which argues that people are motivated to gain, conserve, and defend their resources. Emotional exhaustion happens when these resources are drained or when people feel that resources are at risk of being lost. Emotional energy, time and psychological resilience are a social sector worker's currency and they're constantly running a deficit.

External crisis factors (economic crisis, social changes, war) must be taken into account, as well. This exacerbates the workload to a large extent and makes working with more clients in need as well as the nature of work more complex. Therefore, the possibility for fatigue goes up substantially and there are not many ways to recover or receive support. In addition, the culture of the organization and the management style are key determinants of the level of burnout an individual experiences. Strong leadership, open communication and recognition of staff work can be protective, whereas a command – and – control style of leadership too much control or silence messaging may have emotional fatigue implications [4].

Thus, emotional burnout in the social sector should be viewed not merely as an individual psychological issue but as a systemic phenomenon shaped by the interaction of personal, organizational, and societal factors. This understanding necessitates a comprehensive analysis of its causes, which can be structured as follows (*Tbl. 1*).

Professional burnout among social workers can be interpreted as a progressive loss of motivation and engagement in one's professional duties, accompanied by pronounced fatigue, depletion of internal resources, and increased emotional instability.

According to the findings of the study, 36% of respondents identify themselves as already experiencing burnout, 35% are at an early or developing stage of this condition, while only 29% of surveyed employees in the charitable sector report no noticeable symptoms of burnout.

Individuals most vulnerable to professional burnout include several distinct groups. These are, in particular [7]:

- ✦ early-career employees who tend to become disillusioned when immediate results are not achieved;
- ✦ individuals with limited financial resources who are compelled to seek additional employment;
- ✦ workers who lack sufficient awareness of burnout symptoms and coping strategies.

A higher risk is also observed among highly empathetic and emotionally sensitive individuals who internalize others' experiences, as well as among energetic and charismatic professionals who fail to regulate their efforts and consequently overextend themselves. In addition, pessimistically oriented individuals, who are prone to rapid disappointment, loss of professional meaning, and negative perception of their work environment, demonstrate increased susceptibility. In terms of occupational roles, burnout is most frequently reported among managers, professionals engaged in intensive interpersonal communication with clients or beneficiaries, and fundraising specialists.

The majority of study participants express the view that burnout is more prevalent in the charitable sector compared to other fields. At the same time, despite having a relatively clear understanding of its symptoms, many respondents tend to interpret burnout as ordinary fatigue and assume that it can be resolved through a short period of rest, typically within two to three days.

Professional burnout in the charitable sector is most commonly driven by excessive workload and sustained emotional strain.

- Work-related overload is typically caused by [8]:
- ✦ a high volume of requests for assistance;

Table 1

## Key causes of emotional burnout among social sector workers

Group of factors	Specific manifestations	Impact on employees	HR implications
Organizational	High workload, staff shortages, role ambiguity, low wages	Chronic fatigue, dissatisfaction, reduced engagement	Need for workload optimization, clear role distribution
Psychological	Emotional exhaustion, empathy overload, secondary traumatic stress, anxiety	Emotional depletion, decreased resilience, burnout	Implementation of psychological support and counseling
Social	Low social recognition, high societal expectations, emotional pressure from clients	Feeling undervalued, frustration, loss of motivation	Development of recognition programs and supportive culture
Crisis-related	War conditions, instability, displacement of population, increased client vulnerability	Acute stress, overload, inability to recover resources	Crisis HR strategies, flexible policies, emergency support
Organizational culture	Lack of support, toxic leadership, poor communication, absence of feedback	Emotional detachment, distrust, decreased loyalty	Leadership development, communication improvement
Work conditions	Irregular schedules, overtime, lack of rest, inadequate working environment	Physical and mental exhaustion, health deterioration	Introduction of flexible schedules and work-life balance
Professional factors	High responsibility, ethical dilemmas, constant decision-making under pressure	Stress, moral fatigue, decision fatigue	Ethics training, supervision, peer support systems

Source: formed on the basis of [5; 6].

- ✦ an expansion in job responsibilities and assigned tasks;
- ✦ the need for continuous interaction with people;
- ✦ the absence of regular days off and insufficient rest;
- ✦ prolonged neglect of one's own personal needs. Emotional overload, in turn, is associated with [8]:
- ✦ engagement with psychologically demanding or distressing cases;
- ✦ a toxic or unsupportive work environment;
- ✦ the inability to achieve desired outcomes despite significant effort;
- ✦ experiences of aggression or lack of appreciation from beneficiaries.

The implications of emotional exhaustion for social work practice are multifaceted and can be observed at various levels – individual, organizational and societal. Crucially, these effects do not occur in isolation; they are mutually reinforcing and contribute increasingly negative impacts on the well-being of employees as well as on the capacities of social services.

As a result, emotional burnout is a reduction of the mind and body resources at the individual level. They might be constantly tired, feeling emotionally drained, irritable, or unmotivated. Over time, this could lead to a more serious mental illness, like an

anxiety disorder or depression. Additionally, burnout has been shown to cause depersonalization, a state in which practitioners emotionally detach from clients, opposite of social work core values. A diminished sense of personal achievement brings the problem full circle to lowered job satisfaction and professional identity.

**T**urnover and productivity are also heavily affected by burnout at the organisational level. Burnout employees tend to be less engaged and they work less efficiently and produce lower quality work. This potentially leads to increasing numbers of people off work, greater staff turnover and more associated costs of recruiting and training new staff. In addition, burnout can lead to erosion of cohesive team dynamics, rise in workplace conflicts and dilution of organizational culture.

At the societal level these effects are manifest in reduced quality and availability of social services. Burnout among social sector workers constrains their capacity to deliver effective assistance to at-risk groups, which could lead to unaddressed social needs and potentially diminished public confidence in social organizations. In crisis situations these become even more damaging, and the very core of social support systems may be put at risk.

Therefore, emotional burnout can be regarded not only as an individual psychological problem but also a system problem with significant consequences (*Tbl. 2*).

The evaluation of the effects of emotional exhaustion reveals that not only is it detrimental at the individual level but it also influences the functioning of an organization and, in turn, the whole system of social support. This also call for a change of focus from reactive to proactive and preventive attitudes.

**I**n today's human resource management, the prevention of burnout is increasingly considered an integrated solution rather than a series of separate interventions, integrated with organizational culture and supported by the involvement of external parties. The efficiency of such a system is reliant on the coordination of activities across three levels of the individual, the corporate, and the institutional.

At the personal level, the ability to effectively prevent and respond to burnout rests heavily on the individual's knowledge of its symptoms and on their ability to self-observe, including to track and manage their own psychological and emotional states.

In terms of organization, the best burnout-reducing strategies are the provision of meaningful incentives and a stable and authentic concern for employees' well-being.

On the level of institutions, partnerships between social service agencies, public authorities and communities can provide additional means of resource sharing and coordination. This type of partnership contributes to sustainable burnout prevention, particularly in crisis situations where organizational resources may be scarce [11].

Hence, an effective model of burnout prevention should rest on a holistic perspective which considers these levels as interfaced components of a system. This model can be outlined as follows (*Tbl. 3*).

**M**odern human resource management today tends to view employee well-being not simply as a recipient of support functions but rather as a strategic aspect of organizational well-being and performance. This transition illustrates the move from a traditional personnel management model to a humanistic model, treating employees as important assets whose mind states affect organizational outcomes.

**Table 2**

**Consequences of emotional burnout by level of impact**

Level	Key consequences	Manifestations in practice	Long-term effects
Individual	Emotional exhaustion, anxiety, depression, loss of motivation	Chronic fatigue, irritability, detachment from clients	Health deterioration, professional disengagement, career exit
Organizational	Decreased productivity, absenteeism, staff turnover, workplace conflicts	Reduced work quality, missed deadlines, communication breakdowns	Increased HR costs, weakened organizational performance
Societal	Decline in quality of social services, reduced accessibility, loss of trust	Ineffective support for vulnerable groups, service gaps	Weakening of social protection systems, social instability

**Source:** formed on the basis of [9; 10].

**Table 3**

**Model of emotional burnout prevention in the social sector**

Level	Key measures	HR role	Expected outcomes
Individual	Psychological counseling, stress management training, resilience development	Providing access to support programs, training initiatives	Improved coping skills, reduced stress, higher well-being
Organizational	Workload optimization, well-being programs, supportive leadership	Designing HR policies, fostering positive work environment	Increased engagement, reduced turnover, better performance
Inter-institutional	Partnerships with NGOs, community support programs, shared resources	Coordination and collaboration with external stakeholders	Sustainable support systems, enhanced service effectiveness

**Source:** formed on the basis of [9; 10].

In the social sector scalable way of thinking is essential as the work is emotionally demanding. Consequently, HR practices need to go beyond managing performance and ensuring administrative control, by including processes that contribute to psychological resilience, emotional stability and sustainable professional commitment.

**F**rom a theoretical perspective, successful HR measures to prevent burnout are based on various, partly converging approaches. According to the job demands – resources (JD-R) model, job demands can lead to burnout when demands are not balanced by sufficient resources; thus, HR interventions should aim to decrease excessive demands and increase resources. Similarly, positive psychology advocates for creating environments conducive to positive functioning, such as meaningful work, supportive relationships, and breaks.

Yet another key aspect is fostering psychologically safe workplaces where workers feel supported, appreciated, and can voice concerns without fear of retribution. Additionally, management style is influential, as leadership style directly affects the amount of stress, the team atmosphere, and the engagement level of its members. High EI leaders are also better able to detect early indications of burnout and take appropriate action.

To what extent prevention of emotional burnout by HR interventions can be effective in practice depends not only on the existence of such measures, but also on their implementation on the ground, as well as on the "fit" between what employees really need and what these specific measures actually provide. Formal regulations often coexist with high emotional demands in the social services sector, which reduces their real effect if they are not translated into everyday organizational practice. HR instruments have to be implemented with due regard to the specific character of the work, the degree of the work load, and the psychological hazards to which the personnel are exposed [12].

In this respect, HR prevention of emotional burnout should be systemic in nature and encompass organizational policies, individual support mechanisms, and leadership practices. These are not stand-alone interventions but rather complementary components of an integrated prevention program (*Tbl. 4*).

The review of HR instruments in *Tbl. 4* indicates that the most successful techniques to prevent burnout are those that combine interventions at multiple levels (e. g., individual, organizational) and target both the structural and individual sources of stress.

Specifically, organizational interventions, such as workload adjustment and leadership training, establish the foundations for reducing chronic stressors, and in-

terventions focused on the individual improve the employee capacity of coping and resilience. Conversely, the disjunction of these tool sets undermines their potentiality, as social sector burnout is forged by a tumultuous amalgam of internal and external influences.

This highlights the utility of a more comprehensive and systems-coordinated approach extending beyond the purview of a single organization. In this regard, HR practices should align with wider inter-institutional initiatives that seek to develop/expand social sector worker support mechanisms. Such a framework underpins the suggested burnout prevention model, which combines individual, organizational and inter-institutional aspects in a unified structure.

## CONCLUSIONS

As a result of the study, it was found that emotional burnout of social workers should be considered not as an individual psychological deviation, but as a systemic phenomenon that is formed under the influence of a combination of organizational, professional, social and crisis factors. It is shown that in conditions of prolonged social upheavals and resource constraints, the burden on workers becomes chronic, which, in turn, accelerates the depletion of their emotional and cognitive resources and reduces the effectiveness of the provision of social services.

It is substantiated that the consequences of emotional burnout are multi-level and manifest themselves not only at the individual level (exhaustion, loss of motivation, decreased psychological stability), but also at the level of organizations (decreased productivity, increased staff turnover, deterioration in the quality of management) and society as a whole (decreased accessibility and quality of social services, loss of trust in social protection institutions).

The scientific novelty of the results obtained lies in the complex combination of approaches from social psychology, personnel management and social work to explain the mechanisms of burnout formation, as well as in the proposed holistic vision of the system of its prevention. Unlike most existing studies, the emphasis is placed not only on the description of the causes and manifestations of burnout, but also on the integration of HR tools and inter-institutional interaction as complementary elements of a single preventive model.

The practical significance of the results lies in the possibility of their use in the development of personnel policy in the social sphere, the formation of personnel support programs and the improvement of management practices. The proposed approaches can be applied both at the level of individual organizations and within broader partnership networks between state institutions, public organizations and local communities.

HR tools for preventing emotional burnout

HR tool	Key measures	HR role	Expected outcomes	Level of impact
Well-being programs	Stress management workshops, mindfulness training, recovery practices	Design and implementation of well-being strategies	Reduced stress, improved emotional balance	Individual / Organizational
Psychological support services	Counseling, supervision, mental health support programs	Providing access to professional psychological assistance	Improved coping mechanisms, prevention of severe burnout	Individual
Flexible work arrangements	Remote work, flexible schedules, workload redistribution	Development of adaptive work policies	Better work-life balance, reduced fatigue	Organizational
Leadership development	Training in emotional intelligence, supportive leadership practices	Training and evaluation of managers	Healthier team climate, increased employee engagement	Organizational
Organizational culture development	Recognition systems, open communication, feedback mechanisms	Shaping values and internal communication	Increased trust, reduced emotional tension	Organizational
Workload management	Task prioritization, staffing optimization, role clarity	Monitoring and balancing workload	Prevention of overload, improved efficiency	Organizational
Professional development	Training, upskilling, career planning	Supporting continuous learning	Increased motivation, sense of achievement	Individual / Organizational

Source: formed on the basis of [13–15].

Taking into account the results obtained, it is advisable to formulate the following practical recommendations:

- ✦ *for managers of social sphere organizations* – implementation of systemic workload management, development of a supportive leadership style and formation of a culture of open communication;
- ✦ *for HR specialists* – integration of psychological support, professional development and well-being programs into the general personnel management system;
- ✦ *for government bodies and politicians* – development of regulatory and financial mechanisms to support social workers, in particular in times of crisis and military challenges;
- ✦ *for public organizations and partner structures* – strengthening inter-institutional interaction to exchange resources, experience and practices of personnel support.

Promising areas of further research are empirical verification of the effectiveness of the proposed HR tools in different types of organizations, analysis of the impact of management styles on the level of burnout,

as well as studying the long-term consequences of emotional exhaustion for the professional trajectory of social workers. Special attention requires the study of digital personnel support tools and their role in reducing psychological stress in remote or mixed work. ■

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