

The Relationship Between Burnout and Resilience - How a Deficiency in One Affects the Other, and How to Balance Both

Janhvi Kesarwani¹, Dr. Reena Mehta²

¹Research Scholar

²Associate Professor, Department of Business Studies (SHUATS) Prayagraj

Abstract: *Burnout and resilience are two correlated psychological constructs, which have a strong influence on the functioning of individuals, both in academics, professions, and in healthcare settings. Burnout is a reaction of long-term work stress, it is associated with emotional exhaustion, depersonalization, and loss of personal accomplishment, whereas resilience is the ability to adjust and get over stress and misery. Many studies demonstrate that there is an inverse relationship between burnout and resilience implying that a low level of resilience predisposes a person to burnout and long-term burnout might cause more damage to resilience. The paper is a review of the empirical studies, to investigate the relationship between lack of resilience and burnout, as well as erosion of resilience capacity by burnout. Individual, organizational and social strategies of balancing burnout and resilience are suggested. The knowledge of this relationship can improve well-being and guide interventions. The current paper will use a descriptive literature review of peer-reviewed articles in the field of healthcare, education, and occupational environments.*

Keywords: Burnout, Resilience, Stress, Coping Mechanisms, Workplace Well-being, Intervention

1. Introduction

Burnout was described as a condition caused by prolonged uncontrolled stress, which is manifested in emotional fatigue, depersonalization, and lack of satisfaction with personal achievement (Maslach & Leiter, 2016). Once the term burnout was considered as a term in human service professions, it is currently found in multiple occupational and educational settings. Constant burnout has been linked to such adverse effects as poor performance, mental health problems, absenteeism and intention to quit (Ahola & Hakanen, 2007). This comprehension of interaction between burnout and resilience is important in developing viable interventions that can be used to promote well-being in academic, health, and work environments.

Resilience on the other hand is the ability to conform to adversity effectively. Resilience is not an inherent personality, but instead, cognitive, emotional, behavioral, and contextual factors impact resilience (Masten, 2014). It helps people to cope with stress, recover, and be well.

Even though the concepts of burnout and resilience have been usually researched in isolation, recent studies reveal a reciprocal nature of the two concepts. Resilience is an image that resists burnout, but when burnout continues, resilience may be disrupted, and one may fail to withstand future burnouts (Robertson et al., 2015). Considering this dependence, the current research will seek to investigate the role of resiliency deficiencies in burnout and how burnout leads to a depletion in resiliency as well as strategies of sustaining equilibrium between the two constructs.

Need and Significance of the Study

- **To understand the link** between burnout and resilience and their impact on individual well-being.

- **To promote resilience** as an effective way to prevent and manage burnout.
- **To encourage early intervention** through healthy coping strategies and stress management.
- **To help organizations** create supportive work environments that improve employee well-being and productivity.
- **To contribute to research** by providing evidence for better mental health and workplace wellness practices.

Objectives of the Study

- Define the concepts of burnout and resilience.
- Explore how deficiencies in resilience contribute to burnout.
- Investigate how sustained burnout erodes resilience.
- Identify strategies to balance burnout and resilience.
- Provide evidence-based recommendations for individuals and organizations.

2. Methodology

The research paper has taken a descriptive literature review research approach where peer-reviewed articles in academic databases like PubMed, Science Direct, BMC, and journal archives have been analyzed. The studies were chosen on the basis of relevance to burnout and resilience as well as correlational, longitudinal, systematic review studies and meta-analysis. Articles that empirically studied the relationship between burnout and resilience in various environments like healthcare, education, and general occupational environments were of interest. Research articles written in English and having available DOI or full-text connections were given priority. Peer-reviewed research published in English only was included with preference to quantitative, correlational, and longitudinal research.

3. Literature Review

(Castillo-González et al., 2024) examined burnout and resilience to identify factors contributing to resilience among nurses. The study highlighted that burnout is prevalent among healthcare workers. Resilience may help prevent or treat this illness. In February 2022, PubMed, ProQuest, Scopus, and ScienceDirect were searched using 'burnout AND resilience AND nurs'. The papers were to be quantitative research, published in English or Spanish, any year, and directly relevant to the issue. StatsDirect was used for meta-analysis. Based on 29 research, nurses are more susceptible to emotional weariness and less impacted by depersonalisation and poor personal achievement. Resilient people have longer service, better compensation, and less job overload. Meta-analysis shows an inverse relationship between resilience and burnout ($r = -0.41$; $n = 2750$), emotional exhaustion ($r = -0.27$; $n = 6966$), and depersonalisation ($r = -0.23$; $n = 6115$). Low resilience and burnout syndrome plague many nurses. Resilience courses would reduce burnout and maximise health care quality. Burnout, depersonalisation, and emotional weariness decrease resilience. Thus, healthcare companies should create and execute evidence-based initiatives to build nurses' resilience and minimise burnout.

(Shaila Asghar et al., 2025) Due to hard academic workloads, emotionally stressful clinical encounters, and high expectations, nursing students are experiencing burnout globally, which causes psychological suffering and poor educational achievements. Academic stress increases emotional tiredness and disengagement, while resilience, the ability to adapt and recover from adversity, may guard against stress-induced burnout. Understanding how these variables interact is crucial to devising targeted treatments to increase student well-being and academic achievement. This study examined undergraduate nursing students' burnout, resilience, and academic stress. A cross-sectional correlational research was conducted on 150 Lahore University nursing students. The Maslach Burnout Inventory–Student Survey (MBI-SS), Connor-Davidson Resilience Scale (CD-RISC), and Student Academic Stress Scale were validated. ANOVA, multiple linear regression, Pearson correlation, independent t-tests, and descriptive statistics were used. Burnout revealed a substantial positive link with academic stress ($r = 0.75$, $p < 0.001$) and a negative correlation with resilience ($r = -0.60$, $p < 0.001$). Gender and academic year did not affect burnout, but resilience did. Resilience-building practices in nursing education are essential to preventing burnout and academic stress in students.

(Wang et al., 2022) Research links medical student academic burnout, resilience, and life satisfaction. No study has evaluated medical students' academic burnout, resilience, and life satisfaction over time. This longitudinal study examined the temporal connections between academic burnout, resilience, and life satisfaction in medical students and whether resilience mediates the link. A three-wave longitudinal study spanning 20 months of preclinical instruction. Through October 2018 to June 2020, 190 clinical medicine students completed the Chinese College Student Academic Burnout Inventory (CCSABI), Connor-Davidson Resilience Scale (CD-RISC), and Satisfaction With Life Scale (SWLS) three times. Cross-lagged models were used to

examine the temporal relationships between academic burnout, resilience, and life satisfaction, and longitudinal mediation models were used to examine resilience's possible mediating role. Medical students' personal happiness was favourably correlated with resilience and adversely correlated with academic burnout. However, resilience and academic fatigue had a negative, bidirectional temporal relationship. In medical students, resilience mediated the connection between academic burnout and personal happiness. Medical educators must recognise and address academic burnout, which can lower life satisfaction in students. Resilience-based therapies may reduce academic burnout and boost life happiness. Effective resilience-promotion strategies in medical education are advised to improve medical students' mental health.

(Roundy et al., 2023) There is little research on physical and occupational therapist burnout during the COVID-19 epidemic. During high workloads and stress, resilience may help rehabilitation experts avoid burnout and improve well-being. This study examined physical and occupational therapists' burnout, distress, and resilience during the first year of the COVID-19 epidemic. A university-affiliated health system asked physical and occupational therapists to complete an online survey on burnout, COVID-19 epidemic distress, state- and trait-like resilience, physical exercise, sleep disruption, and financial worries. Multiple linear regressions were performed to assess burnout variables and resilience factors. State-like resilience at work was connected with reduced emotional tiredness, positive personal accomplishment, and lower depersonalisation than COVID-19 pandemic distress. Some resilience components are linked to decreased burnout, with discovering one's vocation being especially important for all three domains. Many physical and occupational therapists reported burnout symptoms. During the COVID-19 pandemic, distress and state-like resilience at work, particularly discovering one's calling, were frequently linked to burnout. These data can help design COVID-19-related physical and occupational therapy burnout therapies.

(El-Ashry et al., 2024) Assess critical care nurses' psychological flexibility, burnout, and turnover intention, and how psychological flexibility affects them. COVID-19 problems are increasing critical care nurse burnout and turnover intentions. Research needs to address evidence-based therapies like psychological flexibility to overcome those problems. A descriptive correlation study. A handy sample of 200 COVID-19 hospital critical care nurses from two Egyptian governorates. We employed the sociodemographic and clinical data sheet, work-related acceptance and action questionnaire, Copenhagen burnout inventory, and the adopted staff nurses' desire to leave the nursing profession questionnaire. Most critical care nurses expressed moderate psychological flexibility (75.5%, Mean = 31.23), moderate burnout (65.5%, Mean = 59.61), and low to moderate intention to leave (73%, Mean = 5.95). Statistically, psychological flexibility negatively correlates with burnout ($PC = -0.304$, $Sig = 0.000$) and intention to leave ($PC = -0.258$, $Sig = 0.000$). Psychological flexibility reduces burnout ($R^2 = 0.232$) and intention to leave ($R^2 = 0.127$) in critical care nurses. Burnout and leaving intentions among COVID-19 critical care nurses must be examined. Management interventions like acceptance and commitment

therapy can improve psychological flexibility in critical care nurses to reduce burnout and turnover.

Relationship between Burnout and Resilience

The relationship between burnout and resilience is dynamic and reciprocate where a weakness on either side has a major impact on the other. The literature has indicated that resilience is a protective issue that modulates the effects of stress, and, conversely, low resilience exposes one to the risk of burnout. To illustrate, healthcare workers and less resilient students have been found to experience more emotional burnout, depersonalization, and lower personal efficacy critical facets of burnout (Wang et al., 2022), (Castillo-González et al., 2024). Resilience helps in good emotional regulation, refraining positively to stressors and implementation effort on coping mechanisms, which protect the individuals against stressful events in the long term. On the other hand, long-term burnout removes the resilience in the long-term by impoverishing emotional reserves and weakening psychological resources to adapt to the newer challenges (Roundy et al., 2023). This two-way process suggests that burnout and resilience are mutually reinforcing constructs: lack of resilience speeds up the progression of burnout, and chronic burnout impairs the resilience capacities, making it harder to overcome a stressful event. The appreciation of such interaction is the key to implementing holistic intervention programs that target the antecedents and consequences of burnout instead of concentrating on any single construct.

Strategies for Balancing Burnout and Resilience

The balancing between burnout and resilience is a complex issue, which needs a multifaceted approach, which involves individual, organizational and societal strategies. Individually, mindfulness, self-care, and adaptive coping skills are some of the practices that have been demonstrated to mitigate stress, and improve resilience. According to (Ahmed Sana, 2024), a combination of mindfulness and resilience was an important predictor of reduced degrees of burnout in young adults and the significance of psychological flexibility in coping with stresses. Likewise, positive coping, e.g., social support seeking and problem-centered coping, safeguard people against the burnout symptoms better than maladaptive coping, e.g. avoidance (Rahmani et al., 2021). On the organizational level, it is essential to minimize excessive workloads, promote autonomy, and be guided by supportive leadership as a way of preventing burnout and resiliency. Working environments with resilience training programs, mentoring services, and access to mental health services have reported positive changes in employee wellbeing and a decrease in burnout measures. On the societal level, national policies that encourage mental health awareness, viable working conditions, and interventions to support the health of the people help to build systemic resilience and minimize the burnout risk in all populations. When the combination of these strategies is used, it leads to the establishment of environments where individuals have both psychological and external sources of support that they can use to deal with stress in an adaptive manner.

4. Discussion

The literature revised is able to confirm that burnout and resilience are closely related constructs that have great

implications in psychological health and performance. The low resilience makes people more vulnerable to burnout because they are not able to manage their emotions, use positive coping, and overcome stressors, and persistent burnout drains the psychological resources to support resilience. Longitudinal and cross-sectional data data supports this interaction and suggest that resilience, as well as acts as a buffer to stress, is an outcome of prior levels of burnout (Castillo-González et al., 2024). The findings highlight the importance of interventions that should address burnout symptoms and the development of resiliency. Conventional burnout solutions which are purely workload-based or stress-based might be of temporary relief. But in most cases, they fail to develop long-term coping capacity without the enhancement of resilience. On the contrary, training on resilience in the absence of organizational support does not take into account systemic stressors that cause burnout. Thus, more sustainable results can be provided by the comprehensive approach to resilience-building of individual, leadership support, workload planning, and public health. Specific population-based interventions like resilience training of healthcare workers or stress management training of students have been demonstrated to be effective in preventing burnout and building of psychological resilience.

5. Conclusion

Burnout and resilience are constructs inseparable to each other, which determine the capacity of individuals to manage stress, operate and achieve performance, as well as to endure the psychological well-being. Empirical evidence suggests that resilience is a mediating factor that prevents burnout in individuals and enables them to be emotionally stable and have adaptive coping, but chronic burnout gradually exhausts the psychological resources that are used to sustain resilience. The mutual relationship shows the significance of both constructs intervention which not only focuses on de-stressing and workload management, but also on proactive resiliency building, supportive leadership behavior, and mental health-focused public health campaigns. With the development of the comprehensive measures on both the individual, organizational, and societal levels, the prevalence of burnout can be decreased, and resilience can be improved to impact the health of various populations and make them more capable and productive. Longitudinal designs and intervention researches should be used in the future to explain causal pathways and formulate special strategies that are specific to a particular setting like education, health, and the corporate world. Burnout experience and resilience training are two ways of enhancing workforce well-being and retention in organizations that practice them.

References

- [1] Ahmed Sana, A. (2024). Protective Factors of Burnout: Resilience and Mindfulness. *International Journal For Multidisciplinary Research*, 6(1). <https://doi.org/10.36948/ijfmr.2024.v06i01.11972>
- [2] Ahola, K., & Hakanen, J. (2007). Job strain, burnout, and depressive symptoms: A prospective study among dentists. *Journal of Affective Disorders*, 104(1–3), 103–110. <https://doi.org/10.1016/j.jad.2007.03.004>
- [3] Castillo-González, A., Velando-Soriano, A., De La

- Fuente-Solana, E. I., Martos-Cabrera, B. M., Membrive-Jiménez, M. J., Lucía, R., & Cañadas-De La Fuente, G. A. (2024). Relation and effect of resilience on burnout in nurses: A literature review and meta-analysis. *International Nursing Review*, 71(1), 160–167. <https://doi.org/10.1111/inr.12838>
- [4] El-Ashry, A. M., Seweid, M. M., Ghoneam, M. A., Abdelaliem, S. M. F., & Sabek, E. M. (2024). Resilience in the face of pandemic: exploring the influence of psychological flexibility on turnover intentions and burnout among critical care nurses in COVID-19 hospitals. *BMC Nursing*, 23(1), 471. <https://doi.org/10.1186/s12912-024-02039-z>
- [5] Maslach, C., & Leiter, M. P. (2016). Understanding the burnout experience: recent research and its implications for psychiatry. *World Psychiatry*, 15(2), 103–111. <https://doi.org/10.1002/wps.20311>
- [6] Masten, A. S. (2014). Global Perspectives on Resilience in Children and Youth. *Child Development*, 85(1), 6–20. <https://doi.org/10.1111/cdev.12205>
- [7] Rahmani, F., Salmasi, S., & Zarei, S. (2021). Resilience: A Protective Factor Against Burnout During the COVID-19 Pandemic. *Iranian Journal of Psychiatry and Behavioral Sciences*, 15(3). <https://doi.org/10.5812/ijpbs.114083>
- [8] Robertson, I. T., Cooper, C. L., Sarkar, M., & Curran, T. (2015). Resilience training in the workplace from 2003 to 2014: A systematic review. *Journal of Occupational and Organizational Psychology*, 88(3), 533–562. <https://doi.org/10.1111/joop.12120>
- [9] Roundy, P. E., Stearns, Z. R., Willis, M. W., Blevins, J. J., Linton, T. A., Medlin, T. R., Winger, J. G., Dorfman, C. S., & Shelby, R. A. (2023). Relationships Between Burnout and Resilience: Experiences of Physical Therapists and Occupational Therapists During the COVID-19 Pandemic. *Physical Therapy*, 103(5). <https://doi.org/10.1093/ptj/pzad022>
- [10] Shaila Asghar, Sumaya Aslam, Hafiz Muhammad Awais Qadri, & Madiha Mukhtar. (2025). Explore the Relationship Between Burnout with Resilience and Academic Stress Among Nursing Students. *Journal of Health, Wellness and Community Research*, e832. <https://doi.org/10.61919/ts1cj066>
- [11] Wang, Q., Sun, W., & Wu, H. (2022). Associations between academic burnout, resilience and life satisfaction among medical students: a three-wave longitudinal study. *BMC Medical Education*, 22(1), 248. <https://doi.org/10.1186/s12909-022-03326-6>