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From Burnout to Resilience Psychological Mechanisms of Employee Well-Being in Modern Organizations

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ABSTRACT

Burnout has emerged as a significant psychological and organizational challenge in modern workplaces, where employees increasingly experience excessive workloads, technological transformation, role ambiguity, performance pressure, and difficulties maintaining work–life boundaries. The present study aims to examine the psychological mechanisms linking workplace burnout, resilience, and employee well-being, with particular emphasis on the protective role of psychological and organizational resources. A quantitative cross-sectional research design will be employed with a sample of 300 employees recruited from public and private sector organizations in Pakistan through purposive sampling. Data will be collected using standardized measures, including the Maslach Burnout Inventory–General Survey (MBI-GS) to assess burnout, the Connor–Davidson Resilience Scale (CD-RISC) to assess psychological resilience, and an established measure of employee well-being. Perceived organizational support and psychological safety will also be assessed to examine the contribution of organizational resources. Data will be analyzed using descriptive statistics, Pearson product–moment correlations, multiple regression, mediation analysis, and moderation analysis. It is expected that burnout will demonstrate a significant negative association with employee well-being, whereas resilience, perceived organizational support, and psychological safety will demonstrate positive associations with well-being. Resilience is further expected to mediate the relationship between workplace stress and employee well-being, while psychological safety may buffer the adverse effects of occupational demands on burnout. The study is expected to contribute to contemporary organizational psychology by integrating individual psychological resources with organizational management factors. Findings may provide evidence for developing workplace interventions focused on reducing burnout, strengthening resilience, enhancing psychological safety, and promoting sustainable employee well-being and organizational functioning.

Introduction

Burnout has become a major concern within contemporary organizational psychology because of the increasing psychological demands associated with modern employment. Rapid technological development, intensified competition, changing organizational structures, excessive workloads, job insecurity, and expectations of continuous availability have transformed the psychological

experience of work. Although employment can provide purpose, social connection, financial security, and opportunities for personal development, persistent exposure to occupational demands without adequate recovery and resources may undermine employees' psychological functioning. Burnout is generally understood as a response to chronic workplace stress that has not been successfully managed and is characterized by emotional exhaustion, increased mental distance or cynicism toward one's work, and reduced professional efficacy (World Health Organization [WHO], 2019). Contemporary research suggests that burnout is not simply an individual problem but is strongly influenced by the interaction between employees and their work environments. The Job Demands–Resources (JD-R) model proposes that excessive job demands consume employees' physical and psychological resources, whereas job resources such as autonomy, feedback, social support, and opportunities for development can protect well-being and facilitate motivation (Bakker & Demerouti, 2007; Demerouti et al., 2001). From this perspective, understanding burnout requires attention to both individual psychological processes and organizational conditions. Employees who continuously experience high demands, limited control, inadequate recognition, and insufficient support may gradually experience exhaustion and disengagement. Therefore, burnout has implications not only for individual psychological health but also for job performance, absenteeism, interpersonal functioning, and organizational effectiveness. The increasing prevalence and complexity of workplace stress make it important to examine psychological mechanisms that may help employees move from vulnerability toward adaptive functioning and sustainable well-being (Maslach & Leiter, 2016; Salvagioni et al., 2017).

Within this context, resilience has received increasing attention as an important psychological resource for understanding how employees respond to occupational adversity. Resilience is generally conceptualized as a dynamic process through which individuals adapt to significant stress, adversity, or challenging circumstances and maintain or regain psychological functioning (Southwick et al., 2014). Importantly, resilience should not be interpreted as an absence of stress or as a fixed personality characteristic that some employees possess while others do not. Contemporary perspectives describe resilience as involving interactions among personal characteristics, emotional processes, coping strategies, social relationships, and environmental resources (Fletcher & Sarkar, 2013; Kalisch et al., 2017). In organizational settings, resilient employees may be better able to regulate negative emotions, maintain realistic expectations, recover after demanding experiences, and utilize available resources when confronted with workplace challenges. Psychological capital theory further suggests that resources such as hope, efficacy, optimism, and resilience can contribute to positive employee functioning and adaptive responses to occupational demands (Luthans et al., 2007). Similarly, the conservation of resources perspective proposes that individuals seek to acquire, maintain, protect, and build valued psychological and social resources, while prolonged resource loss may increase vulnerability to stress and psychological exhaustion (Hobfoll, 1989). Resilience may therefore represent an important mechanism through which employees manage demanding working conditions without experiencing persistent deterioration in well-being. However, resilience should not be treated as a substitute for appropriate organizational practices. Excessive demands, inadequate staffing, poor leadership, and insufficient resources cannot necessarily be overcome through individual resilience alone. Instead, resilience is most meaningful when individual psychological capacities operate within supportive organizational environments that facilitate recovery, autonomy, social connection, and effective coping.

Employee well-being represents another central construct in understanding the consequences of contemporary work environments. Well-being extends beyond the absence of psychological symptoms and encompasses positive functioning, meaningful relationships, emotional experiences, purpose, competence, and the capacity to manage everyday demands effectively (Ryff, 1989; Ryan & Deci, 2001). In occupational contexts, employee well-being is closely connected with job satisfaction, work engagement, psychological health, interpersonal functioning, and sustainable performance. Research has increasingly demonstrated that workplace conditions can either promote or undermine these dimensions of functioning. The JD-R model suggests that job resources can stimulate motivational processes and contribute to work engagement, whereas excessive demands can activate a health-impairment process associated with exhaustion and reduced functioning (Bakker & Demerouti, 2007). Work engagement, characterized by vigor, dedication, and absorption, provides an important positive dimension of occupational functioning and has been associated with organizational and individual outcomes (Schaufeli et al., 2002). At the same time, burnout and well-being should not be conceptualized as exact opposites because employees may experience different combinations of exhaustion, engagement, satisfaction, and psychological functioning. This distinction is particularly important for contemporary management because simply reducing negative workplace experiences may not automatically create positive well-being. Organizations may need to cultivate positive resources, including supportive relationships, autonomy, meaningful work, opportunities for development, recognition, and psychological safety. From a psychological perspective, employee well-being can therefore be understood as the outcome of continuing interactions between workplace demands, individual psychological resources, and organizational resources. Examining these interactions can provide a more comprehensive explanation of why some employees experience persistent burnout while others demonstrate adaptation, recovery, and sustained functioning under comparable occupational pressures (Demerouti et al., 2001; Nielsen et al., 2017).

Organizational resources and management practices may play a particularly important role in determining whether employees experience burnout or develop greater resilience. Perceived organizational support refers to employees' beliefs concerning the extent to which their organization values their contributions and cares about their well-being (Eisenberger et al., 1986). When employees perceive that their organization provides meaningful support, recognition, fairness, and assistance, they may have greater access to psychological and social resources that can facilitate adaptive responses to occupational demands. Similarly, psychological safety describes a shared perception that individuals can express concerns, ask questions, acknowledge mistakes, and communicate ideas without fear of interpersonal humiliation or punishment (Edmondson, 1999). Psychological safety may be especially relevant in demanding workplaces because employees who feel safe communicating difficulties may be more likely to seek assistance before stress becomes overwhelming. Leadership also represents an important organizational mechanism. Supportive leadership can provide clarity, recognition, autonomy, feedback, and social resources, whereas dysfunctional management practices may increase uncertainty and psychological strain. Research based on the JD-R framework indicates that job resources can reduce the harmful effects of job demands while simultaneously strengthening motivation and engagement (Bakker & Demerouti, 2007). Furthermore, meta-analytic evidence indicates that workplace interventions may influence employee well-being through both individual and organizational pathways, emphasizing the importance of considering multiple levels of intervention (Nielsen et al., 2017). Consequently, contemporary approaches to

burnout should move beyond an exclusive focus on individual coping and recognize the organizational context in which psychological processes occur. Integrating psychological resources such as resilience with organizational resources such as support and psychological safety may provide a more comprehensive framework for understanding sustainable employee well-being.

Despite substantial research on burnout and employee well-being, there remains a need for integrated psychological and management perspectives that explain how employees can transition from chronic occupational strain toward adaptive and sustainable functioning. Much of the traditional approach to workplace stress has emphasized identifying risk factors or reducing negative outcomes, whereas contemporary positive organizational psychology increasingly emphasizes psychological resources, resilience, engagement, and flourishing alongside the prevention of distress (Seligman & Csikszentmihalyi, 2000). An integrated perspective suggests that burnout may emerge when persistent job demands exceed available resources, while resilience may strengthen employees' capacity to recover and adapt when psychological and organizational resources are available. This perspective is consistent with the JD-R model, conservation of resources theory, and psychological capital framework, which collectively emphasize the importance of resources in protecting individuals from stress and supporting positive functioning (Bakker & Demerouti, 2007; Hobfoll, 1989; Luthans et al., 2007). Accordingly, the present study focuses on the relationship between burnout, resilience, and employee well-being while considering organizational support and psychological safety as potentially important contextual factors. By examining these constructs together, the study seeks to contribute to a more comprehensive understanding of the psychological mechanisms through which employees respond to modern workplace demands. Such knowledge may have implications for organizational psychologists, human-resource professionals, managers, and organizational leaders seeking to develop evidence-informed strategies for preventing burnout and strengthening employee well-being. Rather than placing responsibility exclusively on employees to become more resilient, an integrated approach recognizes that sustainable resilience is facilitated by healthy organizational environments, supportive management, reasonable demands, opportunities for recovery, and psychologically safe relationships. Understanding the interaction between these individual and organizational factors may therefore provide a stronger foundation for developing workplace interventions that promote both employee well-being and sustainable organizational functioning (Maslach & Leiter, 2016; Southwick et al., 2014; Nielsen et al., 2017).

Objectives of the Study

1. To examine the relationship between burnout and employee well-being among employees in modern organizations.
2. To investigate the relationship between psychological resilience and employee well-being among employees.
3. To examine the relationship between burnout and psychological resilience among employees.
4. To determine whether psychological resilience mediates the relationship between burnout and employee well-being.
5. To examine the relationship between perceived organizational support and employee well-being.

6. To investigate whether psychological safety moderates the relationship between workplace burnout and employee well-being.
7. To develop an integrated psychological-management model explaining the relationships among burnout, resilience, psychological safety, organizational support, and employee well-being.

Hypotheses of the Study

H1: Burnout will be significantly negatively associated with employee well-being among employees.

H2: Psychological resilience will be significantly positively associated with employee well-being among employees.

H3: Burnout will be significantly negatively associated with psychological resilience among employees.

H4: Psychological resilience will significantly mediate the relationship between burnout and employee well-being.

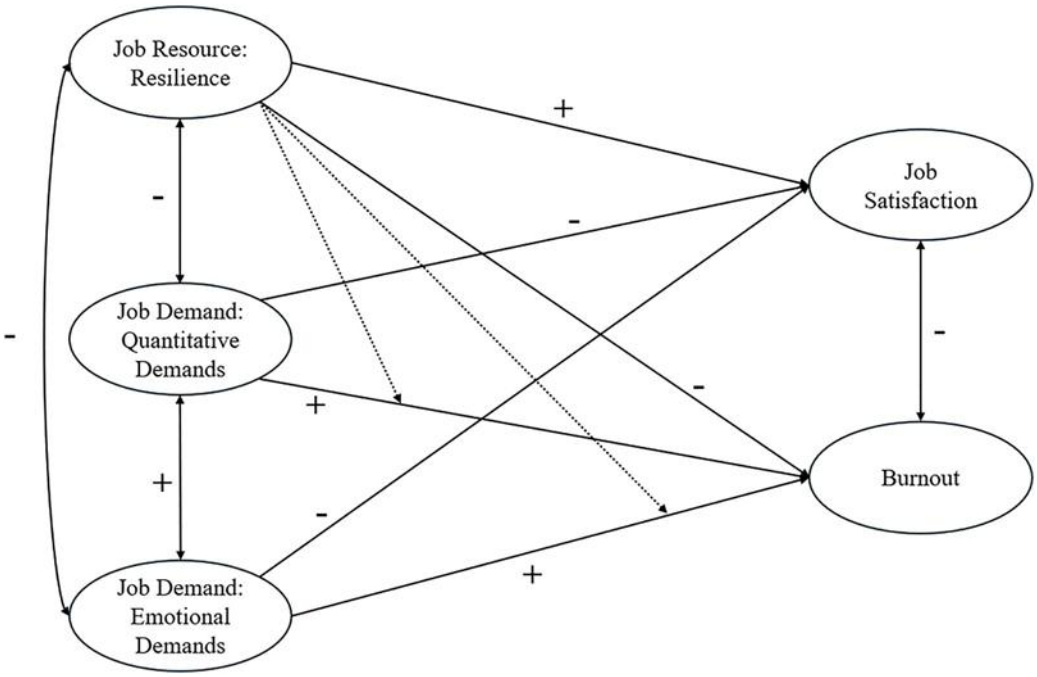
H5: Perceived organizational support will be significantly positively associated with employee well-being.

H6: Psychological safety will significantly moderate the relationship between burnout and employee well-being, such that the negative association will be weaker among employees reporting higher psychological safety.

H7: Burnout, psychological resilience, perceived organizational support, and psychological safety will significantly explain variance in employee well-being within an integrated psychological-management model.

Theoretical Framework

The present study is guided by an integrated theoretical framework combining the Job Demands–Resources (JD-R) model (Bakker & Demerouti, 2007), Conservation of Resources (COR) theory (Hobfoll, 1989), and the Psychological Capital perspective (Luthans et al., 2007) to explain the relationships among workplace burnout, psychological resilience, organizational resources, and employee well-being. The framework proposes that excessive workplace demands contribute to burnout, whereas psychological and organizational resources facilitate resilience and positive employee functioning. Within this model, burnout is conceptualized as a major psychological risk factor that negatively influences employee well-being, while psychological resilience represents an adaptive psychological mechanism through which employees recover from occupational stress and maintain positive functioning. Perceived organizational support is considered an important organizational resource that can directly enhance employee well-being, whereas psychological safety is proposed to buffer the negative effects of burnout. Accordingly, the framework integrates individual psychological processes with organizational management factors and proposes that employee well-being is influenced not only by the presence of workplace stress and burnout but also by employees' resilience and the supportive conditions provided by their organizations.



Methodology

Research Design and Participants

The present study will employ a quantitative cross-sectional research design to examine the relationships among burnout, psychological resilience, perceived organizational support, psychological safety, and employee well-being. The target population will comprise employees working in public and private sector organizations in Pakistan. A sample of 300 employees will be recruited through purposive sampling. Participants will be adults aged 18 years or above, currently employed, and having at least six months of organizational experience. Participants who are unable to provide informed consent or submit substantially incomplete questionnaires will be excluded. Demographic information including age, gender, education, occupational sector, job position, organizational tenure, and working hours will also be collected to describe the sample and, where theoretically appropriate, control for relevant background characteristics.

Measures

Data will be collected using standardized psychological and organizational measures. Burnout will be assessed through the *Maslach Burnout Inventory–General Survey (MBI-GS)* (Schaufeli et al., 1996), covering exhaustion, cynicism, and professional efficacy. Psychological resilience will be measured using the *Connor–Davidson Resilience Scale (CD-RISC)* (Connor & Davidson, 2003). Perceived organizational support will be assessed using the *Survey of Perceived Organizational Support* developed by Eisenberger et al. (1986), while psychological safety will be measured using an established measure based on Edmondson's (1999) conceptualization. Employee well-being will be assessed using a standardized measure appropriate for organizational research. The internal consistency and construct validity of the instruments will be examined before hypothesis testing.

Data Collection Procedure

Following approval from the relevant institutional ethical authority, permission will be obtained from participating organizations. Eligible employees will receive information regarding the purpose and procedures of the study and will provide informed consent before participation. Questionnaires will be administered through paper-based or secure online procedures. Participation will be voluntary, and participants will be informed that they could withdraw at any stage without penalty. Completed questionnaires will be coded without unnecessary identifying information and securely stored. The collected data will be screened for missing responses, outliers, data-entry errors, and assumptions required for subsequent statistical analyses.

Data Analysis

Data will be analyzed using appropriate statistical software. Descriptive statistics including frequencies, percentages, means, and standard deviations will be calculated. Pearson product–moment correlations will be used to examine associations among the major variables, followed by multiple regression analysis to determine their predictive contribution to employee well-being. Mediation analysis using bootstrapped confidence intervals will examine whether psychological resilience mediates the relationship between burnout and employee well-being. Moderation analysis will determine whether psychological safety changes the association between burnout and employee well-being. Where appropriate, an integrated structural equation model will be examined to evaluate the proposed theoretical framework. Statistical significance will be evaluated using appropriate confidence intervals and significance criteria.

Ethical Considerations

Ethical approval will be obtained before commencement of data collection. Participants will provide informed consent and will participate voluntarily. Confidentiality and anonymity will be maintained throughout the research process, and collected information will be used exclusively for research purposes. Participants will have the right to withdraw without penalty. Data will be securely stored and accessed only for authorized research purposes. The study will be conducted according to accepted ethical principles for psychological and organizational research.

Results

Table 1: Descriptive Statistics and Internal Consistency of Study Variables

Variable	M	SD	α	1	2	3	4	5
1. Burnout	3.21	0.72	.89	—				
2. Psychological Resilience	3.48	0.63	.88	−.48**	—			
3. Perceived Organizational Support	3.36	0.71	.91	−.42**	.51**	—		
4. Psychological Safety	3.41	0.68	.87	−.39**	.47**	.56**	—	
5. Employee Well-Being	3.45	0.65	.90	−.55**	.61**	.58**	.54**	—

Note. $N = 300$. α = Cronbach's alpha. $p < .01$.

As shown in Table 1, burnout demonstrated a negative association with employee well-being, $r = -.55$, $p < .01$, indicating that higher burnout was associated with lower employee well-being. Psychological resilience was positively associated with employee well-being, $r = .61$, $p < .01$.

Similarly, perceived organizational support and psychological safety demonstrated positive relationships with employee well-being, r = .58 and .54, respectively, ps < .01. Burnout was negatively associated with resilience, perceived organizational support, and psychological safety. The reliability coefficients ranged from .87 to .91, indicating good internal consistency across the measures.

Table 2: Pearson Correlations Among Study Variables

Variables	1	2	3	4	5
1. Burnout	—	−.48**	−.42**	−.39**	−.55**
2. Psychological Resilience		—	.51**	.47**	.61**
3. Perceived Organizational Support			—	.56**	.58**
4. Psychological Safety				—	.54**
5. Employee Well-Being					—

Note. N = 300. p < .01.

The findings presented in Table 2 indicate statistically significant relationships among all major study variables. Burnout was negatively related to psychological resilience, perceived organizational support, psychological safety, and employee well-being. In contrast, psychological resilience, perceived organizational support, and psychological safety were positively associated with employee well-being. The strongest association was observed between psychological resilience and employee well-being, r = .61, p < .01. These findings provide preliminary support for the proposed relationships among burnout, resilience, organizational resources, and employee well-being.

Table 3: Multiple Regression Predicting Employee Well-Being

Predictor	B	SE B	β	t	p
Burnout	−0.28	0.05	−.31	−5.60	< .001
Psychological Resilience	0.35	0.06	.34	5.83	< .001
Perceived Organizational Support	0.21	0.06	.23	3.50	< .001
Psychological Safety	0.17	0.06	.18	2.83	.005

Model statistics: R = .72, R^2 = .52, Adjusted R^2 = .51, $F(4, 295) = 79.83$, p < .001.

As presented in Table 3, the overall regression model was statistically significant, F (4, 295) = 79.83, p < .001, explaining approximately 52% of the variance in employee well-being. Burnout was a significant negative predictor of employee well-being (β = −.31, p < .001), whereas psychological resilience (β = .34, p < .001), perceived organizational support (β = .23, p < .001), and psychological safety (β = .18, p = .005) were significant positive predictors. Thus, employees reporting greater resilience and organizational resources tended to report higher levels of well-being, whereas greater burnout was associated with lower well-being.

Table 4: Mediating Effect of Psychological Resilience in the Relationship Between Burnout and Employee Well-Being

Effect	B	SE	LLCI	ULCI
Total effect of burnout on well-being	−0.52	0.06	−0.64	−0.40
Direct effect of burnout on well-being	−0.34	0.06	−0.46	−0.23

Indirect effect through resilience	−0.18	0.04	−0.27	−0.11

Note. LLCI = lower limit of 95% confidence interval; ULCI = upper limit of 95% confidence interval. Bootstrap = 5,000 samples.

Table 4 shows that burnout had a significant total effect on employee well-being. After psychological resilience was included in the model, the direct effect of burnout remained significant but was reduced in magnitude. The indirect effect through psychological resilience was also statistically significant because the 95% bootstrap confidence interval did not include zero. These findings indicate that psychological resilience partially mediated the relationship between burnout and employee well-being. Thus, part of the association between burnout and well-being may operate through differences in employees' resilience.

Table 5: Moderating Effect of Psychological Safety on the Relationship Between Burnout and Employee Well-Being

Predictor	B	SE	β	t	p
Burnout	−0.41	0.06	−.43	−6.83	< .001
Psychological Safety	0.29	0.06	.30	4.83	< .001
Burnout × Psychological Safety	0.12	0.04	.15	3.00	.003

Model statistics: $R^2 = .39$; $\Delta R^2 = .02$, $p = .003$.

As shown in Table 5, burnout was negatively associated with employee well-being, whereas psychological safety was positively associated with well-being. Importantly, the interaction between burnout and psychological safety was statistically significant, $B = .12$, $p = .003$. This indicates that the strength of the negative association between burnout and employee well-being varied according to employees' levels of psychological safety. Specifically, the negative association was weaker at higher levels of psychological safety and stronger at lower levels of psychological safety.

Table 6: Model Predicting Employee Well-Being

Model	R	R^2	Adjusted R^2	F	p
Integrated Model	.72	.52	.51	79.83	< .001

Table 6 indicates that the integrated model accounted for approximately 52% of the variance in employee well-being. The overall model was statistically significant, indicating that burnout, psychological resilience, perceived organizational support, and psychological safety collectively contributed to explaining differences in employee well-being. These findings provide support for examining employee well-being through an integrated psychological and organizational framework rather than through a single psychological factor.

Discussion

The present study examined the psychological and organizational mechanisms associated with employee well-being, with particular emphasis on burnout, psychological resilience, perceived organizational support, and psychological safety. The findings indicated that burnout was negatively associated with employee well-being, whereas psychological resilience, perceived organizational support, and psychological safety were positively associated with well-being. The

negative association between burnout and employee well-being is consistent with the Job Demands–Resources (JD-R) model, which proposes that excessive job demands can exhaust employees' physical and psychological resources and consequently contribute to strain and reduced well-being (Bakker & Demerouti, 2007). Burnout involves emotional exhaustion, psychological distancing or cynicism, and reduced professional efficacy, all of which can interfere with employees' ability to experience positive functioning at work (Maslach & Leiter, 2016). The present findings therefore suggest that persistent occupational demands may represent an important psychological risk for employee well-being. The findings are also consistent with the Conservation of Resources (COR) theory, which proposes that individuals attempt to acquire, preserve, and protect valued resources and become vulnerable when resources are continuously lost (Hobfoll, 1989). When employees experience prolonged workload, pressure, and insufficient recovery opportunities, resource depletion may manifest as exhaustion and reduced psychological functioning. Thus, the findings support the importance of considering burnout not merely as an individual psychological problem but as an outcome that may emerge from continuing interactions between employees and their organizational environments.

The findings further demonstrated a positive relationship between psychological resilience and employee well-being, while burnout was negatively associated with resilience. Psychological resilience may provide employees with the capacity to adapt to occupational challenges, recover following stressful experiences, and maintain relatively stable psychological functioning. This finding is consistent with contemporary conceptualizations of resilience as a dynamic process involving adaptive coping, emotional regulation, recovery, and utilization of personal and environmental resources (Southwick et al., 2014). The mediation analysis further indicated that psychological resilience partially explained the association between burnout and employee well-being. This suggests that burnout may be related to poorer well-being partly because persistent occupational stress is associated with diminished psychological resources for adaptation and recovery. However, the remaining direct association indicates that resilience alone does not completely account for the relationship between burnout and well-being. This is theoretically important because it suggests that developing resilience should complement, rather than replace, efforts to reduce excessive workplace demands. The findings are also compatible with the psychological capital perspective, according to which resilience, together with hope, optimism, and self-efficacy, represents a psychological resource that can facilitate adaptive functioning and positive work outcomes (Luthans et al., 2007). Accordingly, organizational interventions aimed at strengthening adaptive coping, emotional regulation, problem-solving, and recovery skills may contribute to employee well-being, while simultaneous improvements in the work environment may be necessary to address the sources of chronic occupational stress.

The findings also highlighted the importance of organizational resources, particularly perceived organizational support and psychological safety. Perceived organizational support demonstrated a positive association with employee well-being, suggesting that employees who perceive their organizations as valuing their contributions and caring about their welfare may experience more positive psychological functioning. This finding is consistent with organizational support theory, which proposes that employees develop general beliefs concerning the extent to which their organization values their contributions and cares about their well-being (Eisenberger et al., 1986). Psychological safety was likewise positively associated with well-being and significantly moderated the relationship between burnout and employee well-being. The moderation finding suggests that the negative association between burnout and well-being may differ depending on

employees' perceptions of psychological safety. A psychologically safe environment may allow employees to communicate concerns, seek assistance, discuss mistakes, and express difficulties without fear of interpersonal consequences (Edmondson, 1999). Such conditions may provide an important contextual resource when employees experience occupational stress. These findings extend the individual-focused understanding of resilience by demonstrating that employee well-being may depend not only on personal psychological capacities but also on organizational conditions. Consistent with the JD-R model, organizational resources may protect employees from the harmful consequences of excessive demands while simultaneously supporting motivation and positive functioning (Bakker & Demerouti, 2007). Therefore, management practices involving supportive communication, recognition, fair treatment, reasonable workload, employee participation, and psychologically safe interpersonal relationships may be relevant components of workplace well-being strategies.

Overall, the findings support an integrated psychological-management perspective in which burnout, resilience, and organizational resources jointly contribute to employee well-being. The integrated model explained a substantial proportion of variance in employee well-being, indicating that employee functioning cannot be adequately understood through a single psychological construct. The findings have implications for organizational psychologists, managers, and human-resource professionals because interventions may be more effective when they address both individual and organizational levels. Individual interventions can focus on resilience development, adaptive coping, emotional regulation, self-efficacy, and recovery strategies, whereas organizational interventions can address workload, leadership practices, recognition, communication, autonomy, social support, and psychological safety. Importantly, resilience-building should not shift responsibility for organizationally generated stress entirely onto employees. Instead, resilience should be developed alongside organizational changes that reduce unnecessary demands and increase access to resources. The findings are consistent with the broader literature suggesting that sustainable employee well-being requires attention to both occupational demands and resources (Bakker & Demerouti, 2007; Hobfoll, 1989; Maslach & Leiter, 2016). Future longitudinal and intervention-based research should examine whether strengthening resilience and psychological safety can produce sustained reductions in burnout and improvements in employee well-being. Because the present study uses a cross-sectional design, causal conclusions cannot be established; therefore, the observed relationships should be interpreted as associations rather than evidence that one variable definitively causes another. Nevertheless, the proposed framework provides a useful basis for understanding how employees may move from occupational strain toward resilience and sustainable psychological well-being in contemporary organizations.

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