

# Job Demands–Resources and Burnout in Public Sector: A Systematic Literature Review

Job Demands–  
Resources and Burnout  
in Public Sector

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## ABSTRACT

*This study is motivated by the high prevalence of burnout among public sector employees, which has significant implications for individual well-being and organizational effectiveness. This study aims to map empirical evidence on burnout within the Job Demands–Resources (JD-R) framework, specifically by identifying the dimensions of job demands and job resources and examining their relationships with burnout in the public sector. This research employed a Systematic Literature Review (SLR) following PRISMA guidelines, using the Scopus database for studies published between 2001 and 2025, resulting in 14 selected articles. The findings indicate that quantitative demands are the most dominant predictors of burnout, followed by organizational structure and work arrangement demands, while mental and emotional demands remain relatively underexplored. On the other hand, interpersonal and social resources, such as supervisor and coworker support as well as a positive organizational climate, emerge as the most important protective factors against burnout. Burnout occurs when high job demands are not adequately balanced by sufficient job resources. The study concludes that maintaining a balance between job demands and job resources is essential for preventing burnout. Practically, public sector organizations should manage workload, clarify role expectations, and strengthen social support and organizational climate to enhance employee well-being.*

**Keywords:** Burnout, Job Demands, Job Resources, Public Sector, Systematic Review.

## INTRODUCTION

Burnout is recognized as a significant issue in the workplace and has been classified by the World Health Organization (WHO) in the International Classification of Diseases (ICD-11) as an occupational phenomenon resulting from chronic workplace stress that has not been effectively managed (WHO, 2019). This condition affects employees across a wide range of sectors, including the public sector. According to the 2024 standard survey conducted by the European Union/Organization for Economic Co-operation and Development (EU/OECD) involving central government employees from ten member countries, approximately half of the respondents reported feeling exhausted at the end of the workday, while more than one-quarter indicated experiencing burnout. Similarly, 38.7% of respondents in the New South Wales public sector reported work-related burnout in 2024. Comparable findings were identified in Australia, where a study of government school leaders revealed that 39% of respondents were categorized as experiencing moderate burnout, 24% high burnout, 4% severe burnout, and only 33% low burnout during the 2011–2020 period (Arnold et al., 2025). In the Czech Republic, burnout was also reported among civil servants, with 53% classified as having low burnout, 34% as being at risk, 7% facing a serious threat, and 1% facing a very serious threat of burnout (Mokrá et al., 2023).

This issue warrants substantial attention due to its adverse implications for both employees and organizations (Edú-Valsania, 2022; Demerouti, 2024). At the individual

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level, burnout contributes to significant personal distress and social costs and is associated with the development of somatic symptoms, anxiety, and depression (Hammarström et al., 2023). From an organizational perspective, empirical evidence indicates that burnout is positively associated with poor decision-making styles and turnover intention (Haar, 2023; Milovanovic & Cvjetkovic, 2024). Burnout demonstrates a negative relationship with organizational commitment by Anand et al. (2023), job satisfaction by AlMarzooqi et al. (2025), and work dedication by Laškarin et al. (2024). Furthermore, burnout has been shown to reduce employee performance and negatively affect service quality (Gomes et al., 2022; Lin et al., 2024).

Burnout has become a central topic in organizational and occupational psychology. Among the theoretical perspectives used to explain its development, the Job Demands–Resources (JD-R) model is one of the most prominent. This model offers an integrative and adaptable framework applicable across occupational settings and is widely utilized to explain organizational mechanisms influencing employee well-being, health, and performance (Bakker & Demerouti, 2017; Demerouti & Bakker, 2023). Within this framework, job characteristics are categorized into job demands and job resources. Job demands refer to aspects of work that require sustained physical and psychological effort, thereby generating physiological and psychological costs, whereas job resources refer to work-related factors that facilitate goal achievement, reduce the negative consequences of job demands, and promote personal growth and development (Demerouti et al., 2001; Bakker & Demerouti, 2007). These dimensions operate through two key mechanisms. The first is the health impairment process, in which excessive job demands increase employee strain, such as prolonged exhaustion, which may eventually lead to burnout (Herachwati et al., 2024). The second is the motivational process, whereby sufficient job resources foster work engagement and protect employees from burnout. In addition, job resources may function as a buffering mechanism that mitigates the negative effects of job demands on employee strain (Demerouti & Bakker, 2011).

Previous empirical studies consistently demonstrate that job demands are positively related to burnout, while job resources are negatively associated with burnout (Mijakoski et al., 2023; Sciepora & Linos, 2024; Mussagulova, 2025). Several systematic literature reviews have explored the relationships among job demands, job resources, and burnout, both in general contexts and within mental health professions (Singh et al., 2020; Galanakis & Tsitouri, 2022). However, a systematic literature review specifically examining burnout within the public sector remains limited (Thapa et al., 2022; Zhang et al., 2022; Tahar et al., 2023).

In response to this research gap, the present study seeks to synthesize empirical evidence on burnout through the JD-R perspective in the public sector. This systematic literature review aims to map empirical evidence on burnout within the Job Demands–Resources (JD-R) framework, specifically by identifying the dimensions of job demands and job resources and examining their relationships with burnout in the public sector. The findings are expected to provide insights into the primary risk and protective factors that can inform more targeted organizational interventions to reduce burnout in the public sector.

## **LITERATURE REVIEW**

### **Burnout**

Burnout gained considerable scholarly attention during the 1980s, when researchers began to conceptualize it more systematically despite differing theoretical perspectives. One of the most influential conceptualizations identifies burnout as a multidimensional construct consisting of three core dimensions: emotional exhaustion, depersonalization, and reduced personal accomplishment. Emotional exhaustion represents the depletion of emotional and physical energy and is generally considered the central element of burnout. Depersonalization refers to the development of negative, detached, or cynical attitudes toward others, particularly clients or service recipients, often accompanied by emotional distancing and reduced empathy. Reduced personal accomplishment reflects negative

self-evaluation, characterized by feelings of inadequacy, diminished work motivation, lower productivity, and decreased confidence in one's ability to meet job demands effectively (Maslach, 2018).

Burnout has significant implications for both employee well-being and organizational effectiveness, particularly in service-oriented professions. Individuals experiencing burnout often demonstrate decreased enthusiasm and motivation in performing their responsibilities, which may adversely affect the quality of services provided. In many cases, employees may only perform tasks at a minimal standard, reducing the effectiveness of service delivery and potentially creating negative outcomes for clients or service recipients. Furthermore, prolonged exposure to burnout can intensify psychological distress and contribute to long-term declines in work performance and professional commitment (Schaufeli & Bakker, 2004; Maslach, 2018).

### **The Job Demands-Resources (JD-R) Model**

The Job Demands–Resources (JD-R) model was initially introduced by Demerouti et al. (2001) and has since undergone substantial theoretical and empirical refinement through numerous studies (Schaufeli & Bakker, 2004; Hakanen et al., 2005; Bakker, 2015). This framework provides a comprehensive approach for understanding employee well-being by categorizing work characteristics into two broad dimensions, job demands and job resources (Bakker & Demerouti, 2007; Bakker & Demerouti, 2014; Bakker & Demerouti, 2017). Job demands refer to aspects of work that require sustained physical, cognitive, or emotional effort and may result in physiological and psychological strain, such as excessive workload and emotional demands. In contrast, job resources encompass organizational, social, and psychological aspects that support employees in achieving work goals, encourage personal development, and satisfy essential psychological needs, including autonomy and social support.

The JD-R model explains the relationship between work characteristics and employee outcomes through two central mechanisms. The first is the health impairment process, in which prolonged exposure to excessive job demands gradually depletes employees' physical and emotional energy, increasing the likelihood of stress and eventually leading to burnout. The second is the motivational process, where sufficient job resources enhance work engagement, strengthen motivation, and protect employees from the negative consequences of job strain. Through these mechanisms, the JD-R framework has become one of the most influential models for explaining burnout and employee engagement across various occupational settings (Bakker et al., 2003; Bakker et al., 2014).

### **RESEARCH METHODS**

This study employed a Systematic Literature Review (SLR) as the research design to comprehensively examine, integrate, and evaluate empirical studies investigating the relationships between job demands, job resources, and burnout within the public sector. This approach was selected because it enables a systematic understanding of the development of research grounded in the Job Demands–Resources (JD-R) framework in the public sector context, while also identifying existing research gaps that remain relevant for further investigation. The literature review process followed the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) guidelines, which consist of four main stages: identification, screening, eligibility, and inclusion (Moher et al., 2014). Each stage of the article selection process was illustrated using the PRISMA 2020 Flow Diagram to ensure transparency and improve the replicability of the study (Page et al., 2021).

The population of this study consisted of scientific articles focusing on non-health government employees as the primary subject of investigation. The selected studies were those that positioned dimensions of job demands and/or job resources as predictor variables derived from work characteristics or organizational factors and examined their direct relationships with burnout or its dimensions. The included studies were empirical quantitative research articles published in English-language international journals,

available through open access, and subjected to the peer-review process. The publication period covered studies published between 2001 and 2025, considering that the JD-R model was first introduced by Demerouti et al. (2001). Studies involving healthcare professionals, non-empirical research, systematic literature reviews, meta-analyses, conference papers, book chapters, and articles that had not reached the final publication stage were excluded from this review.

Data collection was conducted through a literature search using the Scopus database, which was selected due to its recognition as a reputable academic database with broad coverage of peer-reviewed literature (Baas et al., 2020; Pranckutė, 2021; Omer & Dong, 2025). The article search was performed on September 29, 2025, using keywords developed based on the population, intervention, comparator, outcome, and study Design (PICOs) framework. Figure 1 shows that in the identification stage, a total of 185 articles were retrieved. The screening process was conducted in two steps: the application of publication-related filters and the assessment of article relevance based on titles and abstracts according to the PICOs criteria. This stage resulted in the exclusion of 162 articles, leaving 21 studies for the eligibility assessment. During the eligibility stage, full-text evaluation was conducted, which led to the exclusion of 7 additional articles that did not meet the PICOs criteria, resulting in a final sample of 14 articles.

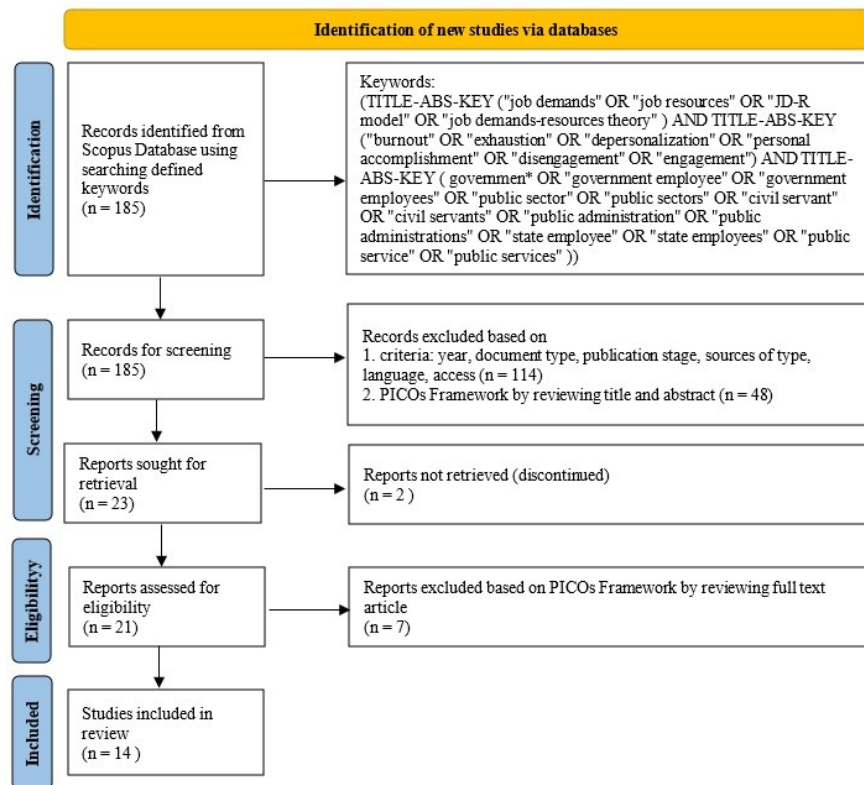


Figure 1. PRISMA Flow Diagram

The data analysis technique employed in this study was qualitative descriptive analysis, carried out through the processes of data extraction, categorization, and synthesis of all selected studies. The analyzed information included research characteristics, variables examined, dimensions of job demands and job resources, research methods, and empirical findings concerning the relationships between these variables and burnout. The findings were subsequently interpreted using thematic analysis to identify relationship patterns, risk factors, protective factors, and research gaps that may provide a foundation for future studies and policy recommendations in the public sector.

**RESULTS**  
**Characteristics of the Reviewed Studies**

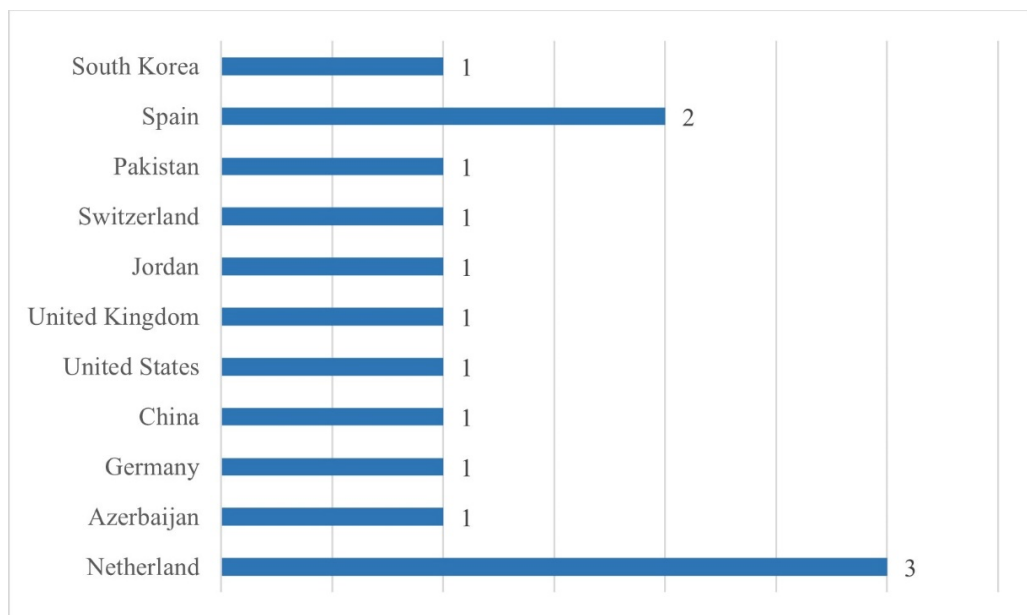
The following Table 1 presents a summary of the studies included in this review, outlining the relationships between job demands, job resources, and burnout in the public sector. This overview is intended to provide a structured presentation of the main empirical findings prior to further discussion.

**Table 1.** Job Demands and Job Resources Associated with Burnout

<b>Authors (Year)</b>	<b>Job Demand</b>	<b>Relation between Job Demand and Burnout (or Emotional Exhaustion)</b>	<b>Job Resource</b>	<b>The Relation between Job Resources and Burnout</b>
Peeters et al. (2025).	Work complexity, information processing, workload, and mental demands	Negative significant, not significant, positive significant, positive significant	Autonomy, task variation, social support, feedback, servant leadership	Not significant, not significant, negative significant, negative significant, not significant
Rasulova & Tanova (2025)	Technology Perceived as a Demand (TPRD-D)	Positive significant	Technology Perceived as a Resource (TPRD-R)	Not significant
Soucek et al. (2024).	Work intensity	Positive significant	Autonomy in the workplace, boundary control	Negative significant, negative significant
Lin et al. (2024)	–	–	Perceived superior trust	Negative significant
Sciepura & Linos (2024)	–	–	Perceived social support from co-workers, perceived lack of supervisory support, perceived competence of co-workers, perceived competence of supervisor	Negative significant, positive significant, negative significant, negative significant
Van der Meer et al. (2024).	Work pressure, red tape, work-life disbalance.	Positive significant, not significant, positive significant	Job autonomy, task variety, social support (coworkers), leader support (supervisor support)	Not significant, positive significant, negative significant, not significant
Rattray et al. (2024)	Pace and amount of work, emotional load, mental load, physical effort, complexity of work, poor work organization, role conflict, disproportionate relative/visitor expectations, verbal aggression from relatives/visitors	Positive significant, positive significant, not significant, not significant, positive significant, not significant, positive significant, not significant	Learning opportunities, effectiveness in achieving goals, autonomy, task clarity, feedback, relationship with supervisor, relationship with colleagues, quality, reduced focus on well-being, staffing	Not significant, not significant, not significant, not significant, not significant, not significant, positive significant, not significant
Al'Ararah et al. (2024).	Role overload	Positive significant	Ethical leadership, organizational climate	Negative significant, negative significant
Giauque et al. (2022).	Variety of tasks and skills	Positive significant	Organizational freedom, easy access to colleagues and managers, autonomy in the workplace, support from	Negative significant, negative significant, negative significant,

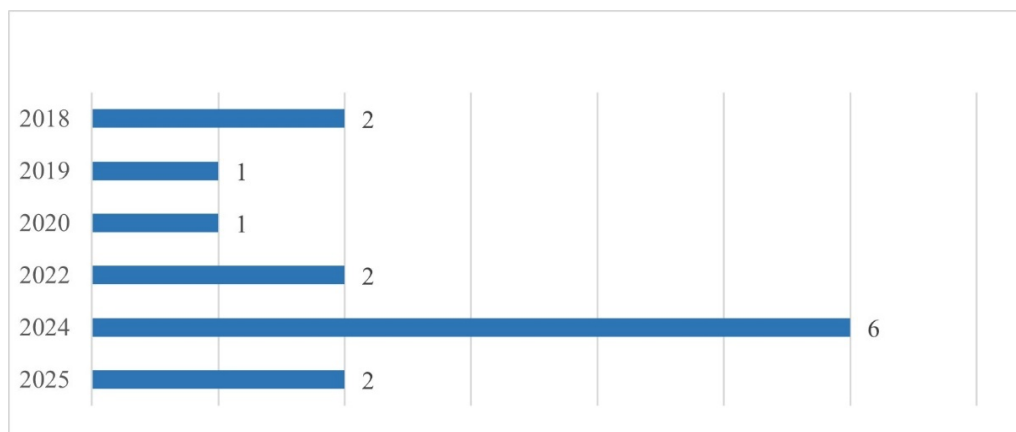
Authors (Year)	Job Demand	Relation between Job Demand and Burnout (or Emotional Exhaustion)	Job Resource	The Relation between Job Resources and Burnout
			colleagues, and a work-life balance climate	negative significant, negative significant
Kumar & Jin (2022).	Surface acting	Positive significant	–	–
	–	–	Autonomy, social support by colleagues, supportive leadership style, and an open and communicative culture	Negative significant, negative significant, negative significant, negative significant
Boelhouwer et al. (2020).				
Pecino et al. (2019).	Role stress	Positive significant	Organizational climate	Negative significant
Pecino et al. (2018).	–	–	Interpersonal justice climate	Negative significant
Kim & Wang (2018).	Role ambiguity, workload, and customer contact	Positive significant, positive significant, positive significant	Job autonomy, social support	Not significant, negative significant

Regarding the geographic distribution, the included studies were conducted across 11 different countries in Figure 2. Most of the studies were conducted in European countries, comprising 8 studies: the Netherlands (3 studies), Spain (2 studies), Germany (1 study), the United Kingdom (1 study), and Switzerland (1 study). The remaining studies were conducted in the United States, China, South Korea, Jordan, Pakistan, and Azerbaijan, with one study from each country.



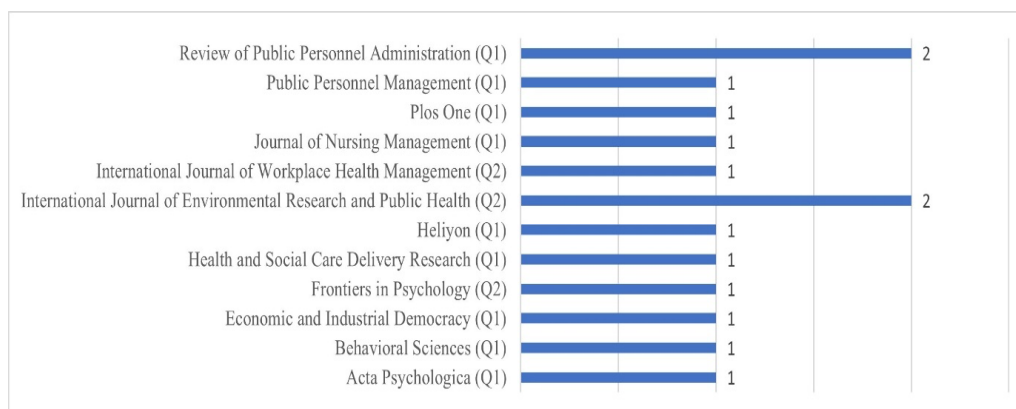
**Figure 2.** Geographic Distribution of Studies

Figure 3 illustrates the distribution of publications by year, with a total of 14 publications analyzed in this study. In 2018, there were 2 publications, followed by 1 publication in 2019 and 1 publication in 2020. Furthermore, the number of publications increased to 2 in 2022. The most significant increase occurred in 2024, which recorded a total of 6 publications, indicating a substantial rise in researchers' interest in the topic during that period. Meanwhile, 2025 accounted for 2 publications.



**Figure 3.** Distribution of the included Studies by Journal

In terms of journal quality, the included articles were published in 14 high-quality journals indexed in the Q1 and Q2 categories of the Scimago Journal Rank (SJR). Among these, 10 journals were classified as Q1, including *Acta Psychologica*, *Behavioral Sciences*, *Economic and Industrial Democracy*, *Health and Social Care Delivery Research*, *Heliyon*, *Journal of Nursing Management*, *PLOS ONE*, *Public Personnel Management*, and *Review of Public Personnel Administration*. The remaining journals were categorized as Q2, namely *Frontiers in Psychology*, *International Journal of Environmental Research and Public Health*, and *International Journal of Workplace Health Management* in Figure 4.



**Figure 4.** Distribution of the Included Studies by Journal

The literature included in this study remains limited in scope. The selection process was conducted rigorously by considering the contextual relevance, theoretical foundation, and empirical contribution of each study to the issue of burnout in the public sector. The relatively small number of synthesized articles does not necessarily indicate a lack of burnout research in general. Rather, it reflects the limited number of studies that explicitly examine burnout using the Job Demands–Resources (JD–R) framework within the public sector context. Therefore, the fourteen selected articles represent the most relevant studies in capturing the dynamics of job demands and job resources in explaining burnout among public employees.

### **Job Demands and Burnout in the Public Sector**

Based on the classification proposed by Peeters et al. (2025), job demands can generally be categorized into three main dimensions, namely quantitative demands, mental demands, and emotional demands. Quantitative demands refer to work pressures related to task amount, intensity, and pace within a limited time frame. Five forms were identified: workload, work intensity, job pressure, pace and amount of work, and role

overload. Findings consistently show that quantitative demands significantly increase burnout among public employees (Kim & Wang, 2018; Van der Meer et al., 2024; Rattray et al., 2024; Peeters et al., 2025). Several studies also found significant effects on emotional exhaustion, the core dimension of burnout (Soucek et al., 2024; Al'Ararah et al., 2024). In the public sector context, quantitative demands often emerge from high service demands, limited staffing, administrative burdens, and time pressure to meet institutional objectives. Such pressures can gradually reduce employees' physical and psychological capacity, leading to prolonged exhaustion and reduced work engagement.

Mental demands refer to job characteristics requiring sustained cognitive effort, such as concentration, information processing, and problem-solving. Reviewed studies identified five forms: information processing, mental demands, mental load, job complexity, and task and skill variety. Findings were mixed. Peeters et al. (2025) found that information processing was not significantly related to burnout, whereas mental demands showed a positive relationship. Job complexity was negatively associated with burnout, suggesting cognitively stimulating work may reduce burnout. Rattray et al. (2024) reported no significant effect of mental load and job complexity on burnout, while Giauque et al. (2022) found that task and skill variety significantly increased work exhaustion. These findings suggest mental demands may function as either challenging or hindering demands depending on employee perceptions.

Emotional demands involve work conditions requiring employees to regulate or suppress emotions during workplace interactions. Five forms were identified: emotional load, surface acting, customer contact, disproportionate expectations from relatives or visitors, and verbal aggression. Several studies reported significant positive relationships between emotional demands and burnout. Emotional load, customer contact, and disproportionate expectations increased burnout (Kim, 2005), while surface acting significantly increased emotional exhaustion (Kumar & Jin, 2022). However, verbal aggression from relatives or visitors was not significantly associated with burnout, possibly due to reduced visitor interaction during the COVID-19 pandemic (Rattray et al., 2024). In the public sector, emotional demands are often intensified by continuous citizen interaction, public expectations, and pressure to maintain professionalism under stressful conditions.

Organizational structure and work arrangement demands represent work-related pressures originating from organizational systems and bureaucratic arrangements. Seven dimensions were identified, including role conflict, role stress, role ambiguity, bureaucracy, poor work organization, work-life imbalance, and Technology Perceived as Demand (TPRD). Several of these demands were positively associated with burnout, including role stress, role ambiguity, poor work organization, work-life imbalance, and TPRD (Kim & Wang, 2018; Pecino et al., 2019; Rasulova & Tanova, 2025). In contrast, role conflict and bureaucracy did not show significant relationships with burnout (Van der Meer et al., 2024). These findings indicate that structural inefficiencies, unclear responsibilities, and poor organizational arrangements play important roles in shaping employee well-being.

### **Job Resources and Burnout among Public Employees**

Among the fourteen studies included in this review, thirteen examined the role of job resources in relation to burnout among public employees. According to Bakker and Demerouti (2007), job resources can be found at multiple levels of the work environment. Based on the reviewed literature, job resources were categorized into four levels: organizational-level resources, interpersonal and social resources, work organization resources, and task-level resources. This classification provides a structured understanding of how job resources mitigate the effects of job demands and reduce burnout.

At the organizational level, job resources included organizational climate, interpersonal justice climate, work-life balance climate, open and communicative culture, organizational freedom, and staffing. Studies consistently reported that organizational

climate was negatively associated with burnout and emotional exhaustion (Pecino et al., 2019; Al'Ararah et al., 2024). Similarly, interpersonal justice climate reduced burnout, while work-life balance climate reduced work exhaustion both before and during crises (Pecino et al., 2018; Giauque et al., 2022). An open and communicative culture was also negatively associated with fatigue complaints (Boelhouwer et al., 2020). However, reduced organizational focus on employee well-being significantly increased burnout. Staffing did not show significant effects (Rattray et al., 2024). These findings indicate that organizational environments play an essential role in supporting employee resilience.

Interpersonal and social resources emerged as the most frequently examined resource category. Thirteen types of resources were identified, including social support from supervisors and coworkers, perceived coworker competence, perceived superior trust, perceived supervisor competence, and ethical leadership. These resources showed negative relationships with burnout (Kim & Wang, 2018; Van der Meer et al., 2024; Lin et al., 2024). Ethical leadership also reduced emotional exhaustion (Al'Ararah et al., 2024). Perceived lack of supervisory support significantly increased burnout (Scieपुरa & Linos, 2024). During crises, access to colleagues and managers became more important in reducing exhaustion (Giauque et al., 2022).

Work organization resources include boundary control, learning opportunities, goal effectiveness, task clarity, and technology perceived as a resource. Among these, only boundary control significantly reduced emotional exhaustion (Soucek et al., 2024). Other dimensions did not show significant relationships (Rattray et al., 2024). At the task level, identified resources included autonomy, task variety, feedback, and quality. The evidence regarding these resources was mixed. Several studies by Kim and Wang (2018), Van der Meer et al. (2024), and Peeters et al. (2025) found no significant relationship between autonomy and burnout, while other studies by Boelhouwer et al. (2020) and Giauque et al. (2022) reported significant negative effects. Similar mixed findings were observed for task variety and feedback.

The findings indicate that burnout in the public sector is shaped by the interaction between high job demands and insufficient job resources. Quantitative demands emerged as the most significant risk factor, whereas interpersonal and social resources functioned as the strongest protective factor. Of the fourteen studies, ten focused on job demands and thirteen examined job resources. Quantitative demands were the most frequently studied demand category, while interpersonal and social resources dominated the resource literature. These findings reinforce the relevance of the JD-R model in explaining burnout in the public sector, where burnout occurs when excessive job demands are not adequately balanced by sufficient job resources (Bakker & Demerouti, 2007).

## **DISCUSSION**

This systematic literature review aims to synthesize empirical findings on job demands and job resources associated with burnout among public sector employees within the JD-R framework. Although the literature search was conducted systematically using the Scopus database and followed strict inclusion criteria, the possibility that some relevant studies were not identified cannot be entirely ruled out. Through the selection process, fourteen articles met the research criteria and were analyzed in depth. While the number of synthesized studies is relatively limited, these articles represent empirical research that explicitly examines burnout in the public sector using the JD-R framework. As such, they provide a relevant overview of how job demands and job resources interact in explaining burnout among public sector employees (Bakker & Demerouti, 2007).

The findings of this review also indicate that most of the studies examined employed cross-sectional research designs, while only a few used longitudinal approaches. A cross-sectional design allows researchers to identify associations among variables but cannot establish causal relationships. The findings of this review indicate that quantitative demands are the most frequently examined category of job demands in the reviewed literature (Kim & Wang, 2018; Van der Meer et al., 2024). Factors such as workload, work intensity, work pressure, and role overload were consistently found to be associated

with higher levels of burnout. In addition, demands related to organizational structure and work arrangements, including role ambiguity, role stress, and work–life imbalance, were also found to contribute to burnout. However, mental demands and emotional demands have received relatively less attention in the literature, although several studies suggest that cognitive and emotional demands may also increase the risk of burnout. Therefore, we should pay greater attention to the various types of job demands experienced by public sector employees.

On the job resources side, the findings of this review indicate that interpersonal and social relations resources are the most frequently examined category. Various forms of workplace social support, including support from supervisors and coworkers, trust in leadership, perceived competence of supervisors and colleagues, as well as leadership-related resources such as ethical leadership and supportive leadership style, were found to be associated with lower levels of burnout. In addition, organization-level resources such as organizational climate, interpersonal justice climate, work–life balance climate, and open communication culture were also reported to reduce burnout. In contrast, resources related to the organization of work and task level, such as learning opportunities, task clarity, autonomy, and feedback, showed mixed or non-significant relationships with burnout across studies. These findings suggest that social support and positive organizational environments play an important role in helping public sector employees cope with high job demands (Rattray et al., 2024; Van der Meer et al., 2024).

This review also indicates that most studies examined only one or a limited number of job demands or job resources, even though working conditions in public organizations often involve multiple demands and resources simultaneously. The findings of this review have important implications for public sector organizations in their efforts to reduce burnout among employees. Public organizations need to pay close attention to maintaining a balance between job demands and job resources in the workplace. Efforts to reduce excessive workload, clarify role expectations, and strengthen support from supervisors and coworkers may help lower levels of burnout among public sector employees. In addition, fostering an organizational climate that supports employee well-being may also play an important role in reducing the risk of burnout.

## **CONCLUSION**

This study concludes that burnout among public sector employees is influenced by the interaction between job demands and job resources within the Job Demands–Resources (JD-R) framework. The findings indicate that quantitative demands are the most dominant and consistently significant predictors of burnout, followed by organizational structure and work arrangement demands. In contrast, mental and emotional demands have received relatively less empirical attention, although they still demonstrate potential contributions to burnout. On the other hand, job resources that play the most important protective role are interpersonal and social resources, particularly support from supervisors and colleagues, as well as a positive organizational climate. Thus, burnout occurs when high job demands are not adequately balanced by sufficient job resources.

From a practical perspective, these findings emphasize the importance of public sector organizations maintaining a balance between job demands and job resources through effective workload management, clear role expectations, and strengthened social support, as well as an organizational climate that promotes employee well-being. However, this study has several limitations, including a relatively small number of included studies, a dominance of cross-sectional research designs, and limited database coverage and geographical representation, which is largely concentrated in developed countries. Therefore, future research is encouraged to expand data sources through multi-database searches, include contexts from developing countries, and employ longitudinal designs and more comprehensive JD-R models to better capture the dynamic nature of burnout in the public sector.

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