

Burnout Coping Management among Oil and Gas Workers: A Systematic Literature Review

*Burnout Coping
Management among
Oil and Gas Workers*

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ABSTRACT

Employees in the oil and gas industry face unique occupational stressors that increase their vulnerability to burnout, including long working hours, hazardous conditions, and operational uncertainty. This study synthesizes empirical evidence on coping mechanisms used by oil and gas workers to manage burnout at individual, social, and organizational levels. Using a systematic literature review based on the PRISMA 2020 protocol, this review examined Scopus-indexed peer-reviewed articles published between 2007 and 2025 through Boolean search strategies and keywords related to burnout, coping, and the oil and gas workforce. Following a staged screening process, seven articles met the inclusion criteria and were analyzed using thematic analysis. The findings reveal five main domains of coping strategies among oil and gas workers: problem-focused coping, emotion-focused coping, social support-based coping, resilience-oriented coping, and organizational coping. These findings indicate that burnout management depends not only on individual capacity but also on social support, work design, and organizational policies. This article develops an integrated model of burnout coping management for oil and gas workers that links individual psychological resilience with organizational interventions to enhance well-being, occupational safety, and workforce sustainability in high-risk work environments.

Keywords: *Burnout, Coping Strategies, Oil and Gas Workers, Organizational Support, Psychological Resilience.*

INTRODUCTION

Burnout has emerged as a critical occupational health challenge across diverse global industries, particularly within sectors defined by intense operational requirements and hazardous environments, such as the oil and gas industry (Bergh, 2017; Asare et al., 2021; Jasim, 2025). The escalating sophistication of contemporary industrial frameworks, alongside rapid digital transformation and volatile economic conditions, has significantly amplified the psychological burden placed upon the workforce. Acknowledging its international impact, the World Health Organization formally recognized burnout in 2019 as a professional phenomenon resulting from chronic workplace stress that has been inadequately addressed (van Dam, 2021; Demerouti, 2024). The condition is typically characterized by emotional exhaustion, depersonalization, and a sense of diminished professional efficacy, all of which compromise the psychological health of employees and broader organizational stability (Maslach & Leiter, 2016). In the oil and gas sector, these mental health difficulties are exacerbated by rigorous operational protocols, remote job sites, and continuous exposure to both physical and psychological stressors.

The energy sector functions within intricately linked technical and organizational ecosystems that demand unwavering productivity, stringent adherence to safety standards, and the ability to pivot quickly in response to market shifts (Shuen et al., 2014; Bento & Garotti, 2019). Personnel often perform their duties under harsh environmental

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circumstances, following rotational shift patterns in geographically secluded areas, particularly regarding offshore platforms and inland extraction facilities. Such conditions subject employees to extended labor hours, disrupted circadian rhythms, social estrangement, and constant safety hazards, which collectively heighten the risk of developing occupational burnout (Naji et al., 2022; Amin et al., 2024). Research has further indicated that those in high-stakes roles such as field engineers, offshore technicians, and safety coordinators endure intensified psychological tension due to excessive workloads and operational unpredictability (Edmund et al., 2023; Ma et al., 2023; Roberts & Flin, 2025). Furthermore, the instability of global oil markets has led to workforce reductions and job precariousness, deepening psychosocial distress and serving as a primary driver of burnout symptoms (Page et al., 2021; Korneeva & Simonova, 2024). These factors suggest that burnout in this industry transcends individual psychology, representing a systemic organizational crisis that necessitates holistic intervention.

To mitigate occupational strain, coping mechanisms serve as vital tools for individuals to navigate psychological pressure and sustain professional performance. Coping is defined as the set of cognitive and behavioral maneuvers employed to manage internal or external demands that are perceived as taxing or exceeding a person's resources (Lazarus & Folkman, 1985; Chang et al., 2007). Within occupational psychology, these methods are generally divided into problem-focused coping, which targets the stressor directly, and emotion-focused coping, which manages the affective response to the stressor. In the context of the oil and gas industry, various interventions, including resilience training, mindfulness-based stress reduction, structured organizational support, and robust social networks, have been linked to reduced burnout frequency and improved job satisfaction (Hobfoll et al., 2018; Kusuma et al., 2024). Effective coping strategies are increasingly recognized as fundamental to occupational health management, as they bolster psychological fortitude and enhance an employee's ability to thrive in volatile work settings.

Despite the widespread academic exploration of burnout and professional stress, significant research lacunae persist concerning the oil and gas workforce, as most literature remains focused on healthcare, education, and service sectors (Razafimahefa et al., 2022; Fox et al., 2023). Furthermore, divergent conceptualizations of burnout, ranging from specific emotional fatigue to generalized mental depletion, complicate theoretical synthesis, while empirical data on coping behaviors remain fragmented across disparate geographical and operational contexts. This study utilizes the PRISMA 2020 guidelines to systematically analyze and synthesize empirical evidence regarding the coping mechanisms employed to combat burnout among these employees.

This study aims to systematically synthesize the literature on burnout coping management among oil and gas workers and to develop a conceptual framework that explains the relationships between occupational stressors, coping strategies, coping resources, and worker well-being. By classifying diverse coping techniques and exploring the determinants of psychological resilience, this research offers a substantial theoretical contribution to occupational health psychology within high-risk industrial environments. The findings provide evidence-based strategies for policymakers and leadership to implement sophisticated psychological support frameworks, ensuring long-term workforce productivity and well-being within the global energy sector.

LITERATURE REVIEW

Burnout as an Occupational Health Phenomenon

Burnout has become a critical construct in occupational health psychology, particularly in work environments characterized by high demands, limited recovery opportunities, and prolonged exposure to psychosocial stressors. The World Health Organization conceptualizes burnout as an occupational phenomenon resulting from chronic workplace stress that has not been successfully managed, characterized by energy depletion, mental distance or cynicism toward work, and reduced professional efficacy. This definition aligns with the multidimensional model proposed by Maslach and Leiter

(2016), in which burnout comprises emotional exhaustion, depersonalization or cynicism, and reduced personal accomplishment. Burnout is therefore not merely a state of fatigue, but a work-related psychological syndrome that reflects a progressive erosion of employees' emotional, cognitive, and motivational resources.

In high-risk industries, burnout has implications beyond individual well-being. It may impair attention, decision-making, communication, and safety compliance, thereby increasing the likelihood of operational errors. This is particularly relevant in the oil and gas sector, where work is performed under hazardous conditions, strict safety requirements, and continuous production pressure. Existing evidence indicates that burnout among oil and gas workers is associated with poor working conditions, work-family conflict, low job satisfaction, limited social support, and reduced psychological resilience (Amin et al., 2024; Putra & Purba, 2026). These findings suggest that burnout in this sector should be understood as both an individual psychological condition and an organizational risk factor.

Work Demands and Psychosocial Risks in the Oil and Gas Sector

The oil and gas industry is distinguished by complex operational systems, high accident potential, remote work locations, shift-based schedules, and exposure to environmental hazards. Offshore and field-based workers often experience extended working hours, rotational rosters, isolation from family, confined living arrangements, and limited access to psychosocial support. These conditions create cumulative strain that may contribute to emotional exhaustion and reduced psychological functioning. Studies by Asare et al. (2021) suggest that rotation workers have shown that roster-based employment is associated with adverse health behaviors and outcomes, including sleep disruption and reduced well-being.

Occupational stressors in oil and gas operations also have direct implications for safety behavior. Alroomi and Mohamed (2021) found that occupational stressors negatively affect safety behavior, while mental health and fatigue act as important risk factors among oil and gas workers. Similarly, Truman and Dewi (2024) reported that mental workload and burnout influence safety behavior among offshore oil and gas employees working under different roster systems, with longer roster cycles potentially increasing mental and emotional fatigue. These studies demonstrate that burnout is not a peripheral human resource issue, but a core concern in safety-critical work systems.

The psychosocial context of offshore work further intensifies burnout risk. D'Antoine et al. (2023) identified stressors such as limited space, high-risk environments, helicopter travel, stigma surrounding help-seeking, job insecurity, and pressure to maintain production targets among offshore oil and gas workers. Such findings indicate that burnout emerges from the interaction between demanding work environments and insufficient coping resources. Thus, managing burnout in the oil and gas sector requires attention not only to individual coping behavior but also to organizational arrangements that shape exposure to stress.

Theoretical Perspectives on Burnout and Coping

The Job Demands-Resources (JD-R) theory serves as a robust analytical framework for elucidating burnout within the oil and gas workforce. This model posits that job demands encompass the physical, psychological, social, and organizational elements of labor that necessitate continuous exertion and result in physiological or psychological costs. Job resources facilitate the attainment of professional objectives, mitigate the impact of demands, and foster personal development (Bakker & Demerouti, 2017). Within this theoretical construct, burnout manifests when disproportionate demands are insufficiently offset by resources such as managerial support, functional autonomy, a positive safety climate, adequate recovery periods, and psychological resilience.

Complementing this, the transactional theory of stress and coping provides a conceptual foundation for examining individual responses to burnout. Lazarus and Folkman (1985) define coping as the cognitive and behavioral strategies employed to

manage internal or external pressures evaluated as exceeding one's personal capacities. These strategies are typically bifurcated into problem-focused coping, which addresses the stressor directly, and emotion-focused coping, which regulates the subsequent affective response. Furthermore, the Conservation of Resources (COR) theory clarifies that burnout intensifies when employees face the depletion or perceived threat of valued assets, including health, energy, and job security (Hobfoll et al., 2018). Given that the oil and gas sector often entails social isolation and unstable employment, stress arises when resources are lost or inadequately replenished. Effective burnout management must therefore prioritize the prevention of resource loss while fortifying individual, social, and organizational support systems.

Coping Strategies among Oil and Gas Workers

Coping mechanisms within the oil and gas industry are structured across individual, social, and organizational dimensions. At the individual level, problem-focused coping is paramount due to the high-stakes nature of the environment where errors yield severe safety repercussions. Research on petroleum refinery personnel indicates that heightened problem-focused coping significantly correlates with reduced burnout, whereas emotion-focused strategies show no significant association (Amin et al., 2023). This suggests that task clarification and proactive problem-solving offer superior protection in safety-critical settings compared to emotional regulation alone. Nevertheless, emotion-focused coping encompassing mindfulness and cognitive reframing remains a vital complementary tool for managing immutable stressors like isolation or organizational restructuring. However, excessive reliance on avoidance-based emotional coping may prove maladaptive if it hinders the reporting of fatigue or unsafe conditions.

Social and organizational support systems further dictate the efficacy of these strategies. Social support from supervisors and peers serves as a critical buffer against burnout, particularly for geographically isolated workers (Amin et al., 2024). This underscores that coping is a socially embedded process influenced by team dynamics and organizational climate. Furthermore, resilience-oriented coping, characterized by adaptive thinking and self-efficacy, is essential for maintaining safety awareness under pressure. However, resilience must not be framed as an individual burden; rather, it requires systemic reinforcement through structural interventions. Organizational coping, including workload redesign, fatigue risk management, and employee assistance programs, is indispensable, as many burnout drivers are rooted in operational systems. Recent meta-analytic evidence confirms that addressing these upstream conditions through organizational-level interventions is more effective than relying solely on individual coping initiatives (Bes et al., 2023).

RESEARCH METHODS

This study employed a Systematic Literature Review (SLR) to synthesize empirical evidence regarding burnout coping management among workers within the oil and gas sector. The review process adhered strictly to the PRISMA 2020 statement, which provides updated reporting protocols for identifying, screening, appraising, and synthesizing studies in systematic reviews (Page et al., 2021). This methodological design ensures a transparent and replicable framework for mapping psychological interventions and coping strategies relevant to high-risk industrial environments. Furthermore, the study integrates ROSES principles to maintain explicit reporting standards throughout the data extraction and critical appraisal phases (Haddaway et al., 2018).

The research population was identified through a systematic search of the Scopus database using the TITLE-ABS-KEY fields. Scopus was selected as the primary source due to its status as a curated abstract and citation database covering multidisciplinary, peer-reviewed literature. The search strategy integrated four conceptual blocks: burnout or occupational stress, coping, stress management, burnout management, resilience, or psychological intervention, oil and gas sector descriptors, and workforce-related terminology. The search parameters were restricted to publications spanning from 2007

to 2025, English-language records, and document types classified as original research articles or reviews.

Data collection techniques were governed by rigorous inclusion and exclusion criteria. Inclusion criteria encompassed peer-reviewed, full-text studies focusing on oil and gas personnel across various operational contexts, such as offshore, onshore, refinery, drilling, pipeline, and petrochemical facilities. Eligible studies were required to examine coping mechanisms, resilience, or mental health interventions associated with psychosocial outcomes like emotional exhaustion. Exclusion criteria were applied to publications prior to 2007, non-English texts, mixed-sector samples where oil and gas data were inseparable, and reports focusing solely on the prevalence of stress without an evaluative component on coping or mitigation management.

The data analysis technique commenced with a systematic screening of the 37 initial records retrieved, which were narrowed to 25 after applying year and document-type filters. Following a full-text eligibility assessment, 18 reports were excluded for failing to meet specific criteria, resulting in a final cohort of 7 articles for synthesis. Methodological quality was evaluated using a structured checklist covering objective clarity, design appropriateness, measurement transparency, and bias control. The included studies were subsequently analyzed using a narrative-thematic approach to identify the core dimensions of burnout coping management. The comprehensive step-by-step alignment of this systematic process is illustrated in Figure 1.

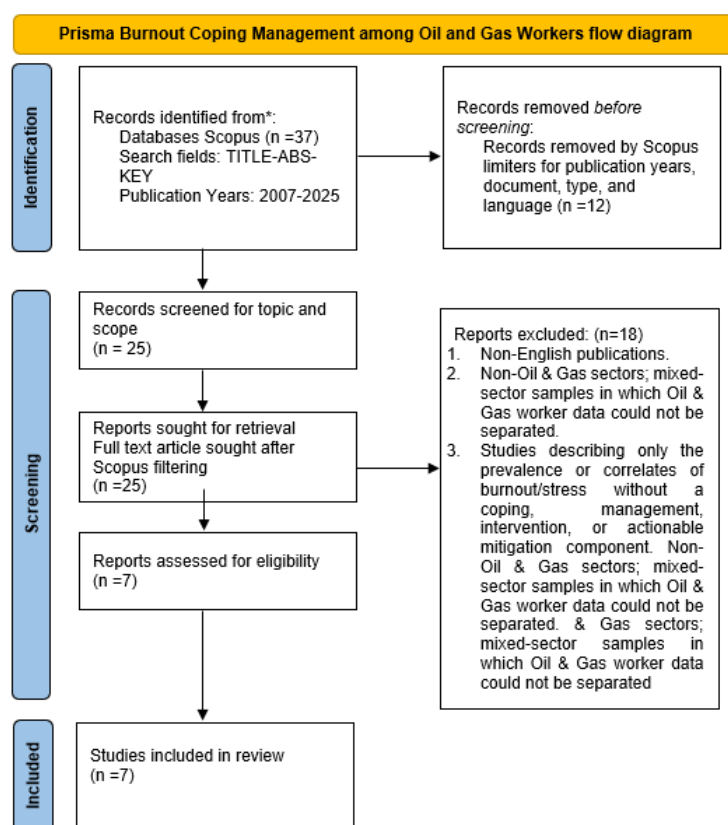


Figure 1. PRISMA Flow Diagram for Burnout Coping Management

RESULTS

Coping with Burnout Management among Oil and Gas Workers

The synthesis of the seven studies meeting the inclusion criteria demonstrates that burnout coping management among oil and gas workers is a multidimensional and multilevel phenomenon involving individual, social, and organizational factors. Burnout is conceptualized as an occupational phenomenon arising from chronic workplace stress

that has not been successfully managed, characterized by energy depletion, increased mental distance or cynicism toward one’s job, and reduced professional efficacy. This conceptualization aligns with the World Health Organization’s classification, which defines burnout strictly as an occupational phenomenon rather than a general medical condition. The reviewed studies indicate that oil and gas personnel encounter distinct occupational stressors, such as excessive workloads, role ambiguity, offshore isolation, heat exposure, rotational schedules, safety pressures, work–family conflict, and organizational uncertainty. These stressors collectively contribute to emotional exhaustion, sleep disturbances, psychosomatic symptoms, diminished job satisfaction, and impaired psychological well-being (Maslach & Leiter, 2016).

These findings support the argument presented in the literature review that burnout in the oil and gas sector cannot be understood merely as an individual psychological issue, but rather as the result of interactions between high job demands, limited work resources, and the quality of social and organizational support. The results of this research are consistent with the three primary frameworks discussed in the literature review: the Transactional Model of Stress and Coping, Job Demands–Resources (JD-R) Theory, and Conservation of Resources (COR) Theory. The transactional model explains how workers appraise and respond to stress through specific coping strategies. Meanwhile, the JD-R theory posits that burnout occurs when high job demands are not balanced by adequate work resources. Furthermore, the COR theory emphasizes that individuals strive to acquire, protect, and recover psychological, social, and organizational resources that are threatened by chronic stress (Bakker & Demerouti, 2017).

Coping strategies among oil and gas workers should be understood as mechanisms that mediate the relationship between occupational stressors and employee well-being. The effectiveness of these strategies depends not only on individual coping abilities but also on the availability of coping resources, social support, supportive leadership, and resilient organizational systems. Therefore, burnout prevention and management require a comprehensive approach that integrates individual-level interventions with sustained organizational support. Such an approach is essential for strengthening psychological resilience, reducing the adverse effects of workplace stress, and maintaining workforce productivity and well-being (Hobfoll et al., 2018). To provide a clearer understanding of coping strategies for burnout management, a summary of previous studies is presented in Table 1.

Table 1. Article Review: Coping with Burnout Management

Author & Year	Sample/Context	Type of Coping Strategy Identified	Main Findings
Chen et al. (2009)	512 offshore oil workers (China)	Problem-focused, emotion-focused, social/external, avoidance	Internal coping (self-reflection) ↑, stress symptoms, social/external coping ↓, and burnout risk
Wu et al. (2012)	420 offshore platform staff (China)	Emotion regulation, resilience, mindfulness	Emotion regulation & resilience ↓, emotional exhaustion & fatigue coping resources → ↑
Xiao et al. (2017)	1,384 petroleum-industry workers (China)	Coping resources: social support, job control, recreation	risk of suicidal ideation (RR = 2.53 [1.31–5.34]); ↑ task stressors (RR = 2.87 [1.48–6.15])
Arini et al. (2023)	102 on-shore oil & gas workers (Indonesia)	General coping mechanism (mediating variable)	Coping indirectly links anxiety & fatigue → healthy-eating index & blood-pressure; weak mediation to burnout.
Amin et al. (2024)	27 studies (global systematic review)	Resilience-based, organizational-support, training programs	Job satisfaction, social support, and psychological resilience mitigate burnout; poor

Author & Year	Sample/Context	Type of Coping Strategy Identified	Main Findings
Bento and Garotti (2019)	20 organizational studies (global oil & gas sector)	Organizational resilience, system-level coping, adaptive learning, collaborative safety culture	work conditions exacerbate it. The study identifies resilience as an emergent adaptive system capability rather than a static trait. Effective coping at the organizational level involves anticipation, monitoring, responding, and learning under complex, risky operational environments.
Rani and Kamarunzaman (2023)	11 systematic review (global oil & gas employees, Malaysia focus)	Psychosocial coping, motivation-based coping, job satisfaction, leadership, and social support	Job satisfaction mediates the relationship between psychosocial stressors and mental health. Motivation, supportive leadership, and work-life balance reduce burnout and improve psychological well-being.

A study by Chen et al. (2009) involving 512 offshore oil workers in China illustrated that employees utilize a diverse array of coping mechanisms, categorized into problem-focused, emotion-focused, social support, and avoidance strategies. Interestingly, the research found that excessive reliance on internal coping, specifically self-reflection, was positively correlated with increased stress symptoms and psychosomatic ailments, whereas external social support served as a protective factor against burnout. The observed consequences of burnout included heightened psychological distress and various psychosomatic health complications. These findings suggest that energy firms should incorporate balanced coping-skills training merging emotional regulation with problem-solving techniques into their Health, Safety, and Environment (HSE) protocols to bolster adaptive capacity in demanding offshore settings.

In an examination of 420 offshore platform staff in China, Wu et al. (2012) underscored the critical roles of emotional regulation, psychological resilience, and mindfulness in mitigating burnout. Their findings indicated that employees possessing robust emotional regulation and resilience experienced significantly lower levels of emotional exhaustion and chronic fatigue. Conversely, burnout was found to impair sleep quality and hinder psychological recovery processes. The study advocates for the integration of mindfulness-based wellness programs and resilience workshops within employee development frameworks. Such initiatives are viewed as essential for strengthening the psychological endurance necessary to navigate rotational schedules and the rigorous operational demands inherent to the industry.

Investigating a larger cohort of 1,384 petroleum workers in China, Xiao et al. (2017) identified that coping resources, including social support, job autonomy, and access to recreational activities, significantly diminished psychological strain. The data suggested that a lack of these resources increased the risk of suicidal ideation and exacerbated mental health decline under high-stress conditions. Burnout in this population manifested as psychological deterioration and intensified task-related tension. Consequently, the researchers argue that organizations must prioritize the establishment of supportive workplace environments and formal social support systems, complemented by regular

recreational and recovery programs to enhance the collective coping capacity of the workforce.

Focusing on the Indonesian context, Arini et al. (2023) studied 102 onshore oil and gas workers, positioning coping mechanisms as mediating variables between anxiety, fatigue, and healthy lifestyle behaviors. While the direct impact of coping on burnout was relatively modest, it exerted a more profound influence on health-related behaviors, such as nutritional habits and blood pressure management. Burnout was primarily linked to fatigue and strain stemming from grueling work conditions. The study's implications highlight the necessity of merging coping strategies with health-behavior interventions within Occupational Health and Safety (OHS) frameworks, promoting a more holistic and preventive approach to workplace health management.

Through a comprehensive systematic review of 27 global studies, Amin et al. (2024) determined that psychological resilience, organizational support, job satisfaction, and structured training are vital for neutralizing burnout. Their synthesis identified substandard working conditions, work–family conflict, and diminished organizational commitment as the primary catalysts for burnout. The resulting effects included a decline in overall psychological well-being and an increase in interpersonal conflicts. To address these issues, the study suggests that organizations should institutionalize a resilience-oriented culture through policies that emphasize transparent communication, employee well-being, and continuous mental health support across all corporate levels.

Bento and Garotti (2019) analyzed 20 organizational studies within the global sector, framing organizational resilience as a dynamic, system-level coping mechanism. Their findings suggest that organizational coping involves proactive anticipation, continuous monitoring, rapid response, and collaborative safety cultures within complex environments. By enhancing organizational adaptability and reducing systemic vulnerabilities, the incidence of burnout can be significantly minimized. The authors recommend that companies embed resilience-based frameworks into their safety management systems, focusing on adaptive learning, team coordination, and enhanced operational monitoring to ensure long-term sustainability under high-pressure conditions.

A systematic review by Rani and Kamarunzaman (2023) focusing on 11 studies, primarily in Malaysia, identified psychosocial coping, work motivation, and supportive leadership as essential burnout deterrents. Their research linked burnout with high job stress, anxiety, depression, and work–family imbalances, while identifying job satisfaction as a key protective buffer. The study emphasizes the importance of implementing psychosocial and motivation-centered programs. Such interventions, including leadership coaching and work–life balance policies, are deemed critical for improving mental health outcomes and reducing the high rates of workforce turnover frequently observed in the global oil and gas industry.

Conceptual Framework of Burnout Coping Management and Worker Well-Being

Occupational stressors, including excessive workload, role ambiguity, offshore isolation, and heat exposure, function as primary triggers of psychological strain among oil and gas workers, illustrated in Figure 2. In response to these stressors, workers employ various coping strategies such as problem-focused coping, emotion-focused coping, social-support coping, avoidance coping, and resilience-based coping (Chandler, 2025). However, the effectiveness of these coping strategies is strongly influenced by the availability of coping resources within the work environment. In this conceptual model, coping resources serve both mediating and moderating functions. As mediators, factors such as job control, rest and recreation opportunities, organizational support, and psychological resilience explain how coping strategies can transform occupational stress into more adaptive psychological outcomes. As moderators, organizational and social support strengthen the positive impact of adaptive coping strategies while simultaneously reducing the adverse effects of maladaptive coping mechanisms, particularly avoidance coping.

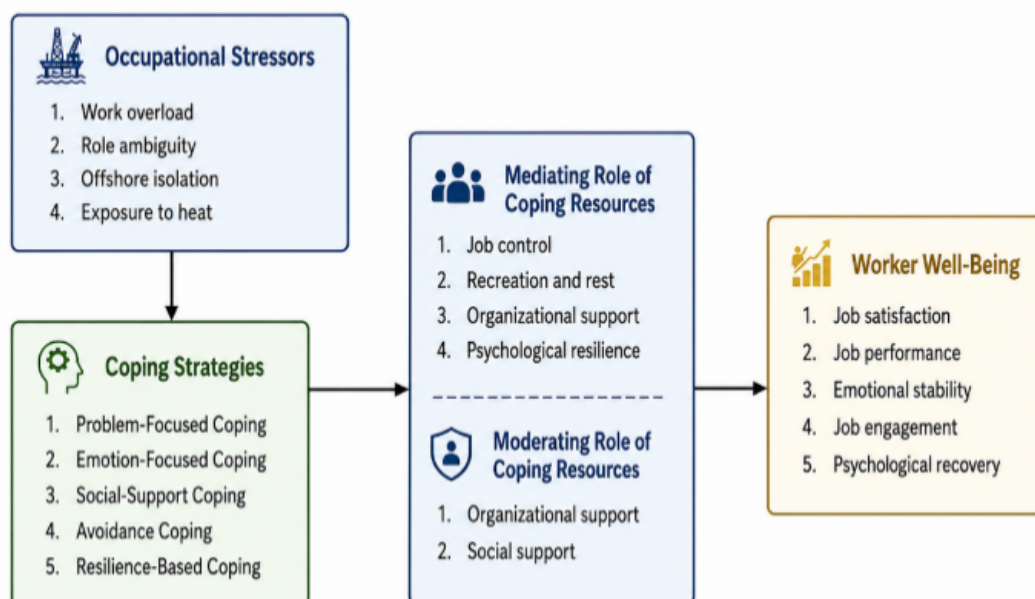


Figure 2. Framework of Burnout Coping Management among Oil and Gas Workers

The model further demonstrates that worker well-being emerges from the interaction between coping strategies and the resources supporting their implementation. Worker well-being is reflected in higher job satisfaction, improved work performance, emotional stability, stronger job engagement, and better psychological recovery. Enhancing the well-being of oil and gas workers requires not only individual stress-management capabilities but also supportive leadership, adequate job control, social support systems, recovery opportunities, and resilient organizational structures. The final model reinforces the perspective that burnout management within the oil and gas sector should not be viewed solely as an individual responsibility. Instead, burnout coping management must be developed as a collective organizational capacity involving workers, teams, and management systems. Sustainable worker well-being can only be achieved when effective coping strategies are supported by sufficient coping resources, psychologically safe work cultures, and organizational systems that are responsive to psychosocial risks in high-risk operational environments (Chandler, 2025).

DISCUSSION

The findings of this systematic review indicate that burnout coping management in the oil and gas sector is a multidimensional process influenced by individual, social, and organizational factors. Consistent with the study by Ali and Dominic (2024), occupational stressors such as excessive workloads, offshore isolation, role ambiguity, chronic fatigue, and high safety demands contribute significantly to psychological strain and burnout. These conditions demonstrate that burnout is not solely an individual psychological issue but also a systemic consequence of prolonged job demands combined with inadequate coping resources. As a result, employees may experience emotional exhaustion, declining mental health, psychosomatic symptoms, and work–family conflict, particularly within high-risk operational environments.

Consistent with Chen et al. (2009), the effectiveness of coping strategies in managing burnout depends on the context and resources available to employees. The study found that excessive reliance on internal coping mechanisms, such as self-reflection, may increase stress symptoms under prolonged work pressure, whereas social support and problem-focused coping are more adaptive in reducing stress. Furthermore, Wu et al. (2012) demonstrated that emotional regulation, mindfulness, and psychological resilience play important roles in decreasing emotional exhaustion and facilitating psychological

recovery. These findings suggest that effective coping strategies should not only function as reactive stress-management techniques but also as proactive psychological capacities that help employees maintain emotional stability in demanding work environments.

Consistent with Xiao et al. (2017), coping resources such as social support, job autonomy, and recreational opportunities play an important role in reducing the negative effects of occupational stress and burnout. These findings suggest that adequate organizational resources can buffer the impact of high job demands, particularly in offshore environments characterized by isolation and fatigue. Furthermore, Arini et al. (2023) demonstrated that coping mechanisms influence not only psychological well-being but also physical and behavioral health outcomes, including dietary patterns and blood pressure management. Therefore, burnout prevention should be viewed as a holistic process that integrates psychological, social, and physiological dimensions to promote employee well-being.

The review further establishes that organizational resilience and supportive leadership are foundational pillars of effective burnout management. Bento and Garotti (2019) and Amin et al. (2024) argue convincingly that individual coping efforts are insufficient if they are not supported by systemic interventions. Organizational resilience, characterized by adaptive work systems, collaborative safety cultures, and psychosocial support, is essential for reinforcing the workforce's capacity to navigate occupational tension. This perspective is consistent with the Conservation of Resources (COR) theory, which explains that employees strive to protect and replenish psychological and organizational assets threatened by chronic stress. Organizational frameworks that prioritize recovery opportunities and psychological safety can effectively prevent the continuous depletion of these vital resources. Furthermore, Rani and Kamarunzaman (2022) illustrate that job satisfaction and work-life balance, facilitated by supportive leadership, function as critical organizational resources that lower the incidence of anxiety, depression, and burnout.

Leadership within oil and gas enterprises should be reinterpreted; it is not merely a managerial function but a vital psychological support mechanism that fosters emotional security and enhances the recovery capacity of the workforce. The synthesis suggests that the quality of supervision and the broader organizational climate play a decisive role in whether an employee successfully recovers from the demands of the field or succumbs to professional exhaustion (Maresca et al., 2022). By institutionalizing mental health support and fostering an environment of communicative safety, leadership can transform the workplace into a source of resilience rather than a driver of depletion. This shifts the focus from individual frailty to systemic strength, highlighting the ethical and operational necessity of prioritizing the human element within the global energy sector.

The synthesis of these studies confirms that burnout coping management in the oil and gas industry requires an integrated approach involving individual, social, and organizational dimensions. Consistent with Bento et al. (2021), effective burnout prevention depends on emotional regulation, mindfulness, and proactive problem-solving at the individual level. In addition, support from colleagues, supervisors, and families strengthens employees' ability to cope with workplace stress. At the organizational level, supportive policies, fatigue-risk management, and mental health programs are essential for sustaining employee well-being. These findings suggest that long-term workforce well-being can be achieved when adaptive individual coping strategies are supported by adequate organizational resources and a psychologically healthy work environment (Iswandir & Faeni, 2025).

CONCLUSION

This systematic review demonstrates that burnout coping management among oil and gas workers is a multidimensional and multilevel process shaped by the interaction between occupational stressors, coping strategies, and organizational resources. The findings indicate that excessive workload, offshore isolation, fatigue, role ambiguity, and psychosocial pressure contribute significantly to burnout and declining psychological well-being among workers. However, adaptive coping strategies, including problem-

focused coping, emotional regulation, mindfulness, resilience, and social-support coping, may reduce the negative psychological consequences of occupational stress when supported by adequate coping resources. The review further highlights that organizational factors such as job control, supportive leadership, social support, fatigue management, and resilient work systems play essential roles in strengthening worker well-being and preventing long-term burnout. These findings imply that burnout management in the oil and gas sector should not rely solely on individual coping capacity but must be integrated into broader occupational health, safety, and organizational management systems.

Despite its contributions, this review has several limitations. The reviewed studies were dominated by cross-sectional designs and were concentrated in limited geographical contexts, particularly China and several Asian countries, thereby restricting the generalizability of findings across global oil and gas environments. In addition, variations in burnout conceptualization and coping measurements across studies limited comparative consistency. Future research should therefore employ longitudinal, cross-national, and mixed-method approaches to examine the dynamic development of coping strategies and burnout over time. Further studies are also needed to investigate the effectiveness of organizational interventions, psychological safety culture, and resilience-based management systems in reducing burnout risk and sustaining workforce well-being in high-risk industrial settings.

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