

Management and prevention of emotional burnout among members of the armed and special forces

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Abstract

With the rise in cases of professional burnout, research on best practices and opportunities for implementing emotional burnout prevention and treatment among special services and military personnel became more relevant. The aim of this study is to determine the most efficient methods of therapy and to reveal the necessity of preventing and mitigating the symptoms of emotional burnout among special services and military personnel.

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Additionally, best practices and opportunities for their application by Ukrainian, Kazakh, Polish, British, American, Canadian, and South Korean specialists are highlighted. Experimentation is the main approach used in this problem's investigation. As a result, the study describes the unique aspects of the jobs performed by special services and military personnel, highlights the primary approaches to treating and preventing emotional burnout, and identifies which approaches are most successful for each group of workers based on their unique personal traits. Consequently, the study delineates the particulars and attributes of the work performed by personnel in special services and military structures, outlines the primary approaches and strategies for mitigating and averting emotional exhaustion, and indicates which of these approaches work best for these groups of workers, taking into account their unique personal traits. The introduction of emotional burnout training as a preventative intervention is supported by best practices and future possibilities.

Introduction

Experiencing frequent stressful events can lead to a person feeling fatigued, lacking energy, and having reduced enthusiasm. This can have negative effects on their physical, mental, interpersonal, vocational, and social well-being. According to S.T. Seyedi Asl *et al.*,¹ the emotional burnout syndrome can be defined as a collection of symptoms that encompass psycho-emotional weariness, negative attitudes towards loved ones, coworkers, and the external environment, as well as a decline in work performance. Over the past few decades, psychologists in the Commonwealth of Independent States (CIS) and the Western European scientific community in Poland,² the United States of America,³ South Korea,⁴ and the United Kingdom⁵ have been exploring the issue of “emotional burnout”. Due to the increasing number of industrial enterprises and employers' interest in high labour productivity indicators, society has developed a social demand for the scientific environment, and, since burnout was first described by H. Freudenberger in 1974, this syndrome has been the subject of research among psychologists, managers, and ergonomists.⁶

Emotional burnout, as explained by A. Flood and R.J. Keegan,⁷ occurs when individuals experience chronic stress, resulting in the depletion of their mental and emotional resources. The occurrence of this syndrome is attributed to a lack of chance to alleviate stress and the internal build-up of negative emotions. Consequently, a new area of research emerged for scientists, focusing on the treatment and prevention of emotional burnout syndrome, specifically within the context of interpersonal professional activities.⁸ According to C.J. Bryan *et al.*,⁹ emotional burnout is seen as a defensive response in individuals, marked by a complete or partial lack of emotions. This condition is caused by persistent stress and traumatic psychological elements. This process creates a fixed pattern of behaviour and enables a controlled

utilisation of cognitive resources. When emotional fatigue is severely overlooked, it has a harmful impact on one's professional performance.

Professionals in social fields, such as teachers, educators, service workers, psychologists, doctors, police officers, and special service personnel, are particularly prone to experiencing emotional burnout.¹⁰ During their professional duties, a special services officer and/or a serviceman encounter immoral and antisocial social groupings comprising individuals of various genders and ages. Given the nature of their work, employees of special services and military structures experience ongoing stress: i) irregular work schedule; ii) lack or overabundance of information; iii) the responsibility and relevance of professional actions to the public; iv) the probability of physically harming another person, or endangering yourself and colleagues or civilians; v) complicated communication process due to opposition from stakeholders.

All of this has an adverse impact on the mind, heightening the likelihood of the emergence of emotional burnout syndrome, which can result in professional distortion. The intense emotional stress experienced by employees of special services and military personnel can have detrimental effects on their personality and professional abilities, making it more challenging for them to carry out their duties effectively and potentially rendering them unfit for their careers. According to the position of A.R. Vojvodic *et al.*,¹¹ emotional burnout syndrome in military personnel is associated with regular exposure to adverse factors that affect their psyche. Emotional burnout factors may include: psychological strain from superiors and other soldiers; the structure of the job (combat duties, field exercises); the length and irregularity of the workday; and persistently stressful interpersonal interactions. In turn, D. Boulos and B. Garber¹² wrote that military personnel spend most of their time in situations involving emotional and physical overload, and due to it they quite often experience fatigue and overwork, which in turn, over time, turn into disillusionment and loss of interest in their profession.

Traumatic mental factors significantly contribute to emotional burnout, especially in high-stress professions like special services and the military. Exposure to life-threatening events, chronic stress, moral injury, secondary traumatic stress, and poor interpersonal and organizational support can lead to acute stress responses and Post-Traumatic Stress Disorder (PTSD).¹³ These events can erode an individual's mental resilience over time. Chronic stressors, such as long deployments, unpredictable schedules, and high stakes, can deplete an individual's emotional resources, leading to burnout. Moral injury occurs when individuals feel they have violated their ethical or moral beliefs, leading to internal conflict and guilt. Secondary traumatic stress, also known as compassion fatigue, affects those who repeatedly witness or hear about traumatic events experienced by others, causing symptoms such as anxiety, depression, and emotional exhaustion.

Interpersonal and organizational factors, such as lack of social support, poor leadership, and a toxic work environment, can exacerbate the effects of trauma. Feeling isolated, unsupported, or mistreated by peers or superiors can diminish an individual's ability to cope with traumatic experiences.¹⁴ Additionally, stigma around seeking mental health support within military and special services cultures can discourage individuals from seeking help. Addressing these factors requires a comprehensive approach that includes psychological support, organizational change, and a culture that values mental health.

Emotional burnout is a complex issue that requires a multifaceted approach that considers personality traits, lifestyle, work environment, and social support systems. Personality traits, such as

resilience, optimism, and adaptability, can influence how individuals cope with stress. Those with anxiety, perfectionism, or difficulty managing stress may need more targeted interventions, such as Cognitive-Behavioural Therapy (CBT) or stress-reduction techniques like mindfulness or meditation.¹⁵ Emotional burnout among special services and military personnel is influenced by various factors, including personal resilience, psychological history, coping mechanisms, social support systems, and the nature of their duties. Individuals with a history of mental health issues or a lack of effective coping strategies may be more susceptible to burnout, while those with strong resilience and robust support networks may benefit more from preventative measures. High-risk roles, such as combat operations or intelligence work, face different stressors, necessitating a differentiated approach. Support roles, like workload management and regular physical activity, may benefit from workload management.¹⁶ Career and personal life circumstances also impact vulnerability and the effectiveness of preventive measures. Social support systems, both within and outside the organisation, play a crucial role in managing emotional burnout. Promoting wellness programs that encourage healthy lifestyles and self-care practices can be effective, while targeted interventions for unhealthy coping mechanisms like substance abuse are needed.

The scientific community has shown greater interest in the topic of emotional burnout among special services and military personnel. However, there is a lack of research on the treatment and prevention of this illness. Given that the origin of the syndrome being studied is unique to each individual, the treatment or prevention of it will rely on the emotional and motivational aspects of a person's personality, as well as the specific nature of their professional work. Therefore, the researchers contend that it is justified to impose stringent criteria for the psychological stability of candidates for special units and military organisations. This is because the demanding nature of service activities, which are filled with stressful conditions, necessitates emotional adaptability in the character of the personnel. The research in this study aims to enhance preventive measures in order to decrease emotional burnout. It takes into account individual psychological traits that promote psychological safety by developing self-regulation skills and methods. This is achieved through exploring the potential of one's psyche and maintaining a healthy psychological climate within the team.¹⁷

Through an examination of the interactions between traumatic mental elements, individual characteristics, and organisational pressures, the research aims to give an in-depth description of emotional burnout among special services and military personnel. The goal of this research is to enhance the mental health and general well-being of individuals working in high-stress occupations by creating focused treatments and preventive measures, which will eventually improve their professional effectiveness and quality of life.

Materials and Methods

The following theoretical methods were used in the research process: i) analysis and synthesis of scientific and methodological literature by Ukrainian, Kazakh, Polish, British, American, Canadian, and South Korean psychologists, sociologists, philosophers, teachers, and recruitment managers; ii) specification and generalisation of the best practices of treatment and prevention of emotional burnout among special services and military personnel,

and by the method of analogies, the principles of the prospects of implementation of this experience within the framework of the stated research were developed; iii) having theoretically modelled the training sessions on “Prevention of emotional burnout”, the authors proceeded to the next stage. At this stage, the diagnostic material was collected, and interviewing and psychological observation were conducted. Psychiatric and ministerial organisations conducted empirical research to investigate the most effective strategies for treating and preventing emotional exhaustion. They produced regulatory, instructional, and methodological documentation that was reviewed. The experiment was conducted in three distinct stages: ascertaining, developing, and controlling. In order to describe the findings and make conclusions, we employed the techniques of mathematical statistics and graphical visualisation of the data. The research was conducted using the personnel of the National Defence University of Ukraine and the National Aviation University of Ukraine as the experimental base.

In the initial phase of the experiment, we performed research and gathered theoretical material on the development of preventative strategies to decrease or avoid emotional burnout syndrome in the professional context of interpersonal interactions. An analysis was conducted on the optimal methodologies and the potential for their application in the research conducted by scientists from Ukraine, Kazakhstan, Poland, the United Kingdom, the United States, Canada, and South Korea. Furthermore, during this phase, a group of 206 individuals consisting of employees from special services and military people, ranging in age from 22 to 48 years, was selected. Among them, 16 were women. All procedures performed in the study were in accordance with the ethical standards of the institutional research committee and with the 1964 Helsinki Declaration and its later amendments. To determine the main factors of stress and the phase of emotional burnout among employees of special services and military personnel, the methodology “Diagnosis of emotional burnout of personality” by M.S.R.S. Chaves and I.S. Shimizu,¹⁸ adapted questionnaire “The cause of stress in your work” by N. Farhadian *et al.*,¹⁹ interviewing was used. Based on the preliminary results of diagnostics and conversation with each respondent, the theoretical and practical parts of the training “Prevention of emotional burnout” were finalised.

During the subsequent phase of development, the completed program proceeded to the approval stage, which engaged a total of 206 personnel from specialised services and military organisations. At this point, the experiment was carried out directly. The program consisted of three sessions, each lasting up to 12 hours. These sessions were conducted in a group format, with each group consisting of 10-12 individuals. Specifically, there were 14 groups with 10 members and 6 groups with 11 members. The groups consisted primarily of professionals who exhibited similar symptoms and were of the same age. Participation in the program was optional, as the researchers aimed to preserve a genuine level of motivation.

During the final stage of the experiment, participants in the training were subjected to repeated diagnostic assessments of emotional exhaustion to evaluate the extent of development of different phases of emotional burnout. Consequently, it effectively decreased these measures and enhanced the level of emotional intelligence through the development of self-regulation abilities. Special service employees and troops enhanced their professional expertise in effectively resolving conflict situations by applying the practical knowledge acquired throughout the training. The last step in this experimental study involved elucidating the theoretical and practical implications, extrapolating and organising the acquired findings using mathematical statistics, and generating a graphical depiction of markers for emotional burnout levels.

Results

Recent research highlights the role of individual psychological characteristics in the progression and experience of burnout. Factors such as personal resilience, coping mechanisms, and emotional intelligence significantly influence how individuals navigate the stages of burnout.²⁰ High-stress environments, such as those encountered by special services and military personnel, exacerbate the risk of burnout due to constant exposure to traumatic events, high responsibility, and interpersonal conflicts. The ongoing war in Ukraine, for instance, has brought to light the extreme psychological burdens faced by military personnel, including prolonged exposure to combat, moral injury, and the chronic stress of operating in life-threatening conditions. The war has underscored the need for comprehensive support systems for military personnel, who often face compound stressors including irregular schedules, the threat of physical harm, and the psychological strain of high-stakes decision-making. The war in Ukraine has highlighted the necessity of adaptive coping strategies for military personnel, who must navigate the dual challenges of immediate survival and long-term psychological resilience.²¹ Training programs that enhance emotional intelligence, stress management skills, and resilience are vital in helping individuals cope with the relentless stress of their professions. Studies suggest that fostering a culture of openness and reducing the stigma around seeking mental health support are essential steps in addressing burnout.²²

Emotional burnout profoundly alters the entire psyche of an individual in special services and military divisions. Progressing incrementally, this syndrome impacts all aspects of one's life. However, the experience of burnout is unique to each individual, manifesting in varying forms. The initial phase, known as “tension,” serves as a catalyst for the development of emotional burnout syndrome. This stage is characterised by precursor symptoms such as worry, weariness, irritability, and fluctuating moods ranging from excessive enthusiasm to indifference. Upon recognising these symptoms, an individual can effectively address these conditions autonomously by altering their surroundings, pursuing hobbies, or utilising psychological coping mechanisms in their repertoire of self-assistance. The second stage, known as “resistance,” is characterised by the presence of symptoms such as complete or partial emotional inflexibility towards specific psychotraumatic events.

At this point, the mind transitions into a “survival” mode where a person tries to defend themselves by resisting the negative sensations that have overwhelmed them. The third stage is “exhaustion,” which is a phase of depression characterised by symptoms such as apathy, a sense of utter desolation, and a decrease in energy levels. All these phases are experienced by employees of special services and military structures as a result of getting into psychologically traumatic situations related to professional activity, but they live them in different ways, depending on individual psychological characteristics.^{23,24} Thus, Figure 1 presents the results of the diagnosis of emotional burnout of personality by M.S.R.S. Chaves and I.S. Shimizu.¹⁸

Therefore, based on the diagnostic results, it is evident that the primary stage of emotional burnout among the participants is characterised by “resistance” (53%). During the interview, the employees expressed their state as a distinct inclination to withstand the increasing pressure. Experiencing anxiety, an individual, typically without conscious awareness, attempts to alleviate psychological distress by reducing job responsibilities and evading emotional responses. Seven percent of the surveyed group of personnel in

special services and servicemen experience the next stage of emotional burnout, known as “exhaustion.” Following the discussion, it was concluded that individuals in this state exhibit a complete lack of both happy and negative feelings. Employees and troops have adopted a stance of personal detachment from their professional area, seeming alienated, and experiencing escalating psychosomatic illnesses. The majority of personnel in special services and soldiers are most influenced by the “tension” phase, accounting for 40% of the average number. This is mainly attributed to self-dissatisfaction. Individuals experiencing this stage of emotional burnout are consistently under psycho-emotional strain due to professional circumstances that have a detrimental impact on their personal well-being. Figure 2 presents the investigation of the correlation between emotional burnout levels and the duration of service among special services and military personnel.

It can be stated that prolonged professional activity under conditions of psycho-traumatic factors can lead to emotional burnout syndrome. Therefore, it is very significant for its prevention to take measures on treatment or prevention of the risk of mental diseases. Besides, having analysed the results obtained by the method “Causes of stress in your work” by N. Farhadian *et al.*¹⁹ it was possible to identify what caused the emergence of symptoms of emotional burnout. A quantitative analysis is presented in Figure 3.

Following the interview, the researchers were able to ascertain those personnel in the “tension” phase employ avoidance of professional responsibilities and possess low emotional intelligence as

their primary psychological defensive mechanism. Given that the employees in question have slightly over 3 years of work experience, the researchers hypothesise that these indications are linked to discontent with their professional roles. The second group of respondents, classified as “resistance”, exhibit an average level of stress in their work. They display a decrease in professional activity and a tendency towards inflexible emotional reactions. The employees’ high degree of stress in their professional activity can be attributed to several variables, including the tendency to delegate most of their responsibilities to colleagues with limited work experience, low emotional intelligence, and a prevalence of negative emotional reactions.

The results of interviewing employees of special services and military personnel have demonstrated that additional reasons for dissatisfaction with professional activity are low wages, lack of remuneration for overtime work, lack of control by the head of the department over employees’ compliance with their job duties, imperfections in the legislative system, and the risk of their death or that of a colleague.²⁵ Following the interview, the researchers were able to ascertain that personnel in the “tension” phase employ avoidance of professional responsibilities and possess low emotional intelligence as their primary psychological defensive mechanism. Given that the employees in question have slightly over 3 years of work experience, the researchers hypothesise that these indications are linked to discontent with their professional roles. The second group of respondents, classified as “resistance”, exhibit an average level of stress in their work. They display a decrease in professional activity and a tendency towards inflexible emotional reactions. The employees’ high degree of stress in their profes-

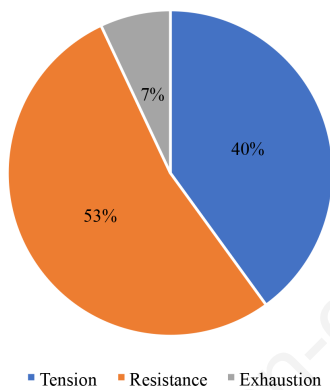


Figure 1. Diagnostic results. Source: compiled by the authors.

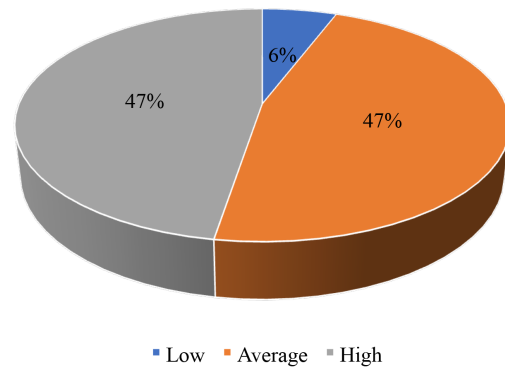


Figure 3. Results of the diagnostic examination. Source: compiled by the authors.

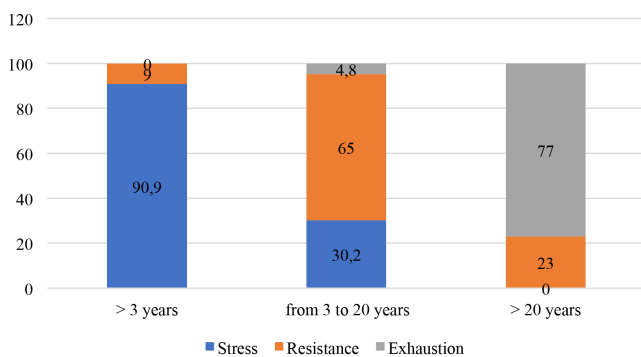


Figure 2. Correlation of emotional burnout phase with the length of service of employees in special services and military departments. Source: compiled by the authors.

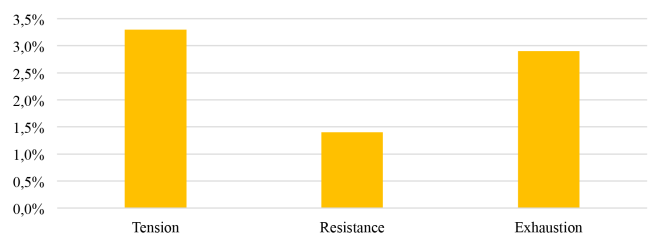


Figure 4. Results of control diagnostics. Source: compiled by the authors.

sional activity can be attributed to several variables, including the tendency to delegate most of their responsibilities to colleagues with limited work experience, low emotional intelligence, and a prevalence of negative emotional reactions.

The training course enhanced the psychological competency of special services and military personnel by equipping them with skills and methods for self-recovery and the ability to provide psychological aid to their colleagues when needed. The productivity and caliber of the workforce experienced a substantial enhancement, as the personnel attained psychological stability, acquired internal reinforcement, and augmented their emotional intelligence. Regular meetings held as part of the training program facilitated the observation of group dynamics and enabled comparisons across different groups. Consequently, in the last phase of this experiment, the researchers performed a diagnostic analysis of the results, which are displayed in Figure 4.

According to Figure 4, 16 individuals from the sample, which accounts for 7.7% of the total, are still experiencing emotional burnout due to their professional activities. There are seven employees experiencing “emotional tension,” 3 employees experiencing “resistance,” and 6 employees experiencing “emotional exhaustion.” The researchers attribute this phenomenon to the disinterest of employees in special services and military personnel in addressing their psycho-emotional exhaustion, a neglected version of the condition that necessitates more profound psychotherapy intervention. Nevertheless, a significant proportion of employees in special services and servicemen, namely 92.3%, exhibited favourable outcomes as a result of utilising psychotechnologies in the training programme called “Prevention of emotional burnout”. The majority of participants reported complete or partial alleviation of symptoms, with the extent of improvement varying based on the severity of the syndrome.

Additionally, the authors highlight the need of taking into account the individual-psychological characteristics of the individuals who took part in the training. For instance, the unique duties performed by special services officers and military personnel necessitate specialised traits that directly impact the nature of intelligence, security, or military activities. Prior to the commencement of the training program, it was observed that 7.7% of intelligence officers and servicemen exhibited signs of low emotional stability and volitional control. According to their colleagues, they displayed insufficient emotional reactions, apathy, or aggression towards others, particularly offenders. They also exhibited emotional detachment and indifference towards their professional duties, to the point of developing psychosomatic illnesses, using this as an excuse for their lack of effectiveness. As previously said, it is imperative to use the most effective strategies for treating emotional burnout syndrome in these personnel. Detailed examples of these strategies will be provided in the following section.

The authors of the research conducted an experiment in which 206 employees of special services and military personnel from different units participated. Each of them was in one or another phase of emotional burnout: 40% in the phase of tension, 53% of resistance, and 7% of exhaustion. Notably, in the tension phase, there were officers whose length of service did not exceed 3 years, in the resistance phase, from 3 to 20 years of service and in the exhaustion phase, more than 20 years of service. From what the authors of the research concluded, the longer the employee is exposed to psychotraumatic factors in professional activity, the higher the level of emotional burnout becomes. From the results of diagnostics using the method “The cause of stress in your work” it was identified that employees with the “stress” phase do not consider their work as a source of stress, and their emotional burnout is

caused by dissatisfaction with themselves in this sphere of activity. Staying in such an emotional state can lead to a fatal outcome, thus, it is necessary to prevent or treat it. The authors of the research demonstrated the effectiveness of emotional burnout prevention by giving examples of best practices and the prospects of its implementation. So, 92.3% of employees of special services and military men improved their emotional state.

Discussion

The modern labour market is oriented towards finding specialists who strive to implement their potential in the workplace, rather than specialists who simply do their job well. One of the problems of several professions can be emotional burnout – a feeling of inner devastation due to continuous contact with people, constant striving to achieve results in a career, lack of rest, and a mismatch of individual-psychological characteristics of the personality with the requirements that are included in the duties of a candidate for a position, especially employees of special services and military personnel.²⁷ For example, A.D. Wojnarska,² exploring burnout among correctional officers, disclosed risk factors and features of using emotional burnout syndrome as a means of psychological defense. She argues that the identified reduction of professional duties is associated with the attempt of correctional officers to demonstrate to inmates their status as law enforcers. Considering the absence of close communication between the warden and the inmates, the former still has to experience an increased level of stress associated with the adverse attitude of the inmates towards the correctional colony guards. Therefore, correctional officers tend to buy into their emotional reactions and are cynical about their duties and the labour of their colleagues. Based on the diagnostic data, the researcher states that 49.2% of correctional colony employees have predominant emotional burnout, the symptoms of which are: irritability, irascibility, impaired communication with others, ill-treatment of inmates, financial dissatisfaction, and a tendency to develop addictions.

An interesting fact was explored by M.G. Carey *et al.*²⁸ According to their research, employees of special services and military structures, dominated by emotional burnout syndrome, were three times more exposed to life-threatening situations and twice as injured and traumatised as colleagues with a stable emotional state. During their research, H. Adachi *et al.*²⁹ noted that in military structures and special services, there are no measures to prevent emotional burnout as such, thus, psychologists developed a program called “How to ‘not burn out’ at work?” designed to achieve emotional stability, reduce anxiety about dissatisfaction with one’s role as a supervisor, and increase productivity as a result of the effectiveness of the training program implementation. In Japan, the work culture emphasises collectivism, harmony, and loyalty to the company. These cultural values can lead to a high level of work-related stress and contribute to emotional burnout among employees. Japanese workers often face intense pressure to conform to group norms, maintain productivity, and exhibit a strong work ethic, often at the expense of their personal well-being. This environment can create significant psychological stress and lead to burnout if it is not managed effectively.

Research by D. Chênevert and S. Kilroy⁵ theoretically analysed the professional qualities of personality necessary for work associated with the risk to life and health. In the example of Canadian firefighters, it was proven that professionally important qualities are high activity, motivation in achieving results, and use

of their physical strength. Thus, researchers believe that the best employees in emergencies are men, as they are self-confident, have an active life position, and have flexibility in decision-making. However, cases of emotional burnout occur, and the authors have combined them into three groups: i) the conditions in which professional activities occur; ii) external social, economic, and political factors; iii) personal subjective factors (health, individual psychological qualities, family relationships).

Thus, in the course of their empirical research, D. Chênevert and S. Kilroy⁵ identified the personal characteristics of employees dealing with the consequences of emergencies who are prone to emotional burnout. Chênevert and S. Kilroy⁵ identified the personal characteristics of employees who eliminate the consequences of emergencies and are prone to emotional burnout. Such employees have predominant anxiety, inattention, and inhibition of the nervous system in extreme situations. Thus, emotional burnout becomes a protective reaction of the psyche under the influence of the environment, as a way to cope with emotional tension arising as a result of professional load and stress. In this case, the following patterns of behaviour are characteristic of a person: social detachment, negativism towards official duties, and difficulty in the appropriation of their own achievements in professional activity. In total, the author identified five groups of classifications of employees with emotional burnout: “conscious professional reduction”, “social sensitivity”, “internal tension”, “emotional instability”, and “hidden asocial behaviour”. The cultural context of Canada’s diverse and high-pressure healthcare environment necessitates intervention strategies that are both systemic and culturally sensitive. By reducing job demands, enhancing job resources, and fostering a supportive and inclusive workplace culture, it is possible to create a more sustainable and healthy work environment for physicians, ultimately leading to better patient care and reduced professional turnover intentions.

As a prevention against emotional burnout among police officers, J. Choi *et al.*³⁰ suggest using art therapy methods. Art therapy allows for the unobtrusive discovery of the creative potential of the “I” of the personality, helping to discover strengths and weaknesses. Having mastered the skills of manifesting their emotional state, employees will be able to differentiate it, and due to this, the person will be able to cope with the difficulties of professional activity. Art therapy techniques allow surviving deep psychological traumas received by employees during the elimination of emergencies. Choi *et al.*’s study on the impact of occupational characteristics and victimisation on job burnout among South Korean correctional officers highlights the cultural context of hierarchical and rigid structures in South Korean workplaces. The collectivist nature of South Korean society, combined with a strong sense of duty and respect for authority, can exacerbate stress and burnout among correctional officers. Intervention strategies here must address the cultural reluctance to speak out against superiors and the stigma associated with mental health issues.

S.M. Hosseini *et al.*³¹ express their position on the importance of providing psychological care, namely psychological counselling. Their main approaches are problem-oriented, person-centered, and counselling. Thus, problem-oriented counselling focuses on analysing the essence and external causes of the problem and finding ways to solve it. In this approach, the emphasis is on behaviour modification, to develop and strengthen the client’s ability to act appropriately and increase self-control. Personality-oriented counselling is designed to analyse the individual causes of conflict situations and find ways to overcome them in the future. In this approach, the counsellor avoids giving advice or providing organisational help to ensure that the client can pay attention to the

internal, underlying causes of the problem. Counselling focused on identifying resources to solve the problem. Here, the emphasis is on activating the client’s resources to successfully overcome the problem. However, proponents of this approach note that analysing the causes of the problem may increase the client’s sense of guilt, which establishes barriers to cooperation between the counselling psychologist and the client. According to the authors, the counselling process should consider the existential tradition in psychology. Existential counselling allows the psychologist to effectively provide psychological assistance on the issues of emotional burnout. But, as the researchers note, prevention and psychological assistance will not be effective without a responsible attitude and true desire on the part of servicemen and police officers. All the above-mentioned factors allow concluding that when working with emotional burnout, psychological assistance will be focused, first of all, on processing stress related to work or service and on finding ways to relieve emotional tension arising as a result of prolonged interaction with people. In addition, interaction with a counselling psychologist will be designed to establish priorities and clarify the importance of different spheres of activity in a person’s life.

The research by T. Shapovalova³² focuses on the various strategies used by the USA, UK, and Ukraine to aid in the reintegration of military veterans into civilian life. The strategy used by Ukraine places a strong emphasis on social integration, career training, and psychological assistance; nonetheless, it is afflicted by issues including inadequate infrastructure, bureaucratic obstacles, and low budget. Despite these difficulties, Ukraine is progressing in creating more organised programmes and working with foreign organisations. On the other hand, veterans in Great Britain have access to a well-established network of services that prioritises full rehabilitation, mental health care, and job help. The UK’s comprehensive strategy successfully meets the many requirements of veterans by offering specialised assistance with the psychological, social, and financial facets of reintegration. The research does point out several areas that might be better, such as the requirement for more individualised care and continual observation of veterans’ long-term adaptation. The United States of America has one of the largest global support networks for veterans, with initiatives aimed at meeting a variety of needs such as housing, work, education, and healthcare. Although the research commends the United States of America for its thorough and methodical approach, it also highlights several problems, including the difficulty of navigating the VA system, inequalities in service access, and the requirement for improved coordination amongst various support programmes.

H.D. Butler *et al.*³³ are concerned that most preventive training and psychotherapeutic treatments have a temporary effect, as they are designed to address personal problems and do not consider the significance of changes in the work environment. In addition, police officers themselves seek psychological help when they are in the stage of resistance and exhaustion, whereas prevention is more effective in the tension phase when it is still actually possible to prevent the effects of stress. The benefit of department heads can be traced to this, when they do not have to reorganise the team and the employee takes responsibility for their health. However, as practice demonstrates, a person who has undergone a course of psychotherapy undergoes global personality changes, and it is unbearable to return to the old working conditions. Therefore, to avoid staff turnover, it is necessary to reconstruct the vertical of the police system. According to P.M. Jolly *et al.*³⁴ it can be done by removing restrictions that hinder the activities of the department, preventing emotional burnout, and eradicating the costs of the profession, in which interpersonal conflicts may arise as a source of

intra-organisational stress. All this determines the necessity of developing comprehensive programs for emotional burnout prevention.

Conclusions

Emotional burnout syndrome is a prominent issue in the 21st century. The researchers believe that this issue affects not only individuals whose tasks necessitate interaction with others. This syndrome can impact individuals who struggle to regulate their mental state and are involved in monotonous activities, particularly if these activities do not bring them joy and they neglect to take breaks. However, the authors of this research have focused on examining special services and military personnel as the subject of their study. This is because the unique nature of their work necessitates specific personal and professional qualities, the absence of which can impact the development of emotional burnout syndrome. Hence, it is essential to identify effective treatment methods and emphasise the significance of preventing and reducing symptoms of emotional burnout in special service employees and military personnel. This will enable the deliberate development of personality traits crucial for their work, while simultaneously implementing psychological strategies to prevent professional stress, utilising the most effective practices and future prospects.

The research's experimental component, which comprised creating and executing a training course titled "Prevention of emotional burnout," produced notable favourable results. The initiative improved the psychological competency of military and special services personnel by imparting self-recovery skills and offering psychological support when required. This strategy enhanced participants' emotional intelligence and mental well-being while also having a favourable impact on their ability to resolve conflicts professionally. While the majority of patients in the study demonstrated recovery, a small proportion continued to experience emotional exhaustion, indicating the need for ongoing and maybe more intensive psychotherapy treatment. The research highlights the necessity of considering individual psychological characteristics when designing interventions, as the effectiveness of these measures can vary based on personal attributes such as emotional stability and volitional control.

Ultimately, the study emphasises how critical it is to have a mental health-focused organisational culture that values mental health and provides easily available, culturally appropriate mental health services. Organisations can lessen the consequences of burnout and enhance the general well-being and professional efficacy of their workforce by addressing both systemic job demands and improving individual job resources. The research gives a thorough understanding of emotional exhaustion and offers insightful advice for creating preventative and therapeutic plans that are successful and specific to the difficulties that members of the armed forces and special services confront.

It is possible to estimate the prospect of further research by introducing a complex of programs for the prevention of emotional burnout at all levels of law enforcement agencies and military structures, changing both the personality of an employee of special services and military personnel and the entire security system at the stage of "tension" by methods of primary prevention.

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