

## Burnout Syndrome and Intention to Leave: An Analysis of its Impact through a Systematic Review 2015-2025

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### Abstract

*This study analyzed the scientific literature on burnout and intention to leave work, using both bibliometric methods and systematic reviews. A search was conducted in the Scopus database, to include the period 2015-2025, and keywords such as “burnout syndrome” or “burnout” and “Intention to leave” were used. The search was filtered to include only open access studies and the analysis was limited without geographical restrictions. For the analysis, 24 bibliometric studies were selected, which were exported in Bibtext format and processed with Cran-R, which were evaluated using the PRISMA guide. The study delved into the relationship between keywords, authors, publication sources and other bibliometric indicators (such as the presence of DOI and the number of annual citations), highlighting the USA as the country with the highest publication rate, followed by Gresia, concluding that both the burnout phenomenon and the intention to leave work are closely related, highlighting that identifying its causes such as stress, work overload, among others, consequences and aggravating factors such as anxiety, emotional exhaustion, job dissatisfaction, is essential to implement effective organizational strategies, such as organizational support and resilience training, which improve job well-being and reduce professional abandonment.*

**Keywords:** *Burnout Syndrome, Intention to Leave, Burnout, Labour Turnover and Intention.*

### Introduction

At a global level, burnout syndrome is recognized by the World Health Organization as a work-related phenomenon that can affect all professions (Magrone et al., 2024a), linked to a low sense of self-efficacy and positively related to excessive workload and depressive symptoms, negatively affecting life satisfaction, including the professional aspect (Virtanen & Parpala, 2023). Thus, a study carried out in the United Kingdom revealed a strong relationship between working conditions, such as staff shortages, and the impact on mental health and burnout present in participants, in addition to influencing their plans to leave work (McFadden et al., 2024).

Likewise, burnout, classified as an occupational disorder, is associated with psychological problems such as anxiety and depression, which interfere with the performance of daily activities (Calderon et al., 2025). It has been identified that one of the factors that affect the decision of professionals to leave their workplace are professional perceptions, which include organizational and professional commitment, burnout, and job satisfaction, significantly influencing the intention to leave their Jobs (Györi & Ádám, 2024).

Other predictors found include job stress acting as a driving factor for the decision to quit. For example, in the Guangdong region of China, job stress was found to be a key driver for this decision (Deng, 2024a). Furthermore, a study in Seoul concluded that if burnout levels are high, workers develop a strong desire to quit, regardless of the specific types of responsibilities they perform (Park et al., 2024a).

In essence, burnout is the body and mind's response to ongoing, unmanaged stress in the workplace (Lushin et al., 2023a). Skills such as resilience, which helps mitigate the effects of burnout, along with adaptability, are believed to contribute significantly to reducing stress in the workplace (Sheridan et al., 2023).

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The concept of intention to quit describes a psychological process that encompasses both cognitive and affective aspects, starting with the evaluation of job satisfaction, market situation and the consequences of leaving the job. It is considered a form of psychological burnout, where the employee emotionally distances himself from job demands, which, over time, can lead to his formal resignation (Carlotto et al., 2023a).

According to a review, both the sense of purpose at work and social and organizational support act as factors against burnout, with perceived support and a sense of personal coherence being equally important in mitigating this syndrome (Mai et al., 2022a). An employee's resignation represents a loss for both the employee and the organization, as it involves the departure of a valuable person with his or her skills and knowledge. Research has shown that there is a direct relationship between the desire to leave the job and the actual action of resigning (Annamalai, 2022).

Finally, in the context of companies, employees spend a lot of time and energy, often more than eight hours a day, to improve the quality of service, which limits their leisure time and contributes to burnout, which has as a direct consequence the intention to leave work (Srisakun & Oentoro, 2022). Therefore, studying burnout is key to addressing and reducing an employee's intentions about leaving the job, as burnout and turnover intention are closely related, and understanding this relationship is essential to developing effective strategies to mitigate burnout and reduce turnover intentions in the workplace.

Based on the above, the following research question is proposed: What is the impact of burnout syndrome on workers' intention to leave?

Similarly, in order to deepen the study, the following complementary PIO questions (Population, intervention and results) were determined in the structure:

PC1: What are the common causes of burnout syndrome?

PC2: What are the consequences of burnout syndrome?

PC3: What individual or contextual factors aggravate the relationship between burnout syndrome and intention to leave?

PC4: What organizational strategies have been effective in mitigating burnout syndrome and reducing the intention to leave work?

This article presents a systematic review of the literature on the impact of Burnout Syndrome on the intention to leave in the period 2015-2025. The objective is to present the current state of the art on the causes, consequences and strategies. Specific objectives include: verifying the relationship between author, place and keywords, ordering the occurrence of keywords found in the selected articles, describing scientific production by country and the average annual citations. By systematizing this knowledge, the present study aims to contribute by explaining the causes and consequences of the syndrome, detailing the individual and contextual factors that aggravate the relationship between burnout syndrome and the intention to leave, and providing organizational strategies that have been effective in mitigating burnout syndrome and reducing the intention to leave, providing researchers and organizations with a solid basis to guide future research on the study variables.

## Methodology

In order to develop this research, a systematic literature review (SLR) is proposed, focusing on the tools available to identify the relationship between burnout syndrome in workers and their intentions to leave the profession. A SLR can be understood as a critical, structured and reproducible analysis that synthesizes the results of the available publications on a specific topic. It facilitates the detection of failures and inconsistencies in the criteria and requirements related to research in a specific area. In addition, this system allows the updating of knowledge supported by simple graphics and descriptive results (Miñan et al., 2023)

The study selection process is documented and organized through a flowchart based on the PRISMA 2020 statement (Linares-Espinós et al., 2018) as a methodological guide to develop, examine and manage systematic reviews. This model optimizes the execution of such reviews, ensuring that all essential elements are incorporated. Its implementation aims to promote clearer, more comprehensive and more precise publications, favoring evidence-based decisions.

The research method used integrates quantitative and qualitative aspects, in order to summarize and collect existing data on the relationship between burnout syndrome in workers and their intentions to leave the profession. Therefore, the study adopts a mixed approach. Likewise, to answer specific research questions, it focuses on the collection and analysis of databases, bibliometric elements and research.

The database used for the selection of information was SCOPUS, as it is recognized for covering the most recent scientific topics worldwide, which provides us with high reliability. From this source, all the information relevant to the topic was compiled. The searches were carried out in the range of years 2015 to 2025, which allowed us to establish a solid theoretical framework for the study variables.

It is important to note that establishing the relationship between the study variables was a constant challenge on several occasions. Specific searches were necessary to obtain relevant information.

During the document selection phase, the following study variables were considered: "burnout syndrome" OR burnout and "intention to leave". The initial search yielded a total of 11,147 studies, which were then subjected to strict filters to ensure the relevance and coherence of the literary resources.

Finally, 24 studies were selected as results that met the previously established criteria, such as study variables, time range, open access, related keywords, document type, subject area, and publication stage. In relation to the above, the Boolean equation obtained is the following:

(TITLE-ABS-KEY ("burnout syndrome" OR burnout) AND TITLE-ABS-KEY ("intention to leave")) AND PUBYEAR > 2014 AND PUBYEAR < 2025 AND (LIMIT-TO (OA, "all")) AND (LIMIT-TO (SUBJAREA, "BUSI") OR LIMIT-TO (SUBJAREA, "SOCI")) AND (LIMIT-TO (DOCTYPE, "ar")) AND (LIMIT-TO (PUBSTAGE, "end")) AND (LIMIT-TO (EXACTKEYWORD, "Burnout") OR LIMIT-TO (EXACTKEYWORD, "Intention To Leave") OR LIMIT-TO (EXACTKEYWORD, "Turnover Intention") OR LIMIT-TO (EXACTKEYWORD, "Intention") OR LIMIT-TO (EXACTKEYWORD, "Exhaustion") OR LIMIT-TO (EXACTKEYWORD, "Labor Turnover") OR LIMIT-TO (EXACTKEYWORD, "Job Burnout") OR LIMIT-TO (EXACTKEYWORD, "Intentions To Leave") OR LIMIT-TO (EXACTKEYWORD, "Intent-to-leave") OR LIMIT-TO (EXACTKEYWORD, "Intent To Leave") OR LIMIT-TO (EXACTKEYWORD, "Burnout Syndrome") OR LIMIT-TO (EXACTKEYWORD, "Leave Working Position")) AND (LIMIT-TO (LANGUAGE, "English"))

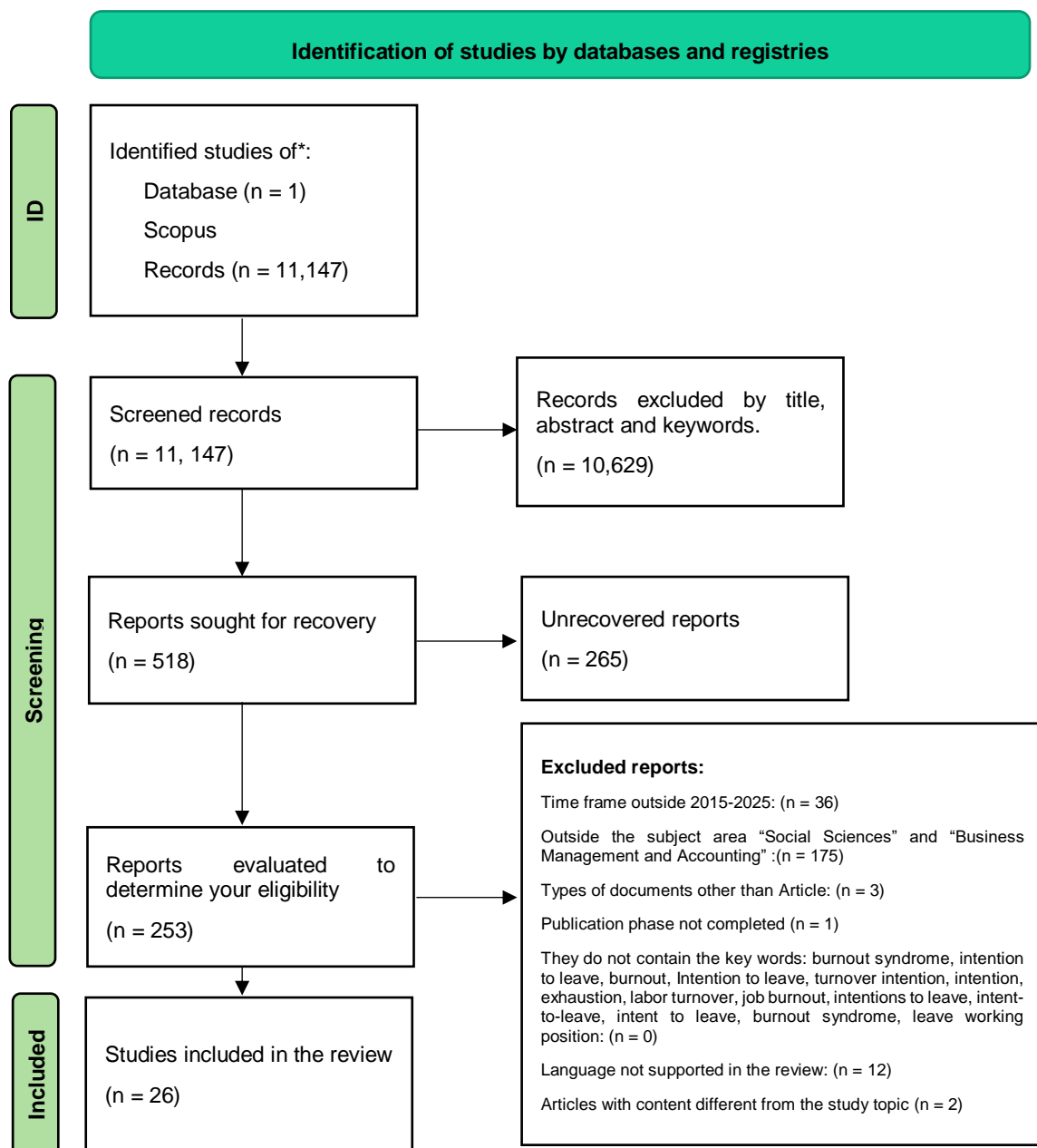
### *Eligibility Criteria*

**Table I. Exclusion and Inclusion Criteria**

Inclusion Criteria		Exclusion Criteria	
I 1	Specialized research in the systematic field of "burnout syndrome" OR burnout and "intention to leave"	E 1	Research that is outside the range (2015-2025).
I 2	Articles that are in the final stage of publication	E 2	Research other than the "Article" category.

[ 3	Research that is written in the English language	E 3	Studies outside the range of "burnout syndrome", "burnout", "Burnout", "Intention to Leave", "Turnover Intention", "Exhaustion", "Labor turnover", "Job Burnout", "Intentions to Leave", "Intent-to-leave", "Intent To Leave", "burnout Syndrome" and "Leave Working Position".
[ 4	Articles that are open access.		
		E4	Articles that do not correspond to the proposed theme

At the end of the selection process, 2 study articles were included for not meeting the first inclusion criterion and the fourth exclusion criterion, belonging to the topic of the proposed work.



**Fig. 1. Prism Guideline Flowchart for New Systematic Studies That Included Searches Only in Databases and Registers**

## Results and Discussion

The results section follows, which provides an overview of the content of the variety of studies included in this analysis on burnout syndrome and employees' intention to leave between 2015-2025. This section is organized into two parts: bibliometric results and content results.

### *Data Overview*

**Table II. Author and Title of the Studies Included in the Review**

<b>Authors</b>	<b>Title of study</b>
Magrone et al. (2024)	A New Look at Job Demands, Resources, and Volunteers' Intentions to Leave: The Role of Work–Home Interference and Burnout
Park et al. (2024)	Effect of COVID-19 response work experience on turnover intention among employees of dedicated COVID-19 hospitals in Seoul
Winfield & Paris (2024)	A Mixed Method Analysis of Burnout and Turnover Intentions among Higher Education Professionals during COVID-19
Deng (2024)	AN EMPIRICAL STUDY OF JOB BURNOUT AND TURNOVER INTENTIONS OF EMERGENCY PHYSICIANS: USING POSITIVE PSYCHOLOGICAL CAPITAL AS A MEDIATING VARIABLE
Rohlf et al. (2024)	Wellbeing Predictors in Animal Shelter Workers: Exploring the Roles of Job Demands, Job Resources, and Job Crafting
Schizas et al. (2024)	Multicenter investigation of moral distress among physicians and its impact on the intention to leave working position
Klein et al. (2023)	Reasons clinical education directors intend to leave their jobs
Burrowes et al. (2023)	COVID-19 pandemic impacts on mental health, burnout, and longevity in the workplace among healthcare workers: A mixed methods study
Lushin et al. (2023)	A burdened workforce: Exploring burnout, job satisfaction and turnover among child welfare caseworkers in the era of COVID-19
Carlotto et al. (2023)	The mediating role of burnout syndrome between regulatory focus/motivation and intention to leave in teachers
Virtanen & Parpala (2023)	The role of teaching processes in turnover intentions, risk of burnout, and stress during COVID-19: a case study among Finnish University teacher educators
Mai et al. (2022)	The situation of physicians in acute hospitals during the second wave of the SARS-CoV-2 pandemic: An online survey
Brander-Peetz et al. (2022)	Turnover intentions, training and motivations among Australian union staff.
Annamalai (2022)	Influence of perceived equity, job enrichment, and burnout among educators in Indian private universities on job satisfaction and the desire to quit.
Gomes et al. (2022)	The Impact of Burnout on Police Officers' Performance and Turnover Intention: The Moderating Role of Compassion Satisfaction.
Gillet et al. (2022)	Predictors and outcomes of teachers' burnout trajectories over a seven-year period.

Srisakun & Oentoro (2022)	The Moderating Role of Passion for Service in the Hospitality Industry: Burnout Model.
Agaku et al. (2022)	Examining the level of preparedness of the nursing profession in the US to combat COVID-19 and lessons learned for public health programs, practice, and policy.
Chen et al. (2021)	Burnout and intention to leave among care workers in residential care homes in Hong Kong: Technology acceptance as a moderator.
Karakus et al. (2021)	Self-efficacy, affective well-being, and intent-to-leave by science and mathematics teachers: A structural equation model.
Țânculescu-Popa (2020)	Equal, but so much different: Examining socio-demographic differences of the employees in relation to organizational commitment, burnout and intention to leave.
Samadi et al. (2020)	An investigation into EFL instructors' intention to leave and burnout: Exploring the mediating role of job satisfaction.
Bagley et al. (2018)	Personality, work-life balance, hardiness, and vocation: A typology of nurses and nursing values in a special sample of English hospital nurses.
Kim (2015)	What increases public employees' turnover intention?

Source: Own elaboration

### *Bibliometric Results*

Through the review and analysis of the content on the impact of burnout syndrome on the intention to leave of workers, a trend of more publications on the study variables was obtained. This trend has shown an increase in cases that present this syndrome, seriously affecting the human being who, in their solution measures, seeks as a last alternative to leave the place where they suffer from this illness. In the following graph 2, the relationship between authors, countries and keywords was systematized and evidenced through a 3-field graph. It should be noted that the relationship is dependent from left to right, since based on the authors we can show the countries in which these authors publish, and based on the latter, the distribution of the most used keywords is shown. In this sense, the authors with the highest outflow are Brathwaite, Del Carmen, Burrowes and the author Casey (n = 13), and the authors Anagnostopoulos, Angouras and the author Apostolopoulos with (n = 6). While the countries with the highest frequency are USA with a concurrence of words (n=85), Greece (n=44), Portugal (n=15) and United Kingdom and Korea, with a concurrence of (n=10). Among the keywords with the highest frequency we have Burnout with a concurrence of (n= 57), “Intention to leave” (n=21), Job satisfaction (n=20) and others with less frequency such as teachers, mental health, among others, having all the aforementioned input flows equal to the number of occurrences detected.



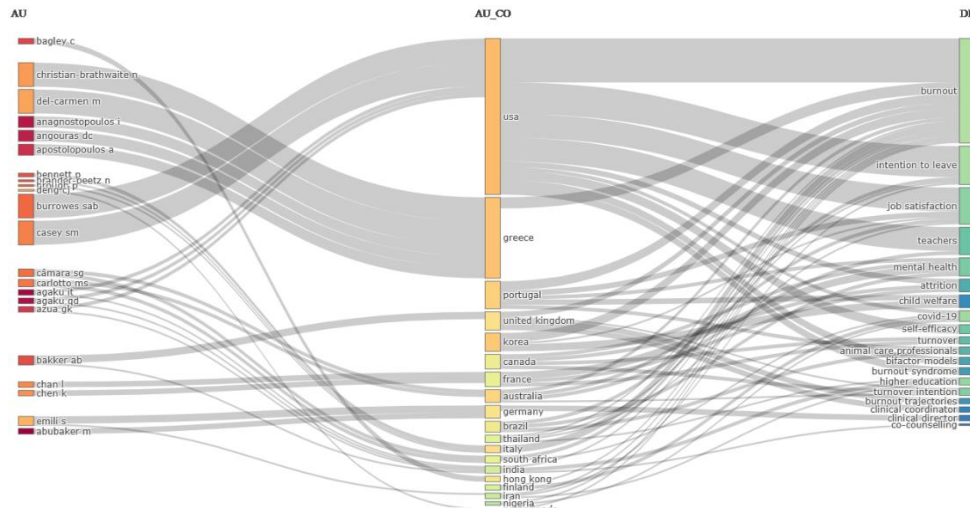


Fig. 2 3-Field Graph of the Articles

Figure 3 highlights the word cloud expressing the most used terms in the analyzed research, along with their frequency of appearance. Among the most relevant concepts are: burnout (68), intention to leave (31), job satisfaction (23), teachers (15), mental health (14), covid-19 (9), attrition (8), bifactor models (8), clinical coordinator (8) and higher education (7), among others. These terms reflect key issues related to workplace well-being and staff turnover in various sectors.

Fig. 3 Keyword Cloud

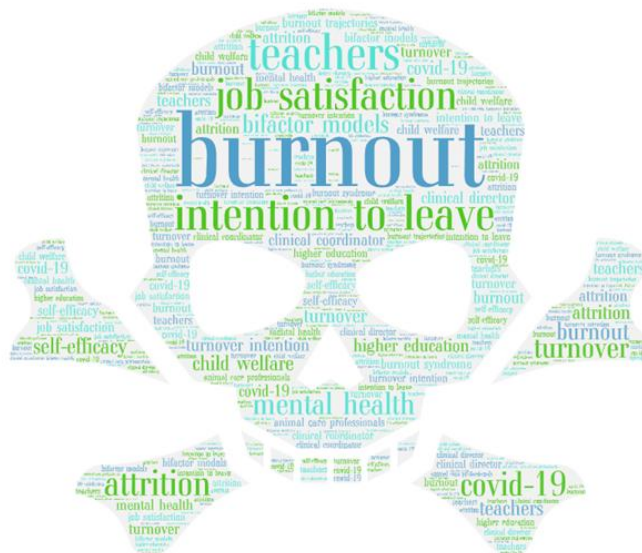
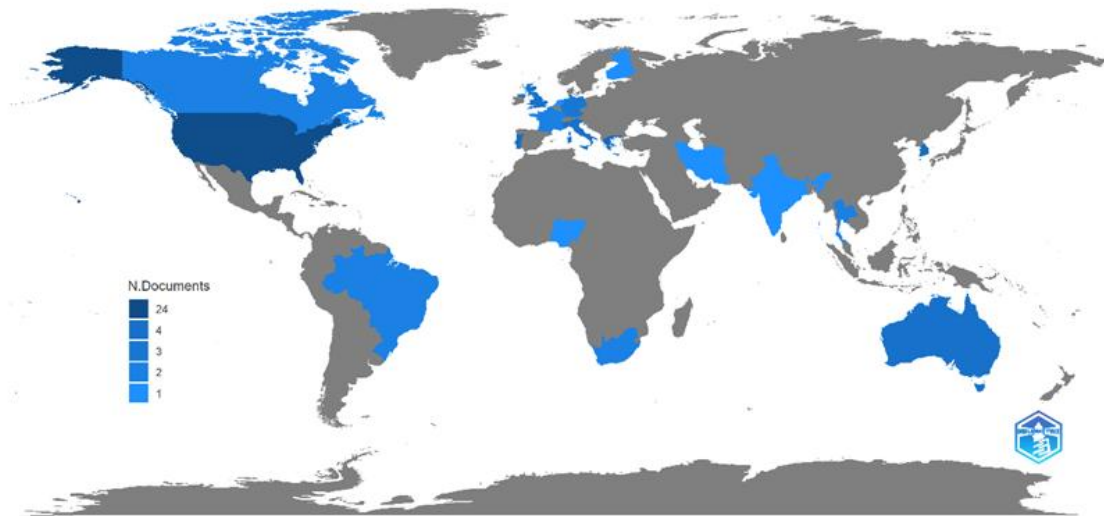


Figure 4 shows the scientific production of the selected articles, highlighting that the USA is the country with the highest number of publications, with 24 articles. This result reflects a clear interest on the part of this country in the area of research. Likewise, other countries were identified that have also shown considerable interest in the advancement of science, such as Greece, Portugal, South Korea, Australia, Italy, UK, Germany, Brazil and Canada, which indicates a global trend towards research development in this field.



**Fig. 4 Scientific Production by Country of Origin**

According to the average annual citations, Table III presents the MeanTCperArt (average total citations per article) and the MeanTCperYear (average total citations per year), since the citations per year depend on both the average number of citations per article and the Citable Years (years in which the article can be cited). It was determined that the year with the highest MeanTCperArt index is 2015, with an average of 43 citations per article. In total, 1 article was published ( $n = 1$ ) and the years in which it was cited cover a period of 11 years. In turn, a decrease in this average is observed over time, which implies that the MeanTCperYear has also decreased. This suggests that the most recent articles are not being cited with the same frequency, which indicates that it is necessary to generate more relevant and developed research to increase the number of citations per article, which in turn would reflect that the topic has greater potential for future research.

**Table III. Average Number of Citations Per Year**

Year	MeanTCperArt	MeanTCperYear	Citable Years
2015	43	43	1
2018	12	12	1
2020	67	67	1
2021	80	80	1
2022	14	14	1
2023	33	33	1
2024	33	17	1

Note: data provided by Language “R” – Bibliometrix on “Average citations per year”

#### *Content Results*

Below is an analysis of the 24 articles on burnout syndrome and employees' intention to leave and the responses to the objectives initially set.



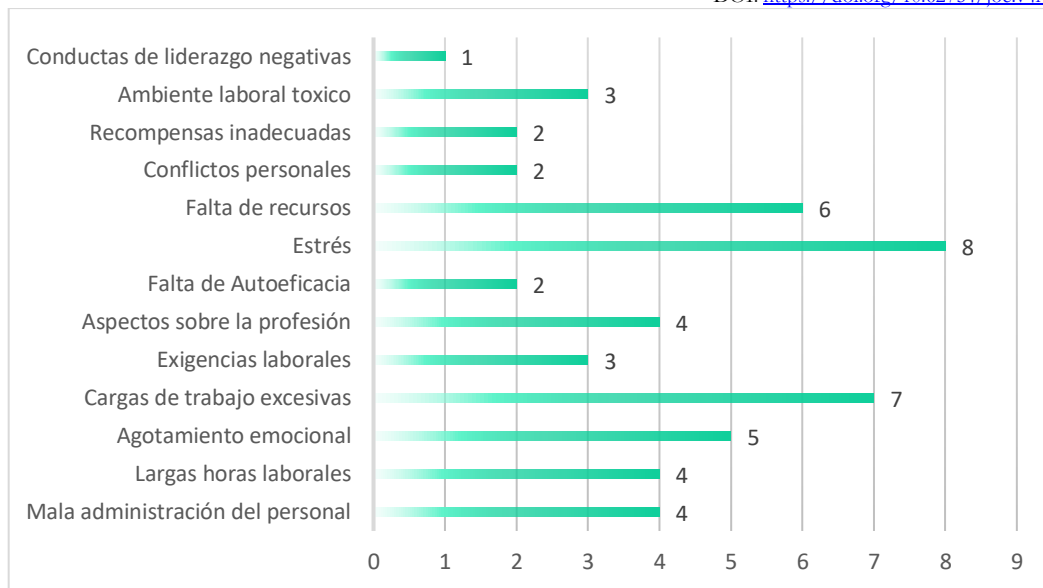


Fig. 5 Causes of Burnout Syndrome

In Fig. 5 it can be observed that, within the causes that trigger burnout syndrome, 33.3% of the articles analyzed in the study identify stress as a mainly determining factor in the manifestation of burnout syndrome in the workplace.(Annamalai, 2022; Bagley et al., 2018; Carlotto et al., 2023a; Deng, 2024a; Karakus et al., 2021; Mai et al., 2022a; Rohlf et al., 2024; Virtanen & Parpala, 2023)Furthermore, it is worth highlighting that 28.8% of these research works consider emotionally draining aspects to be relevant for burnout to occur, whether due to demand or intensity.(Carlotto et al., 2023a; Kim, 2015; Lushin et al., 2023a; Samadi et al., 2020; Virtanen & Parpala, 2023)On the other hand, although the toxic work environment is considered, which implies poor ethical situations and conditions(Carlotto et al., 2023a; Magrone et al., 2024a; Schizas et al., 2024)Little is said about poor leadership as a direct cause.(Gillet et al., 2022).

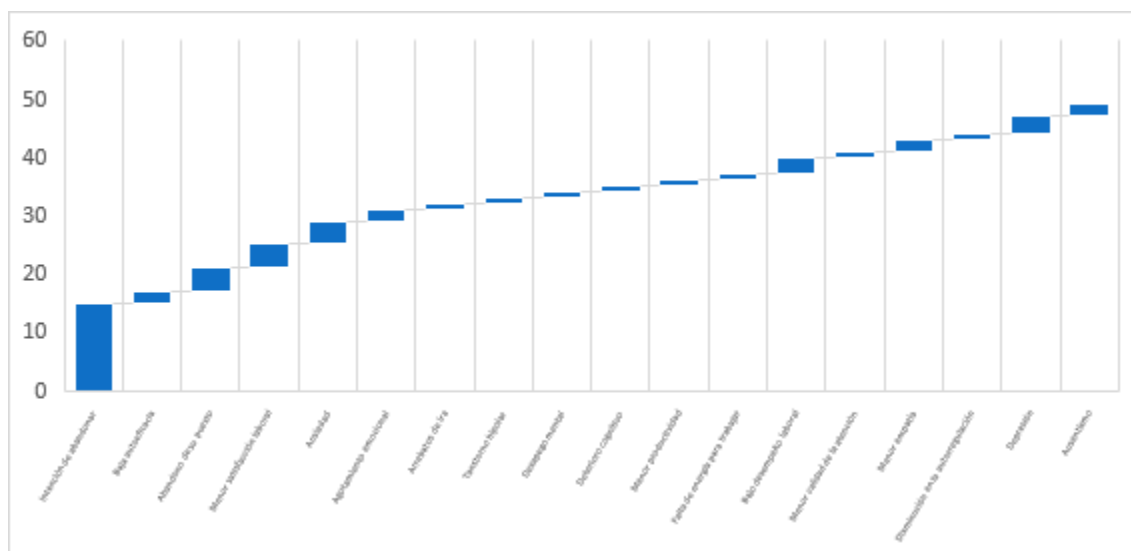
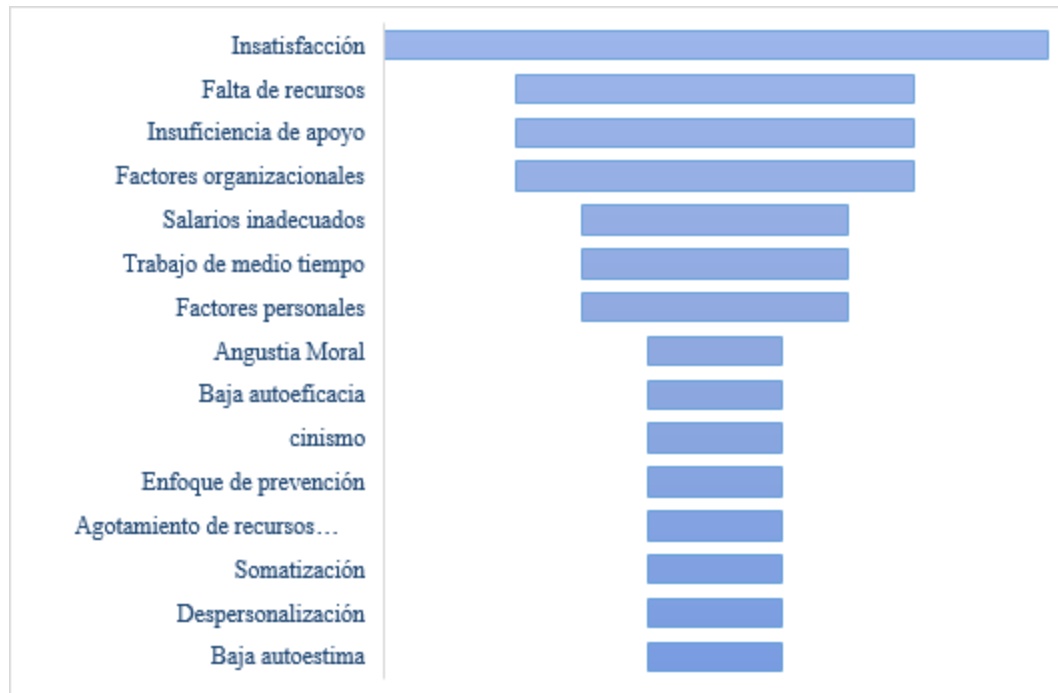


Fig. 6 Consequences of Burnout

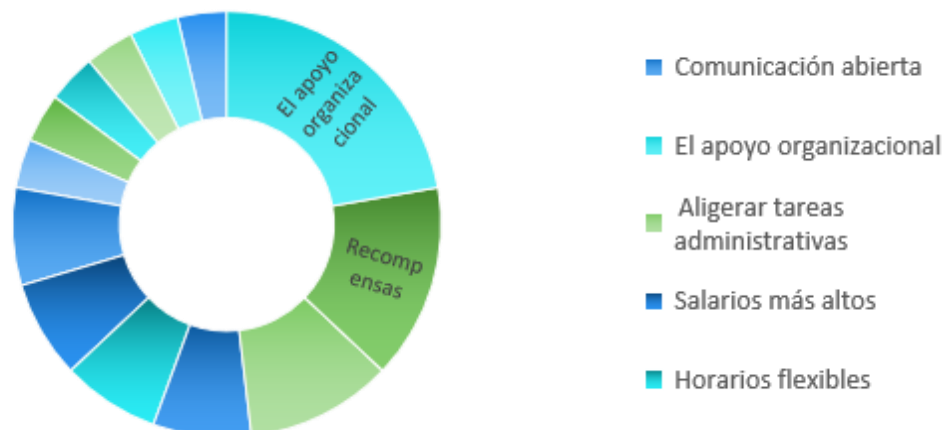
Fig. 6 provides a comprehensive summary of the adverse effects that burnout syndrome has on both employees' mental health and job performance. In particular, it highlights the role of emotional exhaustion as a central factor in the development of this syndrome, as pointed out by several previous studies.(Mai et

al., 2022; Srisakun & Oentoro, 2022), an increase in anxiety and depression (Bagley et al., 2018; Gomes et al., 2022; Karakus et al., 2021; Schizas et al., 2024), and low job satisfaction (K. Chen et al., 2021a; Deng, 2024b; Gillet et al., 2022; Karakus et al., 2021), which can lead to absenteeism (K. Chen et al., 2021a; Tânculescu-Popa, 2020), which is also related to the previously mentioned emotional fatigue since it has been pointed out that when individuals experience a persistent feeling of decreased energy levels to carry out their work responsibilities, it is common for them to develop a tendency to avoid social contact.



**Fig.6 Individual or Contextual Factors Aggravate the Relationship Between Burnout Syndrome and the Intention to Leave**

Figure 6 identifies various elements that contribute to the relationship between burnout syndrome and the tendency of workers to leave their jobs. Among these, individual factors stand out, within which lack of job satisfaction plays a central role. (Annamalai, 2022; Deng, 2024a; Kim, 2015; Samadi et al., 2020; Virtanen & Parpala, 2023). In addition, other elements linked to personal characteristics have been identified, which can influence the vulnerability of employees to burnout. (Gomes et al., 2022; Lushin et al., 2023b). In addition to individual determinants, the analysis also highlights the importance of external factors, particularly those related to the work environment. Among these, organizational aspects have been pointed out as a key component that intensifies the impact of burnout and strengthens the intention to quit the job. (Agaku et al., 2022; N. Chen, 2024; Gomes et al., 2022).



**Fig. 7 Organizational Strategies That Have Been Effective in Mitigating Burnout Syndrome and Reducing the Intention to Leave Work**

The analyzed graph Fig. 7 reveals that the most frequently mentioned strategy to mitigate the effects of burnout syndrome in the workplace is organizational support, which has been widely discussed in the literature as a fundamental factor to improve the well-being of workers and strengthen their commitment to the organization. (Agaku et al., 2022; Burrowes et al., 2023; Klein et al., 2023b; Lushin et al., 2023b; Magrone et al., 2024b; Winfield & Paris, 2024). Secondly, the implementation of rewards is highlighted as a key strategy for talent retention and reducing job fatigue “rewards” (Agaku et al., 2022; Carlotto et al., 2023b; Magrone et al., 2024b; Park et al., 2024b). Finally, another relevant strategy identified in the graph is the need to lighten administrative tasks, which has been pointed out as an effective mechanism to reduce work overload. (Klein et al., 2023b; Lushin et al., 2023b; Virtanen & Parpala, 2023).

## Conclusion

A systematic review of the literature was carried out with the aim of analyzing the impact of burnout syndrome on the intention to quit a job, identifying in an exhaustive and structured way the evidence available on the subject in question, among studies published in a range of 10 years, from 2015 -2025. In the evaluated research, the causes that contributed to the appearance of burnout syndrome were identified, in addition to the serious consequences that come with this syndrome, such that they affect both the worker and the company. It was important to find the individual and contextual factors that intensify the relationship between burnout syndrome and the intention to quit a job, in this way it was possible to evaluate the organizational strategies that have proven to be effective in mitigating burnout syndrome and reducing the intention to quit a job, such as horizontal communication, higher salaries, recognition, educational programs, resilience training, organizational support, among others. These findings serve as a guide for professionals from various areas and business leaders, offering a key tool to prevent and manage burnout, improving employee well-being and organizational efficiency in the long term.

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