

Systematic Literature Review (SLR): Imputation of Mindfulness In Reducing Burnout

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Keywords

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Abstract

Burnout is a condition of emotional exhaustion, depersonalization and decreased personal achievement that individuals often experience due to prolonged work or academic pressure. One of the intervention approaches that is increasingly being researched in reducing burnout is mindfulness. This article aims to systematically evaluate the results of research related to the implementation of mindfulness in dealing with burnout through the Systematic Literature Review (SLR) methodology. Literature searches were conducted on electronic databases such as Scopus with inclusion criteria: (1) publication between 2020-2025, (2) using an explicit mindfulness approach in overcoming burnout, and. 164 articles found, 11 studies met the selection criteria and were further analyzed. The results of the review show that mindfulness practices consistently show effectiveness in reducing burnout levels, especially in the pollution of health workers, educators, and students. The mechanism of working in reducing burnout involves increasing self-awareness, emotion regulation, and accepting experiences without judgment. This article recommends the integration of mindfulness programs as part of preventive and curative strategies against burnout in a variety of contexts.

INTRODUCTION

Burnout, a condition of chronic emotional exhaustion resulting from prolonged occupational stress, has become one of the most significant concerns in contemporary occupational mental health. This concern is reinforced by a study involving 4,338 full-time workers in Malaysia, Singapore, Indonesia, and the Philippines, which reported that the prevalence of burnout in Southeast Asia reached 62.91%. The highest rate was found in the Philippines (70.71%), while the lowest was reported in Malaysia (58.13%). Furthermore, more than half of the respondents experienced severe depression (51.09%), nearly half reported severe anxiety (48.25%), and 36.21% experienced severe stress, highlighting the close relationship between burnout and broader mental health problems in the region (Abdul Aziz & Ong, 2024). Burnout is generally characterized by emotional exhaustion, depersonalization, and reduced personal accomplishment (Maslach & Leiter, 2016). It substantially affects professionals working in people-centered occupations, including physicians, nurses, teachers, and social workers. Among

physicians, a systematic review reported that burnout prevalence ranged widely from 0% to 80.5%, reflecting major variation across settings and measurement approaches (Rotenstein et al., 2018). Similar concerns have been documented in other professions. A meta-analysis of emergency nurses found that approximately 30% were affected by at least one dimension of burnout (Gomez-Urquiza et al., 2017), while a meta-analysis of teachers reported a pooled burnout prevalence of 52%, indicating that burnout is also highly prevalent in educational settings (Ozamiz-Etxebarria et al., 2023). Taken together, these findings suggest that burnout is a widespread occupational phenomenon that extends across multiple helping professions.

In this context, Mindfulness-Based Interventions (MBIs) have increasingly been adopted as a strategy to address burnout. Mindfulness, clinically popularized by Jon Kabat-Zinn through the Mindfulness-Based Stress Reduction program, is theoretically relevant because it operates through mechanisms of emotion regulation and reduced stress reactivity. Mindfulness promotes decentering, enabling individuals to observe thoughts and emotions without becoming over-identified with them, thereby decreasing rumination and emotional exhaustion. In addition, it enhances self-awareness and psychological flexibility, supporting more adaptive responses to workplace stress. Through these mechanisms, mindfulness has been shown to reduce psychological distress and strengthen emotional resilience (Gu et al., 2015). The two most widely used approaches, Mindfulness-Based Stress Reduction (MBSR) and Mindfulness-Based Cognitive Therapy (MBCT), have shown promising results in reducing burnout symptoms in both clinical and experimental studies (Periana & Fridari, 2025).

Implementation of mindfulness-based interventions in health and education professions has a significant impact on reducing mental fatigue and improving work well-being (Scheepers et al., 2020). Research by Montero-Marin et al. (2016) found that negative dimensions of self-compassion (self-judgement, isolation, and over-identification) significantly explain different burnout subtypes among healthcare professionals. In line with these findings, mindfulness and self-compassion interventions may have not only individual benefits but also systemic effects in the workplace. By improving emotional regulation, fostering empathy, and enhancing interpersonal communication, mindfulness practices can reduce cynicism and conflict, thereby contributing to a more supportive and adaptive work environment (Montero-Marin et al., 2016).

In Indonesia, although the mindfulness approach has not been fully integrated into the work organization system, there are early indications that mindfulness-based programs are beginning to be implemented on an institutional scale, especially in hospitals and universities. Several studies have shown that mindfulness intervention efforts to reduce burnout, such as a study that found that the mindfulness variable significantly affected the reduction of burnout rates in nurses at a hospital in Purwokerto (with a t-statistic value of 3,450 and a p-value of 0.001), which indicates that mindfulness practices can help improve workplace well-being and reduce work fatigue among Indonesian health workers (Azzam et al., 2023). However, challenges such as low access to mindfulness training, lack of organizational support, and lack of systematic local literature on the effectiveness of this implementation remain major obstacles.

Therefore, a systematic literature review is needed to summarize and analyze the existing empirical evidence. To date, no systematic review has been found that specifically examines the effectiveness of mindfulness interventions against burnout in the Indonesian context. The available research is generally still partial, limited to specific populations such as health workers or students, uses a cross-sectional design, and has not explored much of the implementation constraints and cultural contextual factors that affect the success of interventions. In addition, there has been no comprehensive synthesis that evaluates the consistency of findings, variation in intervention methods, program duration, and sustainability of the impact of mindfulness interventions in the past decade. Operationally, this study aims to: (1) identify and classify the types of mindfulness interventions used in burnout research in Indonesia over the past ten years; (2) analyze the methodological characteristics of the research (design, samples, instruments, and

duration of interventions); (3) evaluate the level of effectiveness of interventions based on changes in burnout scores; (4) identify reported implementation constraints; and (5) formulate strategic recommendations based on empirical findings for the development and implementation of more contextual mindfulness interventions in Indonesia.

METHODS

Research Design

This study adopts the Systematic Literature Review (SLR) method to examine in depth the use of the mindfulness approach in an effort to reduce burnout. The review process is carried out with a systematic and comprehensive approach, involving the collection, analysis, and synthesis of relevant literature from various reliable academic databases from Scopus-indexed international publication data, pages accessed through www.scopus.com so that the results obtained are evidence-based and in line with the latest research developments (Creswell, 2013).

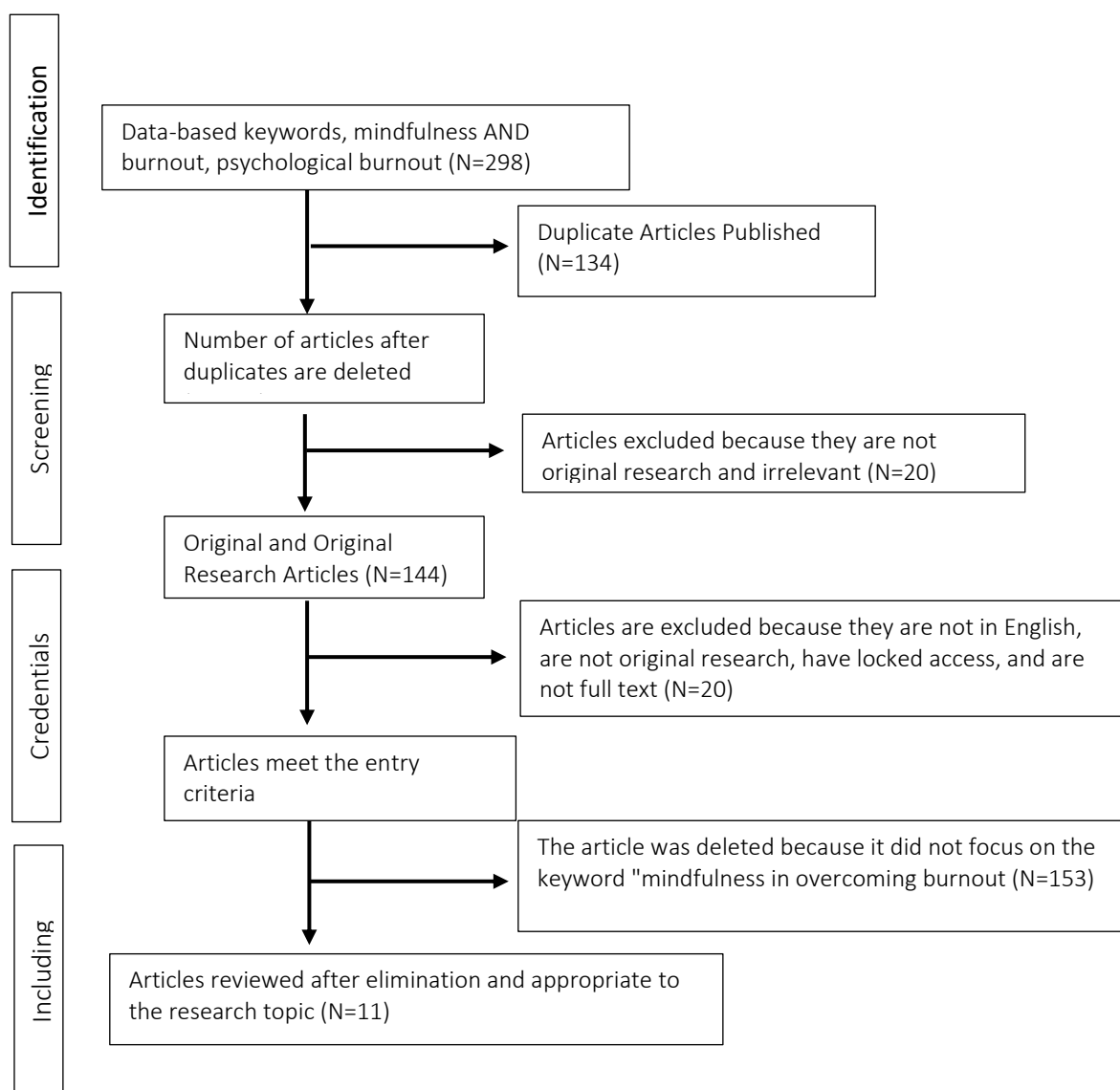
Eligibility Criteria

The selection of articles in this review is based on pre-established inclusion criteria. Only original studies published in the 2020 to 2025 time frame are included in the consideration. The articles must be available in an open access format and accessible in full-text versions. In addition, the specially selected article should discuss the application or effectiveness of mindfulness in reducing burnout rates.

Information Sources and Data Search

The literature in this study is sourced from Scopus as one of the internationally reputable databases. The search strategy is carried out systematically using a combination of Boolean operator-based keywords, such as "Mindfulness AND Burnout", "Psychological Burnout", as well as variations of related terms such as "Mindfulness-Based Intervention" AND "Emotional Exhaustion" to expand the scope of results. Searches were limited to journal articles published in English between 2014 and 2024 to ensure the relevance and recency of the literature. In addition, the screening process is carried out based on inclusion and exclusion criteria, such as topic suitability, availability of complete abstracts, and direct relevance to the variables of mindfulness and burnout. The method used in this study is a literature review through the Scopus database based on keywords that have been determined and selected according to the set criteria. The exported data includes four main categories, namely: (1) Citation information consisting of author name, document title, year of publication, EID, source title, volume, issue number, page, number of citations, document type, publication stage, DOI, and open access status; (2) Bibliographic information that includes the institution's affiliation, publisher name, correspondence address, and abbreviated source title; (3) Abstracts and keywords that include abstracts, keywords from the author, and indexed keywords; and (4) Additional information in the form of a list of references included in each article. This strategy ensures that the articles analyzed have good academic quality, are relevant to the research focus, and support bibliometric analysis and conceptual reviews related to mindfulness and burnout.

The screening process is carried out using the PRISMA method, as shown in Figure 1.



Picture 1. <Prism Mindfulness, Burnout>

Data Extraction and Findings Reporting

The data exported from scopus includes four main categories, namely: (1) *Citation information* consisting of the author's name, document title, year of publication, EID, *source title*, volume, issue number, page, number of citations, document type, publication stage, DOI, and open access status; (2) *Bibliographical information* that includes the institution's affiliation, publisher's name, correspondence address, and abbreviated source title; (3) *Abstract & keywords* that include abstracts, keywords from the author, and keywords that have been indexed; and (4) *Other information* that contains references included in the article. Before the data visualization process is carried out using the VOSviewer software, the data that has been collected is first processed using the OpenRefine application to avoid duplicate data and reduce the potential for bias in the analysis. Of the 298 articles analyzed, 134 articles were found to be duplicates, leaving 164 valid articles for further analysis. Once the cleanup process is complete, the data is validated and exported back into CSV format. Furthermore, as many as 164 articles that have been clean of duplication are used in the analysis visualization process using VOSviewer. Articles were included if they met the following criteria: (1) original empirical studies; (2) published between 2020 and 2025; (3) written in English; (4) available in full-text open-access format; and (5) specifically addressing the

application or effectiveness of mindfulness interventions in reducing burnout. Based on these criteria, 11 studies were finally included in the review.

RESULTS AND DISCUSSIONS

Literature Search

From the results of the data extraction process and reporting findings, the number of 164 articles became 11 study articles that will be analyzed based on the Systematic Literature Review (SLR). From the 11 articles, it is explained that mindfulness interventions have a significant contribution to the prevention and treatment of burnout, stress, and the improvement of psychological well-being in various professional and academic contexts. The 11 articles are classified in the following table.

Table 1. <Systematic Literature Review (SLR) Mindfulness Burnout>

Article Title	Author/ Year	Research Objectives and Types of Research	Data Collection Methods and Population Size	Research results
Mindfulness and job performance in employees of a multinational corporation: Moderated mediation of nationality, intercultural communication, and burnout	Huang et al. (2024)	Examine the relationship between mindfulness and job performance in employees of multinational companies, and examine whether the relationship is mediated by intercultural communication (ICC) competencies and job burnout, and moderated by employee citizenship	Quantitative, correlational and causal using a moderated mediation approach/ Population and Sample: 1,060 employees of Chinese energy companies in Brunei (Chinese, Brunei, and Malaysian employees)	Mindfulness had a positive effect on ICC ($\beta = 0.28$) and work performance ($\beta = 0.17$), as well as negatively on burnout ($\beta = -0.21$). The effect of mindfulness on work performance was mediated by ICC and burnout (indirect effect $\beta = 0.14$). Citizenship moderated the relationship between mindfulness and ICC/burnout: the effect of mindfulness was greater in Chinese workers, while the effect of ICC on burnout and performance was greater in local workers. Implications: mindfulness training and intercultural communication are important to improve the well-being and work performance of MNC employees
Effective burnout prevention strategies for counsellors and other therapists: A systematic review and meta-synthesis of qualitative studies	Duncan and Pond (2024)	Identify and synthesize effective burnout prevention strategies based on the first-hand experience of therapists, counselors, and psychologists.	Qualitative, in the form of systematic review and meta-synthesis of qualitative studies/qualitative studies with a total of 542 participants (therapists, counselors, and psychologists in the US and Canada)	The study also emphasizes the importance of sustainable and proactive <i>self-care</i> strategies, and suggests the need for organization-level interventions such as flexible leave policies, quality supervision, and improved communication between staff.
Social Support, Mindfulness, and Job Burnout of Social Workers in China	Xie et al. (2022)	Explain the effect of social support on work burnout in social workers in China and examine the role of mindfulness as a mediator in	Quantitative, with a mediated and regression analysis approach.	<i>Social support</i> had a negative effect on burnout ($\beta = -0.376, p < 0.001$). Mindfulness also had a negative effect on burnout ($\beta = -0.320, p < 0.001$). Mindfulness mediates most strongly on the support of leaders and colleagues than on the support of family or friends. Practical implications include the need

Article Title	Author/ Year	Research Objectives and Types of Research	Data Collection Methods and Population Size	Research results
		these relationships		for increased mindfulness training and social work support at the organizational and policy levels.
Job Demands and Resources, Mindfulness, and Burnout Among Delivery Drivers in China	Zhang et al. (2022)	To examine the effect of job demands (JD) and job resources (JR) on burnout in food and package delivery drivers in China, and to test whether mindfulness moderates these relationships	Quantitative, correlational, with regression and moderation analysis approaches/240 drivers (106 food drivers and 134 package drivers) in Beijing, China.	Mindfulness is an important protective factor in preventing burnout among drivers, especially those who face high work pressure or lack of work support.
Mindfulness Practice and Burnout: Evidence From Chinese Social Workers	Tu et al. (2022)	Analyze the relationship between job demands (JD), job resources (JR), and burnout in social workers in China, and evaluate the role of mindfulness practice (MP) (formal and informal) as a moderator variable.	Quantitatively, using moderation regression analysis based on the Job Demands-Resources (JD-R) theory./ 537 social workers at 54 social service stations in Guangzhou, China	It had a significant positive effect on burnout ($\beta = 0.51, p < 0.001$), while JR had a significant negative effect on burnout ($\beta = -0.30, p < 0.001$). This means that mindfulness practices help reduce the negative impact of high work demands on social worker burnout
Feasibility of a Brief Mindfulness-Based Program for Burnout in Pain Healthcare Professionals	Server et al. (2022)	To assess the feasibility and initial effectiveness of an 8-week mindfulness program in reducing burnout and improving mindfulness, empathy, and self-compassion skills in health workers in pain clinics.	Quantitative – longitudinal studies with a pre/post design in one group (without controls). 10 participants (6 anesthesiologists, 2 nurses, 1 nursing assistant, 1 administrative staff) in a tertiary hospital in Spain	The program is considered feasible with 90% participation and 95% daily compliance. In general, there were no significant changes in burnout and empathy scores for the entire sample. Significant improvements were found in some aspects of mindfulness and self-compassion (e.g., observation, non-reactivity, common humanity, $p < 0.05, r$ between 0.69–0.90). The positive effect on burnout (emotional exhaustion) occurred only in physicians ($p = 0.028, r = 0.73$), not in non-physicians. Iskui emphasizes the need for technology-based strategies and personalization of interventions for high-risk professions.
Comparison of Two Brief Mindfulness Interventions for Anxiety,	Ruiz-Íñiguez et al. (2023)	To compare the effectiveness of two brief mindfulness interventions—	A quantitative, randomized controlled clinical trial with a crossover design/104 mental health	Combination practices are more effective than each separately. Brief mindfulness interventions can have a significant impact on the psychological

Article Title	Author/ Year	Research Objectives and Types of Research	Data Collection Methods and Population Size	Research results
Stress and Burnout in Mental Health Professionals: A Randomised Crossover Trial		body-based practices (body scan and Hatha yoga) vs. mind-based practices (focused attention and open monitoring meditation)—for lowering anxiety, work stress, and burnout.	professionals in Havana, Cuba.	well-being of mental health professionals.
Academic Burnout in Psychology and Health-Allied Sciences: The BENDiT-EU Program for Students and Staff in Higher Education	Kourea et al. (2023)	Develop and test the initial feasibility of the BENDiT-EU training program to prevent and address academic burnout among students and staff in the field of psychology and health.	Descriptive and exploratory curriculum development and program trials in a qualitative and quantitative manner (pilot study).	More than 90% of participants expressed satisfaction with the theoretical content and delivery of the training. Participants reported the benefits of: - breathing exercises and relaxation, - time management, - social network mapping, - development of personal intervention plans. Suggestions for improvement include: better time allocation, integration of warm-up activities, and improved transitions between sessions. The program has been translated into 6 languages (including English, Bulgarian, Greek, Romanian, Portuguese, and Spanish).
The Effect of Mindfulness Meditation on Academic Burnout and Perceived Stress among Muslim Students: A Quasi-experimental Approach	Aldbyani and Al-Abyadh (2023)	To determine the effect of mindfulness meditation training on academic burnout and perceptual stress in Muslim students in Yemen.	Quantitative, quasi-experimental design with control groups, pre-test and post-test. 160 students of Sana'a University, Yemen (80 experimental groups, 80 control groups). Mindfulness training lasted for 8 weeks (16 sessions), based on Mindfulness-Based Stress Reduction (MBSR) and Mindfulness-Based Cognitive Therapy (MBCT) techniques. <i>Arabic version of Maslach Burnout Inventory – Student Survey (MBI-SS)</i> to measure academic burnout <i>Perceived</i>	After the intervention, the experimental group showed a significant decrease in:- Emotional exhaustion ($M = 2.44$ vs 3.39 , $p < 0.001$)- Cynicism ($M = 2.39$ vs 3.47 , $p < 0.001$)- Reduced academic efficacy ($M = 2.41$ vs 3.61 , $p < 0.001$)- Perceived stress ($M = 2.57$ vs 3.47 , $p < 0.001$). These results are consistent with previous research, supporting the effectiveness of <i>mindfulness</i> in reducing <i>burnout</i> and stress in Muslim students. Implications: Mindfulness can be integrated into the context of Islamic education as a preventive intervention against academic stress.

Article Title	Author/ Year	Research Objectives and Types of Research	Data Collection Methods and Population Size	Research results
			<i>Stress Scale (PSS)</i> to measure stress	
Improvements in Mindfulness Facets Mediate the Alleviation of Burnout Dimensions	Kinnunen et al. (2020)	To investigate whether improvements in five aspects of mindfulness (observing, describing, acting with awareness, non-judging, and non-reacting) mediated three-dimensional reduction of burnout (exhaustion, cynicism, and reduced professional efficacy) during MAV (Mindfulness-, Acceptance-, and Value-based) interventions for 8 weeks and follow-up 10 months later.	Penelitian kuantitatif eksperimental. Randomized Controlled Trial (RCT). <i>Latent change score modeling</i> dan <i>structural equation modeling (SEM)</i>	All five aspects of mindfulness improved significantly in the intervention group. Mindfulness improvement mediates burnout reduction: During the intervention: 4–5 aspects of mindfulness relevant to each dimension of burnout In the long term (10 months): <i>non-judging</i> is most consistent as a mediator for all dimensions of burnout Conclusion: MAV interventions are effective in reducing burnout <i>Non-judging</i> is the most important aspect of mindfulness in the long term
Testing Mindfulness Mechanisms of Action on the Stress and Burnout of Social Workers	Maddock (2024)	Examine how <i>mindfulness-based programmes</i> (MBPs), particularly MBSWSC and MSC, reduce stress and burnout in social workers by using the Clinically Modified Buddhist Psychological Model (CBPM) as a framework to identify the mechanisms of change.	Randomized controlled trial (RCT). Design: Merger of two RCTs. Intervention: MBSWSC: Mindfulness-Based Social Work and Self-Care (berbasis CBPM). MSC: Mindfulness and Self-Compassion (adaptasi MBLC). Analisis Data: Structural Equation Modeling (SEM). <i>Moderated mediation analysis</i> (SPSS PROCESS, bootstrapping)	A framework suitable to explain stress reduction, emotional exhaustion, depersonalization, and improved personal achievement in social workers who follow a <i>mindfulness-based</i> program. This model works through direct and indirect effects (mediation) of several key domains, namely mindfulness, self-compassion, attention regulation, and non-aversion. The findings also suggest that a reduction in repetitive negative thought patterns, such as rumination and worry, plays an important role as a mediator in the relationship between improved CBPM abilities and decreased burnout symptoms. In particular, several CBPM domains such as non-aversion and mindfulness have been shown to have significant direct or indirect effects on reducing stress levels and burnout. This provides early

Article Title	Author/ Year	Research Objectives and Types of Research	Data Collection Methods and Population Size	Research results
				empirical evidence that the development of mindfulness skills through the CBPM approach contributes to the psychological well-being of professionals in the field of social work.

Characteristics of the Included Studies

The 11 studies included in this review were conducted across diverse geographical settings, including China, Spain, Cuba, Cyprus, Yemen, Finland, and multinational organizational contexts. The study populations represented a wide range of occupational and academic groups, including employees in multinational companies, social workers, delivery drivers, counsellors, therapists, healthcare professionals, mental health professionals, university students, and higher education staff. The professions most frequently represented were social workers, healthcare workers, and mental health professionals.

Sample sizes varied considerably across studies. The smallest study involved 10 healthcare professionals in a tertiary hospital in Spain, while the largest included 1,060 employees of Chinese energy companies in Brunei. In terms of research design, the included studies comprised quantitative correlational studies, randomized controlled trials, quasi-experimental studies, longitudinal pre-post studies, pilot studies, and systematic review/meta-synthesis designs. Several studies examined mindfulness as an intervention, whereas others investigated mindfulness as a mediating or moderating variable in relation to burnout, stress, job demands, job resources, and social support.

Synthesis of Findings

Across the included studies, mindfulness was consistently associated with lower levels of burnout and stress in both occupational and educational settings. In organizational contexts [Huang et al. \(2024\)](#) reported that mindfulness was negatively associated with burnout and positively associated with intercultural communication competence and job performance among employees in multinational corporations [Xie et al. \(2022\)](#) found that mindfulness was negatively associated with job burnout among social workers in China and also mediated the relationship between social support and burnout. Similarly, [Zhang et al. \(2022\)](#) reported that mindfulness moderated the relationship between job demands, job resources, and burnout among delivery drivers in China [Tu et al. \(2022\)](#) also found that mindfulness practice moderated the association between job demands, job resources, and burnout among social workers.

In studies involving professional intervention programs [Duncan and Pond \(2024\)](#) identified several burnout prevention strategies in therapists and counsellors, including self-care, supervision, and supportive organizational practices, with mindfulness emerging as one of the recurring elements in the reviewed qualitative evidence. [Ruiz-Íñiguez et al. \(2023\)](#), in a randomized crossover trial among mental health professionals, reported that brief mindfulness interventions were associated with reductions in anxiety, stress, and burnout. [Server et al. \(2022\)](#), in an 8-week mindfulness-based program for pain healthcare professionals, found improvements in several mindfulness and self-compassion dimensions, although significant burnout reduction was more limited and more evident among physicians than among non-physicians.

In educational settings, [Kourea et al. \(2023\)](#) described the BENDiT-EU program as a feasible training initiative for addressing academic burnout among students and staff in higher education. [Aldbyani and Al-](#)

Abyadh (2023) reported that an 8-week mindfulness meditation program significantly reduced academic burnout and perceived stress among Muslim university students in Yemen.

Regarding psychological mechanisms, Kinnunen et al. (2020) found that improvements in five mindfulness facets, particularly non-judging, mediated reductions in burnout dimensions during the intervention period and at follow-up. Maddock (2024) reported that mindfulness-based programmes reduced stress and burnout in social workers through mechanisms involving mindfulness, self-compassion, attention regulation, non-aversion, and reduced rumination and worry.

DISCUSSION

The results of the Systematic Literature Review (SLR) of eleven studies for the 2014–2024 period show consistency that mindfulness plays a significant role in reducing burnout in various professional and cultural contexts. Burnout itself is understood as a syndrome due to chronic work stress characterized by emotional exhaustion, cynicism, and decreased professional efficacy (Samusevica & Striguna, 2023). In the latest empirical framework, mindfulness has been shown to be negatively correlated with all dimensions of burnout as well as improving psychological well-being and work performance. This means that the higher the individual's level of mindfulness, the lower the tendency to experience emotional exhaustion, cynical attitudes towards work, and a decrease in professional competence. Furthermore, mindfulness not only functions as a protective factor against burnout, but also contributes positively to improving psychological well-being and work performance.

Experimental research conducted by Sanna Kinnunen et al. (2020) through a randomized controlled trial (RCT) design provides strong empirical evidence regarding the working mechanism of mindfulness in reducing burnout. The study showed that improvements in five facets of mindfulness—observing, describing, acting with awareness, non-judging, and non-reactivity—significantly mediated a decrease in three dimensions of burnout: emotional burnout, emotional fatigue, cynicism, and decreased professional efficacy. Among these five aspects, the non-judging dimension proved to be the most consistent mediator in the long term (10-month follow-up), indicating that the ability to accept experiences without negative evaluation plays a central role in reducing chronic work-related stress responses. These findings are further supported by cutting-edge meta-analytic studies. Luken and Sammons (2016) in their systematic review found that mindfulness practices significantly contributed to a decrease in burnout, especially in the aspect of emotional exhaustion. Burton et al. (2017) through a meta-analysis of health workers reported that mindfulness-based interventions were effective in reducing emotional exhaustion and depersonalization, while improving psychological well-being. Collectively, this evidence reinforces the argument that mindfulness is not only correlated with burnout, but works through measurable and sustained psychological mediation mechanisms in professional contexts.

Experimental research by Kinnunen et al. (2020) using a randomized controlled trial (RCT) demonstrated that improvements in five facets of mindfulness significantly mediated reductions in emotional exhaustion, cynicism, and decreased professional efficacy. Among these facets, *non-judging* emerged as the most consistent long-term mediator (10-month follow-up), highlighting the importance of accepting experiences without negative evaluation in mitigating chronic work stress. These findings are supported by meta-analytic evidence indicating that mindfulness-based interventions effectively reduce emotional exhaustion and depersonalization while enhancing psychological well-being (Burton et al., 2017; Luken & Sammons, 2016). Collectively, the evidence suggests that mindfulness reduces burnout through measurable and sustained psychological mechanisms.

In the context of multinational organizations, research by Huang et al. (2024) shows that mindfulness has a significant negative effect on burnout and a positive effect on work performance. Furthermore, the relationship is mediated by intercultural communication competence (ICC), which indicates that mindfulness not only functions as an intrapersonal regulatory mechanism, but also

strengthens interpersonal capacity in a cross-cultural work environment. These findings are consistent with the results of research by [Charoensukmongkol \(2020\)](#) who stated that mindfulness contributes to increased interpersonal effectiveness and communication quality in the context of multicultural work. Conceptually, this confirms that mindfulness plays a role as a psychological resource that supports social and professional adaptation in a global organizational environment.

In the framework of Job Demands–Resources (JD-R), research by [Tu et al. \(2022\)](#) shows that job demands increase burnout, while work resources decrease it. Mindfulness acts as a personal resource that moderates the relationship between job demands and burnout. These findings are consistent with a longitudinal study by [Brassington and Lomas \(2021\)](#) that showed that mindfulness strengthens psychological resilience and reduces the impact of work stress on high-risk professions. The study of [Zhang et al. \(2022\)](#) on delivery service drivers shows that mindfulness functions as a protective factor especially in individuals with high work pressure. In line with that, a meta-analysis by [Vonderlin et al. \(2020\)](#) concluded that mindfulness-based interventions (MBIs) programs significantly reduced burnout in various work sectors, with the greatest effect on emotional exhaustion.

In the context of social support, [Xie et al. \(2022\)](#) found that mindfulness mediates the relationship between social support and burnout. This is reinforced by a recent study by [Guzman Villegas-Frei et al. \(2024\)](#) which showed that mindfulness increases an individual's capacity to utilize social support as a protective resource against stress.

[Aldbyani and Al-Abyadh \(2023\)](#) showed that eight-week Mindfulness-Based Stress Reduction (MBSR) and Mindfulness-Based Cognitive Therapy (MBCT) mindfulness training significantly reduced the rate of academic burnout and perceptual stress in Muslim students. These results indicate that mindfulness interventions are effective not only in professional contexts, but also in higher education settings loaded with academic demands and performative pressures.

Overall, the synthesis of this 2020–2024 study shows that mindfulness can be considered as a multidimensional protective factor in burnout reduction. Its role is both direct (reducing emotional exhaustion) and indirect (through the mediation of emotion regulation, self-compassion, and interpersonal communication). Cutting-edge meta-analytical evidence ([Burton et al., 2017](#); [Vonderlin et al., 2020](#)) further strengthen the legitimacy of mindfulness as an evidence-based intervention in the prevention and treatment of burnout in various professional and academic contexts. Nonetheless, cross-cultural longitudinal research with a stronger experimental design is still needed to strengthen causal inference as well as evaluate the long-term effectiveness of mindfulness in an increasingly digitized modern work system.

CONCLUSIONS

Based on the results of the Systematic Literature Review analysis, it can be concluded that mindfulness is an effective intervention in reducing burnout and stress levels while improving the psychological well-being of individuals in various contexts, such as professional work environments and educational institutions. Mindfulness serves as a significant mediation and moderation mechanism, both directly and indirectly, through increased self-compassion, emotion regulation, and reduction of negative mindsets such as rumination. In addition, the effectiveness of mindfulness interventions is stronger when supported by external factors such as social support, supportive organizational policies, and integration in the training curriculum. Thus, mindfulness can be used as an important foundation in the development of promotive and preventive programs in the field of mental health.

AUTHOR CONTRIBUTION STATEMENT

In completing this research contributes to their expertise in designing, conceptualizing and revising

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