

## ORIGINAL ARTICLE

# TREATMENT AND PREVENTION OF EMOTIONAL BURNOUT AMONG SPECIAL SERVICES AND MILITARY PERSONNEL: BEST PRACTICES AND PROSPECTS FOR THEIR IMPLEMENTATION

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### Summary

**Objectives:** The purpose of this research is to identify effective treatments and promote prevention of emotional burnout among special services and military personnel. It also aims to highlight best practices and potential implementation strategies by specialists from Ukraine, Kazakhstan, Poland, UK, USA, Canada, and South Korea.

**Methods:** The primary method utilized in this research is experimentation, employing practical psychology techniques to enhance the personal competencies of special services and military personnel. Psychological observation, conversations, questionnaires, diagnostics, and statistical analysis were auxiliary methods used to tailor emotional burnout prevention strategies specific to this group.

**Results:** As a result, the research identifies features and specifics of the work of employees of special services and military structures, presents the main ways, and methods of treatment and prevention of emotional burnout and reveals the most effective of them for employees of special services and military personnel depending on their individual and personal characteristics. The application of emotional burnout training as a preventive measure is substantiated by the best practices and prospects of its implementation.

**Conclusions:** The authors conclude that emotional burnout is one of the main problems of the 21<sup>st</sup> century, which concerns not only those whose activity is communication with people, but also any person who cannot regulate their emotional state. The specifics of the activities of employees of special services and military units require special professional and personal qualities, the absence of which can contribute to the formation of emotional burnout.

*Key words: Emotional Exhaustion; Stress Factors; Structures of Special Units; Professional Deformation; Psychological Safety; Prevention*

## **Introduction**

Being exposed to regular stressful situations, a person's emotional state is expressed as fatigue, depleted energy and decreased enthusiasm, which can adversely affect their physical, mental, interpersonal, occupational and social levels. According to S.T. Seyedi Asl et al. (1), the emotional burnout syndrome should be considered as a set of symptoms including psycho-emotional exhaustion, adverse attitudes towards loved ones, colleagues and the outside world, and deterioration 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 USA (3), South Korea (4) and the UK (5) 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 1974, this syndrome has been the subject of research among psychologists, managers, and ergonomists (6, 7).

As described by A. Flood and R.J. Keegan (8), emotional burnout is manifested under prolonged stress and leads to the exhaustion of human resources. Lack of opportunity to release stress and internal accumulation of negative emotions are the reasons for the occurrence of this syndrome. Subsequently, for many scientists a new problem for research was established - treatment and prevention of emotional burnout syndrome, particularly in the system of professional activity "human-human" (7). Thus, C.J. Bryan *et al.* (9) consider emotional burnout as a protective reaction of a person, which is characterised by the absence of emotions in full or partial measure, the causes of which are chronic stress and traumatic mental factors. This mechanism becomes a stereotype of behaviour and allows dosed use of mental resources. In neglected form, emotional burnout has a detrimental effect on professional activity.

Representatives of social professions are most susceptible to emotional burnout, they include teachers, educators, service workers, psychologists, doctors, police officers and special services. In their professional activities, a special services officer and/or a serviceman faces immoral, antisocial social groups consisting of people of different gender and age. Considering the specifics of their activity, employees of special services and military structures are subjected to constant stress:

- irregular work schedule;
- lack or overabundance of information;
- the responsibility and relevance of professional actions to the public;
- the probability of physically harming another person, or endangering yourself and colleagues or civilians;
- complicated communication process due to opposition from stakeholders.

All this has a detrimental effect on the psyche, increasing the probability of the development of emotional burnout syndrome, which can lead to professional deformation. Such emotional overloads of employees of special services and military personnel lead to adverse changes in personality and professional skills, which further complicates human life activity in general and professional unsuitability in particular. According to the position of A.R. Vojvodic *et al.* (10), emotional burnout syndrome in military personnel is associated with regular exposure to adverse factors that affect their psyche. Such factors can include: psychological pressure from the leadership and fellow servicemen, the nature of work organisation (field exercises, combat duty), irregularity and duration of the working day, and long-term tense communication with other people. In turn, D. Boulos and B. Garber (11) 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.

In this regard, the problem of emotional burnout of special services and military personnel has gained increased interest in the scientific community, but it is understudied in the context of the treatment and prevention of this syndrome. Considering that the genesis of the examined syndrome is individual, treatment or prevention will depend on the emotional-motivational sphere of a personality and the specificity of the performed professional activity. Thus, the authors of the research argue that the imposition of exaggerated requirements for the psychological stability of candidates for service in special units and military structures is justified, as the above circumstances of service activities, saturated with stressful conditions, require emotional lability in the character of the employee.

Thus, the research part of this study is designed to improve preventive work to reduce the level of emotional burnout, considering individual-psychological characteristics that allow ensuring psychological safety oneself by developing skills, skills and ways of self-regulation through the disclosure of the potential of one's psyche and preservation of a healthy psychological climate in the team. The objectives of the study included analyzing the factors that lead to the formation of emotional burnout, identifying individual and professional characteristics that affect its development, as well as developing and testing the effectiveness of therapeutic methods.

## **Materials and Methods**

The following theoretical methods were used in the research process:

- analysis and synthesis of scientific and methodological literature of Ukrainian, Kazakh, Polish, British, American, Canadian and South Korean psychologists, sociologists, philosophers, teachers, recruitment managers;
- specification and generalisation of the best practices of treatment and prevention of emotional burnout of 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;
- having theoretically modelled the training sessions "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.

In the course of empirical research, the best practices of treatment and prevention of emotional burnout were explored by psychiatric, ministerial organisations, which provided regulatory and educational and methodological documentation for review. The experiment was performed in three stages: ascertaining, developing, and controlling. To summarise the results and write conclusions, the methods of mathematical statistics and graphical representation of the results were used. The experimental base of the research was the staff of the National Defence University of Ukraine and the National Aviation University, of Ukraine.

The use of the method of diagnosing emotional burnout using the study by M.S.R.S. Chaves and I.S. Shimizu (12) allows us to assess the state of emotional burnout among employees of special services and military structures. To establish the relationship between the phases of emotional burnout and the duration of service, a correlation analysis was conducted to determine how strongly these indicators depend on each other. The analysis of the results of the diagnostic survey "Causes of Stress at Work" was performed using quantitative methods to determine the factors that lead to emotional burnout.

During the first establishing stage of the experiment, the research and accumulation of theoretical material on the development of preventive measures to reduce or prevent emotional burnout syndrome in the professional environment "human-human" was conducted. The best practices and the prospect of their implementation in the works of Ukrainian, Kazakh, Polish, British, American, Canadian and South Korean scientists were examined. In addition, at this stage, a sample of 206 employees of special services and military personnel aged 22 to 48 years, 16 of them women, was established.

The study divided participants into different groups based on gender for therapy. This was done in order to study possible differences in response and effectiveness of therapy between men and women. Participants in the women's group had the opportunity to discuss their specific problems and experiences with fellow participants who also had similar experiences. At the same time, men were placed in a separate group for therapy, which allowed them to openly discuss and address their problems and issues specific to their group. This approach allows for better consideration and response to the different needs and characteristics of gender groups in the process of therapy and psychological support.

A preliminary survey was used to test the effectiveness of the Emotional Burnout Prevention program methodology. All program participants took a preliminary survey to assess their initial level of emotional burnout and other indicators such as emotional intelligence, psychological resilience, etc. Participants were randomly divided into two groups: experimental and control. Randomization helped ensure equality in baseline characteristics between

the groups. The experimental group was provided with the program "Prevention of Emotional Burnout", including training in self-healing techniques and psychological support. The control group did not receive any intervention. After completing the program, all participants completed a post-survey to assess changes in their emotional burnout and other indicators compared to their baseline. Using statistical methods such as t-test or analysis of variance (ANOVA), the authors compared the levels of emotional burnout and other indicators between the experimental and control groups to identify possible differences.

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 (12), adapted questionnaire "The cause of stress in your work" by N. Farhadian *et al.* (13) 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.

At the next developing stage, the finalised programme entered the approbation stage, where 206 employees of special services and military structures were involved. At this stage, the experiment was directly implemented. The programme included 3 sessions of up to 12 hours, in the format of group sessions of 10-12 people, respectively there were 14 groups of 10 people and 6 groups of 11 people. The groups were mainly composed of professionals with similar symptoms and the same age. Involvement in the programme was based on the principles of voluntary participation, as the authors of the research wanted to maintain a natural level of motivation.

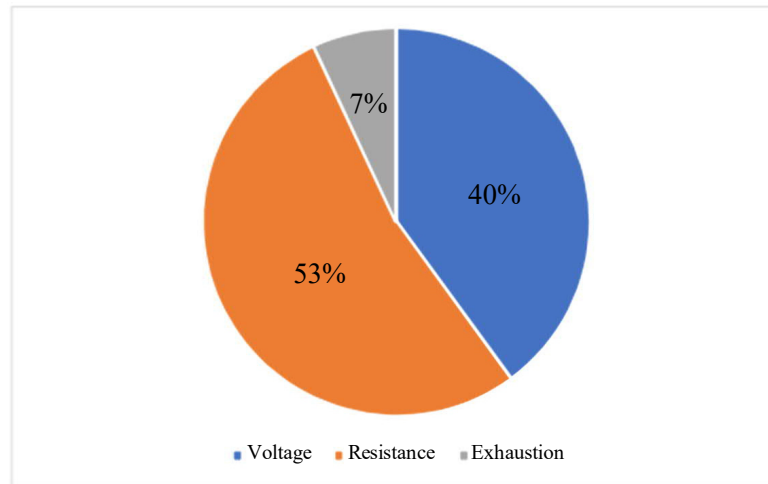
At the final, control stage of the experiment repeated diagnostics of emotional burnout were performed to evaluate the degree of development of separate phases of emotional burnout in the participants of the training. As a result, it succeeded in reducing these indicators and increasing the level of emotional intelligence with self-regulation skills. Employees of special services and servicemen improved their professional competence in resolving conflict situations through the knowledge gained in practice during the training. The final thing in this experimental work was to clarify theoretical and practical conclusions, generalisation and systematisation of the obtained results by methods of mathematical statics and graphical representation of emotional burnout level indicators.

## **Results**

Emotional burnout deforms the entire personality of an employee of special services and military departments. Developing in stages, this syndrome affects all spheres, however, the process of burnout occurs in everyone individually, having a different configuration. 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 that 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 (14, 15).

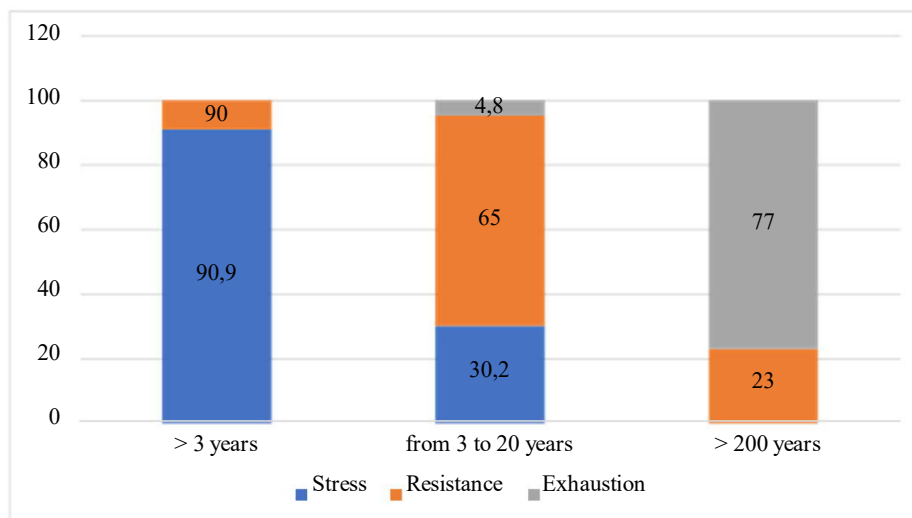
The first stage - "tension", acts as a triggering mechanism of the syndrome of emotional burnout, symptoms-predecessors: anxiety, fatigue, irritation, and mood swings (from exuberant fun to indifference). Having noticed these symptoms, a person can easily overcome these states independently by changing the environment, engaging in hobbies, or having psychological unloading tools in his arsenal of self-help. The second stage - "resistance", has the following symptoms: full or partial emotional rigidity to certain psychotraumatic factors. From this stage, the psyche switches to the "survival" mode, when in an attempt to protect oneself a person resists the adversely coloured experiences that have overwhelmed them. The third is "exhaustion", a stage of depression, the symptoms of which are apathy, a feeling of complete desolation and a drop in energy tone. 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 (16, 17). Thus, Figure 1 presents the results of the Diagnosis of emotional burnout of personality by M.S.R.S. Chaves and I.S. Shimizu (12).



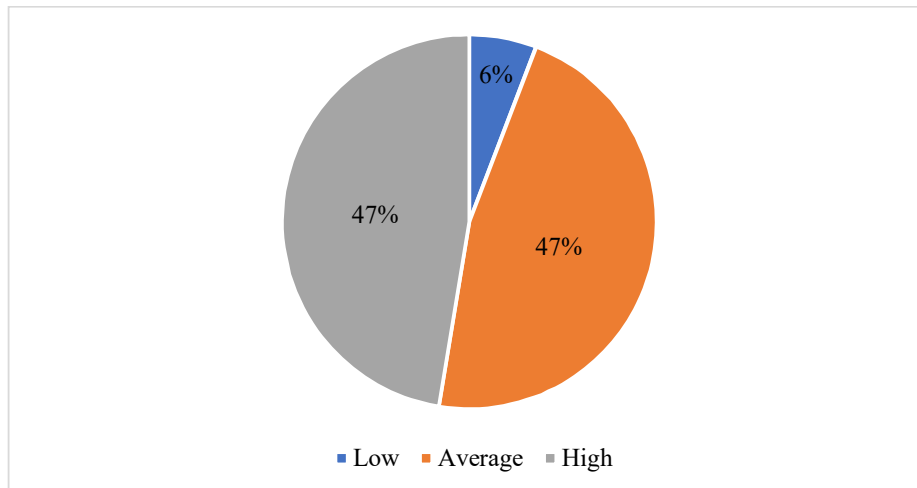
**Figure 1.** Diagnostic results.

Thus, as a result of diagnostics, it can be observed that the leading phase of emotional burnout among respondents is "resistance" (53%). During the interviewing, the employees described their state as a characteristic resistance to the growing stress. Feeling anxious, a person, most often unconsciously, seeks to avoid psychological discomfort by simplifying job duties and scarce emotional reactions. The next phase of emotional burnout "exhaustion" is expressed in 7% of the examined group of employees of special services and servicemen. After discussion, it was determined that the state of such people is characterised by the complete absence of emotions of both positive and adverse colouring. Employees and servicemen have chosen a position of personal detachment from the sphere of professional activity, look alienated, and have progressive psychosomatic diseases. The average number of employees of special services and servicemen is dominated by the "tension" phase (40%), the main reason being dissatisfaction with themselves. Respondents with this phase of emotional burnout are in constant psycho-emotional tension associated with professional factors that have a destructive effect on the personality. Figure 2 presents the analysis of the relationship between the level of emotional burnout and the length of service of special services and military personnel.



**Figure 2.** Correlation of emotional burnout phase with the length of service of employees in special services and military departments.

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 risk of mental diseases. Figure 3 shows the ratio of low, medium and high results of the diagnostic examination.



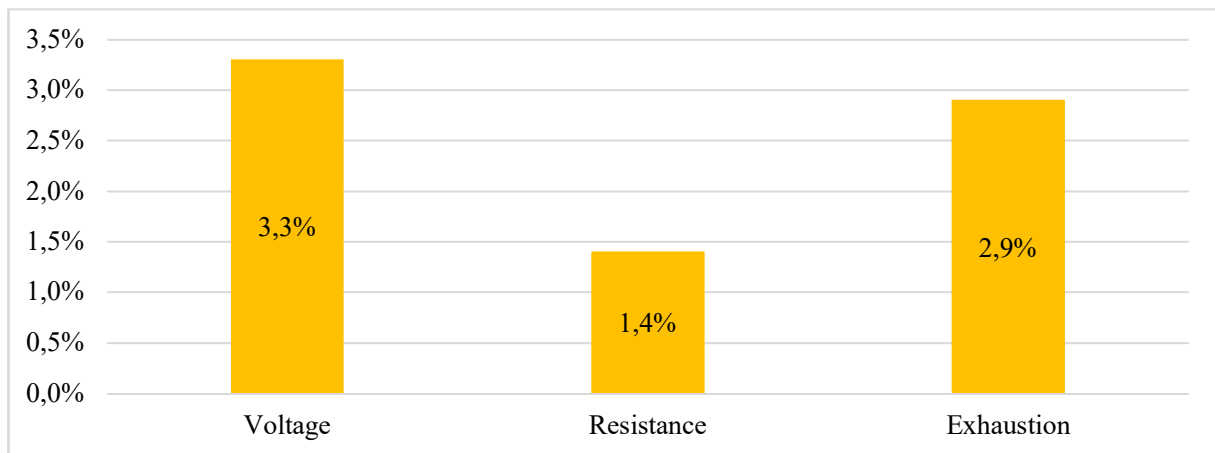
**Figure 3.** Results of the diagnostic examination.

After the interview, the authors of the research managed to identify that the main way of psychological defence of employees with the "tension" phase is avoiding responsibility for their professional duties and low emotional intelligence. Considering that the work experience of such employees is a little more than 3 years, the authors of the research assume that such indicators are associated with dissatisfaction with the personality in their professional activities. The second group of respondents with the phase of "resistance", who assess the level of stress in their work at an average level, is characterised by a reduction of professional activity and rigidity of emotional reactions. The high level of stress factors in their professional activity was determined by employees who shift most of their responsibilities to colleagues with a short work experience, have low emotional intelligence, and adversely coloured emotional reactions dominate.

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. When selecting employees for police, security, emergency control or military service, there is a system for selecting candidates based on psychological traits of stress tolerance (18). Such a system is the first step in psychological and pedagogical prevention, which will further reduce cases of professional burnout as a result of personality deformation. However, there are still cases of emotional burnout, which confirms the need to improve preventive work. In this connection, the authors of the research have analysed individual-psychological peculiarities, which are underlying the syndrome of emotional burnout. Considering these individual-psychological features, the training programme "Prevention of emotional burnout" was established, designed to develop an internal resource that ensures psychological safety in the team and stable psychological well-being of the individual in general.

Thus, the training programme contributed to the improvement of the psychological competence of special services and military personnel: they mastered techniques and methods of self-recovery and, if necessary, rendered psychological assistance to other employees. The efficiency and quality of labour improved significantly, as the employees became psychologically stable, gained inner support, and increased their emotional intelligence. A series of regular meetings within the framework of the training allowed tracing the dynamics of the groups and comparing them with each other. Accordingly, at the final stage of this experiment, the authors of the research conducted control diagnostics of the results, which are presented in Figure 4.





**Figure 4.** Results of control diagnostics.

As can be observed from Figure 4, 16 people from the sample (7.7%) are still in a state of emotional burnout related to professional activity. These are 7 employees with the phase "emotional tension", 3 employees with the prevailing phase "resistance" and 6 employees with the phase "emotional exhaustion". The authors of the research connect this phenomenon with the lack of interest of such employees of special services and military personnel in improving their psycho-emotional burnout, the neglected form of the syndrome, which, in turn, requires deeper psychotherapeutic influence. However, 92.3% of employees of special services and servicemen demonstrated positive results due to psychotechnologies of training "Prevention of emotional burnout", the majority of respondents had their symptoms removed completely or partially depending on the degree of syndrome development. Besides, the authors of the research emphasise that it is very important to consider the individual-psychological features of people who participated in the training. For example, the specifics of the activity of special services officer and military personnel put forward specific requirements for their characteristics that influence the nature of intelligence, security or military operations. While the remaining 7.7% of intelligence officers and servicemen had indicators of low emotional stability and volitional control even before the training programme started. According to their colleagues, they were characterised by inadequate emotional response, indifference or aggression towards other individuals, especially offenders, or chose a position of emotional detachment, indifference to professional activities up to the development of psychosomatic diseases, justifying in this way the inefficiency of their activities. As mentioned above, for such employees it is necessary to apply best practices of emotional burnout syndrome treatment, examples of which will be discussed in detail in the next section.

## **Discussion**

The results of the study provide important insights into the development and manifestation of emotional burnout among employees of special services and military units. First of all, the study emphasizes that emotional burnout develops in stages, passing through the phases of tension, resistance and exhaustion. This indicates the need for early detection and intervention at early stages to prevent further aggravation of the situation. The study also shows that prolonged professional activity in the field of special services and military units under the influence of psychotraumatic factors can lead to an increased risk of developing emotional burnout. This emphasizes the importance of implementing effective methods of stress prevention and management in the work environment.

The study also reveals individual factors that can influence the development of emotional burnout, such as length of service and personal characteristics. This allows for personalized approaches to preventing and treating burnout for each employee, providing more effective intervention and support. The results of the study demonstrate the effectiveness of the Emotional Burnout Prevention program in improving the psychological state of most employees. This emphasizes the importance of implementing similar programs at all levels of law enforcement and military structures to ensure the psychological well-being and effectiveness of employees in these important areas of activity.

Another important conclusion is that prolonged professional activity under the influence of psychotraumatic factors can lead to the development of emotional burnout syndrome (19). Therefore, it is necessary to take measures to prevent and treat this syndrome, as well as to improve working conditions and increase the level of psychological support for employees. Despite the success of the "Prevention of Emotional Burnout" program in improving the psychological state of most employees, it is important to emphasize the need for further research and improvement of programs for the prevention and treatment of emotional burnout. Such research should help to understand the peculiarities of the reaction to stress of different categories of employees and develop individualized approaches to the prevention and treatment of this important problem (20).

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 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 (21).

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 defence. 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 have 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 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, tendency to addictions.

An interesting fact was explored by M.G. Carey *et al.* [22]. 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 more injured and traumatised than colleagues with a stable emotional state. During their research, H. Adachi *et al.* [6] noted that in military structures and special services, there are no measures to prevent emotional burnout as such, thus, psychologists developed a programme "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 programme implementation.

In research by D. Chênevert and S. Kilroy (5) 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 proved 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, flexibility in decision-making. However, cases of emotional burnout occur, and the authors have combined them into three groups:

- the conditions in which professional activities occur;
- external social, economic and political factors;
- personal subjective factors (health, individual psychological qualities, family relationships).

D. Chênevert and S. Kilroy (5) identified the personal characteristics of employees who eliminate the consequences of emergencies, 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 to official duties, and difficulty in the appropriation of own achievements in professional activity. In total, the author identified 5 groups of classifications of employees with emotional burnout: "conscious professional reduction", "social sensitivity", "internal tension", "emotional instability", and "hidden asocial



behaviour". As a prevention against emotional burnout of police officers J. Choi *et al.* (23) suggest using art therapy methods. Art therapy allows discovering unobtrusively 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, 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.

S.M. Hosseini *et al.* (24) express their position on the importance of providing psychological care, namely psychological counselling. Their main approaches are problem-oriented, person-centred 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, therewith, 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 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 (25, 26).

H.D. Butler *et al.* (27) 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 in 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.* (28), L. Shimchenko and T. Levchenko (29), L. Spytska (30) it can be done by removing restrictions that hinder the activities of the department, primary prevention emotional burnout, and eradication the costs of the profession, in which interpersonal conflicts may arise as a source of intra-organisational stress. All this determines the necessity to develop comprehensive programmes for emotional burnout prevention.

This study also has certain limitations, including the fact that it was conducted only among employees of special services and military units. This may limit the generalizability of the results to other professional groups or the general population. Some aspects, such as stress levels or personal characteristics, may be subjective and depend on individual experiences. This may lead to inaccurate measurements. Information about emotional burnout and stress may be distorted due to social desirability or the desire to answer "correctly." This may affect the validity of the results. The study focused primarily on occupational risk factors, such as stress at work. However, other important factors, such as personal or external factors, may also influence the risk of burnout and may be worth exploring in further research.

## **Conclusions**

Thus, emotional burnout syndrome is one of the main problems of the 21<sup>st</sup> century. The authors of the research tend to believe that this problem concerns not only people whose activity is impossible without communication

with people. This syndrome can affect any person who is not able to regulate their emotional state, who is engaged in routine activities, especially if they do not bring pleasure and ignore rest. However, in this research, the authors have highlighted special services and military personnel as the object of research, as the specificity of their activity requires certain personal and professional features of a specialist, the absence of which affects the formation of emotional burnout syndrome. Therefore, the identification of effective ways of treatment and disclosure of the importance of prevention and reduction of symptoms of emotional burnout among employees of special services and military personnel is necessary to purposefully form personality properties significant for the activity, while simultaneously conducting psychological work to prevent professional stresses, using best practices and prospects of its implementation.

Based on the results of the diagnosis and experiment, the authors of the study developed therapeutic procedures and methods to combat emotional burnout in employees of special services and military units. These procedures and methods include the development and implementation of training programs "Prevention of Emotional Burnout" aimed at developing internal resources that ensure psychological safety in the team and a stable psychological state of the individual in general. Providing participants with skills and methods of self-development and self-recovery, such as relaxation techniques, meditation, and breathing exercises that help reduce stress and restore mental well-being. In addition, psychological support is provided to program participants, which includes individual consultations with a psychologist, group sessions to discuss problems and issues, and joint trainings on emotional intelligence development. An important element is also the correction of working conditions, which includes identifying and eliminating the causes of stress in the workplace, reorganizing work processes, increasing control over workload, introducing a system of rewards for work achievements, etc. Training in stress psychology, emotional self-regulation and emotion management is another important step in helping participants acquire the skills and knowledge to effectively manage their own emotional state.

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 the example of best practices and prospects of its implementation. So 92.3% of employees of special services and military men improved their emotional state. It is possible to estimate the prospect of further researches by introducing a complex of programmes 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.

### **Conflict of Interest Statement**

Not applicable.

### **Adherence to Ethical Standards**

The study was conducted in compliance with all necessary ethical standards, including data confidentiality, participant consent, and ensuring their safety during participation in the study. All participants were informed about the purpose and procedures of the study and gave their consent to participate.

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