



E-ISSN: 3108-4192

APSSHS

Academic Publications of Social Sciences and Humanities Studies

2024, Volume 4, Issue 2, Page No: 112-120

Available online at: <https://apsshs.com/>

Journal of Applied Organizational Systems and Behavior

Systemic Depletion and Collective Burnout in Always-On Organizations

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Abstract

Always-on organizations extend work through overlapping communication channels, rapid-response expectations, temporal dispersion, and porous boundaries between work and nonwork. Although burnout is commonly measured as an individual condition, its antecedents and persistence may be organized through work systems that repeatedly generate demands while constraining recovery. This Original Conceptual Framework Article proposes the Systemic-Depletion Framework to connect four domains that are often examined separately: demand accumulation across work channels, recovery failure, resource-loss and social-transmission processes, and collective burnout dynamics. Systemic depletion is defined as a proposed recursive condition in which organizationally produced demands accumulate faster than individual and collective capacities can be restored. The framework distinguishes technological availability from organizational enactment, formal flexibility from substantive autonomy, individual exhaustion from collective emergence, and conceptual plausibility from empirical validation. It proposes that channel concurrency, response-time norms, temporal dispersion, and interruption patterns may intensify switching and boundary permeability; repeated recovery obstruction may then impair self-regulation and reciprocal support; and shared exposure, network relations, and team processes may stabilize collective patterns. Enabling pathways are also retained because voluntary connectivity can provide autonomy, social capital, or coordination benefits. The framework therefore directs attention toward system indicators and organizational responsibilities rather than employee-deficit explanations alone. It is not a validated causal model, diagnostic instrument, or universal intervention prescription. Testing requires intensive longitudinal, multilevel, network, and intervention designs capable of separating selection, shared exposure, reverse causation, and contextual variation.

Keywords: Burnout as an organizational-system outcome, Systemic depletion, Demand accumulation across work channels, Recovery failure and resource contagion, Organizational indicators and intervention points, Future research

How to cite this article: Wright E, Bennett C, Turner J, Harris O. Systemic Depletion and Collective Burnout in Always-On Organizations. *J Appl Organ Syst Behav*. 2024;4(2):112-20. <https://doi.org/10.51847/RovzZKO6l1>

Received: 20 April 2024; **Revised:** 03 July 2024; **Accepted:** 06 July 2024

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Introduction

Burnout is associated with adverse work-environment conditions, overlaps with but is not reducible to depression or anxiety, and requires explicit measurement boundaries before individual scores are interpreted as evidence of a wider organizational condition [1–3]. These distinctions matter in always-on organizations, where demands are not confined to a workstation, shift, or formal task list. Email, messaging platforms, virtual meetings, workflow alerts, and cross-time-zone coordination can distribute effort across the day while making responsiveness continuously visible. A narrow framing that treats burnout primarily as an employee's depleted state may therefore identify the outcome while obscuring the organizational arrangements through which exposure is produced, extended, and normalized.



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A system perspective does not deny individual differences, health conditions, nonwork demands, or personal agency. It instead asks how work design, staffing, temporal norms, channel architecture, and managerial enactment shape the recurrence of high demands and the availability of resources. Job Demands–Resources theory combined with self-regulation reasoning suggests that sustained demands and insufficient resources may create recursive self-undermining processes that maintain or intensify burnout [4]. Yet that account remains primarily a microfoundation. It does not by itself explain how multiple channels combine, how recovery becomes collectively constrained, or how exhaustion-related patterns become socially organized across teams.

Recent workplace well-being scholarship similarly indicates that health cannot be understood through static stressor–strain associations alone; temporal processes, interpersonal relationships, positive and negative pathways, and multiple levels of context must be considered [5]. Building on that premise, this article develops an original, non-empirical framework rather than an empirical test or evidence-exhaustive review. Its central proposed construct, systemic depletion, denotes a recursive reduction in available individual and collective capacity when organizationally generated demands accumulate faster than work and nonwork systems permit recovery, resource renewal, and coordinated adaptation.

The contribution is threefold. First, the article conceptualizes demand accumulation as concurrency, sequencing, switching, after-hours extension, and normative reinforcement across work channels rather than as a simple volume of messages. Second, it proposes a bridge from repeated recovery obstruction to relational and collective dynamics without treating resource contagion as literal transmission. Third, it identifies organizational indicators and intervention responsibilities while preserving rival explanations, including autonomy benefits, selection, shared occupational exposure, and reverse causation. The proposed framework organizes testable relationships and decision boundaries; it does not establish causal proof, universal applicability, or implementation readiness.

Theoretical foundations of systemic depletion

Job Demands–Resources theory provides an established distinction between job demands that require sustained effort and job resources that support goal attainment, reduce demand costs, or stimulate development. Conservation of Resources theory adds that resource loss can be disproportionately consequential, can develop into loss spirals, and is shaped by organizational “passageways” that enable or obstruct access to resources. Longitudinal synthesis supports prospective relations among demands, resources, strain, and motivation while also showing reciprocal pathways and substantial heterogeneity [6–8]. Together, these perspectives justify a recursive foundation, but they do not validate systemic depletion as a discrete condition or confirm one universal causal sequence.

Systemic depletion is therefore proposed as a second-order organizing construct, not a replacement for burnout, fatigue, workload, technostress, or low recovery. It describes a hypothesized system process in which demands recur across channels and time, restoration is repeatedly impeded, and resource losses constrain subsequent regulation and support. The construct should be observable only through its specified components and temporal relations. Calling any difficult environment “depleting” would be circular; the framework instead requires defined exposures, recovery opportunities, resource processes, and outcomes.

Updated Job Demands–Resources theorizing permits proactive, reciprocal, team, leadership, and cross-level processes [9]. This broader scope makes a multilevel framework conceptually plausible, but level transitions cannot be inferred by analogy. Individual exhaustion is a person-level outcome. Shared exposure concerns common work conditions. Crossover concerns relational similarity or influence. Collective burnout, as proposed here, requires evidence of within-unit agreement, meaningful between-unit variation, temporal persistence, and processes that exceed simple composition. These distinctions prevent an average of employee scores from being treated automatically as an organizational property.

Alternative explanations remain integral. Stable negative affect, prior health, family demands, occupational selection, labor-market insecurity, leadership changes, and common acute events may produce apparent demand–depletion relations. Resources can also create new obligations, and autonomy can become responsibility transfer when discretion is not accompanied by capacity or authority. The framework consequently treats systemic depletion as a falsifiable integration of established components whose ordering, strength, and boundary conditions require direct empirical comparison with simpler explanations.

Demand accumulation across work channels

Work interruptions vary by source, timing, duration, task relevance, appraisal, and control; their consequences cannot be inferred from frequency alone [10]. Demand accumulation is therefore proposed as a temporal pattern rather than a count. It occurs when work requirements overlap, arrive before prior tasks are cognitively resumed, extend beyond scheduled work, or create recurring anticipation of interruption. Concurrency and rapid switching may intensify effort even when each event is minor, whereas a high message volume may be manageable when tasks are predictable, response windows are explicit, and employees retain control.

After-hours information and communication technology use is associated with work-to-home conflict conditionally rather than uniformly. Integration norms, personal integration preferences, and existing work demands shape whether connectivity is experienced as compatible flexibility or boundary intrusion [11]. Formal permission to disconnect may also differ from enacted expectations when response speed remains visible or career-relevant. Accordingly, always-on conditions should be located in organizational norms and dependencies, not merely in device ownership or platform availability.

Global professional work further illustrates that connectivity demands are enacted through different behaviors. Temporal dispersion and interdependence can require coordination across time zones, but employees adopt different patterns of availability, batching, synchronization, and boundary management, with differing psychological and behavioral consequences [12]. Visibility is therefore not equivalent to performance, and apparent autonomy cannot be assumed when coordination structures make constant responsiveness functionally compulsory.

Evidence that after-hours connectivity may have curvilinear consequences through simultaneous social-capital benefits and exhaustion costs provides an important rival to a uniformly harmful model [13]. Moderate or voluntary connection may preserve coordination, access, or belonging, whereas intensive or normatively compelled connection may extend effort and restrict recovery. The framework consequently proposes no numerical threshold. It predicts that accumulation depends on the configuration of intensity, concurrency, control, temporal placement, task interdependence, and organizational meaning.

Table 1 organizes the evidence, constructs, relationships, uncertainties, and boundary conditions required for definitions, constructs, and conceptual boundaries for systemic depletion and collective burnout in always-on organizations.

Table 1. Definitions, constructs, and conceptual boundaries for Systemic Depletion and Collective Burnout in Always-On Organizations.

Construct or component	Definition	Problem addressed	Distinction from adjacent concepts	Proposed role	Uncertainty	Boundary statement
Always-on organization	Work system in which availability and coordination extend across channels and scheduled boundaries.	Locates connectivity within organizational enactment.	Not device ownership or remote work alone.	Context generating or buffering demands.	Voluntariness and occupational variation.	Connectivity is not inherently harmful.
Channel demand	Effort requirement carried through a communication or coordination channel.	Separates channel properties from total workload.	Not every message or alert.	Evidence-supported exposure category.	Appraisal, timing, relevance, and control.	Frequency alone cannot establish burden.
Demand accumulation	Proposed: concurrency, sequencing, switching, extension, and reinforcement across channels.	Captures temporal configuration missed by counts.	Broader than workload volume or technostress.	Proposed initiating process.	Time scale and channel interaction.	No validated threshold or universal adverse effect.
Recovery opportunity	Conditions permitting restoration after effort.	Time away may not permit restoration.	Opportunity differs from experienced recovery.	Proposed buffer.	Nonwork constraints and preferences.	Low opportunity alone does not establish burnout.
Recovery failure	Proposed: repeated obstruction of restoration.	Explains continued activation after work.	Not one difficult evening, fatigue, or sleep loss.	Proposed temporal bridge.	Mediation and lag remain untested.	Requires repeated measurement.
Resource contagion	Proposed: social patterning of loss, impaired support, and shared appraisal.	Adds relational resource processes.	Not literal transmission.	Proposed relational mechanism.	Selection and shared exposure.	Requires dyadic or network evidence.
Collective burnout	Proposed: emergent shared exhaustion and withdrawal.	Prevents convenient aggregation of individual scores.	Not mean burnout, low morale, or temporary strain.	Proposed collective outcome.	Emergence validity is unsettled.	Requires agreement, between-unit variance, persistence, and process evidence.
Systemic depletion	Proposed: recursive reduction in restorable individual and collective capacity.	Integrates demands, recovery, resources, and levels.	Not a diagnosis, latent substance, or synonym for burnout.	Central proposed synthesis.	Ordering and discriminant validity.	Not empirically validated.
Organizational-system outcome	Individual and collective patterns interpreted with system exposures and enactment.	Counters employee-deficit explanations.	Not organization-level causation by assertion.	Interpretive decision boundary.	Composition, selection, and reverse causation.	Requires matched multilevel evidence.

Note. Evidence-derived components are cited. Systemic depletion, demand accumulation as a cross-channel process, recovery failure as a temporal bridge, resource contagion, and collective-burnout emergence criteria are original proposed synthesis requiring empirical testing. The table contains no diagnostic thresholds, effect rankings, or validated readiness criteria.

Recovery failure and resource contagion

Recovery refers to processes through which strain associated with work effort is reduced and functional capacity is restored. It is dynamic: employees can be away from work yet remain cognitively, emotionally, or physiologically activated. Recovery research indicates that high stressors may obstruct the very restorative processes most needed after demanding work [14]. In always-on settings, this paradox can be organizationally produced when uncertain response expectations, unfinished digital tasks, or cross-time-zone dependencies sustain anticipation even without an active message.

Recovery experiences are multidimensional. Psychological detachment, relaxation, mastery, and control are related but distinct, and each may be enabled or constrained by different work and nonwork conditions [15]. The proposed framework therefore avoids treating time off as a sufficient resource. A nominally free evening may provide little restoration when employees monitor channels, prepare for likely interruptions, or lack control over when work will resume. Conversely, brief connectivity may not constitute recovery failure when it is voluntary, bounded, and experienced as autonomy-supportive.

Psychological detachment is associated with job demands, resources, well-being, and work outcomes, but much of the evidence remains observational [16]. Detachment should consequently be treated as an indicator and candidate mechanism, not as proof that digital connectivity caused burnout. Reverse causation is plausible because exhausted employees may ruminate more, work more slowly, or remain connected to compensate. Trait rumination, caregiving, sleep disorders, and nonwork adversity may also explain impaired recovery independently of organizational design.

Recovery scholarship increasingly calls for temporal, social, technological, and work-design extensions [17]. Building on that agenda, resource contagion is proposed here as bounded shorthand for socially patterned resource loss: strained employees may have less capacity to provide assistance, coordinate calmly, or buffer colleagues, while shared norms can normalize continued availability. The mechanism is not established by existing recovery evidence and should not be represented as literal transmission. It requires studies that separate common exposure, interpersonal influence, homophily, and selection.

The recovery-to-collective bridge is therefore conditional. Repeated recovery failure may contribute to systemic depletion only when it persists across episodes, constrains subsequent regulation, and interacts with relational or organizational processes. Protective staffing, predictable response windows, shared leadership, consequential voice, and voluntary boundary control may interrupt the pathway. Systemic depletion remains a proposed explanation whose temporal ordering, mediation, and cross-level effects must be challenged against health, personality, family, occupational, and labor-market alternatives.

Collective burnout dynamics

Collective burnout cannot be inferred merely because several employees report exhaustion. Network research indicates that burnout-related states and emotional exhaustion may display similarity along social ties or structurally comparable positions, while daily team evidence shows that shared workload and leadership processes can coincide with temporal variation in collective well-being [18–20]. These findings support relational and team-level inquiry, but they do not isolate interpersonal transmission from homophily, common supervision, shared tasks, or exposure to the same organizational pressures. “Contagion” should therefore denote a testable social process rather than an automatic or literal transfer of strain.

The proposed collective-burnout construct requires more than aggregation. It refers to a persistent unit-level pattern in which exhaustion and withdrawal become sufficiently shared to alter coordination, support, interpretation, or adaptive capacity. Evidence would require within-unit agreement, between-unit differentiation, temporal stability, and an account of how a collective property emerges beyond member composition. Collective resilience offers an important counterprocess: shared resources, coordinated response, and adaptive routines may enable teams to sustain or regain functioning after adversity [21]. Resilience, however, should not be confused with endurance under preventable overload or used to shift responsibility from organizational decision makers to teams.

Collective dynamics may arise through at least three distinguishable routes. Shared-exposure processes occur when members encounter the same workload, staffing limitations, deadlines, or response norms. Relational crossover occurs when interactions shape affect, appraisal, and available support. Normative reinforcement occurs when visible availability or continued overwork becomes interpreted as commitment, encouraging further exposure. The Systemic-Depletion Framework proposes that these routes may interact, but their relative contribution remains uncertain and may vary with task interdependence, network structure, leadership, occupational culture, and employment security.

Table 2 organizes the evidence, constructs, relationships, uncertainties, and boundary conditions required for proposed mechanisms, relationships, and organizational consequences in systemic depletion and collective burnout in always-on organizations.

Table 2. Proposed mechanisms, relationships, and organizational consequences in Systemic Depletion and Collective Burnout in Always-On Organizations.

Mechanism or relationship	Antecedent	Mediator or process	Moderator	Expected consequence	Rival explanation	Validation requirement
Cross-channel accumulation	Concurrent demands and interruptions	Switching, resumption, anticipatory attention	Control and task relevance	Proposed: higher effort and unfinished-work activation	Workload complexity alone	Repeated event-level comparison across channels
Boundary extension	After-hours expectations	Work-home permeability and continued activation	Norms and preference fit	Proposed: recovery obstruction	Voluntary integration or peak workload	Separate choice, obligation, use, and recovery
Recovery-loss loop	Persistent demands	Reduced detachment and impaired self-regulation	Recovery access and resources	Proposed: recursive depletion	Prior health or trait rumination	Multiwave mediation with alternative models
Relational crossover	Colleague exhaustion or reduced support	Interaction, appraisal, and support availability	Tie strength and network position	Proposed: exhaustion similarity	Homophily or shared exposure	Longitudinal separation of selection and influence
Team emergence	Shared workload and recurring coordination strain	Agreement, shared interpretation, and altered routines	Shared leadership and resilience	Proposed: collective burnout	Member composition or acute events	Agreement, variance, persistence, and process tests
Enabling pathway	Voluntary connectivity	Autonomy, social capital, or coordination access	Voluntariness and work design	Possible lower exhaustion or improved coordination	Selection into high-autonomy roles	Compare compulsory and voluntary connectivity
Norm feedback	Persistent intensive work	Temporal normalization and enacted expectations	Career systems and managerial interpretation	Proposed: reinforcement of availability	Compensation or individual ambition	Qualitative and longitudinal process tracing

Note. Expected consequences and cross-domain sequences are original proposed synthesis. Supporting evidence establishes bounded component relationships, not the complete causal chain. No row represents a measured effect size, validated threshold, or demonstrated organizational outcome.

Proposed systemic-depletion framework

The Systemic-Depletion Framework proposes that always-on outcomes arise through organizational enactment rather than technological presence alone. Evidence from remote work shows that work characteristics and individual differences shape how digitally mediated conditions become challenges, resources, or effective working arrangements [22]. The framework accordingly begins with workload and staffing, response-time norms, temporal dispersion, channel architecture, decision latitude, and managerial interpretation. These conditions configure exposure but do not determine a uniform response.

Figure 1 presents the original conceptual synthesis for systemic-depletion framework, showing how the article's principal constructs, mechanisms, uncertainties, and decision boundaries are connected.

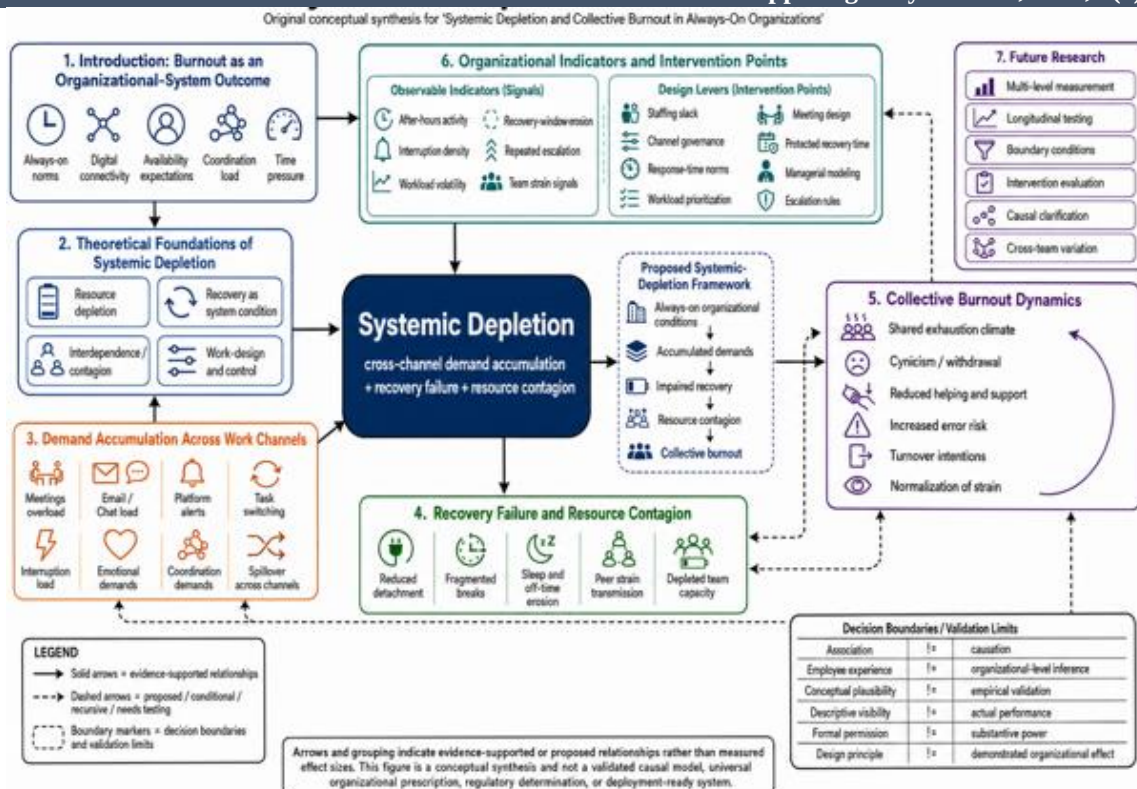


Figure 1. Systemic-Depletion Framework

Digital technologies can alter autonomy, feedback, interdependence, monitoring, and cognitive or emotional demands through work-design choices [23]. The first proposed pathway therefore runs from organizational conditions to demand accumulation across channels. Accumulation is expected when demands overlap, extend temporally, generate switching, or become normatively reinforced. The second proposed pathway runs from repeated demand accumulation to recovery failure and resource-loss processes. It is conditional because exposure may be absorbed when staffing, control, predictable response windows, and recovery-supportive practices are adequate.

The model separates four analytical levels. Channel events occur within work episodes; recovery and exhaustion are primarily person-level processes; crossover and support are relational; and collective burnout is a proposed team or unit property. Movement between levels is not assumed. Each transition requires evidence that the lower-level process precedes and contributes to a higher-level pattern after composition and common exposure are considered. This separation also prevents digital visibility from being equated with performance and prevents formal discretion from being treated as substantive power when employees lack authority to decline, defer, or redistribute demands.

A third proposed pathway connects recovery and resource processes to relational and collective dynamics. Employees with constrained regulatory capacity may have less ability to provide support, manage disagreement, or absorb coordination failures, but direct evidence for this complete cross-level bridge is not yet available. The framework also retains an enabling route because voluntary after-hours connectivity may support autonomy and correspond with lower exhaustion in some contexts [24]. Voluntary choice must be distinguished from nominal discretion under career, workload, or coordination pressure.

Finally, feedback is proposed from apparent short-term success to organizational norms. Intensive work practices can persist when formal expectations and enacted temporal practices become uncoupled, normalizing long hours despite policies suggesting flexibility [25]. The framework predicts no inevitable progression: collective resilience, leadership, employee influence, work redesign, and changed temporal norms may interrupt the cycle. Its value lies in organizing rival pathways and testable decisions, not in certifying a diagnosis or intervention.

Organizational indicators and intervention points

Organizational indicators should reveal how demands are produced and distributed rather than merely identify employees who report strain. Relevant candidates include channel concurrency, interruption timing, response-window predictability, after-hours obligation, workload concentration, staffing slack, recovery access, network bottlenecks, and participation in work-design decisions. These are proposed study indicators, not validated thresholds. Intervention evaluation must examine what operates, for whom, through which mechanisms, and under which implementation conditions rather than relying only on an average outcome [26].

Intervention points follow the framework's pathways. Organizations may reduce unnecessary concurrency, clarify response expectations, redesign interdependence, add staffing or temporal slack, protect recovery, and alter performance signals that reward visible availability. Engagement interventions show heterogeneous outcomes, and engagement cannot be assumed to be the inverse of burnout [27]. Likewise, interventions can modestly improve psychological detachment, but individual recovery training cannot substitute for eliminating preventable work-system demands [28]. Responsibility should remain with actors who control workloads, staffing, technology configuration, performance systems, and decision rights.

Indicator interpretation must also be distributive. A stable organizational average can conceal concentration of after-hours work among particular roles, employment groups, time zones, or caregivers. Evaluation should examine exposure distributions, transfer of work, and unintended consequences, including whether reduced demands for one group are displaced onto another. Such analysis keeps intervention responsibility at the system level while avoiding assumptions that all employees experience identical constraints or value identical boundaries.

Participation is substantive rather than ceremonial. Evidence from an organizational intervention suggests that individual and collective participation can have different implications for engagement and burnout [29]. Formal opportunities to speak do not establish consequential influence if employees cannot alter workload, timing, staffing, or implementation. Evaluation should therefore examine whose input changed the intervention, whether participation created additional labor, and how benefits and burdens were distributed.

Table 3 organizes the evidence, constructs, relationships, uncertainties, and boundary conditions required for testable propositions, evaluation criteria, and practical responsibilities.

Table 3. Testable propositions, evaluation criteria, and practical responsibilities.

Proposition or criterion	Unit and context	Observable indicator	Falsification condition	Organizational responsibility	Misuse risk	Readiness boundary
P1: accumulation adds explanatory value	Person-day in multichannel work	Concurrency, switching, after-hours extension	Single-channel workload explains outcomes equally well	Redesign channels and response norms	Surveillance of message volume	Not ready without replicated incremental validity
P2: recovery is a temporal bridge	Repeated work–nonwork episodes	Detachment, control, restoration	Accumulation does not precede recovery change	Protect recovery and adequate staffing	Blaming employees for poor recovery	No causal claim from cross-sectional association
P3: collective burnout exceeds composition	Teams and networks	Agreement, between-team variance, persistence	Patterns disappear after composition and shared-exposure controls	Address team workload and support structures	Stigmatizing teams	No organizational diagnosis from averages
P4: work design changes pathway strength	Jobs and organizational units	Autonomy, voluntariness, interdependence	Effects remain invariant across design conditions	Align authority, capacity, and accountability	Relabeling compulsory availability as autonomy	Context-specific evidence required
P5: redesign changes processes before outcomes	Organizational intervention	Response norms, workload distribution, recovery access	Targeted mechanism remains unchanged	Ensure implementation fidelity and resources	Declaring success from participation counts	Replicated process evidence required
P6: participation must be consequential	Work groups in redesign	Decisions altered by employee input	Voice occurs without change in authority or design	Protect influence, time, and representation	Extracting unpaid change labor	No readiness based on consultation alone
Privacy criterion	Any digital indicator system	Data minimization and access controls	Individual monitoring exceeds stated purpose	Limit collection and prohibit punitive scoring	Function creep and retaliation	No deployment as an employee-risk score

Note. All propositions, falsification conditions, responsibility allocations, and readiness boundaries are original proposed synthesis. Observable indicators are research candidates rather than validated cutoffs, performance scores, or employee rankings.

Future research

Testing the framework requires temporal designs aligned with its processes. Experience sampling can capture interruptions, appraisals, recovery, and short-timescale changes, but sampling frequency, compliance, reactivity, and participant burden must be justified theoretically [30]. Digital traces may complement self-reports, yet message counts cannot reveal obligation, cognitive effort, or perceived control without contextual measures. Data collection should be proportionate, privacy-preserving, and separated from managerial performance surveillance.

Collective claims require multilevel designs that distinguish within-person fluctuation, stable person differences, team composition, and between-team processes. Centering choices, variance decomposition, aggregation evidence, and adequate numbers of units are necessary for interpreting mixed-effects models [31]. Network designs should additionally distinguish

selection from influence and shared exposure. Qualitative process studies can identify how formal policies are enacted, how response norms acquire authority, and why employees may describe compulsory availability as choice.

Reciprocal pathways should be tested with competing longitudinal models because conclusions about prospective effects can change with model assumptions [32]. Cross-lagged coefficients should not be treated as causal proof. Stronger tests could combine natural changes in response policies, stepped implementation, cluster-randomized redesign, and repeated network measurement. The framework would be weakened if channel accumulation adds no explanatory value beyond total workload, if recovery does not temporally connect exposure to later strain, or if collective patterns disappear after composition and common exposure are controlled. Replication across occupations, employment arrangements, cultures, and temporal regimes is required before any decision rule is considered transferable.

Conclusion

This article proposes systemic depletion as an organizational process through which demands may accumulate across work channels, repeatedly obstruct recovery, constrain resource renewal, and become connected to relational and collective burnout dynamics. Its principal contribution is integrative: it moves analytical attention from isolated messages or individual coping toward the work-system configuration of workload, channel concurrency, response expectations, temporal boundaries, recovery access, and collective adaptation.

The framework also places strict limits on interpretation. Individual burnout remains distinct from collective emergence; connectivity may support autonomy or coordination as well as create demands; relational similarity may reflect selection or shared exposure rather than contagion; and temporal association does not establish causation. Systemic depletion is therefore a proposed construct, and its cross-domain arrows are propositions rather than validated mechanisms.

Organizational relevance lies in the questions the framework makes visible: who creates the demand, who controls timing, whether recovery is practically available, how burdens are distributed, and whether employee participation changes consequential decisions. These questions do not produce an implementation-ready intervention. They define a research and governance agenda in which work-system redesign, privacy, falsification, and contextual evaluation precede claims of effectiveness. The framework should be refined, divided, or rejected where empirical tests fail to distinguish it from simpler workload, individual-difference, or recovery explanations.

Acknowledgments: None

Conflict of interest: None

Financial support: None

Ethics statement: None

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