

The Normalization of Burnout in the Media Industry: A Cross-Sectional Study of Work Stress, Mental Exhaustion, and Work-Life Disruption

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Abstract

The media industry combines high informational demands, tight deadlines, unpredictable schedules, digital connectivity, exposure to disturbing events, and strong expectations of continuous availability. These conditions can create an organizational environment in which prolonged stress is interpreted as evidence of commitment rather than as a signal of impaired well-being. The present study examines the normalization of burnout-related experiences among media professionals and evaluates their perceived effects on mental exhaustion and social life. A descriptive cross-sectional survey of 40 media professionals was used. The available survey data were summarized using frequencies and percentages. The sample was concentrated among professionals with 0–5 years of experience (55%), and 55% of respondents were female. Long working hours were perceived as normal by 77.5% of respondents, while 95% reported experiencing mental exhaustion either always or sometimes. Work was reported to affect social life often by 57.5% and sometimes by 40% of respondents. Importantly, 95% agreed that the work culture of the media industry requires improvement. These findings are consistent with international evidence identifying workload, always-on connectivity, traumatic exposure, job insecurity, and limited organizational support as important occupational stressors in journalism and related media work. The paper integrates the findings with the Job Demands-Resources perspective and the literature on occupational burnout. The results suggest that burnout normalization should be understood as an organizational and cultural issue rather than solely as an individual stress-management problem. Recommendations are proposed for workload governance, mental-health support, trauma response, recovery time, managerial training, and protection of work-life boundaries.

Keywords: Media Industry, Burnout, Occupational Stress, Work-Life Balance, Mental Health, Journalists, Work Culture

1. Introduction

Workplace stress has become an important occupational and public-health concern because sustained exposure to high demands can influence psychological functioning, physical health, interpersonal relationships, and work performance. The issue is especially relevant in media work, where the production of news and other content is shaped by deadlines, competition for audience attention, rapid technological change, unpredictable events, and expectations of continuous availability. The contemporary media environment has therefore expanded the temporal and psychological boundaries of work: professionals may be expected not only to complete scheduled assignments but also to monitor developments, respond to digital feedback, update content, and remain reachable beyond conventional working hours [6, 7].

Burnout should be distinguished from ordinary short-term stress. The World Health Organization (WHO) defines burnout in the International Classification of Diseases, 11th Revision, as an occupational phenomenon resulting from chronic workplace stress that has not been successfully managed. It is characterized by exhaustion, increased mental distance or cynicism toward the job, and reduced professional efficacy [2]. This definition is important for the present study because the normalization of excessive work may allow the early warning signs of burnout to be interpreted as routine professional expectations. The broader burnout literature similarly places exhaustion and withdrawal within the relationship between individuals and their work environment [3].

Journalism provides a particularly relevant setting for studying this process. A systematic review by MacDonald et al. (2016) found that burnout research in journalism has identified risk associated with younger age, fewer years of experience, gender, job role, and organizational characteristics, while also noting substantial methodological gaps in the literature [7]. Monteiro et al. (2016), reviewing occupational stress among journalists, identified negative health and well-being outcomes including burnout and post-traumatic stress symptoms; their meta-analysis found a small-to-moderate association between exposure to traumatic events during assignments and post-traumatic stress symptoms ($r = 0.272$) [6].

Recent industry evidence indicates that the issue remains current. The 2024 Mentally Healthy Survey reported burnout among seven in ten professionals across media, marketing, and creative sectors, based on more than 2,000 respondents from Australia, New Zealand, the United States, and the United Kingdom [11]. Muck Rack's 2025 State of Work-Life Balance in Journalism survey of more than 430 journalists reported that 38% perceived a decline in their mental health over the preceding year, 96% experienced difficulty switching off from work at least sometimes, and 61% reported that their workplace did not offer mental-health services [12]. These data are not directly equivalent to the present sample because the populations, countries, instruments, and sampling procedures differ; however, they provide useful external context for interpreting the current findings.

The central argument of this paper is therefore not that all media work is inherently harmful, but that repeated exposure to high job demands without adequate recovery and organizational resources may create conditions in which burnout becomes culturally accepted. Understanding this normalization is necessary because individual coping strategies cannot fully compensate for structural problems such as understaffing, unpredictable schedules, excessive workload, job insecurity, or weak managerial support.

2. Conceptualizing Stress, Burnout, and Normalization

Stress refers broadly to a response that emerges when perceived demands exceed available or perceived coping resources. Short-lived stress can accompany challenging work and may mobilize attention and effort. The more important occupational concern is persistent exposure without adequate recovery. Chronic occupational stress is associated with fatigue, sleep disruption, emotional strain, reduced concentration, and impaired functioning. The WHO also identifies work conditions such as excessive workload, insufficient control, long working hours, poor support, and negative workplace behaviours as relevant psychosocial risks [14].

Burnout represents a more specific occupational construct. Maslach et al. described burnout as a prolonged response to chronic emotional and interpersonal stressors at work, involving exhaustion, cynicism, and reduced professional efficacy [3]. The present paper uses the term burnout-related experience carefully because the survey did not employ a validated diagnostic or psychometric burnout scale. The findings therefore indicate perceived exhaustion and work-life disruption rather than a clinical or diagnostic prevalence of burnout.

Normalization refers here to a social and organizational process through which excessive workload, long hours, constant availability, and emotional strain are perceived as ordinary or unavoidable features of the occupation. Once normalized, these conditions may become less likely to be reported as problems. In a newsroom or digital production environment, the professional identity of being dependable, fast, resilient, or willing to work beyond scheduled hours can reinforce such expectations. Normalization may consequently operate as a mechanism that maintains exposure to job demands even when workers recognize their negative consequences.

3. Theoretical Framework

The study is interpreted primarily through the Job Demands-Resources (JD-R) model. Bakker and Demerouti proposed that employee well-being can be understood through the interaction of job demands and job resources [4]. Job demands include physical, cognitive, emotional, and organizational requirements that require sustained effort. Job resources include social support, autonomy, feedback, staffing, appropriate scheduling, recognition, and opportunities for recovery. When demands remain high while resources are insufficient, the risk of exhaustion and other negative outcomes increases.

In media work, job demands may include breaking-news deadlines, high accuracy requirements, audience metrics, irregular shifts, online abuse, traumatic content, travel, rapid technological change, and the expectation of being continuously connected. Job resources may include adequate staffing, supportive editors, predictable scheduling, psychological support, training, recovery time, autonomy, peer support, and clear organizational policies. The JD-R perspective therefore shifts the analysis from an individual deficit model toward an organizational model in which work design can either amplify or buffer stress.

The effort-reward imbalance perspective provides a complementary explanation. Siegrist's model proposes that stressful conditions can arise when high effort is combined with low rewards, including insufficient recognition, job insecurity, limited advancement, or low control [5]. This is relevant to media workers because high performance expectations may coexist with uncertainty about employment, compensation, career progression, or organizational support. The combination of high demands and inadequate resources may therefore sustain the normalization of overwork.

Table 1: Occupational Stress Framework Applied to Media Work

Job Demands	Potential Job Resources	Possible Consequences
Tight deadlines and breaking-news pressure	Adequate staffing and workload planning	Exhaustion and reduced concentration
Irregular shifts and long working hours	Predictable schedules and protected weekly rest	Sleep disruption and fatigue
Exposure to traumatic content	Trauma-informed supervision and post-assignment support	Intrusive stress and emotional strain
24/7 digital connectivity	Clear contact boundaries and right-to-disconnect practices	Difficulty switching off and work-life conflict
Job insecurity and technological change	Training, transparent communication, and career support	Anxiety and reduced job security
High effort with limited recognition	Fair reward, feedback, and advancement pathways	Cynicism and disengagement

4. Review of Empirical Evidence

Evidence from journalism research supports the view that occupational stress is multidimensional. Monteiro et al. reviewed 28 empirical studies and found that journalists experience occupational stress both in routine work and during exposure to critical events. Their meta-analysis of 13 studies found a small-to-moderate association between traumatic exposure during assignments and post-traumatic stress symptoms ($r = 0.272$) [6]. This distinction matters because stress in media work does not arise only from deadlines; it can also arise from the content and circumstances that professionals are required to witness. Trauma-related evidence is also documented in specific journalist samples. Backholm and Idås studied 371 Norwegian journalists who covered the 2011 terror attack and found that work-related guilt partly mediated the relationship between exposure to ethical dilemmas and post-traumatic stress reactions [10]. Buchanan and Keats, in a qualitative study of 31 Canadian journalists and photojournalists, identified avoidance, emotional control, exercise, technical focus, humour, and substance use among reported coping strategies, while recommending organizational approaches to traumatic stress [9]. These findings suggest that coping should not be treated only as an individual responsibility.

Depressive symptoms represent another relevant dimension. MacDonald et al. reviewed 13 quantitative studies and found that journalists with greater exposure to work-related or personal trauma, threats to themselves or family, and lower levels of family and peer support were more likely to report depressive symptoms [8]. The review also emphasized that symptoms should not be equated with formal psychiatric diagnoses without appropriate diagnostic assessment. This distinction is maintained in the present paper.

Recent professional surveys reinforce the relevance of organizational conditions. WAN-IFRA reported in 2024 that hyper-connectivity, digital overload, expectations of 24/7 availability, low pay, online abuse, and exposure to traumatic content were among the stressors reported in media environments [15]. Muck Rack's 2025 survey similarly found that difficulty switching off was widespread and that access to workplace mental-health services was limited among surveyed journalists [12]. Together, the academic and industry evidence suggests that burnout-related experiences are connected to both the intensity of media work and the organizational conditions under which that work is performed.

Table 2: Selected Evidence on Stress and Well-Being in Journalism and Media Work

Source	Population or Scope	Key Evidence	Relevance to Present Study
Monteiro et al. (2016) [6]	28 empirical studies; 13 in meta-analysis	Occupational stress had negative well-being consequences; trauma exposure was associated with PTSD symptoms ($r = 0.272$).	Supports the role of occupational and traumatic demands.
MacDonald et al. (2016) [7]	Systematic review of journalist burnout literature	Higher-risk patterns included younger age, fewer years of experience, gender and role-related factors.	Provides context for the concentration of early-career respondents.
MacDonald et al. (2023) [8]	13 quantitative studies on depressive symptoms	Trauma exposure, threats and lower social support were associated with depressive symptoms.	Supports attention to social and psychological consequences.
Backholm and Idås (2015) [10]	371 Norwegian journalists after terror-attack coverage	Ethical dilemmas and work-related guilt were linked to post-traumatic stress reactions.	Highlights the need for post-trauma organizational support.
AMI Mentally Healthy Survey (2024) [11]	2,000+ media, marketing and creative professionals	70% reported burnout in the preceding 12 months.	Provides contemporary cross-sector industry context.
Muck Rack (2025) [12]	430+ journalists	38% reported worsening mental health; 96% had difficulty switching off at least sometimes; 61% reported no workplace mental-health services.	Directly contextualizes work-life boundaries and organizational support.

5. Objectives of the Study

1. To examine whether long working hours are perceived as a normal feature of media work.
2. To assess the reported prevalence of mental exhaustion among the surveyed media professionals.
3. To examine the perceived impact of work pressure on respondents' social lives.
4. To assess respondents' perceptions regarding the need to improve work culture in the media industry.
5. To interpret the findings in relation to established evidence on occupational stress, burnout, trauma exposure, and organizational support.

6. Methodology

6.1 Research Design

A descriptive cross-sectional survey design was used to examine perceived work stress and burnout-related experiences among media professionals. The study is exploratory and descriptive rather than diagnostic. The survey findings are presented as self-reported perceptions and should not be interpreted as a population prevalence estimate.

6.2 Participants and Sample

The survey included 40 respondents working in the media industry. The sample contained 22 female respondents (55%) and 18 male respondents (45%). In terms of professional experience, 22 respondents (55%) reported 0–5 years of experience, 7 (17.5%) reported 6–10 years, 3 (7.5%) reported 11–15 years, 2 (5%) reported 16–20 years, and 6 (15%) reported more than 20 years of experience. Thus, the sample was weighted toward early-career professionals.

Table 3: Demographic Profile of Respondents

Variable	Category	Frequency (n)	Percentage (%)
Gender	Female	22	55.0
Gender	Male	18	45.0
Experience	0–5 years	22	55.0
Experience	6–10 years	7	17.5
Experience	11–15 years	3	7.5
Experience	16–20 years	2	5.0
Experience	>20 years	6	15.0
Total	All respondents	40	100.0

Note: The original manuscript did not specify the sampling frame, recruitment procedure, response rate, geographic distribution beyond the institutional context, or detailed occupational roles of respondents. These details should be reported in a future expanded version of the study if available.

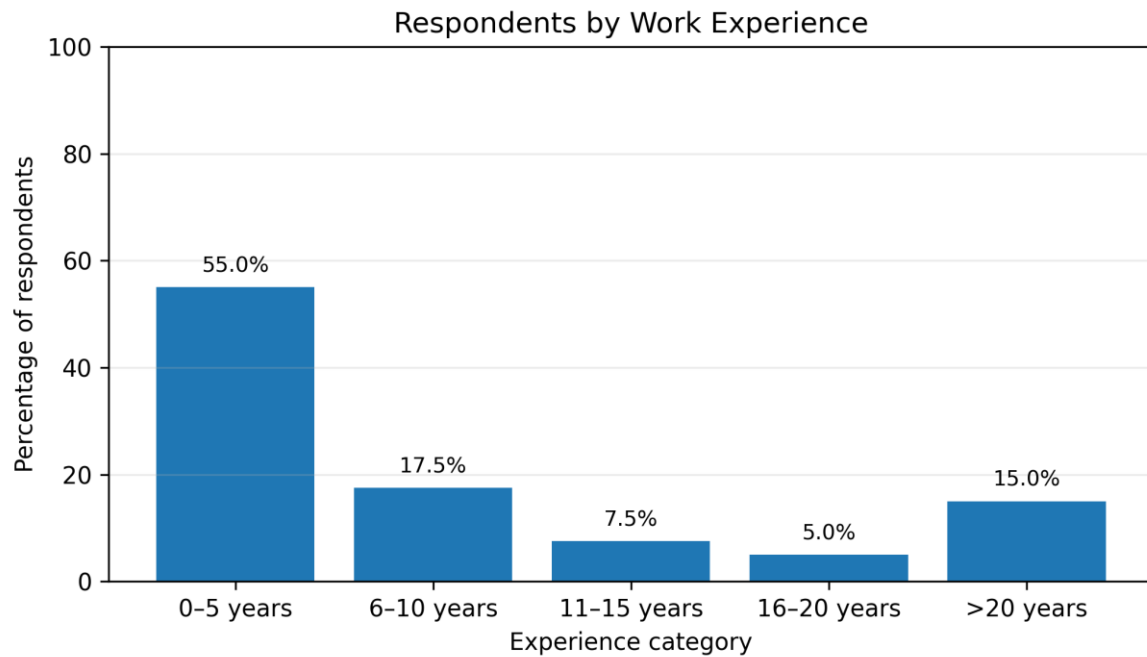


Figure 1: Distribution of Respondents by Work Experience

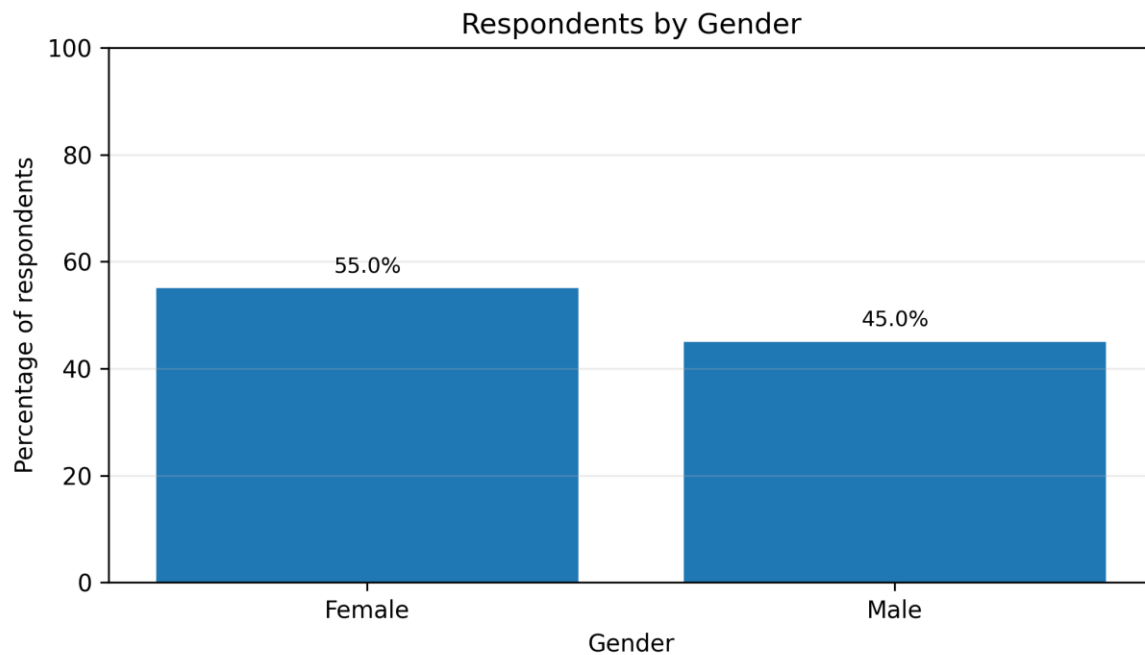


Figure 2: Distribution of Respondents by Gender

6.3 Data Collection and Measures

The analysis was based on the survey variables reported in the submitted manuscript. The reported items assessed four domains: perception of long working hours as normal, mental exhaustion, impact of work on social life, and perceived need for improvement in media work culture. Responses were summarized using categorical frequencies and percentages.

Because the available manuscript does not provide the full questionnaire, item wording, response anchors, psychometric properties, or item-level cross-tabulations, no reliability coefficient or inferential statistical test has been added. Reporting only the statistics that can be supported by the available data avoids overstating the evidentiary strength of the study.

6.4 Data Analysis

Descriptive statistics were used. Frequencies were calculated directly from the reported percentages using a total sample size of 40. Where percentages produced whole-number frequencies, the corresponding counts are reported. The analysis focuses on distributional patterns and does not infer causal relationships.

7. Results

7.1 Perception of Long Working Hours as Normal

A substantial majority of respondents, 31 of 40 (77.5%), reported that they are often told that long working hours are normal in media work. Five respondents (12.5%) reported hearing this sometimes, while four (10%) reported that they were not told that long working hours are normal. The distribution indicates that normalization is not a marginal experience within this sample.

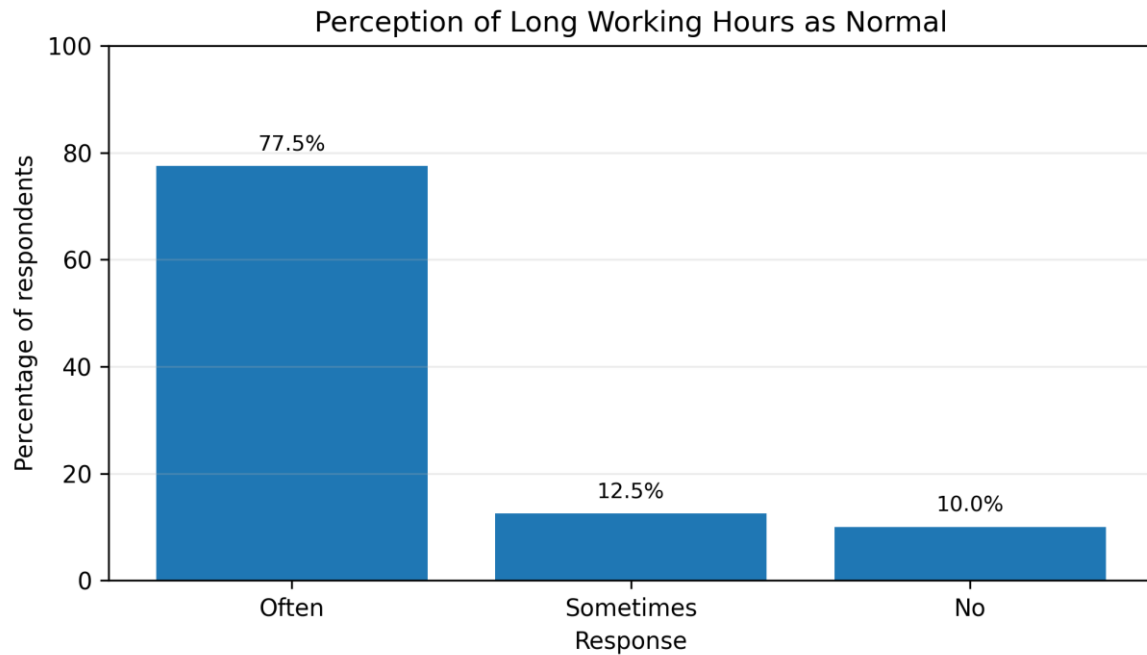


Figure 3: Perception of Long Working Hours as Normal

7.2 Prevalence of Mental Exhaustion

Mental exhaustion was reported frequently. Twenty-two respondents (55%) indicated that they always feel mentally exhausted, while 16 (40%) reported experiencing it sometimes. One respondent (2.5%) reported feeling exhausted rarely and one (2.5%) reported never experiencing it. Thus, 38 respondents (95%) reported mental exhaustion at least sometimes. This pattern is consistent with exhaustion being a prominent component of burnout-related experience, although the survey did not use a validated burnout inventory and therefore does not establish burnout prevalence.

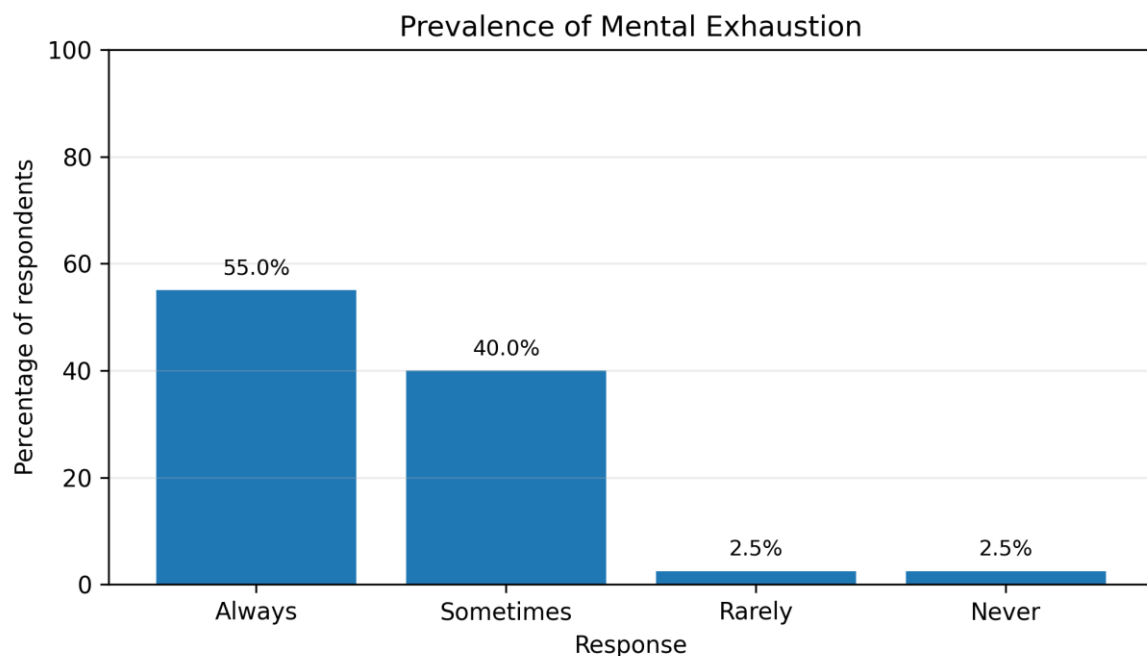


Figure 4: Prevalence of Mental Exhaustion

7.3 Impact of Work Pressure on Social Life

Work-related pressure was also reported to interfere with social life. Twenty-three respondents (57.5%) reported that work often affected their social life, while 16 (40%) reported that it sometimes affected their social life. Only one respondent (2.5%) reported no such impact. In total, 39 of 40 respondents (97.5%) reported at least some impact on social life. This finding is particularly relevant to work-life boundary management because difficulty separating work from non-work time can contribute to reduced recovery opportunities.

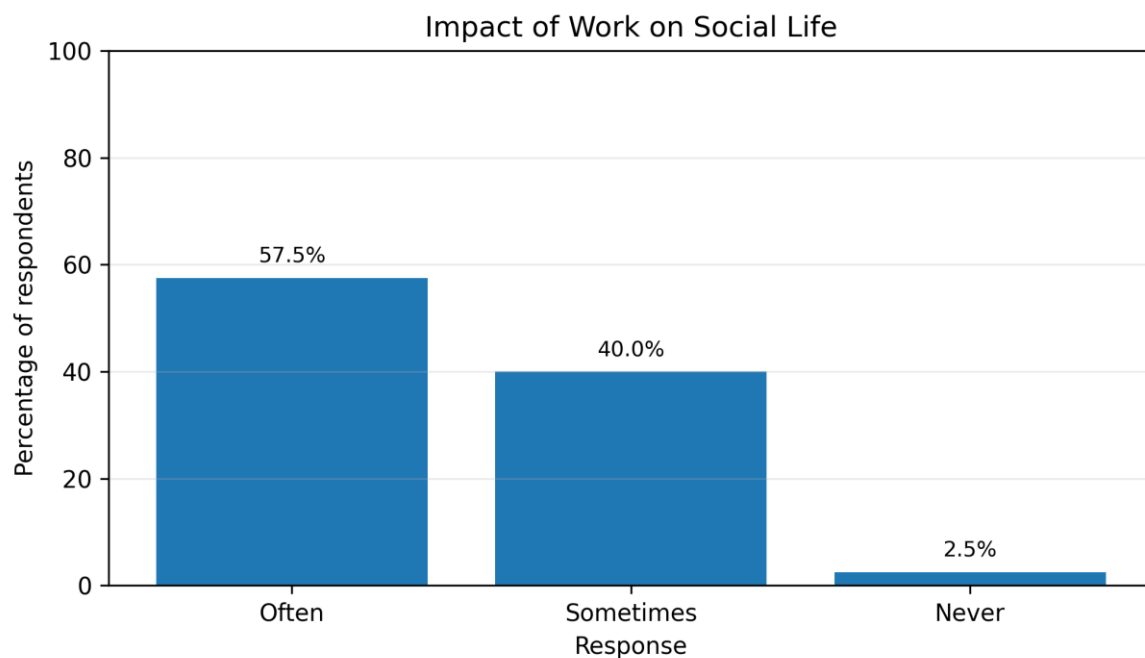


Figure 5: Impact of Work on Social Life

7.4 Perceived Need for Improvement in Media Work Culture

Thirty-eight respondents (95%) agreed that the work culture of the media industry needs improvement, while two (5%) were neutral and none disagreed. The result represents a strong perception of organizational need within the sample. However, because the sample is small and non-probability sampling information is unavailable, the finding should be interpreted as a description of the surveyed respondents rather than as a population-level estimate.

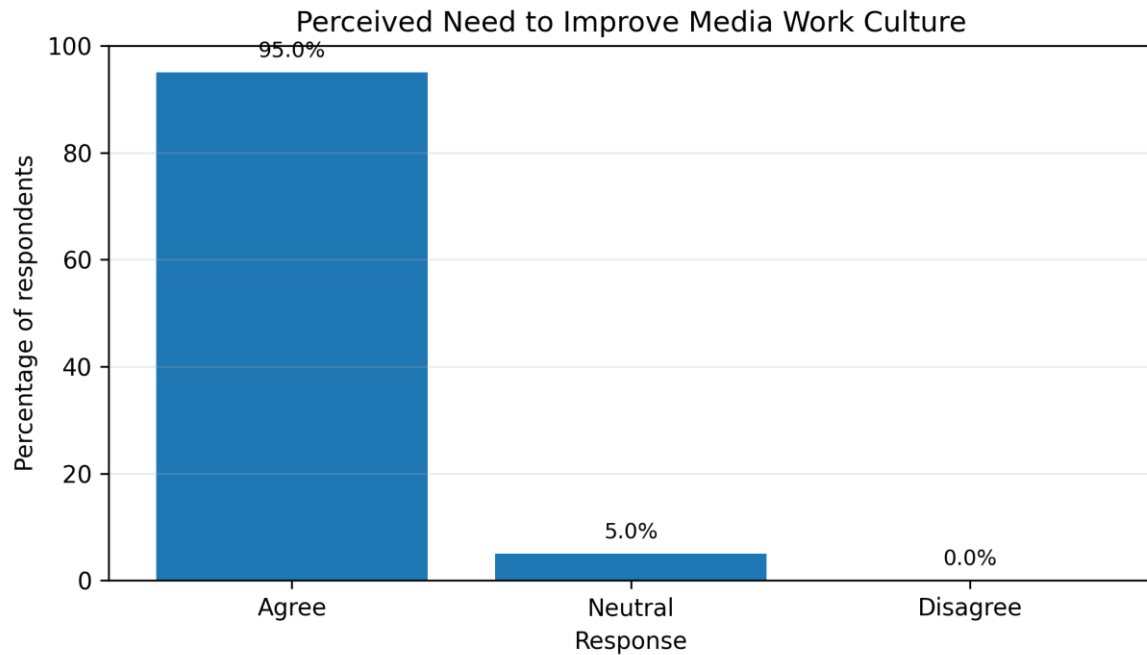


Figure 6: Perceived Need for Improvement in Media Work Culture

Table 4: Summary of Primary Survey Findings

Survey Domain	Response Pattern	n	Percentage	Interpretive Significance
Long working hours normalized	Often	31	77.5%	Extended work is widely perceived as a routine expectation.
Mental exhaustion	Always or sometimes	38	95.0%	Mental exhaustion is highly prevalent in the surveyed group.
Impact on social life	Often or sometimes	39	97.5%	Work-life boundaries are widely affected.
Need to improve work culture	Agree	38	95.0%	Most respondents perceive a need for organizational change.

8. Discussion

The findings provide a coherent picture of a work environment in which high demands may become culturally normalized. The strongest pattern concerns the perception that long working hours are normal: 77.5% of respondents reported hearing this often. This finding is important because normalization can change the meaning attached to stress. Instead of being treated as a psychosocial risk requiring organizational attention, overwork may be interpreted as a demonstration of professional commitment. The present result therefore complements the JD-R model by highlighting the cultural process through which job demands may become self-reinforcing [4].

The concentration of respondents in the 0–5 year experience group is also noteworthy. Fifty-five percent of the sample were early-career professionals. This cannot establish that newcomers experience more burnout than experienced workers, because the study does not provide comparable burnout scores by experience group. Nevertheless, the pattern is relevant to prior literature: MacDonald et al. identified younger age and fewer years of experience among factors associated with higher burnout risk in journalism research [7]. Early-career professionals may also have less organizational power to challenge established norms regarding workload, availability, or recovery time.

The mental-exhaustion finding is particularly strong. Ninety-five percent of respondents reported exhaustion at least sometimes, with 55% reporting it always. Exhaustion is one of the three dimensions specified by the WHO's occupational burnout definition [2] and is also central to the broader burnout literature [3]. Nevertheless, the present result should not be interpreted as a 95% burnout prevalence because the survey measured perceived mental exhaustion rather than the full burnout construct.

The social-life finding provides evidence that the consequences of work pressure extend beyond the workplace. Nearly all respondents (97.5%) reported that work affected their social life at least sometimes. This is consistent with Muck Rack's 2025 finding that 96% of surveyed journalists experienced difficulty switching off from work at least sometimes [12]. The convergence is notable despite differences in sample and method. It suggests that work-life boundary erosion may be a recurring feature of contemporary journalism and related media work.

The study also aligns with international evidence concerning organizational support. Muck Rack reported that 61% of surveyed journalists said their workplace did not offer mental-health services [12], while WAN-IFRA has highlighted hyper-connectivity, 24/7 availability, online abuse, low pay, and traumatic exposure as stressors in newsrooms [15]. These findings reinforce the argument that burnout prevention cannot rely exclusively on individual resilience training. Organizational interventions are required to reduce avoidable demands and strengthen resources.

The physical-health dimension should also be considered. WHO and ILO estimates indicate that working 55 hours or more per week was associated with a 35% higher risk of stroke and a 17% higher risk of ischaemic heart disease compared with working 35–40 hours per week; 745,000 deaths in 2016 were attributed to long working hours in relation to these two conditions [13]. These global estimates are not media-specific and should not be applied directly to the present sample, but they demonstrate why prolonged working hours should be treated as an occupational health issue rather than merely a professional inconvenience.

9. Integrated Interpretation of the Findings

Taken together, the primary survey and external literature suggest a four-stage pattern that can be used to conceptualize burnout normalization in media work. First, the occupation generates substantial demands through deadlines, unpredictability, digital connectivity, traumatic exposure, and job insecurity. Second, repeated exposure can produce exhaustion and disruption of recovery. Third, organizational norms may redefine these experiences as ordinary features of professional commitment. Fourth, normalization can reduce the likelihood that employees or organizations treat the problem as a workplace risk. This interpretation is conceptual rather than a tested causal model in the present sample.

Table 5: Integrated Evidence Matrix

Observed or Reported Issue	Present Survey Evidence	External Evidence	Implication
Normalization of long hours	77.5% often told long hours are normal	Journalism literature identifies constant deadlines and work-life pressures [6, 7].	Workload should be treated as an organizational design issue.
Mental exhaustion	95% always or sometimes exhausted	Burnout literature identifies exhaustion as a core dimension [2, 3].	Screening and early support should be available.
Work-life disruption	97.5% reported some impact on social life	96% of Muck Rack respondents reported difficulty switching off at least sometimes [12].	Boundary protection and recovery time are important.
Trauma exposure	Discussed as a major occupational stressor in the paper	Systematic reviews link trauma exposure with PTSD and depressive symptoms [6, 8].	Trauma-informed support should be embedded in newsroom systems.
Need for organizational change	95% agreed work culture needs improvement	WHO recommends organizational interventions and manager training [14].	Prevention should operate at organizational as well as individual levels.

10. Recommendations for a Healthier Media Work Culture

Recommendations are organized around the principle that prevention should reduce avoidable job demands while increasing job resources. WHO guidance on mental health at work supports organizational interventions, manager training, worker mental-health literacy, reasonable accommodations, and evidence-based support [14].

10.1 Reasonable Work Schedules and Workload Governance

Media organizations should establish transparent workload expectations, predictable shift systems where operationally possible, protected weekly rest, and limits on unnecessary overtime. Breaking-news exceptions may be unavoidable, but they should be followed by recovery planning rather than becoming a permanent expectation.

10.2 Right-to-Disconnect and Digital Boundary Practices

Organizations should define when employees are expected to be reachable and when they are not. Shared duty rosters, handover protocols, scheduled digital monitoring, and clear escalation procedures can reduce the need for every employee to remain continuously connected.

10.3 Accessible Mental-Health Support

Confidential counselling, employee assistance services, referral pathways, and mental-health literacy programmes should be accessible without creating professional stigma. WHO recommends manager training and worker training alongside organizational interventions [14]. Support systems should be designed so that seeking help does not imply professional weakness.

10.4 Trauma-Informed Post-Assignment Support

Professionals covering disasters, violence, armed conflict, terrorism, death, or other highly distressing events should have access to structured post-assignment support. Evidence from journalism research

indicates that trauma exposure and work-related ethical dilemmas can have psychological consequences [9, 10]. Informal peer support may be useful, but it should complement rather than replace professional care when clinically indicated.

10.5 Peer Support and Recovery Time

Newsrooms can establish peer-support systems and protected recovery periods following unusually demanding assignments. Keats and Buchanan documented journalists' recommendations concerning peer support and strategies for addressing assignment stress injury [16]. Recovery should be treated as part of occupational functioning rather than as a reward for employees who have already reached exhaustion.

10.6 Managerial Training and Psychological Safety

Editors and supervisors should be trained to recognize changes in concentration, fatigue, withdrawal, irritability, and performance that may signal excessive workload or distress. Managerial training is particularly important because organizational culture is transmitted through everyday decisions about deadlines, staffing, feedback, and availability.

10.7 Fair Recognition, Career Security, and Role Clarity

Workload should be accompanied by appropriate recognition, transparent role expectations, realistic career pathways, and clear communication about organizational change. The effort-reward imbalance model suggests that high effort combined with low rewards or job insecurity can contribute to adverse health effects [5].

10.8 Physical Health and Recovery

Organizations should support adequate meal breaks, sleep-compatible scheduling, access to health check-ups, ergonomic workspaces, and opportunities for physical activity. These measures are not substitutes for workload reform; they are supportive components of a broader occupational health system.

11. Limitations of the Study

- The sample size was small ($n = 40$), limiting generalizability.
- The sampling procedure and response rate were not specified in the source manuscript; therefore, sampling bias cannot be evaluated.
- The survey variables available for analysis were categorical and descriptive. Individual-level cross-tabulations were not available, so associations between gender, experience, and stress outcomes could not be statistically tested.
- The survey did not use a validated burnout instrument such as the Maslach Burnout Inventory or another established measure. The results therefore describe burnout-related experiences, particularly exhaustion and work-life disruption, rather than burnout diagnosis or prevalence.
- The study is cross-sectional and cannot establish causal relationships between media work conditions and psychological outcomes.
- The available manuscript did not provide detailed information on job role, organization type, location, working hours per week, employment status, or exposure to traumatic assignments.
- External industry survey findings were included for contextual comparison. These populations differ from the present sample and should not be treated as directly comparable prevalence estimates.

Future studies should use larger and more diverse samples, probability or clearly documented purposive sampling where feasible, validated burnout and psychological distress measures, objective or self-

reported working-hour data, and inferential analyses that examine whether experience, gender, role, workload, trauma exposure, and organizational support predict burnout-related outcomes.

12. Conclusion

The present study provides descriptive evidence that burnout-related experiences are perceived as common within the surveyed media workforce and that excessive work demands may be culturally normalized. The most prominent findings were that 77.5% of respondents often heard that long working hours were normal, 95% experienced mental exhaustion at least sometimes, 97.5% reported some impact of work on social life, and 95% perceived a need to improve media work culture. These results are consistent with broader academic and industry evidence showing that journalism and related media work can involve high job demands, trauma exposure, digital overload, difficulty disengaging from work, and insufficient organizational support [6, 7, 12, 15].

The contribution of the study lies in bringing the concept of normalization into the discussion. The problem is not simply that media professionals experience stress; rather, there is evidence in the present sample that extended working hours and their consequences are perceived as ordinary. Such normalization can obscure the boundary between professional dedication and occupational risk. The findings therefore support a shift from an individual-resilience approach toward an organizational approach that combines reasonable scheduling, workload governance, managerial support, trauma-informed practices, mental-health services, peer support, and protected recovery time.

Future research should test this framework with larger samples and validated measures and should examine whether organizational resources buffer the relationship between media job demands and burnout-related outcomes. Such evidence would help media organizations move from reactive support after exhaustion occurs toward preventive work design that protects both employee well-being and the quality and sustainability of media production.

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