

## The Unprecedented Lockdown: The consequences of job loss

*Soujata Rughoobur-Seetah\**

**Abstract:** *Various studies have analyzed employees' perceptions with regards to voluntary turnover and very few studies have attempted to identify and assess the consequences of involuntary turnover on the employees. Thus, this study attempts at analyzing the consequences of any potential involuntary turnover on employees that can take place as a response to the economic crisis that will occur with the COVID-19 pandemic. Factors like role overload, job stress, occupational burnout and Work Family Conflict (WFC) has been identified as the resulting effects of any job losses. Significant and positive relationship was recorded among variables and the relationship between involuntary turnover and WFC and between job stress and WFC were rejected. The Conservation of Resources theory (COR) and the Spillover and Crossover theory were used to better understand the complexities of the matter. The limitations and future work prospects have also been discussed.*

**Keywords:** COVID-19 pandemic; Involuntary turnover; role overload; job stress; occupational burnout and WFC

**JEL Classification:** M1

### Introduction

The global economy has witnessed several recessions along its way. As per the International Monetary Fund (IMF), since World War II, the globe has experienced four recessions namely in 1975, 1982, 1991 and 2009 where the last recession was very damaging for the job market. Today the world is facing an unprecedented event where most of the countries are faced with the global pandemic; COVID-19. This pandemic started in China more precisely in Wuhan and due to the nature of the virus it has been easily spread across the globe. Most of the countries are now lockdown so as to minimise the damaging effect of the virus. The term locked down signifies the halt in all economic activities. Gita Gopinath, the Chief Economist of

---

\* Soujata Rughoobur-Seetah is at CTI, Moka, Mauritius.

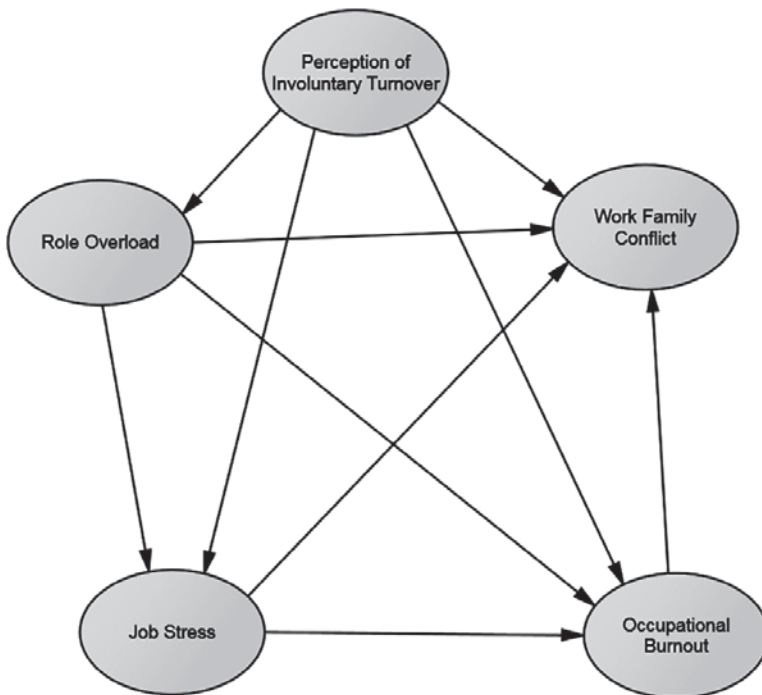
the IMF believed that the globe is going to experience the worst recession ever since the Great Depression and its damaging effect is much worst compared to the last financial crisis of 2009. Gita Gopinath (2020) termed the COVID-19 economic crisis as “The Great Lockdown”. Compared to the other recessions, “The Great Lockdown” has not spared any economies. The developed economies, emerging economies or developing economies, all of them are experiencing the damaging effects of the virus which is resulting in economic crisis (Gopinath, 2020). According to the IMF (2020), all the big economies will experience a massive economic crisis and the Wall Street Journal (2020) even predicted excessive job losses in the coming months.

Mauritius being a small and remote island in the Indian ocean has not been spared of the coronavirus. The country had its first three cases on the 18<sup>th</sup> of March and on the 20<sup>th</sup> of March, Mauritius was under complete lockdown. All the economic activities of the island have stopped and only essential services like healthcare, banks and supermarkets amongst others remained open. Since Mauritius depends heavily on the international markets for the majority of its value chain activities, it is expected that this slowdown in the economic activities will have its repercussion effects on the job market. Sectors like tourism and hospitality are already experiencing a great loss and practically all the hotels on the island is of zero occupancies. The tourism and hospitality sectors are one of the pillars of the economy and this sector provides the livelihood for thousands of families through businesses like restaurants, tour operators, travel agencies, night clubs, hawkers, tourists and artisan shops, small and medium enterprises and the overall functioning of the countries national airport amongst others. The offshore and the textile sectors in Mauritius can be said to be one of the other sectors to be experiencing a great recession due to its heavy dependence on the external market.

Several studies have found a positive link between recession and job loss (Farber, 2011; Hout, Levanon and Cumberworth, 2011; Riumallo-Herl et al., 2014). More so, various researchers have pointed out the tightness of the job market in Mauritius (McDonald and Yao, 2003; Kasseeah and Tandrayen-Ragoobur, 2016) where a high rate of unemployment always prevail and some studies have also highlighted the impact of the 2008-2009 recession with regards to job losses in Mauritius (Tandrayen-Ragoobur and Ragoobur, 2009; Tandrayen-Ragoobur, 2011). Thus, it becomes very important to assess and analyse from an employee perspective, the impact of any job losses that can occur with regards to the global COVID-19 pandemic in Mauritius. This study attempts to analyse the perceptions of employees with regards to involuntary turnover as a consequence of the COVID-19 pandemic. Various factors like job stress, role overload, occupational burnout and WFC have been identified as the spillover effects on the employees with regards to the apprehension of any potential job losses. This research has also made use of the Conservation of Resources theory and the Spillover and Crossover theory to better understand and explicate the relationships among the proposed variable. According to the author’s best knowledge,

studies have been scarce to analyse employees' perception with regards to involuntary turnover in this unprecedented global lockdown economic crisis from a small island developing economy standpoint. Figure 1 is a diagrammatical representation of the proposed model for this study.

Figure 1: The Proposed Model



## Literature Review

There is quite a comprehensive set of literature understand employee turnover (Mathieu et al., 2016; Grissom, Viano and Selin, 2016; Gyensare et al., 2016; Nica, 2016; Hom et al., 2017; Rubenstein et al., 2019). Nevertheless, most of the research is dedicated towards understanding the antecedents of employees' voluntary turnover (Lu et al., 2016; Chan and Mai, 2015; Haque, Fernando and Caputi, 2019; Fasbender, Van der Heijden and Grimshaw, 2019) and very few studies tried to analyse the spillover effects on involuntary employee turnover (Barrick, Mount and Strauss, 1994) on employees. Mauritius being a small developing economy, many studies have earmarked the difficulties of finding a suitable job (Kisto, 2016; Kaneez and Medha, 2018). Therefore, involuntary turnover is viewed as an undesirable life consequence that one might

experience as a result of COVID-19 pandemic on the country's economic conditions. The literature will discuss the validity of the proposed hypotheses based on the theoretical support of COR theory and the Spillover and Crossover theory.

### **Theoretical support**

As mentioned earlier, for the purpose of this study the Conservation of Resources theory and Spillover and Crossover model have been identified as most appropriate frameworks to better explicate the subject matter and the relationships among the variables. Wright and Hobfoll (2004) defined COR theory as the motivation that drives people to acquire and preserve the resources that they considered of value to them. COR theory was first brought forward by Hobfoll (1989) where the latter combined different stress theories into a single theory of psychological stress where it is believed that people will do their utmost to retain, protect and build resources that they highly valued and also individuals viewed the loss of these resources as frightening. The theory is categorised into three, that is, instrumental, social and psychological (Hobfoll, 1989; Bardeel, Pettit, De Cieri and McMillan, 2014). The theory also postulates that individuals tend to perceive the loss of those valued resources as more impactful compared to gaining these resources. Therefore, individuals will protect those resources given any circumstances. A lot of studies have pointed out through the use of COR theory when work family conflicts (Gao, Shi, Niu, and Wang, 2013; Crawford, Shanine, Whitman and Kacmar, 2016; Kossek and Lee, 2017), job stress (Kalish, Luria, Toker and Westman, 2015; Semerci, 2016; Elshaer et al., 2018), burnout (Hobfoll and Freedy, 2017; Jayarathna, 2017; Hildenbrand, Sacramento, and Binnewies, 2018), role overload (Zanhour, 2015; Creary and Gordon, 2016) and involuntary turnover (De Cuyper et al., 2012) amongst others are being discussed. Thus, this study will further apply the theory to better understand the impact of COVID-19 pandemic on the psychological perspectives of employees with regards to their jobs. The Spillover and crossover theory also has been identified as an important framework to better explicate the relationships among the proposed variables.

The Spillover and crossover theory stipulates that an individual can carry work experiences to his/her family in two ways (Westman, 2002). Firstly, spillover takes place within an individual where the latter experiences in his/her respective jobs are transferred to and affect the non-work sphere for the same person (Leiter and Durup, 1996) which is named as the work-family conflict. The work-family conflicts occur when the professional and personal are mixed up and result in tension. On the contrary, crossover occurs when that individual transmits the work strain to his close people (Westman et al., 2001). Therefore, it can be theorized that work related stress or stress can lead to stress or strain being experienced by the individual's close people at home (Bakker and Demerouti, 2013). Thus, this model conceptualizes that an in-

dividual experiences his/her work stress or strain which he/she carries to their homes and ultimately this crosses over to that individual's close people at home (Bakker and Demerouti, 2013) which might result in work-family conflict. On the contrary, several studies have found a positive link when the work domain crosses the non-work domain as the employees are able to discuss any issues related to their work to the spouses and as a result their spouses are able to better encourage them (Lavner and Clark, 2017; Carlson et al., 2019). These studies have demonstrated the positive cross-over effects without having the drawbacks of spillovers. Nevertheless, this paper will take the negative side of the Spillover and Crossover model where it becomes very difficult for the individual to experience work stress and as a result his family life gets affected. Various studies have closely linked the spillover and crossover theory to work family conflict (Bakker, Demerouti and Burke, 2009; Shimazu et al., 2011).

### **Employees' perception of involuntary turnover and Work Family Conflict**

Involuntary turnover can be defined as an employer's decision to terminate the work contract of an employee (Shaw et al., 1998) either through dismissal or downsizing (McElroy, Morrow and Rude, 2001). Organisations may adopt methods like early retirement plans or fair dismissals (Hom et al., 2012) where the involuntary turnover is being disguised as a voluntary one. During difficult economic times, organisations tend to adopt the downsizing strategy to layoff individuals (Gordon, 2010) and this practice has been adopted by various economies like the United States (Cascio, 2002). The organisations use this strategy so as to cut down costs and the human resources seem to be the easiest resource to sacrifice in difficult situations (Nixon et al., 2004). And, it can be said that the COVID-19 pandemic is being viewed as such a phenomenon that is currently forcing employers to adopt the involuntary turnover so as to cut down costs and ultimately this can result in total closure of their businesses.

The involuntary turnover can be said to be closely associated with the work-family conflict, as employees will be experiencing high level of stress to preserve their work under any circumstances as the global economic system is facing a difficult time. According to Greenhaus and Beutell (1985), work family conflict can be defined as an inter-role conflict where work pressures and stress affect the personal lives of people and those individuals faced family conflict due to pressure at work. Friedman and Greenhaus (2000) are of opinion that stress and work related pressure in fact hinders the family circle and happiness which can result to job dissatisfaction and prevents one from achieving success at work. Various researchers believe that the work domain has a significant impact on the family domain (Ford et al., 2007; Long et al., 2016). Thus, having the perception that their organisations might be adopting involuntary turnover as a result of COVID-19 pandemic, the employees will be doing their utmost to preserve their work even if they have to carry their work stress at

home which substantiate the COR theory and the work stress and burnout can result in family conflict. The spillover and crossover theory clearly explains the repercussion effects of the employees' perception of involuntary turnover. Therefore, from the above this study hypothesizes the following:

**H1: Employees' perception of involuntary turnover has a positive relationship on WFC.**

### **Role Overload and Work Family Conflict**

Role overload can be defined as the extent to which an employee pictures himself/herself to be consistently under work pressure to complete certain tasks within a given time limit because of numerous responsibilities being assigned to them. Since there is intense competition in finding jobs and the current economic situation prevailing in world with the impact of COVID-19 pandemic, it can be said that employees will tend to accept being exploited through role overload. During the last decade, much research has been found in understanding the complexity and outcomes of role overload on employees' life (Ahmad, 2010; Gurbuz, Turunc and Celik, 2013; Solberg and Wong, 2016; Ahmad and Saud, 2016). Various studies have pointed out a positive relationship between role overload and WFC (Ahmad, 2010; Gurbuz, Turunc, and Celik, 2013; Bakar and Salleh, 2015; Chiu, Yeh and Huang, 2015; Anand et al., 2017). Employees will tend to accept role overload so as to preserve their work (Wright and Hobfoll, 2004) under any circumstances as the loss of the job will have a significant impact on their overall life as prescribed under the COR theory. As a result, employees will carry the work burden at home which might result in the spillover and crossover scenario which ultimately will affect the personal lives of individuals. Employees are somehow accepting this spillover and crossover effect as the current global economic situation because of the COVID-19 pandemic is very unsure in terms of jobs preservation. Therefore, the employees in a certain way will accept that their work will cause conflict in their family life due to role overload. Therefore, the below hypothesis is proposed:

**H2: There is a positive relationship between role overload and WFC**

### **Job Stress and Work Family Conflict**

Motowidlo, Packard and Manning (1986, p. 618) defined stress as "*an unpleasant emotional experience associated with elements of fear, dread, anxiety, irritation, annoyance, anger, sadness, grief, and depression*". There is a bulk of research conducted where the antecedents and outcomes of job stress have been discussed (Abbas and Raja, 2015; Armstrong, Atkin-Plunk and Wells, 2015; Hoboubi et al., 2017).

Lamm and Lo (2005) believed that excessive job roles lead to high level of stress and contribute to failure in family duties. It is believed that job stress consumed the employees in terms of time, energy and feelings (Mansour and Tremblay, 2016) and finally the employees find difficulties in balancing the work and family commitment. As explained by Hobfoll (1998, p. 81), the spiral of loss of resources results in “*those who lack resources are not only vulnerable to the loss of resources, but the initial loss results in future losses*”. Therefore, the COR theory clearly support that employees will accept to job stress as part of their work so as to preserve their job under this given economic situation and the knowledge of the tightness of the labor market as if they lose their jobs this will definitely add on to other future losses in the lives. Several studies approved a positive relationship between job stress and WFC (Singh and Nayak, 2015; Mansour and Tremblay, 2016; Vong and Tang, 2017) as the spillover and crossover effects from the jobs will conflict in the family domain of those employees (Leiter and Durup, 1996; Westman et al., 2001; Bakker and Demerouti, 2013). Thus, the below hypothesis is proposed:

**H3: There is a positive relationship between job stress and WFC**

### **Occupational Burnout and Work Family Conflict**

Over the last decade, occupational burnout has attracted much interest in research and several studies have been conducted so as to understand this phenomenon in the workplace (Lin et al., 2016; Salvagioni et al., 2017; Buunk and Schaufeli, 2017; Hobfoll and Freedy, 2017). Occupational burnout has been introduced and defined by Freudenberger (1974) who believes that burnout occurs when one is subjected to work stress for quite a long time. The symptoms of burnout appear when the capability of an individual no longer fits the demands of the job (Freudenberger, 1974; Walston et al., 2010). Zarei et al. (2016, p. 2) summarized occupational burnout as a “*physical, emotional, or psychological fatigue caused by long term engagement in demanding situations; in general, occupational burnout is attributed to emotional exhaustion (e.g., the depletion of emotional energy), depersonalization (e.g., negative emotions and attitudes), and lack of personal achievement (e.g., the feeling of job dissatisfaction, decrease of motivation, and falling commitment)*”. A positive relationship between occupational burnout and WFC has been reported by various studies (Robinson, Magee and Caputi, 2016; Pikó and Mihálka, 2018; Raja, Javed and Abbas, 2018). Employees’ experience of occupational burnout through work overload, fear of losing their jobs and to be continuously working under pressure. From the COR theory perspective, it can be said that occupational burnout is caused through the fear of losing jobs and accepting any additional job roles so as not to be in the bad books of management if they considered laying off employees. Therefore, the employees because of their financial constraints and the current labor and economic market situation,



they will experience burnout which will result in both spillover and crossover effects and resulting in WFC. Thus, the below hypothesis is proposed:

**H4: There is a positive relationship between occupational burnout and WFC**

### **Employees' perception of involuntary turnover with regards to Job Stress, Role Overload and Occupational Burnout**

Most of the studies analyzed the relationship between job stress and voluntary turnover (Lee et al., 2007). Nevertheless, this study is trying to explore the link between the perception of employees that their organization might adopt involuntary turnover with job related stress. Working under uncertain conditions in the workplace can be said to be significantly affecting the mental health of employees (Tsutsumi et al., 2001). Job loss is seen as an undesirable consequence by many especially under this prevailing economic downturn. Job loss will affect the financial responsibilities of the individuals and working under these pressures will definitely lead to job stress (Kinicki and Latack, 1990; Amundson and Borgen, 1982; Hanisch, 1999). As a result, employees will tend to accept role overload (Chipunza and Samuel, 2012; Yongkang et al., 2014) with a fear of losing jobs and they will accept being exploited as well. Ultimately, this fear of losing jobs will result in occupational burnout (Westman, Etzion and Danon, 2001; Burke and Greenglass, 2001; Nordang, Hall-Lord and Farup, 2010).

From a theoretical point of view, it can be said that the COR theory justifies the apprehension of employees in terms of job loss, as these employees will do their level best to preserve their work as the loss of their jobs will lead to future financial loss (De Cuyper et al., 2012). Therefore, job stress (Elshaer et al., 2018), role overload (Creary and Gordon, 2016) and burnout (Sacramento and Binnewies, 2018) are much accepted as being part of the process which employees will accept so as to preserve their work. The spillover effects also help to better understand the inner feelings of these employees as spillover takes place within the person where he/she job experiences are transferred to and affect their non-work sphere (Leiter and Durup, 1996). Therefore, the below hypotheses are proposed:

**H5: There is a positive relationship between employees' perception of involuntary turnover and job stress**

**H6: There is a positive relationship between employees' perception of involuntary turnover and role overload**

**H7: There is a positive relationship between employees' perception of involuntary turnover and occupational burnout**



## **Role overload, job stress and occupational burnout**

According to Beehr et al. (2000), downsizing often results in role overload like long working hours, overtime, other additional duties. By accepting any additional tasks to the job description can be depicted as a form of exploitation. Given the constant fear of losing their jobs or their organisations might undergo downsizing, employees are more likely to accept role overload (Chipunza and Samuel, 2012). Additionally, it is believed that role overload impacts significantly on employees' level of job stress (Bolino and Turnley, 2005; Vanishree, 2014; Yongkang et al., 2014). A positive relationship between role overload and job stress has been confirmed by various studies (Farmer, J.A., 1988; Schaufeli and Peeters, 2000; Vettor and Kosinski Jr, 2000; Zapf et al., 2001; Kroon, Voorde and Veldhoven, 2009; Yongkang et al., 2014) as with too much of work, individuals do find it overwhelming to complete highly prescribed tasks under limited time frame. Cavanaugh et al. (2000) believe that role overload often results in additional work stress which prevent the employees from advancing and achieving work success.

Moreover, various studies have also related the positive link between role overload and occupational burnout (Shupe, Wambaugh and Bramble, 2015; Kilroy et al., 2016; Mohamed, 2016; Vullingsh et al., 2018). Maslach (1982) defined burnout as an occurrence of a stressful working environment that eventually drained the employees psychologically. Job stress and occupational burnout has also been closely and positively related. Various scholars have confirmed the positive link between job stress and burnout (Guo et al., 2016; Elshaer et al., 2018) where job stress is a result of a poor fit between the employees and their work space (Garrosa et al., 2008). Job stress usually takes place when the employees find difficulties in balancing their job demands with their personal capabilities of fulfilling the tasks (Lingard, 2004) which ultimately the accumulated stress result in occupational burnout (Weijing and Hongchun, 2011; Joung and Park, 2016).

From a theoretical point of view, the fear of involuntary turnover and the constant urge to preserve their work give rise to employees to accept any role overload (Leiter and Durup, 1996) which results in job stress and occupational burnout. COR theory demonstrates that the employees will do their utmost to preserve their jobs as they are aware of current economic and job market conditions prevailing as a significant job loss will result future losses (Hobfoll and Lilly, 1993). Thus, role overload will spillover as job stress and burnout which might crossover the non-work domains of those employees and affecting both their professional and personal lives. Hence, the below hypotheses are proposed:

**H8: There is a positive relationship between role overload and job stress**

**H9: There is a positive relationship between role overload and occupational burnout**

**H10: There is a positive relationship between job stress and occupational burnout**

## Methodology

For the purpose of this study, a purely positivist approach has been adopted. The measurement scales were borrowed as per the following; for job stress the scale proposed by Spence and Robbins (1992) was used, for role overload the measures were borrowed from Schaubroeck, Cotton, and Jennings (1989) and Beehr, Walsh, and Taber (1976), for occupational burnout the scales were borrowed from Maslach Burnout Inventory (Maslach & Jackson, 1981) and only the emotional exhaustion items were taken into consideration, for WFC the scales were borrowed from Netemeyer, Boles and McMurrrian, (1996) and partly modified with the requirements of the study. To measure employees' perception on involuntary turnover, this study has devised a scale where six items were included following a focus group with employees via Skype. This study and data collection was carried out when Mauritius was under confinement, that is, from April to May 2020. The online survey approach was used to collect the data as it was considered to be the most ideal way under these conditions. The target population was around 600 employees and an encouraging response rate of 315 has been reported. It has to be noted that the data collection process was very rigorous and the survey was posted on all social media platforms so as to enable maximum participation of employees. A pilot study was also conducted where the questionnaire was sent to 10 employees so as to ensure the content validity. All the questions were assessed through the Likert scale where 1 stands for strongly disagree, 2 stands for disagree, 3 stands for neutral, 4 stands for agree and 5 stands for strongly agree.

## Analysis

This study followed the rule of thumb as prescribed by Nunnally (1978) for reliability test where the Cronbach Alpha score should be  $> 0.70$ . All the scales were reliable. Following the concept from Anderson and Gerbing (1988), a two-step approach was used where a Confirmatory Factor Analysis (CFA) followed by a Partial Least Square Structural Equation Modeling (PLS-SEM) were carried out through the Smart PLS 3.0. The CFA enabled the researcher to confirm the reliability and validity of the scales through Cronbach Alpha and Composite reliability and all the scales were reliable and valid, that is, all the scores were  $>0.70$ . The factor loadings and average variance extracted scores were  $>0.50$  which is in line with the study of Hair, Ringle and Sarstedt (2011). Table 1 represents the results obtained from the CFA and the results were reliable. Table 2 represents the results obtained from the discriminant validity. Since the Fornell-Larcker criterion and cross-loadings has certain loopholes as specified by Henseler et al., (2014), this study adopted the heterotrait-monotrait ratio of correlations (HTMT) to assess the discriminant validity where the HTMT should not be  $>0.90$  as per Henseler *et al.* (2015). Then, researcher then carried out

the PLS-SEM as the second step and Table 3 represents the results obtained for the structural model. A mediation analysis was also conducted (Table 4) where the PLS-SEM allowed to better understand the specific indirect effects which the researcher made use to understand why some proposed hypotheses were not supported.

A significant and positive relationship was reported for the relationship between perception of involuntary turnover and job stress ( $\beta=0.351$ ,  $t= 8.417$ ,  $p\text{-value}=0$ ). Employee perception of involuntary turnover and occupational burnout was positively related ( $\beta= 0.194$ ,  $t= 3.32$ ,  $p\text{-value}= 0.001$ ). A positive association was reported for the relationship between employee perception of involuntary turnover and role overload ( $\beta= 0.292$ ,  $t= 5.587$ ,  $p\text{-value}= 0$ ). The proposed positive relationship between job stress and occupational burnout was supported ( $\beta= 0.169$ ,  $t= 2.355$ ,  $p\text{-value}= 0.019$ ). A positive relationship between occupational burnout and WFC was recorded ( $\beta= 0.628$ ,  $t= 14.766$ ,  $p\text{-value}= 0$ ). The positive relationship between role overload and job stress was supported ( $\beta= 0.467$ ,  $t= 8.15$ ,  $p\text{-value}= 0$ ). Role overload and occupational burnout was positively related ( $\beta= 0.171$ ,  $t= 2.516$ ,  $p\text{-value}= 0.012$ ). A significant and positive relationship between role overload and WFC was recorded ( $\beta= 0.281$ ,  $t= 4.297$ ,  $p\text{-value}= 0$ ). This study revealed a non-significant relationship between employees' perception of involuntary turnover and WFC ( $\beta= -0.073$ ,  $t= 1.482$ ,  $p\text{-value}= 0.138$ ). The relationship between job stress and WFC as well was not supported ( $\beta= -0.112$ ,  $t= 1.505$ ,  $p\text{-value}= 0.132$ ).

Table 1 represents the results obtained after carrying out the Confirmatory Factor Analysis.

Table 1: Outcomes of the Measurement Model

Construct measured using a reflective scale	FL	CA	CR	AVE
<b>Perception of involuntary turnover</b>		<b>0.802</b>	<b>0.859</b>	<b>0.506</b>
I believe my organization will face a lot of economic difficulties following the coronavirus pandemic	0.532			
I believe a lot of employees will lose jobs in my organization following the coronavirus pandemic	0.742			
I believe my organization is likely to engage in fair dismissal following the coronavirus pandemic	0.708			
I believe my organization might also engage in unfair dismissal following the coronavirus pandemic	0.703			
I believe my organization might also engage in constructive dismissal following the coronavirus pandemic	0.807			
I believe my organization will propose early retirement plans to its employees following the coronavirus pandemic	0.747			
<b>Role Overload</b>		<b>0.865</b>	<b>0.917</b>	<b>0.787</b>
The amount of work I am expected to do is too great, however I have to accept it	0.877			

<b>Construct measured using a reflective scale</b>	<b>FL</b>	<b>CA</b>	<b>CR</b>	<b>AVE</b>
I never seem to have enough time to get everything done at work, however I have to accept it	0.906			
It often seems like I have too much work for one person to do, however I have to accept it	0.879			
<b>Job Stress</b>		<b>0.796</b>	<b>0.881</b>	<b>0.713</b>
I often wake up worrying about my work	0.757			
I worry a lot about all the work I have to do and how I'll get it done.	0.89			
Sometimes I feel like my work is going to overwhelm me.	0.879			
<b>Occupational Burnout</b>		<b>0.899</b>	<b>0.92</b>	<b>0.59</b>
I am likely to feel used up at the end of the workday	0.637			
I am likely to feel fatigued when I get up in the morning and have to face another day with my current work	0.751			
Working with people all day is really a strain for me	0.69			
I am likely to feel burned out from my work	0.876			
I am likely to feel frustrated by my job	0.815			
I am likely to feel that I'm working too hard on my job	0.747			
Working with people puts too much stress on me	0.802			
I am likely to feel like that I'm at the end of my rope with my current work	0.803			
<b>Work Family Conflict</b>		<b>0.931</b>	<b>0.948</b>	<b>0.787</b>
The demands of my work NOW interfere with my home and family life.	0.828			
The amount of time my job takes up NOW makes it difficult to fulfill family responsibilities.	0.911			
Things I want to do at home do not get done because of the demands my job puts on me NOW.	0.938			
My job produces strain that makes it difficult to fulfill family duties NOW.	0.926			
Due to work-related duties, I have to make changes to my plans for family activities NOW.	0.825			

Table 2 represents the results obtained for the discriminant validity.

Table 2: Discriminant Validity

	<b>Job Stress</b>	<b>Occupational Burnout</b>	<b>Perception of Involuntary Turnover</b>	<b>Role Overload</b>	<b>Work Family Conflict</b>
<b>Job Stress</b>					
<b>Occupational Burnout</b>	<b>0.418</b>				
<b>Perception of Involuntary Turnover</b>	0.607	<b>0.376</b>			
<b>Role Overload</b>	0.681	0.373	<b>0.337</b>		
<b>Work Family Conflict</b>	0.273	0.714	0.182	<b>0.445</b>	

Table 3 represents the results obtained from the structural model.

Table 3: Results from the PLS-SEM

<b>Path Relationships</b>	<b><math>\beta</math></b>	<b>t-value</b>	<b>P-Value</b>	<b>f<sup>2</sup></b>	<b>R<sup>2</sup></b>	<b>Outcomes</b>
<b>Perception of Involuntary Turnover</b>						
Perception of Involuntary Turnover and Job Stress	0.351	8.417	0	0.2		<b>Supported</b>
Perception of Involuntary Turnover and Occupational Burnout	0.194	3.32	0.001	0.035		<b>Supported</b>
Perception of Involuntary Turnover and Role Overload	0.292	5.587	0	0.093		<b>Supported</b>
Perception of Involuntary Turnover and Work Family Conflict	-0.073	1.482	0.138	0.008		<b>Rejected</b>
<b>Job Stress</b>					<b>0.437</b>	
Job Stress and Occupational Burnout	0.169	2.355	0.019	0.02		<b>Supported</b>
Job Stress and Work Family Conflict	-0.112	1.505	0.132	0.014		<b>Rejected</b>
<b>Occupational Burnout</b>					<b>0.18</b>	
Occupational Burnout and Work Family Conflict	0.628	14.766	0	0.629		<b>Supported</b>
<b>Role Overload</b>					<b>0.085</b>	
<b>Work Family Conflict</b>					<b>0.485</b>	
Role Overload and Job Stress	0.467	8.15	0	0.355		<b>Supported</b>
Role Overload and Occupational Burnout	0.171	2.516	0.012	0.024		<b>Supported</b>
Role Overload and Work Family Conflict	0.281	4.297	0	0.101		<b>Supported</b>

Figure 2: The proposed model with path coefficients

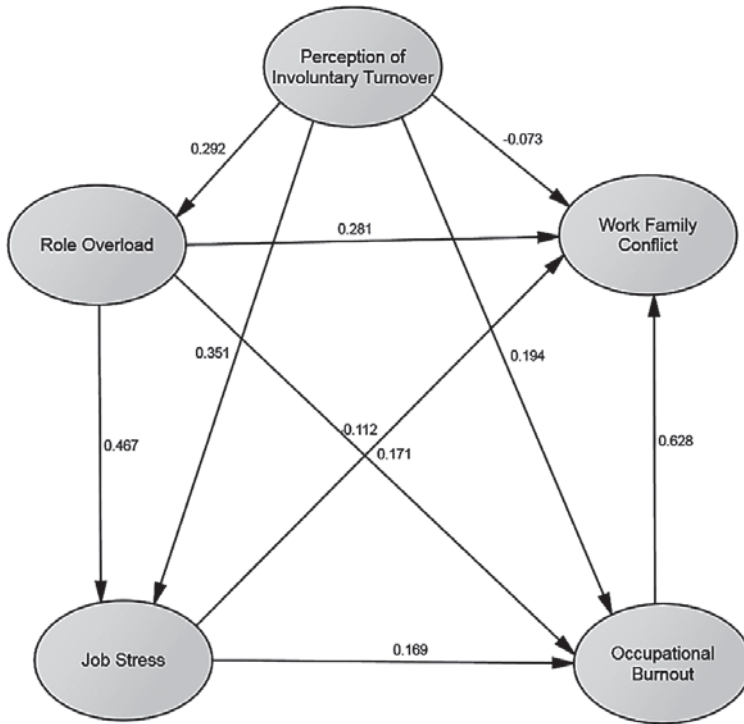


Table 4 represents the results obtained from the mediation analysis.

Table 4: Mediating Effects

Mediating Effects	Original Sample (O)	T Statistics	P Values
Perception of Involuntary Turnover → Role Overload → Job Stress	0.136	4.415	0
Perception of Involuntary Turnover → Job Stress → Occupational Burnout	0.059	2.158	0.031
Role Overload → Job Stress → Occupational Burnout	0.079	2.357	0.018
Perception of Involuntary Turnover → Role Overload → Job Stress → Occupational Burnout	0.023	2.012	0.044
Perception of Involuntary Turnover → Role Overload → Occupational Burnout	0.05	2.134	0.033
Perception of Involuntary Turnover → Job Stress → Work Family Conflict	-0.039	1.503	0.133
Role Overload → Job Stress → Work Family Conflict	-0.053	1.464	0.143
Perception of Involuntary Turnover → Role Overload → Job Stress → Work Family Conflict	-0.015	1.379	0.168

Mediating Effects	Original Sample (O)	T Statistics	P Values
Perception of Involuntary Turnover → Job Stress → Occupational Burnout → Work Family Conflict	0.037	2.084	0.037
Job Stress → Occupational Burnout → Work Family Conflict	0.106	2.253	0.024
Role Overload → Job Stress → Occupational Burnout → Work Family Conflict	0.05	2.23	0.026
Perception of Involuntary Turnover → Role Overload → Job Stress → Occupational Burnout → Work Family Conflict	0.014	1.931	0.054
Perception of Involuntary Turnover → Occupational Burnout → Work Family Conflict	0.122	3.095	0.002
Role Overload → Occupational Burnout → Work Family Conflict	0.108	2.548	0.011
Perception of Involuntary Turnover → Role Overload → Occupational Burnout → Work Family Conflict	0.031	2.166	0.03
Perception of Involuntary Turnover → Role Overload → Work Family Conflict	0.082	3.103	0.002

## Discussion

It has been noted that the employees' perception of involuntary turnover as a response to the global COVID-19 pandemic is positively related to role overload, that is, employees tend to accept any additional tasks that is being or will be provided to them so as to protect their work. Therefore, this study confirms the research of Chipunza and Samuel (2012) and Yongkang et al. (2014). This study also revealed a positive relationship between the employees' perception of involuntary turnover and job stress which is in line with the studies of Amundson and Borgen (1982) and Hanisch, (1999). It can be said that the constant fear of losing their jobs as a result of the COVID-19 pandemic somehow affects the mental health through job stress of the employees. The level of job stress is also related to the fact that the employees are accepting role overload which is in line with the studies of Vanishree (2014) and Yongkang et al., (2014). Therefore, this study confirms the positive link between role overload and job stress. It can be said that the employees are much aware of the condition of the job market and now with "The Great Lockdown" they know that they cannot afford to lose their jobs, therefore any additional tasks being provided to them will get accepted. This also demonstrates their act to preserve their resources as per the COR theory as any present loss will result in future losses as stipulated by De Cuyper et al. (2012).

Additionally, this study reported a positive relationship between the employees' perception of any involuntary turnover and occupational burnout as prescribed by Burke and Greenglass (2001) and Nordang, Hall-Lord and Farup (2010). Employees feel mortified with the idea that they might be losing their jobs which results in



burnout which explains the positive relationship between job stress and occupational burnout that has been reported in this study which is related to the studies of Guo et al. (2016) and Elshaer et al. (2018). Due to the constant apprehension of losing their jobs, employees are subjected to job stress which ultimately results in burnout (Joung and Park, 2016). This positive relationship between job stress and burnout has an overall damaging effect on both the mental and physical aspects of the employees. This study has also reported a positive and significant relationship between role overload and occupational burnout which confirms the studies of Kilroy et al. (2016), Mohamed (2016) and Vullingsh et al. (2018). Again, by accepting role overload, the employees undergo so much stress which ultimately results in occupational burnout. This can be said to be very damaging to the overall mental state of these employees. They are trying to push and pressurize themselves to that extent so as to preserve their work.

More so, the results suggest a positive and a significant relationship between role overload and WFC and between occupational burnout and WFC which confirms the studies of Chiu, Yeh and Huang (2015), Anand et al. (2017), Pikó and Mihálka (2018) and Raja, Javed and Abbas (2018). This demonstrates the overall effects of the employees' perception of involuntary turnover forces the employees to accept any additional tasks that is being provided to them through role overload which results in WFC. By accepting too many tasks as well give rise to the employees experiencing occupational burnout which affects their non-work domain and employees tend to experience WFC.

From a theoretical perspective, the above results suggest that the employees are doing their level best to preserve their jobs as a valuable resource as prescribed by the COR theory (Wright and Hobfoll, 2004), as they are aware that a job loss will result in future losses which can be related to the failure of honouring financial responsibilities. This research also demonstrates that the constant urge of preserving one's jobs leads to role overload, job stress, occupational burnout and finally affecting the family life of those individuals. The Spillover and crossover model also justifies the findings as the individuals experience the pressure of role overload which results in job stress and occupational burnout and leading to work family conflict where the work domain crosses over the non-work domain. Therefore, to handle all these factors seem to be very damaging to the overall health of those individuals.

Moreover, this study revealed a non-significant relationship between employees' perception of involuntary turnover and WFC and the relationship between job stress and WFC as well was not supported. The non-significant result obtained for the relationship between employees' perception of involuntary turnover and WFC can be explained through the mediation results (Table 4). Factors like job stress, role overload and occupational burnout mediated the relationship between perception of involuntary turnover and WFC. Role overload, job stress and occupational burnout are the factors to be acting as a consequence of the perception of any job loss. Em-

employees will tend to accept role overload which is in with the COR theory so as to preserve their work which results in job stress and occupational burnout. WFC loses its importance vis a vis these factors. The results obtained for the non-significant relationship between job stress and WFC can be said that job stress does not directly affect WFC. Job stress is more likely to result in occupational burnout which ultimately influences the WFC.

## **Conclusion**

As a concluding note, this study has tried to assess the perception of employees with regards to any involuntary turnover that can take place in the near future because of the unprecedented lockdown that is taking place around the world. This great lockdown is resulting in a global economic crisis where small countries like Mauritius have not been spared. This study has tried to assess the consequences of involuntary turnover on the overall wellbeing of the employees. Factors like role overload, job stress, occupational burnout and WFC have been identified and assessed. Having two theoretical perspectives have also helped to better comprehend the results and also allowing the researcher to understand the whole phenomenon from an employee perspective. Nevertheless, the study bears few limitations.

## **Limitation of Studies and Future work**

This study has adopted a purely quantitative approach which somehow limits the viewpoint of the researcher to further understand the psychological perspective of the employees which could be achieved through a qualitative study. This study has been conducted over a specific time period where the world was at its peak in managing the spread of the virus. Future studies can adopt a longitudinal approach to better analyze the job market. This study has analyzed only few factors and future research can expand this model by integrating other additional factors. This study analyzed the results from only two theoretical perspectives and future work can make use of additional theories like psychological contract breach to further probe in the mental health of the employees.

## REFERENCES

- Abbas, M. and Raja, U., 2015. Impact of psychological capital on innovative performance and job stress. *Canadian Journal of Administrative Sciences/Revue Canadienne des Sciences de l'Administration*, 32(2), pp.128-138.
- Ahmad, A., 2010. Work-family conflict among junior physicians: Its mediating role in the relationship between role overload and emotional exhaustion. *Journal of Social Sciences*, 6(2), pp.265-271.
- Ahmad, A. and Saud, S., 2016. The Effect of Role Overload on Employee Anxiety and Organization Citizenship Behavior. *Journal of Managerial Sciences*, 10(1).
- Amundson, N.E. and Borgen, W.A., 1982. The Dynamics of Unemployment: Job Loss and Job Search. *Personnel & Guidance Journal*, 60(9).
- ANAND, A., VOHRA, V., SRIVASTAVA, M. and JHA, S., 2017. Team-level Outcomes of Work-family conflict: Exploring the impact of Workplace Social Support and Role Overload. *NMIMS Journal of Economics and Public Policy*, 2.
- Anderson, J.C. and Gerbing, D.W., 1988. Structural equation modeling in practice: A review and recommended two-step approach. *Psychological bulletin*, 103(3), p.411.
- Armstrong, G.S., Atkin-Plunk, C.A. and Wells, J., 2015. The relationship between work-family conflict, correctional officer job stress, and job satisfaction. *Criminal justice and behavior*, 42(10), pp.1066-1082.
- Bakar, Z.A. and Salleh, R., 2015. Role Demands, Work-Family Conflict and Motivation: A Proposed Framework. *Global Business & Management Research*, 7(2).
- Bakker, A.B., Demerouti, E. and Burke, R., 2009. Workaholism and relationship quality: A spillover-crossover perspective. *Journal of Occupational Health Psychology*, 14(1), p.23.
- Bakker, A.B. and Demerouti, E., 2013. The spillover-crossover model. *New frontiers in work and family research*, pp.54-70.
- Bardoel, E.A., Pettit, T.M., De Cieri, H. and McMillan, L., 2014. Employee resilience: an emerging challenge for HRM. *Asia Pacific Journal of Human Resources*, 52(3), pp.279-297.
- Barrick, M.R., Mount, M.K. and Strauss, J.P., 1994. Antecedents of involuntary turnover due to a reduction in force. *Personnel Psychology*, 47(3), pp.515-535.
- Beehr, T.A., Jex, S.M., Stacy, B.A. and Murray, M.A., 2000. Work stressors and coworker support as predictors of individual strain and job performance. *Journal of Organizational Behavior*, 21(4), pp.391-405.
- Beehr, T.A., Walsh, J.T. and Taber, T.D., 1976. Relationships of stress to individually and organizationally valued states: Higher order needs as a moderator. *Journal of applied psychology*, 61(1), p.41.
- Bolino, M.C. and Turnley, W.H., 2005. The personal costs of citizenship behavior: the relationship between individual initiative and role overload, job stress, and work-family conflict. *Journal of applied psychology*, 90(4), p.740.
- Burke, R.J. and Greenglass, E.R., 2001. Hospital restructuring, work-family conflict and psychological burnout among nursing staff. *Psychology & health*, 16(5), pp.583-594.
- Buunk, B.P. and Schaufeli, W.B., 2017. Burnout: A perspective from social comparison theory. In *Professional burnout* (pp. 52-69). Routledge.
- Carlson, D.S., Thompson, M.J., Crawford, W.S. and Kacmar, K.M., 2019. Spillover and crossover of work resources: A test of the positive flow of resources through work-family enrichment. *Journal of Organizational Behavior*, 40(6), pp.709-722.
- Cascio, W.F., 2002. Strategies for responsible restructuring. *Academy of Management Perspectives*, 16(3), pp.80-91.
- Cavanaugh, M.A., Boswell, W.R., Roehling, M.V. and Boudreau, J.W., 2000. An empirical examination of self-reported work stress among US managers. *Journal of applied psychology*, 85(1), p.65.

- Chan, S.H.J. and Mai, X., 2015. The relation of career adaptability to satisfaction and turnover intentions. *Journal of Vocational Behavior*, 89, pp.130-139.
- Chipunza, C. and Samuel, M.O., 2012. Effect of role clarity and work overload on perceptions of justice and job insecurity after downsizing. *Journal of Social Sciences*, 32(3), pp.243-253.
- Chiu, S.F., Yeh, S.P. and Huang, T.C., 2015. Role stressors and employee deviance: the moderating effect of social support. *Personnel Review*.
- Crawford, W.S., Shanine, K.K., Whitman, M.V. and Kacmar, K.M., 2016. Examining the impostor phenomenon and work-family conflict. *Journal of Managerial Psychology*.
- Creary, S.J. and Gordon, J.R., 2016. Role conflict, role overload, and role strain. *Encyclopedia of Family Studies*, pp.1-6.
- De Cuyper, N., Mäkikangas, A., Kinnunen, U., Mauno, S. and Witte, H.D., 2012. Cross-lagged associations between perceived external employability, job insecurity, and exhaustion: Testing gain and loss spirals according to the conservation of resources theory. *Journal of Organizational Behavior*, 33(6), pp.770-788.
- Elshaer, N.S.M., Moustafa, M.S.A., Aiad, M.W. and Ramadan, M.I.E., 2018. Job stress and burnout syndrome among critical care healthcare workers. *Alexandria Journal of Medicine*, 54(3), pp.273-277.
- Farber, H.S., 2011. Job loss in the Great Recession: Historical perspective from the displaced workers survey, 1984-2010 (No. w17040). National Bureau of Economic Research.
- Farmer, J.A., 1988. Relationship between job burnout and perceived inmate exploitation of juvenile correctional workers. *International journal of offender therapy and comparative criminology*, 32(1), pp.67-73.
- Fasbender, U., Van der Heijden, B.I. and Grimshaw, S., 2019. Job satisfaction, job stress and nurses' turnover intentions: The moderating roles of on-the-job and off-the-job embeddedness. *Journal of advanced nursing*, 75(2), pp.327-337.
- Ford, M.T., Heinen, B.A. and Langkamer, K.L., 2007. Work and family satisfaction and conflict: a meta-analysis of cross-domain relations. *Journal of applied psychology*, 92(1), p.57.
- Freudenberger, H. J., 1974. Staff burnout. *Journal of Social Issues*, 7, p.159-164
- Friedman, S.D. and Greenhaus, J.H., 2000. Allies or enemies? How choices about work and family affect the quality of men's and women's lives.
- Gao, Y., Shi, J., Niu, Q. and Wang, L., 2013. Work-family conflict and job satisfaction: Emotional intelligence as a moderator. *Stress and Health*, 29(3), pp.222-228.
- Garrosa, E., Moreno-Jimenez, B., Liang, Y. and Gonzalez, J.L., 2008. The relationship between socio-demographic variables, job stressors, burnout, and hardy personality in nurses: An exploratory study. *International journal of nursing studies*, 45(3), pp.418-427.
- Gordon, H.L., 2010. Understanding executive turnover: Executive performance and economic changes. Unpublished doctoral dissertation. University of North Carolina, Charlotte.
- Greenhaus, J.H. and Beutell, N.J., 1985. Sources of conflict between work and family roles. *Academy of management review*, 10(1), pp.76-88.
- Grissom, J.A., Viano, S.L. and Selin, J.L., 2016. Understanding employee turnover in the public sector: Insights from research on teacher mobility. *Public Administration Review*, 76(2), pp.241-251.
- Guo, J., Chen, J., Fu, J., Ge, X., Chen, M. and Liu, Y., 2016. Structural empowerment, job stress and burnout of nurses in China. *Applied Nursing Research*, 31, pp.41-45.
- Gurbuz, S., Turunc, O. and Celik, M., 2013. The impact of perceived organizational support on work-family conflict: Does role overload have a mediating role?. *Economic and Industrial Democracy*, 34(1), pp.145-160.
- Gyensare, M.A., Anku-Tsede, O., Sanda, M.A. and Okpoti, C.A., 2016. Transformational leadership and employee turnover intention. *World Journal of Entrepreneurship, Management and Sustainable Development*.

- Hair, J.F., Ringle, C.M. and Sarstedt, M., 2011. PLS-SEM: Indeed a silver bullet. *Journal of Marketing theory and Practice*, 19(2), pp.139-152.
- Hanisch, K.A., 1999. Job loss and unemployment research from 1994 to 1998: A review and recommendations for research and intervention. *Journal of Vocational Behavior*, 55(2), pp.188-220.
- Haque, A., Fernando, M. and Caputi, P., 2019. The relationship between responsible leadership and organisational commitment and the mediating effect of employee turnover intentions: An empirical study with Australian employees. *Journal of Business Ethics*, 156(3), pp.759-774.
- Henseler, J., Ringle, C.M. and Sarstedt, M., 2015. A new criterion for assessing discriminant validity in variance-based structural equation modeling. *Journal of the academy of marketing science*, 43(1), pp.115-135.
- Henseler, J., Dijkstra, T.K., Sarstedt, M., Ringle, C.M., Diamantopoulos, A., Straub, D.W., Ketchen Jr, D.J., Hair, J.F., Hult, G.T.M. and Calantone, R.J., 2014. Common beliefs and reality about PLS: Comments on Rönkkö and Evermann (2013). *Organizational research methods*, 17(2), pp.182-209.
- Hildenbrand, K., Sacramento, C.A. and Binnewies, C., 2018. Transformational leadership and burnout: The role of thriving and followers' openness to experience. *Journal of occupational health psychology*, 23(1), p.31.
- Hobfoll, S.E., 1989. Conservation of resources: A new attempt at conceptualizing stress. *American psychologist*, 44(3), p.513.
- Hobfoll, S.E., 1998. *The psychology and philosophy of stress, culture, and community*. New York.
- Hobfoll, S.E. and Freedy, J., 2017. Conservation of resources: A general stress theory applied to burnout. In *Professional burnout* (pp. 115-129). Routledge.
- Hobfoll, S.E. and Lilly, R.S., 1993. Resource conservation as a strategy for community psychology. *Journal of community psychology*, 21(2), pp.128-148.
- Hoboubi, N., Choobineh, A., Ghanavati, F.K., Keshavarzi, S. and Hosseini, A.A., 2017. The impact of job stress and job satisfaction on workforce productivity in an Iranian petrochemical industry. *Safety and health at work*, 8(1), pp.67-71.
- Hom, P.W., Mitchell, T.R., Lee, T.W. and Griffeth, R.W., 2012. Reviewing employee turnover: focusing on proximal withdrawal states and an expanded criterion. *Psychological bulletin*, 138(5), p.831.
- Hom, P.W., Lee, T.W., Shaw, J.D. and Hausknecht, J.P., 2017. One hundred years of employee turnover theory and research. *Journal of Applied Psychology*, 102(3), p.530.
- Hout, M., Levanon, A. and Cumberworth, E., 2011. Job loss and unemployment. *The great recession*, pp.59-81.
- Gopinath, G. 2020. The Great Lockdown: The worst economic downturn since the Great depression. International Monetary Fund. (<https://blogs.imf.org/2020/04/14/the-great-lockdown-worst-economic-downturn-since-the-great-depression/>) Accessed on 19 April 2020.
- Jayarathna, S.M.D.Y., 2017. A conceptual model of job burnout and work social support. *Kelaniya Journal of Human Resource Management*, 12(1).
- Joung, S.A. and Park, K.Y., 2016. Influence of experiencing verbal abuse, job stress and burnout on nurses' turnover intention in hemodialysis units. *Journal of Korean Academy of Nursing Administration*, 22(2), pp.189-198.
- Kalish, Y., Luria, G., Toker, S. and Westman, M., 2015. Till stress do us part: On the interplay between perceived stress and communication network dynamics. *Journal of Applied Psychology*, 100(6), p.1737.
- Kaneez, B.S. and Medha, K., 2018. Factors influencing grade 10 students' career choice in Mauritius. *DEVELOPMENT*, 7(2).
- Kasseeah, H. and Tandrayen-Ragoobur, V., 2016. Ex-garment female workers: a new entrepreneurial community in Mauritius. *Journal of Enterprising Communities: People and Places in the Global Economy*, 10(1), pp.33-52.

- Kilroy, S., Flood, P.C., Bosak, J. and Chênevert, D., 2016. Perceptions of high-involvement work practices and burnout: the mediating role of job demands. *Human Resource Management Journal*, 26(4), pp.408-424.
- Kinicki, A.J. and Latack, J.C., 1990. Explication of the construct of coping with involuntary job loss. *Journal of Vocational Behavior*, 36(3), pp.339-360.
- Kisto, M., 2016. Determinants of youth job satisfaction in Mauritius. *International Journal of Scientific and Technology Research*, 5(12), pp.129-132.
- Kossek, E.E. and Lee, K.H., 2017. Work-family conflict and work-life conflict. In *Oxford Research Encyclopedia of Business and Management*.
- Kroon, B., Voorde, K.V.D. and Veldhoven, M.V., 2009. Cross-level effects of high-performance work practices on burnout: Two counteracting mediating mechanisms compared. *Personnel Review*, 38(5), pp.509-525.
- Lamm, F. and Lo, K., 2005. Occupational stress in the hospitality industry: An employment relations perspective.
- Lavner, J.A. and Clark, M.A., 2017. Workload and marital satisfaction over time: Testing lagged spillover and crossover effects during the newlywed years. *Journal of vocational behavior*, 101, pp.67-76.
- Lee, E.H., Chang, S.J., Kim, H.O., Roh, J., Park, E.J. and Won, J.U., 2007. Relationship between job stress and turnover of registered nurses in a university hospital. *Korean Journal of Occupational and Environmental Medicine*, 19(2), pp.93-104.
- Leiter, M.P. and Durup, M.J., 1996. Work, home, and in-between: A longitudinal study of spillover. *The Journal of applied behavioral science*, 32(1), pp.29-47.
- Lin, T.C., Lin, H.S., Cheng, S.F., Wu, L.M. and Ou-Yang, M.C., 2016. Work stress, occupational burnout and depression levels: a clinical study of paediatric intensive care unit nurses in Taiwan. *Journal of Clinical Nursing*, 25(7-8), pp.1120-1130.
- Lingard, H., 2004. Work and family sources of burnout in the Australian engineering profession: Comparison of respondents in dual- and single-earner couples, parents, and nonparents. *Journal of Construction Engineering and Management*, 130(2), pp.290-298.
- Lin, T.C., Lin, H.S., Cheng, S.F., Wu, L.M. and Ou-Yang, M.C., 2016. Work stress, occupational burnout and depression levels: a clinical study of paediatric intensive care unit nurses in Taiwan. *Journal of Clinical Nursing*, 25(7-8), pp.1120-1130.
- Long, C.S., Azami, A., Kowang, T.O. and Fei, G.C., 2016. An Analysis on the Relationship between Work Family Conflict and Turnover Intention: A Case Study in a Manufacturing Company in Malaysia. *International Business Management*, 10(3), pp.176-182.
- Lu, L., Lu, A.C.C., Gursoy, D. and Neale, N.R., 2016. Work engagement, job satisfaction, and turnover intentions. *International Journal of Contemporary Hospitality Management*.
- Mansour, S. and Tremblay, D.G., 2016. Workload, generic and work-family specific social supports and job stress. *International Journal of Contemporary Hospitality Management*.
- Maslach, C. and Jackson, S.E., 1981. The measurement of experienced burnout. *Journal of organizational behavior*, 2(2), pp.99-113.
- Maslach, C., 1982. Understanding burnout: Definitional issues in analyzing a complex phenomenon. *Job stress and burnout*, pp.29-40.
- Mathieu, C., Fabi, B., Lacoursière, R. and Raymond, L., 2016. The role of supervisory behavior, job satisfaction and organizational commitment on employee turnover. *Journal of Management & Organization*, 22(1), pp.113-129.
- McDonald, C.L. and Yao, J.Y., 2003. Mauritius: Unemployment and the role of institutions.
- McElroy, J.C., Morrow, P.C. and Rude, S.N., 2001. Turnover and organizational performance: a comparative analysis of the effects of voluntary, involuntary, and reduction-in-force turnover. *Journal of applied Psychology*, 86(6), p.1294.

- Mohamed, F.R., 2016. Relationship among nurses role overload, burnout and managerial coping strategies at intensive care units. *International Journal of Nursing & Clinical Practices*, 2016.
- Morrell, K.M., Loan-Clarke, J. and Wilkinson, A.J., 2004. Organisational change and employee turnover. *Personnel Review*, 33(2), pp.161-173.
- Motowidlo, S.J., Packard, J.S. and Manning, M.R., 1986. Occupational stress: its causes and consequences for job performance. *Journal of applied psychology*, 71(4), p.618.
- Netemeyer, R. G., Boles, J. S., &McMurrian, R., 1996. Development and validation of work–family conflict and family-work conflict scales. *Journal of Applied Psychology*, 81(4), p.400–410.
- Nica, E., 2016. Employee voluntary turnover as a negative indicator of organizational effectiveness. *Psychosociological Issues in Human Resource Management*, 4(2), pp.220-226.
- Nixon, R.D., Hitt, M.A., Lee, H.U. and Jeong, E., 2004. Market reactions to announcements of corporate downsizing actions and implementation strategies. *Strategic Management Journal*, 25(11), pp.1121-1129.
- Nordang, K., Hall-Lord, M.L. and Farup, P.G., 2010. Burnout in health-care professionals during reorganizations and downsizing. A cohort study in nurses. *BMC nursing*, 9(1), p.8.
- Nunnally, J. C. (1978). *Psychometric theory* (2nd ed.). New York: McGraw-Hill.
- Pikó, B. and Mihálka, M., 2018. Study of Work–Family Conflict (WFC), Burnout and Psychosocial Health Among Hungarian Educators. *Central European Journal of Occupational and Environmental Medicine*, 24(1-2), pp.83-95.
- Raja, U., Javed, Y. and Abbas, M., 2018. A time lagged study of burnout as a mediator in the relationship between workplace bullying and work–family conflict. *International journal of stress management*, 25(4), p.377.
- Riumallo-Herl, C., Basu, S., Stuckler, D., Courtin, E. and Avendano, M., 2014. Job loss, wealth and depression during the Great Recession in the USA and Europe. *International journal of epidemiology*, 43(5), pp.1508-1517.
- Robinson, L.D., Magee, C. and Caputi, P., 2016. Burnout and the work-family interface. *Career Development International*.
- Rubenstein, A.L., Kammeyer-Mueller, J.D., Wang, M. and Thundiyil, T.G., 2019. “Embedded” at hire? Predicting the voluntary and involuntary turnover of new employees. *Journal of Organizational Behavior*, 40(3), pp.342-359.
- Hildenbrand, K., Sacramento, C.A. and Binnewies, C., 2018. Transformational leadership and burnout: The role of thriving and followers’ openness to experience. *Journal of occupational health psychology*, 23(1), p.31.
- Salvagioni, D.A.J., Melanda, F.N., Mesas, A.E., González, A.D., Gabani, F.L. and de Andrade, S.M., 2017. Physical, psychological and occupational consequences of job burnout: A systematic review of prospective studies. *PloS one*.
- Schaubroeck, J., Cotton, J.L. and Jennings, K.R., 1989. Antecedents and consequences of role stress: A covariance structure analysis. *Journal of Organizational Behavior*, 10(1), pp.35-58.
- Schaufeli, W.B. and Peeters, M.C., 2000. Job stress and burnout among correctional officers: A literature review. *International Journal of stress management*, 7(1), pp.19-48.
- Semerci, A.B., 2016. The effect of social support on job stress of entrepreneurs. *Academy of Entrepreneurship Journal*, 22(1), p.41.
- Shaw, J.D., Delery, J.E., Jenkins Jr, G.D. and Gupta, N., 1998. An organization-level analysis of voluntary and involuntary turnover. *Academy of management journal*, 41(5), pp.511-525.
- Shimazu, A., Demerouti, E., Bakker, A.B., Shimada, K. and Kawakami, N., 2011. Workaholism and well-being among Japanese dual-earner couples: A spillover-crossover perspective. *Social Science & Medicine*, 73(3), pp.399-409.
- Shupe, E.I., Wambaugh, S.K. and Bramble, R.J., 2015. Role-related stress experienced by academic librarians. *The Journal of Academic Librarianship*, 41(3), pp.264-269.



- Singh, R. and Nayak, J.K., 2015. Mediating role of stress between work-family conflict and job satisfaction among the police officials. *Policing: An International Journal of Police Strategies & Management*.
- Solberg, E. and Wong, S.I., 2016. Crafting one's job to take charge of role overload: When proactivity requires adaptivity across levels. *The leadership quarterly*, 27(5), pp.713-725.
- Tandrayen-Ragoobur, V., 2011. Facing the global financial crisis—policy lessons and recovery from small Mauritius. *International Research Journal of Finance and Economics*, 66(66), pp.29-45
- Tandrayen-Ragoobur, V. and Ragoobur, V., 2009. Facing the Global Financial Crisis-Policy Lessons from Small Mauritius.
- Tsutsumi, A., Kayaba, K., Theorell, T. and Siegrist, J., 2001. Association between job stress and depression among Japanese employees threatened by job loss in a comparison between two complementary job-stress models. *Scandinavian journal of work, environment & health*, pp.146-153.
- Vanishree, P., 2014. Impact of role ambiguity, role conflict and role overload on job stress in small and medium scale industries. *Research Journal of Management Sciences* ISSN, 2319, p.1171.
- Vettor, S.M. and Kosinski Jr, F.A., 2000. Work-Stress Burnout in Emergency Medical Technicians and the Use of Early Recollections. *Journal of Employment Counseling*, 37(4), pp.216-228.
- Vong, L.T.N. and Tang, W.S.L., 2017. The mediating effect of work–family conflict in the relationship between job stress and intent to stay: The case of tourism and hospitality workers in Macau. *Journal of Human Resources in Hospitality & Tourism*, 16(1), pp.39-55.
- Vullingsh, J.T., De Hoogh, A.H., Den Hartog, D.N. and Boon, C., 2018. Ethical and passive leadership and their joint relationships with burnout via role clarity and role overload. *Journal of Business Ethics*, pp.1-15.
- Wall Street Journal., 2020. Coronavirus-Afflicted Global Economy Is Almost Certainly in Recession. (<https://www.wsj.com/articles/coronavirus-afflicted-global-economy-is-almost-certainly-in-recession-11586867402>) Accessed on 18/04/2020
- Walston, S.L., Al-Omar, B.A., Al-Mutari, F.A., 2010. Factors affecting the climate of hospital patient safety: A study of hospitals in Saudi Arabia. *International journal of health care quality assurance* 23, p.35-50.
- Westman, M., Etzion, D. and Danon, E., 2001. Job insecurity and crossover of burnout in married couples. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior*, 22(5), pp.467-481.
- Wright, T.A. and Hobfoll, S.E., 2004. Commitment, psychological well-being and job performance: An (examination of conservation of resources (COR) theory and job burnout. *Journal of Business & Management*, 9(4).
- Yongkang, Z., Weixi, Z., Yalin, H., Yipeng, X. and Liu, T., 2014. The relationship among role conflict, role ambiguity, role overload and job stress of Chinese middle-level cadres. *Chinese Studies*, 3(01), p.8.
- Zapf, D., Seifert, C., Schmutte, B., Mertini, H. and Holz, M., 2001. Emotion work and job stressors and their effects on burnout. *Psychology & health*, 16(5), pp.527-545.
- Zanhour, M., 2015. Organizational work-family resources, role overload and the work-family interface: the mediating role of balance self-efficacy (Doctoral dissertation).
- Zhang, Y., 2016. A review of employee turnover influence factor and countermeasure. *Journal of Human Resource and Sustainability Studies*, 4(2), pp.85-91.
- Zarei, E., Khakzad, N., Reniers, G. and Akbari, R., 2016. On the relationship between safety climate and occupational burnout in healthcare organizations. *Safety science*, 89, pp.1-10.