



RESEARCH PAPER

Mediating Mechanism of Burnout in the Effect of Stress on Turnover Intention and Service Quality of Employees

¹Haroon Shakil ²Dr. Ghulam Mujtaba*

1. PhD Scholar, Department of Public Administration, University of Kotli AJ&K, Pakistan
2. Assistant Professor, Department of Business Administration, University of Kotli AJ&K, Pakistan

*Corresponding Author: ghulam.mujtaba@uokajk.edu.pk

ABSTRACT

This study was conducted to examine the effect of stress on turnover intention and service quality of employees. The study further probed the mediating role of burnout in the hypothesized effects. The researchers took a sample of nursing and administrative staff from AJ&K. The study applied a dyadic approach and collected time lagged data to avoid common method biases. Data of stress, burnout and turnover intention were collected from health workers while of service quality from patients and attendants. For analysis, the study used AMOS and SPSS. The hypothesized direct effects were checked by applying SEM. PROCESS macro of Hayes (2013) was then applied for probing the mediating mechanism. The results show a positive (negative) effect of stress on turnover intention (service quality) of the employees. This effect was mediated by burnout. The study suggested interventions to manage the issue of stress for better service quality and retention of employees.

KEYWORDS Burnout, Health workers, Mediation, Service Quality, Stress

Introduction

Stress and burnout remained highly prevalent in society, which had negatively affected the individuals and institutions (Aswathappa, 2016; Gardani et al., 2022). These factors had reduced the job performance of the staff, negatively affected their service quality and increased their intention to leave the job (Dobrodolac, Markovic, Cubranic-Dobrodolac, & Denda, 2014; Janeway, 2020; Liang, 2015; Waites, Stevens, & Hancock, 2023). The stress may be caused by issues at the workplace or certain family problems. The issues at workplace may include workload, task ambiguity, uncivil behaviors, or poor environment (Chenevert, Vignoli, Conway, & Balducci, 2022). Similarly, prolonged working hours at workplace may affect the home commitments, thereby creating a conflict at home (Allen, French, Dumani, & Shockley, 2022; Dodanwala, Santoso, & Shrestha, 2022). The problems at home could become a source of stress, which may spill over from home to the workplace, thereby affecting the attitude, performance, and service at the workplace. The persistence of stress could cause physical, mental, and emotional exhaustion, thereby creating a state of burnout. At the workplace, the burnout has serious negative consequences for job performance and retention of employees (Danauske, Raišiene, & Korsakiene 2023; Luken & Sammons, 2016). The issues of stress and burnout also create tidiness and job dissatisfaction and employees cannot be able to deliver the services at the right time and in the right manner.

The issues of stress and burnout affected and are affecting almost every sector. Stress issues are much more common in the health sector due to excessive and odd duty timing, issues in balancing work-family balance, behavioral problems of the patients and attendants. Such problems are damaging the health workers emotionally and psychologically. Healthcare employees are generally more exposed to the stressful environment, which is affecting their performance, satisfaction and stay at job (Cohen, Pignata, Bezak, Tie, & Childs, 2023; Karimi et al., 2021). The healthcare system is essential to sustain the health of individuals in a society and the country. In the health sector, nursing staff are considered highly important. Their care and affection could be valuable to the

speedy recovery of the patients. On the other hand, their impoliteness, rough attitude, and carelessness could be harmful. The care and support of nursing and admin staff is thus highly valuable for patients in the hospitals (Heidarnia, Riazi-Isfahani, Abadi, & Mohseni, 2014; Thakkar, Thanki, & Guru, 2023). Stressed employees might not be able to take care of the patients and thereby create damage to the physical and mental health of the patients as well as their attendants (Baliga et al., 2023; Mittal, Mahendra, Sanap, & Churi, 2022).

Considering the importance of the phenomenon, this study examined the effect of stress on turnover intention and service quality of the employees. The study further probed the mediation of burnout in this specified effect. To examine the subject matter, the study selected the health sector and extracted a sample of nursing and admin staff from government hospitals of Azad Jammu and Kashmir. Convenient sampling approach was opted, and primary data were collected by adopting dyadic and time lagged approach. The collected responses were analyzed statistically. Increase in turnover intention and decrease in service quality because of stress and associated burnout were found in analysis results. Based on these findings, it is suggested to introduce possible measures for managing stress and burnout atleast at workplace for protection of individual and organizational interest. Targeting the health sector of AJ&K while probing and reporting the consequences of stress is expected to be a unique addition in the existing body of knowledge. The findings of the study will be helpful to address and manage the chronic issue for effective dealing, improved service quality and longer retention of qualified and experienced staff. This could also be helpful in opening further research avenues for extensive and conclusive evidence.

Literature Review

The quality of human resources is crucial to the success of any organization. Many organizations with large stocks of physical and financial resources failed because of the poor quality of human resources. On the other hand, many collapsed organizations revived and flourished with the help of committed and competent employees. Employees' satisfaction and loyalty are, therefore, fundamental to the survival and growth of the organizations. Despite the efforts, many factors have affected and are affecting the satisfaction, commitment, and loyalty of the employees. Stress is amongst such factors and is, indeed, a major hurdle in the productive efficiency of individuals and institutions. It may arise due to multiple factors, including unexpected and higher job demands, improper working environment, work-family imbalances, complex tasks, and undue workplace restrictions (Atad & Toker, 2023; Danauské et al., 2023; Frimpong-Manso, Ofosu-Koranteng, & Berko, 2019; Riedl, 2022; Zangmo & Chhetri, 2022). Excessive levels of stress are generally damaging for individuals and organizations. It holds severe negative consequences for performance of the employees (Banerjee & Mehta, 2016; Chenevert et al., 2022; Fahmi et al., 2022; Huo & Jiang, 2023; Rijanto, 2023). The victims of stress in any organization feel and look depressed, nervous, and emotionally damaged, who cannot meet the challenging tasks (Bakker & Demerouti, 2007; Iskamto, 2021; Pradoto, Haryono, & Handari, 2022; Tehreem, Parveen, & Shams, 2023).

Stress at job and dissatisfaction could induce the employee to leave their job (Athanasidou, Chatzoudes, & Theriou, 2023; Lazzari, Alvarez, & Ruggieri, 2022; Pandey, Singh, & Pathak, 2019). This might create a skill gap and organization require to incur huge recruitment and selection costs (Sopiah & Sangadji, 2020). It is, therefore, important to take care of the needs and satisfaction of the employees for their long run stay and constructive contribution in the organization. In the service sector, it is even more important as the stressed employees cannot serve the clients to meet their expectations (Awosika & Adeniyi, 2023; Riedl 2022; Victoria, 2022). Such a situation could be problematic for service seekers as well as service provider organizations. Stress and burnout are the issues of almost every sector and every organization. Healthcare sector is more prone to this issue because of the nature of job, unusual working hours, and more involvement of female nursing staff (Beier, Cockerham, Branson, & Boss, 2023; Edú-Valsania, Laguía, & Moriano, 2022). Stressed health

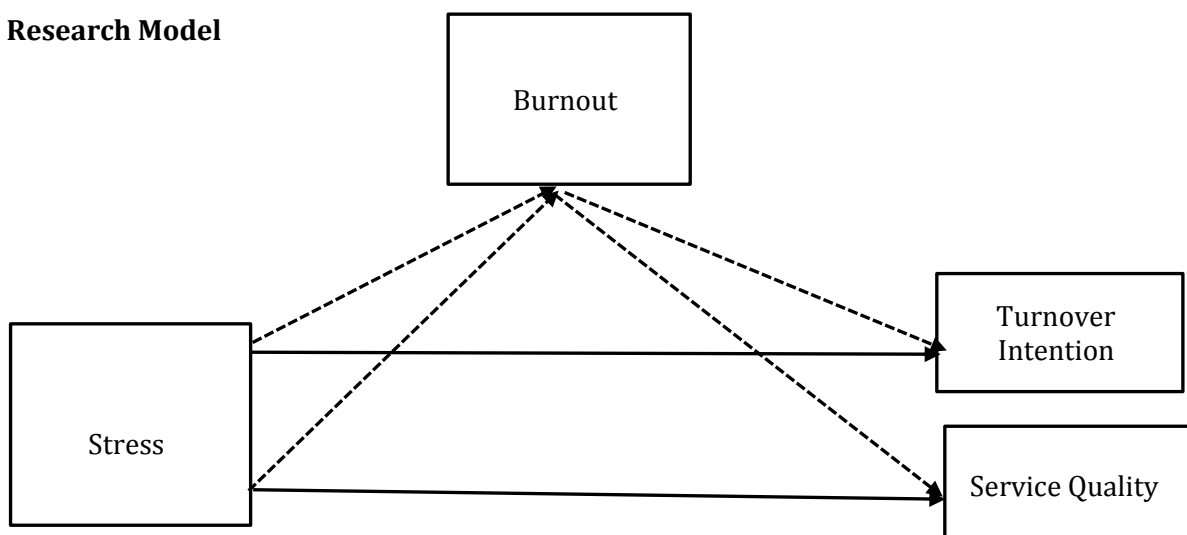
workers have higher intensity of leaving the organization to which they are serving (Arya, Franco-Mesa, & Erben, 2022; Peltokorpi, 2022; Xu et al., 2022). Furthermore, the nature of clients is too sensitive in this sector as patients and their attendants feel stressed and any poor dealing can further intensify the issue, which may induce them to misbehave with the staff and create disturbance for all. Stress can negatively affect the health of healthcare professionals and the quality of care for patients (Ashraf et al., 2018). Consistently providing high-quality care is the backbone of an efficient healthcare system. The issue must, therefore, be addressed proactively in the health sector.

Stress in healthcare settings is a widespread issue that could lead to burnout syndrome (Golz et al., 2021; Gribben & Semple, 2021). Burnout is a complicated disorder resulting from extended exposure to chronic stressors and the healthcare industry is uniquely vulnerable to its adverse effects because of the nature of the sector. The emotional and psychological pressure encountered by healthcare professionals could create emotional weariness, depersonalization, and decreased personal achievement. The health of the healthcare workforce and the foundation of patient care are at risk from these symptoms. Burnout has a cascading effect on healthcare personnel who may consider leaving their positions, endangering patient care, and taxing the system's resources. Progression from stress to burnout has severe consequences for workforce and the quality of treatment provided to the patients (Cortese et al., 2022; Khan, Mahmood, Hasrat, B. Javed, & O. Javed, 2021). The effects of burnout are not limited to the individual patient(s) but are long lasting for the entire system. The poor service quality could make patients unhappy, reduce their faith in the healthcare system, and cause wastage of resources (Søvold et al., 2021). Stress is, therefore, a chronic issue that is creating multifaceted problems for the entire system. This is depicted in the existing literature, and it indicated an interplay of stress, burnout, intention to leave the organization and poor service quality of the workforce. It is, therefore, important, and relevant to probe this phenomenon further by exposing its sternness and proposing certain measures to address the issue proactively.

Hypotheses

- H₁. Stress increases the turnover intention of employees.
- H₂. Stress decreases the service quality of employees.
- H₃. The effect of stress on the turnover intention is fully mediated by burnout.
- H₄. The effect of stress on service quality is fully mediated by burnout.

Research Model



Material and Methods

Participants

The study targeted the employees from the health sector of AJ&K. Considering the structural and governance pattern, the employees of private hospitals were not included. For selecting sample, the study used convenience sampling technique and selected nursing and administrative staff members as respondents from different hospitals. Coding system was applied for managing the identification of respondents and ensuring their anonymous representation. This approach also assisted in dyads matching during analysis of data. Many researchers applied this approach in the past (Akhter, Asghar, & Shah, 2020; Dettmers, 2017; Taylor, Bedeian, Cole, & Zhang 2015).

Measures

For seeking responses, the study developed questionnaires and used 5-point scale having anchors (1=Never, 2=Seldom, 3= Sometimes, 4=Often, 5=Always). The items included for each variable were taken from the published reliable sources. For assessing stress, the study adopted the measures of Cohen, Kamarck, and Mermelstein (1983). The sample item of this scale included, "In the last month, how often have you found that you could not cope with all the things that you had to do?". Burnout was measured with the help of 10-items scale developed by Maslach and Jackson (1981). Sample item was, "As a result of entire day's work I am really feeling tired to work". 3-items scale was used to determine the turnover intention of employees. This was based on the study of Hassan and Jagirani (2019) with sample item, "Most often I think for switching and I intend to join another organization". Lastly, service quality was measured by using the items of Zarei, Arab, Froushani, Rashidian, and Tabatabaei (2012). The sample item of this scale was, "Staff provides services right at the first time to patients". The items used for measurement of the variables were used earlier by many researchers (Ahmad & Begum, 2023; Amole, Oyatoye, & Kuye, 2016; Ampire, 2022).

Data Collection and Analysis

The researchers collected primary data from nursing and administrative staff of the hospitals, pertaining to stress, burnout, and turnover intention. This was collected in the first phase for which questionnaires were mailed to the target respondents. Self-addressed envelope with appropriate stamps was attached with each questionnaire for facilitation of respondents. A covering letter was also attached which was specifying the purpose of study and assurance regarding confidentiality of respondents. In the second phase, the data on service quality of the employees were collected. For this purpose, the patients and attendants were approached in hospitals and were requested to provide responses. The questions were explained, where required. The suitable time interval was maintained between the data collection phases. This approach remained feasible to avoid the effect of common method biases and used by the researchers earlier (Arasli, Hejraty, & Abubakar, 2018; Karatepe, 2015; Shin & Hur, 2020). Total 550 questionnaires were mailed, out of which 409 were received back. The incomplete responses were dropped from the analysis and the final 387 complete responses were included in the analysis.

To proceed for analysis of collected responses, the researchers first checked the descriptive statistics and correlation analysis. The reliability and validity of measures was also established. The study then applied SEM approach in AMOS to examine the hypothesized direct effects. This approach was introduced by Anderson and Gerbing (1988). CFA was conducted for selection of suitable measurement model. In line with the specifications of Akhter et al. 2020; Fan, Thompson, and Wang (1999); Hu and Bentler (1999), the study specified threshold levels for fit indices ($\chi^2/df \leq 3.00$; RMSEA < 0.08, IFI/TLI/CFI ≥ 0.90). The responses were further analyzed to examine the hypothesized

direct effects in SEM. For examining the mediation effect, the study used PROCESS macro in SPSS, as proposed by Hayes (2013).

Results and Discussion

For establishing the data normality, the researchers checked the summary statistics in first step and reported its results in table 1.

Table 1
Summary statistics

Variable	Min.	Max.	Mean	SD
ST	1.10	4.90	3.71	0.82
BO	1.10	4.90	3.07	1.27
TOI	1.00	5.00	3.57	0.88
SQ	1.27	5.00	2.50	1.21

In the model, stress (ST) was used as independent variable, turnover intention (TOI) and service quality (SQ) as the dependent variables and burnout (BO) as mediator. 387 complete responses were included in the analysis. The scale used for collecting the responses ranged from "Never" to "Always", which were coded as "1" and "5", respectively. The higher mean value thus tilts towards the happening of a specific situation many times. The dispersion in responses, measured by the standard deviation, is also reported in the table. In the second step, the researchers examined the association of variables and presented its results in table 2.

Table 2
Correlation Analysis

Variables	ST	BO	TOI	SQ
ST	1			
BO	.377**	1		
TOI	.455**	.409**	1	
SQ	-.194**	.224**	-0.035	1

(** $p < .01$)

Correlation analysis showed a positive relationship of stress with burnout and turnover intention of the employees. On the other hand, the association of stress and service quality was negative. The results also depicted the absence of autocorrelation. For further confirmation, a reliability analysis was conducted, and results are in table 3.

Table 3
Reliability analysis

Variables	Cronbach's Alpha
ST	0.903
BO	0.868
TOI	0.798
SQ	0.897

The statistics pertaining to reliability analysis conform to the standard of greater than 0.70 alpha value for each variable. This is in accordance with the threshold level specified by Nunnally and Bernstein (1994). The reliability was thus established and then researchers checked the suitability of measurement model. The results of this domain are in table 4.

Table 4
Measurement model

	χ^2/df	RMSEA	IFI	TLI	CFI
ST	1.141	0.02	0.99	0.99	0.99
BO	1.795	0.04	0.98	0.99	0.98

TOI	2.045	0.07	0.97	0.96	0.97
SQ	1.885	0.05	0.98	0.98	0.98

The test values of the indices reported in table 4 are in accordance with the threshold levels, specified in the methodology section. The model fitness was, therefore, established. After the establishment of model fitness, the direct effects of stress on turnover intention and service quality of employees were examined and results are presented for readers in table 5.

Table 5
Path analysis

Path	Coefficient
ST → TOI	0.365***
ST → SQ	-0.184***

(*** $p < .001$)

This analysis was conducted to test the hypotheses 1 and 2 of the study. The results supported the hypothesized effects. It was observed that stress positively affected the turnover intentions while negatively to the service quality of employees ($\beta = .365$, $p < .001$; $\beta = -.184$, $p < .001$). The results thus endorsed the negative consequences of stress, as generally believed. These results are in accordance with the findings of some earlier studies conducted in different environment (Rijanto, 2023; Victoria, 2022). The researchers further proceeded to check the mediating mechanism of burnout in the specified direct effects. For probing this aspect, hypotheses 3 and 4 were developed. The results of mediation analysis are in table 6.

Table 6
Mediation analysis

Path	Coefficient	LL	UL
ST→BO→TOI	0.113**	0.072	0.160
ST→BO→SQ	-0.195***	-0.272	-0.132

(*** $p < .001$, ** $p < .01$)

The results of analysis evidenced the full mediation of burnout in the effect of stress on turnover intention and service quality of employees ($\beta = .113$, $p < .01$, $CI = .072 \sim .160$; $\beta = -.195$, $p < .001$, $CI = -.272 \sim -.132$). In lower and upper limit (LL and UL), the value '0' remained absent, which was conforming to the mediation of burnout.

Conclusion

This study was aimed at examining the effect of stress on turnover intention and service quality of the employees. The study further examined the mediating mechanism of burnout. For this purpose, the study selected the health sector and took a sample of nursing and administrative staff from public sector hospitals of AJ&K. This sector was selected on account of its importance and relevance for a larger segment of the population. Questionnaire were developed, primary data were collected and analyzed for determining the statistical significance. The findings indicated a significant positive effect of stress on the turnover intention of the employees. In the meantime, the effect of stress was observed to be negative and significant for service quality of the employees. The effect in each case was mediated by the burnout of employees. Based on these findings, it is concluded that the stress and burnout are chronic issues, which are affecting the individuals and ultimately organizations. The persistence of stress could create burnout which then induces the employees to leave the organization. The stressed employees cannot deliver the services efficiently to meet the expectations of the patients and take proper care of them. This would further create an environment of tension and frustration all around, thereby damaging the entire system.

The study suggested taking immediate measures and actions to control the internal instigators of stress. The measures may also be taken to reduce the outside sources or atleast to manage its harmful effects. It is important to realize the consequences of stressful environment. The exit of experienced and competent workforce can create a skill gap and bridging this gap could be both time consuming and costly. Moreover, the poor service quality could be damaging for the patients as they need high care, emotional and psychological support for speedy recovery. A friendly and conducive working environment is, therefore, highly desirable in the workplace. It could be helpful for the employees to absorb the stress to a larger extent with minimal impact in the workplace. Professional training and mentorship programs could be helpful in this context. There is a need to devise policies for aligning the interests of employees and institutions. Better coordination within the organizations is also desired. Healthcare organizations can demonstrate their dedication to the health of their patients and the efficiency of their care delivery by promoting a culture that values and supports the mental and emotional well-being of its staff. The study suggested these measures based on findings drawn from the analysis of responses collected from the health sector of AJ&K. This study may further be extended to the other sectors for broader and conclusive evidence. The study may also be extended by incorporating certain other factors, such as personality traits, emotional exhaustion, and employees' performance.

References

- Ahmad, I., & Begum, K. (2023). Impact of abusive supervision on intention to leave: a moderated mediation model of organizational-based self-esteem and emotional exhaustion. *Asian Business & Management*, 22, 669-688.
- Akhter, K., Asghar, M.A., & Shah, N.H. (2020). Incivility, role-conflict, and emotional exhaustion in teaching profession: The moderating role of gender. *Journal of Business and Social Review in Emerging Economies*, 6 (2), 859-868.
- Allen, T.D., French, K.A., Dumani, S., & Shockley, K.M. (2020). A cross-national meta-analytic examination of predictors and outcomes associated with work- family conflict. *Journal of Applied Psychology*, 105(6), 539-576.
- Amole, B.B., Oyatoye, E.O., & Kuye, O.L. (2016). Determinants of patient satisfaction on service quality dimensions in the Nigeria teaching hospitals. (*Working Paper # 1947*), Nigeria: University of Lagos.
- Ampire, P. (2022). Self-esteem, stress and substance abuse among university students in Makerere University students (Doctoral dissertation). Makerere University, Uganda.
- Anderson, J.C., & Gerbing, D.W. (1988). Structural equation modeling in practice: A review and recommended two-step approach. *Psychological Bulletin*, 103 (3), 411-423.
- Arasli, H., Hejraty, B., & Abubakar, A.M. (2018). Workplace incivility as a moderator of the relationships between polychronicity and job outcomes. *International Journal of Contemporary Hospitality Management*, 30 (3), 1245-1272.
- Arya, S., Franco-Mesa, C., & Erben, Y. (2022). An analysis of gender disparities amongst United States medical students, general surgery residents, vascular surgery trainees, and the vascular surgery workforce. *Journal of Vascular Surgery*, 75(1), 5-9.
- Ashraf, G.M., Azhar, A., Zia, Q., Ali, A., Rehan, M., Owais, M., ... & Rajeh, N. (2018). Relationship between CNS and immunology: Correlation with psychology. *Current Drug Metabolism*, 19 (10), 847-855.
- Aswathappa, K. (2016). *Organisational behaviour* (12th ed.). Mumbai: Himalaya Publishing House Pvt. Ltd.
- Atad, O.I., & Toker, S. (2023). Subjective workload and the metabolic syndrome: An exploration of the mediating role of burnout and the moderating effect of physical activity. *International Journal of Stress Management*, 30 (1), 95-107.
- Athanasiadou, C., Chatzoudes, D., & Theriou, G. (2023, April). Ethical leadership and turnover intentions: A systematic literature review. *IEEE Conference on Technologies for Sustainability (SusTech)*, 41-48.
- Awosika, A., & Adeniyi, M.J. (2023). Occupation-related stress and stress-related risk factors among Nurses in West Africa. *Middle East Research Journal of Medical Sciences*, 3 (1), 9-16.
- Bakker, A.B., & Demerouti, E. (2007). The job demands-resources model: State of the art. *Journal of Managerial Psychology*, 22 (3), 309-328.
- Baliga, M.S., Lasrado, S., Krishna, A., George, T., Madathil, L.P., D'souza, R.F., & Palatty, P.L. (2023). Social, ethical and treatment related problems faced by healthcare workers in the

care of head and neck cancer patients: A narrative review from the bioethics consortium from India. *Indian Journal of Otolaryngology and Head & Neck Surgery*. <https://doi.org/10.1007/s12070-023-03738-w>

- Banerjee, S., & Mehta, P. (2016). Determining the antecedents of job stress and their impact on job performance: A study among faculty members. *IUP Journal of Organizational Behavior*, 15 (2), 7-24.
- Beier, M.E., Cockerham, M., Branson, S., & Boss, L. (2023). Aging and burnout for nurses in an acute care setting: The first wave of COVID-19. *International Journal of Environmental Research and Public Health*, 20 (8), 5565.
- Chenevert, M., Vignoli, M., Conway, P.M., & Balducci, C. (2022). Workplace bullying and post-traumatic stress disorder symptomology: The influence of role conflict and the moderating effects of neuroticism and managerial competencies. *International Journal of Environmental Research and Public Health*, 19 (17), 10646.
- Cohen, S., Kamarck, T., & Mermelstein, R. (1983). A global measure of perceived stress. *Journal of Health and Social Behavior*, 24 (4), 385-396.
- Cohen, C., Pignata, S., Bezak, E., Tie, M., & Childs, J. (2023). Workplace interventions to improve well-being and reduce burnout for nurses, physicians and allied healthcare professionals: a systematic review. *BMJ open*, 13 (6), e071203.
- Cortese, G., Sorbello, M., Di Giacinto, I., Cedrone, M., Urdaneta, F., & Brazzi, L. (2022). Human factors and airway management in COVID-19 patients: The perfect storm? *Journal of Clinical Medicine*, 11(15), 4271.
- Danauske, E., Raišienė, A.G., & Korsakiene, R. (2023). Coping with burnout? Measuring the links between workplace conflicts, work-related stress, and burnout. *Business: Theory and Practice*, 24 (1), 58-69.
- Dettmers, J. (2017). How extended work availability affects well-being: The mediating roles of psychological detachment and work-family-conflict. *Work & Stress*, 31(1), 24-41.
- Dobrodolac, M., Markovic, D., Cubranic-Dobrodolac, M., & Denda, N. (2014). Using work stress measurement to develop and implement a TQM programme: a case of counter clerks in Serbian Post. *Total Quality Management & Business Excellence*, 25 (11-12), 1262-1279.
- Dodanwala, T.C., Santoso, D.S., & Shrestha, P. (2022). The mediating role of work- family conflict on role overload and job stress linkage. *Built Environment Project and Asset Management*, 12 (6), 924-939.
- Edú-Valsania, S., Laguía, A., & Moriano, J.A. (2022). Burnout: A review of theory and measurement. *International Journal of Environmental Research and Public Health*, 19 (3), 1780.
- Fahmi, P., Sudjono, Parwoto, Supriyatno, Saluy, A.B., Safitri, E., Effiyaldi, Rivaldo, Y., & Endri, E. (2022). Work stress mediates motivation and discipline on teacher performance: Evidence work from home policy. *Journal of Educational and Social Research*, 12 (3), 80-89.
- Fan, X., Thompson, B., & Wang, L. (1999). Effects of sample size, estimation methods, and model specification on structural equation modeling fit indexes. *Structural Equation Modeling: A Multidisciplinary Journal*, 6 (1), 56-83.

- Frimpong-Manso, E., Ofosu-Koranteng, M., & Berko, D. (2019). An analysis of work related stress on employees' job performance at Mfantseman Community Bank, Central Region of Ghana. *International Journal of Humanities and Social Sciences*, 8 (7), 107-115.
- Gardani, M., Bradford, D.R., Russell, K., Allan, S., Beattie, L., Ellis, J.G., & Akram, U. (2022). A systematic review and meta-analysis of poor sleep, insomnia symptoms and stress in undergraduate students. *Sleep Medicine Reviews*, 61,101565.
- Golz, C., Peter, K.A., Müller, T.J., Mutschler, J., Zwakhalen, S.M.G., & Hahn, S. (2021). Technostress and digital competence among health professionals in Swiss psychiatric hospitals: Cross-sectional study. *JMIR Mental Health*, 8 (11), e31408.
- Gribben, L., & Semple, C.J. (2021). Factors contributing to burnout and work-life balance in adult oncology nursing: An integrative review. *European Journal of Oncology Nursing*, 50, 101887.
- Hassan, M., & Jagirani, T.S. (2019). Employee turnover in public sector banks of Pakistan. *Market Forces*, 14 (1), 119-137.
- Hayes, A.F. (2013). *Introduction to mediation, moderation, and conditional process analysis: A regression-based approach* (1st ed.). New York, NY: Guilford Press.
- Heidarnia, M.A., Riazi-Isfahani, S., Abadi, A., & Mohseni, M. (2014). Cross cultural adaptation and assessing validity and reliability of SERVQUAL questionnaire in hospital service quality. *Research in Medicine*, 38 (2), 98-105.
- Hu, L.-T., & Bentler, P.M. (1999). Cutoff criteria for fit indexes in covariance structure analysis: Conventional criteria versus new alternatives. *Structural Equation Modeling: A Multidisciplinary Journal*, 6 (1), 1-55.
- Huo, M.-L., & Jiang, Z. (2023). Work-life conflict and job performance: The mediating role of employee wellbeing and the moderating role of trait extraversion. *Personality and Individual Differences*, 205, 112109.
- Iskamto, D. (2021). Stress and its impact on employee performance. *International Journal of Social and Management Studies*, 2 (3), 142-148.
- Janeway, D. (2020). The role of psychiatry in treating burnout among nurses during the COVID-19 pandemic. *Journal of Radiology Nursing*, 39 (3), 176-178.
- Karatepe, O.M. (2015). Do personal resources mediate the effect of perceived organizational support on emotional exhaustion and job outcomes? *International Journal of Contemporary Hospitality Management*, 27 (1), 4-26.
- Karimi, L., Leggat, S.G., Bartram, T., Afshari, L., Sarkeshik, S., & Verulava, T. (2021). Emotional intelligence: predictor of employees' well-being, quality of patient care, and psychological empowerment. *BMC Psychology*, 9, 93.
- Khan, M.F., Mahmood, M., Hasrat, M.N., Javed, B., & Javed, O. (2021). Perception, preparedness, and response of health care personals towards COVID-19 pandemic in Azad Jammu & Kashmir, Pakistan: A cross-sectional interview-based study. *Clinical Epidemiology and Global Health*, 11, 100783.
- Lazzari, M., Alvarez, J.M., & Ruggieri, S. (2022). Predicting and explaining employee turnover intention. *International Journal of Data Science and Analytics*, 14 (3), 279-292.

- Liang, H.-L. (2015). Are you tired? Spillover and crossover effects of emotional exhaustion on the family domain. *Asian Journal of Social Psychology, 18* (1), 22-32.
- Luken, M., & Sammons, A. (2016). Systematic review of mindfulness practice for reducing job burnout. *The American Journal of Occupational Therapy, 70* (2), 7002250020p1-7002250020p10.
- Maslach, C., & Jackson, S.E. (1981). The measurement of experienced burnout. *Journal of Occupational Behavior, 2* (2), 99-113.
- Mittal, S., Mahendra, S., Sanap, V., & Churi, P. (2022). How can machine learning be used in stress management: A systematic literature review of applications in workplaces and education. *International Journal of Information Management Data Insights, 2* (2), 100110.
- Nunnally, J.C., & Bernstein, I.H. (1994). *Psychometric theory* (3rd ed.). New York: McGraw-Hill, Inc.
- Pandey, P., Singh, S., & Pathak, P. (2019). Factors affecting turnover intentions in the Indian retail industry. *International Journal of Human Resources Development and Management, 19* (2), 166-182.
- Peltokorpi, V. (2022). When embeddedness hurts: The moderating effects of job embeddedness on the relationships between work-to-family conflict and voluntary turnover, emotional exhaustion, guilt, and hostility. *The International Journal of Human Resource Management, 33* (10), 2019-2051.
- Pradoto, H., Haryono, S., & Handari, W.S. (2022). The role of work stress, organizational climate, and improving employee performance in implementation of work from home. *Work, 71* (2), 345-355.
- Riedl, R. (2022). On the stress potential of videoconferencing: definition and root causes of Zoom fatigue. *Electronic Markets, 32*, 153-177.
- Rijanto, R. (2023). The effect of work stress on employee performance. *JURNAL EMA, 1*(1), 17-24.
- Shin, Y., & Hur, W.-M. (2020). Supervisor incivility and employee job performance: The mediating roles of job insecurity and amotivation. *The Journal of Psychology, 154* (1), 38-59.
- Sopiah, S., & Sangadji, E.M. (2020). The effect of job stress on turnover intention through job satisfaction of government commercial bank employees. *KnE Social Sciences, 66-82*.
- Søvold, L.E., Naslund, J.A., Kousoulis, A.A., Saxena, S., Qoronfleh, M.W., Grobler, C., & Münter, L. (2021). Prioritizing the mental health and well-being of healthcare workers: An urgent global public health priority. *Frontiers in Public Health, 9*, 679397.
- Taylor, S.G., Bedeian, A.G., Cole, M.S., & Zhang, Z. (2015). Developing and testing a dynamic model of workplace incivility change. *Journal of Management, 20* (10), 1-26.
- Tehreem, H., Parveen, F., & Shams, Q.-U.-A. (2023). A study on the work stress and performance of employees in organizations with interfering effect of social support. *Journal of Social Sciences Review, 3* (1), 543-551.
- Thakkar, J.J., Thanki, S., & Guru, S. (2023). A quantitative framework for health-care service quality assessment in India. *Journal of Modelling in Management, 18* (4), 1064-1092.

- Victoria, V. (2022). Impact of process visibility and work stress to improve service quality: Empirical evidence from Dubai retail industry. *International Journal of Technology, Innovation and Management (IJTIM)*, 2 (1), 41-53.
- Waites, S.F., Stevens, J.L., & Hancock, T. (2023). Trauma's effects on shopper choice confusion: The role of psychological hardiness and retailer strategies as mitigating factors. *Journal of Retailing and Consumer Services*, 72, 103277.
- Xu, Y., Jie, D., Wu, H., Shi, X., Badulescu, D., Akbar, S., & Badulescu, A. (2022). Reducing employee turnover intentions in tourism and hospitality sector: The mediating effect of quality of work life and intrinsic motivation. *International Journal of Environmental Research and Public Health*, 19 (18), 11222.
- Zangmo, R.P., & Chhetri, I. (2022). Job stress and employee performance: A case study of civil servants working in Ministry of Health, Thimphu. *Bhutan Journal of Management*, 2 (1), 30-63.
- Zarei, A., Arab, M., Froushani, A.R., Rashidian, A., & Tabatabaei, S.M.G. (2012). Service quality of private hospitals: The Iranian patients' perspective. *BMC Health Services Research*, 12:31.