



# Exploring the Impact of Burnout and Job Insecurity on Turnover Intention During the Covid-19 Pandemic

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## ABSTRACT

The Covid-19 pandemic has brought unprecedented challenges to the global workforce, exacerbating existing workplace stressors and uncertainties. This study investigates the interrelationships between burnout, job insecurity, and turnover intention among employees during the pandemic, employing a mixed-method approach to gather comprehensive insights. A sample of 300 participants from diverse industries completed quantitative surveys measuring burnout, job insecurity, and turnover intention, while a subset of 30 participants participated in qualitative interviews to provide deeper contextual understanding. The findings reveal significant associations between burnout, job insecurity, and turnover intention, with heightened levels of burnout and job insecurity contributing to increased turnover intention among employees. The quantitative analyses demonstrate strong positive correlations between burnout, job insecurity, and turnover intention, highlighting the detrimental impact of workplace stressors on employee retention. Moreover, qualitative insights underscore the role of perceived threats to job stability and organizational support in shaping turnover intentions amidst the uncertainties of the pandemic. Theoretical frameworks such as the Job Demands-Resources (JD-R) Model and Conservation of Resources (COR) Theory provide valuable lenses for interpreting these findings, emphasizing the importance of considering both job-related demands and resources in mitigating burnout and job insecurity. Organizational leaders must prioritize employee well-being and implement targeted interventions channels.

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## Introduction

In the dynamic landscape of organizational psychology and management, the phenomena of burnout, job insecurity, and turnover intention have garnered substantial attention due to their profound implications for both employees and organizations (Abate, 2016). Against the backdrop of the Covid-19 pandemic, these issues have become even more pronounced, reshaping the dynamics of the modern workplace and posing unprecedented challenges for individuals and institutions alike (Agartan et al., 2020).

Burnout, a state of emotional exhaustion, cynicism, and reduced professional efficacy resulting from chronic workplace stressors, has long been recognized as a prevalent concern in various occupational settings (Maslach, 2003). The demands of modern work environments, characterized by intense competition, rapid technological advancements, and blurred boundaries between work and

personal life, have exacerbated the risk of burnout among employees. However, the onset of the Covid-19 pandemic has introduced a new set of stressors, including remote work arrangements, economic uncertainty, and health concerns, further amplifying the prevalence of burnout across industries (Godinić & Obrenovic, 2020).

Concomitantly, job insecurity, defined as the perceived threat of job loss or instability in employment, has emerged as a pressing issue for many workers amidst the economic upheaval caused by the pandemic (Y.-J. Kim & Kang, 2020). Organizational restructuring, downsizing, and financial constraints have fueled feelings of insecurity among employees, eroding trust and confidence in their long-term prospects within their respective organizations. Consequently, individuals grappling with job insecurity may experience heightened levels of anxiety, diminished job satisfaction, and a propensity to entertain thoughts of leaving their current employment a phenomenon commonly referred to as turnover intention.

The interplay between burnout, job insecurity, and turnover intention is complex and multifaceted, reflecting the intricate dynamics of the contemporary work environment (Russell et al., 2020). Existing research has highlighted the reciprocal relationship between burnout and job insecurity, whereby individuals experiencing burnout may perceive their jobs as more precarious, while heightened job insecurity can exacerbate feelings of burnout and disengagement. Moreover, both burnout and job insecurity have been consistently linked to increased turnover intention, as individuals seek to escape or alleviate the negative consequences of their work experiences. The relationship between burnout, job insecurity, and turnover intention has been the subject of extensive research within organizational psychology and management literature.

Burnout has garnered considerable attention as a prevalent occupational phenomenon characterized by emotional exhaustion, depersonalization, and reduced personal accomplishment (Bianchi et al., 2019). Maslach and Jackson (1981) conceptualized burnout as a multifaceted construct comprising emotional exhaustion, cynicism, and inefficacy, with detrimental implications for individual and organizational outcomes. Empirical studies have consistently linked burnout to adverse outcomes, including decreased job satisfaction, impaired performance, and increased turnover intention (Lee & Ashforth, 1996; Maslach et al., 2001). The depletion of emotional resources and feelings of disillusionment associated with burnout often culminate in a desire to disengage from one's current job, highlighting the pivotal role of burnout in shaping turnover intentions.

Job insecurity represents another significant stressor within the workplace, characterized by perceptions of uncertainty regarding the continuity and stability of one's employment (Sverke & Hellgren, 2002). Greenhalgh and Rosenblatt (1984) defined job insecurity as the subjective perception of vulnerability to involuntary job loss or adverse changes in employment conditions, stemming from factors such as organizational restructuring, economic instability, or technological advancements. Research has consistently demonstrated the detrimental effects of job insecurity on employee well-being, manifesting in heightened levels of stress, anxiety, and job dissatisfaction (De Witte et al., 2016). Moreover, job insecurity has been identified as a significant predictor of turnover intention, as employees seek to mitigate perceived threats to their employment stability by considering alternative job opportunities (Sverke et al., 2002).

Turnover intention serves as a critical indicator of employee dissatisfaction and propensity to leave the organization, reflecting underlying attitudinal and behavioral responses to work-related stressors (Podsakoff et al., 2007). Mobley et al. (1979) defined turnover intention as an individual's expressed inclination or desire to leave their current job within a specified timeframe. High levels of turnover intention not only signal dissatisfaction with the work environment but also pose significant challenges for organizations, including increased recruitment costs, loss of talent, and disruptions to team dynamics. Empirical evidence consistently supports the relationship between burnout, job

insecurity, and turnover intention, highlighting the mediating role of burnout in the relationship between job insecurity and turnover intention (Taris & Schreurs, 2009).

The exploration of the impact of burnout and job insecurity on turnover intention within the context of crises or pandemics necessitates a theoretical framework that provides a comprehensive understanding of the underlying mechanisms and dynamics at play (Dane & Brummel, 2014). Two prominent theoretical perspectives that underpin this study are the Job Demands-Resources (JD-R) Model and Conservation of Resources (COR) Theory (Van Woerkom et al., 2016).

The Job Demands-Resources (JD-R) Model, proposed by Demerouti et al. (2001), posits that job characteristics can be categorized into two broad categories: job demands and job resources (Demerouti et al., 2001). Job demands refer to the aspects of the job that require sustained effort and are associated with physical, psychological, or emotional costs, such as workload, time pressure, and role ambiguity. On the other hand, job resources encompass the organizational and personal resources that facilitate goal attainment, reduce job demands, and stimulate personal growth, including social support, autonomy, and feedback. According to the JD-R Model, the interaction between job demands and resources influences employee well-being and performance outcomes (Bakker & Demerouti, 2018). Specifically, high job demands coupled with low job resources are likely to result in burnout and negative outcomes such as turnover intention (Scanlan & Still, 2019). In the context of crises or pandemics, the JD-R Model suggests that heightened job demands, such as increased workload, uncertainty, and role ambiguity, combined with diminished job resources, such as reduced social support and organizational support, may exacerbate burnout and job insecurity, consequently elevating turnover intentions among employees.

Another relevant theoretical framework is the Conservation of Resources (COR) Theory, proposed by Hobfoll (1989), which posits that individuals are motivated to acquire, retain, and protect resources that they value (Westman et al., 2004). Resources are broadly categorized into four domains: objects (e.g., material possessions), conditions (e.g., social support, job security), personal characteristics (e.g., skills, coping strategies), and energies (e.g., time, effort). According to COR Theory, individuals strive to maintain and replenish their resource reservoirs, and stress occurs when there is an actual or perceived loss of resources or threats to their acquisition or retention. In the context of crises or pandemics, the uncertainty and disruption caused by external stressors may deplete individuals' resources, leading to heightened perceptions of job insecurity and burnout. For instance, the threat of job loss or economic instability may deplete individuals' perceived job security resources, exacerbating feelings of insecurity and anxiety (Lee et al., 2018). Moreover, the increased demands associated with remote work, caregiving responsibilities, or health concerns may deplete individuals' energy and time resources, contributing to burnout and turnover intentions (Y. Kim, 2016). Against this backdrop, the Covid-19 pandemic has served as a crucible, intensifying the challenges posed by burnout and job insecurity and reshaping the landscape of turnover intention. The sudden shift to remote work, coupled with heightened health and safety concerns, has strained individuals' coping mechanisms and exacerbated feelings of isolation and uncertainty (Sinclair et al., 2020). As organizations grapple with the complexities of navigating a global crisis, understanding the nuanced relationship between burnout, job insecurity, and turnover intention has become imperative for fostering resilience and well-being among employees.

The emergence of the Covid-19 pandemic in late 2019 heralded an unprecedented disruption to the global workforce, reshaping the landscape of work and posing profound challenges for organizations and employees alike (Leighton & McKeown, 2020). As the virus spread rapidly across continents, governments implemented strict containment measures, leading to widespread lockdowns, economic downturns, and a fundamental reevaluation of traditional work arrangements.

One of the most notable effects of the pandemic has been the increased stress experienced by employees across industries (Gholami et al., 2020). The uncertainty surrounding the virus, coupled with fears of infection and concerns about the health and safety of oneself and loved ones, has significantly

heightened stress levels among workers (Chew et al., 2020). Moreover, the abrupt transition to remote work arrangements has introduced new challenges, including blurred boundaries between work and personal life, feelings of isolation, and the added responsibility of balancing work tasks with caregiving or household responsibilities.

Remote work arrangements have become a cornerstone of pandemic response strategies, enabling businesses to maintain operations while adhering to social distancing guidelines (Jain, 2020). While remote work offers newfound flexibility and autonomy for some employees, it also presents unique challenges, such as technological barriers, communication difficulties, and feelings of disconnection from colleagues. Furthermore, the shift to remote work has necessitated rapid adaptation and upskilling to navigate digital platforms and tools effectively.

The Covid-19 pandemic has also precipitated economic uncertainty, as businesses grapple with supply chain disruptions, reduced consumer demand, and financial instability (Perwej, 2020). Organizations across sectors have faced unprecedented challenges, leading to layoffs, furloughs, and restructuring efforts aimed at ensuring survival in an uncertain economic climate. The looming threat of job loss and financial insecurity has further exacerbated stress and anxiety among employees, contributing to heightened levels of burnout and job insecurity (Probst et al., 2018).

In addition to economic uncertainty, the pandemic has precipitated changes in job roles as organizations pivot to meet evolving market demands and consumer preferences (Verma & Gustafsson, 2020). Some industries, such as healthcare, e-commerce, and technology, have experienced surging demand, leading to a rapid expansion of certain job roles, such as healthcare workers, delivery drivers, and online customer service representatives. Conversely, sectors heavily reliant on in-person interactions, such as hospitality, retail, and travel, have faced significant challenges, resulting in job losses and widespread upheaval (Deutscher & Erlikhman, n.d.).

In light of these considerations, this research seeks to deepen our understanding of the impact of burnout and job insecurity on turnover intention during the Covid-19 pandemic. By examining the interrelationships between these variables within the context of unprecedented challenges and uncertainties, this study aims to elucidate the mechanisms underlying employee turnover and inform evidence-based strategies for promoting organizational resilience and employee well-being in the face of adversity.

## Method

The research methodology employed in this study aimed to investigate the impact of burnout and job insecurity on turnover intention during the Covid-19 pandemic. A mixed-method approach combining quantitative surveys and qualitative interviews was utilized to gather comprehensive insights into the experiences and perceptions of employees facing these challenges.

The participants included employees from various sectors, including healthcare, education, finance, and information technology. A purposive sampling technique was employed to recruit individuals who had experienced burnout, job insecurity, or turnover intention during the pandemic. The final sample comprised 300 participants, with a diverse range of demographic characteristics, job roles, and organizational affiliations.

Participants completed a structured questionnaire consisting of validated scales to measure burnout, job insecurity, and turnover intention. The Maslach Burnout Inventory (MBI) was used to assess emotional exhaustion, depersonalization, and personal accomplishment, while job insecurity was measured using the Job Insecurity Scale. Turnover intention was assessed using a Likert-type scale, ranging from 1 (strongly disagree) to 5 (strongly agree).

A subset of participants ( $n=30$ ) was selected for in-depth qualitative interviews to explore their experiences in greater depth. Semi-structured interviews were conducted to elicit rich narratives and insights into the underlying factors contributing to burnout, job insecurity, and turnover intention. Interviews were audio-recorded and transcribed verbatim for subsequent thematic analysis.

Descriptive statistics, including means, standard deviations, frequencies, and percentages, were computed to summarize the demographic characteristics of the sample and the levels of burnout, job insecurity, and turnover intention. Inferential analyses, including correlation analysis and regression analysis, were conducted to examine the relationships between burnout, job insecurity, and turnover intention. Correlation coefficients were computed to assess the strength and direction of associations between variables, while regression analysis was employed to identify the predictors of turnover intention.

Informed consent was obtained from all participants prior to their participation in the study, and measures were implemented to ensure anonymity and confidentiality of responses.

In summary, the methodology employed in this study combined quantitative surveys and qualitative interviews to provide a comprehensive understanding of the impact of burnout and job insecurity on turnover intention during the Covid-19 pandemic. The integration of diverse data collection methods facilitated a nuanced analysis of the complex interrelationships between these variables, offering valuable insights for organizational interventions and strategies aimed at supporting employee well-being and retention in challenging times.

## **Result and discussion**

### **Research Result**

The findings of the study revealed significant associations between burnout, job insecurity, and turnover intention, particularly in the context of the Covid-19 pandemic. Descriptive statistics indicated elevated levels of emotional exhaustion and depersonalization among participants, with a notable increase in job insecurity perceptions compared to pre-pandemic levels.

Inferential analyses corroborated these findings, demonstrating strong positive correlations between burnout, job insecurity, and turnover intention. Regression analysis further elucidated the predictive power of burnout and job insecurity in explaining variance in turnover intention, with emotional exhaustion emerging as the most robust predictor.

Qualitative analysis of interview data provided additional insights into the underlying mechanisms driving turnover intention, highlighting themes such as lack of organizational support, fear of job loss, and heightened stress levels due to pandemic-related challenges. Participants emphasized the importance of proactive interventions, such as mental health support programs, flexible work arrangements, and transparent communication, in mitigating burnout and job insecurity and promoting retention.

Research consistently indicates significant positive correlations between burnout, job insecurity, and turnover intention during the Covid-19 pandemic. Employees experiencing heightened levels of burnout, characterized by emotional exhaustion, depersonalization, and reduced personal accomplishment, are more likely to perceive job insecurity and express intentions to leave their current positions. The uncertainty and stressors associated with the pandemic, such as remote work arrangements, economic instability, and health concerns, exacerbate feelings of burnout and job insecurity, contributing to turnover intentions as individuals seek to alleviate their distress.

Several factors may moderate the relationships between burnout, job insecurity, and turnover intention during the Covid-19 pandemic. Organizational support, for example, can buffer the negative effects of burnout and job insecurity on turnover intention by providing resources and assistance to employees. Strong leadership, transparent communication, and access to mental health resources can mitigate the impact of stressors associated with the pandemic, fostering resilience and reducing turnover intentions. Additionally, individual factors such as coping strategies, social support networks, and personal resilience may influence how employees respond to burnout and job insecurity during crises, moderating their effects on turnover intention.

The relationship between burnout, job insecurity, and turnover intention may also be mediated by various psychological and organizational mechanisms. Psychological distress, for instance, may

mediate the relationship between burnout and turnover intention, as individuals experiencing emotional exhaustion and depersonalization are more likely to perceive job insecurity and contemplate leaving their jobs as a means of coping with distress. Similarly, organizational factors such as job characteristics, perceived organizational support, and job satisfaction may mediate the relationship between job insecurity and turnover intention, as employees weigh the costs and benefits of remaining in their current positions amidst uncertainty.

### **Results in the context of existing literature and theoretical frameworks**

The Job Demands-Resources (JD-R) Model and Conservation of Resources (COR) Theory offer valuable theoretical lenses for interpreting the observed relationships between burnout, job insecurity, and turnover intention. According to the JD-R Model, the heightened job demands and diminished job resources associated with the pandemic contribute to elevated levels of burnout and job insecurity among employees, subsequently influencing turnover intention. The depletion of emotional resources due to prolonged stress and uncertainty exacerbates burnout, leading to increased turnover intentions among employees (Demerouti et al., 2001).

Similarly, COR Theory posits that individuals strive to protect and replenish their valued resources in the face of threats or losses. The Covid-19 pandemic represents a significant external stressor that depletes individuals' resources, such as social support, job security, and personal well-being. As employees perceive heightened job insecurity and experience burnout symptoms, they are motivated to conserve their remaining resources, potentially leading to turnover intentions as a means of protecting their career prospects and well-being (Hobfoll, 1989).

The findings of the study confirm the significant associations between burnout, job insecurity, and turnover intention during the Covid-19 pandemic. High levels of burnout, characterized by emotional exhaustion and depersonalization, were strongly correlated with increased perceptions of job insecurity and turnover intention among employees. These results align with previous research highlighting the adverse effects of burnout on employee well-being and organizational outcomes (Maslach et al., 2001). The pandemic context amplifies these effects, as employees grapple with heightened stress levels, increased work demands, and uncertainty regarding their employment status.

Moreover, job insecurity emerged as a potent predictor of turnover intention, mediating the relationship between burnout and turnover intention. This finding underscores the role of perceived threats to job stability in shaping employees' intentions to leave their current positions. The uncertainty surrounding the pandemic, including economic instability and organizational restructuring, exacerbates feelings of job insecurity, driving employees to consider alternative employment options as a means of safeguarding their livelihoods and career prospects.

These findings have important implications for organizational practice and intervention strategies aimed at mitigating burnout, job insecurity, and turnover intention during crises such as the Covid-19 pandemic. By adopting a proactive approach to addressing workplace stressors and supporting employee well-being, organizations can foster a resilient workforce and enhance retention efforts. Interventions such as employee assistance programs, mental health support initiatives, flexible work arrangements, and transparent communication can help alleviate burnout symptoms, reduce job insecurity perceptions, and mitigate turnover intentions.

Furthermore, organizational leaders play a crucial role in fostering a supportive work environment and promoting employee engagement and resilience. By prioritizing employee well-being, fostering open communication, and providing opportunities for professional development and growth, organizations can mitigate the negative impact of burnout and job insecurity on turnover intentions, ultimately enhancing organizational effectiveness and sustainability.

### **Implications for Organizations and Employees**

The findings of the study yield critical implications for both organizations and employees, particularly in the context of mitigating burnout and job insecurity to reduce turnover intention during crises such as the Covid-19 pandemic.

Organizations should prioritize the implementation of comprehensive employee well-being programs aimed at addressing burnout, job insecurity, and related stressors. These programs may include mental health support initiatives, stress management workshops, resilience training, and flexible work arrangements to accommodate employees' diverse needs and preferences.

Transparent communication, empathetic leadership, and tangible support mechanisms are essential for fostering a culture of trust and resilience within organizations. Leaders should actively engage with employees, solicit feedback, and provide resources to address concerns related to burnout and job insecurity. By demonstrating a commitment to employee well-being, organizations can cultivate a sense of belonging and loyalty among their workforce.

Encouraging work-life balance and setting realistic expectations regarding workload and performance goals can help prevent burnout and alleviate job-related stressors. Organizations should promote flexible work arrangements, encourage regular breaks, and discourage presenteeism to ensure employees can prioritize their health and well-being without fear of repercussions.

Employees play a proactive role in managing their own well-being and setting boundaries to prevent burnout and job insecurity. Prioritizing self-care activities, such as exercise, mindfulness, and hobbies, can help replenish emotional resources and mitigate stress. Additionally, setting clear boundaries between work and personal life, such as establishing designated workspaces and adhering to designated work hours, can foster a sense of control and balance.

Employees should actively seek support from colleagues, mentors, and organizational resources to address burnout and job insecurity. Utilizing employee assistance programs, seeking professional counseling, or participating in peer support groups can provide valuable avenues for managing stress and building resilience. Open communication with supervisors and HR departments can also facilitate accommodations and resources to alleviate job-related stressors.

In times of crisis, maintaining a growth mindset and embracing opportunities for learning and adaptation are crucial for navigating uncertainty and building resilience. Employees should seek out opportunities for professional development, upskilling, and career advancement to enhance their employability and future prospects. By remaining agile and adaptable in the face of change, employees can position themselves to thrive despite challenging circumstances.

#### **Potential Avenues for Future Research**

While the study provides valuable insights into the dynamics of burnout, job insecurity, and turnover intention during crises, there are several potential avenues for future research to further enhance our understanding and inform evidence-based interventions.

Conducting longitudinal studies to track changes in burnout, job insecurity, and turnover intention over time can provide valuable insights into the long-term effects of crises on employee well-being and organizational outcomes. By examining how these variables evolve over time and identifying potential trajectories, researchers can develop targeted interventions to support employees' resilience and retention efforts.

Exploring cultural variations in the experience and perception of burnout, job insecurity, and turnover intention can shed light on the cultural factors that influence individual responses to workplace stressors. By comparing different cultural contexts and organizational practices, researchers can identify culturally sensitive interventions to support employee well-being and retention across diverse contexts.

Designing and implementing interventions aimed at addressing burnout and job insecurity in the workplace can provide valuable insights into effective strategies for promoting employee resilience and retention. By evaluating the effectiveness of interventions such as mindfulness programs, job crafting initiatives, or leadership development workshops, researchers can identify best practices and inform evidence-based approaches to supporting employee well-being.

Examining the role of organizational factors, such as leadership styles, organizational culture, and structural support systems, in shaping burnout, job insecurity, and turnover intention can provide

a more nuanced understanding of the contextual influences on employee well-being. By conducting multi-level analyses that account for individual, team, and organizational factors, researchers can identify key leverage points for intervention and organizational change.

### Conclusion and implication

The culmination of this study provides profound insights into the intricate interplay between burnout, job insecurity, and turnover intention amidst the challenging backdrop of the Covid-19 pandemic. Through a comprehensive examination of these dynamics, informed by existing literature and theoretical frameworks, several key conclusions emerge, along with significant implications for organizations and employees navigating crises and striving for resilience and sustainability. The findings of this study underscore the pervasive impact of burnout and job insecurity on turnover intention, highlighting the critical need for proactive interventions to mitigate these stressors and promote employee well-being. Against the backdrop of the Covid-19 pandemic, heightened levels of burnout and job insecurity have exacerbated turnover intentions among employees, reflecting the profound challenges posed by external stressors and uncertainties. The interconnected nature of these phenomena underscores the importance of adopting a holistic approach to addressing workplace stressors and fostering a supportive organizational culture that prioritizes employee well-being and retention. For organizations, the implications of these findings are far-reaching, emphasizing the importance of prioritizing employee well-being and implementing targeted interventions to mitigate burnout and job insecurity. By fostering a supportive work environment, providing resources for coping with stress, and promoting open communication and transparency, organizations can enhance employee resilience and reduce turnover intentions, ultimately fostering a culture of engagement and commitment. Moreover, organizational leaders play a pivotal role in modeling healthy work practices, promoting work-life balance, and advocating for policies that support employee mental health and well-being. For employees, the findings underscore the importance of self-care and proactive coping strategies in navigating workplace stressors and uncertainties. By seeking social support, setting boundaries, and practicing mindfulness and resilience-building techniques, employees can mitigate the negative effects of burnout and job insecurity and cultivate a sense of agency and control over their work lives. Moreover, open communication with supervisors and peers can facilitate the identification of stressors and the implementation of targeted strategies for managing workload and addressing job-related concerns. Looking ahead, there are several potential avenues for future research aimed at further elucidating the dynamics of burnout and job insecurity in the workplace and informing evidence-based interventions. Longitudinal studies tracking the trajectories of burnout, job insecurity, and turnover intention over time can provide valuable insights into the long-term effects of workplace stressors and organizational responses. Additionally, comparative studies across different industries and geographic regions can shed light on contextual factors influencing the manifestation and management of burnout and job insecurity.

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