T.C.

ISTANBUL AYDIN UNIVERSITY

INSTITUTE OF GRADUATE STUDIES

THE IMPACT OF TECHNOSTRESS AND COVID-19 STRESS ON EMPLOYEE BURNOUT AMONG EMPLOYEES IN TURKEY UNDER THE MEDIATING ROLE OF RESILIENCE

MASTER'S THESIS

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Department of Business
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July, 2021

ONAY FORMU

DECLARATION

I hereby declare with respect that the study “The Impact Of Technostress And Covıd-19 Stress On Employee Burnout Among Employees In Turkey Under The Mediatıng Role Of Resılıence ”, which I submitted as a Master thesis, is written without any assistance in violation of scientific ethics and traditions in all the processes from the Project phase to the conclusion of the thesis and that the works I have benefited are from those shown in the Bibliography. (.../.../20...)

Nour El Hoda TARABAH

FOREWORD

I would like to thank and dedicate this work to everyone who contributed to the completion of this research work and to my academic journey.

To my support system who empowered me all the way my mother Amal Ayad. To my leader, my father Tarek Tarabah.

To my supervisor. Assist.Prof.Dr. UğurŞener who was the guiding light every step of the way as I researched for this thesis.

To my source of motivation and love, my sister Asma Tarabah.

To the author of many success stories in my academic journey, and the one who supported me to be a researcher, Assoc.Prof. Dr. ErdalŞen

My beloved brothers, aunts, and my friendswho bright up my life in many ways.

Finally, to the one whom I see her reflection on the mirror every day.

July, 2021 Nour El Hoda TARABAH

THE IMPACT OF TECHNOSTRESS AND COVID-19 STRESS ON EMPLOYEE BURNOUT AMONG EMPLOYEES IN TURKEY UNDER THE MEDIATING ROLE OF RESILIENCE

ABSTRACT

The 21st century is an era of digitalization and globalization, where individuals and specially employees are faced with many challenges daily which might have negative impacts on their relationship with their jobs. Technostress, which is a stress caused by Technology, is considered one of these challenges that comes with many facets. COVID-19 Stress refers to a stress due to thethe novel coronavirus that occurred in a highly digitalized world. The compliance to COVID-19 Prevention methods has increased the significance of digitalization more than ever before, thus employees might be more prone to have technostress and/or COVID-19 stress at such times. Understanding how effective coping approaches such as resilience can influence the impact of technostress and COVID-19 stress on Employee Burnout becomes highly important and might lead to positive outcomes. Thus, this thesis aimed to understand the role of resilience in mediating the impact of Technostress and COVID-19 Stress on Employee Burnout. The study was conducted on 355English-speaking white-collar workers in Istanbul. The results indicated that resilience didn't mediate the impact of technostress on Employee Burnout, however it mediated the impact of COVID-19 Stress on Employee Burnout.

Keywords: Technostress, COVID-19 Stress, Resilience, Employee Burnout

TEKNOSTRES VE COVİD STRESİNİN ÇALIŞANLARIN TÜKENMİŞLİĞİ İLE İLİŞKİSİNDE DAYANIKLILIĞIN ARACILIK ETKİSİ

ÖZET

21. yüzyıl, bireylerin ve özel olarak çalışanların günlük olarak işleriyle ilişkilerini olumsuz yönde etkileyebilecek birçok zorlukla karşı karşıya kaldığı bir dijitalleşme ve küreselleşme çağıdır. Teknolojinin neden olduğu bir stres olan Technostress, birçok yönüyle gelen bu zorluklardan biri olarak kabul edilir. COVID-19 Stres, oldukça dijitalleşmiş bir dünyada meydana gelen yeni koronavirüsün neden olduğu bir strestir. COVID-19 Önleme yöntemlerine uyum, dijitalleşmenin önemini her zamankinden daha fazla artırmıştır, bu nedenle çalışanlar böyle zamanlarda teknostress ve / veya COVID-19 stresine daha yatkın olabilir. Esneklik gibi etkili başa çıkma yaklaşımlarının teknostress ve COVID-19 stresinin Çalışan Tükenmişliği üzerindeki etkisini nasıl etkileyebileceğini anlamak son derece önemli hale gelir ve olumlu sonuçlara yol açabilir. Bu nedenle, bu çalışma,dayanıklılığın Technostress ve COVID-19 Stresinin Çalışan Tükenmişliği üzerindeki etkisine aracılık edip edemeyeceği konusunda araştırma yapmayı amaçlamaktadır. Çalışma İstanbul'da İngilizce konuşan 355 beyaz yakalı işçi üzerinde yapıldı. Sonuçlar, dayanıklılığın teknostress'in Çalışan Tükenmişliği üzerindeki etkisine aracılık etmediğini, ancak COVID-19 Stresinin Çalışan Tükenmişliği üzerindeki etkisine aracılık ettiğini gösterdi.

Anahtar Kelimeler: *Teknostres, COVID-19 Stresi, Dayanıklılık, Çalışan Tükenmişliği*

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ABBREVIATIONS

5G **:** Fifth Generation

AI **:** Artificial Intelligence

COVID-19 **:** coronavirus

e-businesses **:** Electronic Business

e-commerce **:** Electronic Commerce

e-organizing **:** Electronic Organizing

ICTs **:** Information Communication Technologies

IoT **:** Internet of Things

IT **:** Information Technology

OLS **:** Ordinary Least Squares

POB **:** Positive Organizational Behavior

SD **:** Standard Deviation

TAM **:** Technology Acceptance Model

Tv **:** Television

WHO **:** World Health Organization

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I. INTRODUCTION

A. Research Overview

The 21st century is an era of stress, especially with globalization, information technology revolution and the rapid speed of life, which all put employees under daily and continuous pressure (Gangai & Agrawal, 2013:2). Technology along with other factors such as social setting, job ethics, resources availability, workload, work environment, leadership style might lead to employee stress, besides internal factors that are more psychological such as emotions, attitudes, perceptions, motivation level, and ego (Takwi, 2014: 161). In today's world, many businesses are utilizing ICTs to be part of e-commerce, e-businesses and e-organizing, however, despite the benefits associated with this shift, there are costs as well, by which the implementation and adoption of ICTs might be associated not only with positive emotions (e.g. excitement and enthusiasm) but with negative emotions as well (e.g. frustration and fear) (Jain, 2011:27). Organizations who fight uncertainty, rapidly adapt to change, have data in their hands, generate information and preserve old-new information can ensure continuity (Şen, 2020a: 53), since businesses are increasingly depending on knowledge to sustain competitive advantage (Tiwana, 2001: 37).In this matter,adopting technology in the business world has become mandatory, and it demands on-going development on the individual and professional level due its rapid development and spread which surge technology usage issues (e.g. health problems, viruses etc.) (Çoklar et al., 2016: 74). For instance, sometimes using internet and emails results in anxiety, physical problems, and distress (Salanova et al., 2013: 432). In this context, many research have been done to comprehend the ICTs impacts on organizations and on employees, by which a harmful phenomenon named "technostress" was discovered and put forward to arise from contacting and dealing with technology (Boyer-Davis, 2018:49) and being continuously hyper connected through tablets, laptops and mobile phones which might lead to burnout (Sharma et al., 2020:171)

Today’s rapid world is faced with many challenges other than ICT’s, such as COVID-19 which is COVID-19 a newly discovered coronavirus, has been impacting people worldwide, not only on the health level, but on the economic, social, and psychological level as well. For instance, according to Taylor et al. (2020a), COVID-19 can result in different types of stressors, thus, they developed a research and a scale to understand COVID-19 Stress. Which will be further discussed in this study. Besides,today’s age induces a period where globalization progressed rapidly resulting in majorchange and transformations in the area of digitalization, and COVID-19 has directly impacted the response of these transformation and change (Şen & Batı, 2020: 72). For instance, as remote work has dramatically increased during the pandemic (Ozimek, 2020: 1), it might associate with negative impacts on employees such as technostress (Molino et al., 2020:1). Moreover,, the fact that a lot of personal data are being used reflects the need for permission for the use of these data and for a clearer response and identification to ethical issues that might arise (Schwab &Malleret, 2020: 182).

During the pandemic there has been many changes in individual’s daily lifestyles and workstyle along with many other factors such as social distance measures etc. that impacted individuals on multiple level. Besides, the increased dependence on technology that was an outcome of the pandemic. By which, employees might experience burnout due to the stress and the significant change they are facing. For instance, according to Sharma et al. (2020:171) digital overuse is leading to burnout, by which hyperconnectivity and compulsive usage is creating a digital stress which can be seen in the overload due to digital media, social media, news, and internet multitasking etc. which enforces coping with digital technologies in terms of communication. This stress might lead to unfavorable physical outcomes such as decreased productivity, exhaustion, dissatisfaction and importantly burnout (Reinecke et al., 2014: 570).

Given this,post the trauma caused by COVID-19, it will become mandatory to reexamine the rightacceptance and accurate knowledge aboutthe new world (Şen, 2020b: 180)Thus, COVID-19 might lead to a digitalized “new era” and a more resilient “new society” (Bragazzi, 2020: 1). Specially that adaptation during the pandemic relates to how well individuals manage to adopt their lives into the virtual settings, due to the social distancing measures that result in remote working , remote

education, and online social activities (Kwon et al., 2020:1). For instance, during the pandemic, people have coped in various ways with what is called the 'new normal' likeperforming work remotely (Richter, 2020: 2). In this context, with the virus many behavioral changes will occur by which, it is expected that the way of working will continue to change (deHaas et al., 2020: 3). Thus, Schimmentiet al. (2020: 41), suggest that populations' resilience during COVID-19 is dependent on how well individuals cope with their fears and anxiety which might lead to positive consequences on many levels and a better pandemic's management.

In this matter, this study was carried out in the aim of understanding how COVID-19 Stress along with Technostress in such a complex and rapid world, can have an impact on Employee Burnout which are dealing with so much challenges , fears, and anxiety.Besides, understanding whether important factors such as resilience which is a way of bouncing back after hard times, can mediate these relationships and lead to a better outcome or not. Specially that the world is constantly changing, and individuals are highly pressured to choose between being a part of the change and resisting it. To examine this relationship, first a preliminary literature review was done, then a questionnaire composed from reliable and valid scales on each variable were distributed to respondents, the data collected were analyzed and interpreted based on many tests (reliability, Statistics, correlation, OLS multiple regression, Hayes mediation analysis, Bootstrap and Baron and Kenny mediation analysis) and the results were presented along with the discussion and conclusion.

1. Problem Statement

In today's world digitalization is increasing by each passing day, and adopting it on many levels whether on the individual or professional life is no longer an option. ICT's , data, and information have become the oil for any company and are considered as competitive advantages to thrive in today's globalized and complex environment. Despite the advantages given by technological advancements, they can negatively affect individuals. For example, in this rapid era, individuals are already challenged with many things, thus technology which comes in many forms can cause stress to individuals specially to employees who are required to use it on daily basis. This stress, which is referred to as Technostress, makes it crucial to understand this term deeper along with the impact it is leaving employees and their relationship with

their jobs. Additionally, COVID-19 is causing both increased stress and use of ICT which might affect employees as well and might lead to their burnout. Thus, it becomes important to understand how COVID-19 stress might impact employees and their relationship with their jobs. However, as today's world is characterized by continuous change, many individuals can be able to cope with many changes and bounce back when faced with hardship. This ability is referred to as resilience which might diminish or prevent the impact of COVID-19 Stress or Technostress on Employee Burnout. Thus, it becomes significant to understand whether each variable might make employees experience burnout, and whether resilience can have a role in this relationship.

2. Significance of the Study

As digitalization is rapidly increasing more than ever before specially during COVID-19 period, when a lot of job's natures have changes and many businesses have shifted to digital work and to a more digital work environment, employees will try to adopt to this new workstyle. Besides, as research shows that COVID-19 might lead to stress and many other mental health problems, thus preserving mental health becomes as important aspreserving physical health. Thus, the stress associated with technology which is referred to as technostress and COVID-19 stress might lead to negative impacts on the employee and might affect their mental health. In this matter, this research can help understand if Technostress and COVID-19 Stress can lead to Employee Burnout and if Resilience can mediate these impacts. Thus, this study can contribute to the fields of Business Administration, Organizational Behavior, Management, Social Sciences, Psychology, Neuroscience, Behavioral Science, and Human Resources. Many stakeholders (e.g. Government, Academicians, Business Owners, Human Resources, Psychologists etc.) can benefit from this study to maintain employees' mental health. Additionally, to understand what impact these variables can leave on them and on their psychology toward their jobs and identify if resilience can influence these relationships.

3. Research Objectives

The main objective of this study is to determine understand the impact of Technostress and COVID-19 Stress on Employee Burnout under the mediating role of resilience among employees in Turkey.

4. Research Questions

- Do Technostress and COVID-19 Stress Impact Resilience?
- Is there a relation between Technostress/ COVID-19 Stress with Employee Burnout?
- Is the Impact of Technostress on Employee Burnout Mediated by Resilience?
- Does Resilience mediate the impact of COVID-19Stress on Employee Burnout?

5. Purpose and Hypothesis

The main purpose of this research study is to study the impact of COVID-19 Stress and Technostress on Employee Burnout under the mediating role of Resilience among employees in Turkey.

The hypothesis that are tested in this research are as follows:

- H0: COVID-19 Stress has a significant impact on Employee Burnout
- H1:Techostress has a significant impact on Employee Burnout
- H2:Covid-19 Stress has a significant impact on Resilience
- H3:Technostress has a significant impact on Resilience
- H4: Resilience mediates the relationship between COVID-19 Stress and Employee Burnout
- H5**:** Resilience mediates the relationship between Technostress and Employee Burnout.

II. LITERATURE REVIEW

In this section, first, a general overview of a major literature including the basic definitions and terminologies proposed on each variable within the selected topic studied in this research : “Technostress” and “COVID-19 Stress”, “Employee Burnout” and “Resilience” was presented. Second, as the topic can relate to many theories presented in the Social Sciences literature and in fact, these theories can support in analyzing the findings of this study, thus, some of these theories were presented in the section as well including Maslow’s Hierarchy of Needs, Theory X & theory Y (Mcgregor), Two-factor theory (Herzberg), POB & Psychological Capital, Positive Psychology in the Workplace and Technology Acceptance Model. Finally, as the model of this study includes a mediating variable, a brief overview about this type of variable and how it is analyzed will be presented as well.

A. Technostress

In this section, the most common definitions and terminologies presented in the literature about technostress will be covered. Starting with one of the most famous authors who studied technostress Brod (1984:16) and introduced it as “a modern disease of adaptation caused by an inability to cope with the new computer technologies in a healthy manner”. Weil and Rosen (1997:5) added that it is a phenomenon associated with unfavorable impact on individuals’ perceptions, thoughts, actions, or physiology due to the use of ICT. In the same year ,Arnetz & Wiholm (1997: 36) referred to technostress as a state of psychological and mental stimulation seen in individuals when using computers intensively at work. Salanova et al. (2007:1) suggested that it is an unfavorable mental state related to ICT usage/ threat of future ICT usage which is associated with cynicism, anxiety, ineffectiveness, and mental exhaustion. Wang et al. (2008: 3004), further demonstrated that technostress is associated with negative feelings (e.g. disturbance, anxiety, fear etc.) that occur after indirect/ direct technology usage and learning which lead to psychological negative impacts and disrupt one’s technology learning

and usage. Şahin & Çoklar (2009: 1437), defined technostress as a type of pressure resulting from the rapid technological change, which is a significant psychological pressure in today's age. Moreover, Türen et al. (2015:4), further explained that number of features unique to modern technologies such as modern informatics and computer technologies which generally contain complex structure are a source of technology-induced stress . On the other hand, due to the rapid developments in ICTs in the recent years and the evolution of the era of connections where information spreads globally, technostress has been redefined as a disease that results from overloading the individual with information ; in other words "cognitive overload" which is a psychological phenomenon (Chiappetta, 2017: 359).Technostress can be also widely defined as the stress experiences at work due to multitasking, continuous connectivity, information overload, continuous relearning, job insecurities, constant system updates, uncertainty, and technical issues associated with ICTs (Tarafdar& Ragu-Nathan, 2010: 304-305).

1. Ragu-Nathan Technostress model

Ragu-Nathan et al. (2008:421) developed a technostress model (Fig.1) which included technostress creators, individual differences, technostress inhibitors, and the outcomes of technostress. Each of these will be discussed in this section.

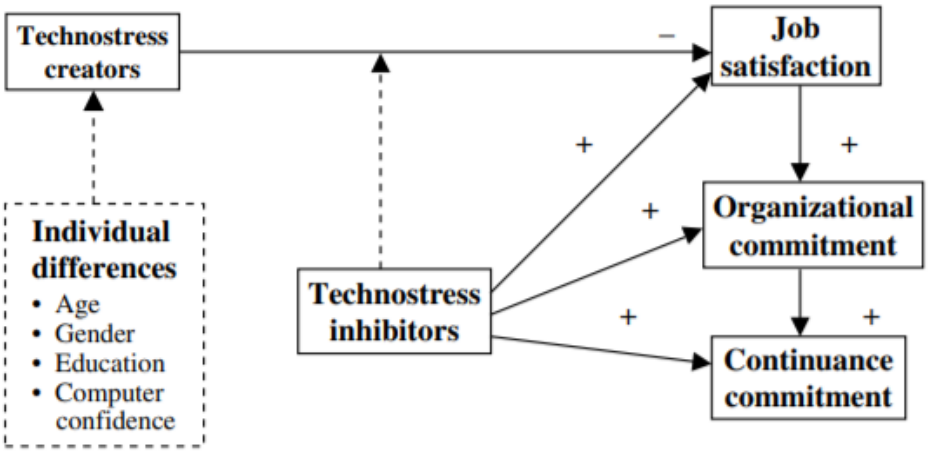

Figure 1 Technostress Model(Ragu-Nathan et al., 2008:421)

B. Technostress Creators

The job demands brought by technology that can cause technostress are referred to as: Technostress creators or Techno-stressors(Molino et al., 2020: 3).

Several studies have referred to the facets that create technostress within organizations as “technostress creators” (Hwang & Cha,2018:283), including those of Tarafdar (2007:314), ; Ragu-nathan et al., (2008: 421) , Li &Wang (2020:2) and Sarabadani et al. (2018: 4),and considered technostress as a multi-dimensional concept consisting of five components/creators and explained them as the following:

- Techno-overload: is a situation that occurs when technology(e.g. mobile communication tools and applications etc.) users deal with a wide range of information from multiple sources as part of their routine job by which they face hardship while differentiating the significant information from the non-significant ones.
- Techno-invasion: is a situation that results from the fact that individuals can be contacted and reached at any place and time , due to continuous connection. By which, individuals might feel like they are trapped in these technologies and that their personal space and time is being invaded leading to a feeling of imbalance between their personal and work life.
- Techno-complexity: is a situation linked to users’ sense of feeling that their knowledge is not enough to perform tasks associated with technologies and that they have to spend a sufficient amount of time to learn IT-related systems. Especially, with the competitive and continuous pressure to utilizing up-to-date software, hardware, and applications along with the increased need for possessing complex technical capabilities and ICT language.
- Techno-insecurity: is a condition where technology users are might experience job loss or replacement with more technologically knowledgeable individuals or new IT systems.
- Techno-uncertainty: is a situation that occurs when users are forced to enhance their IT knowledge due to the rapidly changing ICTs (upgrades, ICT hardware and software etc.).

C. Individual Differences

According to Ragu-Nathan et al. (2008: 424), differences in individuals’ characteristics including education, gender, age, and computer confidence can impact

technostress. By which, they expect that the more individuals are educated the less likely they will experience technostress, and that since older individuals might be more mature than young ones, thus they may not experience technostress. They also add that various factors influence women and men decisions to use IT, and that the greater confidence individuals have in their ability to use technology the less they will experience technostress.

D. Technostress Inhibitors

Technostress inhibitors are the factors that prevent any unfavorable effect of these creators (Tu et al., 2008:2-3).According to Tarafdar et al. (2011:117) Li &Wang (2020:2), &Ragu-Nathan et al. (2008: 427), technostress inhibitors are explained as following:

- **Literacy facilitation:** is the process of empowering and cultivating the ICT knowledge sharing among organization's members.
- **Technical support provision:** is providing support activities to end users such as providing solutions to ICT problems that they face in the aim of diminishing technostress impacts.
- **Involvement facilitation**: is a way of reducing technostress by continuously informing users with the reasons for introducing new information and communication technologies. Along with informing them about the impacts and inspiring them to experiment and utilize these information and communication technologies.

E. Technostress Outcomes

According to Ragu-Nathan (2008: 423-424), technostress outcomes are linked with, job satisfaction, continuance commitment and organizational commitment. By which, job satisfaction represents the negative or positive emotions employees possess toward their job (Aziri, 2011: 78). Ragu-Nathan et al. (2008: 423), emphasized that job satisfaction is an outcome of technostress. By which, they expect that various aspects associated with technostress creators might decrease job satisfaction. Moreover, while organizational commitment is the strength of employees' the involvement and unity within an enterprise (Mowday et al., 1979:

226), continuance commitment is being aware of the consequences of exiting the job (Meyer & Allen, 1991: 67). In this context, Ragu-Nathan et al. (2008:424), expect that technostress inhibitors would rise organizational commitment and continuance commitment.

1. Technostress Consequences

Tarafdar et al.(2011:117) further explain that the consequences of technostress can be as following:

- Role overload: is a situation when individuals feel their work is overwhelming and hard. By which, technostress can increase this perception through techno-complexity, techno-uncertainty, and techno-overload. In which, all these together put greater challenge and pressure on the individual.
- Increased role conflict: is a situation when contradicting requirements rise in one's job. Techno-invasion, techno-insecurity, techno-complexity can cause this rise.
- Reduced job satisfaction: individuals attempting to deal with technostress are possible to have undesirable job appraisals.
- Decreased innovation in tasks: techno-overload for example doesn't leave space and doesn't allow time for imagination and innovation in performing the job since it leads to quick and ineffective information processing.
- Dissatisfaction with information systems: data loss, system crash, inability to identify useful information and the complex nature of IS can all be causes of dissatisfaction with information systems.
- Lower level of productivity: keeping pace with continuously changing technology applications, need for support, troubleshooting and solving IT-related issues can all be time consuming and this time can be applied into other significant tasks instead which might decrease employees' productivity.
- Reduced commitment to organization's values and goals: lower job satisfaction along with reduced organizational commitment hinder staff work and are significant cost for the organization.

2. Aspects of Technostress

Technostress can be classified into four aspects including physical, emotional, behavioral, and psychological (Ennis, 2005:11).Yener (2018:88) explains those 4 dimensions as following:

- Physical Technostress: includes back pain, headache, elevation of blood pressure and chest pain.
- Emotional Technostress: is characterized by anxiety and resentment.
- Behavioral Technostress: is associated with spending too much time on computers, desire not to be around colleagues, consuming tobacco and drinks and using computer language in daily life.
- Psychological Technostress: is characterized by classifying data stored on the computer, increased burden of information about protection, dependence on technology, decreased motivation, and role ambiguity.

Furthermore, Chiappetta (2017:360) also emphasizes that technostress can result in physical symptoms such as headache, hormonal and menstrual disorders in females, rapid heart rate, cardiovascular disease, sleeping disorders etc. In addition to mental (cognitive and behavioral) symptoms characterized by depression, change in behaviors, crying, reduced sexual desire etc. Moreover, technostress risk behaviors include continuous use of mobile phones even in social events, keeping the phone on, staying awake to spend time on social media, answering calls in private settings (e.g. libraries), texting while walking, and watching Tv on mobile phones or tablets.

F. COVID-19

A newly discovered disease referred to as COVID-19, by which ‘CO’ is an abbreviation for corona, ‘VI’ for virus and ‘D’ for disease (De Campos Tunas et al., 2020:1) is an infectious virus triggered via a recently revealed coronavirus which initial case was recognized in Wuhan City in China, in December 2019, to be identified as a pandemic by the WHO after it started to spread globally (WHO, 2020a).“Pandemics” refer to the epidemics of infectious viruses that outspread through various countries about the same period such as influenza and cholera (De Campos Tunas et al., 2020:1). COVID-19is transmitted between individuals by

physical contact (e.g., hand shaking), sneezing/ coughing droplets , or through getting in contact with contaminated objects or surfaces and then touching the eyes, nose, or mouth(Abebe et al., 2020: 7;De Campos Tunas et al.,2020:2).COVID-19 symptoms affect the respiratory health and some of the symptoms that the individual might encounter after 2-14 days of exposure include cough, fever, difficulty breathing/shortness in breath, however, further symptoms can appear as runny nose aches, sore throat, tiredness, vomiting, diarrhea and aching throat (Sheikhi et al., 2020: 2). Basic preventive measures for contaminating COVID-19 spread include regular hand washing by water and soap or alcohol-based sanitizer, covering the nose and mouth while sneezing and coughing (e.g., using tissue papers or elbow) and not getting into contact with anyone who has the symptoms (WHO, 2020b). Various concepts and phenomena associated to COVID-19 outbreak have been examined and discussed (WHO, 2020c).

On March 11, 2020, the first COVID-19 case was confirmed in Turkey, and after that the numbers of cases have rapidly increased to exceed 10 thousand and the number of deaths surpassed 150 in 20 days (T.C. SağlıkBakanlığı, 2020). In the aim of managing the process, the Turkish Ministry of Health, set up a scientific board and implemented approaches and suggest recommendations to control the virus (Bostan et al., 2020: 3). Since then, Turkey has started to take the mandatory measures to deal with the virus and prevent its spread by closing schools and gathering places (e.g., shopping malls, bars, gyms etc.) (Satici et al., 2020:1). Besides, there was a shift to online education, compulsory quarantine for individuals who are under the age of 18 and those above the age 65, 15 days of quarantine for individuals who come from abroad, obligatory wearing of face masks, travel restrictions within the cities, and flexible working conditions for civil servants, by which the negative mental health associated with these measures must not be ignored (Saricali et al., 2020:1). Some measures also included employing thermal cameras, suspending flights to 20 countries, restricting hospital visits, postponing national and international meetings, conferences, and similar programs, closing cinema, theater, and children's playgrounds, and suspending prayers in mosques including Friday prayers (Anadolu Agency, 2020).

With the emergence of COVID-19, remote working has become very common worldwide (Çakır, 2021). For instance, the remote work regulation in

Turkey was published in the Official Gazette on March 10 , 2021 by the Ministry of Family, Work and Social Services which included the agreement between an employer and employee regarding the remote work they will perform (Ozgun&Yasasin, 2021). Since 2020, and Turkey is still taking the mandatory measures and decrease the spread of COVID-19. For example, on April 21, 2021, Turkey has announced a strict nationwide lockdown and curfew starting from April 21, 2021 till May 17, which equals to 17 days without any interruption (Kazancıoğlu, 2021). It included closing shopping malls, allowing people to shop only necessities from the nearest markets and allowing restaurants and cafes to be open for delivery only, as they were closed for service and take-away. Sport Activities were also prohibited, and gyms were closed and the capacity for mass transit vehicles were reduced to 50%.

1. Covid-19 Stress

The pandemic is a world global health crisis and it is the most life-threating challenge after the World War II, leading to stress along with uncertainty about "return to normality" (UNDP, 2020). It is a vital challenge to human well-being worldwide (Pennycook et al., 2020: 770), since it has both physical and mental health impacts and is resulting in many anxiety-related behaviors and distress among the public (Zhang et al., 2020: 2;Huang & Zhao, 2020:3).In addition to many mental health issues such as stress, anxiety, fear, denial, anger, and depression (Kang et al., 2020: e14). COVID-19 is a vital challenge that impacted the entire world in multiple areas including health, business , society, economy, and culture (Şen, 2020: 49-59: Great reset). As the infection rate and mortality were relatively high, individuals started to worry about the novel corona virus and its transmission (Ahorsu et al., 2020: 1).Besides, the preventive means taken worldwide to prevent the virus from spreading, caused high levels of stress and panic among the public, by which, in the first stage of the pandemic, many experts were focusing on explaining the means of protecting physical health, however, when the virus started to widely blowout, experts started to stress on the significance of preserving mental health during the pandemic(Bakioğlu et al., 2020: 1).

In this matter, COVID-19 can be a vital source of stress due to its widespread, high levels of infection, severe cases and mortality and the lack of

vaccine and medicine (Fardin, 2020:1).Taylor et al. (2020b: 4), categorized COVID-19 Stress as follows:

- Danger: which is characterized by the several fears about the danger associated with the novel corona virus such as its infection, doubt in health care systems protection for one's health and loved ones, worry about basic hygiene and social distancing effectiveness (Taylor et al., 2020b:4).In addition to severe worry about contacting and spreading the virus to close ones, grief of loss and helplessness which can all lead to depression, suicidal thoughts, and increased anxiety (Vatansever et al., 2020: 217).

- Socio-economic consequences: Taylor et al. (2020a:2) considered one facet of the coronavirus stress syndrome is the fear about one's own socio-economic impact of the pandemic. This fear is characterized by worries about running out food, disinfectants, and cleaning products, running out of cold or flu medicines, and the fear that stores might even close (Taylor et al., 2020b: 4). Since it is apparent that the pandemic is leading to a distressed economic, social, and political effects that will leave long-term scars (UNDP, 2020) and thus, it has increased both social and economic stress (WHO, 2020: 1). For instance, social distancing/isolation is causing anxiety among individuals specially that they need to maintain their relationships despite the physical distance (Thakur & Jain, 2020: 952). Social stress is anxiety or uneasiness feelings experienced by individuals in social situations which might lead to tendency to avoid social situations that are stressful (Wadman et al., 2011 :421). In this context, it is understood that the pandemic and the interventions to control the virus transmission can create vulnerable and low socioeconomic status group and result in health issues related to social stress and social isolation (Mattos dos Santos, 2020: 4). Besides, COVID-19 can cause a scarcity in the supply chain (Mahajan, 2020: 36), including scarcity of supply of food and medicine and additionally salary loss, social isolation, disruption of routines, separation of friends and family (Freckelton, 2020: 2). Economic stress is a kind of pressure or strain resulting from significant loss in income in contrast to times of adversity or poverty which is also associated with behavioral outcomes (Elder & Caspy, 1988: 37). Thus, due to the fear triggered by COVID-19, increased purchase of goods in excess of normal

which is a social phenomenon referred to as“panic buying” was experienced during the time of the pandemic which usually results in an inequityamong the demand and supply (Arafat et al., 2020: 100).Besides,in many countries, individuals didn’t only stock up on groceries but purchased guns as well (BBC, 2020).

- Xenophobia: refers to the unfavorable attitudes towards foreigners (e.g. hatred and fear) (Harris, 2002: 170), which can increase during a pandemic (Ahuja et al., 2020: 48). In this context, worry and fear of others specially from interaction with foreigners has arisen in the time of the pandemic (Taylor et al., 2020a: Lin, 2020: 1).). Taylor et al., (2020b:4), emphasized that xenophobic stress is reflected in worries about foreigners spread of the COVID-19 in one’s country, fears of foreign food restaurants, fears of contacting with foreigners as they might be holding the virus, and concerns about foreigners’ hygiene.

- Contamination: according to research, within times of pandemics people experience stress response linked with their fear of catching the virus from objects or from contacting with other individuals (Luceño-Moreno et al., 2020: 1). For instance, one symptom of COVID Stress Syndrome is the fear of encountering objects of surfaces that might be contaminated with the virus (Taylor et al. 2020a:1). Thus, stress associated with contamination fear can be characterized by the fear of touching objects in public areas (e.g., door handle), fear that individuals might transmit the virus, avoidance of using debit machines and taking cash change or receiving mails (Taylor et al., 2020b:4).

- Traumatic stress: is associated with concentration troubles due to the overthinking about COVID-19, having unfavorable and uncontrolled mental images and thoughts about the virus, physical reactions (e.g., pounding heart) due to reminders about the virus, and nightmares about COVID-19 (Taylor et al., 2020b:4;Schredl & Bulkeley (2020: 190), have also expected that COVID-19 might affect dreams by generating nightmares and impacting sleep quality in this matter, they conducted a study on 3,031 U.S. adults regarding their COVID-19 and the dreams associated with it. The results indicated that those who were strongly impacted by the pandemic their

dreams were strongly impacted too (e.g. sharp dream recall, pandemic-associated dreams, and negative dreams). Another survey conducted by Zhnag et al. (2020:1), among medical staff in China, have also showed that the one-third of the participants have experienced insomnia at the time of the pandemic.Wang et al. (2020:5) also found that 38% of the Chinese participants have reported that they were having dreams about the virus and that more worried individuals have had COVID-19 related dreams.

- Compulsive checking: is associated with seeking healthcare providers' advice about the virus and reassurance from close ones (e.g., friends or family), searching the internet for remedies, checking one's own signs of infection (e.g., taking temperature), watching YouTube videos and checking social media posts about COVID-19 (Taylor et al., 2020b:4). As social platforms (e.g. Twitter, Facebook, Instagram etc.) help individuals receive and provide support in many ways, social media is and will continue to be a main source that provides multiple possibilities of seeking help online (Luo, 2020: 2). Thus, another type of stress caused by COVID-19 is the continuous check of COVID-19 related information (Taylor et al., 2020a:1). Moreover, Parlapani et al., (2020: 14), added that increased behavioral responses such as intense safety or checking behaviors and increased compliance with guidelines have intensified fear during the pandemic. Bento et al., (2020:11220) showed through an analysis they've conducted across 50 states of the U.S. based on a daily panel of coronavirus linked search magnitude, that increased "search behavior" of COVID-19 after the date of first case announcement was shown. These searches were mainly about COVID-19 symptoms, diagnosis, hand sanitizers, treatments, policies such as quarantine and closures, as well as, over-the counter medications, grocery delivery, face masks etc.

Moreover, fear which is a primitive feeling that increases when faced with a perceived or real threat (Bakioğlu et al., 2020:1), has been highly experienced during the pandemic by which ,Schimmenti et al. (2020:41) suggested that COVID-19 fear falls under 4 categories: (1) fear for own body and of others' bodies, (2) worry about and of loved ones, (3) fear of insufficient and excess of knowledge and finally (4) fear of not/ taking an action. However, Ahorsu et al. (2020: 4) state that COVID-19 fear can be linked to these dimensions: (1) fear of COVID-19 in general, (2) unease

while having thoughts about COVID-19, (3) worry about the virus, (4) fear that COVID-19 can lead gradually to death, (5) unpredictability of COVID-19, (6) physical symptoms associated with COVID-19 thoughts, (7) fear of death, (8) anxiety and nervousness from COVID-19 information posted on media, (9) sleep issues and (10) heart race associated with thinking about contracting the virus. In this matter, the fear triggered by COVID-19, makes it important to understand the impact of COVID-19 on individuals' mental stability (Xiang et al., 2020: 228).Especially thatwhen fear is severe, it might lead to negative impacts at the individual level such as mental health issues including social anxiety and phobia, along with on the societal impacts such as panic buying , xenophobia etc. (Mertens et al., 2020:1).

2. COVID-19 and Digital Transformation of Work

Businesses in today's world even before the emergence of COVID-19 are operating in a globalized market, which increases the importance of digitalization. However, COVID-19, has enforced the world including organizations, systems , governments and the individual to shift to the "New Normal" through developing agile and innovative strategies in order to sustain continuity and has increased the importance of technological advancements (Şen &Tarabah, 2020a: 549). Despite that "new normal" is not a new term, that can mostly refer to digitalization since the emergence of the digital revolutions, and individuals are managing to adapt to it since then, yet, during the pandemic and specially with absence of the traditional work styles, the world has no option but to shift to this "new normal" by utilizing technologies and intelligence (Şen & Tarabah, 2020b:457). COVID-19 is resulting in a vital shift of business and many other areas toward a digital globalization, that results in digital transformation and change in the way businesses are conducted, and is nurtured by digital technologies which accelerate and increase the flow of information and data, which represent the new fundamental resources; the "new oil" (Schilirò, 2020: 3). In which, information, data and knowledge are ones of the most significant basis of all businesses, particularly, in the world that occurred because of COVID-19 (Şen & Tarabah, 2020a: 584).Pan & Zhang (2020:3) emphasized that the new normal worldwide will be associated with recent information environments and many other variables, and individual, organizational, and societal approaches are required to cope with this new normal.

To fight against COVID-19, digitalization becomes a fundamental need and organizations' response to the pandemic energizes utilization of technologies and accelerate the shift to "digital", thus, the post-coronavirus climate will certainly be digital (Schilirò, 2020: 7). Therefore, the pandemic can increase the importance of digitalization and result in a new age quickening the growth of digital technologies (Sneader & Sternfels, 2020). Digitalization can be defined as the process of improving, transforming, and enabling business activities by utilizing multiple digital technologies (Şen & Tarabah, 2020c: 255). Which improves the capabilities and knowledge of organizations and permits new methods of conducting businesses, thinking and transitions (Mert, 2019: 221). Thus, to stay competitive in this new environment whether on the economic or business level, new strategies and practices are required (McKinsey, 2020).

Digital transformation of work refers to digitalizing of the traditional work carried out by employees within an organization (Eberhard et al., 2017:47). COVID-19 has made digital transformation a must for organizations in almost all industries and the term "digital" is longer an alternative or add-on anymore, however it is compulsory for aiming to meet a specific level of digital maturity (Fletcher & Griffiths, 2020: 3). Besides, the economic and cultural effects of COVID-19 have a role in creating this "new normal" and radically transformed the way individuals work and interact at work, and can vitally change many aspects of their daily life (Griffin & Denholm, 2020).

COVID-19 has significantly impacted the entire globe in many aspects like , business life, economy, social cultural and health (Şen, 2020a: 49: GREAT RESET). By which, in just few months, the virus caused a huge change in the way all sectors and regions perform business (McKinsey, 2020). The effect of the virus on the way jobs are done, embodies one of the foremost rapid and radical shift to workers globally since the World War II (Ozimek, 2020:1). It has huge implications for the role of technological advancements in the workplace and on the nature of jobs (Caroll & Canboy, 2020: 1). In this matter, the digital transformation of jobs worldwide, has rapidly increased than ever before and it is expected that corporate strategies around the globe will demand major transformations even when COVID-19 ends (Kodama, 2020: 1). For instance, during the pandemic, digital technologies are widespread in workplace and the society in general, such as platforms used at

work and personally to conduct training, education, meetings etc. have made the terms “Teams” and “Zoom” part of individuals’ everyday life (Dwivedi et al., 2020: 2). Furthermore, since the novel coronavirus demands physical distancing (Bick et al., 2020:2), due to the risk of contracting with individuals which might lead to contracting the virus, the normal “working day” is no longer an option for many workers (Bélandet al., 2020). The self-isolation and lockdown also increased the necessity for digital transformation of individuals’ interactions (O’Leary, 2020:2). Moreover, social distancing increased the significance of online applications which became vital to sustain organizational practices continuity (Papagiannidis et al., 2020: 1). In this context, COVID-19importantly accelerated digitalization in all sectors (Oldekop et al., 2020: 2). Thus, it is the driving force towards the digital transformation in areas such as education, healthcare, business etc. (Stanojević & Radanov, 2020: 55). In this context, the utilization of digital technologies has evidently increased, besides a rapid shift to digital work which forced employees and organizations to adapt quicker than ever before due to the pandemic (Nagel, 2020: 861-862).

Despite that in the pre-pandemic period , the digital transformation of traditional work has already gained increased attention, especially with the spread of new technologies that drive it such as the Internet of Things (IoT) 5th Generation (5G), Artificial Intelligence (AI), Cloud computing etc. (Kodama, 2019: 171).However, COVID-19 has increased their significance more than ever before. By which, these technologies can transform individuals’ communication and interactions (Schilirò, 2020: 3). For instance, digital technologies can permit employees’ communication via audio, text, and video to share data and documents in real time (Leonardi, 2020: 1).Besides the power of Information and Communication Technologies permits flexible work and remote work (Kylili et al., 2020: 2). Remote work also referred to as teleworking is a flexible work that includes working from a distance via Information Communication Technologies (ICTs) (Moon and Stanworth, 1997: 338–339). It is also referred to as “telework or telecommuting”, by which both the employee and the employer arrange performing the job remotely outside the job properties via ICTs (Messenger, 2017:1). In the times of the pandemic, many businesses were forced to adopt remote work practices immediately in a short time (Agerfalk et al., 2020: 3). As communication is a multifaceted process

that can be done through multiple media including digital technology and mass media (Takwi, 2014: 88), thus, the advent of digital technologies has enabled work from home and led to a new job timings, virtual meetings and offices, new job culture, wide written communications, and virtual clinics (Javaid et al., 2020: 1).

G. Resilience

For decades, multiple fields such as psychology, neuroscience, medicine, mental health, and sociology had been significantly emphasizing on stress consequences (Southwic, 2014:2). It is said to be a significant approach of positive psychology (Salehzadeh, 2019: 322). The resilience theory has evolved over the past 70-80 years and has been revived in the past two or three decades which is a multidimensional field of study that gained interest of many including psychologists, social workers, sociologist and educators (VanBreda, 2001: 1; Russo et al., 2012: 1475). It has been a focus within many disciplines of medical and behavioral sciences research (Masten, 2001: 227; Charney, 2004: 195) as well as management, education, biology, sociology, anthropology, and psychology (McCormac et al., 2018: 277). The literature states that studies about resilience are being conducted since more than fifty years (Ercan, 2017: 84).In addition to a high increase in research per year in which, scientific studies that entitle the term “resilience” have approximately doubled since the year 1995(Longstaff, 2013:1).

After a broad revision of the resilience literature, Meredith et al. (2011:1) stated that there were 104 definitions of the resilience concept provided by prior researchers. Resilience originates from “resilio” in Latin which means “bounce back”, and denotes individuals’ recovery as soon as possible with little or no help at all (Manyena et al., 2011: 418). When confronted with adverse events like chronic illness, harassment, death of a close one, unemployment, assault etc., some individuals possess the ability to cope and move on to return back to normality while others give up on life and lose hope thus, “resilience” can designate this difference among humans’ reaction to such stressors and difficulties (Ercan, 2017: 84). Some of the definitions presented in the literature include the following: Britt et al. (2013:6) defined resilience as positively adapting in times of vital adversity. Yilmaz Börekçi & Gerçek (2018: 42) refer to resilience as a way of sustainability and survival in the face of adverse, uncertain, and complex events. American Psychological Association

(2014: 4) added that it's a process of effective adaptation to trauma, adversity, tragedy, threats, or vital stress creators.McCormac et al., (2018: 277) explained that it is a process that is significantly impacted by individuals' interactions with their own environment, by which social, cultural, psychological and biological factors can be associated with constructing resilience, thus it is associated with behaviors, thoughts and actions. Carpenter et al. (2012:3248) along with many researchers, describe it as a good answer for survival and growth in the face of hard circumstances.

Furthermore, according to Russo et al. (2012: 1475), it is a way of maintaining normal physical and psychological functioning and avoiding vital mental illness when experiencing extreme stress and trauma. In addition to being able to realize positive outcomes and return to the former state smoothly after getting hurt(Earvolino-Ramirez, 2007: 73). Besides, building the capability to handle negative situations effectively and adapting to the current situation (Cinar, 2020: 1212). According to Christopher &Pek (2004: 4), the ability to return to the previous form or become a more suitable form in case of crisis or stressis expressed in the word "resilience". However, Sutcliffe & Vogus (2003: 97) defined it as self-renewability and ability to get out from difficulties with a strength generated from self-suffering. Despite that the term "resilience" is a process that is related to the ability of maintaining harmony despite hardship experienced, it can also be considered a personality trait (Cinar, 2020: 1211).In this context, Nemeth (2008: 7), suggest that resilience traits involve intuition, experience, improvisation, forecasting unexpected events, investigative prejudices, taking advantage of unexpected situations, and thinking beyond normal thinking. Resilience typologies can be categorized as (1) individual resilience, (2) family resilience and (3) community resilience (VanBreda, 2001: 5).

Connor & Davison (2003: 78) have developed a scale to study the personal characteristics that consist resilience and categorized them as sense of humor, patience, optimism, faith, and self-efficacy. However, Block & Kremen (1996: 351) have designed a scale called "Ego Resiliency Scale" that consisted the ability to change and bounce back to one's characteristics level of ego-control post stressful influences. Moreover, Smith et al. (2008:198) as well developed a Brief Resilience Scale (BRS) that measures resilience as the capacity of bouncing back or recovering

from stressful events. Their scale categorized resilience into six dimensions including the ability to bounce back after hard experiences, finding it easy to recover from stressful situations, recovering fast from them, snaping back easily after a bad event, coming through difficult experiences with little trouble and finally taking little time to get over setbacks experiences. Baruth & Caroll (2002:236), emphasized that resilience is measures through four main factors: fewer stressors, adaptable personality supportive environment, and compensating experience. However, Friborg et al. (2003:66) indicated that resilience among adults is assessed by five factors including family coherence, social competence, personal competence, personal structure, and social support. Moreover, Oshio et al. (2003: 1218) stated that resilience among adolescents is assessed through three factors including emotional regulation, positive future orientation and novelty seeking. Furthermore, Wagnild & Yong (1993:166) assessed resilience with two factors only which are self and life acceptance and personal competence.

1. Employee Resilience and its Importance

Many consequences of the new era such as emerging markets, globalization, digitalization, modern ways of conducting businesses are growing the need for people who can deal with and lead the change (Şen & Tarabah, 2020b:450). Change usually cause highly unfavorable feelings among many employees, including frustration, sadness, anger, and anxiety (Smollan, 2014: 802;Marquitzet al. 2016:4).Increased competition along with the wide advancements in technology, change in employees' demographics and globalizations, require rapid transformation of organizations more than ever before (Malik & Garg, 2017: 2). In addition to today's world and systems that are present in a widespread network of interdependencies as an outcome of recent technology opportunities and by the increased burdens to become developed, more rapid, and cheaper for multiple stakeholders (Woods, 2015:5).

Employees have a significant role in enhancing organization's agility through their behaviors and attitudes (e.g. openness to change) (Griffith & West, 2013: 141). Thus, as organizational effectiveness and survival is associated with both organization and workforce abilities to fight against the change and adapt to vital challenges, thus it is mainly dependent on "resilience" (Näswall et al., 2019: 353).In

the period of a turbulent economic period, “employee resilience” is gaining increased significance in many businesses (Bardoel et al., 2014: 279).Rees et al. (2015: 5) stated that if stress at work is not effectively managed, negative outcomes can be generated, especially when working in a significantly stressful work settings, which might associate with burnout, stress, anxiety, and depression. Thus, employees who are resilient can be less impacted and this can help reduce the negative outcomes. Besides, since work and workforce are continuously changing , resilience studies are increasing within organizations in multiple contexts (Kossek & Perrigino, 2016: 730). Resilience at work is a “ Positive Organizational Behavior” (Luthans, 2002a: 706). In an organizational context it can mean the ability of recovering and bouncing back from hardship, failure, struggles and enhanced responsibilities (Luthans et al., 2007:702). Employee resilience in general, is the employees’ ability to effectively utilize resources to continuously adjust to and grow at work in spite of hard circumstances (Kuntz et al., 2016: 460). Associating it with individuals in work environments, it can also be defined as the employees’ ability to endure uncertainty, threats, unexpected events and remain persistent despite of change (Eketu et al. 2020: 76). Edeh et al. (2019: 148) also added that employee resilience reflects their ability and capability to improvise and anticipate against uncertainties associated with the environment and maintain stability prior challenges.

Resilience comes with many benefits on the individualorganizational, social and on teams’ level. Given its wide benefits, resilience is the strategically important key within organizational behavior that helps organizations grow, survive and succeed in the turbulent environment of today’s world that is complex, continuously changing and characterized by technological advancements, diverse employees and customers along with changing government regulations and policies which are the main challenges for employees, teams and organizations (King et al., 2016:782). In today’s world job demands are rapidly increasing, which refer to the mental, organizational , social, or physical facets of an occupation along with continuous emotional, physical, and cognitive efforts (Bakker et al., 2003: 344).Which force workforce to develop resilience to effectively deal with such increase in job demands, complexity and non-work limitations and importantly to the advances in technology (Kossek & Distelberg, 2009: 5, Kossek and Lautsch, 2012:152).Thus, behaving resiliently mirrors employees’ capacity to adapt to hard situations and

utilize opportunities for continuous development (Näswall et al., 2019: 355). On this basis, within a work environment, resilience can shape the employee ability to cope withhardship and high job demands (Kossek and Perrigino, 2016:730). It can be concluded thatresilient employees can recover from disruptions more speedily and better than those who are not resilient and can adapt and respond better to business changes that are significant for organizations' success (Shin et al., 2012: 727).

Additionally, resilience might ease stress and negative impacts, alleviate the harmful impact of adversity at work (Smith & Emerson, 2017: 9) and improve the overall organizational performance (Douglas, 2020: 281). In this context, given the significance of resilience for individuals', organizations', and teams' functioning, understanding resilience construct across multiple fields including psychology and organizational science resilience is highly significant and deserves high attention(Britt, 2016: 379). Especially that resilience is a characteristic that can be maintained and developed via interaction, communication, and fundamental considerations (Buzzanell, 2010: 1). Human Resources staff within organizations play an important role in building employees' resilience, through conducting job design, building a supportive organizational culture, training, and development, providing peer support, and ensuring effective social interactions (Douglas, 2020: 281). Furthermore, it can be also developed through strategies that focus on assets, risk and process that are related to and applied in the workplace (Masten& Reed, 2002:75).Which can all lead to growth and learning through the dominant challenges (Luthans et al., 2007: 778).

H. Employee Burnout

Burnout expresses the negative feeling experienced by individuals because of chronic stress (Maslach et al., 2001: 399). According to Gill et al. (2006:471) burnout is a disorder or emotional, mental, and physical tiredness state and pessimism towards job due to severe stress. It occurs when individuals are exposed to mental, physical and/or emotional exhaustions (Hills, 2019: 87). It is a phenomenon that can be observed frequently in both the social life and in the working life (Şad&Şahin, 2018: 463).The World Health Organization (2019), defined burnout in the 11th Revision of the International Classification of Diseases (ICD-11) as an occupational phenomenon which is a syndrome caused by chronic

workplace stress and is not effectively managed. It is categorizedto 3 aspects: (1) exhaustion, (2) enlarged mental distance from job, negativism or pessimism related to job and (3) decreased professional efficacy. Similarly, Maslach (1978: 111, 2011: 47) emphasized that burnout is constructed of 3 dimensions (1) emotional exhaustion associated with the individual's stressful experience, (2) depersonalization and (3) decreased personal achievements that is associated with lowered feeling of success. These dimensions can be explained as the following:

- Emotional exhaustion: The concept of exhaustion, which is a highly important issue of the modern era, was first described by Herbert Freudenberger in (1974) (Yıldırım & Taşmektepligi, 2012: 132; Ulutaşdemir, 2012: 13; Sürgevil, 2014: 6; Algül, 2014: 13; Yıldız, 2015: 59). It is a concept put forward by him to describe the occupational injury experienced by employees in the service sector, and has been designated as a condition of emotional exhaustion, in which, individuals stop fulfilling the needs of their work as a result of excessive work (Freudenberger, 1974: 159). It is characterized with increased exhaustion in a person's relationship with others, negative and cynical attitudes toward others , decreased feeling of accomplishment and depletion of energy and emotional resources (Yürür & Ünlü, 2011: 89).

- Depersonalization: refers to the situation when employees distance themselves from work (Maslach, 1996: 5) in other words, enlarged mental distance from job, negativism or pessimism about the job (WHO, 2019), perceive job as unimportant and generally tend to avoid their job responsibilities (Emillia, 2007: 56). By which, these behaviors of distancing themselves from work and avoiding responsibilities, affect the company's performance, and even productive employees become unproductive (Permarupan et al., 2020: 1).

- Feeling of decreased personal achievement: is a situation when individuals start having negative attitudes towards themselves and have difficulty fulfilling the demands associated with their work (Koçak & Gürsoy, 2018: 168).Thus, the individual who lacks personal success evaluates himself/ herself negatively and begins to find himself/herself inadequate (Beyhan et al., 2013: 7).

Similarly, Demerouti et al. (2010: 210), emphasized that burnout has two dimensions:(1) exhaustion, which is the outcome of high cognitive, physical and cognitive strain, and is considered as along-term consequence of extended exposure to work weights and (2) disengagement from work which is the distance from ones' job in general, job objectives and work content.

1. Causes and Consequences of Employee Burnout

Today's work environment is characterized with globalization , increased flexibility of jobs and jobs' contracts, increased demands for employees' mobility, job instability and insecurity and importantly with rapid technological advancements (Burke & Cooper, 2000: 18). By which all these factors make today's work environment a vital challenge (Stollreiter et al., 2016:1). Changing work requirements in today's contemporary work conditions require increased professional agility and commitment in the work environment, which can have negative psychological and physical impact on workers referred to as "Burnout" (Maslach & Leiter, 2016: 103). Furthermore, technology implementation can rise perceived work demands which might lead to depersonalization, decreased employees' achievements, and higher levels of emotional exhaustion ; in other words "Burnout" (Knani, 2013: 93). Employees' energy is significant to any organization, but in modern workplace, work demands, longer work hours, hard work often surpass employees' capacities leading to decreased productivity and stress which can be referred to as "burnout"(El Bedawy et al., 2017: 93).

Jackson & Schuler (1983: 60) also explained some causes, psychological reactions, and consequences of employee burnout (Table 1). They emphasized that employee burnout is triggered by two conditions: organizational and personal. By which, these can cause psychological reactions that are basically the dimensions of burnout which result in negative outcomes as presented in the table 1.

Causes	*Psychological Reactions*	*Consequences*
Organizational Conditions: Lack of rewards. Lack of control. Lack of clarity. Lack of support.	Emotional exhaustion. Depersonalization.	Withdrawal. Interpersonal friction. Declining Performance.
Personal Conditions: Idealistic expectations. Personal responsibility.	Low personal accomplish-ment.	Family problems. Health suffers.

Figure 2.Causes, Psychological Reactions and Consequences of Employee Burnout

Source Jackson & Schuler (1983: 60)

Schaufeli &Salanova (2014: 306), also added that employee burnout can result in negative consequences on both the employee health level (e.g.,depression, anxiety, cardiovascular and psychological problems etc.) and on the organizational level (e.g., turnover, sickness, absence and decreased performance and organizational commitment). Nevertheless, according to Maslach et al. (2001: 607), the burnout antecedents are on 3 levels: occupational, individual, and organizational, and illustrates the occupational causes of burnout by (1) job demands (e.g., time pressure, job overload, working hours, number of customers etc.) and (2) Job resources (e.g., lack of feedback and social support from supervisors and/or colleagues etc.).

Burnout and work stress have been increasingly discussed terms since they have a great impact on individuals' wellbeing which is important to all levels of employees (Jankome et al., 2013: 795). Besides, pessimism, emotional and physical exhaustion have a substantial effect on employees' performance (Aswathappa, 2009:498; Jankome et al., 2013: 797). Kreitner & Kinicki (2007:530) emphasized that job stressors are on multiple levels such as individual (e.g. role conflict, role ambiguity, role overload, personality etc.), group level (e.g. management behavior, sexual harassments, workplace violence etc.), organizational level (e.g. organizational design, management styles, climate etc.) and extra-organizational level (e.g. economy, family, life quality, lack of mobility etc.). Severe work stressors can result in burnout (Gill et al, 2006:47; Aswathappa, 2009:508) along with these factors that can have behavioral impacts (e.g. absenteeism turnover, performance etc.), cognitive impacts (e.g. decreased concentration, poor decisions etc.) and physiological impacts (e.g. burnout, elevated blood pressure etc.). Moreover,

complex jobs, difficult tasks, confusion, quick decision making can result in work stress (Kar &Suar, 2014: 24). Besides to evolving tasks that associate with uncertainties and risks which heighten the level of employees' anxiety, fear, and frustration about their performance (Dong et al., 2013: 1057). By which, employees who experience high levels of burnout can unknowingly harm themselves, colleagues, customers and/or the organization (Lieter, 2014: 2). Moreover, they might stop sharing their organization related opinions (e.g. organizational policy and operation) (Avtgis et al., 2007: 78). Thus, job burnout is identified as a vital problem affecting employees in modern societies (Chen et al., 2012: 802).

2. Symptoms of Employee Burnout

- Relational Symptoms: distancing ones' self from the organization he/she works at, and from his/her colleagues (Zeng et al., 2020: 3).
- Physical Symptoms: can include tiredness, fatigue, colds and flus that do not go away easily, weakness, headache, nausea-vomiting, muscle cramps, sleep disorders, energy and weight loss, low backpain, breathing difficulties, drowsiness, skin complications, general pain and ache, high cholesterol and chronic heart condition (Kaya et al., 2010: 403). In addition to , decreased attention, nonspecific pain, gastrointestinal disorder can be(Rozman et al., 2019: 48).
- Emotional Symptoms: Depression, anxiety, lower confidence, irritability, strain, and

  unhappiness (Rozman et al., 2019: 48).
- Behavioral Symptoms: decreased work ability , lower job motivation, poor sleep, and decreased reactions (Mosadeghrad, 2014: 224).
- Personal Symptoms: feelings of decreased personal achievements (e.g., lower productivity and competitivity) (Zeng et al., 2020: 3).

İ. Theories that Support the Research

There are multiple theories that study the impact of employees' organizational stress, citizenship, identification, commitment , trust, organizational performance, and motivation such as the well-known "Hierarchy of Needs", which

was put forward by Abraham Maslow 1943 (Şen , 2020b: 195). Workplace positivity is also a theory within the field of organizational behavior (OB) and is presented in many scientific works including in those of the most known founders such as Abraham Maslow and Douglas McGregor (Cerovic & GrudicKvaisc, 2016: 49).Researchers like Maslow, McGregor, and Herzberg focused their studies on individuals' emotional needs, and their theories are "leaders" in management research (Arslan & Swab, 2013: 104).In this matter, Maslow's hierarchy of Needs , positive psychology, theory X and theory Y, Two-Factor theory along with other theories such as positive organizational behavior, psychological capital, positive psychology in the workplace, and technology acceptance can be used to understand the topic presented in this research and draw conclusions about its results . These theories will be briefly discussed in the following section:

1. Maslow's Hierarchy of Needs

In the most notable theories of motivation "Hierarchy of Needs" (Latif, 2018: 576), Maslow emphasized that, individuals' needs follow certain patterns , levels, or steps (Duygun & Şen, 2020: 48). Maslow explained that individuals' needs are met gradually initially from the needs existing at the bottom of the model till attaining the ones on the top (Urwiler & Frolick, 2008: 84).Thus, proceeding to the next level of needs, the needs presented in the lower level must be met first(Gökçe, 2011: 329; Kula & Çakar, 2015: 194).According to Maslow, needs are presented in 5 levels (See Figure 2) (Maslow, 1943: 372-382; Ertürk & Kıyak, 2011: 138;Yağbasan&Şener, 2019: 140).

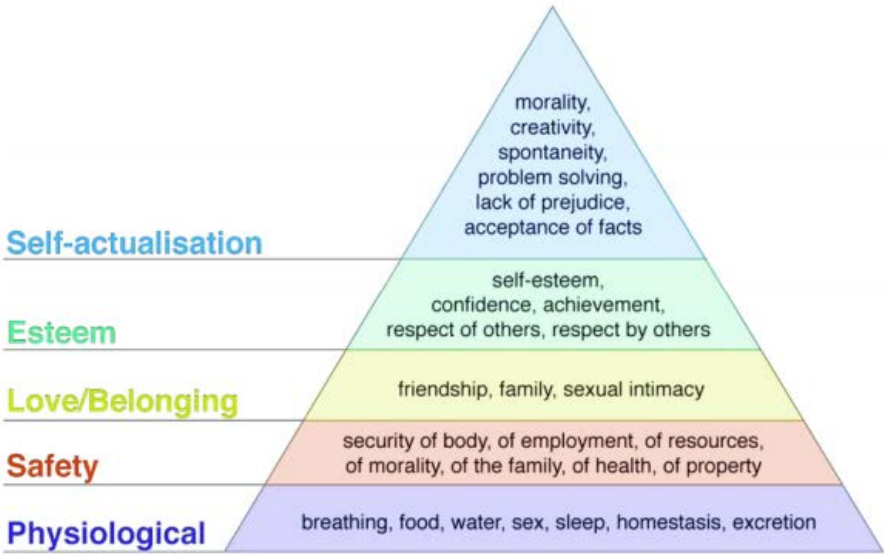

Figure 3 Maslow's Hierarchy of Needs

Source (Finkelstein, 2006; Johnstone et al.,2012:5;Şen ,2020:196)

Maslow (1954: 35-46; 1987: 64) &Mcleod (2018:3)explained those needs as following:

- Physiological: are the most significant needs by which if attained the others can be satisfied and they are the biological necessities for individuals' survival such as breathing, shelter, water, clothing, sleep , food warmth etc.
- Safety: can be protection of body, employment, family, health etc.
- Love/ Belonging: are social needs that involve belongingness, affection, acceptance, family, sexual intimacy, friendship, interpersonal relationships etc.
- Esteem: involves self-esteem such as achievement , independence, etc. and the want for reputation or respect from others like status and prestige.
- Self-Actualization: attaining individual potential, fulfillment, personal growth, and top experiences ; in other words, the desire of becoming all what a person can become.

2. Theory X & Theory Y (MCGREGOR)

McGregor developed and added Theory X and Theory Y to the literature of individuals' work motivation and management. McGregor (1960) claimed that

managers view two types of individuals at workplace and classified them into two theories : Theory X and Theory. He assumed that employees who classify as Theory X are lazy, avoidable to responsibilities (Allio, 2009: 5).However who identify as Theory Y, care about their company, seek responsibilities and have self-control (Russ, 2011: 823). Thus, employees who are classified in Theory Y, are internally motivated, love and enjoy their jobs, and develop themselves even without being directly rewarded (Hattangadi , 2015: 21). Douglas McGregor (1960) thought that organizations become more competitive with the use of technological advancements, and thus the success of a company is further dependent on individuals' dynamics. He views employees as living individuals and must be treated according to this, along with understanding their attitudes, motivation and set of value instead of as " machines", and they should be developed to reach organizational goals (Darty-Baah, 2009:1).This theory can also relate to "Maslow's Hierarchy of Needs", by whichit focuses on individuals' behaviors and motivation which are the key elements at workplace that result in maximized output (Hattangadi , 2015: 21).

3. Two-Factor Theory (HERZBERG)

The two-factor theory or the Herzberg's motivation-hygiene theory developed by psychologist Frederick Herzberg explains that job satisfaction can be caused by various factors in the work environment, while dissatisfaction can be also caused by separate factors (Herzberg et al., 1959). It is one of the most important theories of motivation put forward after Maslow's Hierarchy of Needs (Drafke-Kossen, 1997: 281).By which, Two-factor theory differentiates between Motivators and External hygiene factors of the work as follows:

-Motivators: those that include responsibility, challenging work, achievements' recognition, opportunity to achieve something meaningful, decision making involvement, sense of significance to the company, which give individuals satisfaction and arise from intrinsic circumstances (e.g. achievement, recognition , or personal growth) associated with the job itself (Hackman et al., 1976: 250).

-External (hygiene) features of the work: that meet physiological, safety and social requirements (e.g. job security, status, salary, vacations etc.)(Eroğlu, 1995:54). Besides, organizational policies, supervisory practices (Hackman, 1976: 250).

4. POB and Psychological Capital

Positivity research is being conducted in a highly competitive organization environment that is characterized by globalization and technological advancements which in regard alter employers' expectations (e.g. organizational citizenship behavior etc.) and workforce expectations (career development, individual growth, work-life balance, flexible work etc.) (Cerovic & GrudicKvasic, 2016: 49). Thus, to fully understand the psychological nature of jobs the dimensions associated with globalization such as social, political, economic, and social forces that constitute and facilitate several dimensions of contemporary jobs must be taken into consideration (Blustein et al., 2013: 263). Positive organizational behavior (POB), is an application and study of positively oriented individuals' psychological abilities and strengths that can developed, measured, and managed effectively in the aim of improving performance in today's work environment (Luthans, 2002b:59).

However, psychological Capital is considered a competitive advantage that is associated to organizational behavior and positive psychology in which it's a multi-faceted term that consist of resilience, optimism, efficacy, and hope that is significantly associated with workforce performance and job-related behaviors and attitudes (Cerovic & GrudicKvasic, 2016: 50; Magnano et al., 2016: 10). While human capital refers to what the individual knows, social capital to whom he/she knows, psychological capital is related to knowing who the individual is and what he/she wants to become (Luthans et al., 2004: 46; Youssef & Avolio, 2007: 14).

5. Positive Psychology in the Workplace

Psychology goes beyond studying weaknesses, damages, and diseases to study the virtue and strength (Bannink & Jackson, 2011: 8-9). Psychology is associated to work, love, growth, education, and insight (Seligman, 2005: 4). Thus, Management and Organizational literature are currently considering the significance of utilizing positive psychology to improve organizational experience (Mills et al., 2013: 153). Positive psychology (PP) is a multi-dimensional aspect that involves the fundamental academic discipline that is mainly concerned with individuals' behaviors, feelings and thoughts, empirical quest of thoroughly understanding psychological phenomena and lastly it is an applied field in which involvements are generated and applied (Bannink& Jackson, 2011: 9). Seligman & Csikszentmihalyi

(2000: 5), the founders of positive psychology emphasized that it consists of three pillars: positive character traits (e.g. resilience, wisdom, creativity etc.), positive subjective experience (e.g.hope, well-being, pleasure etc.), and positive institutions (i.e., societies, communities and organizations that encourage citizenship etc.). Mills et al. (2013: 154), also stated that positive psychology in the workplace (PPW) constructs of resilience, empowerment, gratitude, psychological capital , organizational and supervisor support, positive relation at work and positive leadership.

6. Technology Acceptance Model

Information management practices occur by understanding and believing in the value of information and knowledge through considering it as a strategic tool, a management staff who are ready to for the implementation of information management, having the will and power to change, trying hard to be superior, believing in the sufficient potential of employees and attracting their attention to the process, and by being open for information and its sharing (Kalseth & Cummings, 2001:165-166). Technology acceptance is one of the fundamental success reasons of recent technologies (Venkatesh et al., 2003: 426; Schrer et al., 2019: 14). However, both the implementation of a new behavior towards technology and its acceptance might not happen immediately and take a long time (Gelbrich & Sattler, 2014: 83; Baturay, 2017: 2). Since digital transformation can result in job transformation which leads to reorganization of work and changes the way individuals perform their job (Anderson-Connolly et al., 2002: 390). In this matter, it is mandatory to accept new technologies and indulge it in the daily life routine (Momani & Jamous, 2017: 52). Technology Acceptance Model (TAM) is a significant theory of individuals' acceptance of information systems, which is adopted form Ajzen & Fishbein (1980) , who proposed that information systems are accepted through two basic variables: (1) Perceived usefulness (PU) and (2) Perceived Ease of Use (PEOU) (Lee et al., 2003: 1). By which, perceived usefulness is the extent to which an individual acknowledge that the usage of a certain system can improve his/her job performance, however, perceived ease of use is the degree to which an individual thinks that a certain system usage will require no effort (Davis, 1989: 320). TAM (fig.3), is constructed of perceived usefulness (PU), perceives ease of use (PEOU), attitude and behavioral intention of usage (Davis,1986, 1989). In which, PU and PEOU generate

the belief of users on a technology and thus foresee his/her attitude toward this technology which consequently foresee its acceptance (Ma, 2004: 60).

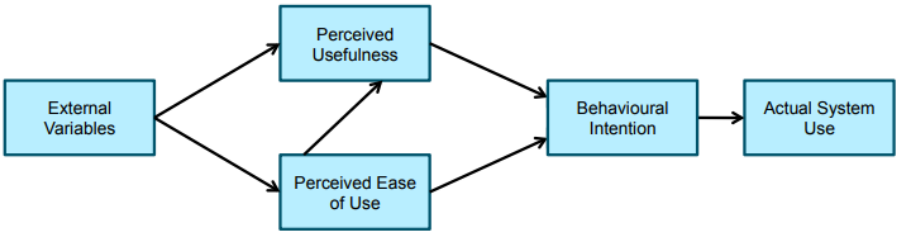

Figure.4: Technology Acceptance Model (TAM)

Source (Venkatesh & Davis, 1996: 453)

J. Mediating Variable

The mediating variable is being used in the psychology research and Social Sciences research. Many scholars have been interested in the mediation topic such as Baron and Kenny (1986), MacKinnon (2008), Jose (2012),Hayes (2013), and VanderWeele (2015).Mediation in general can be defined as "the generative mechanism through which the focal independent variable is able to influence the dependent variable of interest." Baron & Kenny, (1986: 1175). In statistics a mediating variable is also referred to as "intervening or process variable" which is the variable that causes mediation in the relationship between the dependent variable (outcome) and the independent variable (causal)" (Baron & Kenny, 1986: 1175 ; Muller et al.,2005: 855).Mediation analysis is a statistical method that provides answer to how a specific dependent variable transmit its effect on a dependent variable (Hayes, 2017: 86). In other words, mediators or mediating variables represent the variables that transmit the effect and cause a change in the outcome variable, in which X is the cause of the mediator M, which results in the outcome Y (MacKinnon & Luecken, 2011: S38). Thus, the mediation process is outlined in the presence of middle variables between an independent variable and a dependent one, and a minimum 3 variables (IV,DV, MV)is essential for this process to be present(Alger & Boeck, 2017: 1).MacKinnon (2008:6-10), stated that adding a third variable to interpret the relationship between X and a Y variables increases the complexity of the possible relations between the three variables, by which, the possibility that X predicts Y or Y predicts X is still present, however, there might be

additional possibilities of the causes. In this matter, the mediator variable (M), clarifies the nature of the relationship between X and Y. Thus, mediation analysis is done to better understand a known relation through the exploration of the underlying mechanism or process by which a variable affects the other via a mediator variable (Cohen et al., 2003:5).For example, a study can suggest that higher grades might lead to higher happiness where X represents the grades and Y happiness, however grades might not be the main reason behind the increase in happiness, however it might be that high grades might increase individual's self-esteem and then it can boost one's happiness, where self-esteem is here said to be the mediator M (Kim, 2016).

Hayes (2017: 122), elaborated that through the mediator variable , the dependent variable transmits an effect on the independent variable, and this effect is indirectly transmitted via the mediator variable. This effect is presented in the simple mediation model (See Fig.4).

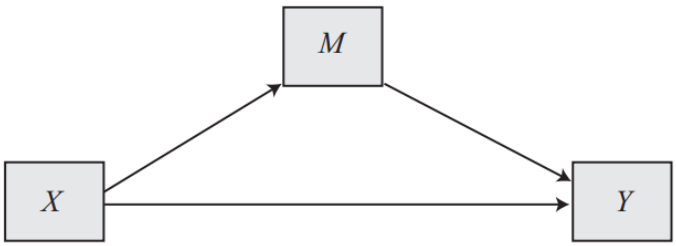

Figure.5 Simple Mediation Model

Source (Hayes, 2017: 87)

According to Hayes (2017: 193), causal variable (X), can transmit its effect on variable Y through a mediator variable (M), by which X indirectly affects Y through M, and these indirect effects can be quantified through OLS regression along with certain simple rules of path analysis. Moreover, in some cases, he stated that researchers suggest that multiple causal variables (X variables) might transmit their effects on the same outcome variable (Y) through the same mediator (M) at the same time (See Fig.6). He also added that each consequent is regressed on the variables within the model that cause it, and the resulting coefficients are put together or interpreted directly with considering some specific considerations. In which, antecedent is a synonym for independent variable and consequent is a synonym to dependent variable. Moreover, mediation analysis is usually done according to the four steps of Judd & Kenny (1981),James & Brett (1984) and Baron and Kenny

(1986), regardless of the data analytic method used.

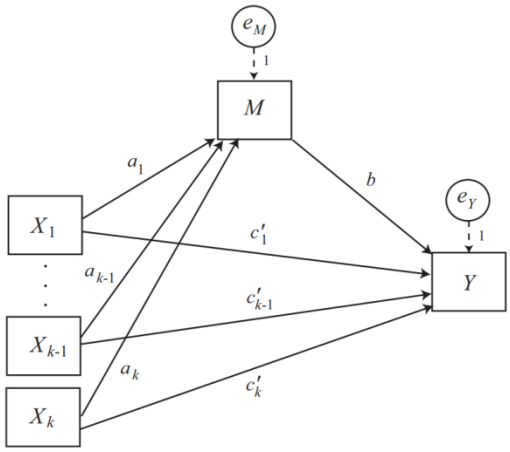

Figure 6 A simple mediation model with k antecedent X variables

Source (Hayes, 2017:194)

III. METHODOLOGY

In this chapter, the structured process of how the research was undertaken, scientifically referred to as methodology will be explained.

A. Research Design

This research was designed to study the impact of Technostress and COVID-19 Stress on Employee Burnout among employees in Turkey under the mediating role of Resilience. The applicability of the hypotheses drawn was tested through a survey strategy incorporating existing valid and reliable scales developed by previous researchers and published in peer reviewed journals. This research was a correlational research which aimed to explore the extent to which the selected variables in this study were related and it was cross-sectional in nature.

B. Population and SamplingDesign

The intended population of this research was white collar workers in Turkey who speak English, and work in companies based in Istanbul. Owing to time, money, and access restrictions to survey the whole population, the non-probability convenience sampling was chosen. The original sample size was n=412, however, irrelevant response and missing values were excluded, and data points were reduced to 355 and were used for further analysis.

C. Type of Research

Quantitative research was used to examine the relation between the variables studied, survey questionnaires were used, and quantifiable data was collected using reliable and valid tools**.**

D. Data Collection

Primary data: consisted of the quantitative data obtained from the

questionnaires survey completed by respondents.

E. Research Instrument

The instrument of the research study was survey, which was feasible for the study as it matched with the research questions and objectives, research time and the sources that were available. It allowed the collection of data from in an affordable way. Besides, it included standardized data which allowed easy compilation and the collection of quantitative data. The survey was structured into the following sections: demographics, COVID-19 stress, Technostress, Employee Burnout and Resilience.

F. Validation and Reliability of Instrument

Following the recommendation of scholars, the instruments were arranged in the form to be administered to the respondents. By doing this, content validity was achieved to suggest appropriateness of the instruments to achieve the study objectives. Cronbach's alpha test was done for testing the reliability of each scale used in this research and the results were presented in the Analysis section.

G. Measurement

Reliable and valid questionnaire surveys were administered to white collar workers in Istanbul who speak English ,to answer the research questions. The questionnaires used in the research were obtained from four valid scales for each variable. By which, to measure technostress, the Technostress scale developed by Nimrod (2018) was used. The scale included 14 items and constructs of five dimensions: overload, invasion, complexity, privacy, and inclusion. To measure COVID-19 Stress, the COVID-19 Stress scale (CSS) developed by Taylor et al. (2020), was used. The scale included 36 items, and had 5 dimensions (1) Danger and contamination fears, (2) fears about economic consequences, (3) xenophobia, (4) compulsive checking and reassurance seeking, and (5) traumatic stress symptoms about COVID-19. To measure resilience, the Brief Resilience Scale (BRS) developed by Smith et al. (2008). The scale included 6 items, and had been related to social relations, personal characteristics, health and coping. To measure Employee Burnout, the Oldenburg Burnout Inventory scale developed by Demerouti et al.

(2010), was used. The scale included 16 items, and had dimensions of disengagement and exhaustion. The Questionnaire form used in this study is included in Appendix 1.

All the scales items were measured in a Likert-scale ranging from 1-5. 1=Strongly Agree, 2=Agree, 3=Neutral, 4=Disagree and 5=Strongly Disagree.

H. Data Analysis

Data were analyzed using statistical techniques, focusing on logical and deductive reasoning in an objective and unbiased manner. Data were analyzed through SPSS. OLS Multiple Regression was used to test the paths presented in the model. Hayes (2013) , Bootstrap and Baron and Kenny (1896) were used to indicate the mediation effect. Bootstrap was used to investigate the indirect effect. Cronbach's alpha test was done for measuring the reliability of the scales. Pearson correlation was done to understand the linkage between the variables in this research and its value. Frequency statistics were done to analyze the demographic information in this research such as age, years of experience, education level, employment level, and marital status. Descriptive statistics were done to indicate the Standard Deviation and Mean.

İ. Time Horizon

The research was a cross sectional study, as it was limited to a specific time frame of completion.

1. Settings

The research was based in Istanbul, Turkey.

2. Research Model

The research model was adopted from Hayes (2017). The model included two independent variables (X): Technostress and COVID-19 Stress, a mediating variable (M): Resilience, and a dependent variable (Y): Employee Burnout.

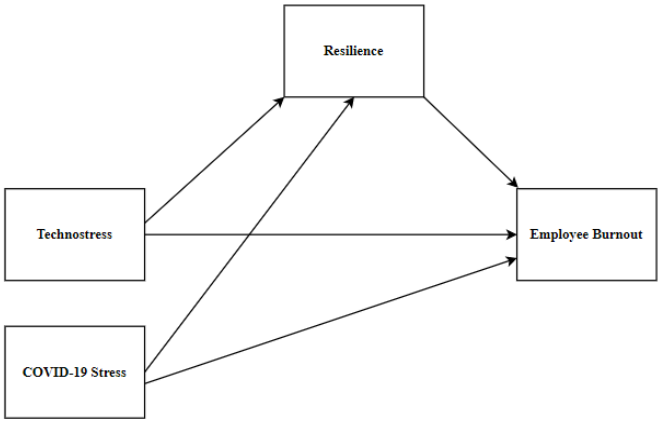

Figure 7 Research Conceptual Diagram

IV. 3.ANALYSIS

A. Statistics

1. Reliability Statistics

Cronbach’s alpha value is the most common used reliability estimate.

Cronbach's alpha coefficient is somewhere in the range of 0 and 1 (De Vaus, 2014).

If the alpha value is equal to or above 0.70, it means that the scale is considered as reliable (Nunnaly, 1979).

Table 1 Reliability Statistics for the Total COVID-19 Stress Scale

Reliability Statistics	
Cronbach's Alpha	N of Items
,953	36

According to table 2, the reliability of the 36-items COVID-19 Stress scale was tested using Cronbach's alpha. Results showed that the alpha for the total scale was α = .953, showing that the items have high internal consistency. This value is considered statistically acceptable and shows high reliability. According to table (see appendix) none of the items included in this scale were decreasing reliability, thus it is included for further analysis.

Table 2 Reliability Statistics for the Total Technostress Scale

Reliability Statistics	
Cronbach's Alpha	N of Items
,906	14

According to table 3, the reliability of the 12-items Technostress scale was tested using Cronbach's alpha.Results showed that the alpha for the total scale was α = .906, which is considered statistically acceptable and shows high reliability.

Table 3 Reliability Statistics for the Total Burnout Scale

Reliability Statistics	
Cronbach's Alpha	N of Items
,907	16

According to table 4, the reliability of the 16-items Burnout scale was tested using Cronbach's alpha.The results showed that the alpha for the total scale was α = .907, which shows that the items have high internal consistency and the value is considered statistically acceptable and shows high reliability. According to table (see appendix) of the items included in this scale were decreasing reliability, thus it is included for further analysis.

Table 4 Reliability Statistics for the Total Resilience Scale

Reliability Statistics	
Cronbach's Alpha	N of Items
,866	6

According to table 5, The reliability of the Brief Resilience Scale was tested using Cronbach's alpha. The results showed that the alpha for the total scale was α = .866. , which shows that the items have high internal consistency and the value is considered statistically acceptable and shows high reliability. According to table (see appendix) , none of the items included in this scale were decreasing reliability, thus it is included for further analysis.

2. Frequency Statistics

The frequencies of the demographic variables which are non-metric (categorical) were calculated with the use of SPSS and the results were as following:

Table 5 Gender Distribution

		Frequency	Percent	Cumulative Percent
Valid	Male	195	54,9	54,9
	Female	160	45,1	100,0
	Total	355	100,0	

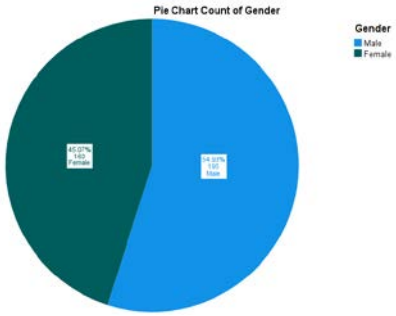

Figure 8 Gender Distribution Pie Chart

As seen in Table 6 and fig.6, the gender distribution of the participants in this research, was 195 male, and 160 females out of a total of 355 participants. The highest gender distribution was male 54.93%.

Table 6 Age Distribution

		Frequency	Percent	Cumulative Percent
Valid	24 and younger	79	22,3	22,3
	25-29	130	36,6	58,9
	30-34	64	18,0	76,9
	35-39	35	9,9	86,8
	40-44	30	8,5	95,2
	45-49	7	2,0	97,2
	50-54	3	,8	98,0
	55-59	3	,8	98,9
	60 and above	4	1,1	100,0
	Total	355	100,0	

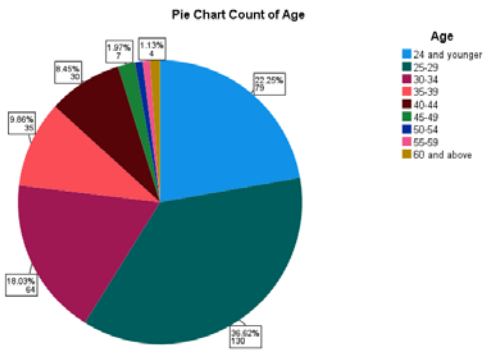

Figure 9 Age Distribution Pie Chart

As presented in Table 7and fig.7 , Age information was grouped in their research into 9 groups: 24 and younger, 25-29, 30-34, 35-39, 40-44, 45-49, 50-54, 55-59, and 60 and above. According to the results, age 24and younger were 79

participants, those who are of age 25-39 were 130 participants those who are of age 30-34 are 64, those who are of age 35-39 are 35 , those who are of age 40-44 are 30 , those who are of age 45-49 are 7 ,those who are of age 50-54 are 3, those who are 55-59 are 3, those who are 60 and above are 4. The highest distribution among the age group are the ones with age 25-39 with a distribution percentage 36,6%.

Table 7 Education Level Distribution

		Frequency	Percent	Cumulative Percent
Valid	High School	34	9,6	9,6
	Bachelor	166	46,8	56,3
	Master	120	33,8	90,1
	Phd	35	9,9	100,0
	Total	355	100,0	

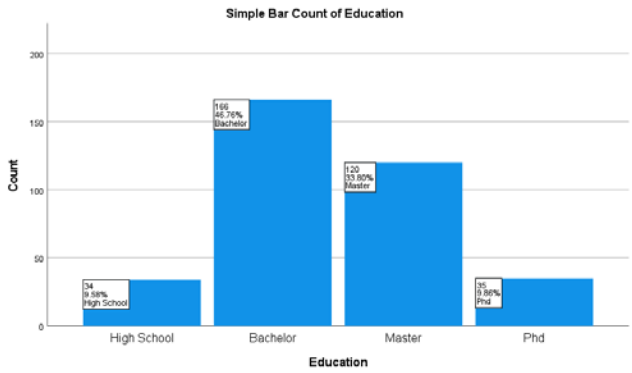

Figure 10 Education Level Distribution Bar Chart

As seen in table8 and fig 8, the education level was grouped 4 groups, High School, Bachelor, Master and Phd. According to the results, participants who had high school degrees were 34 (9.6%), who had Bachelor Degree 166 (46.8%), who had Master Degree 120 (33.8%), and Phd 35 (9.9%). The highest distribution was Bachelor Degree 166 participants (46.8%).

Table 8 Employment Level Distribution

		Frequency	Percent	Cumulative Percent
Valid	Specialist	99	27,9	27,9
	Experienced Specialist	101	28,5	56,3
	Manager	92	25,9	82,3
	Executive	63	17,7	100,0
	Total	355	100,0	

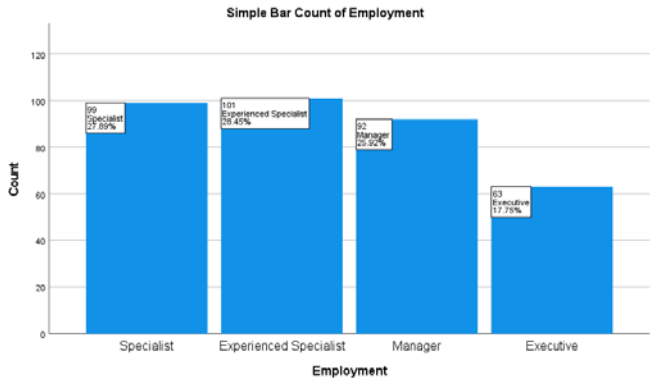

Figure 11 Employment Level Distribution Bar Chart

As seen in table9 and fig 9, the employment level was grouped into 4 groups, Specialist, Experienced Specialist, Manager and Executive. Participants who were specialists were 99 (27.9%), experienced specialists 101 (28.5%), Managers 92(25.9%), and Executives were 63 (17.7%). The highest distribution was for Experienced Specialists with 101 participants (28.5%).

Table 9 Experience Distribution

Experience		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0-1	54	15,2	15,2	15,2
	2-5	131	36,9	36,9	52,1
	6-10	69	19,4	19,4	71,5
	11-20	71	20,0	20,0	91,5
	20 and more	30	8,5	8,5	100,0
	Total	355	100,0	100,0	

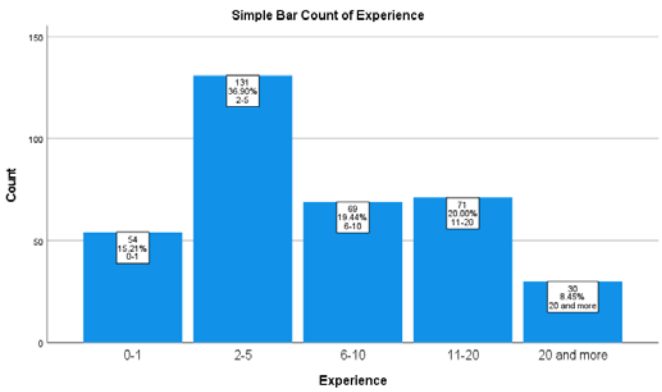

Figure 12 Experience Distribution Bar Chart

As seen in table10 and the fig 10, the years of experience were categorized

into 4 groups, 0-1, 2-5, 6-10, and 11-20. Participants who had 0-1 years of experience were 54 (15.2%), who had 2-5 years of experience were 131 (36.9%), who had 6-10 years of experience were 69 (19.4%), who had 11-20 years of experience were 71 (20.0%), and who had 20 and more years of experience were 30 (8.5%). The highest distribution was for the participants who had 2-5 years of experience who were 132 (36.9%).

Table 10 Marital Status Distribution

Marital Status					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	240	67,6	67,6	67,6
	Married	115	32,4	32,4	100,0
	Total	355	100,0	100,0	

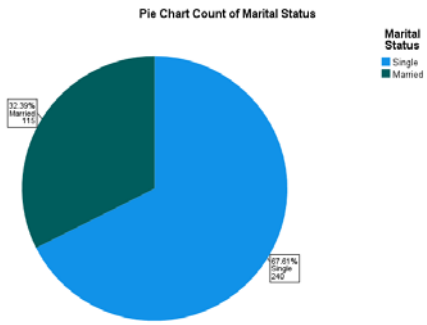

Figure 13 Marital Status Distribution Pie Chart

As seen in table11 and fig.11, the marital distribution was categorized into 2 groups Single and Married. The distribution of single participants was 240 (67.6%) and of the Married participants was 115 (32.4%). The highest distribution level was for Single participants 240 (67.6%).

3. Descriptive Statistics

Table 11 Descriptive Statistics for Scale Items

Descriptive Statistics							
	N	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
CS	355	1,6228	,74462	,566	,129	,125	,258
TS	355	3,3463	,81803	,063	,129	-,610	,258
B	355	2,8674	,76082	,231	,129	-,245	,258
R	355	3,3921	,86811	-,095	,129	-,281	,258
Valid N (listwise)	355						

For metric variables descriptive statistics was used to indicate Central Tendency like the standard deviation and mean values for each scale used in this study . The scales used in this research were COVID-19 Stress (Taylor et al., 2020) which constituted 36 items , Technostress (Nimrod, 2018) which constituted 14 items, Oldenburg Burnout Inventory (Demerouti et al., 2010) which constituted 16 items, and finally the Brief Resilience Scale (Smith et al., 2008) which constituted 6 items. Each item in the scale, was evaluated on a 5-point Likert scale , ranging from 1-5. 1=Strongly Agree, 2=Agree, 3=Neutral, 4=Disagree, 5=Strongly Disagree. Table 12 presents the means (*M*) and standard deviations (*SD*) of the variables .

The Average for COVID-19 Stress Scale items (CS) was *M*=1,6228 and the standard deviation was *SD*= ,74462 .The Mean for Technostress Scale items (TS) was *M*=3,3463 and the standard deviation was *SD*=,81803. Oldenburg Burnout Inventory scale items (B) had a mean of *M*= 2,8674 and a standard deviation *SD*=,76082. Finally the Brief Resilience Scale (R) had a mean of *M*= 3,3921 and a standard deviation *SD*=,86811.

4. Correlations

Pearson Correlation *r* analysis are used to quantify the association between variables. It shows the linkage or strength between these variables in a value between -1 and +1 (Cherry, 2021). By which, when the value is close to zero it indicates no correlation, when close to one it designates positive correlation and when close to -1 it designates negative correlation. After calculation of Pearson with the use of SPSS,

the following results presented in the table were obtained .

Table 12: Correlations Statistics

Correlations					
		CovidStress	TechnoStress	Burnout	Resilience
CovidStress	Pearson Correlation	1	,324**	,181**	-,122*
	Sig. (2-tailed)		,000	,001	,021
	N	355	355	355	355
TechnoStress	Pearson Correlation	,324**	1	,190**	,035
	Sig. (2-tailed)	,000		,000	,513
	N	355	355	355	355
Burnout	Pearson Correlation	,181**	,190**	1	-,589**
	Sig. (2-tailed)	,001	,000		,000
	N	355	355	355	355
Resilience	Pearson Correlation	-,122*	,035	-,589**	1
	Sig. (2-tailed)	,021	,513	,000	
	N	355	355	355	355

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

As seen in table 13, the results showed that COVID-19 Stress and technostress had weak positive correlation with *r*=,324, COVID-19 Stress and Employee Burnout also had weak positive correlation *r*=,181. However, COVID-19 Stress and Resilience had a weak negative correlation *r*=-,122. Which indicates that the greater COVID-19 Stress was experienced among the participants the higher was their Technostress and Employee Burnout and the less was their resilience.

Technostress and COVID-19 Stress had a weak positive correlation with *r*=,324, and Technostress and Employee Burnout also had a weak positive correlation *r*=, 190. However, Technostress and resilience had no correlation *r*=,035. Which indicates that the higher technostress was experienced among the participants in this study, the higher they COVID-19 Stress and Employee Burnout was experienced. However, resilience had no association with their experience.

Burnout and COVID-19 Stress had weak positive correlation *r*=, 181, and Employee Burnout and Technostress also had weak positive correlation *r*=,190. However, Employee Burnout and Resilience had a strong negative correlation *r*=-,589. Which indicates that the more participants were Burnout, the more they were

experiencing COVID-19 Stress and Technostress. However, the more resilient they were the less they were experiencing burnout and vice versa and COVID-19 Stress and Technostress have an impact on Employee burnout.

Resilience and COVID-19 Stress had weak negative correlation *r*=-,122. Resilience and Technostress had no correlation *r*=,035. However, resilience and Burnout had strong negative correlation *r*= -,589. This indicates that the more resilient the participants were the less they were to experience COVID-19 Stress and Burnout.

The highest correlation in this research was between Burnout and Resilience. Which shows that resilience might have an impact in preventing burnout among employees.

5. Regression

This research model consisted of two independent variables (X) COVID-19 Stress and Technostress, one dependent variable (Y): Employee Burnout, and one Mediator variable (M): Resilience. The first model was adopted from Hayes (2013:194), and it is called the simple mediation model with k antecedent X variables. The k X variables transmit their effect directly to a single Y and indirectly through the mediator. Thus, the indirect effect (Mediation), indicates how Y is impacted by X through the causal sequence. By which, X impacts M which in turn impacts Y. Multiple Regression equation which is the type of analysis that defines and measures the changes made on X by the change in Y (Kurtuluş, 2010: 186), was used in this research because 2 independent variables and one mediating variable were used in the research model. Additionally, Baron and Kenny (1986), mediation analysis was also done in this research. The results in the following tables can help understand the impact of these variables on the dependent variable.

B. Hayes Mediation An alysis

Hayes (2013) stated that to test mediation analysis with multiple X 3 regression equations are necessary.

$$M = i1 + a1X1 + a2X2 + .. + akXx + eM$$

Equation 1

$$Y = i2 + c\,'1X1 + c\,'2X2 + . . + c\,'kXk + bM + eY$$

Equation 2

$$Y = i3 + c1X1 + c2X2 + .. + ckXk + eY$$

Equation 3

In the first equation: Resilience is regressed over COVID-19 Stress and Technostress

In the second equation: Employee Burnout is regressed over COVID-19 Stress, Technostress and Resilience

In the third equation: Employee Burnout is regressed over COVID-19 Stress and Technostress

These equations were done on SPSS and the results are stated in the following tables for each equation 1, 2, and 3 consecutively. Thus, multiple regression analysis was done in this research, to investigate the hypotheses and test each path in this research model.

Table 13 :Model Summaryfor Hayes First Equation

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,145[a]	,021	,016	,86134

a. Predictors: (Constant), TechnoStress, CovidStress

In this model, the predictors were Technostress and COVID-19 Stress and the dependent variable was Resilience. As seen in table 14,the squared correlation of this model is R ,021 which implies that 2.1% of the variance for Resilience is explained by COVID-19 Stress and Technostress. This indicates that COVID-19 Stress and Technostress explain 2.1% of Resilience.

Table 14: ANOVA Table for Hayes First Equation

ANOVA[a]					
Model	Sum of Squares	Df	Mean Square	F	Sig.

1	Regression	5,627	2	2,814	3,792	,023[b]
	Residual	261,151	352	,742		
	Total	266,778	354			

a.Dependent Variable: Resilience

b. Predictors: (Constant), TechnoStress, CovidStress

As seen in table 15, in this model the F value 3.792> f table=2.9957 for alpha 0.05, and sig.< 0.05 then this regression equation is statistically significant.

For a 1-sample t-test, df(Total) = n – 1. In this study n=355 , thus n-1=354. In this model, the df(Regression) = 2 which indicates that the number of predictor variables is 2. The df(residual) is the sample size-the number of parameters estimated, in this model df(residual)= n-k-1=352.

Table 15 Coefficients of Hayes First Equation

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3,379	,197		17,139	,000
	CovidStress	-,174	,065	-,149	-2,674	,008
	TechnoStress	,088	,059	,083	1,490	,137

a. Dependent Variable: Resilience

As seen in table 16, the beta coefficient value of COVID-19 Stress resulted negative (**β**=-,174) indicates that when a 1-unit increase in COVID-19 Stress, resilience will decrease by -174.However, Technostress Beta coefficient value resulted positive (**β=**,088), this indicates that a 1-unit increase in Technostress, resilience will increase by ,088.

M=3,379+(-,174)+ ,088= 3.293

Equation 4

It can also be concluded from the results thatCOVID-19 stress(t=-2,674>t table=1.646, p=,008<0.05) significantly predicted Resilience. However, Technostress (t=1,490<t table=1.646, p=,137 >0.05) did not significantly predict Resilience.

Table16 Model Summary of Hayes Second Equation

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,627[a]	,393	,388	,59525

a. Predictors: (Constant), Resilience, TechnoStress, CovidStress

In this model, the predictors were Resilience, Technostress and COVID-19 Stress. As seen in table 22, the squared correlation of this model is R ,393 which implies that of 3.93% the variance for Employee Burnout is explained by COVID-19 Stress, Technostress and Resilience. This indicates that COVID-19 Stress, Technostress and Resilience explain 3.93% of Employee Burnout.

Table 17 ANOVA Table for Hayes Second Equation

ANOVA[a] Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	80,547	3	26,849	75,776	,000[b]
	Residual	124,366	351	,354		
	Total	204,913	354			

a. Dependent Variable: Burnout

b. Predictors: (Constant), Resilience, TechnoStress, CovidStress

As seen in table 23, in this model the F value 75,776> f table=2.6049 for alpha 0.05 and sig is , 000<0.05 then this regression equation is statistically significant.

For a 1-sample t-test, df(Total) = n – 1. In this study n=355 , thus n-1=354. In this model, the df(Regression) = 3 which indicates that the number of predictor variables is 3. The df(residual) is the sample size-the number of parameters estimated, in this model df(residual)= n-k-1=351.

Table 18 Coefficients of Hayes Second Equation

Coefficients[a] Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3,938	,185		21,340	,000
	CovidStress	,047	,045	,046	1,036	,301
	TechnoStress	,182	,041	,195	4,429	,000
	Resilience	-,517	,037	-,590	-14,045	,000

a. Dependent Variable: Burnout

As seen in table 24, the beta coefficient of COVID-19 Stress (**β=**,047) resulted positive which indicates that when there is a 1-unit increase in COVID-19 Stress, Employee Burnout will increase by ,047 value. The beta coefficient of Technostress also resulted positive (**β=**,182) which indicates that when there is a 1-unit increase in Technostress, Employee Burnout will increase by ,182 value. The beta coefficient of Resilience (**β**=-,517) resulted negative which indicates that when a 1-unit increase in Resilience, Employee Burnout will decrease by -,517 value.

Y=3,938+,047+,182+ (-,517)=3.65

Equation 5

It can also be concluded from the results that COVID-19 Stress (t=1,036<t table=1.646, p=,301>(0.05)did not significantly predict Employee Burnout in the presence of resilience. However, Technostress (t=4,429>t table=1.646, p=,000<0.05) significantly predicted Employee Burnout in the presence of Resilience. Moreover, Resilience (t table= -14,045<1.646p=,000<0.05)significantly predicted Employee Burnout.

Table 19 Model Summary of Hayes Third Equation

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,228[a]	,052	,047	,74287

a. Predictors: (Constant), TechnoStress, CovidStress

The predictors in this model were Technostress and COVID-19 Stress and the dependent variable was Employee Burnout. As seen in table 25, the squared correlation of this model is R , 052 which implies that 5.2% of the variance of Employee Burnout is explained by COVID-19 Stress and Technostress. This indicates that COVID-19 Stress and Technostress explain 5.2% of Employee Burnout.

Table 20 ANOVA Table for Hayes Third Equation

ANOVA[a]						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	10,658	2	5,329	9,656	,000[b]
	Residual	194,256	352	,552		
	Total	204,913	354			

a. Dependent Variable: Burnout

b. Predictors: (Constant), TechnoStress, CovidStress

As seen in table 26, in this model the F value 9,656> f table=2.9957for alpha 0.05 and sig is , 000<0.05 then this regression equation is statistically significant.

For a 1-sample t-test, df(Total) = n – 1. In this study n=355 , thus n-1=354. In this model, the df(Regression) = 2 which indicates that the number of predictor variables is 2. The df(residual) is the sample size-the number of parameters estimated, in this model df(residual)= n-k-1=352.

Table 21 Coefficients of the Hayes Third Equation

Coefficients[a]						
Model		Unstandardizçed Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2,190	,170		12,879	,000
	CovidStress	,137	,056	,134	2,443	,015
	TechnoStress	,136	,051	,146	2,667	,008

a. Dependent Variable: Burnout

As seen in table 27, in this model, the beta coefficient of COVID-19 Stress (**β=**,137), resulted positive which indicates that when there is a 1-unit increase in COVID-19 Stress, Employee Burnout will increase by 1.37% value. The beta coefficient of Technostress also resulted positive (**β=**,136), which indicates that when there is 1-unit increase in Technostress, Burnout will increase by ,136 value.

Y=2,190+,137+,136=2.463

Equation 6

It can also be concluded that COVID-19 Stress (t=2,443>1.646p=,015 (<0.05) and Technostress (t=2,667>1.646 and p=,008 (< 0.05)significantly predicted Employee Burnout.

1. Bootstrap Test for Mediation Analysis

One way to test the mediation effect is a percentile bootstrap estimation approach that can be conducted via PROCESS macro-Version 3 (Hayes, 2017). In this study, the indirect effect was tested using a bias-corrected bootstrap with 95%

confidence interval and 5000 bootstrap samples.

Bootstrap Output for COVID-19 Stress, Resilience and Employee Burnout

A bias-corrected bootstrap 95% confidence interval for the indirect effect (Mediation) between COVID-19 Stress and Employee Burnout (See Appendix)based on 5,000 bootstrap samples was entirely above zero between the Intervals LLCI and ULCI (,0198 to 0,1306). Thus, it can be indicated that the impact of COVID-19 Stress on Employee Burnout is mediated by Resilience.

Bootstrap Output for Technostress, Resilience and Employee Burnout

A bias-corrected bootstrap 95% confidence interval for the indirect effect (Mediation) between Technostress and Employee Burnout(See Appendix) based on 5,000 bootstrap samples wasn't entirely above zero as zero fell in the interval of LLCI and ULCI (-,0826, to ,0438). Which indicates that resilience didn't mediate the impact of Technostress on Employee Burnout.

C. Baron and Kenny Mediation Analysis

Baron and Kenny are leaders in Mediation theory, and they have many research work that explain mediation analysis. Their mediation analysis approach is commonly used in multiple research types. They have developed the casual step approach. By which, according to Baron and Kenny (1986), four steps should be followed to establish Mediation which are as follow:

1. Prove the IV predicts DV (path c)
2. Prove that IV predicts MV (path a)
3. Prove that MV predicts DV (path b) with controlling X in the regression equation
4. Prove that c'=0 using the 3rd equation

The regression equations are as follows:

$$Y = i1 + cX + e1$$

Equation 7

$$M = i3 + ax + e3$$

Equation 8

$$Y = i2 + c' X + bm + e2$$

Equation 9

They emphasize that if all steps were significant, then there will be a complete mediation, however, if the 3 steps were significant but step 4 was not, then there will be a partial mediation.

Table 22 Model Summary for Baron and Kenny First Regression Equation

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,228[a]	,052	,047	,74287

a. Predictors: (Constant), TechnoStress, CovidStress

The predictors in this model were Technostress and COVID-19 Stress and the dependent variable was Employee Burnout. As seen in table, $\mathbf{R^2}$ =, 052 which implies that 5.2% of the variance of Employee Burnout is explained by COVID-19 Stress and Technostress.

Table 23 ANOVA Analysis for Baron and Kenny First Regression Equation

ANOVA[a]						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	10,658	2	5,329	9,656	<,001[b]
	Residual	194,256	352	,552		
	Total	204,913	354			

a. Dependent Variable: Burnout

b. Predictors: (Constant), TechnoStress, CovidStress

According to table, this regression equation is considered statistically significant (F= 9,656 for $\boldsymbol{\alpha}$=0.05 , $\boldsymbol{\alpha}$=,001<0.05).

The number of predictors is 2 (df=2). However, the number of parameters estimated in this model is 352 (n-k-1=352). For a 1-sample t-test, df(Total) = n – 1. In this study, n=355 , thus, n-1=354.

Table 24 Coefficients for Baron and Kenny First Regression Equation

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2,190	,170		12,879	<,001
	CovidStress	,137	,056	,134	2,443	,015
	TechnoStress	,136	,051	,146	2,667	,008
a. Dependent Variable: Burnout						

As seen in table , in this model, the beta coefficient of COVID-19 Stress (**β=**,137), resulted positive which indicates that when there is a 1-unit increase in COVID-19 Stress, Burnout will increase by , 137 % value. The beta coefficient of Technostress also resulted positive (**β=,**136), which indicates that when there is 1-unit increase in Technostress, Burnout will increase by ,136% value. It can be concluded from the results that COVID-19 Stress (t=2.443>t table=1.646, a=,015<0.05) and Technostress (t=2,667>1.646 a=,008<0.05) significantly predicted Employee Burnout.

Y=2,190+, 137+,136=2.463

Equation 10

Table 25 Model Summary for Baron and Kenny Second Equation

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,145[a]	,021	,016	,86134

a. Predictors: (Constant), TechnoStress, CovidStress

The predictors in this model were Technostress and COVID-19 Stress and the dependent variable was Resilience. As seen in table $\mathbf{R^2}$= , 021 which implies that 2.1% of the variance of Resilience is explained by COVID-19 Stress and Technostress.

Table 26 ANOVA for Baron and Kenny Second Equation

ANOVA[a]						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	5,627	2	2,814	3,792	,023[b]
	Residual	261,151	352	,742		
	Total	266,778	354			

a. Dependent Variable: Resilience

b. Predictors: (Constant), TechnoStress, CovidStress

According to table, this regression equation is considered statistically significant (F= 3,792 for **α**=0.05 , **α**=, 023<0.05). The number of predictors is 2 (df=2). However, the number of parameters estimated in this model is 352 (n-k-1=352). For a 1-sample t-test, df(Total) = n – 1. In this study, n=355 , thus, n-1=354.

Table 27 Coefficients of Baron and Kenny Second Equation

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	3,379	,197		17,139	<,001
	CovidStress	-,174	,065	-,149	-2,674	,008
	TechnoStress	,088	,059	,083	1,490	,137

a. Dependent Variable: Resilience

As seen in table, the beta coefficient of COVID-19 Stress resulted negative,(**β**=-,174), which indicates that when a 1-unit increase in COVID-19 Stress, resilience will decrease by -,174.

However, Technostress beta coefficient value resulted positive (**β**=,088), this indicates that a 1-unit increase in Technostress, resilience will increase by ,088. It

can be also concluded from the results that COVID-19 Stress (t=-2.674<t table=1.646, a=0.008<0.05) significantly predicted Resilience. However, Technostress (t=1,490<t table=1.646, a=,137>0.05) did not significantly predict Resilience.

M=3,379+ (-,174)+ ,088=3.293

Equation 11

Table 28 Model Summary for Baron and Kenny Third Equation

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,627[a]	,393	,388	,59525

a. Predictors: (Constant), Resilience, TechnoStress, CovidStress

The predictors in this model were Technostress and COVID-19 Stress and Resilience and the dependent variable was Employee Burnout. As seen in table, R^2=, 393which indicates that 39.3% of the variance Employee Burnout is explained by COVID-19 Stress, Technostress and Resilience.

Table 29 ANOVA for Baron and Kenny Third Equation

ANOVA[a]						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	80,547	3	26,849	75,776	<,001[b]
	Residual	124,366	351	,354		
	Total	204,913	354			

a. Dependent Variable: Burnout

b. Predictors: (Constant), Resilience, TechnoStress, CovidStress

According to table, this regression equation is considered statistically significant (F=75,776

for **α**=0.05 , **α**=,001<0.05). The number of predictors is 3 (df=3). However, the number of parameters estimated in this model is 351 (n-k-1=351). For a 1-sample t-test, df(Total) = n – 1. In this study, n=355 , thus, n-1=354.

Table 30 Coefficients for Baron and Kenny Third Equation

Coefficients[a] Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	3,938	,185		21,340	<,001
	CovidStress	,047	,045	,046	1,036	,301
	TechnoStress	,182	,041	,195	4,429	<,001
	Resillience	-,517	,037	-,590	-14,045	<,001

a. Dependent Variable: Burnout

As seen in table, the beta coefficient of COVID-19 Stress resulted positive (**β=**-,046) this indicates that a 1-unit increase in COVID-19 stress, Employee Burnout will increase by ,046. The beta coefficient of Technostress also resulted positive (**β=**, 195) which indicated that 1-unit increase in Technostress, Employee Burnout will increase by , 195. However, the beta coefficient of Resilience (**β** = -517), resulted negative which indicates that 1-unit increase in Resilience , Employee Burnout will decrease by,-517. It can be also concluded from the results that COVID-19 Stress (t=1,036<t table=1.646, p=,301>0.05) did not significantly predict Employee Burnout. However, Technostress (t=4,429>t table=1.646, p=,001<0.05) and Resilience (t=-14,0n45>t table=1.646, p=, 001<0.05) predicted Employee Burnout.

Y=3,938+,047+,182+(-,517)=3.65

Equation 12

V. DISCUSSION

The study demonstrates that COVID-19 Stress was correlated with Technostress , Employee Burnout and Resilience. Besides, Technostress was correlated with COVID-19 Stress and Employee Burnout, but it wasn't correlated with Resilience. Additionally, Burnout was correlated to COVID-19 Stress, Employee Burnout and Resilience.

This research model consisted of two independent variables (COVID-19 Stress and Technostress), one dependent (Employee Burnout) and one mediator (Resilience). Following Hayes Mediation Analysis (2013), first OLS multiple regression was used to test the paths presented in the research model. First, resilience was regressed over COVID-19 Stress and Technostress to test path a. The results indicated that COVID-19 Stress significantly predicted Resilience, however, Technostress didn't. Second, Employee Burnout was regressed over COVID-19 Stress , Technostress and Resilience to test path c' and b. Third, Employee Burnout was regressed over COVID-19 Stress and Technostress to test path c. The results showed that both COVID-19 Stress and Technostress can predict Employee Burnout.

To test the indirect effect between COVID-19 Stress and Employee Burnout, a bias-corrected bootstrap 95% confidence interval for the indirect effect based on 5.000 bootstrap samples was done. The results showed that Resilience mediated the relationship between COVID-19 Stress and Employee Burnout, as the LLCI and ULCI were entirely above zero. Thus, it can be determined that the impact of COVID-19 Stress on Employee Burnout is mediated by Resilience, so this relation is statistically significant. With a direct effect and total effect values as follow:

$$ab = c - c' = 0.0416$$

Equation 13

$$c = c' + ab = 0.1134$$

Equation 14

However, to test the indirect effect between Technostress and Employee Burnout, the same criteria for bootstrap was used, however, zero fell between the intervals LLCI and ULCI. Thus, it can be concluded that there isn't any mediation impact in this model; the impact of Technostress on Employee Burnout was not mediated by resilience. So, this relation was not significant.

Baron and Kenny Mediation Analysis (1986) was also followed in this research study. Following their mediation analysis steps, first, path c for COVID-19 and Employee Burnout was first tested through OLS multiple regression analysis. The results showed that there is a significant relationship among COVID-19 stress and Employee Burnout, which indicates that there might be an effect to be mediated in this model. Second, path a was tested (COVID-19 Stress to Resilience), and the results also showed that there is a significant relation between COVID-19 Stress and Resilience. Third, path b (Resilience to Employee Burnout) was tested in the same way, and the results showed that there's a significant relation between Resilience and Employee Burnout. Fourth, path c' was tested through the same regression equation used in step 3, however, c' didn't equal to zero. As the 3 steps were met but the fourth wasn't, this can indicate that Resilience partially mediated the relation among COVID-19 Stress and Employee Burnout. The indirect effect (ab) and the total effect (c) in this model were also estimated as follows:

$$ab = c - c' = 0.09$$

Equation 15

$$c = c' + ab = 0.137$$

Equation 16

According to Kenny (2021) , full mediation can be achieved if the % of c is above 80%, and partial mediation can be achieved if the % of c mediated is less than 80%. As c=13.7% then there's a partial mediation in this model.

Percentage of total effect=13.7%

To test if the impact of Technostress on Employee Burnout is mediated by Resilience, the same steps mentioned above were followed as well. However, path c was significant which indicates that there is a relation between Technostress and Employee Burnout. However, moving to step 2 , path a was tested and the results

showed that Technostress doesn't significantly predict Resilience. Which indicates that resilience wasn't a mediator in this model. Thus, the impact of Technostress on Employee Burnout is not mediated by Resilience.

To sum up, the results of this study, demonstrate that COVID-19 Stress is correlated with Employee Burnout and Resilience and its impact on Employee Burnout is partially mediated by Resilience. However, despite that Technostress was correlated with Employee Burnout, it wasn't correlated with Resilience, which indicates that there's no relation to be mediated and this interpretation was supported by correlation test, OLS multiple regression, Hayes Mediation Analysis, Bootstrap test and Baron and Kenny Mediation Analysis.

Thus, the results answered the Research Questions of whether the Impact of COVID-19 Stress and Technostress on Employee Burnout is mediated by Resilience. The analysis of this study also allowed to test the hypothesis drawn. By which, it can be interpreted that H0, H1, H2, H4 were accepted. However, H3 and H5 were rejected.

VI. CONCLUSION , RECOMMENDATIONS AND LIMITATIONS

A. Conclusion

The 21st century is an era where change is no longer an option for organizations or individuals but a must to gain competitive advantage and to keep pace with the rapidly changing environment. Change in today's world can be resulting from both digitalization and COVID-19 the most. Where the whole globe is trying to cope with the rapidly spreading coronavirus and the consequences associated with it such as digitalization. Thus, the changing work style, the increased dependence on technology, the advancement in technologies and the complexity associated with technologies might all increase stress among employees specially during the pandemic time. Nevertheless, COVID-19 has also caused many stressors, change in behaviors and attitudes, panic, fear, anxiety, and many other mental health issues among individuals. In this matter, as stress is studied under the field of organizational behavior, the impact of both technostress and COVID-19 stress must be studied to determine if they might cause employee burnout or any other impact on the employees' relationship with his/her job and behavior toward and in the workplace. Moreover, as nowadays, human beings are challenged with different type of stress and changes daily, this might push them to become more resilient (Tarabah, 2021). As resilience is an approach of positive psychology, it can have a significant role in the prevention of Employee Burnout in the face of stress.

This study aimed to examine the mediating role of resilience on the impact of technostress and COVID-19 stress on Employee Burnout. It can be considered of significance since in times of a pandemic that occurred in a highly digitalized world , the effects of the stress associated with COVID-19 and Technology on employee Burnout must not be underestimated. Understanding how individuals can cope with the change that means digitalization and COVID-19 pandemic the most in this time, can significantly influence the outcomes of Technostress and COVID-19 Stress and

might lead to a more effective management of the employees' relationship with their work , such as decreasing or preventing Employee Burnout.

The research question of this study and the hypothesis were tested through a questionnaire distributed to 355 English-speaking white collar works in Turkey , and then by analyzing the data collected through OLS regression, Hayes Mediation Analysis, Bootstrap, and Baron and Kenny Mediation Analysis. The results indicated that resilience has mediated the impact of COVID-19 Stress on Employee Burnout, however, it didn't mediate the impact of Technostress on Employee Burnout.

It can be concluded that resilience is an effective approach of positive psychology that can prevent the impact of COVID-19 Stress on Employee Burnout. However, resilience couldn't mediate the impact of Technostress on Employee Burnout in the chosen sample.

B. Recommendations

As resilience didn't mediate the impact of Technostress on Employee Burnout it is recommended for further research to study what other approaches can mediate the impact of Technostress on Employee Burnout. Specially that, the results showed that Technostress can lead to Employee Burnout. In this matter, this issue must not be underestimated, and further research can aim to find a solution for such a problem.

Additionally, as COVID-19 has increased the usage of technology more than ever before, employees can be more prone to technostress due to the heavy dependence on technology nowadays, which might affect their psychology at work and lead to Burnout. Additionally, at times of pandemic, employees might also deal with a wide range of other stressors including COVID-19 stress, which might also lead to their Burnout. Thus, further research can aim to study how technostress has increased in the time of COVID-19 and what variable other than resilience can mediate the impact of both technostress and COVID-19 Stress on Employee Burnout.

Furthermore, as COVID-19 appeared in 2019 and the study was conducted during the year 2020-2021, thus, individuals might have already developed resilience to cope with COVID-19 and the stress associated with it. For instance, they might

not be having so much socio-economic stress or compulsive checking stress because they have already passed this time and found ways to overcome such stress. Thus, future research can study the impact of COVID-19 stressors that are still present until today's date on employee burnout under the mediating role of resilience.

Besides, according to research, some individual characteristics can influence technostress such as age, gender, computer confidence, thus, future research can study the impact of technostress on employee burnout under the mediating role of resilience while taking into consideration these factors. For instance, the results might be influenced by these factors or considering a wider sample.

C. Limitations of the Study

There might be some limitations for this study. For instance, as the research considered only English-speakers white collar employees, due to time constraints , financial consideration, there was a limited access to data , thus future research can consider a wider sample. Moreover, as COVID-19 stress is a novel type of stress that occurred with the pandemic, there weren't many scales present on this issue

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VIII. APPENDIX

Appendix A: Questionnaire

Appendix B: Ethical Approval Form

Appendix A: Questionnaire

The Impact of Technostress and COVID-19 Stress on Employee Burnout among Employees in Turkey Under the Mediating Role of Resilience

As part of my MBA thesis at Istanbul Aydin University, I am conducting this survey to investigate the Impact of Technostress and COVID-19 Stress on Employee Burnout among Employees in Turkey Under the Mediating Role of Resilience. Any information obtained will certainly remain confidential and will only be used for research purposes. I would appreciate your contribution to my thesis success. Thank you. *Required

Questionnaire

DEMOGRAPHICS

AGE*

24 and younger

25-29

30-34

35-39

40-44

45-49

50-54

55-59

60 and above

Education level *

High School

Bachelor

Master

PHD

Employment level *

Specalist

Experienced Specialist

Manager

Executive

Years of Experience *

0-1

2-5

6-10

11-20

More than 20

Marital Status *

Single

COVID-19 STRESS

The following ask about various kinds of worries that you might have experienced over the past seven days. In the following statements, we refer to COVID-19 as "the virus"

Please Indicate to which extent did the following worries affect you, by using the following scale: 0=Not at all, 1=Slightly, 2=Moderately, 3=Very, 4= Extremely

Married

1) I am worried about catching the virus *

Not at all01234Extremely

2) I am worried that I can’t keep my family safe from the virus *

Not at all01234Extremely

3) I am worried that our health care system won’t be able to protect my loved ones *

Not at all01234Extremely

4) I am worried our healthcare system is unable to keep me safe from the virus *

Not at all01234Extremely

5) I am worried that basic hygiene (e.g., handwashing) is not enough to keep me safe from the virus *

Not at all01234Extremely

6) I am worried that social distancing is not enough to keep me safe from the virus *

Not at all01234Extremely

7) I am worried about grocery stores running out of food *

Not at all01234Extremely

8) I am worried that grocery stores will close down *

Not at all01234Extremely

9) I am worried about grocery stores running out of cleaning or disinfectant supplies *

Not at all01234Extremely

10) I am worried about grocery stores running out of cold or flu remedies *

Not at all01234Extremely

11) I am worried about grocery stores running out of water *

Not at all01234Extremely

12) I am worried about pharmacies running out of prescription medicines *

Not at all01234Extremely

13) I am worried that foreigners are spreading the virus in my country *

Not at all01234Extremely

14) If I went to a restaurant that specialized in foreign foods, I'd be worried about catching the virus *

Not at all01234Extremely

15) I am worried about coming into contact with foreigners because they might have the virus *

Not at all01234Extremely

16) If I met a person from a foreign country, I'd be worried that they might have the virus *

Not at all01234Extremely

17) If I was in an elevator with a group of foreigners, I'd be worried that they're infected with the virus *

Not at all01234Extremely

18) I am worried that foreigners are spreading the virus because they're not as clean as we are *

Not at all01234Extremely

19) I am worried that if I touched something in a public space (e.g., handrail, door handle), I would catch the virus *

Not at all01234Extremely

20) I am worried that if someone coughed or sneezed near me, I would catch the virus *

Not at all01234Extremely

21) I am worried that people around me will infect me with the virus *

Not at all01234Extremely

22) I am worried about taking change in cash transactions *

Not at all01234Extremely

23) I am worried that I might catch the virus from handling money or using a debit machine *

Not at all01234Extremely

24) I am worried that my mail has been contaminated by mail handlers *

Not at all01234Extremely

Please read each statement and indicate how frequently you have experienced each problem during the past seven days, by using the following scale: 0=Never, 1=Rarely, 2=Sometimes, 3=Often, 4=Almost always

25) I had trouble concentrating because I kept thinking about the virus *

Never 0 1234Almost Always

26) Disturbing mental images about the virus popped into my mind against my will *

Never 0 1234Almost Always

27) I had trouble sleeping because I worried about the virus *

Never 0 1234Almost Always

28) I thought about the virus when I didn't mean to *

Never 0 1234Almost Always

29) Reminders of the virus caused me to have physical reactions, such as sweating or a pounding heart *

Never 0 1234Almost Always

30) I had bad dreams about the virus *

Never 0 1234Almost Always

Please indicate how much have you done the following because of concerns about COVID-19, during the past seven days 0=Never, 1=Rarely, 2=Sometimes, 3=Often, 4=Almost Always

31)Searched the Internet for treatments for COVID-19 *

Never 0 1234Almost Always

32) Asked health professionals (e.g., doctors or pharmacists) for advice about COVID-19 *

Never 0 1234Almost Always

33)Checked YouTube videos about COVID-19 *

Never 0 1234Almost Always

34) Checked your own body for signs of infection (e.g., taking your temperature) *

Never 0 1234Almost Always

35) Sought (looked for) reassurance from friends or family about COVID-19 *

Never 0 1234Almost Always

36) Checked social media posts concerning COVID-19 *

Never 0 1234Almost Always

TECHNOSTRESS

Please indicate to which extent to do you agree with the following statements, by using the following scale : 1=Strongly disagree 2=Disagree 3=Neutral 4=Agree 5=Strongly Agree

Technology here can refer to Microsoft Office Programs (Word, Excel etc.), any type of software (CRM, ERP, etc.),Social Media Platforms (Youtube, WhatsApp, Instagram etc.) or any type of technology that you use while performing your job.

1)This technology makes me do things slower*

Strongly disagree 1 2 3 4 5 Strongly agree

2) This technology makes me respond more quickly than I would normally do *

Strongly disagree12345Strongly agree

3) This technology creates many more problems than I would otherwise experience *

Strongly disagree12345Strongly agree

4) Using this technology blurs boundaries between my out-of-home and my home life *

Strongly disagree12345Strongly agree

5) I feel my personal life is being interrupted by this technology *

Strongly disagree12345Strongly agree

6) I often find the technology too complex to use *

Strongly disagree12345Strongly agree

7) I do not know enough about this technology to use it effectively *

Strongly disagree12345Strongly agree

8) The constant developments and upgrades in the technology are a burden for me *

Strongly disagree12345Strongly agree

9) I feel uncomfortable that my use of this technology can be easily monitored *

Strongly disagree12345Strongly agree

10) It bothers me that the information created by my current technology use could be traced even years from now *

Strongly disagree12345Strongly agree

11) I feel that my use of this technology makes it more easy to invade my privacy *

Strongly disagree12345Strongly agree

12) I am better at understanding and using technology than young people *

Strongly disagree12345Strongly agree

13) I am typically behind younger persons in my family in the technology I use *

Strongly disagree12345Strongly agree

14) If young people are residents in 'technology-land,' I may be considered an immigrant *

EMPLOYEE BURNOUT

Please indicate to which extent do you agree with the following statements, by using the following scale : 1=Strongly disagree 2=Disagree 3=Neutral 4=Agree 5=Strongly Agree

Strongly disagree12345Strongly agree

1) I always find new and interesting aspects in my work. *

Strongly disagree12345Strongly agree

2) There are days when I feel tired before I arrive at work. *

Strongly disagree12345Strongly agree

3) It happens more and more often that I talk about my work in a negative way. *

Strongly disagree12345Strongly agree

4) After work, I tend to need more time than in the past in order to relax and feel better. *

Strongly disagree12345Strongly agree

5) I can tolerate the pressure of my work very well. *

Strongly disagree12345Strongly agree

6) Lately, I tend to think less at work and do my job almost mechanically. *

Strongly disagree12345Strongly agree

7) I find my work to be a positive challenge. *

Strongly disagree12345Strongly agree

8) During my work, I often feel emotionally drained. *

Strongly disagree12345Strongly agree

9) Over time, one can become disconnected from this type of work. *

Strongly disagree12345Strongly agree

10) After working, I have enough energy for my leisure activities. *

Strongly disagree12345Strongly agree

11) Sometimes I feel sickened by my work tasks. *

Strongly disagree12345Strongly agree

12) After my work, I usually feel worn out (exhausted) and weary (overtired). *

Strongly disagree12345Strongly agree

13) This is the only type of work that I can imagine myself doing. *

Strongly disagree12345Strongly agree

14) Usually, I can manage the amount of my work well. *

Strongly disagree12345Strongly agree

15) I feel more and more engaged in my work. *

Strongly disagree12345Strongly agree

16) When I work, I usually feel energized. *

Strongly disagree12345Strongly agree

RESILIENCE

Please indicate the extent to which you agree with each of the following statements by using the following
scale : 1=Strongly disagree 2=Disagree 3=Neutral 4=Agree 5=Strongly Agree

1) I tend to bounce back quickly after hard times *

Strongly disagree12345Strongly agree

2) I have a hard time making it through stressful events *

Strongly disagree12345Strongly agree

3) It does not take me long to recover from a stressful event *

Strongly disagree12345Strongly agree

4) It is hard for me to snap back when something bad happens *

Strongly disagree12345Strongly agree

5) I usually come through difficult times with little trouble *

Strongly disagree12345Strongly agree

6) I tend to take a long time to get over set-backs in my life *

Strongly disagree12345Strongly agree

Reliability Statistics of COVID-19 Stress Scale Items

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
CS1	56,07	684,848	,532	,952
CS2	55,51	689,262	,457	,952
CS3	55,68	690,563	,405	,953
CS4	55,95	679,975	,555	,952
CS5	56,10	678,703	,574	,952
CS6	56,10	685,329	,478	,952
CS7	57,38	680,631	,529	,952
CS8	57,35	680,104	,533	,952
CS9	57,35	678,540	,541	,952
CS10	57,36	678,644	,554	,952
CS11	57,43	686,680	,433	,953
CS12	57,33	682,086	,485	,952
CS13	56,63	681,594	,571	,952
CS14	56,94	678,993	,621	,951
CS15	56,68	677,011	,661	,951
CS16	56,65	678,340	,625	,951
CS17	56,49	678,369	,618	,951
CS18	57,23	676,301	,641	,951
CS19	55,92	682,573	,548	,952
CS20	55,74	687,505	,488	,952
CS21	55,99	682,816	,556	,952
CS22	56,57	677,686	,694	,951
CS23	56,52	679,143	,657	,951
CS24	56,78	681,044	,620	,951

CS25	57,41	675,424	,710	,951
CS26	57,36	674,831	,722	,951
CS27	57,69	677,564	,697	,951
CS28	57,39	678,498	,674	,951
CS29	57,60	677,879	,685	,951
CS30	57,81	683,443	,615	,951
CS31	57,13	675,842	,638	,951

Reliability Statistics for Technostress Scale Items

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
TS1	44,1915	116,330	,424	,908
TS2	42,8338	120,444	,399	,907
TS3	43,5268	109,312	,728	,894
TS4	42,9831	114,045	,640	,898
TS5	43,0141	111,409	,669	,897
TS6	43,9493	109,512	,760	,893
TS7	44,0056	109,475	,766	,893
TS8	43,8338	109,924	,770	,893
TS9	43,0986	112,439	,650	,897
TS10	42,9408	113,536	,648	,898
TS11	42,7606	116,838	,572	,901
TS13	43,8817	113,302	,619	,899
TS14	44,0225	115,389	,582	,900
TS12	43,9803	122,776	,270	,912

Reliability Statistics for Burnout Scale Items

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
B2	42,6761	131,553	,547	,902
B3	43,0056	126,893	,698	,897
B4	42,5070	131,505	,562	,902
B6	42,9014	128,931	,618	,900
B8	42,8845	129,995	,628	,900
B9	42,6986	129,392	,644	,899
B11	42,7915	130,826	,605	,901
B12	42,8366	129,860	,641	,899
B1	43,4620	132,650	,525	,903
B5	43,3014	133,816	,548	,902
B7	43,5803	129,374	,649	,899
B10	42,7577	134,156	,477	,905
B13	42,7972	133,027	,430	,907
B14	43,5070	135,465	,485	,904
B15	43,2563	129,598	,650	,899
B16	43,2197	129,765	,663	,899

Reliability Statistics for Resilience Scale Items

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
R1	16,5775	18,719	,690	,838
R3	16,7465	18,868	,657	,843
R5	16,7606	19,810	,580	,857
R2	17,0028	18,732	,675	,840
R4	16,9606	18,840	,661	,843
R6	16,9099	18,562	,701	,836

Descriptive Statistics for all Scale Items

	N	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
CS1	355	2,35	1,163	-,384	,129	-,638	,258
CS2	355	2,92	1,164	-,948	,129	,069	,258
CS3	355	2,74	1,244	-,638	,129	-,713	,258
CS4	355	2,47	1,276	-,416	,129	-,886	,258
CS5	355	2,33	1,278	-,361	,129	-,905	,258
CS6	355	2,32	1,264	-,302	,129	-,976	,258
CS7	355	1,05	1,312	1,041	,129	-,177	,258
CS8	355	1,07	1,321	,980	,129	-,316	,258
CS9	355	1,07	1,354	,997	,129	-,338	,258
CS10	355	1,06	1,323	,965	,129	-,358	,258
CS11	355	1,00	1,329	1,081	,129	-,140	,258
CS12	355	1,09	1,367	,965	,129	-,445	,258
CS13	355	1,79	1,192	,123	,129	-,737	,258

CS14	355	1,49	1,180	,373	,129	-,732	,258
CS15	355	1,75	1,168	,131	,129	-,773	,258
CS16	355	1,77	1,192	,183	,129	-,748	,258
CS17	355	1,93	1,203	,042	,129	-,866	,258
CS18	355	1,19	1,223	,620	,129	-,772	,258
CS19	355	2,50	1,206	-,507	,129	-,605	,258
CS20	355	2,68	1,160	-,596	,129	-,417	,258
CS21	355	2,43	1,183	-,319	,129	-,780	,258
CS22	355	1,85	1,098	-,010	,129	-,627	,258
CS23	355	1,90	1,116	,080	,129	-,596	,258
CS24	355	1,65	1,122	,129	,129	-,718	,258
CS25	355	1,01	1,135	,911	,129	-,112	,258
CS26	355	1,06	1,132	,823	,129	-,238	,258
CS27	355	,73	1,097	1,495	,129	1,344	,258
CS28	355	1,03	1,107	,977	,129	,276	,258
CS29	355	,82	1,107	1,223	,129	,550	,258
CS30	355	,61	1,058	1,670	,129	1,705	,258
CS31	355	1,29	1,241	,659	,129	-,513	,258
CS32	355	1,22	1,217	,703	,129	-,551	,258
CS33	355	1,17	1,243	,772	,129	-,473	,258
CS34	355	1,65	1,277	,216	,129	-1,065	,258
CS35	355	1,30	1,230	,601	,129	-,653	,258
CS36	355	2,13	1,279	-,184	,129	-,966	,258
TS1	355	2,66	1,406	,327	,129	-1,265	,258
TS2	355	4,01	1,088	-,942	,129	,073	,258
TS3	355	3,32	1,321	-,237	,129	-1,201	,258
TS4	355	3,86	1,154	-,732	,129	-,389	,258

TS5	355	3,83	1,281	-,812	,129	-,482	,258
TS6	355	2,90	1,260	-,012	,129	-1,195	,258
TS7	355	2,84	1,255	,128	,129	-1,092	,258
TS8	355	3,01	1,222	-,018	,129	-1,032	,258
TS9	355	3,75	1,245	-,619	,129	-,757	,258
TS10	355	3,91	1,176	-,824	,129	-,356	,258
TS11	355	4,09	1,066	-1,075	,129	,433	,258
TS13	355	2,97	1,239	,029	,129	-1,019	,258
TS14	355	2,83	1,154	,201	,129	-,685	,258
B2	355	3,20	1,209	-,173	,129	-1,025	,258
B3	355	2,87	1,255	,250	,129	-1,012	,258
B4	355	3,37	1,185	-,230	,129	-,991	,258
B6	355	2,98	1,260	,247	,129	-1,082	,258
B8	355	2,99	1,174	,190	,129	-1,032	,258
B9	355	3,18	1,187	-,067	,129	-,995	,258
B11	355	3,09	1,158	,016	,129	-1,015	,258
B12	355	3,04	1,162	,091	,129	-1,009	,258
R1	355	3,61	1,105	-,468	,129	-,666	,258
R3	355	3,45	1,122	-,351	,129	-,838	,258
R5	355	3,43	1,078	-,352	,129	-,704	,258
TS12	355	2,8676	1,17023	,111	,129	-,904	,258
B1	355	2,4169	1,17206	,699	,129	-,459	,258
B5	355	2,5775	1,04776	,497	,129	-,554	,258
B7	355	2,2986	1,17933	,536	,129	-,821	,258
B10	355	3,1211	1,14954	,031	,129	-1,065	,258
B13	355	3,0817	1,34525	-,115	,129	-1,203	,258
B14	355	2,3718	1,03186	,696	,129	-,121	,258

B15	355	2,6225	1,16374	,274	,129	-,910	,258
B16	355	2,6592	1,13466	,337	,129	-,796	,258
R2	355	3,1887	1,12037	-,063	,129	-,967	,258
R4	355	3,2310	1,12126	-,199	,129	-,881	,258
R6	355	3,2817	1,11466	-,278	,129	-,835	,258
Valid N (listwise)	355						

Bootstrap Output for COVID-19 Stress, Resilience and Employee Burnout

```
Run MATRIX procedure:

*************** PROCESS Procedure for SPSS Version 3.5.3 ***************

          Written by Andrew F. Hayes, Ph.D.       www.afhayes.com
    Documentation available in Hayes (2018). www.guilford.com/p/hayes3

**************************************************************************
Model  : 4
    Y  : Burnout
    X  : CovidStr
    M  : Resillie

Sample
Size:  355

**************************************************************************
OUTCOME VARIABLE:
Resillie

Model Summary
         R       R-sq        MSE          F        df1        df2          p
     ,1221      ,0149      ,7445     5,3464     1,0000   353,0000      ,0213

Model
              coeff         se          t          p       LLCI       ULCI
constant     3,6232      ,1099    32,9569      ,0000     3,4070     3,8394
CovidStr     -,1424      ,0616    -2,3122      ,0213     -,2635     -,0213

Standardized coefficients
```

```
coeff
CovidStr     -,1221

**************************************************************************
OUTCOME VARIABLE:
 Burnout

Model Summary
         R       R-sq        MSE          F        df1        df2          p
     ,5993      ,3592      ,3731    98,6381     2,0000   352,0000      ,0000

Model
              coeff         se          t          p       LLCI       ULCI
constant     4,3944      ,1571    27,9654      ,0000     4,0854     4,7035
CovidStr      ,1134      ,0439     2,5814      ,0102      ,0270      ,1998
Resillie     -,5044      ,0377   -13,3876      ,0000     -,5785     -,4303

Standardized coefficients
coeff
CovidStr      ,1110
Resillie     -,5755

************************* TOTAL EFFECT MODEL ****************************
OUTCOME VARIABLE:
 Burnout

Model Summary
         R       R-sq        MSE          F        df1        df2          p
     ,1813      ,0329      ,5614    11,9940     1,0000   353,0000      ,0006

Model
              coeff         se          t          p       LLCI       ULCI
constant     2,5668      ,0955    26,8864      ,0000     2,3791     2,7546
CovidStr      ,1852      ,0535     3,4632      ,0006      ,0800      ,2904

Standardized coefficients
coeff
CovidStr      ,1813

************** TOTAL, DIRECT, AND INDIRECT EFFECTS OF X ON Y **************

Total effect of X on Y
   Effect        se          t          p       LLCI       ULCI
```

```
  ,1852     ,0535    3,4632     ,0006     ,0800     ,2904     ,2434    ,1813

Direct effect of X on Y
   Effect       se         t         p      LLCI      ULCI      c'_psc'_cs
   ,1134     ,0439    2,5814      ,0102    ,0270    ,1998    ,1490     ,1110

Indirect effect(s) of X on Y:
             Effect     BootSEBootLLCIBootULCI
Resillie      ,0718      ,0284      ,0198      ,1306

Partially standardized indirect effect(s) of X on Y:
             Effect     BootSEBootLLCIBootULCI
Resillie      ,0944      ,0367      ,0262      ,1688

Completely standardized indirect effect(s) of X on Y:
             Effect     BootSEBootLLCIBootULCI
Resillie      ,0703      ,0274      ,0192      ,1261

************************ ANALYSIS NOTES AND ERRORS ************************

Level of confidence for all confidence intervals in output:
  95,0000

Number of bootstrap samples for percentile bootstrap confidence intervals:
  5000

WARNING: Variables names longer than eight characters can produce incorrect
output
when some variables in the data file have the same first eight characters.
Shorter
variable names are recommended. By using this output, you are accepting all
risk
and consequences of interpreting or reporting results that may be incorrect.

------ END MATRIX -----
```

Bootstrap Output for Technostress, Resilience and Employee Burnout

```
Run MATRIX procedure:

***************** PROCESS Procedure for SPSS Version 3.5.3
*****************
```

```
          Written by Andrew F. Hayes, Ph.D.       www.afhayes.com
    Documentation available in Hayes (2018).
www.guilford.com/p/hayes3

**************************************************************************
******
Model  : 4
    Y  : Burnout
    X  : TechnoSt
    M  : Resillie

Sample
Size:  355

**************************************************************************
******
OUTCOME VARIABLE:
Resillie

Model Summary
   R       R-sq        MSE          F         df1         df2         p
  ,0348     ,0012    ,7548       ,4287     1,0000    353,0000   ,5131

Model
            coeff         se          t          p       LLCI       ULCI
constant   3,2684      ,1944    16,8095      ,0000     2,8860     3,6508
TechnoSt     ,0370      ,0564      ,6548      ,5131     -,0741     ,1480

Standardized coefficients
coeff
TechnoSt     ,0348

**************************************************************************
*
OUTCOME VARIABLE:
 Burnout

Model Summary
    R       R-sq        MSE          F         df1         df2          p
  ,6255     ,3912      ,3544   113,1037     2,0000   352,0000      ,0000

Model
```

```
            coeff         se          t          p       LLCI       ULCI
constant     3,9858     ,1788    22,2958      ,0000     3,6342     4,3374
TechnoSt      ,1956    ,0387     5,0552      ,0000      ,1195      ,2718
Resillie     -,5227     ,0365   -14,3326      ,0000     -,5944     -,4510

Standardized coefficients
coeff
TechnoSt      ,2104
Resillie     -,5964

************************** TOTAL EFFECT MODEL
**************************
OUTCOME VARIABLE:
 Burnout

Model Summary
       R       R-sq        MSE          F        df1        df2  p
   ,1896      ,0359      ,5596    13,1610     1,0000   353,0000     ,0003

Model
            coeff         se          t          p       LLCI       ULCI
constant     2,2774      ,1674    13,6027      ,0000    1,9481     2,6067
TechnoSt      ,1763      ,0486     3,6278      ,0003     ,0807      ,2719

Standardized coefficients
coeff
TechnoSt      ,1896

************** TOTAL, DIRECT, AND INDIRECT EFFECTS OF X ON Y
**************

Total effect of X on Y
  Effect         se          t          p       LLCI      ULCI
c_psc_cs
   ,1763     ,0486    3,6278    ,0003    ,0807    ,2719    ,2318    ,1896

Direct effect of X on Y
 Effect        se        t        p      LLCI      ULCI   c'_psc'_cs
   ,1956    ,0387    5,0552     ,0000     ,1195    ,2718     ,2572     ,2104
Indirect effect(s) of X on Y:
            Effect     BootSEBootLLCIBootULCI
```

```
Resillie     -,0193      ,0320     -,0826      ,0438

Partially standardized indirect effect(s) of X on Y:
             Effect     BootSEBootLLCIBootULCI
Resillie     -,0254      ,0424     -,1094      ,0577

Completely standardized indirect effect(s) of X on Y:
             Effect     BootSEBootLLCIBootULCI
Resillie     -,0208      ,0346     -,0895      ,0466

*************** ANALYSIS NOTES AND ERRORS ************************

Level of confidence for all confidence intervals in output:
  95,0000

Number of bootstrap samples for percentile bootstrap confidence
intervals:
  5000

WARNING: Variables names longer than eight characters can produce
incorrect output
when some variables in the data file have the same first eight
characters. Shorter
variable names are recommended. By using this output, you are accepting
all risk
and consequences of interpreting or reporting results that may be
incorrect.
------ END MATRIX -----
```

Appendix B: Ethical Approval Form

Evrak Tarih ve Sayısı: 10.06.2021-14167

T.C.
İSTANBUL AYDIN ÜNİVERSİTESİ REKTÖRLÜĞÜ
Lisansüstü Eğitim Enstitüsü Müdürlüğü

Sayı : E-88083623-020-14167 10.06.2021
Konu : Etik Onayı Hk.

Sayın NOUR EL HODA TARABAH

Tez çalışmanızda kullanmak üzere yapmayı talep ettiğiniz anketiniz İstanbul Aydın Üniversitesi Etik Komisyonu'nun 09.06.2021 tarihli ve 2021/07 sayılı kararıyla uygun bulunmuştur. Bilgilerinize rica ederim.

Dr.Öğr.Üyesi Alper FİDAN
Müdür Yardımcısı

Bu belge, güvenli elektronik imza ile imzalanmıştır.

Belge Doğrulama Kodu : BSN3MV4123 Pin Kodu : 73722 Belge Takip Adresi : https://www.turkiye.gov.tr/istanbul-aydin-universitesi-ebys?

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Telefon : 444 1 428
Web : http://www.aydin.edu.tr/
Kep Adresi : iau.yaziisleri@iau.hs03.kep.tr

Bilgi için : Tuğba SUNNETCİ
Unvanı : Yazı İşleri Uzmanı
Tel No : 31002

RESUME

Name: Nour El HodaTarabah

PROFESSIONAL BACKGROUND:

Gained Experience in Research, Human Resources and Business Development in the IT Solutions and Market Research Industries.

EDUCATIONAL BACKGROUND

Master's in Business Administration (MBA) -Istanbul Aydin University - 2019-Current

Bachelor in Human Resources Management-AUL-2014-2017

RESEARCH BACKGROUND

Şen, E. and Tarabah, N.E.H (2020). "NEUROSCIENCE, MENTAL HEALTH AND SENISM IN THE POST-COVID-19 ERA", THE SOCIAL AND ECONOMIC IMPACT OF COVID–19 RAPID TRANSFORMATION OF THE 21ST CENTURY SOCIETY, In ŞİMŞEK, H. & MEČIAR, M. (eds),IJOPEC Publication Limited, London, pp.97-118. ISBN: 978-1-913809-99-7,

Şen, E. and Tarabah, N.E.H. (2020, June 29-30).*Entrepreneurship, Digitalization and Organizational Agility* [Conference presentation abstract]. 5. International EMI Entrepreneurship & Communication Social Sciences Congress. p. 255. Gostivar, N. Macedonia. 5.EMI Abstract BOOK.pdf (emissc.org)

Şen, E. and Tarabah, N. E. H. (2020). "Knowledge Management and Corporate Governance within COVID-19 Period", Data, Information and Knowledge Management, In: Mert, G., Şen, E. and Yılmaz, O. (eds), Nobel BilimselEserler, İstanbul, pp. 541-556.ISBN: 978-625-7126-19-9

Şen, E. and Tarabah, N.E.H (2020). "COVID-19 veDijitalDevrimBağlamındaStratejikZekavePaydaşYönetimi", COVID-19 PandemisindeYönetimveEkonomi , In: ŞEN, E., HIDIROĞLO, D., YILMAZ, O. Gazikitabevi, Ankara, pp. 439-458, ISBN: 978- 625-7727-32-7

Şen, E. and Tarabah, N.E.H (2020). "DÖNGÜSEL EKONOMİ, SÜRDÜRÜLEBİLİRLİK VE İNOVASYON", DÖNGÜSEL EKONOMİ Makro veMikroİncelemeler, In: Ferhan SAYIN, Nobel Yayın, Ankara, pp. 67-85, ISBN: 978-625-406-960-4

Şen, E., Tarabah, N.E.H. (2020). "Girişimcilik, DijitalleşmeveÖrgütselÇeviklik", GİRİŞİMCİLİK & LİDERLİK GüncelGelişmeler, ,In: Karadal, H., Halis, M., Mert, G. ATİ AkademiTitizYayınlar, İstanbul,pp. 83-101, ISBN: 978-605-7604-32-3.

Şen, E. and Tarabah, N.E.H. (2020, December). *Neuroscience, Mental Health and Senism in the Post-COVID-19 Era* [Conference presentation abstract].International CEO Social Sciences Congress, p.78, Bosnia Herzegovina /Gorajdehttp://www.ceocongress.org/files/E-Book/2020%20CEO%20Abstract%20Book.pdf?_t=1611095121

Tarabah N.E.H. (2021, June). Limb Lengthening Post-Operative Period Coping Techniques. Retrieved from https://wannabetaller.com/limb-lengthening-post-operative-period-coping-techniques/

AWARDS AND CERTIFICATES

Neuroscience, Mental health and Senism in the post-covid-19 era- CEO Conference - Best Paper Award

Entrepreneurship, Digitalization and Organizational Agility- EMI Conference-Best Paper Award

Entrepreneurship and Innovation- UNICEF-NAWAYA-INJAZ- KINGDOM OF NETHERLAND- Second Place Entrepreneurial Business Award

Humanitarian and Social Event Coordination- Beirutiyat&Makhzoumi Foundation-Coordination Golden Metal

Training and Development for NGO's- Morgan International

EXTRACELLULAR ACTIVITIES

Team Leader for the Contemporary Management Course-Fall 2019

Class Representative and Team Leader for Leadership and Motivation Course-Spring 2020

Class Representative and Team Leader for Digital Marketing Course- Spring 2020

Class and Modern Management and Approaches Course- Spring 2020

Cultural Day Coordinator-AUL-Lebanon Spring 2017

CONFERENCES AND SEMINARS

-1. International Symposium on Behavior Based Research in Social Sciences-Istanbul Aydin

University

-EURIE Higher Education Summit-Istanbul Aydin University

-ONLINE INTERNATIONAL CONFERENCE OF COVID-19 (CONCOVID)-Istanbul

-Retail in a post COVID-19 world: reflections and future directions- Festival of Social Science- University of Birmingham-UK

-1. International Congress on Management of Organizations- Istanbul

-Topics & Trends in ERP environment- EDT Center-Istanbul

-Role of ERP systems in digital transformation- EDT Center-Istanbul

-Digital DönüşümveEndüstri 4.0- EDT Center-Istanbul

-Entrepreneurship and Design Thinking-NAWAYA NETWORK-Lebanon

LANGUAGE SKILLS

Arabic-Native

English-Advanced

Turkish-Intermediate

COMPUTER SKILLS

MS Office-CRM-ERP-Bitrix-Quickbooks