

**MASTER'S DEGREE IN INDUSTRIAL/
ORGANISATIONAL PSYCHOLOGY**

**Work-Family Conflict & Burnout in the
face of a Pandemic as moderated by Sensory
Processing Sensitivity and Social Support**

Done by: Valerie Ndlovu

Student Number: 2387105

Research Supervisor: Dr.
Michael Pitman



“A research project submitted in partial fulfilment of the requirements for the degree of Master’s (Industrial/Organisational Psychology) in the Faculty of Humanities, University of the Witwatersrand, Johannesburg, 30 June 2021.”

Declaration

“I declare that this research project is my own, unaided work. It has not been submitted before any other degree or examination at this or any other university.”

Signature: *V Ndlovu*

Date: 30 June 2021

Word count:

Acknowledgements

Thank you to my Research Supervisor, Dr. Michael Pitman, your time, guidance and continuous feedback has been irreplaceable.

To the research participants who gave their valuable time to fill out my questionnaire, without you this study would not have been possible.

To my family and friends, your unwavering support, words of encouragement when I did not believe in myself pushed me to strive forward at all times.

Most importantly, to God be all the Glory. I thank Him for giving me the strength and perseverance throughout my journey.

List of Tables

Table 1: Reliability Coefficients.....	47
Table 2: Descriptive Statistics of Demographic Variables.....	48
Table 3: Descriptive Statistics and Pearson's Correlations.....	53
Table 4: Hierarchical Multiple Regression Predicting Overall Burn.....	56
Table 5: Hierarchical Multiple Regression Predicting Exhaustion	58
Table 6: Hierarchical Multiple Regression Predicting Disengagement	60
Table 7: Summary of Results for Hypotheses.....	62

List of Figures

Figure 1: Job-Demands Resources Model (JD-R).....	28
Figure 2: Model diagram of the study.....	40
Figure 3: Histogram for Overall Burnout.....	130
Figure 4: Q-Q plot for Overall Burnout.....	131
Figure 5: Histogram for Disengagement.....	132
Figure 6: Q-Q plot for Disengagement	133
Figure 7: Histogram for Exhaustion.....	134
Figure 8: Q-Q plot for Exhaustion.....	135
Figure 9: Histogram for Work-Family Conflict.....	136
Figure 10: Q-Q plot for Work-Family Conflict.....	137
Figure 11: Histogram for Family-Work Conflict.....	138
Figure 12: Q-Q plot for Family-Work Conflict.....	139
Figure 13: Histogram for Perceived Social Support.....	140
Figure 14: Q-Q plot for Perceived Social Support.....	141
Figure 15: Histogram for Sensory Processing Sensitivity	142
Figure 16: Q-Q plot for Sensory Processing Sensitivity.....	143

List of Appendices

Appendix A: Participant Information Sheet.....	118
Appendix B: Demographic Questionnaire.....	120
Appendix C: Work-Family Conflict Scale and Family-Work Conflict Scale.....	125
Appendix D: Oldenburg Burnout Inventory.....	126
Appendix E: Highly Sensitive Person Scale.....	127
Appendix F: Multidimensional Scale of Perceived Social Support	129
Appendix G: Histograms and Plots for Figure 3- Figure 8.....	130
Appendix H: Responses for Work-Family Conflict Scale.....	144
Appendix I: Responses for Family-Work Conflict Scale.....	145
Appendix J: Responses for Perceived Social Support.....	146
Appendix K: Highly Sensitive Person Scale 1.....	147
Appendix L: Highly Sensitive Person Scale 2.....	148
Appendix M: Highly Sensitive Person Scale 3.....	149
Appendix N: Responses for Exhaustion Scale.....	150
Appendix O: Responses for Disengagement Scale.....	151

Abstract

Remote working has quickly become a norm in organisations in response to the COVID-19 global pandemic. This shift may have been a tough transition on some individuals as work and family spheres have been obscured by remote working where one environment is used for both leisure, domestic and professional reasons. A quantitative, non- experimental, correlational, cross- sectional study ($N = 136$) was conducted with employed South African participants using online self- report questionnaires. Correlation results showed a significant relationship between Work-Family Conflict (WFC) and burnout subscales, but not Family-Work Conflict (FWC) and burnout. Hierarchical Moderated regression was used to assess the data and showed that Sensory- Processing Sensitivity and Social Support did not moderate the relationship between WFC and burnout. The results show that females are more burnt out than males and as people get older, the less burnt out they are. Individuals experienced financial and fear of the unknown challenges due to the pandemic. This study offers a contribution to Human Resources on employee wellbeing and post- COVID-19 functioning.

Keywords: burnout, work-family conflict, sensory processing sensitivity, COVID-19, social support

Contents

Abstract	7
Chapter 1: Introduction	11
Chapter 2: Literature Review	16
Remote Working	16
Burnout.....	17
Burnout's dimensions	20
Exhaustion	22
Disengagement	22
Age and Burnout	23
Gender and Burnout	23
Work-Life Balance (WLB)	24
Work-Family Conflict	25
Theoretical framework	27
Job demands-Resources model (JD-R).....	27
Boundary theory	29
Conservation of Resources	29
Sensory Processing Sensitivity (SPS)	31
Characteristics of Highly Sensitive Persons (HSPs)	32
Differential Susceptibility.....	34
Social Support	35
Chapter 3: Methodology	38
Aim of research	38
Rationale.....	38
Research questions	39
Research Design.....	40
Sample	40
Procedure	41
Instruments	42
Work-Family Conflict (WFC) and Family–Work Conflict Scales (FWC) (Appendix C)	42
Oldenburg Burnout Inventory (Appendix D)	42
Highly Sensitive Person Scale for Sensory Processing Sensitivity (Appendix E)	43

Multidimensional Scale of Perceived Social Support (MSPSS) (Appendix F).....	44
Ethical Considerations.....	45
Data Analysis	45
Descriptive statistics	46
Correlations	46
Hierarchical Moderated Regression	46
Chapter 4: Results	47
Work circumstances	52
Correlations	53
Hierarchical Moderated Regression (HMR)	54
Chapter 5: Discussion	62
Association between FWC and Burnout	63
Association between WFC and Burnout	64
Burnout subscales.....	65
Association between SPS and Burnout	67
Association between PSS and Burnout	67
SPS as a moderator of WFC on burnout	69
PSS as a moderator of WFC on burnout	69
Gender and burnout.....	70
Age and burnout	71
Possible challenges faced during the COVID-19 pandemic	71
Technology	72
Loneliness/ team interaction.....	72
Fear of the unknown	73
Job deadlines.....	73
Lack of childcare	74
Financial challenges	75
Other challenges	75
Practical Implications.....	76
Limitations	76
Future recommendations	77
Chapter 6: Conclusion.....	78

References	80
Appendices.....	118

Chapter 1: Introduction

SARS-CoV-2, the virus that causes COVID-19 is a public health emergency as well as a worldwide economic challenge. The international lockdown of organisations and markets began in March 2020 to minimize spread of the virus created a myriad of new and profound issues for both employees and employers around the world after its first detection in the Chinese Hubei Province, Wuhan (Centers for Disease Control and Prevention, 2020). The lockdown was very tough, confining people's movements to necessary travel only and restricting any superfluous movement in public including strolling and exercising (Bhorat et al., 2020; Patricios et al., 2020). The country's economic functioning was affected, much business immediately transitioned to working from home, excluding essential services like healthcare, supermarkets and security services. People became remote workers overnight and others lost their jobs (Casale & Shepherd, 2020; Rogan & Skinner, 2020; Jain et al., 2020). As the lockdown restrictions persisted, the media started to pick up on a thread of concern about mental health. Some studies were concerned about the possibility of increased self-harm and suicide (Kim, 2020; CVS Health, 2020), while others were concerned about increased anxiety and depression (Padmanabhanunni & Pretorius, 2021; Center for National Health Statistics, 2020). Many of the studies overlooked the effect that the rapid transition to working remotely and from home had on people who had little or no prior experience with this method of working (Hayes et al., 2020). Despite the lack of knowledge, corporate leaders were still talking about making remote work a permanent fixture for employees (Stephens et al., 2020; Lavelle, 2020). Organisations were forced to adjust to this transition, which may have been tough on some individuals as work and family spheres have become interconnected by working from home, where one environment is

now used for both leisure, domestic and professional reasons (Ramarajan & Reid, 2013; Derks et al., 2016; Jayasingam et al., 2021).

Today's employee is modern, sophisticated and plays many roles in both the family and work spheres with the changing family structure from a nuclear family to stay-at-home fathers, single mothers, extended family members and child-headed families to name a few (Sooryamoorthy & Makhoba, 2016). This dynamic structure of non-traditional family structures has enhanced the awareness of conflict that can occur when the roles an individual plays at work and at home intertwine (Marks et al., 2009). The various roles played by individuals in their lives tend to drain energy, exhaust the individuals and prompt distress or burnout (Gandi et al., 2011), especially during a time of forced remote working such as experienced during the present global pandemic.

According to the World Health Organization (WHO) (2020), COVID-19 is a contagious infirmity that spreads through saliva, mucus when one coughs or sneezes or touching their face. Washing of hands frequently and practicing social distancing by staying at home indefinitely are efforts to minimize the spread of the disease (WHO, 2020). As of 1 June 2020, some of South Africa's employees returned and some are still returning to their workplaces due to changes in lockdown regulations, however, this does not mean that everything will be the way it was before the pandemic (Smith, 2020). Wearing of masks is mandatory, physical office plans have to be adapted to suit social distancing regulations and more common areas like the cafeteria and elevator may need to be monitored to restrict congestion. The handshakes, random conversations that occurred in the cafeteria, lounge, elevator or the foyer could have been playing a role in increasing employee satisfaction and their level of productivity but will change now due to social distancing (Boland, et al., 2020). It is common knowledge that these social interactions are vital

for an individual's mental, emotional and physical wellbeing (Mogilner et al., 2018). It is possible that restrictive measures may have to be instilled once more, if the transmission rates increase, which can lead to feelings of insecurity and instability where individuals fear the unknown for their careers and the livelihood of their loved ones at home (Wanberg, 2012; Schotte & Zizzamia, 2021).

However, people perceive both internal and external stimuli in their environment differently, which further determines whether they can cope or not (Greven et al., 2019). An event may be stressful for someone and for another, it may not. Professional Provident Society (PPS) conducted a study that reflected that most of South Africa's top professionals like doctors, engineers and lawyers to name a few are burnt out due to working overtime and under staffing issues caused by retrenchments (Business Tech, 2019). Choose Life Specialist Recovery Centre's General Manager, Malcolm Young expressed that most of the country's citizens "often take their problems home", leading to symptoms of disengagement, depression and exhaustion (Business Tech, 2019, South Africa section, para. 4).

Conflict is said to exist between the family and work domain when pressures and demands from both domains are incompatible (Bazana & Dodd, 2013; Marais et al., 2014; Azhar, 2016). Due to remote working, there is no natural day break or demarcation to mark the end of day; consequently, one may begin to experience Work-Family Conflict as resources in one domain spill over to another domain (Basile & Beauregard, 2016; Ramarajan & Reid, 2013).

Most burnout studies involve professions in the service sector or medical field, but very little is known about studies that has been done that involves a wider pool of employees and occupations that were affected by a pandemic and forced to work remotely. Additionally, no study has been

done regarding how forced remote working in the wake of a pandemic can predict burnout or how an individual's level of Sensory Processing Sensitivity (SPS) may affect the strength of the relationship between Work-Family Conflict and burnout levels. The changes in family structure, ageism in the labour market can affect how well someone performs their role at work and at home (Boyar et al., 2016; Thorsen et al., 2012 as cited in Naegele et al., 2018). This means that if one is respected and receives satisfaction from their job, they will also receive satisfaction from their home/ family life no matter how it is defined. The different methods that were put in place to prevent contagion of the virus meant that life was altered at home and at work in some way. The degree of that alteration varies based on people's level of sensory processing in and around them like smells, sounds, news, people in their environment and how one experiences or interacts with all of these aspects. In that regard, this study uses perceived social support and Sensory Processing Sensitivity as variables that can moderate the relationship between level of burnout and conflict experienced at home or at work. Consequently, new studies should explore the buffering role of social support and SPS in the association between burnout and WFC. Moreover, adding these moderating variables could yield different results due to varied burnout experiences under lockdown restrictions with or without support from family and friends, and how someone perceives their environment.

This study may have relevance to Human Resources by giving some insight on how to prevent burnout and Work-Family Conflict during the pandemic. It will have an effect on the understanding of and approaches to the wellbeing of employees. Organisations can also explore ways to manage job-stress levels of highly sensitive individuals so that it can be channelled into positivity and employees can perceive their work as manageable and comprehensible for the efficiency of both their work and life domains. This chapter has introduced the study, a review

of the background literature and theory underpinnings of the variables used will follow in Chapter 2. Additionally, the methods and sample procedures will be highlighted in chapter 3 prior to describing the results obtained in the analyses in Chapter 4. Discussion of these results, practical implications, limitations and future recommendations will be highlighted in chapter 5. Finally, an overall conclusion of the report will be given in Chapter 6.

Chapter 2: Literature Review

This chapter will discuss previous research studies that have investigated the variables in this research. The nature of burnout, Work-Family Conflict, Social Support and Sensory Sensitivity Processing will be elaborated upon.

Remote Working

Working from home has always been a common phenomenon in modern organisations, but due to the pandemic, most companies have been forced to retrench some employees and switch to operating remotely with the remaining staff members (Nkate, 2020). Remote working means completing work-related tasks and demands at a location that is away from the physical work environment (Gajendran & Harrison, 2007, as cited in Bhumika, 2020). Employers had to provide their employees with the necessary resources required like laptops, data, and information technology training to make operating remotely efficient (Mchunu, 2020 as cited in Nkate, 2020). The transition to remote working was smooth for other individuals while other people found it overwhelming. Some people used the time to catch up with tasks they had no time to complete and spend more time with family (Nyasulu & Pandya, 2020; Mbunge, 2020; Boland, et al., 2020). Others, meanwhile, agree that working at home gives them the opportunity to interact more with relatives because it gives them more freedom and reduces travel time (Daniels, 2000).

Employees who work from home and are used to and appreciate traditional office life and a constant rate of social encounters with colleagues may find the transition tough, resulting in a decline in mental health (ILO, 2020a). Factors like loneliness, longer working hours, acute panic, fear of the unknown, lack of childcare and challenges that come with working from home like – technological gadgets, network and data, lack of child-care, workloads and responsibilities, and trying to achieve a balance between work and home could be experienced by some people

(Mbunge, 2020; Kniffin, et al., 2021). As they continuously experience these challenges, employees' engagement in their work tasks declines; they may perceive their work as draining and mundane. When one member of a team (a bad apple), is dissatisfied with their job, they are bound to influence the energy and morale of their colleagues (Jaikumar, 2012). Consequently, the organisation winds up with dysfunctional employees who could be facing an imbalance in their work and home life and potential burnout and stress. Echoing the boundary theory which will be elaborated on in the later section, the border line between work and home is blurred and therefore one's workspace is also one's recovery space, (Schieman et al., 2020) leading to possible negative consequences like burnout and conflict between the two as people try to navigate both domains efficiently amongst friends, family and significant others.

Burnout

Burnout means “to fail, to wear out, or become exhausted by excessive demands on energy, strength or resources” (Freudenberger, 1974, p. 159). Burnout is characterised as a syndrome of emotional exhaustion, leading to a diminution of concern for other people which ultimately advances to feeling insufficient and inadequate (Maslach & Leiter, 2016). Research studies suggest that work-related stress and negative conditions experienced in the work environment lead to burnout (Khamisa, et al., 2017; Wu et al., 2019; Khalid et al., 2020). People may start feeling overworked, under-challenged, have negative perceptions of their jobs and may alienate themselves from their peers and colleagues. The symptoms appear after prolonged exposure to negative working conditions and insufficient resources to meet job demands (Maslach & Leiter, 2016). Additionally, burnout is not an exclusive syndrome that affects certain occupations and not others, (Maslach & Leiter, 2016) but it can be experienced by anyone from students to homemakers and executive employees.

Research on burnout has been focused on human service jobs like psychotherapists, caregivers, and law enforcement (Steyn, 2015; Lizano, 2015; Maslach & Leiter, 2016). Original studies that were done by clinical psychologists on burnout used qualitative methods (Schaufeli et al., 2009; Maslach & Leiter, 2016). They studied interpersonal relations between people- how they treat and react to people around them and conflicts between colleagues. Later scholars came from the field of industrial-organisational psychology and positive psychology, which focused on people's perceptions of their jobs and work behaviours. The significance of burnout broadened globally and was later understood as an outcome of work stress (Maslach & Leiter, 2016). Burnout studies became more formal and quantitative, with a focus on assessing the variable through questionnaire and survey methodologies.

Engagement, passion, high productivity and commitment in one's job are some of the inverse feelings of burnout (Friedman, 2014; Maslach & Leiter, 2016; Taris et al., 2017). When workers experience these feelings, they perceive their jobs as satisfying, fulfilling and fit to their environment and their values. Negative outcomes of burnout include minimized confidence, efficiency and work output (Taris, 2006, as cited in Turek, 2020). Individuals tend to self-doubt their capabilities, perform errors and spend time doing work tasks but not completing any of them (Brown & Quick, 2013). The worker can be detached from the tasks they do or be excessively drained from the workload and working overtime (Taris et al., 2017).

There are a number of features of the pandemic and lockdown that could be associated with increased risk or levels of burnout. Other organisations have an 'always-on' (Quinones, 2016) culture where employees are expected to be available all the time after working hours to meet the requirements of their managers and/ clients (Barron, 2019; McDowall & Kinman, 2017). The Basic Conditions of Employment Act of 1997 (BCEA) states that maximum working hours must

be below 45 hours a week (BCEA, section 9, 1997). Most people work 40-48 hours in a week and 21% of the population works at least 49 hours in a week (Giattino et al., 2013; Business Tech, 2019). Employees, their time, satisfaction, needs and overall wellbeing are not prioritized-an organisation's greatest resources and working longer hours does not equate to efficient productivity and output. Without employees there is no organisation and employee well-being is a key factor in determining an effective remote workforce (Crawford et al., 2011; Grant et al., 2013). Working longer hours does not equate to more employee benefits like the 13th cheque or more leave days. Neither does it equate to a higher salary. The South African unemployment rate was reported to be 30.1% in June 2020 (Business Tech, 2020), meaning that acquiring a new job will be harder than enduring a high workload or working longer hours. People stay in the organisation even when the terms and conditions of that job deviate from their goals and aspirations, have no alignment with their needs and put them at the brink of experiencing burnout (Barron, 2019). Managers have to place reasonable expectations concerning job tasks so that employees can establish accountability, balance, feedback, control and autonomy to be flexible in their manner of operating (ILO, 2020b). In this way, the work domain will not deplete resources needed to thrive in the home domain and a clash between the two spheres can be avoided when challenges faced by employees are resolved or at least, minimized.

To cope with work-related stress and avert burnout, functional systems of social support have been proposed, (Wang, 2018; Zhang et al., 2020). When Freudenberg (1974) first defined burnout, he reinforced the fact that individuals both within and outside the workplace must have social support, which is a critical tool for mitigating burnout by moderating the impact of work-related stress (Bowen et al., 2014; Haar et al., 2014). This study will argue at a later stage that social support can aid the employee in navigating their home environment and in coping with the

demands of their job to try to achieve an element of stability and harmony connecting the two domains.

Current studies on burnout have a major focus on its relationship with mental health issues, finding treatments and developing preventative measures. In South Africa, Coetzee and Kluyts, (2020) investigated prevalence of burnout among anaesthetists and results show that public-sector employees experience more burnout than private sector employees and burnout is higher in South Africa in comparison to other countries. Zeijlemaker and Moosa, (2019) explored burnout in registrars, highlighting that there were no significant associations between burnout and sociodemographic variables, so burnout can be found in the workplace. Other studies like Van Tonder (2009) studied the prevalence of burnout among educators, and Mostert (2015) on South African Police Service. Most burnout studies involve professions in the service sector or medical field as shown above, but no study has been done that involves a wider pool of employees and occupations that were affected by a pandemic and forced to work remotely. Potential moderating effects of social support and people's level of sensory processing sensitivity to alleviate levels of overall burnout under these conditions were not examined by these research studies. The present study aims to eliminate that void.

Burnout's dimensions

There are variations in how the dimensions of burnout were conceived (Maslach & Leiter, 2016). Burnout is a multidimensional phenomenon characterised by emotional exhaustion, depersonalisation and lack of personal efficacy (Schaufeli et al., 2009; Maslach & Leiter, 2016). Emotional exhaustion is characterized by a sense of tension and demotivation to do any work-related tasks (Boonratana & Gharlegghi, 2015). The employee feels overworked and has no resources to meet their work demands. Depersonalisation refers to a person's withdrawal from

others and their work as a consequence of exhaustion. The individual has negative perceptions about their job and delivering efficient output and service to their clients (Maslach & Leiter, 2016; Boonratana & Gharleghi, 2015). They have conflict with their peers, superiors and customers. According to Campbell et al. (2013) depersonalisation takes place because there is a lack of resources and to maintain the little bit of resources they have left; they use detachment as a coping mechanism. Lastly, personal efficacy is reduced when someone has negative disregard for themselves and their skills. This can be triggered when an employee does not feel in control of their job nor has autonomy for decision making (Boonratana & Gharleghi, 2015; Campbell et al., 2013).

The initial names of the burnout components were later modified. Emotional fatigue replaced exhaustion, disengagement substituted depersonalisation, and a loss of professional efficacy was replaced with a lack of personal achievement (Maslach & Leiter, 2016). When more studies were done to test these three components of burnout, they showed that they were all associated with one another (Aerts, 2017; Taris et al., 2005; Houkes et al., 2011, as cited by Rogala et al., 2016). Another well-known burnout model (Demerouti et al., 2001; Demerouti, & Bakker, 2008) only assumed two variables: disengagement and exhaustion, both of which were investigated in this report. Some research studies argue that exhaustion and disengagement are the core characteristics of burnout (Maslach et al., 2001, as cited by Sinval et al., 2019) and depersonalisation is not as strong a feature of burnout as exhaustion and disengagement (Lee & Ashforth, 1996, as cited by Sinval et al., 2019). This study will adopt the two-dimensional model (Demerouti et al., 2001; Demerouti, & Bakker, 2008) and only consider exhaustion and disengagement.

Exhaustion

In the two- dimensional model, exhaustion encompasses the mental, emotional and behavioural elements (Demerouti, & Bakker, 2008). Exhaustion is the outcome of excessive physical, affective as well as cognitive tension resulting from experiencing prolonged strenuous work demands (Demerouti, & Bakker, 2008). To assess exhaustion as a subscale of burnout, the Oldenburg Burnout Inventory (OLBI) was used, where there are eight items that allude to quite substantial emotions of hollowness, work- related stress and a strong need for rest. Exhaustion is considered the primary and most common feature of burnout (Maslach & Leiter, 1997, as cited in Fragoso et al., 2016).

Disengagement

Detachment from work, forming pessimistic perceptions towards one's job, and perceiving it as monotonous are all signs of disengagement. The OLBI also assesses disengagement as a subscale of burnout, using items that refer to employees' perceptions of their jobs, social relations with their colleagues and their level of turnover intention in the organisation (Demerouti, & Bakker, 2008). Employees that are disengaged spread their negative attitudes and work behaviours to other employees, their work tasks and incite a cynical culture in the workplace (Maslach & Leiter, 2016). Ultimately, the organisation is filled with disgruntled employees who are deviating from its mission and objectives or working towards achieve those. Not only does disengagement encompass emotional aspects of one's job, but it also includes relational aspects like losing enthusiasm for the job, covering a broader spectrum than depersonalisation (Demerouti et al., 2001, as cited in Rogala et al., 2016).

Age and Burnout

According to Smit (2007, as cited in Louw et al., 2011) age is the most consistent demographic variable linked to burnout. A common misconception is that as you get more experience in your career and advance in age (40-50 years old) burnout levels also become higher. However, research has shown that the younger employees (22 and 38 years old), who are working at a time of new technological advancements, social media and erratic economic systems are also prone to burnout in their prime years of working (Carney & Stanford, 2018). In a study done by Coetzee and Kluyts (2020), younger respondents between ages 23-34 years showed the most symptoms of burnout as compared to employees aged 40-65 years.

Individuals born between 1981 and 2000 are known as Generation Y/millennials and people born between 1961 and 1980 are known as Generation X (Lu & Gursoy, 2013). According to TransUnion's global research, 84% of South African Millennials reported that the pandemic negatively affected their household income in comparison to 76% of millennials worldwide (Mendoza, 2021; TransUnion, 2020). As a result, young people are struggling to meet basic demands like paying their rent and other expenses. To gain an advantage against other young employees, one can do postgraduate studies, voluntary work, and unpaid internships for the sake of a more impressive resume – all of which have considerable financial costs, ultimately, it becomes inevitable to exert all resources into the workplace (Murfitt, 2019).

Gender and Burnout

Another socio-demographic variable linked to burnout that was considered in the study is gender. According to the findings of a meta-analysis of the association between gender and burnout, women experience burnout somewhat more than men, while men are slightly more depersonalized (Purvanova & Muros, 2010). Men and women react differently to job and non-

work stressors (Theorell et al, 2014), and men, on average, have healthier working environments and less work–family problems. This is due to gender role stereotypes that society imparts on women, where women are found in nurturing professions like a nurse, or a teacher and men are found in physically taxing jobs like a firefighter or military personnel. Working men and women also have varying reactions to job and non-work stressors (Quinn, 2018; Gallego et al., 2015). Higher stress levels were reported among female Indian women more than their male counterparts, according to Mujtaba's results (2011).

In this report, gender and age were entered as control variables to observe if the relationship between work-family conflict and burnout may differ.

Work-Life Balance (WLB)

Work-Life Balance (WLB) has no universal meaning (Lewis & Beauregard, 2018) but several reports and definitions about WLB within academia and companies are diverse and change over time (Lewis et al., 2016, as cited in Lewis & Beauregard, 2018). Some scholars conceptualize ‘balance’ as meaning work and personal life demands are in a balance, not one sphere is affecting how well the other sphere operates. Others state that “life” in the term is the same as family, which encompasses personal life outside of one’s career life (Lewis & Beauregard, 2018; Carrim & Koekemoer, 2021). Balance is a subjective notion that is achieved based on how an individual perceives his/her role in each sphere and how well they distribute their resources in these spheres (Ferreira, 2014). Therefore, people’s perceptions of this balance in their lives modifies as they change their work and family roles, goals and aspirations. The work and life domain have a reciprocal relationship such that one domain influences the other and transferral of feelings, energy, skills and time between the two domains takes place.

Work-Family Conflict

Work-Family Conflict transpires when there is tension or no balance between the family and work spheres that causes disharmony and due to this disharmony, one finds it hard to thrive in one sphere because they play a significant role in another sphere, (Greenhaus & Beutell, 1985; Bazana & Dodd, 2013; Marais et al., 2014; Azhar, 2016). It manifests itself in two ways as Work-to-Family conflict (WFC) and Family-to-Work conflict (FWC). The tension from work-to-family takes place when career requirements permeate the family boundary and when home and personal responsibilities permeate the work environment, family-to-work conflict takes place (Greenhaus & Beutell, 1985; Bazana & Dodd, 2013). WFC is characterised by long and irregular working hours, role conflict, negative perception of work environment and conflict with colleagues and superiors. Responsibility overload, conflicts with family, friends and significant others at home are some factors that determine FWC (Netemeyer et al., 1996; Bazana & Dodd, 2013). When conflict arises in one of these domains, both domains ultimately suffer due to resource depletion.

Most of the conflict that can exist between the two domains can be divided into two categories: time and psychological stress. Time-based conflict happens when the time spent in one role makes it difficult to participate in or satisfy the requirements of another, while strain-based conflict takes place when the expectations of one role impinge on and compete with participation in another (Charkhabi et al., 2016). With time-based conflict, the more time is spent in one domain, the less time is spent in the other domain. For instance, if an employee had a deadline and has a few late nights in the office, it means less time spent at home with loved ones, sharing a meal, bonding with the kids or helping with homework and most importantly, recharging energy to meet the demands of the next day. Ultimately, one's performance suffers because they

are exhausted and are experiencing resource drain and overwhelming demands (Meliala et al., 2020). Strain-based conflict is linked to role conflict, as one experiences stressful conditions in one domain, they can carry over that emotional state of anxiety and worry into the other domain and negative spill over occurs (Charkhabi et al., 2016). In that instance, cognitive and emotional state of one's functioning is compromised. Both domains suffer until a resolution is found somewhere e.g., an extended deadline, a conflict resolution, positive feedback from superiors or even a breakthrough would have a great impact.

Research in WFC has been done with variables like job performance where the relationship between WFC and job performance is mediated by emotional exhaustion (Meliala et al., 2020), stress of police officers (Bazana & Dodd, 2013) and also in the hospitality industry (Mansour & Tembloy, 2016). As Work-Family Conflict shows intrusion between the two domains, choices made within these can affect individuals and the organisation e.g., they may spend less time at home and in the home domain, if they choose to interact more with family or children, their participation and performance at work may be negatively affected (Rubab, 2017; Charkhabi et al., 2016).

Efforts to achieve a WLB during lockdown restrictions and remote work can be very challenging as we consider certain factors that could affect this balance. Remote working has obscured the confines between the two domains where one environment is used for both leisure, domestic and professional reasons. This situation is further complicated by the possibility that spouses/partners and/or other adults may also be using the home for work, and other activities such as home schooling which may demand further sharing of space and resources (Fisher et al., 2020). Hence, we presume that the experiences of the two domains may have changed under lockdown/COVID-19 conditions.

Theoretical framework

Job demands-Resources model (JD-R)

The Job Demands-Resources model (JD-R) was conceptualized to understand work-related stress factors (job demands) and tools that can be used to mitigate work stress and/ burnout (job resources) (Bakker & Demerouti, 2007). Job resources are the organisational, physical and mental characteristics that help individuals to complete work tasks efficiently, meet deadlines, cope and flourish in their work environment (Tims et al., 2013; Bakker et al., 2004; Clausen & Borg, 2011). These resources include supervisor and collegial support, job security and satisfaction, role clarity, feedback and autonomy obtained in the organisation (Schaufeli, 2017; Bakker & Demerouti, 2007).

According to Demerouti et al., (2001), job demands are “aspects of the job that require sustained physical or mental effort and are therefore associated with certain physiological and psychological costs” (p. 501). They are the opposite of resources- for example dissatisfaction, role conflict, burnout and task overload. The JD-R model can be applied in any profession because it has a wide scope and can be used to predict levels of work engagement and employee burnout (Schaufeli, 2017; Bakker et al, 2004, as cited in Braine & Roodt, 2011; Schaufeli & Taris, 2014).

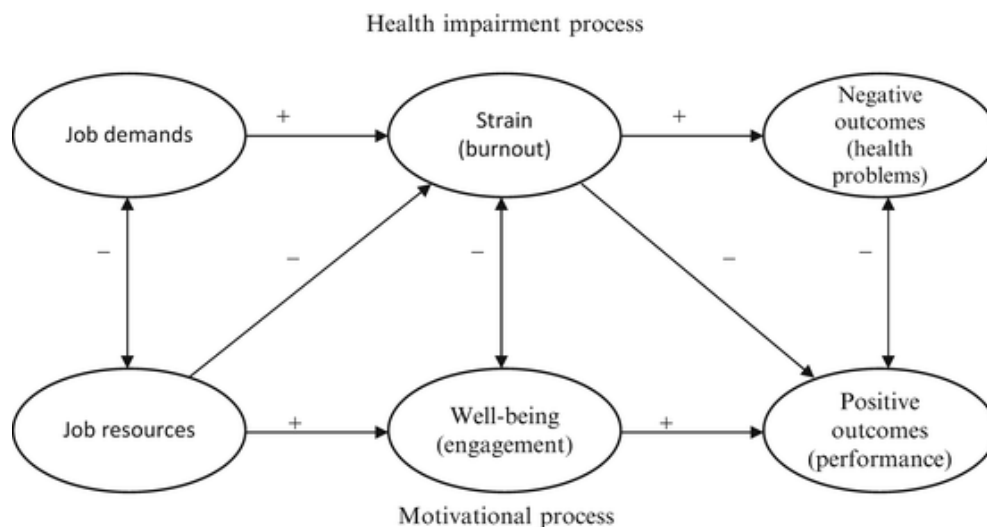
The model incorporates two psychological processes- a stress process and a motivational process as shown in Figure 1 below. A stress process is initiated when there are excessive demands and poor resources to compensate for them, leading up to negative effects like reduced levels of productivity, enthusiasm and job satisfaction (Schaufeli & Taris, 2014). Essentially, the individual feels overwhelmed, mentally and physically fatigued and this may lead to burnout and poor wellbeing that will affect the organisation’s operational efficiency. The motivational

process occurs when there are abundant resources like social support and autonomy that triggers inspiration and commitment to the organisation, allowing the individual to perceive their work as fulfilling (Schaufeli, 2017). Burnout levels are minimised while levels of work engagement increase.

Prior research has linked work demands to burnout in general (Trepanier et al., 2014; Bakker & Demerouti, 2014, Outar & Rose, 2017) and exhaustion in psychologists (Rupert & Morgan, 2005). In this study, the model was used to contextualise the results. At a time when employees are forced to work from home, participants may report increased workload, job insecurity and work-family conflict. Resources like domestic social support from friends, family and a significant other can be used to buffer the strain and offer relief for the individual. This model is shown in Figure 1 below.

Figure 1

The Job Demands-Resources (JD-R) Model



Note. From “A critical review of the job demands-resources model: Implications for improving work and health,” by W. B. Schaufeli and T. W. Taris, 2014, *Bridging occupational, organizational and public health*, p. 43-68.

Boundary theory

This theory aids in understanding how an individual creates and preserves the barrier between work–life and family life spheres in order to identify and clarify their surroundings (Allen et al., 2014, as cited in Bhumika, 2020). It stipulates that individuals compartmentalize their home and work domains so as to separate them from conflicting and/ or depleting each other’s resources. According to this theory, work and home domains often spill over as individuals manoeuvre around them (Bhumika, 2020). When an individual flourishes at home, they will also flourish and deliver efficiency at work and the reverse is true. Boundary theory aids in understanding the permeating of individual resources between work and family/life domains during the COVID- 19 pandemic.

Conservation of Resources

The conservation of resources (COR) theory underpins the theoretical paradigm for resources that can be utilised in the home and work domains and is one of the most widely used stress theories (Hobfoll et al., 2018). A person should acquire and retain resources, according to the model. Stress is a response to a situation in which an individual perceives a danger or a lack of resources (Hobfoll et al., 2018). Resources deplete in sequence, simultaneously and usually cause a domino effect (Hobfoll, 2011, in Rogala, 2016). Energy, skills, time and personal traits are examples of resources. Low resources lead to negative individual and organisational impacts like exhaustion. When exhaustion sets in, it starts a chain reaction where resources start depleting, a process called a ‘loss spiral’ (Hobfoll, 2011) where for instance, if an employee has

no motivation to write a report due to fatigue, further loss of other resources commences, like self-efficacy and social support. Consequently, this leads to other negative effects like disengagement, absenteeism and turnover intentions (Karasek & Theorell, 1990, as cited in Rogala et al., 2016). As a result, people can become stressed if these resources are lost or threatened (Kumar et al., 2021). COR theory states that when one has resources, one's level of perceiving events as stressful is minimized due to the strengthened wellbeing and resilience to cope with these (Clarke et al., 2015; Hobfoll et al., 2018).

In the case of remote work, employees may find it impossible to balance job and home commitments. Since resources are finite (Becker 1968; Rubenstein et al., 2020), the struggle between job and home environments is due to failure to balance them and maintain a boundary (Ten Brummelhuis & Bakker, 2012; Haar et al., 2019). With minimal resources, it becomes impossible to successfully handle and meet commitments at work and at home. According to COR theory, this can decrease one's support, both physical and mental wellbeing and have an effect on the employees' efficiency and commitment (Xia et al. 2019; Alarcon et al., 2011, as cited in Turek, 2020). As a result, one fails to manage and control both worlds simultaneously. This may increase anxiety and dissatisfaction with both life and work (Chen et al., 2015). Due to COVID-19, individuals have a higher risk of losing resources as compared to gaining them. The closure of businesses and markets means a strain on financial responsibilities, wellbeing of the employee and their dependants and job insecurity. Forced remote work to promote social distancing means reduced social interactions and support from colleagues, supervisor and friends etc., inducing one's loneliness and fear of one's health and their loved ones. All these factors could affect one's level of exhaustion and how they perceive and process the environment

around them. Self-efficacy, hope, and social support are resources that could help people deal with difficult circumstances (Rego et al., 2012; Clarke, et al., 2015; Rabenu, & Yaniv, 2017).

Sensory Processing Sensitivity (SPS)

Sensory Processing Sensitivity is a personality attribute characterized by being more sensitive to both internal and external stimuli- meaning that the way people become cognizant of these stimuli primarily models how they react to their environment (Aron & Aron, 1997). 15-20% of the human population have been found with this trait and it has also been found in many other species (Cater, 2017; Aron & Aron, 1997; Ershova et al., 2018). These species include birds and rodents (Acevedo et al., 2014). Events occur in our lives; it depends on the way we perceive these events and the coping power that we have that will determine how great the impact will be. An event may be stressful for someone and for another, it may not.

The studies done by Aaron and Aaron (1997) suggested that sensitivity is a single faceted construct distinguished by an intense response to both extrinsic (e.g., temperature) and inner (thirst) stimuli (Aron, 2013). Subsequent research studies that utilized the Highly Sensitive Person Scale (HSPS) (Aron & Aron, 1997) provided contradictory data as to the unitary existence of this construct, implying that the scale's internal composition has yet to be definitively explained (Aron & Aron, 2012). Smowleska (2006) found SPS to have 3 underlying dimensions that highlight people's unique differences namely, Ease of Excitation (EOE), where people are easily affected by external stimuli like other's moods and internal stimuli like pain and hunger. Secondly, Aesthetic Sensitivity (AES) where individuals have a strong aesthetic sense and more inclined to relate to music and art. Lastly there is Low Sensory Threshold (LST) where individuals react to intense stimuli like noise, crowds and bright lights. On the other hand, May et al., (2020) found a 5-factor structure in a South African study, consisting of Negative

Affect, Neural Sensitivity, Propensity to Overwhelm, Careful Processing and Aesthetic Sensitivity. In the study, May et al., (2020) argued that this structure has more external validity and can be applied to other multicultural studies. Additionally, they dismiss Smowleska (2006) arguing that some items on the HSPS do not measure AES or EOE accurately. For example, item 17 “do you try hard to avoid making mistakes/ forgetting things?” as an item measuring EOE and “are you conscientious?” (Item 12) as a measure of AES.

Some studies demonstrated that sensitivity is highly correlated with pessimism, agitation, strain levels and exposure to negative influences (Evers et al., 2008; Tillman, 2019; Vander Elst et al., 2019). Additionally, it has been studied among nurses (Redfearn, et al., 2020; teachers (Stefan Lindsay, 2017) dentists (Meyerson et al., 2020) examining sense of coherence (Yano et al., 2019; Evers et al., 2008) and examining depression symptoms among students (Yano & Oishi, 2018; Liss et al., 2005). Greven et al., (2019) gave a concise review of the core elements and theoretical components of SPS. The review showed that SPS has been confused with other personality traits like introversion and extroversion; however, it is unique in that it offers an understanding of how people are susceptible to their environment such that individuals process more deeply and are cognizant of things that most people would generally miss. Research regarding highly sensitive persons at work has also been done (Evers, et al., 2008; Aron et al., 2012; Stefan Lindsay, 2017; Cater, 2017; Greven et al., 2019) and they study negative affectivity, emotional load and dissatisfaction as forms of job stress. In Appendix E, the original English version of the scale can be observed.

Characteristics of Highly Sensitive Persons (HSPs)

Multiple studies have found that Highly Sensitive Persons (HSPs) are at higher risk of experiencing and are more affected by stress (Bakker & Moulding, 2012; Evers et al., 2008;

Gerstenberg, 2012). However, this presents a negative bias towards SPS that only perceives it as a marker for being at risk for negative outcomes only (Aron, & Aron, 1997). HSPs have been known to experience increased levels of work stress (Andresen et al., 2018) and need to retreat if not managed adequately (Aron et al., 2012). When managed, HSPs are more innovative (Bridges & Schendan, 2018) and excel at identifying opportunities (Acevedo et al., 2018).

HSPs tend to think critically about problems and may take longer to absorb new knowledge (Acevedo et al., 2014). They are more responsive to physical, cultural, cognitive, and social stimulation than the general public and have lower comfort levels (Aron et al., 2012). According to Zeff, (2004), HSPs have “a highly tuned nervous system” (p. 11). Emotional reactivity aids in learning, reflection and introspection that enables behaviour in new or similar circumstances (Baumeister et al., 2007 in Cater, 2017). Existing scientific evidence points to a connection between SPS and negative affect (Greven et al., 2019; Wyller et al., 2017, as cited in Tillman, 2019). They can be easily overwhelmed and react faster to negative situations, especially those that transpired during their childhood (Booth et al., 2015). Due to this fact, there may be prone to experience anxiety, depression and may appear as socially distant. To HSPs, thorough processing of information entails passing through different phases of analysis in no specific order. They interpret sensorial characteristics and compare recent data to facts they already know about the stimuli, save that information and internally process it further at different points in time (Craik & Lockhart, 1972, cited in Tillman, 2019), which further emphasizes HSPs’ sensitivity to the environment. Stimuli does not always come from the environment; sometimes stimuli may be of physical nature or from the body’s reactions like hunger, pain, caffeine, crowded spaces and other people’s moods (Aron & Aron, 1997; Aron et al., 2012).

Differential Susceptibility

SPS predicts differential susceptibility to the environment in a ‘for better and for worse’ fashion, (Greven et al., 2019) with the potential to thrive in positive/ conducive environments, and manifest negative outcomes in negative environments (Belsky, 2005; Pluess & Belsky, 2013; Belsky et al., 2007).

In good conditions HSPs thrive as they internalise positive stimuli more deeply. Furthermore, such an upbringing boosts self-awareness, arousal, self-control, and calmness, all of which are crucial when dealing with situations laden with emotion (Aron, 2020). This is especially true if they had successful and happy parenting, in which case they would have paid special attention to encouraging interactions, some of which were possibly very subtle, such as a parent's faint smile of approval (Jagiellowicz et al., 2020). In negative childhood environments, HSPs may showcase patterns of high anxiety levels, mood disorders and other characteristics of behavior inhibitions like social phobia (Fox et al., 2005, as cited in Jagiellowicz et al., 2020). Adult HSPs in negative conditions they may fail to deal with feelings of overstimulation like forced remote working where home and work take place in one environment and new habits have to be formed (Aron, 2020; Jagiellowicz et al., 2011). However, there is the possibility that adult HSPs will experience less overstimulation when removed from busy or shared workspaces. Consequently, they can find new ways of coping and thrive in those environments too.

Aron et al. (2005) observed results from a study where individuals with a strong SPS who reported a difficult upbringing rated particularly strong on negative affect tests, and those with a high SPS who did not experience a troubled childhood scored especially low (cited in Greven et al., 2019). Considering the diversity of HSPs and their susceptibility to the environmental influence, it is possible that they are benefitting from the lockdown’s comfort and quiet of some

work-from-home environments. In contrast, HSPs may cope especially badly in work-from-home environments characterized by noise, crowding, shared or limited resources and other features that depart from their usual working environment at their place of work. The lockdown/COVID-19 pandemic may increase depression or stress when highly sensitive people worry about the future and their loved ones and try to navigate their daily life of work and family life in one space (Ward, 2020). The media is constantly broadcasting statistical data of people infected with the virus or those that have died because of it. Presumably, all this information can be overstimulating for HSPs- fear, sadness, and unease are feelings that they could be experiencing/ have experienced (Aron, 2020). As levels of lockdown become less stringent and people continue going back to their places of work, HSPs can think more closely about what they have touched, remember to wash their hands, avoid busy areas where they could catch the virus because they pay attention to detail and process information at a deeper level (Aron, 2020).

Social Support

Social support has been defined as the harmonisation between behavioural, cognitive and emotional transactions with social relationships, where its role is to help someone function when they need support in certain situations (Taylor et al., 2010). Previous studies highlight that social support assists in managing work stress and averting emotional exhaustion (Zhang et al., 2020; Maslach et al., 2001; Makhetha, 2019; Hsieh & Tsai, 2019). Perceived social support has been shown to be an important resource in preserving wellness in the face of workplace tension in a variety of studies (Beehr et al., 2010; Vermeulen & Mustard 2000). Where job stress might usually be expected to lead to distress/ burnout, social support has been found to moderate this effect, with higher levels of social support being associated with fewer negative consequences of job stress (Bowe et al., 2014). Social support has been shown to moderate relationships among

several constructs, for example, burnout and workplace bullying (Rossiter & Sochos, 2018), suicidal ideation and job stress (Nie et al., 2020), negative affectivity and job stress (Marchand & Vandenberghe, 2016). Social support can be received from a myriad of sources that are work-related or non-work-related for example kin members like family and significant others; colleagues and supervisors (Scott, 2019). Prior studies have shown that social support can help to mitigate work-family tension and exhaustion (Huang et al., 2015, as cited by Zhang et al., 2020) through altering people's perceptions of their environment, elicited by stimuli, and improve their evaluation process to decrease some sources of stress on wellbeing (Zhang et al., 2020). Greenglass and colleagues (2006) discovered that support from friends and families were related to lower levels of emotional exhaustion in learners while the relationship between work-family conflict and emotional exhaustion was moderated by social support in Huynh et al., (2013), showing that support aids in alleviating exhaustion and prevention of burnout.

Studies have shown that social support has certain work/ home domain effects that have a relationship with low levels of work-family conflict, for instance, workplace support minimizes spill over into family domain whereas spousal support minimizes spill over into the work domain (Ferguson et al., 2016; Amin et al., 2017). When individuals receive support at work or at home, social support is viewed as a resource that can be utilized to reduce negativity in one domain so as to boost enrichment in the other domain. Moreover, it impacts employee job satisfaction in a positive manner (Harris, et al., 2017). Therefore, social support is a fundamental resource in work-family conflict studies that enables one to feel acknowledged, loved and appreciated at home that will lead to job satisfaction and flourishing in the work domain. How this might apply in current work-from-home environments and workplaces adjusted to COVID-19 concerns, is still unclear and more research in this area needs to be done.

Social support can be demonstrated through many different actions, for example, uplifting someone, hands-on help, showing appreciation and offering some advice. When these actions are shown, one can internalise it as being loved, supported and appreciated. The courses of action taken to combat the COVID-19 pandemic like remote-working, social distancing and lockdown have made social interactions in and outside the workplace more limited in form and number (ILO, 2020a). Consider frontline workers who need to distance themselves from their loved ones to not risk contagion- they witness patients dying each day; an extra psychosocial risk element that will require a certain level of support. Furthermore, these courses of action perpetuate a social stigma within communities as those suffering from the disease fear profiling and discrimination and catching a cold that has similar symptoms to the virus (Turner-Musa et al., 2020; Bagcchi, 2020). There could be lack of trust in the family and straining relationships at home in the process.

For purposes of this study, social support was analysed from the non-work-related sources of family, friends and significant others. Little is known regarding how forced remote work in the wake of a pandemic can predict burnout or how SPS may moderate the connection between emotional exhaustion and possible work-family conflict levels.

This chapter has presented the theoretical background of the variables used in the study that will enable us to discuss the sample procedures in the next section.

Chapter 3: Methodology

The primary focus of this research was to analyse the impact of Work-Family Conflict on burnout, as potentially moderated by one's levels of Sensory Processing Sensitivity and social support. This section will outline the research methodology utilised in the study.

According to Kothari (2004), methodology is a technique that assists the researcher in systematically making statistical inferences that solve the research problem. It involves details of the target population, sample and sample procedures, research instruments, methods used to obtain the data as well as the statistical analyses carried out to meet the objectives of the research (Mang & Reed, 2012; Apuke, 2017).

Aim of research

The objective of this research was to look at the associations between Work-Family Conflict and burnout as moderated by an individual's perception of domestic social support and Sensory Processing Sensitivity. Associations between the moderator variables and burnout will be studied as well.

Rationale

Burnout is not a selective problem in South Africa that affects certain individuals in certain occupations, anybody can experience it. This study will have an effect on the understanding of and approaches to the wellbeing of employees. Organisations can also explore ways to manage job-stress levels of highly sensitive individuals so that it can be channelled into positivity and employees can perceive their work as manageable and comprehensible for the efficiency of both their work and life domains. This study will provide new insights into the variable fields that

will help to inform interventions that benefit the most valuable assets- employees and also the organisation itself.

Research questions and Hypotheses

A model diagram of the study is shown in Figure 2 below. The diagram depicts the relationship between the study's predictor, moderator and outcome variables. WFC and FWC have an association with burnout. SPS and PSS are also associated with burnout. SPS and PSS will moderate the relationship between WFC & FWC and burnout.

1. Is there an association between FWC and Burnout?

Hypothesis 1: There is a positive association between FWC and Burnout.

2. Is there an association between WFC and Burnout?

Hypothesis 2: There is a positive association between WFC and Burnout.

3. Is there an association between SPS and Burnout?

Hypothesis 3: There is an association between SPS and Burnout.

4. Is there an association between PSS and Burnout?

Hypothesis 4: PSS is negatively associated with Burnout.

5. Does SPS moderate the effect of WFC on Burnout?

Hypothesis 5: SPS moderates the relationship between WFC and Burnout.

6. Does SPS moderate the effect of FWC on Burnout?

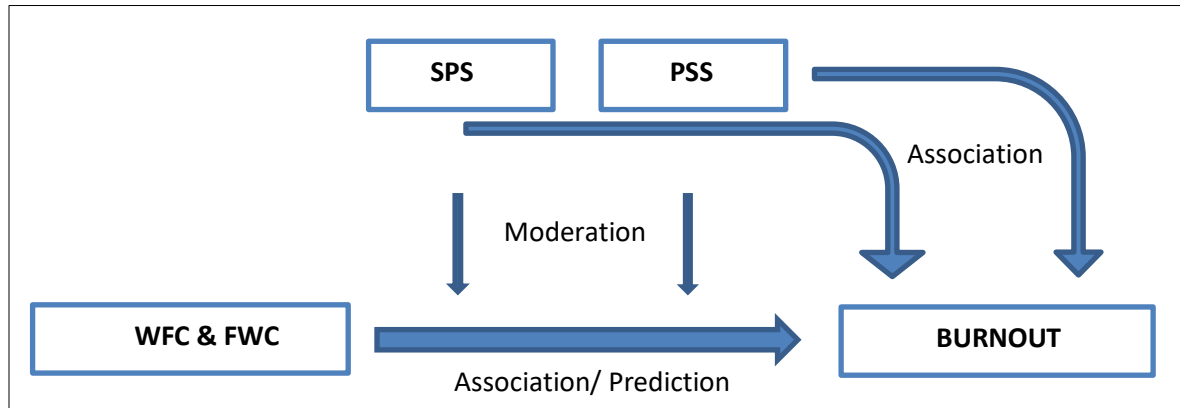
Hypothesis 6: SPS moderates the relationship between FWC and Burnout.

7. Does PSS moderate the effect of WFC on Burnout?

Hypothesis 7: PSS moderates the relationship between WFC and Burnout.

8. Does PSS moderate the effect of FWC on Burnout?

Hypothesis 8: PSS moderates the relationship between FWC and Burnout.

Figure 2*Model Diagram of the Study***Research Design**

This research used a quantitative, non-experimental, correlational, and cross-sectional approach. Consequently, in this case, to investigate if SPS and social support have moderation effects on the association between Work-Family Conflict on burnout. Through Quantitative research, statistical packages like SPSS can be used to conduct analyses to save time, resources and effort in compiling data. Participants can save time as well and it is unlikely that they would become bored or tired as the survey can be completed in a short time due to close-ended questions.

Sample

The participants included 256 employees of the South African population, obtained through non-probability sampling. These participants were recruited through online posts on social media, and snowballing. The employees worked in different sectors, including Financial (18.3%), Government (10.8%) and other sectors like Health, IT, and Media (35.5%). English was the most spoken language (39.5%), while Tshivenda was the least spoken language (1.1%). The final sample consisted of 136 participants once cases with incomplete values were excluded from the

data set. The results revealed that 35.5% of the respondents were male and 65.5% were female, the age of the respondents ranged from 20 to 76 years old, average age was 31.03 years ($SD=9.76$). There were 49.5 % single respondents, 25.7% were married and 24.6% were in a relationship. More than half of the sample did not have children (62.6%) or elderly people in their care (69.2%).

Procedure

Participants were invited to complete an online self-report questionnaire hosted on the secure SurveyMonkey platform. Participants had to be employed and 18 years of age or older. They followed a link sent out using emails, on public social media platforms like Facebook, LinkedIn and Instagram. The posts were made public, and people were asked to share the link with their contacts. On the landing page of the survey, there was a full participant information sheet with a checkbox for participants' consent, a brief overview of the study and the time estimation of how long it will take to complete (Appendix A). Participation was voluntary and participants could withdraw from the study at any point up until the final submission of the survey. The questionnaire included demographic questions (Appendix B) of the age, gender, home language, marital status, current occupational level, and dependents (number of children/elderly people); as well as a few questions regarding the current Covid-19 pandemic that were used only to describe the sample. The questionnaire constituted 65 items from the instruments that measured Work-Family Conflict, Family-Work Conflict, Oldenburg Burnout Inventory, Sensory Processing Sensitivity and Perceived Social Support. Self-report surveys are time-efficient in administration and scoring. Most importantly, this data collection method was safe and compliant with COVID-19 precautions as the participants were able to respond to the questionnaire virtually at a time that was convenient for them.

Instruments

Each scale has been previously validated and found to be reliable in past studies and applicable for the South African context.

Work-Family Conflict (WFC) and Family–Work Conflict Scales (FWC) (Appendix C)

Work-Family Conflict was assessed using The Work-Family Conflict (WFC) and Family–Work Conflict (FWC) scales generated by Netemeyer et al., (1996). The scale comprises of two subscales: WFC and FWC. Example items are, “The demands of my work interfere with my home and family life” and “The demands of my family or spouse/partner interfere with work-related activities” respectively. There are ten items in total, 5 items for each subscale that are graded on a 7-point scale, varying from 1 (*completely disagree*) to 7 (*completely agree*).

Individuals who have high scores on the scale are those that perceive tension between the two spheres while those who have low scores do not experience it. The internal consistency of the scales was good with WFC = .933 and FWC = .940 (Kavesh, 2017; Bazana & Dodd, 2013).

Breyer and Bluemke (2016) used data from the International Social Survey Programme (ISSP) 2012 to assess the reliability of the scales, reporting Cronbach alpha .76 for WFC and .72 for FWC. The analysis confirmed the appropriateness of the WFC scale for use in a South African context. In this study, WFC had a coefficient alpha of .92 and FWC was .88, making the instrument a reliable measure of work family conflict.

Oldenburg Burnout Inventory (Appendix D)

The Oldenburg Burnout Inventory (OLBI) comprises positively and negatively formulated items to evaluate the two central features of burnout: Exhaustion and Disengagement (Demerouti, & Bakker, 2008). Example items of Exhaustion are “After my work, I regularly feel worn out and

weary”, as well as “After my work, I regularly feel totally fit for my leisure activities” (reversed) 1 (*strongly disagree*), and 4 (*strongly agree*), (Demerouti, & Bakker, 2008).

The disengagement sub-scale includes eight items, like “I frequently talk about my work in a negative way”, as well as “I get more and more engaged in my work” (reversed). Four of the items are phrased affirmatively while the other four are phrased in a negative manner for both sub-scales (Demerouti, & Bakker, 2008). The responding styles are the same as the Exhaustion subscale, 1 (*strongly disagree*), and 4 (*strongly agree*), (Demerouti, & Bakker, 2008). The Internal consistency reliability of the exhaustion subscale varies from .74 to .85, while the disengagement subscale ranges from .73 to .85 across studies (Halbesleben, 2010; Timms et al., 2012; Makola et al., 2015). Since its development, the scale has been used in a number of experiments to determine burnout in a variety of occupations (Campos et al., 2012, Reis et al., 2015, as cited in Khan & Yusoff, 2016; Asiwe et al., 2014). The results of these studies showed that the Oldenburg Burnout Inventory is an accurate instrument (Khan & Yusoff, 2016). In this study, it had a coefficient alpha of .89 overall, while the exhaustion scale was .83 and disengagement was .82 making the instrument a reliable measure of burnout.

Highly Sensitive Person Scale for Sensory Processing Sensitivity (Appendix E)

The Highly Sensitive Person Scale is the self-report instrument that was used at first to measure Sensory Processing Sensitivity in assessing “broader sensory processing of information captured by a variety of indicators” like “having a rich inner life and being more sensitive to pain” (Greven et al., 2019, p. 13) and later progressed to differences in environmental sensitivity in adults (Aron & Aron, 1997, as cited by Greven et al., 2019). It comprises of 27 items, each of which is ranked from 1 (*totally disagree*) to 7 (*totally agree*). The scale has sufficient levels of validity given by Cronbach alpha from .64- .75 (Aron & Aron, 1997; Tillman, 2019) as well as

internal consistency of .87 (Montoya-Pérez et al., 2019). It evaluates how people react to external forces “do you find it difficult to have a lot going on at once?” and “do you find it unpleasant to have a lot going on at once?” or “Are you particularly sensitive to the effects of caffeine?” (Aron & Aron, 1997). In this study, HSPS had a coefficient alpha of .86 making the instrument a reliable measure of sensory processing sensitivity.

Multidimensional Scale of Perceived Social Support (MSPSS) (Appendix F)

The Multidimensional Scale of Perceived Social Support (MSPSS) was developed by Zimet et al., (1988), originally for University students, then was later adapted for wider and more general populations. It assesses one’s perception of social support received from family, friends and significant others. The scale has 12 items, where four items ask about family, four additional items about friends and another four items about the support obtained from one’s significant other (Cheng & Chan, 2015). The scale includes three subscale ratings as well as composite ranking. The overall score and subscale scores are calculated using the average item ranking. For example, to measure the family subscale, add the four items together and divide the total by four to get an overall ranking for family support (Cheng & Chan, 2015; Osman et al., 2014). It is up to the respondents to decide whom or what they deem to be a significant other. The items are measured on a 7-point Likert-type scale where (1= *very strongly disagree* and 7= *very strongly agree*). An average of the completed questions is given, and high scores obtained show favourable levels of social support. The early version of the scale had a three-factor structure, strong internal accuracy ($r = 0.88$), Test-retest reliability ($r = 0.85$ after 3 months from administration), and overall construct validity (Dambi et al., 2018). Clapp and Beck (2009) attest that this scale has a reliable Cronbach alpha score of .92 and research conducted among youth orthopaedic patients in South Africa reported a Cronbach alpha ranging from .86- .90 for the

subscales (Bruwer, et al., 2008). Sample items are “I get the emotional help and support I need from my family” and “I have friends with whom I can share my joys and sorrows”. In this study, it had a coefficient alpha of .93 making the instrument a reliable measure of perceived social support.

Ethical Considerations

Permission was requested from the University of the Witwatersrand Human Research Ethics Committee (HREC) Non- medical (Ethics clearance number MAORG/20/016) to carry out this research. Participants were invited to complete an online self-report questionnaire hosted on the secure SurveyMonkey platform through social media platforms. On the landing page of the survey, there was a full participant information sheet with a checkbox that granted participants' consent. Participants had to be employed and 18 years of age or older. This was a low-risk study where there were no incentives associated with participating. The participants' participation was completely voluntary, and they were not asked to provide any personal details. Participants' IP addresses were not stored, and the results of the study are password protected on cloud storage for confidentiality and anonymity reasons. The participants had a right to withdraw their participation from the study at any point.

Data Analysis

The results of the survey were converted into an Excel spreadsheet, which was then imported into IBM SPSS Version 25 for statistical analysis. The reliability of the instruments was investigated, as were descriptive statistics, overview statistics, and normality checks, as well as analyses related to the research questions. Analyses were carried out on each of the two burnout subscales. To assess the functional importance of the modified R^2 values, Cohen's (1992) f^2 effect sizes were determined. The threshold for statistical significance was set at 0.05.

Descriptive statistics

The sample's demographic component frequencies, and the mean and standard deviation, were examined using descriptive statistics. The subscale totals were also examined using summary statistics. Normality checks were determined using skewness and kurtosis coefficients, graphs, and histograms.

Correlations

For Pearson's correlation, data must be continuous, normally distributed (Fields, 2013; Hair et al., 2010) and the closer the value is to ± 1 , the stronger the linear relationship (Hinkle, 2003, as cited in Mukaka, 2012). Correlation will highlight how strongly pairs of variables are related; in this case it will be used to answer the research questions investigating if there is an association between Work-Family Conflict; and burnout and Family-Work Conflict and burnout.

Hierarchical Moderated Regression

A moderator analysis establishes if an association between two factors is contingent on or moderated by the value of a third factor. Variables can be continuous or interval and can also be dichotomous and entered as a moderator or a dummy variable. When assessing all the multiple regression assumptions were fulfilled, including normal distribution and multicollinearity, we can use correlation diagnostics that the statistical package (SPSS) will provide.

This section presented the research method of the study. The research design, sampling and procedures followed were discussed. In the following chapter, the results obtained can be outlined.

Chapter 4: Results

The statistical findings that were extracted from the data gathered are described in the following chapter. The reliability of the instruments was assessed and scores above .70 are regarded as acceptable (Pallant, 2020; Field, 2013; Hair et al, 2010). Cronbach alpha coefficients were examined for each subscale sum in order to determine the internal accuracy reliability of the instruments utilized in the current analysis, as seen in Table 1 below. All of the subscales had a satisfactory level of reliability.

Table 1

Reliability Coefficients of the Instruments used

Reliability	Cronbach's Alpha	Number of Items
Burnout	0,887	16
Disengagement	0,818	8
Exhaustion	0,834	8
Perceived Social Support	0,931	12
Work-Family Conflict	0,919	5
Family-Work Conflict	0,881	5
Sensory Processing Sensitivity	0,864	27

IBM SPSS Version 25 was used to generate the statistics. At the beginning of the questionnaire, the participants answered a demographic questionnaire that aimed to describe the sample and what their prior working circumstances before COVID-19 were. The demographics of the sample are shown in Table 2.

Table 2*Descriptive Statistics of the Sample's Demographic Variables*

Variable	Categories	Frequency	%	Cumulative %
Gender	Male	66	35.5	34.5
	Female	120	65.5	100.0
Age	25years or less	77	41.6	41.6
	26-30years	37	20.0	61.6
	31-35years	21	11.4	73.0
	36-40years	22	11.9	84.9
	41years+	28	15.1	100.0
Home language	Afrikaans	7	3.8	3.7
	English	73	39.5	43.2
	IsiNdebele	15	8.1	51.3
	IsiXhosa	21	11.4	62.7
	IsiZulu	26	14.1	76.8
	Sepedi (North Sotho)	6	3.2	80.0
	Sesotho	6	3.2	83.2
	Setswana	7	3.8	87.0
	SiSwati	6	3.2	90.2
	Tshivenda	2	1.1	91.3
	Xitsonga	4	2.2	93.5
	Other	12	6.5	100.0

Marital status	Single	93	49.7	49.7
	In a relationship	46	24.6	74.3
	Married	48	25.7	100.0
No. of children	0	117	62.6	62.7
	1	21	11.2	73.9
	2	26	13.9	87.8
	3	15	8.0	95.8
	4	7	3.7	99.5
	8	1	0.5	100.0
No. of elderly people in your care	0	128	69.2	69.1
	1	21	11.4	80.5
	2	22	11.9	92.4
	3	6	3.2	95.6
	4	4	2.2	97.8
	5	2	1.1	98.9
	6	2	1.1	100.0
Highest level of education	High school grade	4	2.1	2.1
	Matric	15	8.0	10.1
	Undergraduate degree	62	33.2	43.3
	Postgraduate degree	85	45.5	88.8
	Diploma	21	11.2	100.0

Employment status	Employed part time	33	17.6	18.2
	Employed full time	142	75.9	94.1
	Self-employed	11	5.9	100.0
Work sector	Agriculture	4	2.2	2.1
	Finance	34	18.3	20.4
	Government	20	10.8	31.2
	Trade	2	1.1	32.3
	Manufacturing /production	2	1.1	33.4
	Transport & communication	6	3.2	36.6
	Mining	6	3.2	39.8
	Personal services	11	5.9	45.7
	Education	19	10.2	55.9
	Sales	16	8.6	64.5
	Other (e.g. Health, IT, Media)	66	35.5	100.0
Current occupational level	Top management	11	5.9	5.9
	Senior management	15	8.1	14.0
	Professionally qualified	46	24.7	38.7
	Skilled/ academically qualified	70	37.6	76.3
	Semi- skilled	36	19.4	95.7
	Unskilled	8	4.3	100.0

Tenure	Less than 1 year	42	23.3	23.3
	1-3 years	88	48.9	72.2
	4-6 years	17	9.4	81.6
	7-10 years	23	12.8	94.4
	11+ years	10	5.6	100.0
Place of work	working-from-home	78	43.1	43.1
	Workplace	91	50.3	93.4
	Other (workplace temporarily closed)	12	6.6	100.0
Level returned to work	Level 5	25	13.7	13.7
	Level 4	28	15.4	29.1
	Level 3	26	14.3	43.4
	Level 2	18	9.9	53.3
	Level 1	16	8.8	62.1
	I have not returned to my workplace	69	37.9	100.0
Extent work disrupted by COVID-19	Not at All	25	13.7	13.7
	Very Little	48	26.4	40.1
	Somewhat	63	34.6	74.7
	To a Great Extent	46	25.3	100.0

Challenges faced	Technology	65	34.8	100.0
	Loneliness	52	27.8	100.0
	Fear of the unknown	104	55.6	100.0
	Job deadlines	48	25.7	100.0
	Lack of childcare	15	8.0	100.0
	Financial challenges	77	41.2	100.0

Work circumstances

There were 50.3% of respondents who had gone back to the workplace and 37.9% had not yet returned back to their workplaces. Overall, 43.1% were working from home. 37.6% were skilled or academically qualified and with a postgraduate degree (45.5%). 75.9% were employed full time while 17.6% were part time workers and 5.9% were self- employed. Furthermore, most employees 48.9% selected their tenure as long as 1 year to 3 years.

The participants also responded that they were “somewhat” affected by COVID-19 (34.6%) with different challenges ranging from “fear of the unknown” (55.6%), “financial challenges” (41.2%) to other challenges like increased workload, loss of team interaction, retrenchment and lack of supervisor support which will be elaborated upon in the next chapter.

For every one of the variables are presented in table 3, descriptive statistics were generated such as means, standard deviations, and correlational analyses were conducted.

Table 3*Descriptive Statistics and Pearson's Correlations*

Variable	N	M	SD	1	2	3	4	5	6	7
1. BURN	146	2.47	.48	-						
2. EXH	146	2.49	.52	.900**	-					
3. DIS	145	2.44	.54	.908**	.634**	-				
4. SPS	148	4.32	.82	.296**	.364**	.176*	-			
5. PSS	139	5.52	1.09	-.212*	-.145	-.238**	-.150	-		
6. WFC	145	3.74	1.57	.377**	.485*	.200*	.227**	.049	-	
7. FWC	144	2.67	1.26	.096	.136	.039	.195*	-.036	.467**	-

Note. BURN- Overall burnout; EXH- Exhaustion; DIS- Disengagement; SPS- Sensory Processing Sensitivity; PSS- Perceived Social Support; WFC- Work-Family Conflict; FWC- Family-Work Conflict.

* $p < .05$. ** $p < .01$.

Correlations

Pearson's correlation analysis was used as a first step in determining the existence of the associations between the variables, the matrix extracted is shown in Table 3 above. The rule of thumb used was 0.2 for a small, 0.5 for a medium, and 0.8 for a large effect size (Cohen, 1969, as cited in Bakker et al., 2019). There was no significant relationship between FWC and overall burnout ($r = .096$, $p = .265$), Disengagement ($r = .039$, $p = .655$), Exhaustion ($r = .136$, $p = .114$).

WFC was significantly and positively associated with overall burnout with a small effect size ($r = .377, p = .000$), Disengagement ($r = .200, p = .019$) and Exhaustion ($r = .485, p = .000$). As WFC levels decrease, burnout decreases as well.

SPS was positively and significantly related to overall burnout with a small effect size ($r = .296, p = .000$), Disengagement ($r = .176, p = .041$), and Exhaustion ($r = .364, p = .000$). As SPS levels increase, so do burnout levels.

PSS was significantly and negatively related to overall burnout with a small effect size ($r = -.212, p = .013$), and Disengagement ($r = -.238, p = .005$), but not significantly related to Exhaustion ($r = -.150, p = .093$). When there is PSS, there is less burnout.

Based on these correlations, interestingly, there is no significant association between Family-Work Conflict and any of the burnout scales; hence it was excluded from further statistical analyses.

Hierarchical Moderated Regression (HMR)

*Predicting overall Burnout from WFC, PSS and SPS, WFC*SPS, WFC*PSS*

Preliminary assumptions for this analysis to be carried out were all met. Normality was determined using skewness and kurtosis coefficients, and histograms. The coefficients showed that the parameters were normally distributed since they all fell between -1 and +1 (Field, 2013), with a slight deviation from Perceived Social Support (-1.036). There was independence of residuals for overall burnout 1.85; Exhaustion 1.90 and Disengagement 1.84 as assessed by a Durbin-Watson statistic, which was very close to 2, so it can be accepted that there was independence of errors residuals (Field, 2013). The histograms (See Figures 3-8 in Appendix G) show normal distribution of scores and scatterplot show that there was linearity and visual

inspection of standardised residuals versus unstandardized predicted values highlight homoscedasticity. The Residual statistics showed that the standard residual values fall between -3 and 3 (Min = -2.34 Max = 2.44), while value for Cook's distance was greater than 1 (Field, 2013). In the quantile-quantile (q-q) plots, it can be seen that the scores generally follow the lines and support the assumption of normal distribution. There was no evidence of multicollinearity since the tolerance values were less than 0.1 and the Variance Inflation Factor (VIF) was less than 10 (Field, 2013).

Burnout was used as the dependent variable in a hierarchical moderated regression, and the independent variables were entered into the regression model in five stages using the enter method (Darren & Paul, 2012). The participants' gender (dummy coded male = 0 and female = 1) and age were added as covariates in the first step to eliminate the probability that correlations between SPS, PSS, WFC, and Burnout might be confounded by socio-demographic attributes. WFC was added in the second step while PSS and SPS were added in the third step. Two interaction terms were created by multiplying the moderators by the independent variables; WFC*SPS and WFC*PSS to explore if these interaction terms were better predictors of Burnout than if they were analysed independently. In the fourth step, WFC* SPS was entered and in the fifth step, WFC*PSS was entered. Table 3 shows the inter-correlations between the various regression variables, and Table 4 shows the regression statistics.

The results show that age and gender explained 17.2% of the variance in Burnout, $F(2,124) = 12.87, p < 0.001$. Females had more burnout than males; age had a significant negative relationship with burnout, meaning that as age goes up, burnout levels are reduced. When WFC

Table 4*Hierarchical Multiple Regression Predicting Overall Burnout*

	Variable	B	SE B	β	p	R ²	ΔR^2	ΔF
Step 1						0.172	0.172	
	Age	-0.017	0.004	-0.353	0.000*			
	Gender	0.220	0.083	0.215	0.010*			
Step 2						0.287	0.115	19.850
	WFC	0.105	0.024	0.341	0.000*			
Step 3						0.336	0.049	4.504
	PSS	-0.087	0.035	-0.188	0.014*			
	SPS	0.061	0.049	0.103	0.215			
Step 4						0.338	0.002	0.303
	WFC*SPS	0.015	0.028	0.262	0.583			
Step 5						0.344	0.006	1.086
	WFC*PSS	0.022	0.021	0.435	0.300			

* $p \leq 0.05$

is added, an additional 11.5% of the variance was explained in the model, $\Delta F(1,123) = 19.85$, $p < 0.001$. The third model incorporated PSS and SPS, further explaining 4.9% of the variance in Burnout, $\Delta F(2,121) = 4.50$, $p < 0.001$. The interaction term WFC*SPS was added in model four

and only 0.2% variance was explained in Burnout, $\Delta F(1, 120) = 0.30, p > 0.001$. In the final model, WFC*PSS was entered into the model and an incremental 0.6% of the variance in Burnout scores was explained, $\Delta F(1, 119) = 1.09, p > 0.001$. The model in its entirety predicting burnout from the variables mentioned, explained 34.4% of the variance. The interaction terms were not significant.

*Predicting Exhaustion from WFC, PSS and SPS, WFC*SPS, WFC*PSS*

In this study, only two subscales of burnout were investigated- exhaustion and disengagement. The two subscales were analysed separately in the regression analysis to see how much variance each model explained as predicated by WFC, PSS and SPS, and the interaction terms WFC*SPS and WFC*PSS. Exhaustion was used as the dependent variable in the hierarchical moderated regression, and the independent variables were entered into the regression model in five stages using the enter method (Darren & Paul, 2012). The participants' gender (dummy coded male = 0 and female = 1) and age were added as covariates in the first step to eliminate the probability that correlations between SPS, PSS, WFC, and Exhaustion might be confounded by socio-demographic attributes. WFC was added in the second step while PSS and SPS were added in the third step. Two interaction terms were created by multiplying the moderators by the independent variables; WFC*SPS and WFC*PSS to explore if these interaction terms were better predictors of Exhaustion than if they were analysed independently. In the fourth step, WFC* SPS was entered and in the fifth step, WFC*PSS was entered. The regression figures are seen in Table 5 below.

Table 5*Hierarchical Multiple Regression Predicting Exhaustion*

	Variable	B	SE B	β	p	R ²	ΔR^2	ΔF
Step 1						0.162	0.162	11.956
	Age	-0.017	0.004	-0.331	0.000*			
	Gender	0.252	0.091	0.227	0.007*			
Step 2						0.370	0.209	40.729
	WFC	0.154	0.024	0.459	0.000*			
Step 3						0.404	0.034	3.484
	PSS	-0.049	0.036	-0.098	0.175			
	SPS	0.101	0.051	0.157	0.048*			
Step 4						0.410	0.006	1.127
	WFC*SPS	0.031	0.029	0.477	0.291			
Step 5						0.423	0.013	2.667
	WFC*PSS	0.035	0.021	0.640	0.105			

* $p \leq 0.05$

Results show that 16.2% of the variance in Exhaustion can be accounted for age and gender, $F(2, 124 = 11.96)$, $p < 0.001$. Females had more Exhaustion than males and age had a negative

relationship with Exhaustion, meaning that as age goes up, Exhaustion reduces. When WFC is added, an additional 20.9% of the variance was explained in the model, $\Delta F(1,123) = 40.7, p < 0.001$. The third model incorporated PSS and SPS, further explaining 3.4% of the variance in Exhaustion and only SPS was significant $\Delta F(2,121) = 3.48, p < 0.001$. The interaction term WFC*SPS was added in model four 0.6% variance was explained in Exhaustion, $\Delta F(1,120) = 1.13, p > 0.001$. In the final model, WFC*PSS was entered into the model and an incremental 1.3% of the variance in Exhaustion scores was explained, $\Delta F(1, 119) = 2.67, p > 0.001$. The total model explained 42.3% of the variance was explained. The interaction terms did not show any moderation.

*Predicting Disengagement from WFC, PSS and SPS, WFC*SPS, WFC*PSS*

The second subscale of burnout- disengagement was investigated separately in the regression analysis to see how much variance was predicted in the model by WFC, PSS and SPS, and the interaction terms WFC*SPS and WFC*PSS. Disengagement was used as the dependent variable in the hierarchical moderated regression, and the independent variables were entered into the regression model in five stages using the enter method (Darren & Paul, 2012). The participants' gender (dummy coded male = 0 and female = 1) and age were added as covariates in the first step to eliminate the probability that correlations between SPS, PSS, WFC, and Disengagement might be confounded by socio-demographic attributes. WFC was added in the second step while PSS and SPS were added in the third step. Two interaction terms were created by multiplying the moderators by the independent variables; WFC*SPS and WFC*PSS to explore if these interaction terms were better predictors of Disengagement than if they were analysed independently. In the fourth step, WFC* SPS was entered and in the fifth step, WFC*PSS was entered. The regression statistics are in Table 6 below.

Table 6*Hierarchical Multiple Regression Predicting Disengagement*

	Variable	B	SE B	β	p	R ²	ΔR^2	ΔF
Step 1						0.120	0.120	8.480
	Age	-0.017	0.005	-0.036	0.000*			
	Gender	0.187	0.097	0.162	0.057			
Step 2						0.146	0.026	3.708
	WFC	0.056	0.029	0.161	0.056			
Step 3						0.205	0.059	4.481
	PSS	-0.124	0.043	-0.238	0.005*			
	SPS	0.021	0.061	0.032	0.728			
Step 4						0.205	0.000	0.000
	WFC*SPS	0.000	0.035	0.005	0.992			
Step 5						0.206	0.001	0.108
	WFC*PSS	0.009	0.026	0.151	0.743			

* $p \leq 0.05$

The results show that age and gender explained 12.0% of the variance in Disengagement, $F(2,124) = 8.48, p < 0.001$. Age had a negative relationship with disengagement, meaning that as age goes up, burnout reduces. When WFC is added, an additional 2.6% of the variance was explained in the model, $\Delta F(1,123) = 3.71, p > 0.001$. The third model incorporated PSS and SPS, further explaining 5.9% of the variance in Disengagement, with PSS as the only significant predictor $\Delta F(2,121) = 4.48, p < 0.001$. The interaction term WFC*SPS was added in model four 0% variance was explained in Disengagement, $\Delta F(1,120) = 0.00, p > 0.001$. In the final model,

WFC*PSS was entered into the model and an incremental 0.1% of the variance in Disengagement was explained, $\Delta F(1, 119) = 0.11, p > 0.001$. The total model explained 20.6% of the variance. The interaction terms did not moderate the relationship between WFC and Disengagement.

In conclusion, it can be seen that Age stays significant in all the models. In the overall burnout model, gender, WFC and PSS are significant. In the Exhaustion model, only gender, WFC and SPS are significant. Younger females are more exhausted than males and because age has a negative association, as one gets older, burnout levels decrease. PSS has a negative relationship with exhaustion and overall burnout, meaning as PSS increases, exhaustion levels decrease. In the Disengagement model, only PSS is significant.

These results will be discussed in the following section.

Chapter 5: Discussion

The present study used hierarchical regression analysis to investigate the association between Work-Family Conflict (WFC) and burnout among employed citizens of South Africa, with potential moderating effects of Sensory Processing Sensitivity (SPS) and perceived social support (PSS). This section will review the findings discussed in the previous chapter, with an emphasis on the assumptions, shortcomings, and suggestions, as well as provide advice for prospective study developments in relevant research. The summary findings of hypothesis testing stated in terms of the research hypotheses in the research questions in chapter 2 is presented in Table 7 below.

Table 7

Summary of Results for Hypotheses

Hypothesis	Supported
1. There is a positive association between FWC and Burnout	No
2. There is a positive association between WFC and Burnout	Yes
3. There is a positive association between SPS and Burnout	Yes
4. PSS is negatively associated with Burnout	Yes
5. SPS moderates the relationship between WFC and Burnout	No
6. SPS moderates the relationship between FWC and Burnout	No
7. PSS moderates the relationship between WFC and Burnout	No
8. PSS moderates the relationship between FWC and Burnout	No

Association between Family-Work Conflict (FWC) and Burnout

The results show that there was no significant correlation between Family-Work Conflict (FWC) and Burnout and its subscales, which led to the construct being excluded from further analyses including the research questions referring to moderation. Blanch and Aluja, (2012) and Bagherzadeh et al., (2016) found that work clashed with family but no family interference with work was associated with burnout, which was consistent with this present study. After summing the scores from 'somewhat agree', 'agree' and 'totally agree', an item-by-item analysis of the FWC scale (Appendix I) shows that almost half of the participants 42.4% 'disagree' that things that they want to do in the workplace do not get completed because of the demands of my family or spouse/ partner (item 3), 37.5% do not think that family-related strain interferes with their ability to perform work-related tasks (item 5) while only 4.9% 'agree' that their life at home interferes with their responsibilities at work such as getting to work on time, accomplishing daily tasks and working overtime (item 4). This means that individuals are not permeating the boundary between home and work such that home demands and issues spill over into work, or the participants could simply have a coping mechanism that they used to control the demands of the home domain. This can be seen in the findings of this report which revealed that the mean for WFC was ($M = 3.74$, $SD = 1.57$) which was higher than FWC ($M = 2.67$, $SD = 1.26$). This may be explained by the evolving nature of today's jobs and new technologies that are coming to the fore. Employees want to stay relevant, multi-skilled and flexible (Scully-Russ & Torracco, 2020). They will do work tasks to their best ability so as to stay ahead of their colleagues and peers, be recognised for their efforts and be indispensable- even if a pandemic or forced remote working occurs. In fact, the pandemic has just made the need to upskill more urgent since the shift to remote work (Agrawal et al., 2020). Employees are taking their work tasks home (WFC)

promoting the flexibility of a workspace with no borders and blurring the lines between work and home domain in the process.

Association between WFC and Burnout

Work-Family Conflict (WFC) was positively and significantly associated with overall burnout ($r = .377$, $p = .000$), Exhaustion ($r = .485$, $p = .000$) and Disengagement ($r = .200$, $p = .019$). As WFC increases, so does the burnout levels, particularly exhaustion levels. It is as if employees are emotionally exhausted but still a bit engaged with their work. The mean score of WFC was ($M = 3.74$) which was significantly higher than the mean score of FWC ($M = 2.67$), indicating that work problems are permeating into the family domain.

Looking closely at the item-by-item analysis of the WFC scale (Appendix H), after summing the scores from 'somewhat agree', 'agree' and 'totally agree', 47.6% of the participants had to modify their family plans due to work-related duties (item 5), 45.8% agreed that the requirements of their work interfered with their family life (item 1) and 42.8% find it hard to fulfil their family duties due to the amount of time that their jobs take up (item 2).

These results differ with those of Golden et al. (2006), who found that the degree of remote working was inversely correlated with work interference with home, because the more people worked from home, the less work clashed with their families. They argued that more frequent telecommuting, on the other hand, was associated with greater family interference with work due to medical appointments or provision of family support. According to Trefalt et al. (2013), clashes between the work and family domains are culturally unique rather than universal. South Africans, specifically those of African origin, live in a collectivist culture where job concerns are less of an issue than attending family events (Allik & McCrae 2004, Gamor et al., 2014, as cited in Makola et al., 2015). In South Africa, work is seen as a way to support the family, pay

household bills and school tuitions but nonetheless, people who put in the effort and time to spend with loved ones are appreciated for it (Makola et al., 2015).

The association between WFC and burnout allows us to infer that emotional fatigue could have come from remote working or quarantine. This tension has a trickle-down effect on negative organisational outcomes like job dissatisfaction, higher work stress and labour turnover (Golden, 2012). As work is being completed at home, there is an assumption that employees will respond at the first call from their superior, their emails and be always available due to the online technological resources in place (Allen et al., 2015; Park et al., 2020). Echoing the boundary theory, roles and boundaries become blurry as multitasking work and family roles, work-related communications extend beyond normal hours and continuous thinking about work tasks (Badawy & Schieman, 2021). People feared loss of their jobs and how the future of tomorrow looks (55.6% participants feared the unknown), motivating them to overcompensate themselves with work tasks at home or in the workplace.

Burnout subscales

Since there were associations between WFC and overall burnout, burnout's subscales were assessed separately and the results show that there were associations between WFC and Exhaustion, WFC and Disengagement.

The study's findings were consistent with Block et al., (2020) and Maslach, (2015), who found higher scores of Exhaustion than Disengagement in the studies they did. The mean scale score for Exhaustion ($M = 2.49$) in the observed study is marginally higher than the mean scale score for Disengagement ($M = 2.44$). This is not an unusual result as disengagement often follows after an individual feels fatigue (Halbesleben & Buckley, 2004, as cited by Husain, 2010).

The item-by-item analysis of the Exhaustion scale shows high scores reported in Appendix N. On Item 1 (85.5%) of the Participants reported feeling exhausted before getting to work, Item 2 (68.8%) indicated wanting to take more time to recover after work, Item 4 (54.5%) mentioned frequently feeling emotionally depleted when working, Item 5 (47.6%) mentioned not having enough strength for recreational activities, and Item 6 (58.6%) indicated feeling stressed out after work. Participants stated that they are able to cope with their job pressure (Item 3) (19.4%) and that they (14.5%) manage their workload (item 7). Clearly, employees spend a lot of time and resources in the work domain, and only a small percentage is coping with its demands, resulting in high levels of emotional exhaustion. The workload, the hours are so taxing that employees do not have ample time for recreational activities with friends and family based on item 5. When they do get time, they are probably trying to replenish their depleted resources so they can use them again at work, and the cycle continues. According to Jostell and Hemlin, (2018), a boundary that is permeable can make employees feel like they never really finished a day's work and must always be on stand-by. Consequently, this perpetuates work-family conflict, inability to fully recuperate (Dettmers et al., 2016) and emotional exhaustion (Dettmers, 2017).

An item-by-item examination of the Disengagement scale in Appendix O shows lower scores of disengagement than the Exhaustion scale. 46.5% of participants said they often speak ill of their jobs (item 2), 52.4% said they perform their jobs mechanically (item 3), and more than half (61.8%) said they would feel detached from their form of work (item 5). It has been argued that cynicism/disengagement stems from exhaustion (Maslach et al., 2016; Guthier et al., 2020), once one experiences exhaustion, detachment and disinterest in their daily work tasks will soon follow.

Association between SPS and Burnout

The present study showed that SPS had a significant and positive relationship with overall burnout and both subscales of burnout. This was consistent with the results obtained by Perez-Chacon et al., (2021) who found similar significant results between SPS and exhaustion ($r = .20$, $p = 0.0000$); and SPS and disengagement ($r = .07$, $p = 0.023$) in educators and healthcare providers during the pandemic. A possible explanation for these results is that the pandemic is associated with a lot of anxiety and a myriad of unknown factors that could have affected people's perception of their environment and how they react to internal and external stimuli. 80.4% of participants stated that they are conscientious (item 12) and for people who pay attention to close detail and process information deeply, not operating at optimum levels must create feelings of dissatisfaction and low job productivity. This is more prevalent for employees who have children and other relatives to look after. It increases level of work-family conflict as their space becomes laden with people, their own anxiety and worries that affect the functioning of a HSP in that one shared space as they have empathetic qualities and 41.2% are deeply affected by other people's moods (item 3) (Aron & Aron, 2012). Before long they are detached from their work and experiencing disengagement from their work and their peers. 45.6% of respondents' nervous system sometimes feels frazzled and they have to go off by themselves (item 11) as their environment continues to get more and more overwhelming for them along with a lack of resources to meet these demands like tight deadline or overload. For instance, 49.7% of the participants get annoyed when people try to make them do too many things at once (item 16) and 45.9% find it unpleasant to have a lot going on at once (item 23).

Association between PSS and Burnout

Even though PSS had weak inverse relationships with overall burnout and disengagement, they

were both significant associations, but no relationship with exhaustion. Using Cheng and Chan, (2015) and Osman et al., (2014), average item ranking method to find each subscale's score, participants perceived social support from family (76.3%) from friends (76.8%) and the highest perception was from significant others (80.7%). These findings are consistent with Tsilika et al., (2018) who also found similar results in their study with nurses' psychosocial wellbeing.

Sometimes it may be difficult to show family members that they are struggling at work, seeing as employment is scarce in South Africa, that job salary may be supporting a lot of people back home (Allik & McCrae 2004, Gamor et al., 2014, as cited in Makola et al., 2015). This could explain the low perceived social support from family, they view work as a huge significant factor in one's life, so when troubles arise, one conquers them but does not quit or complain. At a very stressful time like the pandemic, one may not want to stress their family members about job demands when they are probably concerned about their health and risk of contagion of the virus. An item-by-item analysis of the scale (Appendix J) shows very high levels of perceived social support (82.7%) from friends "I have friends with whom I can share my joys and sorrows with" (item 9), from significant others (82.0%) "there is a special person in my life who cares about my feelings" (item 10) and family (79.7%) "I get the emotional help and support I need from my family" (item 4). As the results show, participants perceived a certain level of domestic social support from their loved ones. The more social support individuals have, the more they can be enthusiastic and engaged in their tasks. The findings show that PSS was negatively associated with Disengagement ($r = -.238, p = .005$) indicating that when perceived levels of social support are low, disengagement levels increase.

COR theory states that when one has resources, one's level of perceiving events as stressful is minimized due to the strengthened wellbeing and resilience to cope with these (Clarke et al.,

2015; Hobfoll et al., 2018). This argument can be supported further using the JD-R view where employees' high levels of perceived uncertainty during a crisis (such as the COVID-19 epidemic) can be interpreted as a job demand, causing individuals to feel nervous and apprehensive about their job condition, and consequently contributing to emotional exhaustion (Skiba & Wildman, 2019). According to Ojo et al., (2021), people who perceive that their friends, family and significant others support and love them respond and cope better under stressful situations like the COVID-19 pandemic. As a job resource, social support has been known to reduce burnout and job demands (Ju et al., 2015). While the pandemic is taking its toll on one's mental, physical, psychological and financial wellbeing, one may need much social support to cope with it all and be optimistic about one's future (Ojo et al., 2021).

SPS as a moderator of WFC on burnout

SPS did not moderate the relationship between WFC and burnout. The way an individual perceives and processes their environment did not affect the relationship of work-family conflict and burnout. In a home setting where everyone is present, a HSP will have to preserve their emotional energy, as most of the energy will be spent with people in general, especially for the married individuals or those in a relationship or those that have dependants to look after. The HSP can plan and decide when they can interact with each person and how they choose to interact with each one.

PSS as a moderator of WFC on burnout

PSS did not moderate the relationship between WFC and Burnout, contrasting Meyer et al., (2021) who found social support from partner and significant others to moderate the relationship between pandemic duration and exhaustion. This suggests that work-family conflict was going to occur whether or not one receives support from their family, friends, and significant other. PSS

failed to moderate the relationship between WFC and burnout, like Lu and Gursoy (2013), and Hartley and Coffee, (2019) who found that perceived social support dimensions may fail to exhibit stress-buffering effects upon overall burnout. The results of this study do not support the JD-R model that views support from friends and family as a personal asset that can be used to impact the relationship between burnout and work-family conflict.

Gender and burnout

The results from the regression analysis show that gender confounded the relationship predicting overall burnout ($p = .010$) and Exhaustion ($p = .007$) as predicted by WFC, PSS and SPS, WFC*SPS and WFC*PSS. Females are show higher levels of exhaustion than males. Buonomo et al., (2020; Lyu & Fan, 2020) found results showing that females experienced higher burnout, particularly exhaustion, than males. A possible explanation for this could be gender role expectations for both men and women. Women are usually the homemakers; they ensure the smooth operation of the home domain taking care of children and elderly people (Carr et al., 2016, as cited in Marchand et al., 2018). According to Feng and Savanni, (2020) women perceive high and similar job satisfaction and productivity levels as men under normal circumstances where they take care of everybody at home, however, after the pandemic; they reported lower levels of both productivity and satisfaction. This could be explained by the idea that as homemakers, taking care of every family's needs may have become overwhelming. Under such stressful conditions like the lockdown and working from home where the entire family is present, needs support and care, while completing work tasks in the same environment, some individuals may perceive this as noisy, crowded and overwhelming. There is no institutional or childcare support with school closures and lockdown precautions in place (Fisher et al., 2020). Not only do they have to take care of their own wellbeing, but their family's

wellbeing as well. This could lead to high anxiety and possible emotional exhaustion.

Additionally, women may be working in male-dominated organisations where they constantly need to prove their competence and overcompensate themselves to be ahead of their male counterparts.

Age and burnout

The results show a trend where younger employees are prone to experience higher levels of burnout. Particularly, age and burnout had an inverse relationship in the regression analysis, meaning that as people get older, they experience less burnout. Young workers are straight from college and are eager to start their careers and put their knowledge, skills and attributes acquired in the classroom to practise (Louw et al., 2011, as cited in van der Westhuizen, 2015).

Consequently, they may spend more time doing work tasks or get into careers that have high work demands that they cannot meet- ultimately increasing their chances of experiencing burnout. Young employees are the future of this country, and their untapped talent will be lost either to burnout or unemployment (Fensham, 2020, WHO definition section, para. 4).

Possible challenges faced during the COVID-19 pandemic

The results show that 15.4% of the participants started returning to work when hard lockdown ended in South Africa. However, 37.9% had not yet returned to their workplaces at the time of this data collection. There were some challenges that were speculated to have affected the participants. 55.6% responded that they were ‘somewhat’ affected by the virus and could select one or more options in the survey. These challenges will be discussed below.

Technology

34.8% of the participants faced technological challenges. This could mean gadgets like laptops, WIFI, webcam for video conferences, online software and other resources and support that ensure effective remote working. Other remote workers reported that conducting webinars was difficult and ineffective due to slow uploading speed and slow internet speed (Fourie, 2020). Additionally, some employees may have been unskilled and unprepared to work online (Mbunge, 2020).

Loneliness/ team interaction

There were 27.8% participants who reported that they lacked social interactions with their loved ones and work colleagues. Remote work forces people to communicate through emails, phonecalls, social media, zoom, Microsoft Teams and other online platforms (Nkate, 2020). Face-to-face interactions were reported to be a key factor in developing and retaining workplace social friendships (Sia et al., 2014 as cited in Allen et al., 2015). Employees who live alone or are single may have faced this challenge the most as compared to those who have spouses, children and the elderly living under one roof. It helps with maintaining normalcy and everyone can support one another when negative emotions and thoughts like boredom, anxiety and alienation from others start manifesting. Physical contact and social interactions in the hallways, cafeteria and elevators was prohibited for social distancing purposes (Boland et al., 2020). Team meetings and brainstorming is not the same anymore and team members may need to devise new ways of breaking the ice and maintaining their bond as a team online for the effective performance in their work.

Fear of the unknown

More than half of the participants feared for their futures (55.6%). There were so many people contracting the COVID-19 virus during lockdown period and people could have been scared to be sick (Mertens et al., 2020). They were scared for their loved ones as well especially those who were considered essential services employees like First responders, doctors and nurses etc. When they walked out the door, his/her family did not know whether they will come back sick or not, neither did they know the amount of emotional pain and mental exhaustion that the job exposed them to (Mertens et al., 2020). Consider Undertakers who face death every single day, funeral parlour employees, transport or sales employees were also a high risk of contagion. Other people could have feared for the future of their careers, especially young individuals who are determined to establish themselves and grow into their professions.

Job deadlines

A small group of participants (25.7%) reported that they were experiencing tight deadlines at work, a factor that impacted work-family conflict. Due to retrenchment, the remaining employees may have faced a lot of pressure from work to complete tasks, a factor impacting their skills, time, resources and motivation (Soelton et al., 2019). This echoes the point that people overcompensate themselves at work when they perceive job insecurity and see it happening to their colleagues. They extend their resources in trying to meet deadlines set by their managers and supervisors. This can lead to job stress, work-family conflict and job dissatisfaction and burnout if resources are constantly being depleted at work, leaving insufficient amounts to utilize in the family domain (Soelton et al., 2019).

Lack of childcare

There was no institutional or informal support given during the stringent levels of lockdown like level 5. 8.0% of the participants faced this challenge during lockdown. Schools were closed and people had to stay at home, not visiting friends or relatives, only leaving the house with the occasional supermarket run or extreme emergencies. Parents had to find a balance between work and family, ensuring that their children are well taken care of, fed, rested, stimulated and most importantly, not interrupting parents when it was time to work. The interruptions to do childcare duties disrupted a parent's workflow, which also affected their motivation and productivity levels (Andrew et al., 2020). It may have been hard to make young kids understand that mom and dad are at home, but they are not available to play in that moment, as they are 'at work'. Single parents may have struggled with this challenge more as they navigated between home and family spheres in one space with their children with no help in comparison to married couples or significant others who lived in the same house. When the lower levels of lockdown like level 2 and 3 were put in effect, they may have reduced some of the strain at home as schools re-opened and domestic helpers and babysitters could be hired (Casale & Shepherd, 2020). This challenge further emphasizes that the 'always-on' culture in the workplace discussed in chapter 2 must discontinue. Managers must understand their employees also have personal lives that are also as equally important as their professional lives. They play multiple roles and have people dependent on them, hence a workday must come to an end within normal working hours and nothing beyond as that is taxing on their mental, physical, emotional wellbeing and depletes the finite resources that individuals have.

Financial challenges

41.2% of the participants reported that they faced monetary problems during the lockdown. In South Africa, 47% of Millennials affected are unable to pay for housing, compared to 43% for other generations (TransUnion, 2020). Young people were forced to return home and live with their family members, meaning an extra expense on the family's finances as well. Low-income households feared for their upkeep as people got retrenched and switched to remote work or their organisations shutdown for good. Bills pile up and some are forced to take out loans to meet the financial demands that they faced, who may have seen an opportunity to make a lot of profit since people are desperate- and charged exorbitant interest rates (Diwakar, 2020). As a response to this challenge, the South African government offered relief grants to all unemployed individuals of a sum of R350 a month and caregiver's allowance worth R500 as part of the nation's relief measures to COVID-19. It helped reduce costs a little and provide basic needs for the family from May 2020 till April 2021 (Mlambo, 2021).

Other challenges

8% of the participants stated that they faced other types of challenges, including retrenchment and increased workloads. Some people had to take up more tasks that they were unskilled/untrained for due to the overwhelming workload and understaffing issues that transpired following several retrenchments and lockdown regulations. This affected the job description and employment contract of the employees. Some employees even had to put in more unpaid hours. Due to the erratic and high unemployment rate in South Africa (StatsSA, 2020), a chance of getting back into the unemployment pool once more was not an enticing idea. Not when the future of tomorrow is unknown, and food needs to be put on the table for their families.

Practical Implications

Managers must trust that their employees will deliver impeccable work for the company's competitive advantage, even if they cannot physically see them. Organisational commitment must be commended so that employees can have positive perceptions of their jobs. Young employees can be trained/ assisted in carrying out new and challenging tasks by supervisors, managers and other older employees who will mentor and share their knowledge and skills. This will alleviate any work pressure that will lead to burnout and draw the company closer to gaining a competitive advantage. With resources shared equally between the home and work domain, employees are likely to report less conflict. As people slowly return to the workplace, work environments can be adapted to suit HSPs in different ways like ensuring workspaces are not too crowded or noisy and staff members are following social distancing protocols in place. Research done on the SPS trait has been on Western populations mostly, (Lionetti et al., 2019) this study could be very insightful in the field as it utilised a South African population.

Organisations should provide professional support available to employees and assist them in dealing with exhaustion as part of their employee-wellness programs to acquire new stress-coping techniques, mitigate and discourage overall burnout. Unprecedented times, such as the Covid-19 pandemic, may disable employees' ability to combine and transition across work and home life; particularly in dual-career families where women are play multiple roles or single parent families where one person takes up all the responsibilities. Ultimately, maintaining a work-life balance becomes an idealistic unattainable phenomenon.

Limitations

Since this was a cross-sectional analysis, therefore there were no causal associations between the factors studied. Online administration limits the sample to those with access to a computer and

the internet, which may have affected the response rates. The methodological choices were limited by the small size, limiting generalisability as there were more females than males and most respondents were unmarried, and individuals with higher levels of education. As the study was carried out towards end of the year, it was a busy period in which staff members were finalising work before the system closes off for the festive season. This may have affected the ability to complete the questionnaire in a timely fashion. Social desirability effect may have impacted the responses of the participants as people tend to not disclose personal information about their lives (Wang et al., 2010).

Future recommendations

Longitudinal and causal research will be needed in the future to draw precise and solid conclusions. This research assumed that heterosexual married couples with children or elderly people to look after during the pandemic may have experienced more conflict and burnout, it is important for other types of family to be explored and how they navigate around work and family domains. Given ongoing and varied levels of lockdown and many organisations' long-term work-from-home schemes, the amount of transitioning and interference between the work and home environments might be expected to skyrocket in the near future (Haag, 2020) hence organisations should find effective remote working practices that benefit both the employee and the organisation. Work tasks should be distributed over a certain period of time so as not to overload HSPs and overwhelm them with tight deadlines. When new situations arise, HSPs can use the knowledge acquired in the past as they are perfect examples of people who learn from their mistakes and past experiences (Baumeister et al., 2007). For that fact, managers should give feedback and rewards for the work that they do. Lastly, studies should clarify conditions under which exhaustion exceeds disengagement or vice versa.

Chapter 6: Conclusion

This study investigated the potential moderating effects of sensory processing sensitivity and perceived social support in the wake of a global pandemic between work-family conflict and burnout. Due to government regulations, lockdown rules were passed following closure of businesses and markets, forcing people to work from home. Remote working has beneficial factors like increased job satisfaction (Bae & Kim, 2016) lower transportation costs that boost performance and commitment to the organisation (Martin & MacDonnell, 2012; Brunelle & Fortin, 2021). However, the move to working from home to encourage social distancing had some effects on individuals' mental, physical and emotional wellbeing. Additionally, this transition blurred the borders between home and work as one space became one, being utilised for both personal and professional purposes (Schieman & Badawy, 2020). Some people may have welcomed the break from physical work environment, while others faced a lot of challenges with navigating in both worlds. Perceptions of one's internal and external stimuli determines how they will react to certain events, people are different (Greven et al., 2019). Social interactions were modified to online interactions, a factor that is essential to one's physical and mental wellbeing. Based on the quantitative analysis using Pearson's correlation, all variables correlated with burnout except for family-work conflict, which was excluded from further analyses. Using Hierarchical multiple regression Enter method, age and gender were analysed as control variables while interaction terms of SPS, WFC, and PSS were formed and revealed no moderation effects.

The work and family domain have a reciprocal relationship where they both suffer and flourish together. Managers can help raise awareness about how to gain and retain resources at work so that work-family conflict does not occur. Support from colleagues and supervisors can be studied

in future to observe its moderating effects on workplace stressors. HSPs are valuable employees in any organisation who process things at a deeper level and are more susceptible to the environment than the general public. This susceptibility to changes in the environment could lead to identification and adoption of coping mechanisms that meet that particular demand (Greven et al., 2019; Aron, 2020). Organisations must ensure that workplace design is inclusive for these employees so they can thrive at work and produce high quality work as well. Since sensory processing sensitivity affects approximately 15-20% of the world's population (Ershova et al., 2018), its social effect during such challenging periods may be an important area to study.

This research has reviewed literature about the variables and the context in which the study took place. Methods, procedures and details of the sample and instruments were discussed, along with the statistical analyses utilised. Discussions about the results obtained showed the significant predictions of burnout and the implications of those. The report has also shown how organisations can identify burnout and with this contribution, practices can be implemented that can mitigate its occurrence in and outside of the workplace.

References

- Acevedo, B., Aron, E., Aron, A., Sangster, M., Collins, N. and Brown, L. (2014). The highly sensitive brain: an fMRI study of sensory processing sensitivity and response to others' emotions. *Brain and Behaviour*, 4(4), 580-594. <https://doi.org/10.1002/brb3.242>
- Aerts, C. (2017). *The relationship between Work Family Conflict and Burnout and the moderating role of Age and Gender: A secondaire data analysis* [Doctoral dissertation, Tilburg University]. <http://arno.uvt.nl/show.cgi?fid=143253>
- Agrawal, S., De Smet, A., Lacroix, S., & Reich, A. (2020). To emerge stronger from the COVID-19 crisis, companies should start reskilling their workforces now. *McKinsey Insights*. <https://www.mckinsey.com/business-functions/organization/our-insights/to-emerge-stronger-from-the-covid-19-crisis-companies-should-start-reskilling-their-workforces-now>
- Allen, T. D., Golden, T. D., & Shockley, K. M. (2015). How effective is telecommuting? Assessing the status of our scientific findings. *Psychological Science in the Public Interest*, 16(2), 40-68. <https://doi.org/10.1177%2F1529100615593273>
- Amin, S., Arshad, R., & Ghani, R. A. (2017). Spousal Support and Subjective Career Success: The Role of Work-Family Balance and Career Commitment as Mediator. *Jurnal Pengurusan (UKM Journal of Management)*, 50, 133-142. <http://dx.doi.org/10.17576/pengurusan-2017-50-12>
- Andresen, M., Goldmann, P., & Volodina, A. (2018). Do overwhelmed expatriates intend to leave? The effects of sensory processing sensitivity, stress, and social capital on

expatriates' turnover intention. *European Management Review*, 15(3), 315-328.

<https://doi.org/10.1111/emre.12120>

Andrew, A., Cattán, S., Costa Dias, M., Farquharson, C., Kraftman, L., Krutikova, S., Phimister, A., & Sevilla, A. (2020). How are mothers and fathers balancing work and family under lockdown. *Institute for Fiscal studies*. <https://doi.org/10.1920/BN.IFS.2020.BN0290>

Apuke, O. D. (2017). Quantitative research methods: A synopsis approach. *Kuwait Chapter of Arabian Journal of Business and Management Review*, 6(11), 40-47.

<http://dx.doi.org/10.12816/0040336>

Aron, E. N., & Aron, A. (1997). Sensory-processing sensitivity and its relation to introversion and emotionality. *Journal of Personality and Social Psychology*, 73(2), 345- 368.

<https://doi.org/10.1037//0022-3514.73.2.345>

Aron, E. N. (2013). *The Highly Sensitive Person*. New York: Kensington Publishing Corporation.

Aron, E. N., Aron, A., & Jagiellowicz, J. (2012). Sensory processing sensitivity: A review in the light of the evolution of biological responsivity. *Personality and Social Psychology Review*, 16(3), 262-282. <https://doi.org/10.1177/1088868311434213>

Aron, E. N. (2020). Coping with Uncertainty during COVID-19 Thoughts on how HSPs can cope with uncertainty in the midst of COVID-19. *Psychology Today*.

<https://www.psychologytoday.com/za/blog/the-highly-sensitive-person/202007/coping-uncertainty-during-covid-19>

- Asiwe, D. N., Jorgensen, L. I., & Hill, C. (2014). The development and investigation of the psychometric properties of a burnout scale within a South African agricultural research institution. *SA Journal of Industrial Psychology*, 40(1), 1-14.
<https://doi.org/10.4102/sajip.v40i1.1194>
- Azhar, S. N. A., Ahmad, S. F. S., & Kassim, E. S. (2016). Work Family Conflict, Work Family Support and Turnover Intention. *International Review of Management and Business Research*, 5(3), 1175-1190. <https://www.irmbrjournal.com/papers/1476696512.pdf>
- Badawy, P. J., & Schieman, S. (2021). With Greater Power Comes Greater Stress? Authority, Supervisor Support, and Work-Family Strains. *Journal of Marriage and Family*, 83(1), 40-56. <https://doi.org/10.1111/jomf.12714>
- Bae, K. B., & Kim, D. (2016). The impact of decoupling of telework on job satisfaction in US federal agencies: Does gender matter? *The American Review of Public Administration*, 46(3), 356-371. <https://doi.org/10.1177%2F0275074016637183>
- Bagcchi, S. (2020). Stigma during the COVID-19 pandemic. *The Lancet: Infectious Diseases*, 20(7), 782. [https://doi.org/10.1016/S1473-3099\(20\)30498-9](https://doi.org/10.1016/S1473-3099(20)30498-9)
- Bakker, A.B., Demerouti, E. & Verbeke, W. (2004). Using the Job Demands Resources model to predict burnout and performance. *Human Resource Management*, 43(1), 83-104.
<http://dx.doi.org/10.1002/hrm.20004>
- Bakker, A.B. & Demerouti, E. (2007). The job demands-resources model: state of the art. *Journal of Managerial Psychology*, 22(3), 309-328.
<https://doi.org/10.1108/02683940710733115>

- Bakker, K., & Moulding, R. (2012). Sensory-processing sensitivity, dispositional mindfulness and negative psychological symptoms. *Personality and Individual Differences*, 53(3), 341-346. <http://dx.doi.org/10.1016/j.paid.2012.04.006>
- Bakker, A. B., & Demerouti, E. (2014). Job demands–resources theory. In P. Y. Chen & C. L. Cooper (Eds.), *Work and wellbeing* (pp. 37–64). Wiley Blackwell
<https://psycnet.apa.org/doi/10.1002/9781118539415.wbwell019>
- Bakker, A., Cai, J., English, L., Kaiser, G., Mesa, V., & Van Dooren, W. (2019). Beyond small, medium, or large: points of consideration when interpreting effect sizes. *Educational Studies in Mathematics*, 102(1), 1-8. <https://doi.org/10.1007/s10649-019-09908-4>
- Barron, D. (2019). *Don't hang up: 'Always-on' nature of work impacting on employees' mental health*. Irish Times. <https://www.irishtimes.com/special-reports/future-of-work/don-t-hang-up-always-on-nature-of-work-impacting-on-employees-mental-health-1.4007794>
- Basic Conditions of Employment Act No 75 1997, c. 2. Section 9.
https://www.gov.za/sites/default/files/gcis_document/201409/a75-97.pdf
- Basile, K. A., & Beauregard, T. A. (2016). Strategies for successful telework: How effective employees manage work/home boundaries. *Strategic HR review*, 15(3), 106-111.
<https://doi.org/10.1108/SHR-03-2016-0024>
- Baumeister, R. F., Vohs, K. D., Nathan DeWall, C., & Zhang, L. (2007). How emotion shapes behavior: Feedback, anticipation, and reflection, rather than direct causation. *Personality and Social Psychology Review*, 11(2), 167-203.
<https://doi.org/10.1177/1088868307301033>

- Bazana, S., & Dodd, N. (2013). Conscientiousness, work family conflict and stress amongst police officers in Alice, South Africa. *Journal of Psychology*, 4(1), 1-8.
<https://doi.org/10.1080/09764224.2013.11885487>
- Becker G.S. (1968) Crime and Punishment: an Economic Approach. In N. G. Fielding, A. Clarke, & R. Witt (Eds.), *The Economic Dimensions of Crime*. Palgrave Macmillan, London. https://doi.org/10.1007/978-1-349-62853-7_2
- Beehr, T. A., Bowling, N. A., & Bennett, M. M. (2010). Occupational stress and failures of social support: when helping hurts. *Journal of Occupational Health Psychology*, 15(1), 45-59. <https://doi.org/10.1037/a0018234>
- Belsky, J. (2005). Differential susceptibility to rearing influence: An evolutionary hypothesis and some evidence. In B. Ellis & D. Bjorklund (Eds.), *Origins of the social mind: Evolutionary psychology and child development* (pp. 139–163). New York, NY: Guilford Press.
- Belsky, J., Bakermans-Kranenburg, M. J., & Van Ijzendoorn, M. H. (2007). For better and for worse: Differential susceptibility to environmental influences. *Current Directions in Psychological Science*, 16(6), 300–304. <https://doi.org/10.1007/2288-6729-7-2-15>
- Bhorat, H., Köhler, T., Oosthuizen, M., Stanwix, B., Steenkamp, F., & Thornton, A. (2020). The Economics of Covid-19 in South Africa: Early Impressions. *Development Policy Research Unit Working Paper 202004*. DPRU, University of Cape Town.
https://econpapers.repec.org/scripts/redir.pf?u=http%3A%2F%2Fwww.dpru.uct.ac.za%2Fsites%2Fdefault%2Ffiles%2Fimage_tool%2Fimages%2F36%2FPublications%2FWorking_Papers%2FDPRU%2520WP202004.pdf;h=repec:ctw:wpaper:202004

- Bhumika. (2020). Challenges for work-life balance during COVID-19 induced nationwide lockdown: exploring gender difference in emotional exhaustion in the Indian setting. *Gender in Management*, 35(7-8), 705-718. <https://doi.org/10.1108/GM-06-2020-0163>
- Blanch, A., & Aluja, A. (2012). Social support (family and supervisor), work–family conflict, and burnout: Sex differences. *Human Relations*, 65(7), 811-833. <https://psycnet.apa.org/doi/10.1177/0018726712440471>
- Block, R. I., Bair, H. L., & Carillo, J. F. (2020). Is exhaustion more sensitive than disengagement to burnout in academic anaesthesia? A study using the Oldenburg burnout inventory. *Psychological Reports*, 123(4), 1282-1296. <https://doi.org/10.1177%2F0033294119856560>
- Boonratana, V., & Gharleghi, B. (2015). Determinants of the job burnout in public sector employees in Malaysia. *International Journal of Business and Management*, 10(6), 208-215. <http://dx.doi.org/10.5539/ijbm.v10n6p208>
- Booth, C., Standage, H., & Fox, E. (2015). Sensory-processing sensitivity moderates the association between childhood experiences and adult life satisfaction. *Personality and Individual Differences*, 87, 24-29. <https://doi.org/10.1016/j.paid.2015.07.020>
- Boland, B., De Smet, A., Palter, R., & Sanghvi, A. (2020). *Reimagining the Office and Work Life after COVID-19*. McKinsey. <https://www.mckinsey.com/business-functions/organization/our-insights/reimagining-the-office-and-work-life-after-covid-19>
- Bowe, K. S., Uchino, B.N., Birmingham, W., Carlisle, M., Smith, T. W., & Light, K. C. (2014). The stress- buffering effects of functional support on ambulatory blood pressure. *Health Psychology*, 33(11), 1440- 1443. <https://doi.org/10.1037/hea0000005>

- Bowen, P., Edwards, P., Lingard, H., & Cattell, K. (2014). Occupational stress and job demand, control and support factors among construction project consultants. *International Journal of Project Management*, 32(7), 1273-1284.
<https://doi.org/10.1016/j.ijproman.2014.01.008>
- Boyar, S. L., Wagner, T. A., Petzinger, A., & McKinley, R. B. (2016). The impact of family roles on employee's attitudes and behaviors. *The Journal of Management Development*, 35(5), 623-635. <https://doi.org/10.1108/JMD-07-2015-0096>
- Braine, R. D., & Roodt, G. (2011). The Job Demands-Resources model as predictor of work identity and work engagement: A comparative analysis. *SA Journal of Industrial Psychology*, 37(2), 52-62. <http://dx.doi.org/10.4102/sajip.v37i2.889>
- Breyer, B., & Bluemke, M. (2016). Work-family conflict scale (ISSP) (Working Paper). Social Science Open Access Repository (SSOAR). <https://nbn-resolving.org/urn:nbn:de:0168-ssoar-65716-7>
- Brown, L. W., & Quick, J. C. (2013). Environmental influences on individual burnout and a preventive approach for organizations. *Journal of Applied Bio-behavioural Research*, 18(2), 104-121. <https://doi.org/10.1111/jabr.12002>
- Brunelle, E., & Fortin, J. A. (2021). Distance Makes the Heart Grow Fonder: An Examination of Teleworkers' and Office Workers' Job Satisfaction Through the Lens of Self-Determination Theory. *SAGE Open*, 11(1).
<https://doi.org/10.1177%2F2158244020985516>

- Bruwer, B., Emsley, R., Kidd, M., Lochner, C., & Seedat, S. (2008). Psychometric properties of the Multidimensional Scale of Perceived Social Support in youth. *Comprehensive Psychiatry*, 49(2), 195-201. <https://doi.org/10.1016/j.comppsy.2007.09.002>
- Bridges, D., & Schendan, H. E. (2019). Sensitive individuals are more creative. *Personality and Individual Differences*, 142, 186-195. <https://doi.org/10.1016/j.paid.2018.09.015>
- Buonomo, I., Fiorilli, C., Romano, L., & Benevene, P. (2020). The Roles of Work-Life Conflict and Gender in the Relationship between Workplace Bullying and Personal Burnout. A Study on Italian School Principals. *International Journal of Environmental Research and Public Health*, 17(23), 8745. <https://doi.org/10.3390/ijerph17238745>
- Business Tech. (2019, May, 28). *Burnout has been officially recognised by the WHO – here's how South Africans are struggling with it*. Business Tech. <https://businesstech.co.za/news/business/319608/burnout-has-been-officially-recognised-by-the-who-heres-how-south-africans-are-struggling-with-it/>
- Business Tech. (2020, June 23). *South Africa's unemployment rate climbs to 30.1%*. Business Tech. <https://businesstech.co.za/news/government/409897/south-africas-unemployment-rate-climbs-to-30-1/>
- Campbell, N. S., Perry, S. J., Maertz Jr, C. P., Allen, D. G., & Griffeth, R. W. (2013). All you need is... resources: The effects of justice and support on burnout and turnover. *Human Relations*, 66(6), 759-782. <http://dx.doi.org/10.1177/0018726712462614>
- Carrim, N. M. H., & Koekemoer, E. (2021). The Work-Life Balance of Younger and Older Indian Women Managers in Corporate South Africa. In T. A. Adisa & G. Gbadamosi

- (Eds.), *Work-Life Interface: Non-Western Perspectives* (pp. 155–184). Springer International Publishing. https://doi.org/10.1007/978-3-030-66648-4_6
- Carney, T., & Stanford, J. (2018). *The dimensions of insecure work: A fact book*. Manuka, ACT: The Australia Institute, Centre for Future Work.
https://www.futurework.org.au/the_dimensions_of_insecure_work
- Casale, D., & Shepherd, D. (2020). *The gendered effects of the ongoing lockdown and school closures in South Africa: Evidence from NIDS-CRAM waves 1 and 2*. Department of Economics, University of Stellenbosch.
<https://ideas.repec.org/p/sza/wpaper/wpapers356.html>
- Cater, K. (2017). The Impact of Sensory Processing Sensitivity (SPS) on Tertiary Learning and Teaching. *International Journal of Technology and Inclusive Education (IJTIE)*, 6(1), 1004-1010. <http://dx.doi.org/10.20533/ijtie.2047.0533.2017.0128>
- Center for National Health Statistics. (2020). *Mental Health: Household Pulse Survey*. CDC.GOV. <https://www.cdc.gov/nchs/covid19/pulse/mental-health.htm>
- Centers for Disease Control and Prevention. (2020). Frequently Asked Questions - Coronavirus Disease 2019 (COVID-19). CDC.GOV.
<https://www.cdc.gov/coronavirus/2019ncov/faq.html>
- Chen, S., Westman, M., & Hobfoll, S. E. (2015). The commerce and crossover of resources: Resource conservation in the service of resilience. *Stress and Health*, 31(2), 95-105.
<https://doi.org/10.1002/smi.2574>

- Coetzee, J. F., & Kluyts, H. (2020). Burnout and areas of work-life among anaesthetists in South Africa Part 1: Burnout. *Southern African Journal of Anaesthesia and Analgesia*, 26(2), 73-82. <http://dx.doi.org/10.36303/SAJAA.2020.26.2.2358>
- Charkhabi, M., Sartori, R. & Ceschi, A. (2016). Work–family conflict based on strain: The most hazardous type of conflict in Iranian hospital nurses. *SA Journal of Industrial Psychology/SA Tydskrif vir Bedryfsielkunde*, 42(1), 1264-1274. <https://doi.org/10.4102/sajip.v42i1.1264>
- Clapp, J. D., & Beck, J. G. (2009). Understanding the relationship between PTSD and social support: The role of negative network orientation. *Behavior Research and Therapy*, 47(3), 237-244. <https://dx.doi.org/10.1016%2Fj.brat.2008.12.006>
- Clarke, H., M., Arnold, K. A., & Connelly, C. E. (2015). Improving follower well-being with transformational leadership. In S. Joseph (Ed.), *Positive Psychology in practice: Promoting human flourishing in work, health, education and everyday life* (pp-. 341-356). Hoboken, NJ: Wiley.
- Clausen, T., & Borg, V. (2011). Job demands, job resources and meaning at work. *Journal of Managerial Psychology*, 26(8), 665-681. <https://psycnet.apa.org/doi/10.1108/02683941111181761>
- Crawford, J. O., MacCalman, L., & Jackson, C. A. (2011). The health and well-being of remote and mobile workers. *Occupational Medicine*, 61(6), 385-394. <http://dx.doi.org/10.1093/occmed/kqr071>

- CVS Health. (2020). *Most adults are experiencing more stress than same time last year, new report shows*. CVS Health. <https://cvshealth.com/newsroom/articles/most-adults-are-experiencing-more-stress-sametime-last-year-new-report-shows>
- Dambi, J. M., Corten, L., Chiwaridzo, M., Jack, H., Mlambo, T., & Jelsma, J. (2018). A systematic review of the psychometric properties of the cross-cultural translations and adaptations of the Multidimensional Perceived Social Support Scale (MSPSS). *Health and Quality of Life Outcomes*, 16(1), 1-19. <https://doi.org/10.1186/s12955-018-0912-0>
- Daniels, D. A. K. (2000). Managing telework: Perspectives from human resource management and work psychology. *R & D Enterprise: Asia Pacific*, 3(4), 37–38. <https://doi.org/10.1080/14401266.2000.11001122>
- Darren, G. and Paul, M. (2012) IBM SPSS Statistics 19 Step by step. A Simple Guide and Reference. 12th ed., Pearson.
- Demerouti, E., Bakker, A. B., Nachreiner, F., & Schaufeli, W. B. (2001). The job demands-resources model of burnout. *Journal of Applied Psychologypsychology*, 86(3), 499-512. <http://dx.doi.org/10.1037/0021-9010.86.3.499>
- Demerouti, E., & Bakker, A. B. (2008). The Oldenburg Burnout Inventory: A good alternative to measure burnout and engagement. *Handbook of Stress and Burnout in Health Care*, 15(3), 65-78. <https://doi.org/10.1037/a0019408>
- De Francisco, C., Arce, C., del Pilar Vílchez, M., & Vales, Á. (2016). Antecedents and consequences of burnout in athletes: Perceived stress and depression. *International Journal of Clinical and Health Psychology*, 16(3), 239-246. <https://dx.doi.org/10.1016%2Fj.ijchp.2016.04.001>

- Derks, D., Bakker, A. B., Peters, P., & van Wingerden, P. (2016). Work-related smartphone use, work–family conflict and family role performance: The role of segmentation preference. *Human Relations*, 69(5), 1045- 1068. <https://doi.org/10.1177%2F0018726715601890>
- Dettmers, J., Vahle-Hinz, T., Bamberg, E., Friedrich, N., & Keller, M. (2016). Extended work availability and its relation with start-of-day mood and cortisol. *Journal of Occupational Health Psychology*, 21(1), 105-118. <https://psycnet.apa.org/doi/10.1037/a0039602>
- Dettmers, J. (2017). How extended work availability affects well-being: The mediating roles of psychological detachment and work-family-conflict. *Work & Stress*, 31(1), 24-41. <https://doi.org/10.1080/02678373.2017.1298164>
- Diwakar, D. M. (2020). From pandemics to poverty: the implications of coronavirus for the furthest behind. ODI. <https://odi.org/en/insights/from-pandemics-to-poverty-the-implications-of-coronavirus-for-the-furthest-behind/>
- Ershova, R. V., Yarmotz, E. V., Koryagina, T. M., Semeniak, I. V., Shlyakhta, D. A., & Tarnow, E. (2018). A psychometric evaluation of the highly sensitive person scale: the components of sensory-processing sensitivity. *Electronic Journal of General Medicine*, 15(6), em96. <https://doi.org/10.29333/ejgm/100634>
- Evers, A., Rasche, J., & Schabracq, M. J. (2008). High sensory-processing sensitivity at work. *International Journal of Stress Management*, 15(2), 189- 198. <http://dx.doi.org/10.1037/1072-5245.15.2.189>

- Feng, Z., & Savani, K. (2020). Covid-19 created a gender gap in perceived work productivity and job satisfaction: implications for dual-career parents working from home. *Gender in Management: An International Journal*. 1754- 2413. <https://doi.org/10.1108/GM-07-2020-0202>
- Fensham, T. (2020, July, 31). *When Burnout becomes the Elephant in the Office*. Mitra Consulting. <https://www.mitraconsulting.co.za/when-burnout-becomes-the-elephant-in-the-office/>
- Ferguson, M., Carlson, D., Kacmar, K. M., & Halbesleben, J. R. (2016). The supportive spouse at work: Does being work-linked help? *Journal of Occupational Health Psychology*, 21(1), 37-50. <https://doi.org/10.1037/a0039538>
- Ferreira, M. M. F. (2014). Organizational commitment and supervisor support, perception of procedural fairness, tenure in the hospital: the mediating effect of work-life balance-study in nurses. *Clinical Nursing Studies*, 3(2), 17-23. <https://doi.org/10.5430/cns.v3n2p17>
- Field, A. (2013). *Discovering statistics using IBM SPSS statistics*. Sage Publications.
- Fisher, J., Languilaire, J. C., Lawthom, R., Nieuwenhuis, R., Petts, R. J., Runswick-Cole, K., & Yerkes, M. A. (2020). Community, work, and family in times of COVID-19. *Community, Work & Family*, 23(3), 247-252. <https://doi.org/10.1080/13668803.2020.1756568>
- Fourie, L. (2020). Tech News: Technology usage patterns during Covid-19. IOL. <https://www.iol.co.za/business-report/tech-news-technology-usage-patterns-during-covid-19-48305674>

- Fragoso, Z. L., Holcombe, K. J., McCluney, C. L., Fisher, G. G., McGonagle, A. K., & Friebe, S. J. (2016). Burnout and engagement: Relative importance of predictors and outcomes in two health care worker samples. *Workplace Health & Safety*, 64(10), 479-487.
<https://doi.org/10.1177/2165079916653414>
- Friedman, G. (2014). Student stress, burnout and engagement [Doctoral dissertation, University of the Witwatersrand]. <http://hdl.handle.net/10539/14919>
- Freudenberger, H. J. (1974). J. (1974). Staff burnout. *Journal of Social Issues*, 30(1), 159- 165.
<https://doi.org/10.1111/j.1540-4560.1974.tb00706.x>
- Galek, K., Flannelly, K. J., Greene, P. B., & Kudler, T. (2011). Burnout, secondary traumatic stress, and social support. *Pastoral Psychology*, 60(5), 633-649.
<https://doi.org/10.1007/s11089-011-0346-7>
- Gallego, E. C., Vera, M., & Signani, F. (2015). Women and men at work: Analyzing occupational stress and well-being from a gender perspective. *Revista Puertorriqueña de Psicología*, 26(2), 172-191.
- Gandi, J. C., Wai, P. S., Karick, H., & Dagona, Z. K. (2011). The role of stress and level of burnout in job performance among nurses. *Mental Health in Family Medicine*, 8(3), 181-194. <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC3314275/>
- Gerstenberg, F.X.R. (2012). Sensory-processing sensitivity predicts performance on a visual search task followed by an increase in perceived stress. *Personality and Individual Differences*, 53(4), 496-500. <https://doi.org/10.1016/j.paid.2012.04.019>

- Giattino, C., Ortiz-Ospina, E., & Roser, M. (2013). *Working Hours*. Our World in Data.
<https://ourworldindata.org/working-hours>
- Golden, T. D. (2012). Altering the effects of work and family conflict on exhaustion: Telework during traditional and nontraditional work hours. *Journal of Business and Psychology*, 27, 255–269. <https://doi.org/10.1007/s10869-011-9247-0>
- Grant, C. A., Wallace, L. M., & Spurgeon, P. C. (2013). An exploration of the psychological factors affecting remote e-worker's job effectiveness, well-being and work-life balance. *Employee Relations*, 35(5), 527- 546. <https://doi.org/10.1108/ER-08-2012-0059>
- Greenglass, E., Fiksenbaum, L., & Eaton, J. (2006). The relationship between coping, social support, functional disability and depression in the elderly. *Anxiety, Stress, and Coping*, 19(1), 15-31. <https://doi.org/10.1080/14659890500436430>
- Greenhaus, J. H., & Beutell, N. J. (1985). Sources of conflict between work and family roles. *Academy Management Review*, 10, 76-88. <http://dx.doi.org/10.5465/AMR.1985.4277352>
- Greven, C. U., Lionetti, F., Booth, C., Aron, E. N., Fox, E., Schendan, H. E., Pluess, M., Bruining, H., Acevedo, B. P., & Homberg, J. (2019). Sensory processing sensitivity in the context of environmental sensitivity: A critical review and development of research agenda. *Neuroscience & Bio-behavioural Reviews*, 98, 287-305.
<https://doi.org/10.1016/j.neubiorev.2019.01.009>
- Guthier, C., Dormann, C., & Voelkle, M. C. (2020). Reciprocal effects between job stressors and burnout: A continuous time meta-analysis of longitudinal studies. *Psychological Bulletin*, 146(12), 1146. <https://doi.org/10.1037/bul0000304>

Haag, M. (2020), “Manhattan faces a reckoning if working from home becomes the norm”, The NewYork Times. www.nytimes.com/2020/05/12/nyregion/coronavirus-work-from-home.html

Haar, J. M., Russo, M., Suñe, A., & Ollier-Malaterre, A. (2014). Outcomes of work–life balance on job satisfaction, life satisfaction and mental health: A study across seven cultures. *Journal of Vocational Behaviour*, 85(3), 361-373.
<https://doi.org/10.1016/j.jvb.2014.08.010>

Haar, J. M., Sune, A., Russo, M., & Ollier-Malaterre, A. (2019). A cross-national study on the antecedents of work–life balance from the fit and balance perspective. *Social Indicators Research*, 142(1), 261-282. <https://doi.org/10.1007/s11205-018-1875-6>

Hair, J. F., Black, W.C., Babin, B. J., & Anderson, R. E. (2010). *Multivariate Data Analysis*. Seventh Edition. Prentice Hall, Upper Saddle River, New Jersey.

Halbesleben, J. R. (2010). The role of exhaustion and workarounds in predicting occupational injuries: A cross-lagged panel study of health care professionals. *Journal of Occupational Health Psychology*, 15(1), 1-16. <https://doi.org/10.1037/a0017634>

Harris, J. I., Strom, T. Q., Ferrier-Auerbach, A. G., Kaler, M. E., Hansen, L. P., & Erbes, C. R. (2017). Workplace social support in job satisfaction among veterans with posttraumatic stress symptoms: A preliminary correlational study. *PloS One*, 12(8), e0181344.
<https://doi.org/10.1371/journal.pone.0181344>

- Hartley, C., & Coffee, P. (2019). Perceived and received dimensional support: Main and stress-buffering effects on dimensions of burnout. *Frontiers in Psychology*, 10, 1724.
<https://doi.org/10.3389/fpsyg.2019.01724>
- Hayes, S. W., Priestley, J. L., Iishmakhametov, N., & Ray, H. E. “I’m not working from Home, I’m Living at Work”: Perceived Stress and Work-Related Burnout before and during COVID-19. *PsyArXiv*. <http://dx.doi.org/10.31234/osf.io/vnkwa>
- Hobfoll, S. E. (2011). Conservation of resource caravans and engaged settings. *Journal of Occupational and Organizational Psychology*, 84(1), 116-122.
<https://doi.org/10.1111/j.2044-8325.2010.02016.x>
- Hobfoll, S. E., Halbesleben, J., Neveu, J. P., & Westman, M. (2018). Conservation of resources in the organizational context: The reality of resources and their consequences. *Annual Review of Organizational Psychology and Organizational Behaviour*, 5, 103-128.
<https://doi.org/10.1146/annurev-orgpsych-032117-104640>
- Hsieh, C. M., & Tsai, B. K. (2019). Effects of social support on the stress-health relationship: Gender comparison among military personnel. *International Journal of Environmental Research and Public Health*, 16(8), 1317. <https://dx.doi.org/10.3390%2Fijerph16081317>
- Huang, Y., Xu, S., Hua, J., Zhu, D., Liu, C., Hu, Y., Liu, T., & Xu, D. (2015). Association between job strain and risk of incident stroke: A meta-analysis. *Neurology*, 85(19), 1648-1654. <https://doi.org/10.1212/wnl.0000000000002098>

- Husain, A. K. I. (2010). The Relationship between Mindfulness and Burnout Amongst Employees in a South African Corporate Organisation [Doctoral dissertation, University of Johannesburg].
https://ujcontent.uj.ac.za/vital/%20access/manager/Repository?view=null&f0=sm_identifier%3A%22http%3A%2F%2Fhdl.handle.net%2F10210%2F4221%22&sort=sort_ss_sm_creator+asc
- Huynh, J. Y., Xanthopoulou, D., & Winefield, A. H. (2013). Social support moderates the impact of demands on burnout and organizational connectedness: A two-wave study of volunteer firefighters. *Journal of Occupational Health Psychology*, 18(1), 9-15.
<https://doi.org/10.1037/a0030804>
- International Labour Organisation (ILO). (2020a). Teleworking during the COVID-19 pandemic and beyond: A Practical Guide. https://www.ilo.org/wcmsp5/groups/public/---ed_protect/---protrav/---travail/documents/instructionalmaterial/wcms_751232.pdf
- International Labour Organisation (ILO). (2020b). *An employers' guide on working from home in response to the outbreak of COVID-19*.
https://www.ilo.org/actemp/publications/WCMS_745024/lang--en/index.htm
- Jaikumar, S. (2012, December 18-19). Groups and Teams: A Review of Bad Apple Behavior [Paper Presentation]. International Conference on Business, Finance and Geography (ICBFG'2012), Phuket, Thailand.
<https://citeseerx.ist.psu.edu/viewdoc/download?doi=10.1.1.1063.8843&rep=rep1&type=pdf>

- Jain, R., Bassier, I., Budlender, J., & Zizzamia, R. (2020). *The labour market and poverty impacts of covid-19 in South Africa: An update with NIDS-CRAM Wave 2*. Cape Town: University of Cape Town, National Income Dynamics Study (NIDS)- Coronavirus Rapid Mobile Survey, Report 5. <http://hdl.handle.net/11090/995>
- Jagiellowicz, J., Xu, X., Aron, A., Aron, E. N., Cao, G., Feng, T., & Weng, X. (2011). The trait of sensory processing sensitivity and neural responses to changes in visual scenes. *Social Cognitive and Affective Neuroscience*, 6(1), 38–47. <https://doi.org/10.1093/scan/nsq001>
- Jagiellowicz, J., Zarinafsar, S., & Acevedo, B. P. (2020). Health and social outcomes in highly sensitive persons. *The Highly Sensitive Brain*, 75-107. <http://dx.doi.org/10.1016/B978-0-12-818251-2.00004-7>
- Jayasingam, S., Lee, S. T., & Zain, K. N. M. (2021). Demystifying the life domain in work-life balance: A Malaysian perspective. *Current Psychology*, 1-12. <https://doi.org/10.1007/s12144-021-01403-5>
- Jostell, D., & Hemlin, S. (2018). After hours teleworking and boundary management: Effects on work-family conflict. *Work*, 60(3), 475-483. <https://doi.org/10.3233/wor-182748>
- Ju, C., Lan, J., Li, Y., Feng, W., & You, X. (2015). The mediating role of workplace social support on the relationship between trait emotional intelligence and teacher burnout. *Teaching and Teacher Education*, 51, 58-67. <https://doi.org/10.1016/j.tate.2015.06.001>
- Kavesh, V. (2017). *Work-Family conflict among Hindu fathers in South Africa* [Doctoral dissertation, University of Cape Town]. Open University of Cape Town Repository. <http://hdl.handle.net/11427/28098>

- Khan, A., & Yusoff, R. B. M. (2016). Psychometric testing of Oldenburg burnout inventory among academic staff in Pakistan. *International Review of Management and Marketing*, 6(4), 683-687. <https://ideas.repec.org/a/eco/journ3/2016-04-6.html>
- Khamisa, N., Peltzer, K., Ilic, D., & Oldenburg, B. (2017). Effect of personal and work stress on burnout, job satisfaction and general health of hospital nurses in South Africa. *Health SA Gesondheid*, 22, 252- 258. <https://doi.org/10.1016/j.hsag.2016.10.001>
- Kothari, C. R. (2004). *Research methodology: Methods and techniques*. New Age International. [https://www.cusb.ac.in/images/cusb-files/2020/el/cbs/MCCOM2003C04%20\(Business%20Research%20Methods\)ResearchMethodology_C_R_Kothari.pdf](https://www.cusb.ac.in/images/cusb-files/2020/el/cbs/MCCOM2003C04%20(Business%20Research%20Methods)ResearchMethodology_C_R_Kothari.pdf)
- Kibe, C., Suzuki, M., & Hirano, M. (2018). *Individual sensitivity to: Case study on working time organization and its effects of resilience education: Self-esteem enhancement in Japanese adolescents*. Paper presented at the European Conference on Positive Psychology. Budapest, Hungary. <https://doi.org/10.1371/journal.pone.0239002>
- Kim, A. W. (2020). Promoting mental in the health in community and research settings during COVID-19: Perspectives and experiences from Soweto, South Africa. *American Journal of Human Biology*, 32(5), e23509. <https://doi.org/10.1002/ajhb.23509>
- Kıř, A. (2014). Marital status differences in burnout among educational stakeholders: A meta-analysis. *Journal of Human Sciences* 11(2), 533-558. <http://dx.doi.org/10.14687/ijhs.v11i2.2922>

Kisting, S., Dalvie, A., & Lewis, P. (2016). South Africa: Case study on working time organisation and its effects in the health services sector. ILO: Geneva, Switzerland.

https://www.ilo.org/sector/Resources/publications/WCMS_548322/lang--en/index.htm

Kniffin, K. M., Narayanan, J., Anseel, F., Antonakis, J., Ashford, S. P., Bakker, A. B., Bamberger, P., Bapuji, H., Bhawe, D. P., Choi, V. K., Creary, S. J., Demerouti, E., Flynn, F. J., Gelfand, M. J., Greer, L., Johns, G., Kesebir, S., Klein, P. G., Lee, S. Y., ... & van Vught, M. (2021). COVID-19 and the workplace: Implications, issues, and insights for future research and action. *American Psychologist*, 76(1), 63.

<https://psycnet.apa.org/doi/10.1037/amp0000716>

Kumar, P., Kumar, N., Aggarwal, P., & Yeap, J. A. (2021). Working in lockdown: the relationship between COVID-19 induced work stressors, job performance, distress, and life satisfaction. *Current Psychology*, 1-16. <https://doi.org/10.1007/s12144-021-01567-0>

Lavelle, J. (2020). *Gartner CFO Survey Reveals 74% Intend to Shift Some Employees to Remote Work Permanently*. Gartner. <https://www.gartner.com/en/newsroom/press-releases/2020-04-03-gartner-cfo-survey-reveals-74-percent-of-orgs-to-shift-some-employees-to-remote-work-permanently>

Lewis, S., & Beauregard, T. A. (2018). The meanings of work-life balance: a cultural perspective. A cultural perspective. In R. Johnson, W. Shen, & K. M. Shockley (Eds.), *The Cambridge handbook of the global work-family interface* (pp. 720-732). Cambridge: Cambridge University Press.

Lionetti, F., Pastore, M., Moscardino, U., Nocentini, A., Pluess, K., & Pluess, M. (2019).

Sensory processing sensitivity and its association with personality traits and affect: A meta-analysis. *Journal of Research in Personality*, 81, 138-152.

<https://doi.org/10.1016/j.jrp.2019.05.013>

Liss, M., Timmel, L., Baxley, K., & Killingsworth, P. (2005). Sensory processing sensitivity and

its relation to parental bonding, anxiety, and depression. *Personality and Individual Differences*, 39(8), 1429-1439. <https://doi.org/10.1016/j.paid.2005.05.007>

Lizano, E. L. (2015). Examining the impact of job burnout on the health and well-being of

human service workers: A systematic review and synthesis. *Human Service Organizations: Management, Leadership & Governance*, 39(3), 167-181.

<https://doi.org/10.1080/23303131.2015.1014122>

Long, T. (2013). Work engagement, disengagement and meaningfulness: achieving the

simultaneous benefits of high work performance and individual wellbeing [Doctoral dissertation, University of Reading].

Louw, D., George, E., & Esterhuyse, K. (2011). Burnout amongst urban secondary school

teachers in Namibia. *SA Journal of Industrial Psychology*, 37(1), 01-07.

<https://doi.org/10.4102/sajip.v37i1.1008>

Lu, A. C. C., & Gursoy, D. (2013). Impact of job burnout on satisfaction and turnover intention:

do generational differences matter? *Journal of Hospitality & Tourism Research*, 40(2), 210-235. <http://dx.doi.org/10.1177/1096348013495696>

- Lyu, X., & Fan, Y. (2020). Research on the relationship of work family conflict, work engagement and job crafting: A gender perspective. *Current Psychology*, 1-11.
<https://link.springer.com/article/10.1007/s12144-020-00705-4>
- Mahmod, D. R., & Rosari, R. (2020). The impact of burnout toward affective commitment and turnover intention. *Jurnal Siasat Bisnis*, 24(1), 18.
<https://doi.org/10.20885/jsb.vol24.iss1.art2>
- Makhetha, M. I. (2019). *Stress coping strategies to prevent burnout amongst primary school teachers in Lesotho* [Doctoral dissertation, University of South Africa]. University of South Africa Institutional Repository. <http://hdl.handle.net/10500/25793>
- Makola, L., Mashegoane, S., & Debusho, L. K. (2015). Work-family and family-work conflicts amongst African nurses caring for patients with AIDS. *Curationis*, 38(1). 1436-1444.
<http://dx.doi.org/10.4102/curationis.v38i1.1436>
- Mang, P., & Reed, B. (2012). Designing from place: a regenerative framework and methodology. *Building Research & Information*, 40(1), 23-38.
<http://dx.doi.org/10.1080/09613218.2012.621341>
- Mansour, S., & Tremblay, D. G. (2018). Work–family conflict/family–work conflict, job stress, burnout and intention to leave in the hotel industry in Quebec (Canada): moderating role of need for family friendly practices as “resource passageways”. *The International Journal of Human Resource Management*, 29(16), 2399-2430.
<http://dx.doi.org/10.1080/09585192.2016.1239216>

- Marais, E., De Klerk, M., Nel, J. A., & De Beer, L. (2014). The antecedents and outcomes of work-family enrichment amongst female workers. *SA Journal of Industrial Psychology*, 40(1), 1-14.
<https://www.researchgate.net/deref/http%3A%2F%2Fdx.doi.org%2F10.4102%2Fsajip.v40i1.1186>
- Marchand, C., & Vandenberghe, C. (2016). Perceived organizational support, emotional exhaustion, and turnover: The moderating role of negative affectivity. *International Journal of Stress Management*, 23(4), 350-375.
<https://psycnet.apa.org/doi/10.1037/str0000020>
- Marchand, A., Blanc, M. E., & Beauregard, N. (2018). Do age and gender contribute to workers' burnout symptoms? *Occupational Medicine*, 68(6), 405-411.
<https://doi.org/10.1093/occmed/kqy088>
- Marks, J., Chun Bun, L., & McHale, S. M. (2009). Family Patterns of gender role attitudes. *Sex Roles*, 61(3-4), 221-234. <https://dx.doi.org/10.1007%2Fs11199-009-9619-3>
- Martin, B. H., & MacDonnell, R. (2012). Is telework effective for organizations? A meta-analysis of empirical research on perceptions of telework and organizational outcomes. *Management Research Review*, 35(7), 602-616.
<https://doi.org/10.1108/01409171211238820>
- Maslach, C., Schaufeli, W. B., & Leiter, M. P. (2001). Job burnout. *Annual Review of Psychology*, 52(1), 397-422. <https://doi.org/10.1146/annurev.psych.52.1.397>

- Maslach, C. (2015). Psychology of. In J. D. Wright (Eds.), *International Encyclopaedia of the Social and Behavioural Sciences (2nd edition)*, (pp.929-932). Netherlands: Elsevier.
- Maslach, C., & Leiter, M. P. (2016). Understanding the burnout experience: recent research and its implications for psychiatry. *World Psychiatry*, 15(2), 103-111.
<https://dx.doi.org/10.1002%2Fwps.20311>
- May, A. K., Norris, S. A., Richter, L. M., & Pitman, M. M. (2020). A psychometric evaluation of the Highly Sensitive Person Scale in ethnically and culturally heterogeneous South African samples. *Current Psychology*, 1-15. <https://doi.org/10.1007/s12144-020-00988-7>
- Mbunge, E. (2020). Effects of COVID-19 in South African health system and society: An explanatory study. *Diabetes & Metabolic Syndrome: Clinical Research & Reviews*, 14(6), 1809-1814. <https://dx.doi.org/10.1016%2Fj.dsx.2020.09.016>
- Meliala, Y. H., Eliyana, A., Hamidah, A. D. B., & Habibi, M. B. (2020). The Effect of Work Family Conflict on Job Performance through Emotional Exhaustion. *Systematic Reviews in Pharmacy*, 11(10), 459-465.
<http://www.sysrevpharm.org//index.php?fulltxt=29811&fulltxtj=196&fulltxtp=196-1605200254.pdf>
- Mertens, G., Gerritsen, L., Duijndam, S., Salemink, E., & Engelhard, I. M. (2020). Fear of the coronavirus (COVID-19): Predictors in an online study conducted in March 2020. *Journal of Anxiety Disorders*, 74, 102258. <https://doi.org/10.1016/j.janxdis.2020.102258>

- Meyer, B., Zill, A., Dilba, D., Gerlach, R., & Schumann, S. (2021). Employee psychological well-being during the COVID-19 pandemic in Germany: A longitudinal study of demands, resources, and exhaustion. *International Journal of Psychology*, 56(4), 532-550. <https://doi.org/10.1002/ijop.12743>
- Meyerson, J., Gelkopf, M., Eli, I., & Uziel, N. (2020). Burnout and professional quality of life among Israeli dentists: the role of sensory processing sensitivity. *International Dental Journal*, 70(1), 29-37. <https://doi.org/10.1111/idj.12523>
- McDowall, A., & Kinman, G. (2017). The new nowhere land? A research and practice agenda for the "always on" Culture. *Journal of Organizational Effectiveness: People and Performance*, 4(3), 256-266.
- Mlambo, S. (2021). Anger as SASSA stops R350 COVID-19 grant for the unemployed. IOL. <https://www.iol.co.za/news/politics/anger-as-sassa-stops-r350-covid-grant-for-the-unemployed-c5101d4a-23af-444c-92e7-c2fc491b36fe>
- Mogilner, C., Whillans, A., & Norton, M. I. (2018). Time, money, and subjective wellbeing. In E. Diener, S. Oishi, & L. Tay (Eds.), *Handbook of Well-Being*. Salt Lake City, UT: DEF Publishers. DOI:nobascholar.com
- Montoya-Pérez, K. S., Ortega, J. I. M., Montes-Delgado, R., Padrós-Blázquez, F., de la Roca Chiapas, J. M., & Montoya-Pérez, R. (2019). Psychometric Properties of the Highly Sensitive Person Scale in Mexican Population. *Psychology Research and Behaviour Management*, 12, 1081-1086. <https://dx.doi.org/10.2147%2FPRBM.S224808>

- Moore, D. S., Notz, W. I., & Flinger, M. A. (2013). *The basic practice of statistics* (6th Ed.). New York, NY: W.H. Freeman and Company.
- Mostert, K., & Joubert, A. F. (2015). Job stress, burnout and coping strategies in the South African Police Service. *South African Journal of Economic and Management Sciences*, 8(1), 39-53. <http://dx.doi.org/10.4102/sajems.v8i1.1282>
- Mujtaba, B. G. (2011). Stress perceptions and diversity management: A study of respondents in India and the United States based on gender, age, education and nationality. *International Journal of Management and Administrative Sciences*, 1(1), 8–22.
https://nsuworks.nova.edu/hcbe_facarticles/291/
- Mukaka, M. (2012). Statistics corner: A guide to appropriate use of correlation in medical research. *Malawi Medical Journal*, 24(3), 69-71.
<https://doi.org/10.1080/00223891.2013.838170>
- Murfitt, K. (2019). *Millennial burnout*. The Skills collective.
<https://theskillcollective.com/blog/millennial-burnout>
- Naegele L., De Tavernier W., Hess M. (2018) Work Environment and the Origin of Ageism. In L. Ayalon & C. Tesch-Römer (Eds.), *Contemporary Perspectives on Ageism* (pp. 73-90). Springer, Cham. https://doi.org/10.1007/978-3-319-73820-8_5
- Nkate, J. (2020). The effect of Covid-19 on the work arrangements in the South African public service. *Africa Journal of Public Sector Development and Governance*, 3(1), 144-157.

- Nyasulu, J., & Pandya, H. (2020). The effects of coronavirus disease 2019 pandemic on the South African health system: A call to maintain essential health services. *African Journal of Primary Health Care & Family Medicine*, 12(1), 2480.
<https://dx.doi.org/10.4102%2Fphcfm.v12i1.2480>
- Ojo, A. O., Fawehinmi, O., & Yusliza, M. Y. (2021). Examining the predictors of resilience and work engagement during the COVID-19 pandemic. *Sustainability*, 13(5), 2902.
<https://doi.org/10.3390/su13052902>
- Outar, C., & Rose, J. (2017). Is there a relationship between role identity, work demands, and burnout in direct care staff working with individuals with intellectual disability? *Journal of Intellectual & Developmental Disability*, 42(2), 123-130.
<https://doi.org/10.3109/13668250.2016.1211257>
- Osman, A., Lamis, D. A., Freedenthal, S., Gutierrez, P. M., & McNaughton-Cassill, M. (2014). The multidimensional scale of perceived social support: analyses of internal reliability, measurement invariance, and correlates across gender. *Journal of Personality Assessment*, 96(1), 103-112. <https://doi.org/10.1080/00223891.2013.838170>
- Padmanabhanunni, A., & Pretorius, T. B. (2021). The unbearable loneliness of COVID-19: COVID-19-related correlates of loneliness in South Africa in young adults. *Psychiatry Research*, 296, 113658. <https://doi.org/10.1016/j.psychres.2020.113658>
- Pallant, J. (2020). *SPSS survival manual: A step by step guide to data analysis using IBM SPSS*. Routledge.

- Park, Y., Liu, Y., & Headrick, L. (2020). When work is wanted after hours: Testing weekly stress of information communication technology demands using boundary theory. *Journal of Organizational Behaviour*, 41(6), 518-534. <https://doi.org/10.1002/job.2461>
- Patricios, J., Sagggers, R., Gelbart, B., & van Zuydam, J. (2020). 'Make exercise the elixir across an economic divide': A message to COVID-19 decision makers. *South African Journal of Sports Medicine*, 32(1), 1-2. <http://dx.doi.org/10.17159/2078-516x/2020/v32i1a8310>
- Perez-Chacon, M., Chacon, A., Borda-Mas, M., & Avargues-Navarro, M. N. (2021). Sensory Processing Sensitivity and Compassion Satisfaction as Risk/ Protective Factors from Burnout and Compassion Fatigue in Healthcare and Education Professionals. *International Journal of Environmental Research and Public Health*, 18(2), 611. <https://doi.org/10.3390/ijerph18020611>
- Pluess, M., & Belsky, J. (2013). Vantage Sensitivity: Individual differences in response to positive experiences. *Psychological Bulletin*, 139(4), 901–916. <https://doi.org/10.1037/a0030196>
- Purvanova, R. K., & Muros, J. P. (2010). Gender differences in burnout: A meta-analysis. *Journal of Vocational Behavior*, 77(2), 168-185. <https://doi.org/10.1016/j.jvb.2010.04.006>
- Quinn, M. M., & Smith, P. M. (2018). Gender, Work, and Health. *Annals of Work Exposures and Health*, 62(4), 389-392. <https://doi.org/10.1093/annweh/wxy019>

Quinones, C. (2016). *The 'always on' workplace: risks, opportunities and how to make it work*.

HR Magazine. <https://www.hrmagazine.co.uk/content/features/the-always-on-workplace-risks-opportunities-and-how-to-make-it-work>

Rabenu, E., & Yaniv, E. (2017). Psychological resources and strategies to cope with stress at work. *International Journal of Psychological Research*, 10(2), 8-15.

<http://dx.doi.org/10.21500/20112084.2698>

Ramarajan, L., & Reid, E. (2013). Shattering the myth of separate worlds: Negotiating non-work identities at work. *Academy of Management Review*, 38(4), 621-644.

<http://dx.doi.org/10.5465/amr.2011.0314>

Redfearn, R. A., van Ittersum, K. W., & Stenmark, C. K. (2020). The impact of sensory processing sensitivity on stress and burnout in nurses. *International Journal of Stress Management*, 27(4), 370-379. <https://psycnet.apa.org/doi/10.1037/str0000158>

Rego, A., Sousa, F., Marques, C., & Cunha, M. P. E. (2012). Retail employees' self-efficacy and hope predicting their positive affect and creativity. *European Journal of Work and Organizational Psychology*, 21(6), 923-945.

<https://doi.org/10.1080/1359432X.2011.610891>

Rogala, A., Shoji, K., Luszczynska, A., Kuna, A., Yeager, C., Benight, C. C., & Cieslak, R. (2016). From exhaustion to disengagement via self-efficacy change: Findings from two longitudinal studies among human services workers. *Frontiers in Psychology*, 6, 2032.

<https://doi.org/10.3389/fpsyg.2015.02032>

- Rogan, M. & Skinner, C. (2020). *The Covid-19 Crisis and the South African Informal Economy: 'Locked-out' of Livelihoods and Employment*. Cape Town: University of Cape Town, National Income Dynamics Study (NIDS) – Coronavirus Rapid Mobile Survey, Report 10. <https://cramsurvey.org/wp-content/uploads/2020/07/Rogan-Covid-crisis-and-the-South-African-informal-economy.pdf>
- Rossiter, L., & Sochos, A. (2018). Workplace bullying and burnout: the moderating effects of social support. *Journal of Aggression, Maltreatment & Trauma*, 27(4), 386-408. <https://doi.org/10.1080/10926771.2017.1422840>
- Rubab, Um. (2017). Impact of Work-Family Conflict on Burnout and Workplace deviant behaviour: Mediating role of stress. *Jinnah Business Review*, 5(1), 1-10. <http://dx.doi.org/10.53369/TNYV1870>
- Rubenstein, A. L., Peltokorpi, V., & Allen, D. G. (2020). Work-home and home-work conflict and voluntary turnover: A conservation of resources explanation for contrasting moderation effects of on-and off-the-job embeddedness. *Journal of Vocational Behavior*, 119, 103413. <https://doi.org/10.1016/j.jvb.2020.103413>
- Schaufeli, W. B., Leiter, M. P., & Maslach, C. (2009). Burnout: 35 years of research and practice. *Career Development International*, 14(3), 204–220. <http://dx.doi.org/10.1108/13620430910966406>
- Schaufeli, W. B., & Taris, T. W. (2014). A critical review of the job demands-resources model: Implications for improving work and health. *Bridging Occupational, Organizational and Public Health*, 43-68. https://psycnet.apa.org/doi/10.1007/978-94-007-5640-3_4

- Schaufeli, W. B. (2017). Applying the job demands-resources model. *Organizational Dynamics*, 2(46), 120-132. <https://psycnet.apa.org/doi/10.1016/j.orgdyn.2017.04.008>
- Schieman, S., & Badawy, P. J. (2020). The Status Dynamics of Role Blurring in the Time of COVID-19. *Socius*, 6. <https://doi.org/10.1177%2F2378023120944358>
- Schotte, S., & Zizzamia, R. (2021). *The livelihood impacts of COVID-19 in urban South Africa: A view from below* (No. wp-2021-56). World Institute for Development Economic Research (UNU-WIDER). <https://doi.org/10.35188/UNU-WIDER/2021/994-5>
- Scott, E. M. S. (2019). *Social support for stress relief*. Very well mind. <https://www.verywellmind.com/stress-and-social-support-research-3144460>
- Scully-Russ, E., & Torraco, R. (2020). The changing nature and organization of work: An integrative review of the literature. *Human Resource Development Review*, 19(1), 66-93. <https://doi.org/10.1177%2F1534484319886394>
- Sinval, J., Queirós, C., Pasian, S., & Marôco, J. (2019). Transcultural adaptation of the Oldenburg burnout inventory (OLBI) for Brazil and Portugal. *Frontiers in Psychology*, 10, 338. <https://doi.org/10.3389/fpsyg.2019.00338>
- Skiba, T., & Wildman, J. L. (2019). Uncertainty reducer, exchange deepener, or self-determination enhancer? Feeling trust versus feeling trusted in supervisor-subordinate relationships. *Journal of Business and Psychology*, 34(2), 219–235. <https://doi.org/10.1007/s10869-018-9537-x>

Smith, E. (2020). *South Africa downgrades lockdown rules, sending 8 million back to work.*

CNBC. <https://www.cnn.com/2020/05/26/south-africa-downgrades-lockdown-rules-sending-8-million-back-to-work.html>

Smolewska, K. A., McCabe, S. B., & Woody, E. Z. (2006). A psychometric evaluation of the Highly Sensitive Person Scale: The components of sensory-processing sensitivity and their relation to the BIS/BAS and “Big Five”. *Personality and Individual Differences*, 40(6), 1269-1279. <https://doi.org/10.1016/j.paid.2005.09.022>

Soelton, M., Amaelia, P., & Prasetyo, H. (2020,). Dealing with job Insecurity, work stress, and family conflict of employees. *Advances in Economics, Business and Management Research*, 120, 167-174. <http://dx.doi.org/10.2991/aebmr.k.200205.031>

Sooryamoorthy, R., & Makhoba, M. (2016). The family in modern South Africa: Insights from recent research. *Journal of Comparative Family Studies*, 47(3), 309-321. <http://dx.doi.org/10.3138/jcfs.47.3.309>

Stefan Lindsay, J. (2017). *The Highly Sensitive Teacher: Sensory-Processing Sensitivity, Burnout, and Self-Efficacy in Urban Public School Teachers* [Doctoral dissertation, University of California Los Angeles].

Stephens, K.K., Jahn, J.L., Fox, S., Charoensap-Kelly, P., Mitra, R., Sutton, J., Waters, E.D., Xie, B., & Meisenbach, R.J., 2020. Collective sense making around COVID-19: experiences, concerns, and agendas for our rapidly changing organizational lives. *Management Communication Quarterly*, 34(3), 426-457. <https://doi.org/10.1177%2F0893318920934890>

- Steyn, C. (2015). The factor structure of the Maslach Burnout Inventory Human Services Survey across a sample of client service employees. *Southern African Business Review*, 19(3), 129-153.
- Taris, T. W., Ybema, J. F., & van Beek, I. (2017). Burnout and engagement: Identical twins or just close relatives? *Burnout Research*, 100(5), 3-11.
<https://doi.org/10.1016/j.burn.2017.05.002>
- Taylor, S. E., Seeman, T. E., Eisenberger, N. I., Kozanian, T. A., Moore, A. N., & Moons, W. G. (2010). Effects of a supportive or an unsupportive audience on biological and psychological responses to stress. *Journal of Personality and Social Psychology*, 98(1), 47-56. <https://doi.org/10.1037/a0016563>
- Ten Brummelhuis, L. L., & Bakker, A. B. (2012). A resource perspective on the work–home interface: The work–home resources model. *American Psychologist*, 67(7), 545-556.
<http://dx.doi.org/10.1037/a0027974>
- Theorell, T., Hammarström, A., Gustafsson, P., Hanson, L. M., Janlert, U., & Westerlund, H. (2014). Job strain and depressive symptoms in men and women: a prospective study of the working population in Sweden. *Journal of Epidemiology & Community Health*, 68(1), 78-82. <https://doi.org/10.1136/jech-2012-202294>
- Tillmann, T. (2019). *Sensory-processing sensitivity in the context of the teaching profession and its demands* [Doctoral dissertation, Ludwig Maximilian University of Munich]. Ludwig Maximilian University of Munich Research Repository.
<https://doi.org/10.5282/edoc.24664>

- Timms, C., Brough, P., & Graham, D. (2012). Burnt-out but engaged: the co-existence of psychological burnout and engagement. *Journal of Educational Administration*, 50(3), 327-345. <http://dx.doi.org/10.1108/09578231211223338>
- Tims, M., Bakker, A. B., & Derks, D. (2013). The impact of job crafting on job demands, job resources, and well-being. *Journal of Occupational Health Psychology*, 18(2), 230. <http://dx.doi.org/10.1037/a0032141>
- TransUnion. (2020). Millennials Hardest Hit as COVID-19 Impacts Consumer Finances around the World: New TransUnion research assesses pandemic's impact on consumer finances in seven global markets. TransUnion. <https://newsroom.transunion.co.za/millennials-hardest-hit-as-covid-19-impacts-consumer-finances-around-the-world/>
- Trefalt, S. (2013). Between you and me: Setting work-non-work boundaries in the context of workplace relationships. *Academy of Management Journal*, 56(6), 1802-1829. <https://doi.org/10.5465/amj.2011.0298>
- Trepanier, S. G., Fernet, C., Austin, S., Forest, J., & Vallerand, R. J. (2014). Linking job demands and resources to burnout and work engagement: Does passion underlie these differential relationships? *Motivation and Emotion*, 38(3), 353-366. <https://doi.org/10.1007/s11031-013-9384-z>
- Tsilika, E., Galanos, A., Polykandriotis, T., Parpa, E., & Mystakidou, K. (2019). Psychometric Properties of the Multidimensional Scale of Perceived Social Support in Greek Nurses. *Canadian Journal of Nursing Research*, 51(1), 23-30. <https://doi.org/10.1177/0844562118799903>

- Turek, D. (2020). When does job burnout not hurt employee behaviours? *Journal of Organizational Effectiveness: People and Performance*, 8(1), 59-79.
<https://doi.org/10.1108/JOEPP-04-2020-0055>
- Turner-Musa, J., Ajayi, O., & Kemp, L. Examining Social Determinants of Health, Stigma, and COVID-19 Disparities. *Americas*, (8)2, 163-248.
<https://doi.org/10.3390/healthcare8020168>
- Vander Elst, T., Sercu, M., Van den Broeck, A., Van Hoof, E., Baillien, E., & Godderis, L. (2019). Who is more susceptible to job stressors and resources? Sensory-processing sensitivity as a personal resource and vulnerability factor. *PloS One*, 14(11), e0225103.
<https://doi.org/10.1371/journal.pone.0225103>
- Van der Westhuizen, S., Horn, C., & Viljoen, A. (2015). Sense of coherence and burnout in the energy and chemicals industry: The moderating role of age. *SA Journal of Human Resource Management*, 13(1), 9. <https://doi.org/10.4102/sajhrm.v13i1.705>
- Van Tonder, C. L., & Williams, C. (2009). Exploring the origins of burnout among secondary educators. *SA Journal of Industrial Psychology*, 35(1), 204-218.
<https://doi.org/10.4102/sajip.v35i1.762>
- Vermeulen, M., & Mustard, C. (2000). Gender differences in job strain, social support at work, and psychological distress. *Journal of Occupational Health Psychology*, 5(4), 428-440.
<https://doi.org/10.1037//1076-8998.5.4.428>
- Wanberg, C. R. (2012). The Individual Experience of Unemployment. *Annual Review of Psychology*, 63, 369-396. <https://doi.org/10.1146/annurev-psych-120710-100500>

Wang, J., Schmitz, N., Smailes, E., Sareen, J., & Patten, S. (2010). Workplace characteristics, depression, and health-related presenteeism in a general population sample. *Journal of Occupational and Environmental Medicine*, 52(8), 836-842.

<https://doi.org/10.1097/JOM.0b013e3181ed3d80>

Wang, H. (2018). The effects of Social Support and Coping strategies on Job stress and burnout. Available at SSRN: <https://dx.doi.org/10.2139/ssrn.3161858>

Ward, D. (2020) Being a Highly Sensitive Person During the Coronavirus Crisis: How this situation is affecting HSPs in unique ways and how they can cope. *Psychology Today*.
<https://www.psychologytoday.com/za/blog/sense-and-sensitivity/202003/being-highly-sensitive-person-during-the-coronavirus-crisis>

World Health Organization. (2020). *Mental health and psychosocial considerations during the COVID-19 outbreak*, 18 March 2020. (No. WHO/2019-nCoV/MentalHealth/2020.1).

World Health Organization. <https://www.who.int/publications/i/item/WHO-2019-nCoV-MentalHealth-2020.1>

Wu, G., Hu, Z., & Zheng, J. (2019). Role stress, job burnout, and job performance in construction project managers: The moderating role of career calling. *International Journal of Environmental Research and Public Health*, 16(13), 2394.

<https://doi.org/10.3390/ijerph16132394>

Xia, A., Wang, B., Song, B., Zhang, W., & Qian, J. (2019). How and when workplace ostracism influences task performance: Through the lens of conservation of resource theory. *Human Resource Management Journal*, 29(3), 353-370. <https://doi.org/10.1111/1748-8583.12226>

- Yano, K., & Oishi, K. (2018). The relationships among daily exercise, sensory-processing sensitivity, and depressive tendency in Japanese university students. *Personality and Individual Differences*, 127, 49-53. <https://doi.org/10.1016/j.paid.2018.01.047>
- Yano, K., Kase, T., & Oishi, K. (2019). The effects of sensory-processing sensitivity and sense of coherence on depressive symptoms in university students. *Health Psychology Open*, 6(2), 1-5. <https://doi.org/10.1177/2055102919871638>
- Zeff, T. (2004). *The highly sensitive person's survival guide*. Oakland, CA: New Harbinger Publications.
- Zeijlemaker, C., & Moosa, S. (2019). The prevalence of burnout among registrars in the School of Clinical Medicine at the University of the Witwatersrand, Johannesburg, South Africa. *SAMJ: South African Medical Journal*, 109(9), 668-672. <https://doi.org/10.7196/SAMJ.2019.v109i9.13667>
- Zhang, H., Tang, L., Ye, Z., Zou, P., Shao, J., Wu, M., Zhang, Q., Qiao, G., & Mu, S. (2020). The role of social support and emotional exhaustion in the association between work-family conflict and anxiety symptoms among female medical staff: a moderated mediation model. *BioMed Central Psychiatry*, 266(20), 1-9. <https://doi.org/10.1186/s12888-020-02673-2>
- Zimet, G. D., Dahlem, N. W., Zimet, S. G., & Farley, G. K. (1988). *The Multidimensional Scale of Perceived Social Support*. *Journal of Personality Assessment*, 52(1), 30-41. https://doi.org/10.1207/s15327752jpa5201_2

Appendices

Appendix A

Participant Information Sheet (survey landing page)

Dear Madam/Sir

Our names are Rowan Turner and Valerie Ndlovu; we are conducting separate research studies as part of our Masters' degrees in Organisational Psychology at the University of the Witwatersrand. Both of these studies, broadly speaking, are examining the role of Sensory Processing Sensitivity in the workplace. The first study examines whether Burnout is influenced by Work-Family Conflict, Sensory Processing Sensitivity and Social Support. The second study examines whether Burnout and Work Engagement are influenced by Job Demands (work and emotional overload), Job Resources (organisational support and growth opportunities) and Sensory Processing Sensitivity. If you are currently employed and above the age of 18 years, we would like to invite you to participate in these studies.

If you agree to participate, you will be asked to complete an online questionnaire using the SurveyMonkey website. The questionnaire will be used to gather data for both the studies mentioned above. This questionnaire will firstly include demographic questions about your age, sex, ethnicity, home language, occupational level, marital status, and dependents (number of children/elderly people); as well as a few questions regarding the current Covid-19 pandemic. Thereafter, it will include statements and questions regarding your processing of sensory information, Work-Family conflict, your workload, the support you receive at work and at home, the growth opportunities available at work, and how you feel at work in terms of exhaustion and engagement.

Participation in this study is entirely voluntary and will require 25 – 30 minutes of your time. You have the right to leave the study (by closing the survey) at any point up until the final submission of the survey. There is a checkbox at the end of this information sheet; if you check this box you are indicating your informed consent to participate in this study. Additionally, submitting your online responses will be taken as further confirmation of your consent.

We will not ask for your name and any responses you provide will be treated confidentially and will not be seen by anyone other than the researchers. Your responses will be secured in a password protected database. Your individual responses will not be used alone by the researchers but will be analysed in relation to all other responses to describe group trends.

Thank you for considering this invitation. Your participation would be greatly appreciated and will help to contribute to a better understanding of human sensory processing in the workplace.

If you have any questions about these research studies, please feel free to contact us on the details listed below.

Yours sincerely,

Rowan Turner

rowan.turner7@gmail.com

0605048242

Valerie Ndlovu

2387105@students.wits.ac.za

0641155272

Supervisor: Michael Pitman

michael.pitman@wits.ac.za

0117174505

If you have any complaints about this research, please feel free to contact:

CONTACT DETAILS

Appendix B

Demographic Questionnaire

1. How would you describe your current employment status?

- ☐ Employed full time
- ☐ Employed part time
- ☐ Self-employed

Other (please specify):

2. What is your age?

3. What is your gender?

- ☐ Male
- ☐ Female

4. What is your home language?

(Please choose one)

- ☐ Afrikaans
- ☐ English
- ☐ IsiNdebele
- ☐ IsiXhosa
- ☐ IsiZulu
- ☐ Sepedi (North Sotho)
- ☐ Sesotho
- ☐ Setswana
- ☐ SiSwati
- ☐ Tshivenda

☐ Xitsonga

Other (please specify):

5. Highest level of education

☐ Primary school

☐ High school grade

☐ Matric

☐ Undergraduate Degree

☐ Postgraduate Degree

☐ Diploma

Other (please specify):

6. Which of the following categories best describes the sector you primarily work in (regardless of your actual position)?

☐ Agriculture

☐ Finance

☐ Government

☐ Trade

☐ Manufacturing or production

☐ Transport and communication

☐ Mining

☐ Personal services

☐ Teacher

☐ Sales

Other (please specify):

7. Which of the following categories best describes your current occupational level?

- ☐ Top management
- ☐ Senior management
- ☐ Professionally qualified, experienced specialist and mid-management
- ☐ Skilled technical and academically qualified worker, junior management, supervisor, foremen, superintendent
- ☐ Semi-skilled and discretionary decision making
- ☐ Unskilled and defined decision making

8. How long have you been working for your current organisation?

9. What is your current marital status?

- ☐ Single
- ☐ In a relationship
- ☐ Married

10. How many children do you have?

(If none, please type 0)

11. How many elderly people are in your care?

Covid-19 issues and Work Environment

1. Are you currently working-from-home or in your workplace?

☐ Working-from-home

☐ Workplace

Other (please specify):

2. At what lockdown level did you return to your workplace?

☐ Level 5

☐ Level 4

☐ Level 3

☐ Level 2

☐ Level 1

☐ I have not returned to my workplace

3. To what extent has your work been disrupted due to the Covid-19 pandemic?

Not at All Very Little Somewhat To a Great Extent

☐

☐

☐

☐

4. What challenges have you faced due to the changes caused by the Covid-19 pandemic?

(Please select one or more)

☐ Technological and/or data challenges

☐ Loneliness

☐ Fear of the unknown

☐ Job deadline challenges

☐ Lack of childcare

☐ Financial challenges

Other (please specify):

Appendix C

Work-Family Conflict and Family-Work Conflict Scales

Work-Family Conflict Scale

1. The demands of my work interfere with my home and family life.
2. The amount of time my job takes up makes it difficult to fulfil family responsibilities.
3. Things I want to do at home do not get done because of the demands my job puts on me.
4. My job produces strain that makes it difficult to fulfil family duties.
5. Due to work-related duties, I have to make changes to my plans for family activities.

Family-Work Conflict Scale

1. The demands of my family or spouse/partner interfere with work-related activities.
2. I have to put off doing things at work because of demands on my time at home.
3. Things I want to do at work don't get done because of the demands of my family or spouse/partner.
4. My home life interferes with my responsibilities at work such as getting to work on time, accomplishing daily tasks, and working overtime.
5. Family-related strain interferes with my ability to perform job-related duties.

Appendix D

Oldenburg Burnout Inventory

Items

Instruction: Below you find a series of statements with which you may agree or disagree. Using the scale, please indicate the degree of your agreement by selecting the number that corresponds with each statement.

	Strongly agree	Agree	Disagree	Strongly disagree
1. I always find new and interesting aspects in my work.	1	2	3	4
2. There are days when I feel tired before I arrive at work.	1	2	3	4
3. It happens more and more often that I talk about my work in a negative way.	1	2	3	4
4. After work, I tend to need more time than in the past in order to relax and feel better.	1	2	3	4
5. I can tolerate the pressure of my work very well.	1	2	3	4
6. Lately, I tend to think less at work and do my job almost mechanically.	1	2	3	4
7. I find my work to be a positive challenge.	1	2	3	4
8. During my work, I often feel emotionally drained.	1	2	3	4
9. Over time, one can become disconnected from this type of work.	1	2	3	4
10. After working, I have enough energy for my leisure activities.	1	2	3	4
11. Sometimes I feel sickened by my work tasks.	1	2	3	4
12. After my work, I usually feel worn out and weary.	1	2	3	4
13. This is the only type of work that I can imagine myself doing.	1	2	3	4
14. Usually, I can manage the amount of my work well.	1	2	3	4
15. I feel more and more engaged in my work.	1	2	3	4
16. When I work, I usually feel energized.	1	2	3	4

Note. Disengagement items are 1, 3(R), 6(R), 7, 9(R), 11(R), 13, 15. Exhaustion items are 2(R), 4(R), 5, 8(R), 10, 12(R), 14, 16. (R) means reversed item when the scores should be such that higher scores indicate more burnout.

Appendix E

Highly Sensitive Person Scale for Sensory Processing Sensitivity

INSTRUCTIONS: This questionnaire is completely anonymous and confidential. Answer each question according to the way you personally feel, using the following scale:

1	2	3	4	5	6	7
Not at All			Moderately			Extremely
_____	1.	Are you easily overwhelmed by strong sensory input?				
_____	2.	Do you seem to be aware of subtleties in your environment?				
_____	3.	Do other people's moods affect you?				
_____	4.	Do you tend to be more sensitive to pain?				
_____	5.	Do you find yourself needing to withdraw during busy days, into bed or into a darkened room or any place where you can have some privacy and relief from stimulation?				
_____	6.	Are you particularly sensitive to the effects of caffeine?				
_____	7.	Are you easily overwhelmed by things like bright lights, strong smells, coarse fabrics, or sirens close by?				
_____	8.	Do you have a rich, complex inner life?				
_____	9.	Are you made uncomfortable by loud noises?				
_____	10.	Are you deeply moved by the arts or music?				
_____	11.	Does your nervous system sometimes feel so frazzled that you just have to go off by yourself?				
_____	12.	Are you conscientious?				
_____	13.	Do you startle easily?				
_____	14.	Do you get rattled when you have a lot to do in a short amount of time?				
_____	15.	When people are uncomfortable in a physical environment do you tend to know what needs to be done to make it more comfortable (like changing the lighting or the seating)?				
_____	16.	Are you annoyed when people try to get you to do too many things at once?				
_____	17.	Do you try hard to avoid making mistakes or forgetting things?				
_____	18.	Do you make a point to avoid violent movies and TV shows?				
_____	19.	Do you become unpleasantly aroused when a lot is going on around you?				

-
- ____20. Does being very hungry create a strong reaction in you, disrupting your concentration or mood?
- ____21. Do changes in your life shake you up?
- ____22. Do you notice and enjoy delicate or fine scents, tastes, sounds, works of art?
- ____23. Do you find it unpleasant to have a lot going on at once?
- ____24. Do you make it a high priority to arrange your life to avoid upsetting or overwhelming situations?
- ____25. Are you bothered by intense stimuli, like loud noises or chaotic scenes?
- ____26. When you must compete or be observed while performing a task, do you become so nervous or shaky that you do much worse than you would otherwise?
27. When you were a child, did parents or teachers seem to see you as sensitive or shy?

Appendix F

Multidimensional Scale of Perceived Social Support (MSPSS)

Instructions: We are interested in how you feel about the following statements. Read each statement carefully. Indicate how you feel about each statement.

Circle the “1” if you **very strongly disagree**

Circle the “2” if you **strongly disagree**

Circle the “3” if you **mildly disagree**

Circle the “4” if you are **neutral**

Circle the “5” if you **mildly agree**

Circle the “6” if you **strongly agree**

Circle the “7” if you **very strongly agree**

- | | | | | | | | | |
|-----|--|---|---|---|---|---|---|---|
| 1. | There is a special person who is around when I am in need. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 2. | There is a special person with whom I can share my joys and sorrows. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 3. | My family really tries to help me. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 4. | I get the emotional help and support I need from my family. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 5. | I have a special person who is a real source of comfort to me. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 6. | My friends really try to help me. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 7. | I can count on my friends when things go wrong. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 8. | I can talk about my problems with my family. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 9. | I have friends with whom I can share my joys and sorrows. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 10. | There is a special person in my life who cares about my feelings. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 11. | My family is willing to help me make decisions. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 12. | I can talk about my problems with my friends. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

Appendix G

Figure 3

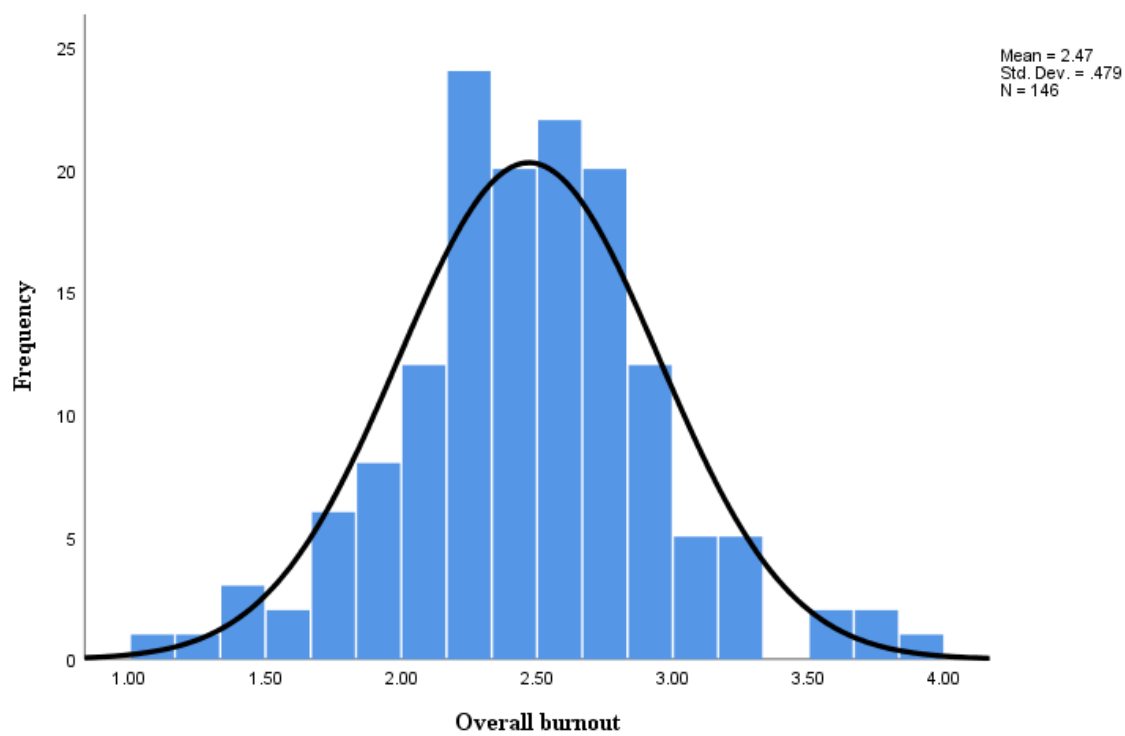
Histogram for Overall Burnout

Figure 4

Q-Q plot for overall burnout

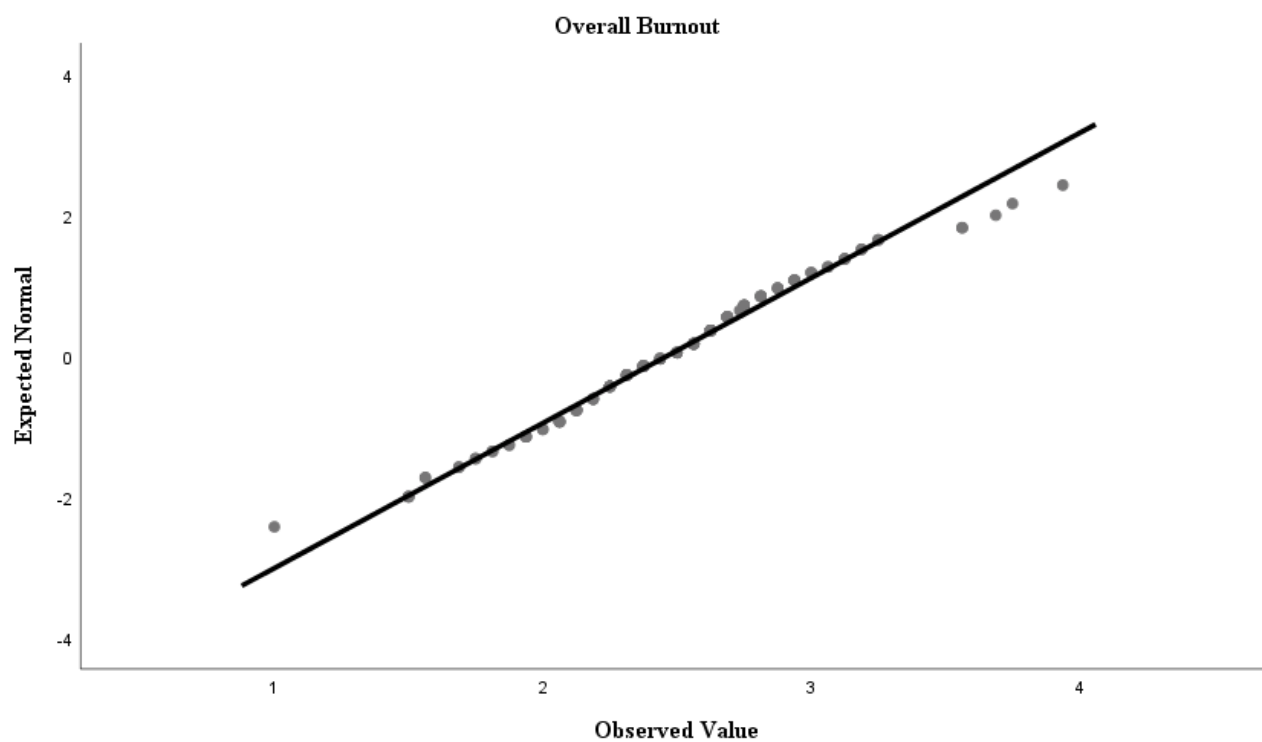


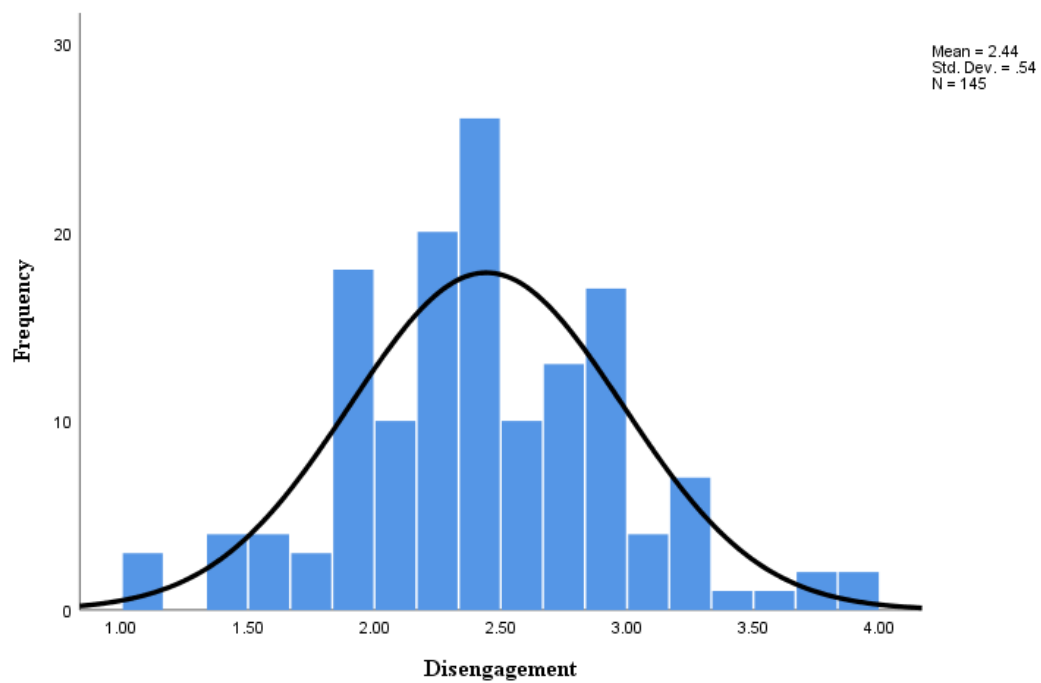
Figure 5*Histogram for Disengagement*

Figure 6

Q-Q plot for Disengagement

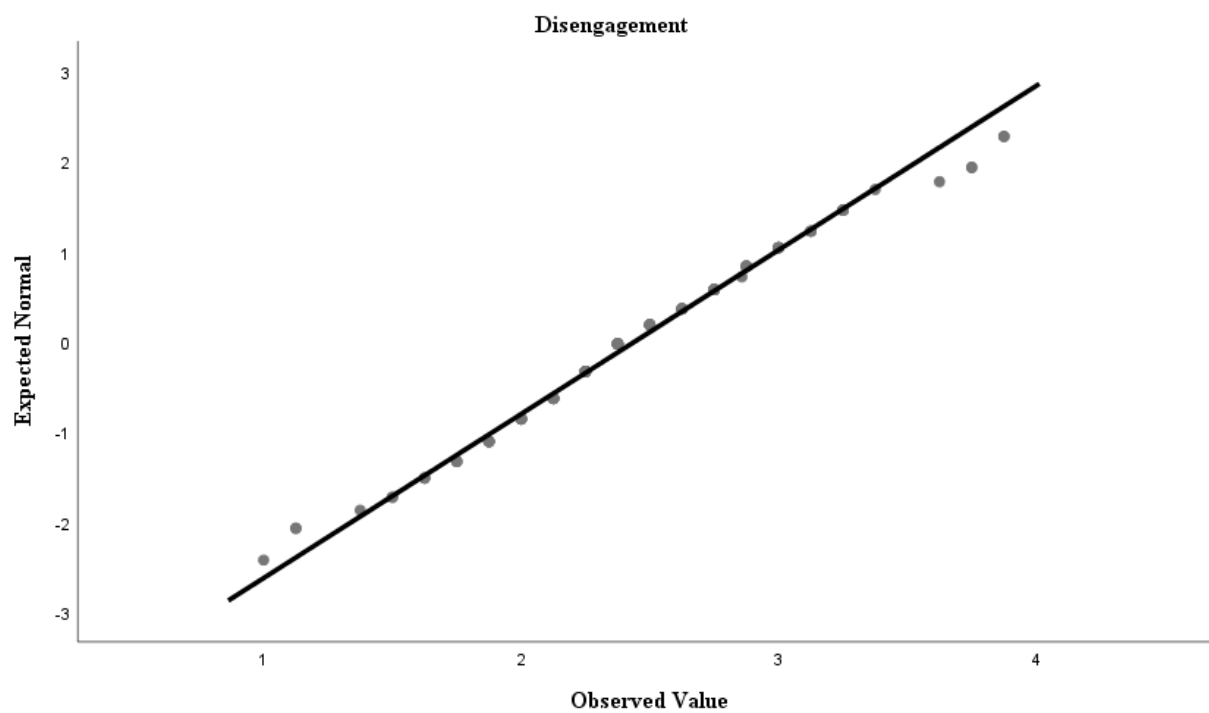


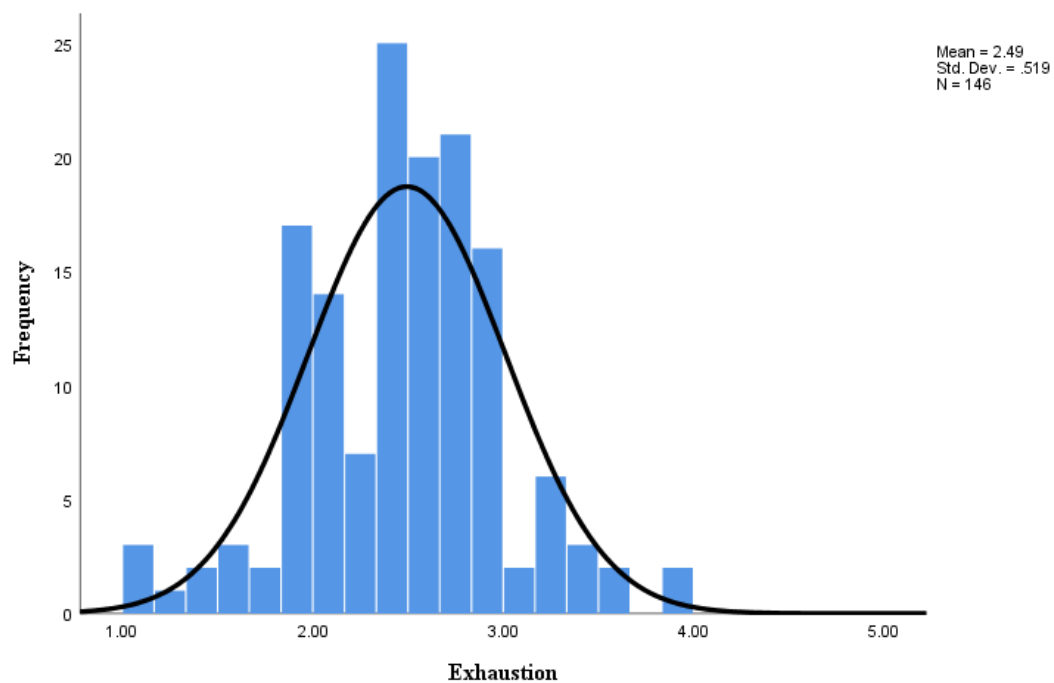
Figure 7*Histogram for Exhaustion*

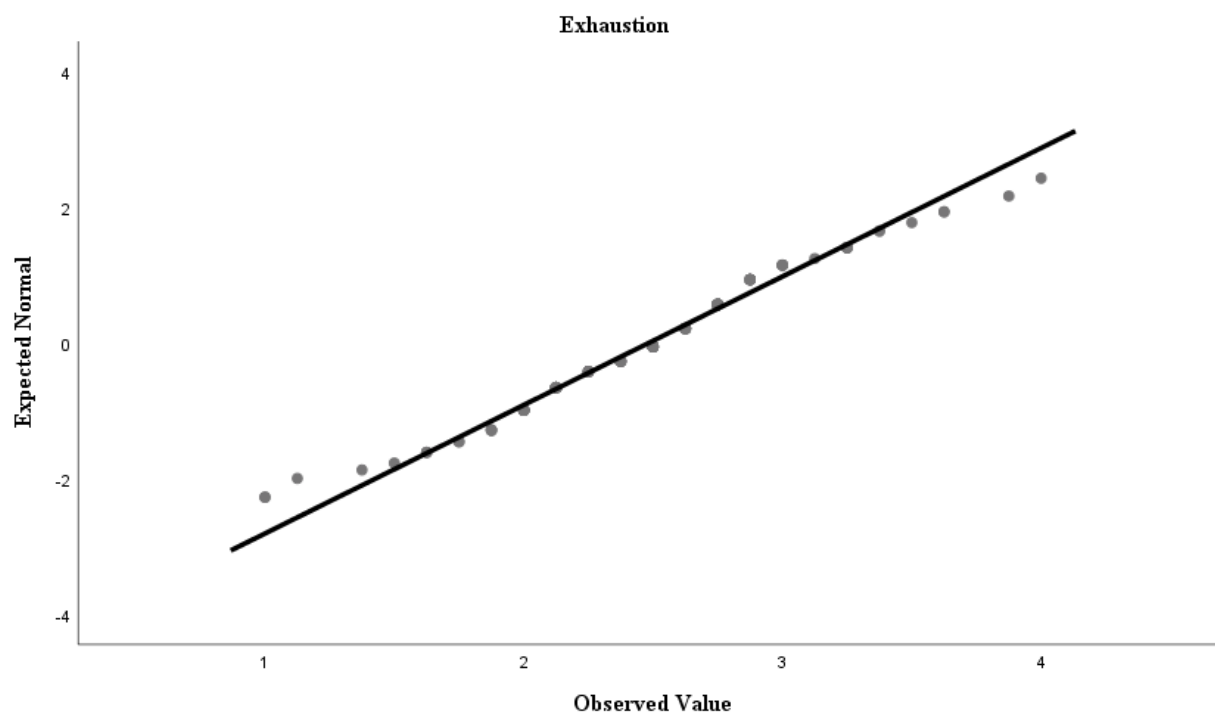
Figure 8*Q-Q plot for Exhaustion*

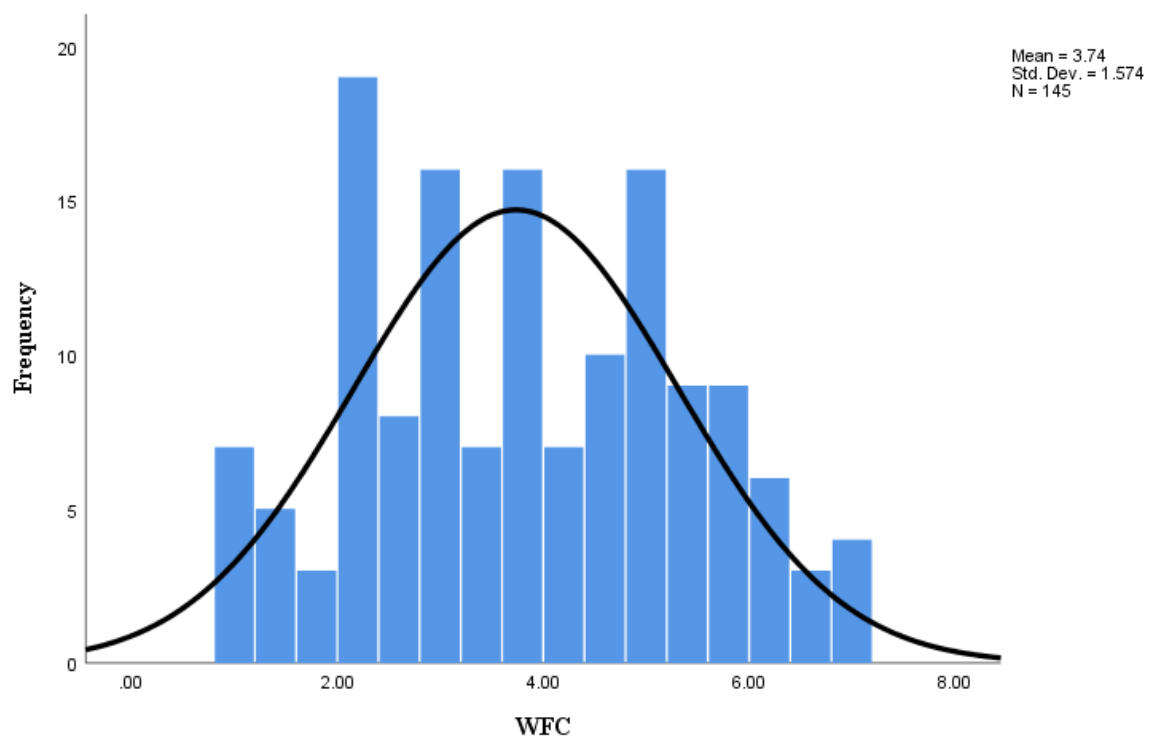
Figure 9*Histogram for WFC*

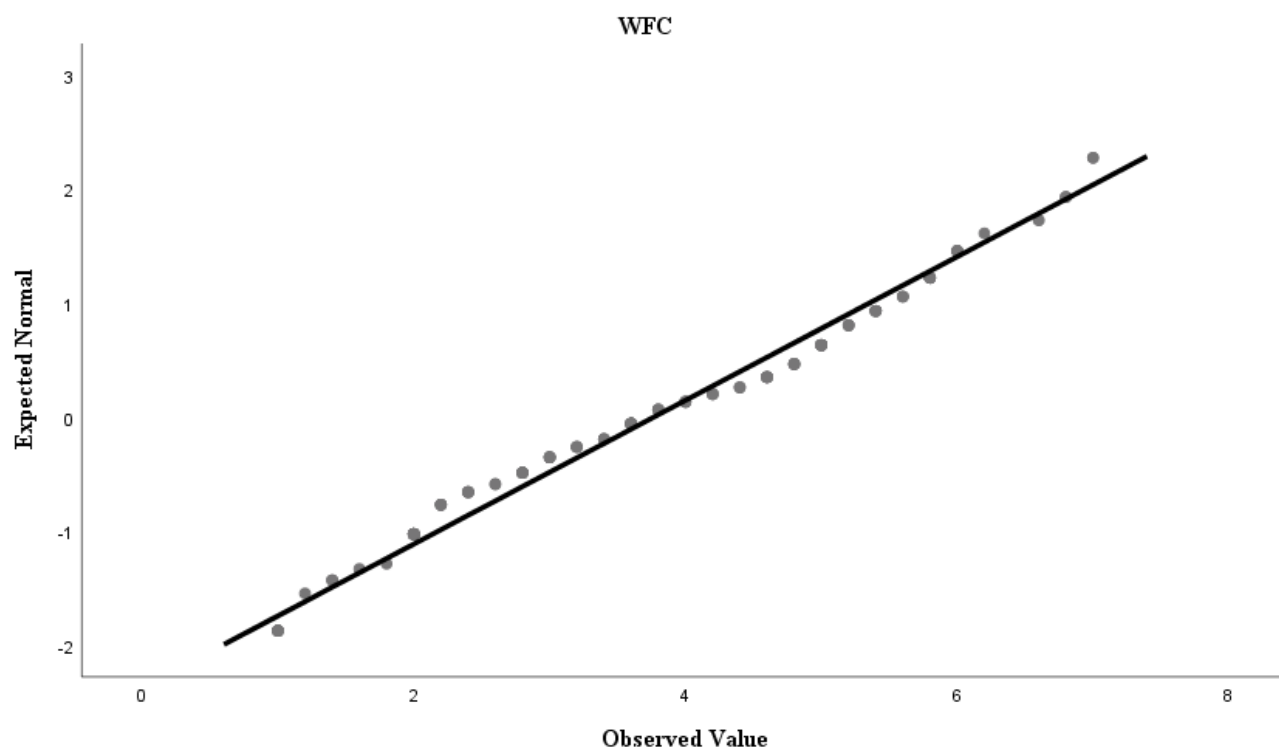
Figure 10*Q-Q plot for WFC*

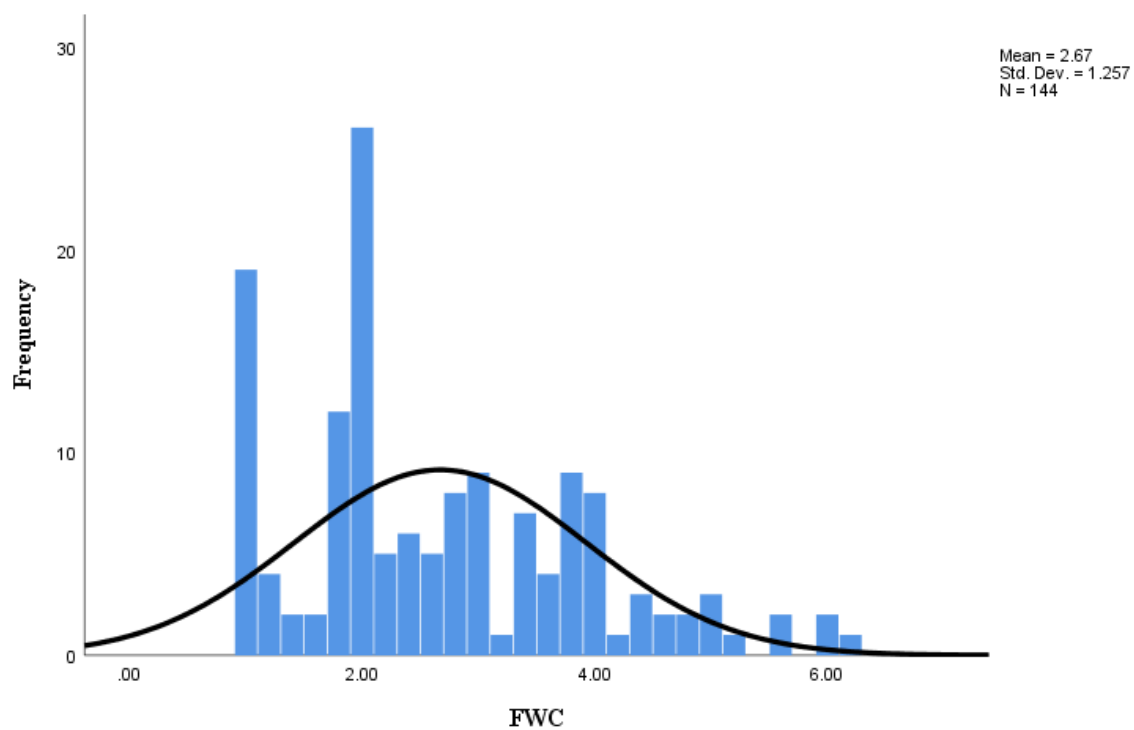
Figure 11*Histogram for FWC*

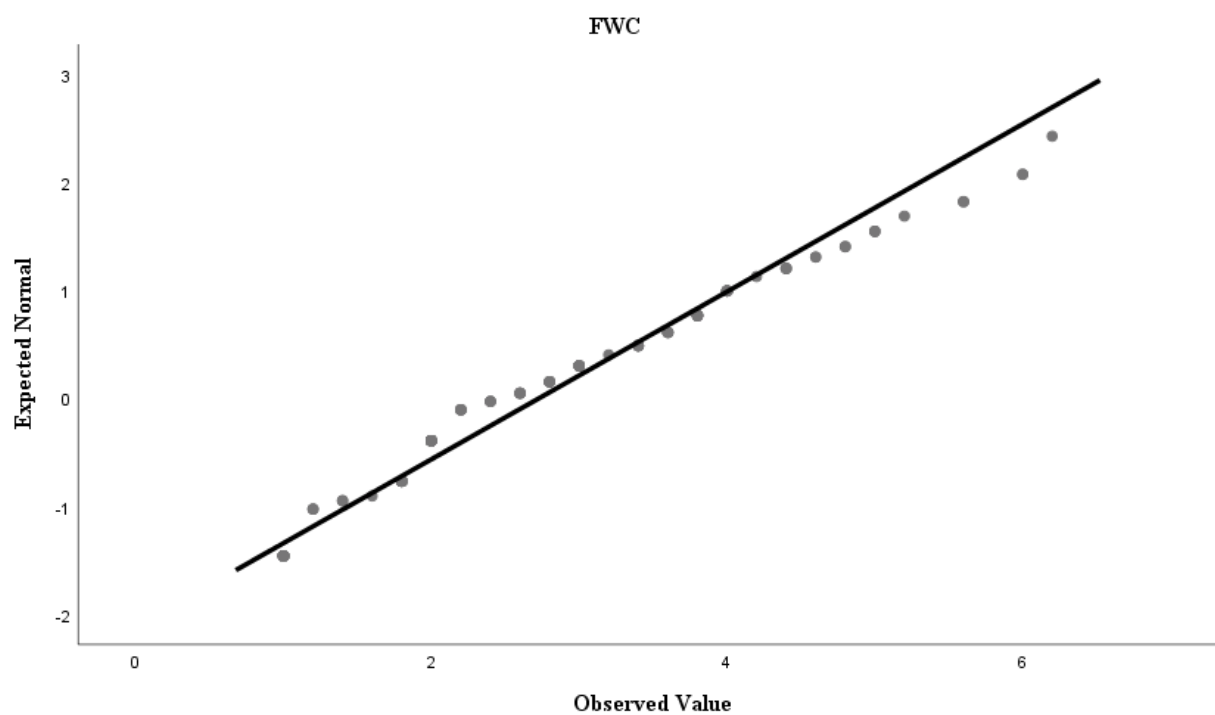
Figure 12*Q-Q plot for FWC*

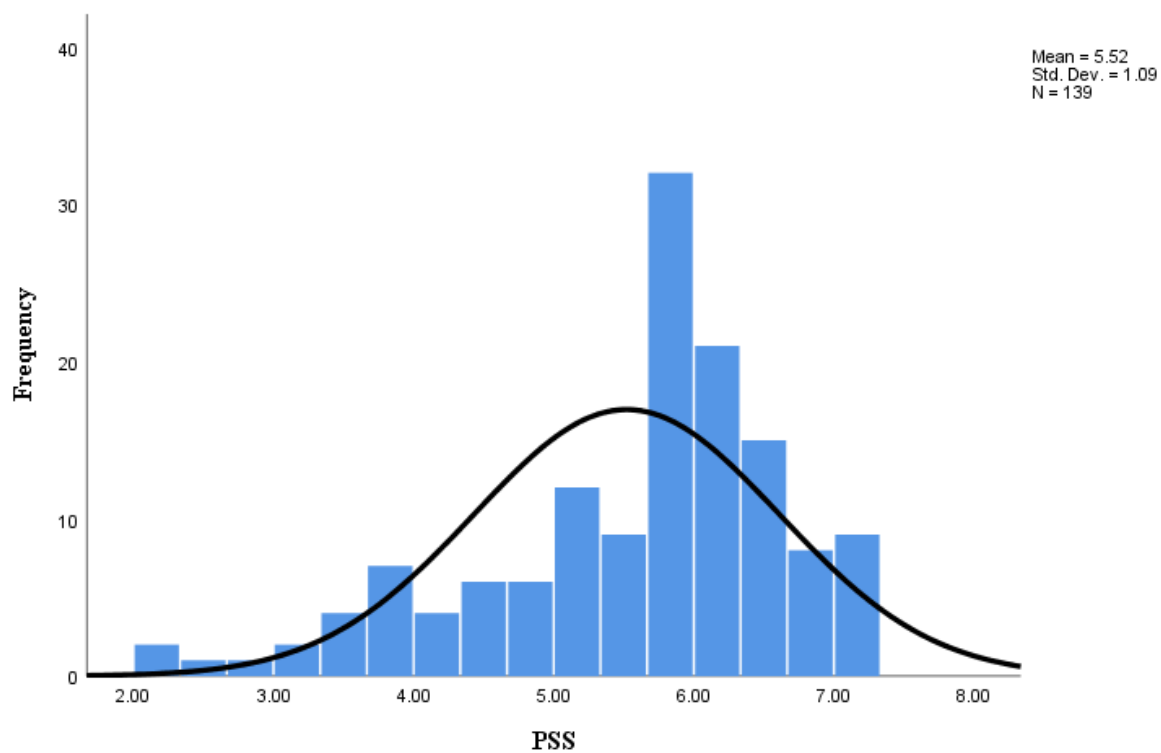
Figure 13*Histogram for PSS*

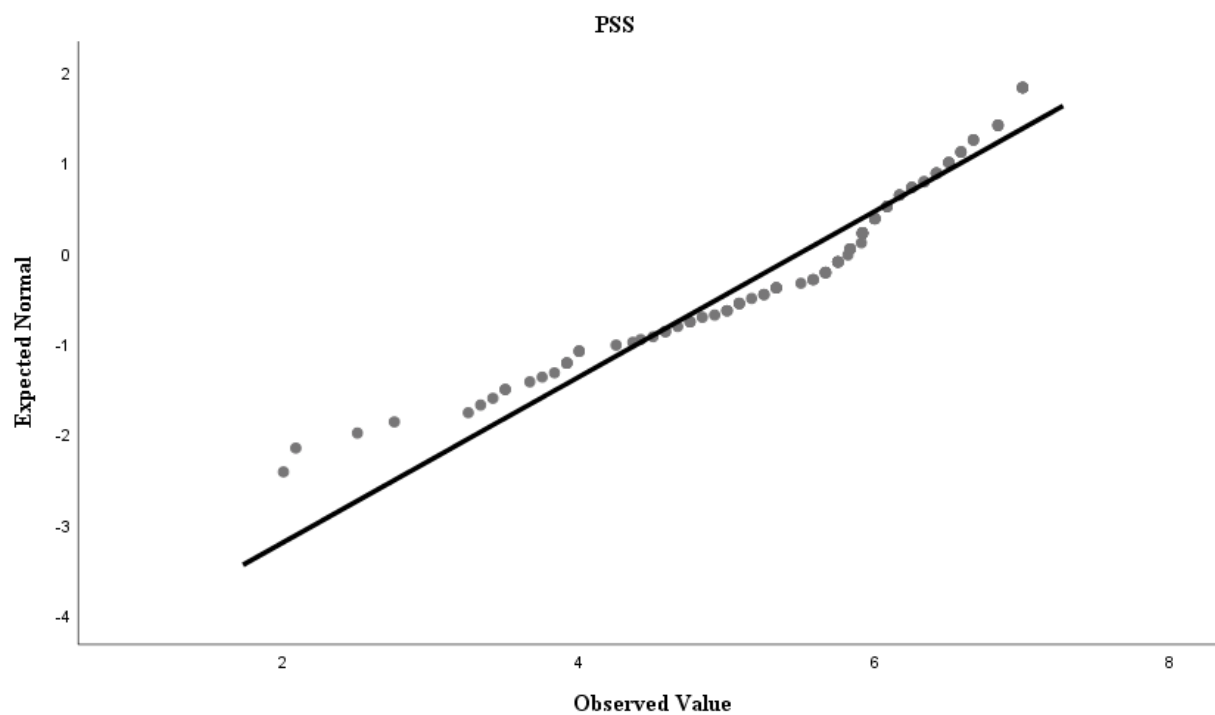
Figure 14*Q-Q plot for PSS*

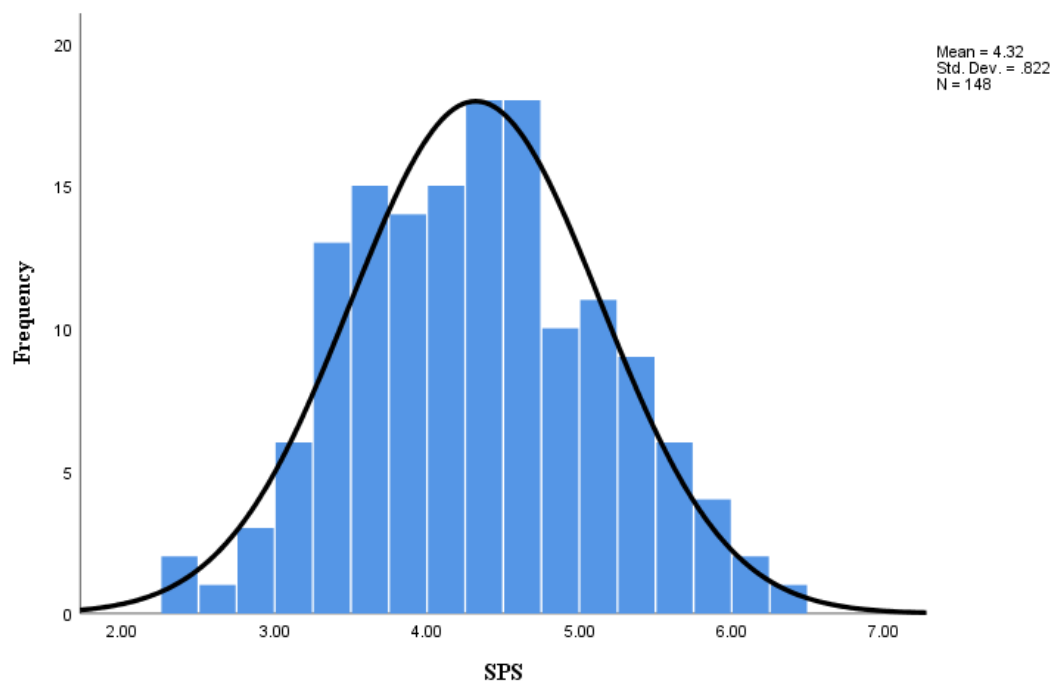
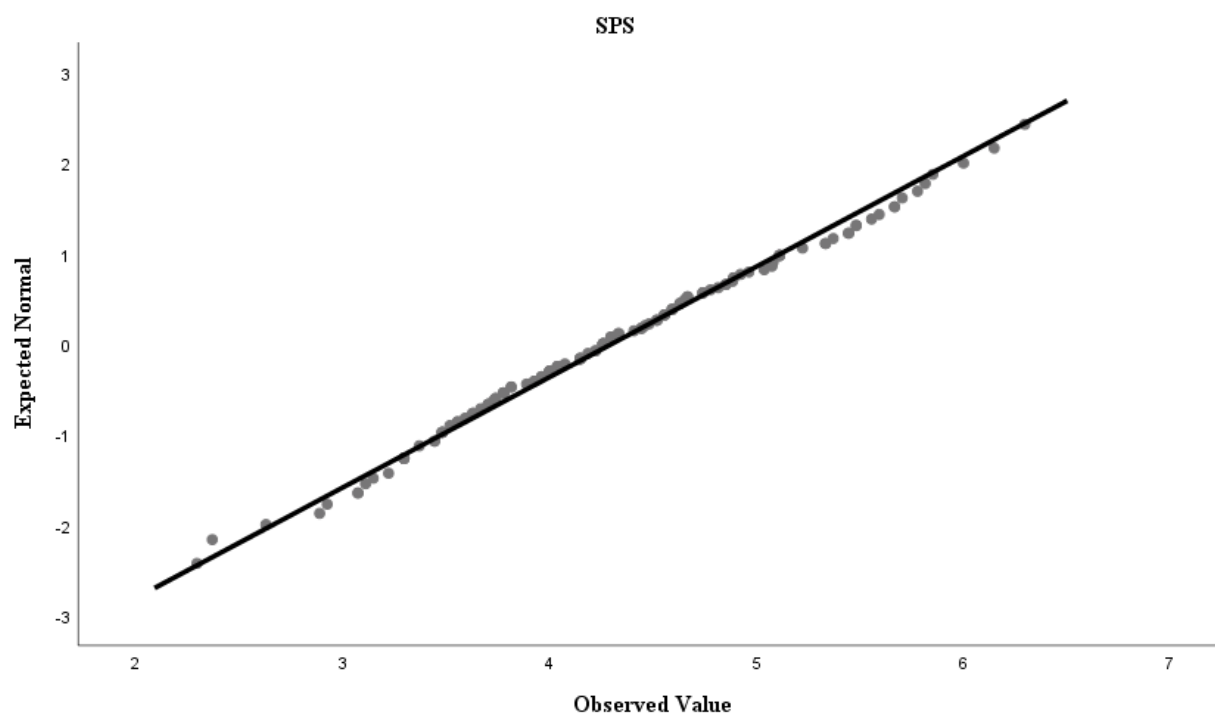
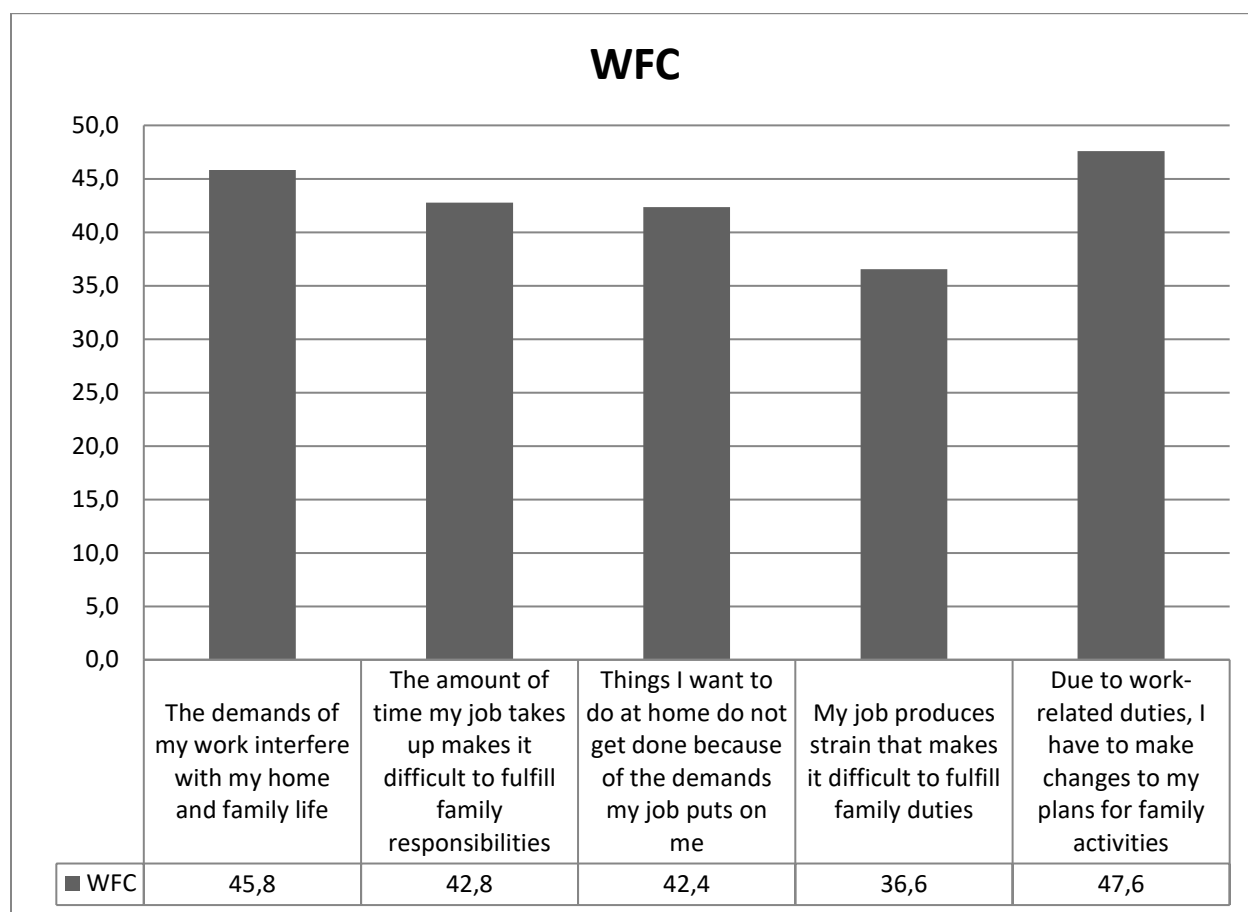
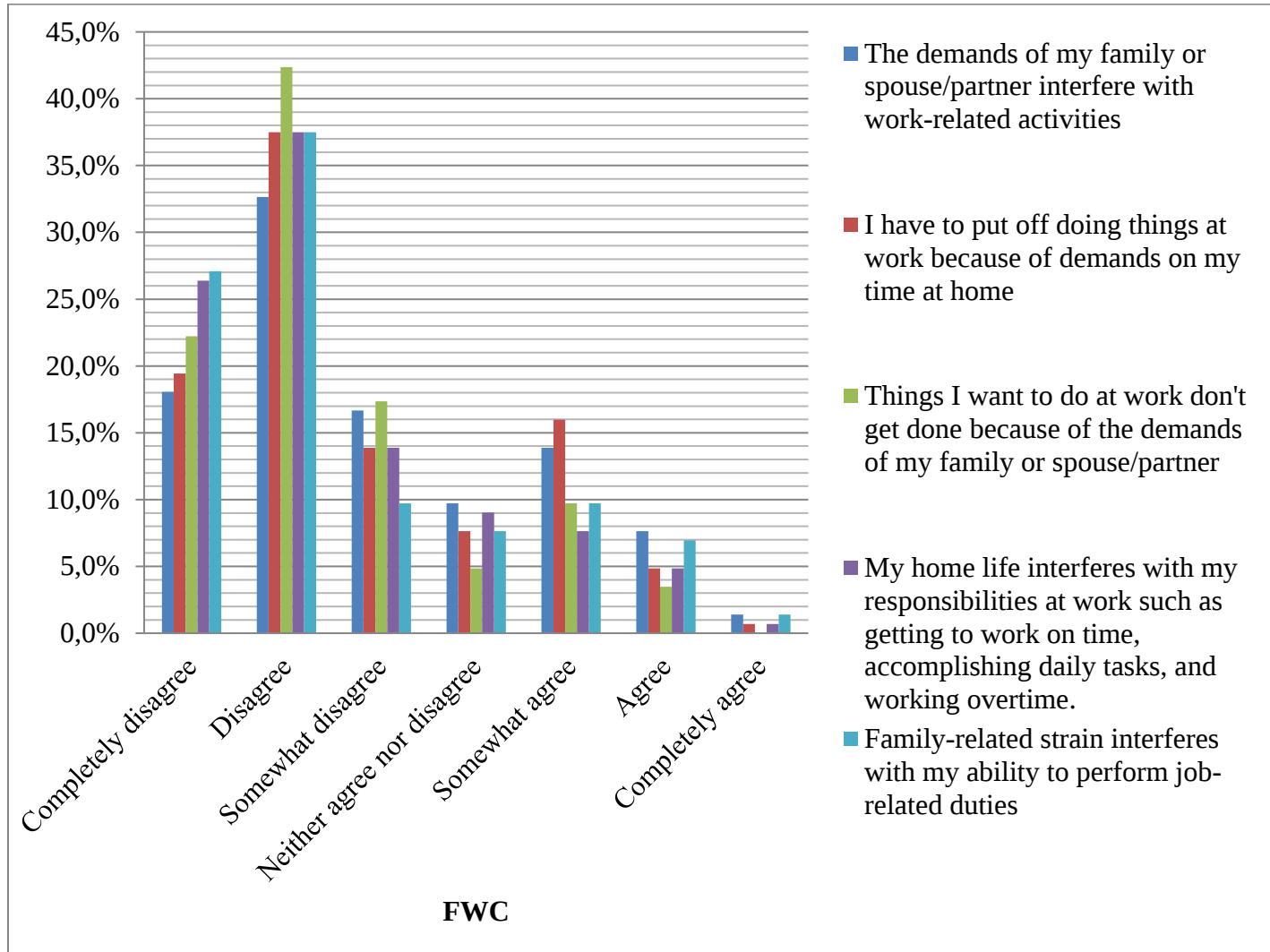
Figure 15*Histogram for SPS*

Figure 16*Q-Q plot for SPS*

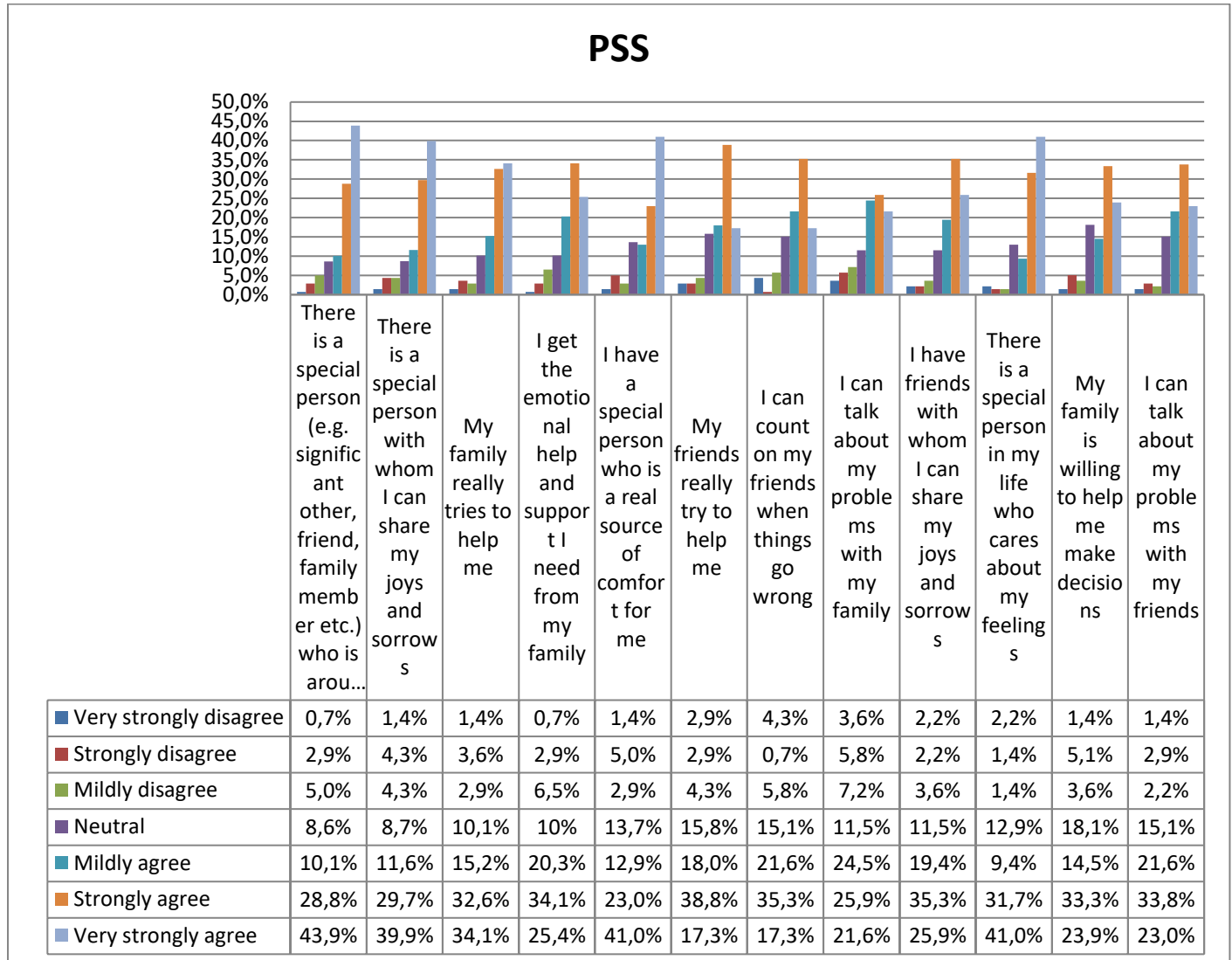
Appendix H



Appendix I

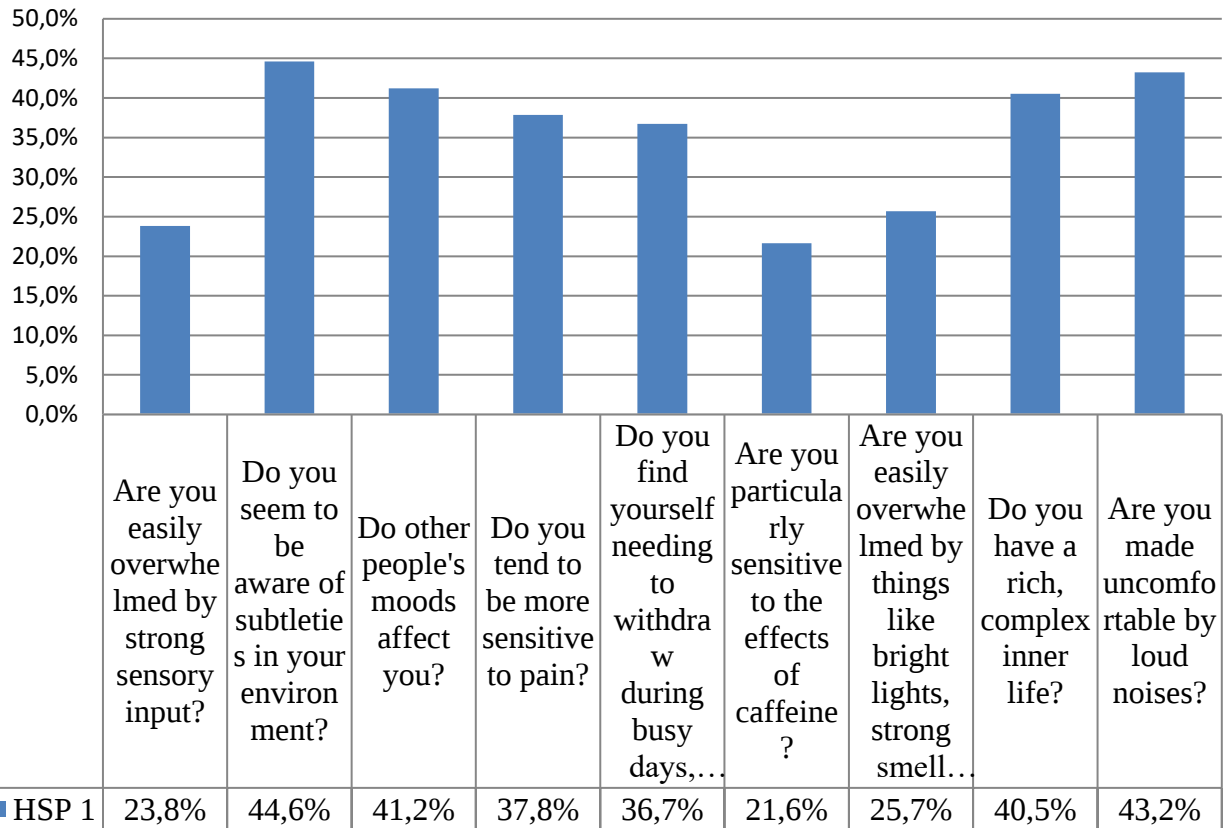


Appendix J

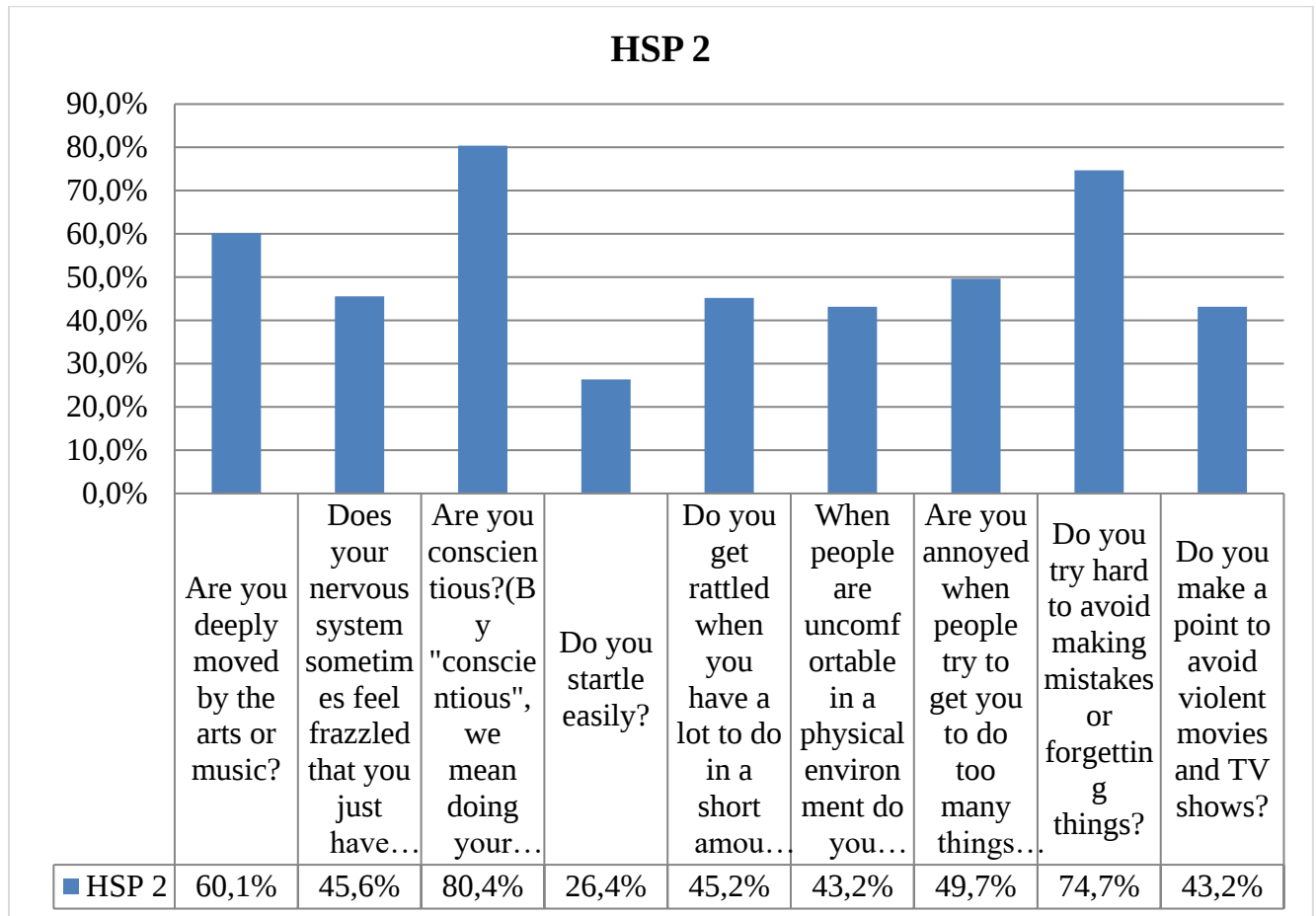


Appendix K

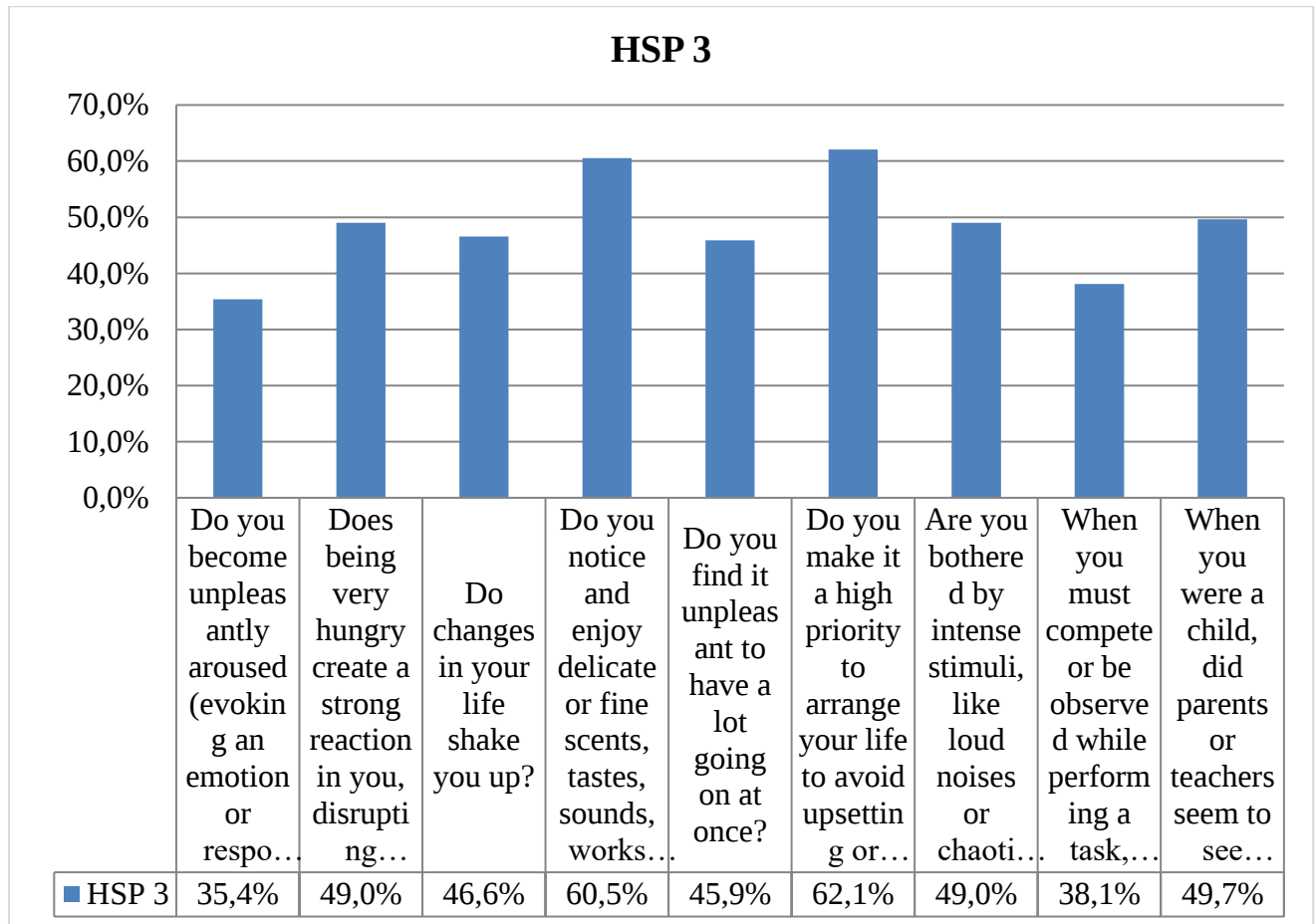
HSP 1



Appendix L



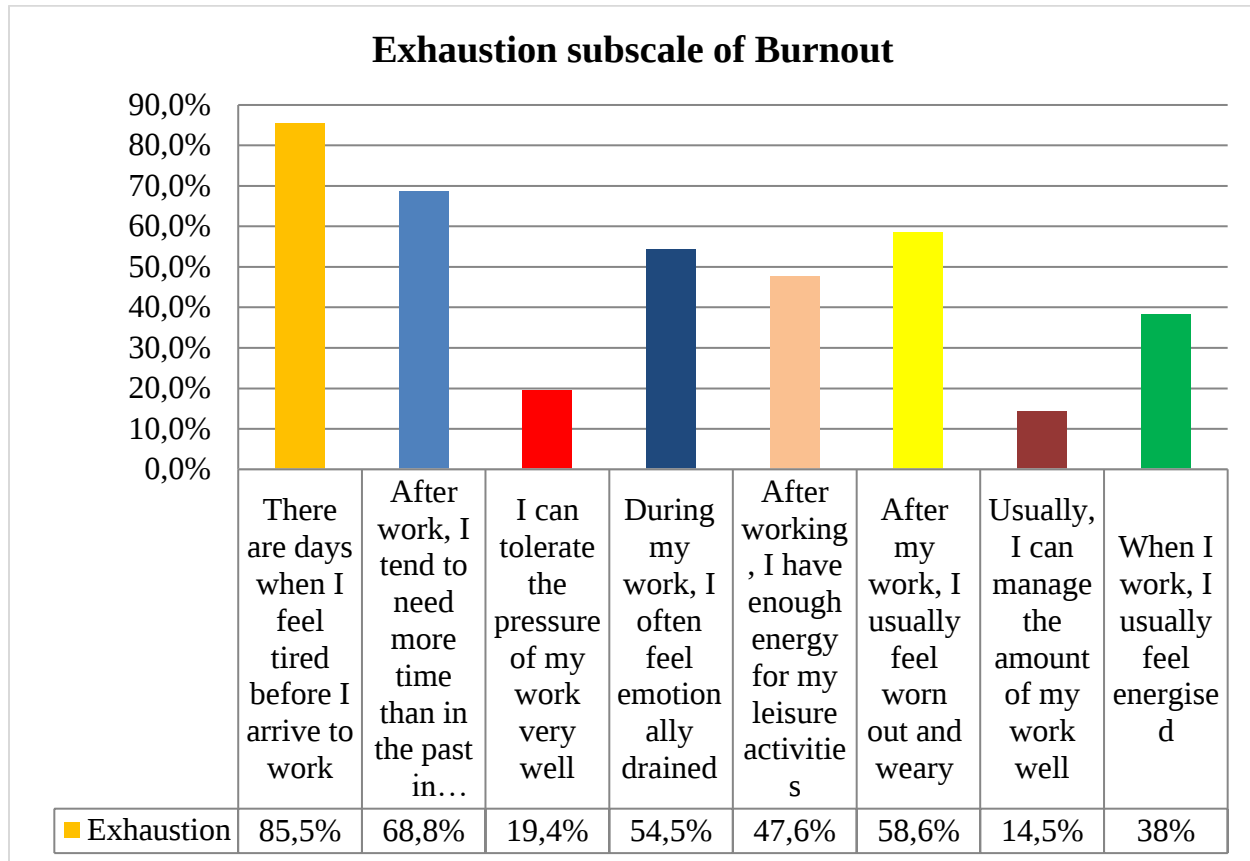
Appendix M



Appendix N

Frequency Distribution of the Extent to which participants Agreed/Disagreed with the eight

Items of the Exhaustion subscale of the OLBI



Appendix O

Frequency Distribution of the Extent to which participants Agreed/Disagreed with the eight

Items of the Disengagement subscale of the OLBI

