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Since the Industrial Revolution, the pattern of climate has changed due to humankind’s industrial activity and producing more greenhouse gases into the atmosphere (Martinez, 2005). Because of the climate change issue, many environmental disasters such as floods, acidic rains, and air pollution appeared in each part of the world, and they created social and economic issues as well (Mulvihill, 2021). In 2015, countries in the form of an agreement (i.e. Paris Agreement) agreed to adopt certain strategies to keep the limit of global temperature rise to less than 1.5 degrees Celsius (UN, 2024). Accordingly, to achieve this goal and prevent the enormous negative effects of climate change, community awareness becomes one of the key solutions for climate change mitigations and adaptations (Khatibi et al., 2021).

The climate change issue is not only affecting temperature and land vegetation all around the globe, but it also has an inevitable effect on small islands, which are continuously witnessing a rise in sea level as a result of this issue (Macinnis-Ng et al., 2021). In addition, islands are highly dependent economically on their tourism and hospitality industry, and this disaster can ruin their income in the future (Wolf et al., 2022). In the study of Camilleri-Fenech et al. (2020), the hotel industry is producing a vast number of environmental hazards and food waste in Malta island. As environmental hazards and food waste are directly affecting climate change (Reisch et al., 2021), therefore, the importance of climate education and climate awareness is important for tourism stakeholders such as hotel managers. Although climate change education is relatively important and “people are aware of the importance of environmental sustainability, there is less evidence that they have the skills to translate such awareness into actions that contribute to more sustainable ways of living.” (Reimers, 2021, p. 8). Since there is not sufficient evidence related to transferring this knowledge into practice, the study question based on this gap in the literature becomes as follows:

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RQ: What are the most effective strategies for tackling climate change from the hotel managers' perspective?

This study will use a qualitative approach, and it will examine hotel managers' viewpoints on strategies to tackle climate change. In previous literature, the qualitative method has been extensively used in hospitality and tourism to understand different stakeholders' perspectives regarding sustainable practices (e.g., Rezapouraghdam et al., 2022). For example, in a recent study by Rezapouraghdam and Vahedi (2024), key factors and antecedents of climate change issues were investigated in Northern Cyprus from educational tourists' point of view. However, there is no study to observe hotel managers' perspectives on effective strategies to mitigate and adapt to climate change consequences in the hotel industry in this destination. As a result, this study will focus on examining effective strategies to address climate change issues from the managerial perspectives in the hotel industry in Northern Cyprus

Keywords: Climate Change, Hospitality Industry, Small Island states, Tourism Management.

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<p>Foad Irani (Author) <i>Final International University</i></p>	<p>Effects of Green Human Resource Management Practices and Artificial Intelligences on the Environmental and Financial Performances of Organizations in the Hospitality Industry.</p>
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Abstract

Business development is necessary in many areas, especially in countries whose economies rely on the earnings generated by the tourism industry. Hence, it is crucial to allocate resources efficiently to sustain the expansion of enterprises on a small island with a restricted supply of natural resources. Recently, North Cyprus has become a sought-after destination for those interested in pursuing higher education in a Mediterranean environment that provides both educational opportunities and a tranquil living atmosphere. Consequently, the allure of this island has led to an increase in demand from customers. The goal of this research is to scrutinize the strategies employed by the hospitality industry in North Cyprus. The aim of this investigation is to assess the impact of implementing green human resource practices and artificial intelligence technologies on the overall performance, specifically the environmental and financial performance, of establishments and organizations in the hospitality sector. Over the last few decades, the hotel industry in North Cyprus has seen significant growth. The increasing enrollment of individuals in diverse educational programs offered by many institutions in the area may be the reason for this development. The island's natural resources are scarce, and there is an increasing need to increase the hotel sector in order to accommodate the rising demand. As a result, it is critical to formulate and develop effective strategies to optimize natural resource utilization and provide products and services that best align with client needs. A survey questionnaire was developed to measure the constructs. Specifically, data was collected from a diverse range of hotels operating in various departments throughout the entire island, as well as from consumers who stayed in hotels located in North Cyprus. The data collection process relied on timing lags. In order to assess the hypotheses and analyze the data set, the author used SPSS version 25 and AMOS version 24. This study not only adds to the existing knowledge in the relevant field but also provides recommendations to policymakers and other stakeholders. It achieves this by highlighting aspects of the island's hotel industry that have received less attention from various stakeholders.

Keywords: Green human resource management practices, Artificial intelligence, Hospitality, North Cyprus.

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<p>Mohamed Faizal Kalanther Lebbe (Author) <i>Prince City Campus (Pvt) Ltd.</i></p> <p>Jameerul Jamaldeen (Co-Author) <i>Prince City Campus (Pvt) Ltd.</i></p>	<p>How does globalization affect employment, Law and International Trade globally: A comparative analysis to overcome the negative impacts.</p>
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Abstract

Introduction: The dramatic expansion of globalization has caused both advantages and disadvantage to the entire world. This document primarily focuses on the negative impacts of globalization to employment, law and international trade while it has increased economic growth, cultural exchange, new business markets, spread of ideas, technology and innovations, created jobs, improved people’s living standard, and increased choices. Globalization has resulted several disadvantages such as job displacement, loss of jobs, lower wage, cultural homogenization which leads to loss of diversity and identity, various negative environmental effects like increased pollution and deforestation, loss of biodiversity caused by economic specialization and infrastructure development, greenhouse gas emission, global expansion difficulties, marketing and global communication challenges, increased competition, immigration challenges and many more.

Literature Review: Several states are reluctant to implement laws against the violations of globalization as they financially benefit to a greater extent. Corruption and bribe are commonly known fact amongst the political leaders, high officials and the designated authorities, as a result the negative impacts of globalization continue and cause number of adverse effects to the nations from around the world. The existing laws and regulations are not governed to protect people from the damages generated by globalization. For example, environmental pollution and global warming have become burning issues to the entire globe. There are difficulties that pose a threat due to globalization and we have become treacherously exposed to systemic hazards that exceed borders.

Research methodology: The researcher used a combination of qualitative and quantitative methods, open-ended and closed- ended questions to achieve the objectives of the research, scholarly literatures, Google Scholars, References and comprised data focusing on exposures concerning the issues and challenges of globalization and the possible solutions to limit the disadvantages of globalization.

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Findings and Recommendations: Countries should put forward appropriate policies and practices in place that limit the disadvantages of globalization and the businesses need to prepare to face the challenges caused by globalization and they should learn about how to make benefits by globalization. The business owners need to identify opportunities related to globalization and the risks it brings can empower them to be more effective and offer more value to their businesses. The business owners should gain understanding of the macroeconomic, political, and social conditions that have an impact on modern globalization. The issues need to be shifted from global governance to national governance. Businesses should focus on where the biggest economic gains can be made, and navigate the difficulties to reach their global expansion goals.

Conclusion: Even though globalization is an established part of the modern world, it brings challenges as companies start to grow and expand across borders. Countries must accept shared responsibility for managing the risks that it has created. Companies encounter many characteristics of their businesses change once they enter the global marketplace. For example, globalization makes the workforce more diverse. This diversity is an overall positive change, but it creates some challenges. Therefore, globalization requires a truly global response and coordinated action to address the issues effectively.

Key words: Globalization, Trade, Law

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<p>S M Sohel Ahmed (Author) <i>Lalmatia Government Mohila College</i></p>	<p>Digitalization in Bangladesh: Evidence from Dhaka City.</p>
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Abstract

The digital divide between urban and rural areas of Bangladesh is widening, creating a significant disparity in access to digital infrastructure and opportunities. This divide also extends to socio-economic disparities, where the rich have better access compared to the poor. Moreover, the lack of digital literacy and skills among the population further hinders the effective utilization of digital technology. Additionally, inadequate regulatory frameworks and cybersecurity concerns pose significant challenges to successfully implementing digitalization.

This research aims to assess the current state and challenges of digitalization in Bangladesh and explore its impact on sectors and individuals. Using a quantitative approach, a close-ended questionnaire was administered to 342 respondents in Dhaka city. The researcher analyzed the collected data using descriptive and inferential statistics.

The findings reveal a wide range of digitalization-related concerns, including cybersecurity risks, social dependency, misuse of devices, and environmental impact. The survey also highlights the positive impact of digitalization, such as reduced corruption, and improved decision-making accuracy.

To address these challenges, recommendations are proposed. These include educating users on cybersecurity and privacy practices, promoting digital literacy and skills training programs, enforcing environmental regulations, improving connectivity and infrastructure, and encouraging technological advancements.

This research provides valuable insights into the digitalization landscape in Bangladesh and offers practical recommendations to bridge the digital divide and maximize the benefits of digital technologies. It is hoped that these findings will inform policymakers, industry stakeholders, and researchers in implementing effective strategies to foster inclusive and sustainable digitalization in Bangladesh.

Keywords: Digital, Digitalization, Bangladesh, Cybersecurity, Sustainability.

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<p>Abia Sylvia (Author) <i>Abia Creative Fashion House</i></p>	<p>Adoption of Information and Communications Technology (ICT) in Industrial Firms in Cameroon.</p>
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Abstract

The ICT revolution is already a reality for firms in developed countries and in many developing ones, especially that there is now solid evidence of how it has improved productivity and growth. However, at the same time, the ICT penetration rate is still low in African firms. Using data on industrial firms in Cameroon, the present study is an attempt to establish the determinants of ICT adoption in the country. It uses a negative binomial model and a probit model selection bias correction. It transpires from the study’s econometric results that the size of the firm, the human capital of its employees, the proportion of its employees who are ICT-literate, its organizational practices, its manager’s qualities and its regional location are the determinants of its ICT adoption rate. However, their discriminatory effect diminishes over time. From the study’s results, lessons can be drawn that can guide the development of an ICT diffusion policy, not only for the firms in Cameroon, but also for those in other similar African countries with a slow rate of ICT diffusion.

Keywords: ICT adoption; Firm; Cameroon.

<p>Sigmou Ngapi Cedric Francois (Author) <i>Mobile Telephone Network (MTN)</i> <i>Cameroon</i></p>	<p>Internal communication in the era of digitalization: what impact on staff productivity in Cameroon?</p>
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Abstract

The objective of this article is to shed light on the influence of internal communication on the factor of staff productivity such as the involvement, motivation, appreciation and quality of the employee’s work. By referring to the main results obtained by internal communication theorists such as Libaert, Bartoli, Dupuy, Mayeur and motivation theorists as Mayo, Maslow, Roussel, Herzberg or Adams among others, we demonstrated that beyond the simple circulation of information, internal communication has a direct impact on several factors of staff productivity such as motivation, involvement, serenity of social climate, transparency, sharing of common values promoting exchange between teams. It is therefore necessary to look for ways and means represented by digital transformation in order to improve internal communication within organizations. This paper also focuses on the obstacles encountered by organizations and enterprises to provide some answers in order to overcome them to the tools digitals.

The Cameroonian context is no exception. Organizational communication does not seem to be firmly ingrained in the habits of many managers. As a result, several structures encounter real problems related to the drop-in yields, the waste of resources, the inability to mobilize and involve human resources. There is therefore a poor knowledge of the role of each, the weight of hierarchical bureaucracy, withholding of information, excessive centralization, etc. All these evils negatively impact the life of the organization. If the theme of well-being and motivation at work does not seem to have preoccupied managers for a long time, it is now taken very seriously. Vector of explanation, of lighting, of visibility of the options taken by the company or the organization, the communication is a fundamental element of regulation of the relations within the company or the organization.

Keywords: internal communication, productivity, staff motivation, involvement, organization, ICT

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<p>Saba Saira (Author) <i>The University of Lahore, Main Campus</i></p>	<p>Impact of Role Stressors on Turnover Intention and Affective Commitment: The Mediation Role of Happiness at Workplace and Job Burnout.</p>
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Abstract

This study aimed at evaluating the impact of role stressors on affective commitment and turnover intention, both directly and indirectly through mediation effects of happiness at workplace and job burnout. Also, this study has intended to investigate the moderating role of psychological empowerment on the relationship of role stressors with happiness at workplace and job burnout. To fulfil these aims, researcher has collected the data from 205 doctors, nurses and administrative staff of private and public hospitals of Lahore, Pakistan. The collected data was tested through using structural equation modelling (SEM) technique. Findings revealed that role stressors have significant negative influence on happiness at workplace and affective commitment, while role stressors have positive impact on job burnout and turnover intention. Another finding revealed that happiness at workplace and job burnout, both play a partial significant mediation role between role stressors and affective commitment as well as turnover intention. Moreover, the findings of this study supported the moderating effects of psychological empowerment on the relationship of role stressors with happiness at workplace and job burnout. As study was conducted in the context of private and public hospitals of Lahore, Pakistan; therefore, findings may not be generalized on other areas. This study has both theoretical and practical contributions for students, management and practitioners.

Keywords: Role Stressors, turnover intention, affective commitment, happiness at workplace, job burnout, psychological empowerment.

1. Introduction

Unlike traditional firms, modern organizations are much concerned about the wellbeing of their employees (Prasad, Vaidya, & Mangipudi, 2020). Especially, the pandemic has further enhanced the concern of organization about their employees in order to raise their commitment level and to retain them. As increasing level of turnover intention has negatively affected the goodwill and revenues of organizations; therefore, many scholars have recently highlighted the importance,

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determinants and outcomes of emotional attachment or affective commitment of organizations as well as the turnover intention (Bufquin, Park, Back, de Souza Meira, & Hight, 2021; Hoa, Ngan, Quang, Thanh, & Quyen, 2020). Some scholars believe that the major reason behind increasing level of turnover is lack of role clarity and over burden (Chang, 2008; Chenevert, Vandenberghe, Doucet, & Ayed, 2013; Nazir, Ungku, Nawab, & Shah, 2016). However, some others believe that lack of organizational support is also the leading cause of increasing turnover intentions (Huning, Hurt, & Frieder, 2020).

Similarly, the decreasing level of affective commitment is also majorly linked with different forms of stress, dissatisfaction, depression and lack of organizational support (Enos, 2020). Some scholars also believe that centralized systems restrain employees from enjoying empowerment; therefore, employees feel lack of attachment as well as working as outsiders, who are not valuable for the organization (Ibrahim, 2020). In order to change this perception, organizations empower their employees, which in turn help them to achieve loyalty, engagement and commitment of employees. Also, Tripathi and Bharadwaja (2020) asserted that psychologically empowered employees are comparatively more committed, loyal, engaged and creative. Safari et al. (2020) also believes that psychologically empowered employees are comparatively more resilient, committed and quick to recover from crisis, shocks or stress.

Recently, some scholars have found that the turnover ratio of doctors and other staff, has considerably increased owing to increasing level of burden and current pandemic situation (Hussain, Hussain, & Hussain, 2020). While Nazir et al. (2016) highlighted the increasing level of stress, cynicism and turnover intentions owing to lack of clarity of role, over-burden, conflict of role, lack of organizational support and appreciation (Jan, Haque, & Naveed, 2015). Mufarrih et al. (2019) also noted that the stress level among medical students and healthcare professionals is increasing with the passage of time. While Zehra et al. (2017) compared the stress level of males and females in the hospitals of Karachi and Lahore cities of Pakistan. These studies have highlighted that healthcare professionals are increasingly becoming the victim of stress, dissatisfaction, job burnout and turnover intentions. In such situation, it is very necessary to conduct a research study to investigate the causes of turnover intentions as well as to examine the effective factors which prove to be helpful for reducing the level of turnover intentions.

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Previously many scholars have investigated the impact of role stressors on turnover intention (Chang, 2008; Chen, Lin, & Lien, 2011; Jan et al., 2015; Kim & Stoner, 2008; Park & Min, 2020). Similarly, many scholars have explored the relationship of role stressors and job burnout (Garwood, Werts, Varghese, & Gosey, 2018; Pflügner, Maier, & Weitzel, 2021; Smith, Emerson, & Everly, 2017). However, there is still need to explore the relationship between role stressors and affective commitment. Similarly, there is a lack of evidence regarding the relationship of role stressors and affective commitment in the mediation role of happiness at workplace. Similarly, less studies are available to highlight the influence of role stressors on turnover intention in the mediating role of happiness at workplace. Particularly, there is a need to conduct these relationships in the context of private and public hospitals of Lahore city in Pakistan.

Up to the knowledge of researcher, there is no previous study available to find out the moderating effects of psychological empowerment on the relationship of role stressors with happiness at workplace and job burnout. Therefore, this study is aimed at investigating the following research questions.

- Do role stressors influence affective commitment and turnover intentions?
- Is there a mediation role of happiness at workplace between role stressors and affective commitment as well as turnover intention?
- Is there a mediation role of job burnout between role stressors and affective commitment as well as turnover intention?
- How the moderating effect of psychological empowerment influences the relationship of role stressors with happiness at workplace and job burnout?

Following sections are comprised upon reviewing the theoretical background in the second chapter, followed by methods to conduct this study. In the fourth chapter, results are calculated with the help of SPSS, AMOS and Process Macro. Finally, in the fifth chapter, researcher has included discussion on results, followed by highlighting the limitations and future indications.

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2. Literature Review

Humans are naturally in crave of happiness not only in routine life but also in professional life (Bhatia & Mohsin, 2020). Usually, happiness is considered as a joy, fun and positive emotions, which provides only the half understanding of the concept. However, the other researchers have connected happiness with success and goals achievement, which completes the sense of the concept (Rao, Vijayalakshmi, & Goswami, 2018; Rego, Ribeiro, e Cunha, & Jesuino, 2011). During working in an organization, employees can better perform if they are happy and in a good mood. However, sometimes, the goals of organizations require employees to put extra efforts. In order to gain competitive edge, organizations have to take some critical steps which lead to strict policies and implications for employees; thus, often lead to stress (Adnan Bataineh, 2019; Naseem, 2018a). Previous scholars have identified three common role stressors including role conflict, ambiguity, and overload (Addae, Parboteeah, & Velinor, 2008; Garwood et al., 2018; Udod, Cummings, Care, & Jenkins, 2017).

Despite of strong relationship of happiness and productivity, employees perform well when they are happy at workplace (Bellet, De Neve, & Ward, 2019; Graziotin & Fagerholm, 2019). On the contrary, role stressors are totally opposite to happiness at workplace; thus, have negative influence. Naseem (2018a) has found that job stress decreases the happiness and satisfaction at workplace; however, those employees who have high level of emotional intelligence, they can better cope with this situation, and receive less effect of role stress. Comparatively, employees with lower level of emotional intelligence are more likely to get high effect of role stress; thus, their happiness is more negatively influenced by role stress. Rao et al. (2018) have noted that happiness comes from goals achievement, positive emotions, appreciation, acknowledgement, organizational support and good environment; however, happiness is possible if environment is stress free. The effect of this stress can be reduced through empowering employees regarding their work-related decisions. Scholars have asserted that psychological empowerment reduces employees' stress, and they work with more enthusiasm (Pines et al., 2012; Tripathi & Bharadwaja, 2019). Therefore, following hypotheses are developed to test above mentioned relationships.

H1a: Role stressors have negative influence on happiness at workplace.

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H1b: Psychological empowerment has a moderating role on the relationship of role stressors and happiness at workplace.

Apart from above, researchers have extensively explored that happy and satisfied employees are less intended to leave their organization (Al-Ali, Ameen, Isaac, Khalifa, & Shibami, 2019; Rasheed, Okumus, Weng, Hameed, & Nawaz, 2020). Similarly, Yang, Fan, Chen, Hsu, and Chien (2018) has evaluated that when employees are unclear about their role, they are stressed and unhappy; while unpaid overload also causes stress and unhappiness. Authors further noted that continuous stress and lack of happiness force employees to think about leaving the organization. In addition, Rasheed et al. (2020) has also noted the negative relationship between role stressors and happiness as well as negative relationship between happiness and turnover intention. Thus, following hypotheses are developed to test these relationships.

H1c: Happiness at workplace has negative relationship with turnover intention.

H1d: Happiness at workplace plays a significant mediating role between role stressors and turnover intention.

As happiness is negatively connected to turnover intention, there are other positive outcomes which appear due to happiness at workplace. Out of these outcomes, researchers have highlighted the importance of affective commitment, which is the emotional attachment of employees with the organization. For instance, Rego et al. (2011) noted that happy employees are more engaged and emotionally committed with their jobs as well as their organization. Similarly, Semedo, Coelho, and Ribeiro (2019) asserted that happiness is the strong predictor of affective commitment at workplace. Likewise Fisher (2010) highlighted that stress reduces the happiness of employees, while unhappy and unsatisfied employees have lack of emotional attachment with their organization. Therefore, in order to test these relationships, following hypotheses are developed.

H1e: Happiness at workplace has positive impact on affective commitment.

H1f: Happiness at workplace plays a significant mediating role between role stressors and affective commitment.

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Accomplishment of goals and encouragement at work is always important for an employee; however, sometimes organizations put extra burden on their employees in order to get maximum output for competitive advantage (Kissi, Asare, Agyekum, Agyemang, & Labaran, 2019). For the short period of time, this situation may not appear to be much disturbing for the employees; however in the long run and continuous overload, lack of clarity and extra roles enhance the stress level of employees (Altinay et al., 2019; Jalagat, 2017). When employees feel this continuous stress for a long time, at a point of time, they feel exhausted. This situation often leads to quit the job or lose confidence and motivation level, which is termed as job burnout (Chiang & Liu, 2017; Mullen, Malone, Denney, & Santa Dietz, 2018; Zhou et al., 2017). While studies have presented a positive influence of psychological empowerment on role stressors. Schermuly, Schermuly, and Meyer (2011) found that psychologically empowered employees can better handle the stress; thus, less likely to move towards burnout. While Malik and Waheed (2010) asserted that not only role stressors result in job burnout and turnover intention but also lead to decreasing the level of employees' affective commitment and satisfaction. Based on above discussion, following hypotheses are developed.

H2a: Role stressors have positive influence on job burnout.

H2b: Psychological empowerment has a moderating role on the relationship of role stressors and job burnout.

H2c: Role Stressors have positive influence on turnover intention.

H2d: Role Stressors have negative influence on affective commitment.

Apart from above, Mullen et al. (2018) have found that role stressors are the strong predictors of job burnout and turnover intention and; however, role stressors are negatively connected to job satisfaction. Similarly, Cui et al. (2018) have found that not only the higher level faculty staff but also the basic school level teachers may found to be the victims of job burnout owing to continuous higher authorities pressures, especially in private schools where teachers are also pressurized regarding their job security. In addition to this, Chiang and Liu (2017) have noted that role stress positively increases the job burnout, and leads to turnover intentions. Labrague et al. (2017) have noted a positive relationship amid job burnout and turnover intention. Similarly, Wen,

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Zhou, Hu, and Zhang (2020) asserted that continuous stress creates a situation of burnout, which forces them to think about leaving the organization. Thus, following three hypotheses are developed.

H2c: Job burnout has positive effect on turnover intention.

H2d: Job burnout has a significant mediation role between role stressors and turnover intention.

As job burnout results in employees' exhaustion, it leads to negative behavioral aspects of employees. Khan, Jehan, Shaheen, and Ali (2018) have found that employees who are continuously facing stress and pressure, they are more likely to face the situation of job burnout, which will lead to lack of affective commitment among employees. Similarly, Setti et al. (2018) stated that the situation of burnout reduces emotional attachment with job as well as organization because employees perceive lack of organizational support. Furthermore, Akar (2018) and Koo, Yu, Chua, Lee, and Han (2020) found a positive relationship between stress and burnout; while, author found a negative relationship between job burnout and affective commitment. Thus, following hypotheses are developed.

H2e: Job burnout has negative impact on affective commitment.

H2f: Job burnout has a significant mediation role between role stressors and affective commitment.

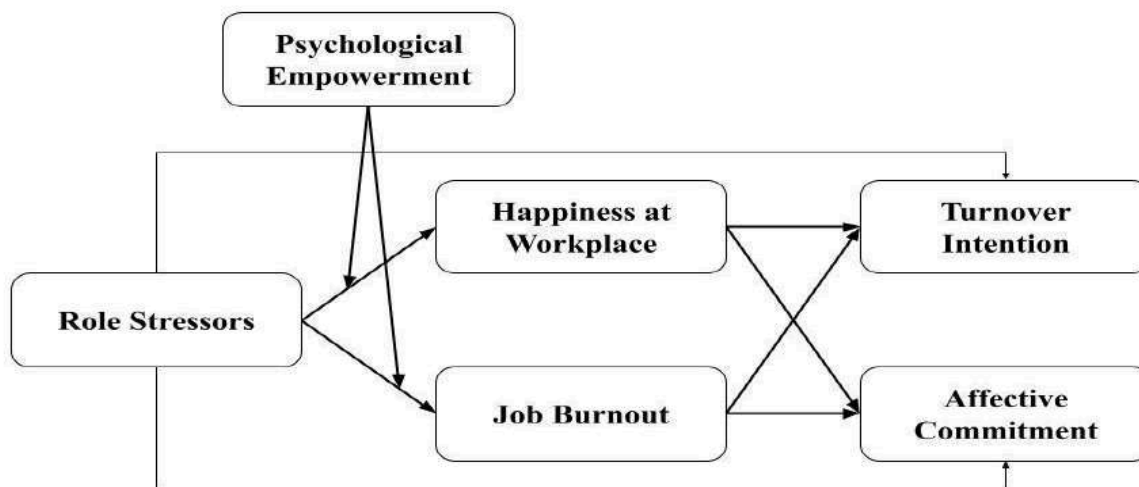


Figure 1. Research Framework

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Based on the developed hypotheses, above research framework is presented (see figure 1). In this framework, role stressors predict the happiness at workplace and job burnout in the moderating effects of psychological empowerment. However, turnover intention and affective commitment are the outcome variables, which are directly and indirectly predicted by role stressors.

3. Methodology

3.1. Population and Sampling Techniques

Majid (2018) defined research population as the comprehensive group of individuals, organizations or any objects with common characteristics, which are the interest of a researcher. In addition, Saunders, Lewis, and Thornhill (2009) asserted that sample is the sub-part or small portion, which represents the entire population. In this study, the targeted population includes all the nurses, administrative staff, and doctors in public and private hospitals of Lahore, Pakistan. Particularly, the prevailed situation of COVID-19 has increased the stress as well as burnout among medical staff; therefore, this sector is selected for this study in order to examine their happiness, affective commitment and intentions towards turnover. As the exact population is unknown; therefore, convenience sampling technique (a technique of non-probability) is utilized, in which researcher selects respondents in accordance with his/her ease (Elfil & Negida, 2017).

Before collection of data, it is important to measure the required sample size, which may be appropriate to represent the population. Previous scholars have identified various sample size formulas and software, amongst which G*Power software is common and popular to calculate the minimum required sample size. Figure 2 shows that the sample size is calculated through G*Power software while considering 15% effect size, 5% probability, 95% confidence interval and 4 predictors of this study. After putting this information, software displayed 129 as the minimum required sample size. However, in this study the sample size is larger as Majid (2018) asserted that higher sample size more accurately represent the population.

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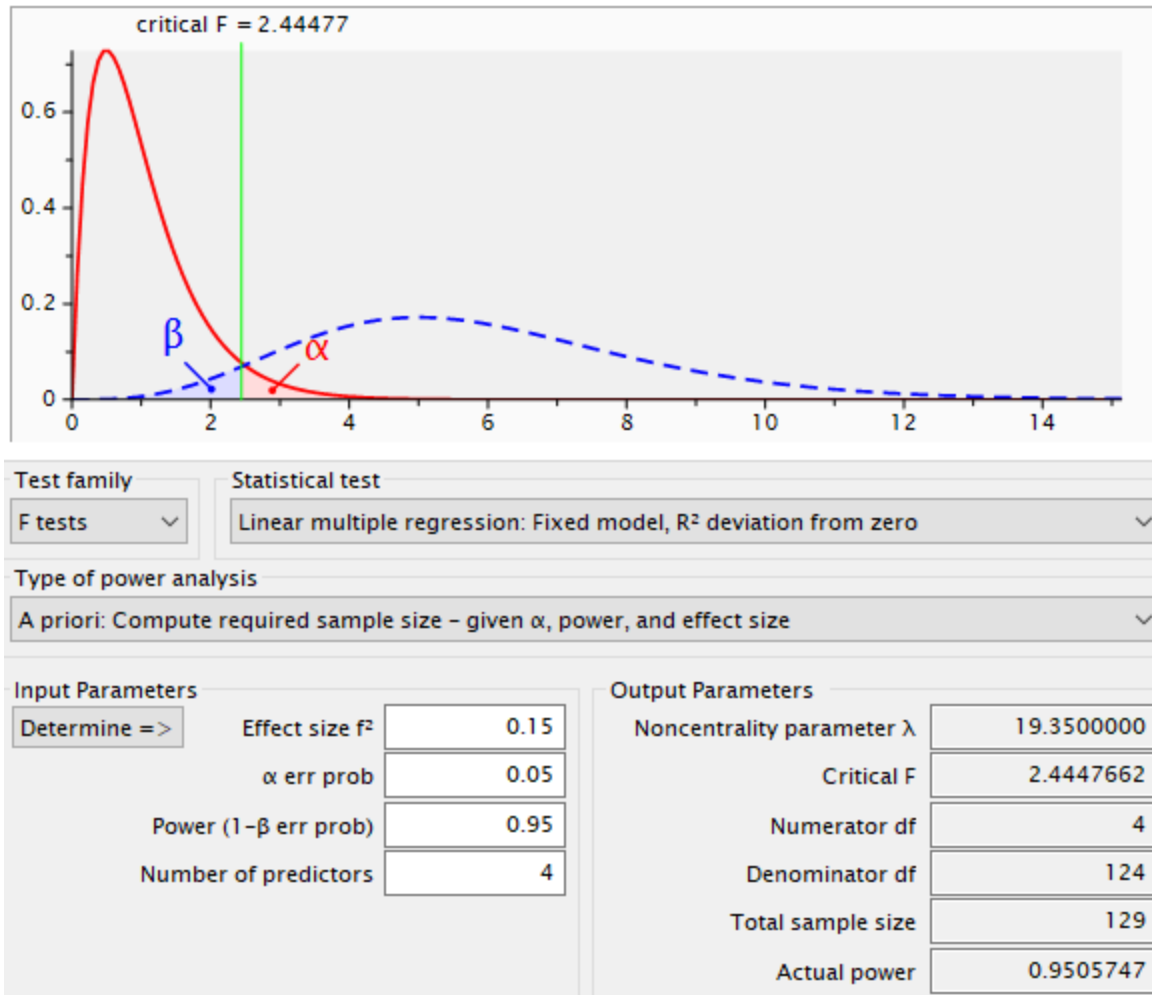


Figure 2. GPOWER Sample Size Calculation

3.2. Research Design

Based on the research onion proposed by Saunders, Lewis, and Thornhill (2007), choices are made in this study. Firstly, researcher has selected positivism philosophy as this study is quantitative, and positivism philosophy requires researchers to not interfere or manipulate the data (Saunders et al., 2009). Besides, this research is based on deductive approach, where hypotheses are tested, in contrast to inductive approach where new theories are developed (Quinlan, Babin, Carr, & Griffin, 2019). Furthermore, data was collected through survey strategy and cross sectional time horizon as Zikmund, Carr, and Griffin (2013) proposed the appropriateness of these selections along with positivism philosophy.

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3.3. Data Collection

Before approaching decided hospitals for data collection, researcher took appointments from hospital management; therefore, each hospital was visited one by one in accordance with the given date by the management. There were three kinds of respondents including nurses, administrative staff, and doctors, who were requested for their volunteer participation. Each participant was given the questionnaire in hard form and provided enough time to respond properly. A total of 210 questionnaires were distributed among respondents, out of which 205 were finalized after scrutinizing inappropriately filled responses.

3.4. Instruments

The second part of structured questionnaire was consisted upon scales regarding the variables of the study. These scales were adapted from previous studies. For three kinds of role stressors, a 7 items scale was adapted from House, Schuler, and Levanoni (1983). Sample item related to role ambiguity is “I often have unclear orders from my boss”. While the sample item for role conflict is “I receive incompatible requests from two or more people”. Similarly, the sample item for role overload is “My workload is too heavy”. Turnover intention was measured with a 3 items scale developed by Mobley, Horner, and Hollingsworth (1978), where sample item is, “I frequently think of leaving of this organization”. These above two scales were measured on a 5-points Likert scale, where 1 is considered as “strongly agree”, while 5 is considered to be “strongly disagree”.

Happiness at workplace is measured with a 6 items scale, which was adapted from Bhattacharjee and Bhattacharjee (2010). These questions were related to four different kinds of dimensions including economic wellness (e.g., I am satisfied with the salary.), environmental wellness (e.g., I can trust my colleagues in profession related matters.), social wellness (e.g., The society admires me because of my profession.) and democratic wellness (e.g., I can approach my seniors with my requirements). Affective commitment was measured through a 4 items scale, which was developed by Allen and Meyer (1990). The sample item for affective commitment is “I really feel as if this organization's problems are my own”. Above two scales were measured on a 5-points Likert scale where 1 is considered as ‘strongly disagree’, while 5 is considered as “strongly agree”. Job burnout was measured with a 10 items scale, developed by Malach-Pines (2005). Sample item includes “disappointed with people”. Job burnout was measured on a 5-points Likert

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scale where 1 is equal to “never” and 5 is equal to “always”. Finally, psychological empowerment is measured on a 5 points Likert scale ranging from 1=strongly disagree to 5=strongly agree. The 5 items scale for psychological empowerment was adapted from Spreitzer (1995). The sample item of this scale includes “I have significant autonomy in determining how I do my job.”

3.5. Data Analysis

After collection of data, it is paramount significant to examine this data through statistical tools. For this study, three software were used including SPSS, Process Macro and AMOS. Firstly, data was examined for missing values, outliers and normality. In addition, the summarized results were extracted through descriptive statistics, while the strength of relationships among all the variables was evaluated through correlation. Similarly, the internal consistency and relationship among items is measured through reliability and validity, respectively. These all tests were performed through SPSS; however, AMOS was used to perform factor analysis for model fitness and structural equation modelling (SEM) technique for path coefficients and mediation analysis. While Process Macro was employed to conduct the moderation analysis.

3.6. Ethical Considerations

Many scholars have highlighted the importance of ethical considerations (Hsu, Hendriks, Ramos, & Grady, 2021; Ingham-Broomfield, 2017). Saunders et al. (2009) asserted that ethical standards are the moral principles that a researcher needs to follow during his/her research process, and these standards enhances the credibility of the research. For this study, researcher has not forced or bribed any individual to participate or give biased responses. During this research process, no body was physically or psychologically got hurt. Moreover, respondents were ensured that their confidential information would be kept secret.

4. Results

4.1. Demographic Profile

Elaborating the demographic profile enhances the authenticity and validity of the study in accordance with the selected methodology (Bell, Bryman, & Harley, 2018). Therefore, table 1 presents the demographic information. Although both males and females were participants in this study; however, almost 74% respondents were males, while around 26% respondents were

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females. Also, table 1 highlights that more than 55% respondents fall in the age range of 21 to 30 years, while least number of respondents are above 50 years of age. Around 54% respondents are doctors, while most of the respondents have graduation or equal education in the field of medicine. Out of 205 respondents, mostly hold 1-5 years working experience.

Table 1. Demographic Characteristics

		Frequency	Percent
Gender	Male	152	74.1
	Female	53	25.9
	Total	205	100.0
Age	21-30 Years	113	55.1
	31-40	60	29.3
	41-50	24	11.7
	More than 50 Years	8	3.9
	Total	205	100.0
Designation	Administrative Staff	73	35.6
	Doctor	110	53.7
	Nurse	22	10.7
	Total	205	100.0
Qualification	Intermediate or Equal	31	15.1
	Graduation or Equal	91	44.4
	Master/Equal or Above	72	35.1
	Specialized Qualification	11	5.4
	Total	205	100.0
Experience	Less than one year	34	16.6
	1-5 year	90	43.9
	6-10 year	67	32.7
	More than 10 years	14	6.8
	Total	205	100.0

4.2. Descriptive Statistics

Researchers commonly utilize descriptive statistics to highlight a summarized form of results in the form of mean and standard deviation (SD) values. Apart from this, the reliability and correlation are also incorporated for descriptive statistics (George & Mallery, 2016; Pérez-Vicente

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& Ruiz, 2009; C. B. Thompson, 2009). In table 2, the mean value of role stressors show that doctors are moderately agree regarding the availability of role stressors in their daily routine. While mean value of happiness at workplace shows that doctors are moderately agree that their workplace provides them social, environmental, economic and democratic wellness, which are the dimensions of happiness at workplace. The mean value of job burnout shows that doctors are moderately agreed that they sometimes face job burnout owing to increasing burden and stress. While mean value of psychological empowerment shows that doctors are moderately agreed that they enjoy psychological empowerment during their work. In case of affective commitment, doctors are moderately agreed that they are emotionally connected to their organization. Finally, the mean value of turnover intention reveals the moderating agreeableness of doctors regarding their turnover intentions owing to continuous stress and sometimes burnout situation.

Table 2. Descriptive Statistics

	Mean (SD)	α	1	2	3	4	5	6
(1) Role Stressors	2.149 (1.081)	.868						
(2) Happiness at workplace	3.057 (1.016)	.811	-.477**	-				
(3) Job Burnout	2.245 (1.018)	.833	.493**	-.559**	-			
(4) Psychological Empowerment	3.997 (.971)	.840	-.534**	.570**	-.525**	-		
(5) Affective Commitment	3.868 (1.085)	.791	-.617**	.317**	-.384**	.461**	-	
(6) Turnover Intention	2.989 (1.054)	.779	.562**	-.361**	.484**	-.470**	-.730**	-

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

According to Hair, Black, Babin, Anderson, and Tatham (2006), the threshold for coefficient alpha is 0.5; however, values greater than 0.7 are preferred to prove the internal consistency of scale. In table 2, there is no value lower than 0.7; therefore, reliability is proved. Besides, table shows that all the role stressors have strong negative significant relationship with happiness, psychological empowerment and affective commitment; however, positive correlation with job burnout and turnover intention. Similarly, happiness at workplace has strong negative correlation with job burnout and turnover intention; however, it is positively connected to psychological empowerment and affective commitment. Psychological empowerment has negative correlation with turnover intention; however, positive connection with affective commitment. Finally,

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affective commitment has strong negative correlation with turnover intention. In case of positive correlation, both correlated variables move in the same direction; however, under negative correlation, both moves in the opposite direction (Benesty, Chen, Huang, & Cohen, 2009). For instance, with increasing affective commitment, the turnover intention decreases.

4.3. Confirmatory Factor Analysis (CFA)

Scholars have highlighted that CFA is a pre-liminary necessary part of structural equation modelling (SEM), which confirms the model fitness, reliability and validity. Table 3 presents factor loadings, composite reliability (CR), average variance extracted (AVE) and variance inflation factor (VIF). Although some scholars have proposed to remove factor loadings which are below 0.3 (Hair, Money, Samouel, & Page, 2007; Kline, 2014); however, Shevlin and Miles (1998) asserted that if factor loadings are significant at 0.05; there is no need to remove them. All the factor loadings, presented in table 3, were significant at 0.05. While the reliability is also proved through CR as values are greater than 0.7 (Bacon, Sauer, & Young, 1995). Besides, dos Santos and Cirillo (2021) noted that the convergent validity is acceptable at AVE greater than 0.5, which is also proved in table 3. For discriminant validity, researcher used the criterion proposed by Fornell and Larcker (1981), in which the squared correlation among any two variables should be lower than the AVE values. From table 3, the discriminant validity is also proved. While the multicollinearity is measured through VIF, and values are lower than 5 (C. G. Thompson, Kim, Aloe, & Becker, 2017); thus, there is no multicollinearity among variables.

Table 3. Confirmatory Factor Analysis

Variables and Items	Loadings	CR	AVE	VIF
Role Stressors		.871	.521	1.804
RS1	.61			
RS2	.78			
RS3	.72			
RS4	.75			
RS5	.70			
RS6	.76			
RS7	.80			
Happiness at Workplace		.831	.506	1.766
HAPP1	.64			
HAPP2	.68			

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HAPP3	.77			
HAPP4	.80			
HAPP5	.78			
HAPP6	.72			
Job Burnout		.815	.511	1.776
JB1	.68			
JB2	.80			
JB3	.77			
JB4	.68			
JB5	.67			
Psychological Empowerment		.831	.501	1.838
PE1	.60			
PE2	.86			
PE3	.83			
PE4	.75			
PE5	.67			
Affective Commitment		.799	.572	1.695
AC1	.77			
AC2	.82			
AC3	.68			
Turnover Intention		.784	.549	1.636
TI1	.69			
TI2	.79			
TI3	.74			

Apart from above, it is necessary to prove the fitness of employed model; therefore, CFA shows the values of CMIN/DF, CFI, NFI, GFI and RMSEA along with threshold values. Figure 3 shows that all of these fit indices are proved; therefore, model is fit for SEM.

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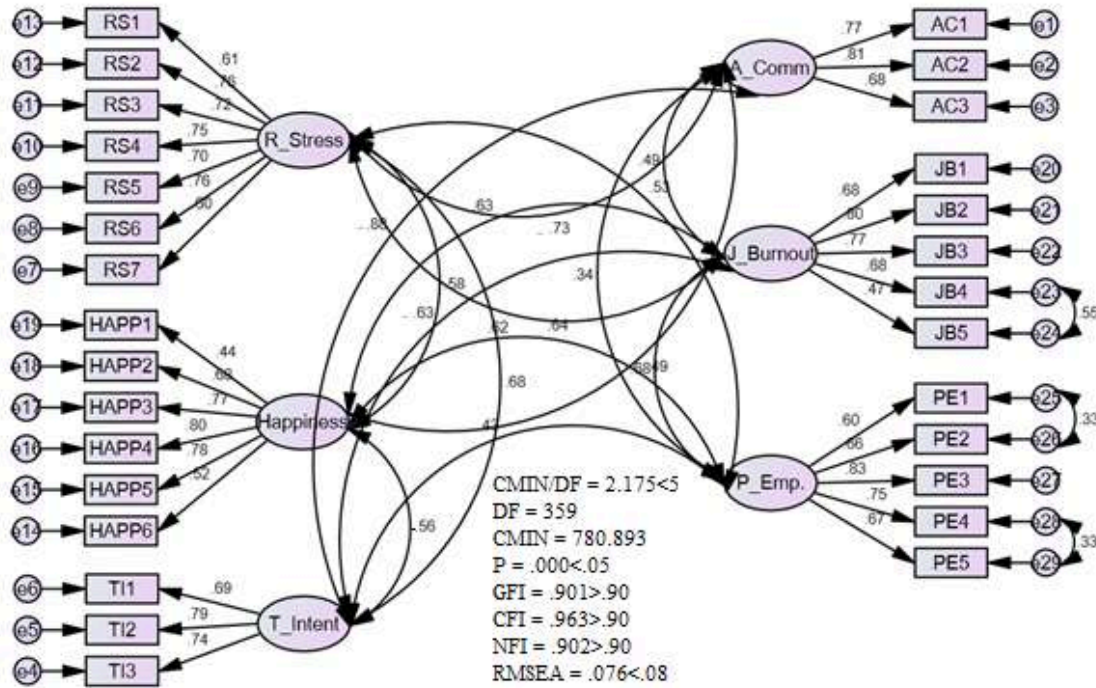


Figure 3. Confirmatory Factor Analysis

4.4. Structural Equation Modelling (SEM)

Hair et al. (2006) and Ullman and Bentler (2003) noted that SEM is more appropriate approach to find the causal relationships as compared to regression analysis. Through this technique, the path coefficients and indirect effects are measured. Table 4 shows that role stressors have 44.8% negative influence on happiness at workplace, which means the increasing role ambiguity, conflict and overload lead to reduction of happiness at workplace. This effect is significant at $p < 0.01$ and supported the first hypothesis (*H1a*). Similarly, table 4 shows that happiness at workplace has only 8% negative effect on turnover intention, which means the increasing happiness at hospitals, decrease the turnover intention of doctors, nurses and administrative staff in hospitals. This impact is significant at $p < 0.01$ and supports the *H1c* hypothesis of this study. Moreover, table 4 highlights that happiness at workplace has 20.1% positive effect on affective commitment at $p < 0.01$, which supports *H1e* hypothesis. Furthermore, role stressors have 46.4% impact on

turnover intention at $p < 0.01$, which means increasing role stressors in hospitals, enhance the job burnout; thus, *H2a* hypothesis is supported.

Table 4. Path Coefficients (Direct Effects □ Unstandardized)

	Estimate	S.E.	C.R.	P	Hypothesis
Role Stressors □ Happiness at Workplace	-0.448	0.058	-7.75	.000	Accepted
Happiness at Workplace □ Turnover Intention	-0.080	0.032	-2.50	.002	Accepted
Happiness at Workplace □ Affective Commitment	0.201	0.066	3.045	.000	Accepted
Role Stressors □ Job Burnout	0.464	0.057	8.083	.000	Accepted
Role Stressors □ Turnover Intention	0.415	0.069	6.036	.000	Accepted
Role Stressors □ Affective Commitment	-0.572	0.07	-8.195	.000	Accepted
Job Burnout □ Turnover Intention	0.279	0.066	4.231	.000	Accepted
Job Burnout □ Affective Commitment	-0.121	0.067	-1.81	.000	Accepted

Table 4 also shows that role stressors have 41.5% ($p < 0.01$) positive effect on turnover intention and 57.2% ($p < 0.01$) negative effect on affective commitment. These effects support H2c and H2d hypotheses. Moreover, job burnout has 27.9% ($p < 0.01$) positive impact on turnover intention and 12.1% ($p < 0.01$) negative effect on affective commitment. These relationships support H3a and H3c hypotheses. Unlike unstandardized effects represented in table 4, figure 4 shows the standardized effects.

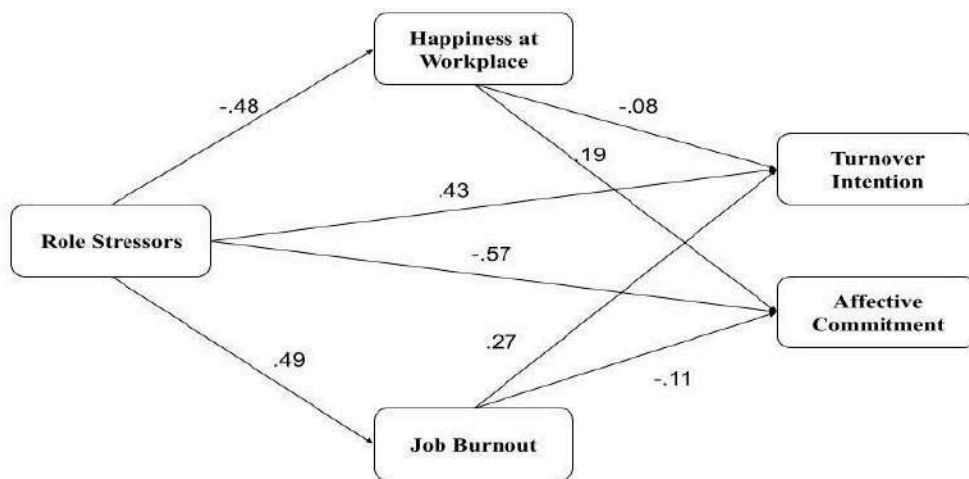


Figure 4. Path Coefficients through SEM

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Not only the direct effects but also indirect effects are calculated through SEM, which are calculated on the same model as represented in figure 4. The results of indirect effects are represented in table 5 below. This table shows that role stressors have 13.7% positive effect on turnover intention in the mediation role of happiness at workplace. Here one thing is important, which is the difference between direct and indirect effects. According to table 4, role stressors have 41.5% direct effect on turnover intention; however, this effect is reduced to 13.7% in the mediation role of happiness at workplace (see table 5), which means the turnover intentions which are enhanced due to role stressors, can be reduced through happiness at workplace. This relationship has proved the *H1d* hypothesis of this study. Conversely, role stressors have 4.7% negative effect on affective commitment in the mediation role of happiness at workplace. Here the effect of role stressors on affective commitment is reduced from 57.2% to 4.7%. It means in the mediating role of happiness, the negative effect of role stressors on affective commitment will be considerably reduced. This relationship supports *H1f* hypothesis.

Table 5. Indirect Effects

	Coeff.	P	Hypothesis
Role Stressors □ Happiness at Workplace □ Turnover Intention	.137	.000	Accepted
Role Stressors □ Happiness at Workplace □ Affective Commitment	-.047	.000	Accepted
Role Stressors □ Job Burnout □ Turnover Intention	.510	.000	Accepted
Role Stressors □ Job Burnout □ Affective Commitment	-.631	.001	Accepted

Table 5 also shows that role stressors have 51% positive effect on turnover in the mediation role of job burnout. It means the mediating role of job burnout has increased the effect the effect of role stressors from 41.5% to 51%. Therefore, it can be concluded that the turnover intentions of hospital staff are more likely to increase when job burnout plays a mediating role between role stressors and turnover intention. This relationship has supported *H3b* hypothesis. Finally, role stressors have 63.1% negative impact on affective commitment in the mediating role of job burnout. It means job burnout has increased the negative impact of role stressors on affective commitment from 57.2% to 63.1%. Therefore, when role stressors create the job burnout, the emotional attachment of hospital staff with job and hospitals will reduce. This relationship has proved *H3d* hypothesis.

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Table 6. Moderation Effects

	Coeff.	se	t	p	Hypothesis
Role Stressors * Psychological empowerment _int □ Happiness at Workplace	-.03	.011	2.73	.001	Accepted
Role Stressors * Psychological empowerment _int □ Job Burnout	.09	.04	2.25	.000	Accepted

Finally, the moderating effects of psychological empowerment are calculated through Process Macro and results are presented in table 6 above. This table shows that psychological empowerment reduces the effect of role stressors on happiness at workplace. The direct effect of role stressors on happiness at workplace, represented in table 4, is -44.8% which reduced to -3% owing to psychological empowerment. It means when hospital staff is psychologically empowered, there is less effect of role stressors on their happiness. This effect has proved H1b hypothesis. Conversely, the positive effect of role stressors on job burnout is reduced from 46.4% to 9% due to psychological empowerment. This relationship has supported H2b hypothesis.

5. Discussion and Conclusion

In this study, researcher has investigated the impact role stressors on turnover intention and affective commitment, directly and in the mediation role of happiness at workplace and job burnout. Also, this study has examined the moderating impact of psychological empowerment on the relationship of role stressors and happiness at workplace, as well as the relationship of role stressors and job burnout. From the results of this study, researcher has found a positive significant effect of role stressors on job burnout and turnover intention; however, a negative effect on happiness at workplace and affective commitment. Also, results have revealed that happiness at workplace plays a mediating role between role stressors (independent), affective commitment and turnover intention (dependent). Also, researcher has found that job burnout also plays a significant mediation role between role stressors (independent), turnover intention and affective commitment (dependent). Furthermore, results have supported the moderating effects of psychological empowerment on the relationship of role stressors with happiness at workplace and job burnout.

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Not all of these effects are previously calculated together; however, the separate direct relationships of current study variables are consistent with the previous studies. However, the mediating and moderating effects are not studied before, similar to the current study model. Chang (2008) have found that increasing level of ambiguity, conflict and overload enhance the level of stress, which lead workers to think about leaving the current organization. While, Kim and Stoner (2008) found that not only turnover intention but job burnout is also an outcome of role stressors. They further found that job burnout is the cause of role stressors and job burnout leads to turnover intentions. Similarly, Udo, Guimaraes, and Igbaria (1997) asserted that role stressors are the strong predictors of job burnout and turnover intention. However, this positive relationship can be reduced with the help of empowering employees to take their decisions along with responsibility of the work. In this way, they feel to be appreciated; thus, results in less burnout or turnover intention. Oyeleye, Hanson, O'Connor, and Dunn (2013) studied the relationship between job burnout, stress, turnover and psychological empowerment and found that stress, burnout and turnover intentions are positively correlated; however, psychological empowerment has negative relationship with these three variables, which means the increasing level of psychological empowerment reduces the level of stress, burnout and turnover intention.

Apart from above, role stressors not only influence job burnout and turnover intention but also decreases the happiness of employees. Naseem (2018b) found that continuous stress of employees leads to reduction of happiness as well as satisfaction of employees. However, those employees who have high level of emotional intelligence, can best cope with stress, which help them to maintain their level of happiness and satisfaction. Similarly, Yang et al. (2018) found that role stress, if continues for a long period, often lead to turnover intention; however, organizations try to keep their employees happy through offering them various rewards, facilities, appreciations and promotions, which make them feel valuable in the organization; therefore, they do not want to leave the organization. It means the impact of role stress can be mitigated through keeping employees happy at workplace.

Malik and Waheed (2010) have noted that role stressors reduce the level of emotional attachment of employees with their job and organization; however, the effect is mitigated with the help of employees' satisfaction, which can be achieved through organizational support in manner of

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various facilities and employees' care. Chenevert et al. (2013) further noted that increasing level of stress on regular basis, decreases the level of satisfaction and affective commitment; however, passive leadership plays a significant role amid this relationship to mitigate the effect. Therefore, increasing level of role stressors can lead to lack of satisfaction, happiness (Parasuraman, Greenhaus, & Granrose, 1992), affective commitment (Chenevert et al., 2013), and increase the level of job burnout and turnover intention (Cho, Choi, & Lee, 2014).

Based on the results of this study, there are multiple theoretical and practical implications which are valuable for students, teachers, practitioners, executives and policy makers. This study has contributed theoretically to investigate the direct and indirect effect of role stressors on turnover intention and affective commitment in the context of public and private hospitals of Lahore, Pakistan. Also, it has measured certain new relationships. For instance, the moderating effects of psychological empowerment has not studied before similar to current study model. This study can also be used for practical purposes, especially in public and private hospitals, where doctors, nurses and administrative staff face continuous issues of role stressors owing to increasing level of role burden. Especially in the current situation, when COVID-19 is prevalent everywhere around the world, the workload of doctors, nurses and administrative staff of both private and public hospitals, has increased, which has increased the level of stress, burnout and turnover intention. In this respect, hospital management can help such employees by enhancing those activities, which keep them happy during working hours. For instance, Hwang (2019) recommended to increase rotation, which will decrease the level of stress and burden. Also, they noted that facilities, rewards and appreciations can help to keep nurses happy at workplace.

This study has certain limitations, which can be covered in future research. It is conducted in the context of private and public hospitals of Lahore city of Pakistan; therefore, owing to cultural, social and economical differences across cultures, the findings of this study may vary. Future researchers can adopt a wider approach to represent a large population. Also, future researchers are suggested to use perceived organizational support in place of psychological empowerment as previous scholars have highlighted the importance of perceived organizational support in mitigating the effects of role stressors and turnover intention (Li, Bonn, & Ye, 2019; Lobburi, 2012; Srivastava & Agrawal, 2020).

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