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**BURNOUT IN MANAGEMENT CONSULTING: THE IMPACT OF JOB
DEMANDS WITH WORK-LIFE BALANCE AS A MEDIATOR AND
ORGANIZATIONAL SUPPORT AS A MODERATOR**

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Abstract

Burnout is a key concern in high-stress professions such as management consulting, however its predictors and mitigating factors remain underexplored. Based on quantitative research with 104 management consultants, this study investigates the influence of job demands on burnout, the mediating effect of work-life balance, and the moderating effect of organizational support. Results indicate that job demands strongly predict burnout, while work-life balance fully mediates this relationship, and organizational support moderates it. Practical recommendations include reducing key job demands and tailoring both work-life balance and organizational support policies, providing actionable strategies to enhance employee well-being and mitigate burnout risks.

Keywords: Burnout, Management Consulting, Job Demands, Work-life Balance, Organizational Support.

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1. Introduction

Over the last decades, there has been a growing concern about burnout and its psychosocial impacts on our society. Highlighting the severity of the issue, Statista (2023) reports that 36% of U.S. employees experience moderate burnout, 15% face high levels, and 8% suffer from very high levels. Burnout endangers personal lives, the economy, and public health, prompting the WHO to classify it as an occupational phenomenon in its 11th ICD revision (World Health Organization 2019). Burnout is particularly concerning in high-demand professions, such as management consulting, where it is crucial to understand which factors contribute to the development of this condition and which factors contribute to its mitigation. It is essential to constantly research burnout to allow the literature to stay up to date while helping organizations understand this condition and how to tackle it effectively.

Emerging in the 1970s, burnout is a metaphor for mental exhaustion, negatively affecting cognition, emotions, productivity, and turnover rates (Edú-Valsania, Laguía, and Moriano 2022; Lubbadah 2020). Although extensive research has been conducted on burnout, a gap persists in the management consulting area, which remains widely underreported. Despite management consulting being proven to be a high-stress job, burnout research has mainly been focused on social work, such as healthcare and education, or other areas, such as law enforcement and poverty lawyers, as these sectors have always proven to have high rates of burnout (Schaufeli and Desart 2020). It is vital to explore this under-researched area in order to fill in knowledge gaps and avoid decreased productivity, higher turnover and poor decision-making in this fast-growing sector. To address this gap, this research aims to analyze the impact of specific job demands (JD) on burnout, explore how work-life balance (WLB) mediates this relationship, and investigate the moderating role of organizational support (OS) in this relationship.

In the following sections, we will explore the research in detail. Section 2 reviews the literature on burnout, JD, WLB, and OS. Section 3 outlines the research methodology, followed by results in section 4 and discussion in section 5. Section 6 provides limitations and directions for future research, while section 7 offers implications for practice. Finally, section 8 will provide a conclusion of our research.

2. Literature Review

2.1. Burnout

Maslach is the main author in the burnout field, developing the infamous Maslach Burnout Inventory, a self-assessment questionnaire widely used to measure burnout among all employees. Maslach, Schaufeli and Leiter (2001) define job burnout as a psychological syndrome in response to chronic interpersonal stressors on the job. Edú-Valsania, Laguía, and Moriano (2022) add to this definition by stating that psychologically, burnout causes damage at a cognitive, emotional and attitudinal level. In his questionnaire, Maslach (1981) identifies three dimensions of burnout: emotional exhaustion, cynicism, and reduced personal accomplishment.

Valcour (2016) argues that exhaustion is the central symptom of burnout and is composed of physical, cognitive and emotional fatigue, leading to ineffective work as employees can no longer contribute psychologically. This exhaustion affects productivity, decision-making and the capacity to maintain a positive attitude towards work. Maslach (1981) defines cynicism as negative attitudes toward clients caused by emotional exhaustion, while Valcour (2016) links it to psychological disengagement from work. The last dimension of burnout, reduced personal accomplishment, is described by Maslach (1981) as a tendency to negatively self-evaluate one's work, particularly when evaluating work with clients.

All three dimensions are relevant to high JD in management consulting. Management consultants often face exhaustion due to high demands such as time pressure and irregular work hours, which depletes their emotional and cognitive resources. They can also quickly feel overwhelmed by high client demands, leading to disengagement. Lastly, they face unrealistic expectations from their clients, leading to a sense of failure and dissatisfaction when they are not able to meet them.

The Burnout Assessment Tool was created to offer a more up-to-date tool for measuring burnout. This tool kept exhaustion as one of burnout's core dimensions and reworded cynicism to mental distance to shift its focus from relationships with others at work to a broader mental distance from both the work tasks and the people involved (Schaufeli, De Witte, and Desart 2020). Reduced personal accomplishment was removed, and two more aspects were added: emotional and cognitive impairment. Emotional impairment is described as having “intense emotional reactions and feeling overwhelmed by one's emotions, [leading to symptoms such as] feeling frustrated or angry at work, irritability, overreacting, feeling upset or sad without knowing why, and feeling unable to control one’s emotions at work” (Schaufeli, De Witte, and Desart 2020, p.27). Cognitive impairment is described as having “memory problems, attention and concentration deficits, and poor cognitive performance, [leading to symptoms such as] difficulties to think clearly and learn new things at work, being forgetful and absent-minded, indecision, poor memory, attention and concentration deficits, and trouble staying focused at work” (Schaufeli, De Witte, and Desart 2020, p. 27). These dimensions further highlight the need for consulting companies to implement proactive measures, such as strong OS, to address the high JD faced by consultants while also creating a healthier WLB environment, as preventing burnout through a support system is a more effective strategy than attempting to manage it once it has already become an issue (Maslach, 2011).

Although the discussion of burnout mainly revolves around the workplace, Valcour (2016) points out that burnout extends to personal life, impacting well-being and personal relationships. It is also essential to keep in mind that individuals have different burnout profiles, as some may experience more exhaustion while others might feel depersonalized or ineffective. It is, therefore, crucial to understand that management consultants might need tailored interventions to create effective results.

2.2. Job Demands

Bakker and Demerouti (2007) define job demands (JD) as “physical, psychological, social, or organizational aspects of the job that require sustained physical and/or psychological (cognitive and emotional) effort or skills and are therefore associated with certain physiological and/or psychological costs” (p. 312). When JD are frequent and severe, employees need to make a greater effort to meet these demands. This increased effort will have a negative effect (the health impairment process) on employees’ “physical, emotional, and cognitive resources and may lead to job strain, exhaustion, and health problems” (Bakker, Demerouti and Sanz-Vergel 2023, p. 34).

Demerouti et al. (2001) identified the main JD leading to exhaustion as workload, time pressure, recipient contact (client contact), shift work and physical environment (not present in the management consulting sector). Since JD vary by sector (Bakker, Demerouti and Sanz-Vergel 2023), research specific to the management consulting sector is necessary to validate their presence. For example, Suprasto et al. (2017) identify workload as an important JD as consultants face an increased workload during critical periods where they need to work overtime, leading to exhaustion. Furthermore, Mühlhaus and Bouwmeester (2016) point out that consultants often work on multiple projects for multiple clients simultaneously, leading to cognitive and emotional overload. The authors found that consultants often have very tight

timelines and overlapping deadlines, which leads to struggles in time management and creates important pressure to perform in a timely manner. Moreover, according to Srinivasan (2014), companies who hire consultants regard them as equal participants in their growth story as they are ready to share some equity risk/rewards and, therefore, have incredibly high expectations from the consultants as they are held accountable for the client's success or failure. Mühlhaus and Bouwmeester (2016) agree with this point as they found out that clients are very demanding from consultants since their services are often very costly, and they want to get the most value for their money. These findings show the intensity of client interactions and confirm the importance of recipient contact as a job demand for consultants. Lastly, von Humboldt et al. (2013) and Freedman and Perry (2010) highlight shift work as an important job demand in the consulting industry. They found that consultants work irregular hours, having to work until very late while also needing to work on weekends. In addition, frequent travel does not help with irregular hours, as consultants need to adapt to different time zones.

As we already know, burnout's central and most important symptom is exhaustion, which finds its root cause in high JD. Gill (2015) found that management consultants face heavy workloads, frequent travel, and long hours, limiting personal life and leading to stress and anxiety. Astika et al. (2020) confirmed the presence of work overload in consulting and found it positively influenced burnout. In addition, Gill (2015) found out that consultants reported significant mental and physical strain, while also experiencing pressure to maintain a good professional image and hiding their struggles. These findings show us the intensity of JD in management consulting and how easily consultants can face burnout due to these high demands. Meriläinen et al. (2004) confirm these findings by showing that management consultants foster a workaholic culture, where long working hours are crucial towards career progression. Management consultants often sacrifice personal and family time while also reporting extreme exhaustion and health impacts due to very low sleeping time (Meriläinen et

al. 2004). These findings show us once again how consultants are facing very high JD, exposing themselves to burnout. Muhr, Pedersen, and Alvesson (2012) add that workload management is seen as an individual responsibility in management consulting, where consultants are expected to regulate their own limits. However, pressures such as high client demands make this difficult for consultants, who can face burnout due to poor task prioritization. Lastly, Bouwmeester and Kok (2018) found that managers put pressures such as high workloads and long working hours on their juniors, leading to high levels of stress, lowered wellbeing, and burnout.

2.3. Work-life Balance

Sirgy and Lee (2018) define work-life balance (WLB) as maintaining a “high level of engagement in work life as well as nonwork life with minimal conflict between social roles in work and nonwork life” (p. 232). Although WLB might seem like a simple and familiar term to most people, there is a debate about the subjective nature of this phenomenon. The term "balance" can be interpreted differently by scholars as some might see it as an equal distribution of time, energy, and commitment to work and nonwork roles, while others argue that balance depends on the individual's circumstances (Kelliher, Richardson, and Boiarintseva 2019). In addition, the notion of WLB is subjective as the extent to which a person has a good WLB will depend on personal experience and perception rather than predetermined notions of what "balance" is (Kelliher, Richardson, and Boiarintseva 2019).

Hayman (2005) identifies three main dimensions of WLB. These dimensions, first researched by Fisher (2001), are work interference with personal life, which reflects the degree to which work negatively impacts personal life; personal life interference with work, which depicts how one's personal life affects one's work; and work/personal life enhancement, which

assesses how work and personal life can positively enhance each other. These dimensions are central to evaluating how WLB affects both professional performance and personal well-being.

In today's competitive market, employee performance is critical to organizational success, requiring companies to innovate while keeping their workforce motivated (Waworuntu, Kainde, and Mandagi 2020). Therefore, having a healthy WLB among employees is essential for consulting companies as it will help to foster better job satisfaction, job performance and organizational commitments (Gagnano, Simbula, and Miglioretti 2020). However, it is also essential for its employees as it will reduce their stress-related outcomes such as psychological distress, emotional exhaustion, anxiety and depression (Gagnano, Simbula, and Miglioretti 2020).

Gagnano, Simbula, and Miglioretti (2020) argue that the rapid development of communication technologies has made it increasingly difficult for employees to separate their work from their personal lives. Employees can now receive work tasks outside of their regular hours, making it increasingly difficult to maintain a healthy WLB, showing the importance for companies to implement WLB strategies.

Irfan et al. (2023) state that an imbalance in WLB leads to “occupational stress, which includes lack of energy and time for off-work activities after long working hours” (p. 167) that can eventually develop into burnout. They then conducted research and found that a lack of WLB will indeed lead to a higher level of job burnout.

According to Noury, Gand, and Sardas (2017), studies show that a vast portion of professionals are dissatisfied with their WLB, with many workers considering their work a priority over their lives. Research in the consulting field found that more than half of the interviewees believe their profession does not enable them to achieve a healthy WLB (Nissen and Termer 2019). In another research focusing on management consultants, all interviewees stated that their work conditions lead to work-family conflicts and that burnout is a common

symptom in their field due to a lack of solutions to significantly reduce work fatigue (Soares, 2020). In addition, Kaiser et al. (2011) found that consulting norms discourage employees from using advertised WLB measures like flexible hours and remote work.

Furthermore, research conducted by Ng et al. (2017), and Nordenmark, Vinberg, and Strandh (2012) found that JD increased the level of work-life imbalance among workers and the risk of work-family conflicts, leading to the conclusion that decreasing high levels of JD is essential towards a healthy WLB. Thilagavathy and Geetha (2021) and Navaj-Romero et al. (2020) support this by finding that JD negatively predict WLB.

Moreover, Thakur and Kumar (2015) link WLB to OS. They identify OS as a boundary-spanning resource that helps employees manage and balance the boundary between work and family, making it easier to navigate between the two. In addition, OS helps employees meet work and family needs and reduces the strain of prioritizing work over personal life.

After exploring research on how WLB influences burnout, JD influence WLB and the link between WLB and OS, it is relevant to understand how WLB mediates the relationship between JD and burnout. Research conducted by Montgomery, Panagopolou, and Benos (2006) found that work-family interference partially mediates the relationship between JD and emotional exhaustion, as well as the relationship between JD and depersonalization. Work-family interference is a specific concept within WLB that focuses on conflicts between work and family, while exhaustion and depersonalization are key dimensions of burnout. Another research conducted by Baisa, Machzum, and Nilasari (2022) has shown that WLB mediates the relationship between JD and job satisfaction. Burnout and job satisfaction are closely related as they are both outcomes of how someone feels about their job and work environment, meaning that low job satisfaction and burnout feed into each other. From these findings and relating to our research, we can expect WLB to mediate the relationship between JD and burnout.

2.4. Organizational Support

Rhoades and Eisenberger (2002) define organizational support (OS) as employees' "beliefs concerning the extent to which the organization values their contributions and cares about their well-being" (p. 698). Perceived organizational support (POS) is defined as the "assurance that aid will be available from the organization when it is needed to carry out one's job effectively and to deal with stressful situations" (Rhoades and Eisenberger 2002, p. 698).

Kurtessis et al. (2017) found that OS was successful at predicting both the antecedents of POS (e.g., HR practices) and its consequences (e.g., well-being). This shows us that feeling supported at work is determined by multiple factors and will influence how people feel and perform, which is why OS is crucial in mitigating burnout.

According to Kurtessis et al. (2017), POS initiates a social exchange process where employees are more likely to put extra effort towards an organization's goals and objectives when feeling supported, as they believe their greater efforts will lead to greater rewards. However, POS will also meet employees' socioemotional needs, leading to stronger connections with the organization, stronger commitment, and increased desire towards the organization's success (Kurtessis et al. 2017). Eisenberger, Rhoades and Wen (2020) add that "gratitude and other positive emotions resulting from POS may also contribute to enhanced employee performance" (p. 103) and note that it can also improve psychological well-being.

According to Organizational Support Theory, a key factor affecting POS is whether employees believe the favourable treatment they receive is the organization's choice or if external factors force the organization to provide this treatment (Eisenberger, Rhoades and Wen 2020). To illustrate, if a company decides to share its profits with employees as part of a new policy, employees will see it as a voluntary act and feel appreciated. On the other hand, if an organization increases wages due to new government regulations, employees will not feel appreciated.

Moreover, Eisenberger, Rhoades and Wen (2020) found that when employees are supported by their organization, they are not only more likely to perform well in their regular job duties (in-role performance) but also in “activities that go beyond standard performance and contribute to the organization’s welfare (extrarole behavior)” (p. 103). In addition, they note that “POS also reduces behaviors harmful to the organization (counterproductive work behaviors)” (p. 103). This is due to a process where “an employee perceives support from the organization and then feels indebted to the organization and begins to seek ways through which he or she can restore balance in the employee–organization relationship” (Baran, Shanock, and Miller 2012, p. 126).

Based on Eisenberger, Rhoades and Wen (2020) research, we identify the major antecedents of POS as “organizational fairness, support from leaders, and human resource practices and work conditions” (p. 103). Baran, Shanock, and Miller (2012) then identified the main consequences of POS: “commitment, performance, citizenship behavior, withdrawal behaviors, job-related affect, and strain” (p.124).

From our literature review, we can assume that OS will have an influence on burnout and has the ability to mitigate burnout. Research confirms this as Yaghoubi, Pourghaz, and Toomaj (2014) found that higher POS significantly reduces burnout and accounts for 28% of its variability. Tang et al. (2023) confirm this negative correlation, showing that employees who feel supported by their organization are less likely to experience burnout. Bobbio, Bellan, and Manganelli (2012) add to the previous findings by stating that POS, combined with an empowering leadership style, reduced burnout. In addition, Bakker, Demerouti, and Sanz-Vergel (2023) state that job resources such as social support, coaching, and feedback, which are part of OS, are most valuable at preventing burnout when JD are high.

After investigating the effect of OS on burnout, it is relevant to understand how OS can moderate the relationship between JD and burnout. Baran, Shanock, and Miller (2012)

found that “POS moderated the relationship between role conflict and emotional exhaustion, such that people with low POS experienced a stronger relationship between role conflict and emotional exhaustion than those with high POS” (p. 128). Since role conflict can be considered a job demand and emotional exhaustion is the main symptom of burnout, we can assume that OS will moderate the relationship between JD and burnout. In the same way, Bakker, Demerouti, and Euwema (2005) found that all job resources tested during their research had a buffer effect on the relationship between at least one of the tested JD and work engagement. Since OS is considered a job resource and work engagement closely relates to burnout, we can assume that OS should be able to moderate the relationship between JD and burnout. Similar to these findings, Xanthopoulou et al. (2007) found out that “all job resources except autonomy buffered the relationship between workload and exhaustion” (p. 778), further showing us how OS can moderate the relationship between JD and burnout. In addition, Eisenberger, Rhoades and Wen (2020) found that POS moderates the relationship between stressors and strain, further strengthening our previous findings.

2.5. The Research Model

Despite numerous studies on burnout, JD, WLB, and OS, a gap remains in the consulting sector, which has been given limited attention. To address this gap, our research seeks to answer the following research question: “What is the impact of job demands on burnout in management consultants, and how do work-life balance and organizational support mediate and moderate this relationship?”. This research question provides a framework for testing three hypotheses:

(H1) Job demands are positively associated with burnout;

(H2) Work-life balance mediates the relationship between job demands and burnout;

(H3) Organizational support moderates the relationship between job demands and burnout.

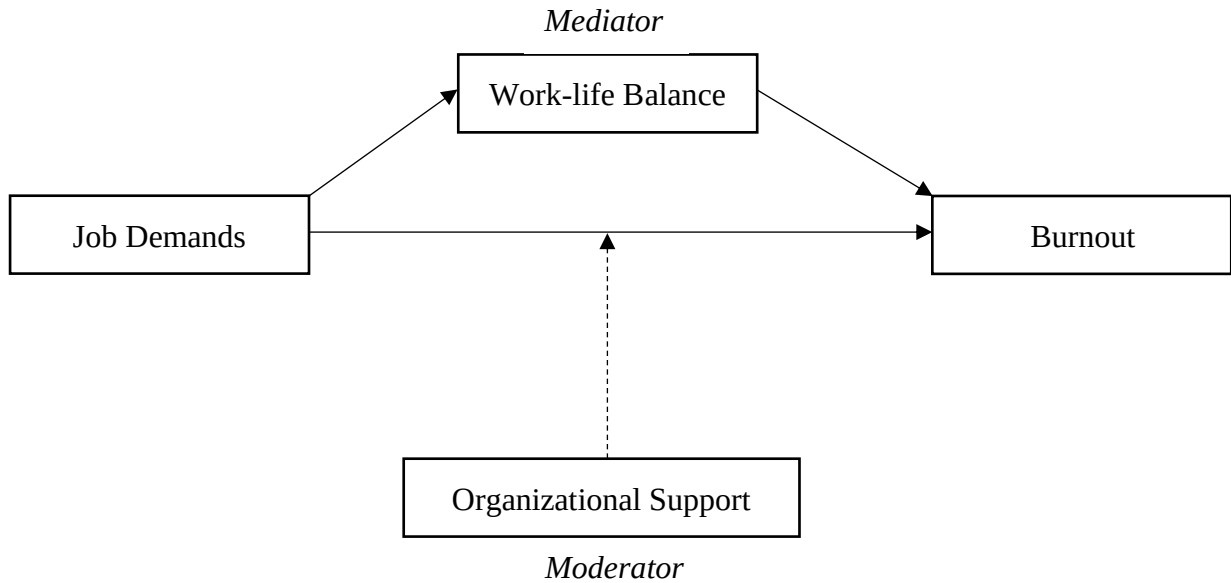


Figure 1: The Research Model

3. Methodology

3.1. Research Design

This cross-sectional study collected quantitative data to examine relationships between JD, WLB, OS, and burnout. The survey targeted management consultants, enabling statistical analyses to test hypotheses. Our data helps address a gap in management consulting burnout research and informs strategies to mitigate burnout through WLB and OS. This research was conducted with ethical considerations as all participants implicitly consented to participate in the study, and Prolific ensured their anonymity by not sharing any personal information.

3.2. Data Collection Process

Data were collected via a Google Forms survey (Appendix 1) distributed through Prolific, a platform for recruiting high-quality participants. The survey included multiple-

choice questions to collect demographic variables (gender, age, position, and company size) and Likert scale questions to measure JD, WLB, OS, and burnout. Data from 104 management consultants were collected, with Prolific verifying participant demographics to ensure reliability and diversity.

Our data was captured using validated Likert scale instruments for burnout, WLB, and OS. The Burnout Assessment Tool (BAT), developed by Schaufeli, De Witte, and Desart in 2020, measures burnout through four dimensions: exhaustion, mental distance, emotional impairment, and cognitive impairment. The shortened version of the BAT, which includes 12 items (3 items per dimension), using a 5-point Likert scale (1 = Never, 5 = always), has shown strong validity and reliability for assessing burnout. The authors generated the items through a theoretical framework, literature review and expert input. The Work-Life Balance Scale, developed by Hayman in 2005, measures WLB through three dimensions: Work interference with personal life, personal life interference with work, and work/personal life enhancement. This scale includes 15 items, using a 7-point Likert scale (1 = Not at all, 7 = All the time) and has demonstrated strong validity and reliability for measuring each dimension of WLB. The author generated the items through a literature review, expert input, and adaptation from a previous instrument. The survey of perceived organizational support was originally developed by Eisenberger et al. in 1986, measuring employee's perception of OS. The original version includes 36 items; however, we used a shorter version by Eisenberger, Shanock, and Wen (2020), which retained 10 of the highest loading factors from the original scale, using a 7-point Likert scale (1 = Strongly disagree, 7 = Strongly agree). Eisenberger et al. (1986) constructed "36 statements representing various possible evaluative judgments of the employee by the organization and discretionary actions the organization might take in diverse situations to benefit or harm the employee" (p. 501). This instrument demonstrated strong validity and reliability for measuring OS. In addition, JD questions did not come from a validated scale and

were derived from the Job Demands-Resources model by Demerouti et al. (2001). The four derived items measure mental effort, time pressure, client interactions and irregular working hours using a 4-point Likert scale (1 = Totally disagree, 4 = Totally agree).

3.3. Data Analysis

Analyses were conducted using IBM SPSS (v29), with minimal preprocessing required. One open-ended question on JD was excluded from the analysis. The first two JD questions (“My work does not involve excessive mental effort” and “I always have enough time to perform my tasks”) had to be reverse coded as they were positively phrased compared to the others. In addition, the last four WLB questions (“My personal life gives me energy for my job”; “My job gives me energy to pursue personal activities”; “I have a better mood at work because of personal life”; “I have a better mood because of my job”) also had to be reverse coded as they were positively phrased compared to the others.

Burnout, WLB, OS, and JD questions were compounded into scales with reliability analyses. Descriptive statistics, correlations, regressions, mediation, moderation, and ANOVA tests were then performed using our data. In summary, higher scores on the scales indicate greater levels of burnout, worse WLB, stronger OS, and higher JD.

4. Results

Reliability analyses (Appendix 2) showed excellent internal consistency for the burnout scale ($\alpha=.91$), WLB scale ($\alpha=.91$), and OS scale ($\alpha=.96$). On the other hand, the JD scale showed low internal consistency ($\alpha=.50$), likely due to the small number of items (4) and the fact that each item measured a different aspect of JD rather than a unified construct.

Descriptive statistics (Appendix 3) show that among 104 participants, 55.8% are female and 44.2% are male. Additionally, 67.3% of participants are aged 18-34, 76% are consultants,

senior consultants, or managers, and 69.2% work in companies with under 1,000 employees. Concerning burnout, 32.7% of participants reported often feeling mentally exhausted at work.

Table II: Correlations with Burnout, Means, and Standard Deviations

	Burnout Scale	Significance	Mean	Standard Deviation
Burnout Scale	1	-	2.36	0.80
Job Demands Scale	0.442	< .001	2.80	0.55
Workload	0.163	0.099	3.24	0.82
Time Pressure	0.451	< .001	2.37	0.96
Recipient Contact	-0.014	0.888	3.28	0.78
Irregular Working Hours	0.458	< .001	2.30	0.92
Work-Life Balance Scale	0.701	< .001	3.16	1.21
Organizational Support Scale	-0.517	< .001	4.78	1.42

Moreover, table II displays the correlations between our variables and burnout. The JD scale and burnout were significantly and positively correlated, with a medium-size effect ($r = .44$, $p < 0.001$), indicating that management consultants who experience higher JD also report higher levels of burnout. When we look at JD individually, the correlation between excessive mental effort (workload) and burnout was not statistically significant, nor was there a correlation between demanding client interactions (recipient contact) and burnout. However, time pressure and burnout were significantly and positively correlated, with a medium effect size ($r = .45$, $p < 0.001$), indicating that management consultants who report not having enough time to perform their tasks experience higher levels of burnout. Irregular working hours and burnout were also positively correlated, and the effect size was medium ($r = .46$, $p < 0.001$), indicating that irregular working hours are significantly associated with higher burnout levels. Concerning WLB and burnout, a significant positive correlation was observed, with a large

effect ($r = .70$, $p < 0.001$), indicating that management consultants who report higher scores on the WLB scale (indicating a worse WLB) experience higher levels of burnout. Lastly, the correlation between OS and burnout reveals a negative correlation with a large effect size ($r = -0.517$, $p < 0.001$), meaning that higher levels of OS are associated with lower levels of burnout.

Table II presents the average values of variables, and key values are burnout ($M = 2.36$, $SD = 0.80$), JD ($M = 2.80$, $SD = 0.55$), WLB ($M = 3.16$, $SD = 1.21$), and OS ($M = 4.78$, $SD = 1.42$). These values show moderate burnout, moderate JD, occasional WLB challenges, and positive OS.

Furthermore, regression analyses were conducted to explore the relationships between (1) the JD scale and burnout (Appendix 4), (2) time pressure and burnout (Appendix 5), (3) irregular working hours and burnout (Appendix 6), and (4) both time pressure and irregular working hours together with burnout (Appendix 7). The JD scale (1) significantly predicted burnout in this model ($p < 0.001$; $B = .64$) and indicated that the JD scale explained 19.5% of the variance in burnout. Time pressure (2) also significantly predicted burnout in this model ($p < 0.001$; $B = .38$) and indicated that 20.3% of the variance in burnout was explained by time pressure. Similarly, irregular working hours (3) significantly predicted burnout in this model ($p < 0.001$; $B = .40$) and indicated that 20.9% of the variance in burnout was explained by irregular working hours. When examined together, time pressure and irregular working hours (4) explained 30.3% of the variance in burnout. Both predictors were significant, with time pressure ($p < 0.001$; $B = .27$) and irregular working hours ($p < 0.001$; $B = .30$) showing positive associations with burnout. Our correlation analyses and regression analyses suggest that hypothesis 1 is supported. Results showed that the combined JD (JD scale) were significantly positively correlated with burnout and accounted for a significant portion of the variance in burnout. Specific items such as time pressure and irregular working hours further demonstrated significant positive associations with burnout.

Moreover, mediation analysis was conducted to assess whether WLB (where higher scores indicate a worse balance) mediated the relationship between JD and burnout. The analysis was conducted for the (1) JD scale (Appendix 8), (2) time pressure (Appendix 9), (3) irregular working hours (Appendix 10), and (4) both time pressure and irregular working hours together (Appendix 11). Concerning the JD scale, in Appendix 8, we can see that in the first model, job demands alone significantly predict burnout ($B = .64, p < 0.001, R^2 = .20$), accounting for 19.5% of the variance. In the second model, when we add WLB, the variance increases to 49.6% ($R^2 = .50, p < 0.001$). The effect of job demands on burnout becomes nonsignificant when WLB is included ($B = 0.12, p < 0.329$), while WLB significantly predicts burnout ($B = 0.43, p < 0.001$), showing us that WLB fully mediates the relationship. Regarding time pressure, in Appendix 9, we can see that in the first model, time pressure alone significantly predicts burnout ($B = .38, p < 0.001, R^2 = .20$), being responsible for 20.3% of the variance. In the second model, when we add WLB, the variance jumps to 49.6% ($R^2 = .50, p < 0.001$). The effect of time pressure on burnout becomes nonsignificant when WLB is included ($B = 0.07, p < 0.330$), while WLB significantly predicts burnout ($B = 0.43, p < 0.001$), showing us that WLB fully mediates the relationship. Moving on to irregular working hours, in Appendix 10, the first model shows us that irregular working hours alone significantly predict burnout ($B = .40, p < 0.001, R^2 = 0.21$), accounting for 20.9% of the variance. In the second model, when we add WLB, we notice an increase in the variance to 49.6% ($R^2 = 0.50, p < 0.001$). When adding WLB, the effect of irregular working hours becomes nonsignificant in the second model ($B = 0.07, p < 0.355$), while WLB significantly predicts burnout ($B = 0.43, p < 0.001$), once again showing us that WLB fully mediates the relationship. Lastly, looking at the combined effect of time pressure and irregular working hours in Appendix 11, we can see in the first model that time pressure alone significantly predicts burnout ($B = 0.38, p < 0.001$) and explains 20.3% of the variance ($R^2 = 0.20$). In the second model, adding irregular working

hours increases the variance to 30.3% ($R^2 = 0.30$, $p < 0.001$) while decreasing the effect of time pressure ($B = 0.27$, $p < 0.001$). Irregular working hours are also a significant predictor ($B = 0.29$, $p < 0.001$). In the third model, when we add WLB, the explained variance jumps to 50% ($R^2 = 0.50$, $p < 0.001$). The effects of time pressure ($B = 0.07$, $p < 0.355$) and irregular working hours ($B = 0.07$, $p = 0.382$) on burnout become nonsignificant, while WLB remains a significant predictor of burnout ($B = 0.40$, $p < 0.001$). These results indicate that WLB fully mediates the relationship between the combination of time pressure with irregular working hours and burnout. Altogether, these results indicate that hypothesis 2 is supported.

Furthermore, moderation analysis was conducted using Process Procedure for SPSS by Andrew F. Hayes v4.2. (Hayes 2022) to assess whether OS had a moderating effect on the relationship between JD and burnout. The analysis was conducted for (1) the JD scale, (2) time pressure, and (3) irregular working hours. Concerning the JD scale, moderation analysis was performed (Appendix 12) using centred variables. Altogether, 36.2% of the variability in burnout was predicted by the included variables, $R^2 = 0.362$, $F(3,100) = 18.882$, $p < 0.001$. Appendix 12 displays the unstandardized regression coefficients. The interaction effect was statistically significant ($p = 0.038$), indicating that OS moderates the relationship between overall JD and burnout. Regarding time pressure, moderation analysis was performed (Appendix 13) using centred variables. Altogether, 31.9% of the variability in burnout was predicted by all of the variables, $R^2 = 0.319$, $F(3,100) = 15.586$, $p < 0.001$. Appendix 13 displays the unstandardized regression coefficients. The interaction effect was not statistically significant ($p = 0.518$), indicating that OS does not moderate the effect of time pressure on burnout. Regarding irregular working hours, moderation analysis was also performed (Appendix 14) using centred variables. Altogether, 35.5% of the variability in burnout was predicted by all of the variables, $R^2 = 0.355$, $F(3,100) = 18.360$, $p < 0.001$. Appendix 14 displays the unstandardized regression coefficients, showing that the interaction effect was not

statistically significant ($p = 0.228$), indicating that OS does not moderate the effect of mental exhaustion from irregular working hours and varying schedules on burnout. These results indicate that hypothesis 3 is supported, as OS was found to moderate the relationship between overall JD and burnout. However, OS did not moderate individual JD, such as time pressure and irregular working hours.

Lastly, ANOVA tests were conducted between our variables and demographic factors (Appendix 15 - 46), with the following results being significant: companies employing over 20,000 employees showed, on average, lower levels of OS ($M=3.8$; $SD=1.07$) than companies employing between 1 and 99 employees ($M=5.13$; $SD=1.13$) (Appendix 26). Furthermore, male participants showed, on average, higher levels of time pressure ($M=2.61$; $SD=.13$) than female participants ($M=2.17$; $SD=.13$) (Appendix 35). Moreover, participants aged between 35 and 44 showed, on average, higher levels of time pressure ($M=2.76$; $SD=1.09$) than participants aged between 55 and 64 ($M=1.5$; $SD=0.71$) (Appendix 36). Lastly, female participants showed, on average, higher levels of demanding client interactions (recipient contact) ($M=3.5$; $SD=.66$) than male participants ($M=3$; $SD=.84$) (Appendix 39).

5. Discussion

This study answers our research question and validates the proposed research model (Figure I), as findings show that JD contributes to burnout, WLB mediates the relationship, and OS moderates the relationship. In addition, this study contributes to the literature by examining an under-researched area: management consultants.

Results showed that general JD were positively correlated with burnout, showing that management consultants who experience high JD face higher levels of burnout, as verified by previous research (Gill 2015; Astika et al. 2020; Muhr, Pedersen, and Alvesson 2012; Bouwmeester and Kok 2018). Individual JD, such as time pressure and irregular working

hours, were also significantly positively correlated with burnout, suggesting that management consultants who face high time pressure and irregular working hours are more likely to experience higher levels of burnout. Findings align with previous research showing that time pressure is a strong predictor of burnout, is positively correlated with emotional exhaustion and will lead to intensified emotional exhaustion over time (Gusy, Lesener, and Wolter 2021; Darawad et al. 2015; Chong, Huang, and Chang 2020). In addition to time pressure, previous research shows that employees with irregular working hours consistently report higher levels of burnout (Gu et al. 2023; Jamal 2004; Peterson et al. 2019).

Regarding the mediating effect of WLB between JD and burnout, regression analysis shows that WLB fully mediates this relationship. This result is partially aligned with research by Chambel, Carvalho, Cesário and Lopes (2017), who found that work-to-life conflict contributed to partially explaining the relationship between JD and burnout. Similarly, Montgomery, Panagopolou and Benos (2006) found that work-family interference partially mediates the relationship between JD and emotional exhaustion (the central symptom of burnout). In addition, research by Baisa, Machzum and Nilasari (2022) found that WLB was proven to mediate the effect of JD on job satisfaction, which we could assume would directly impact burnout levels.

Our results show that OS moderates the relationship between overall JD and burnout but does not moderate individual JD, such as time pressure and irregular working hours. This result partially aligns with previous research in our literature review, where OS was found to moderate multiple relationships between stressors such as role conflict, JD, and workload and outcomes such as exhaustion, work engagement, and strain (Baran, Shanock, and Miller 2012; Bakker, Demerouti, and Euwema 2005; Xanthopoulou et al. 2007; Eisenberger, Rhoades and Wen 2020). These results show that OS is effective at moderating the cumulative stress of JD faced by management consultants but might not be effective at moderating specific stressors

such as time pressure and irregular working hours. This highlights the need for targeted OS to address individual stressors, as a generalized OS will not buffer their impact on burnout.

6. Limitations and directions for future research

This study has several limitations that might have influenced its findings. Firstly, this study exclusively focused on management consultants, which can limit the generalizability of the findings to other sectors. Other industries can have different JD and stressors that impact burnout than the ones found in our research. Future research could expand on other under-researched industries to determine if findings can be broadly applicable or if they are specific to industries.

Furthermore, JD can be challenging to identify and analyze as they are endless and differ between industries. This study focused on four key demands: workload, time pressure, recipient contact, and irregular working hours. Among these, only time pressure and irregular working hours significantly impacted burnout, limiting the generalizability of findings to other JD. Future research needs to expand the scope of JD and include additional demands to provide a more comprehensive understanding of which demands contribute to burnout in management consultants.

Moreover, our variables were measured at a single point in time, limiting the understanding of burnout as a dynamic process that develops over time and restricting the establishment of causal relationships. In addition, JD, OS, WLB, and burnout can highly fluctuate, meaning that these variables might have been captured at a high or low point. Future studies could use a longitudinal design to better understand how our independent variables influence burnout over time, capturing potential fluctuations.

Besides the design of our study, limitations also arose in our data as it was self-reported, introducing potential biases such as social desirability and recall bias. Participants might have

underreported burnout syndromes due to stigma while overestimating or underestimating WLB, OS, JD, and burnout due to their recent positive or negative experiences. Future research could include objective data such as supervisor evaluation or physiological measures of stress to mitigate bias and increase data reliability.

Lastly, an important limitation of our research lies in the limited scope of variables we explored. Burnout has proven to be a multifaceted issue influenced by various variables beyond JD, WLB, and OS. Other factors, such as personality traits, job autonomy, and organizational culture, affect burnout risk. By focusing on a limited set of variables, this study can only provide a partial range of influences contributing to burnout in management consultants. Future research should aim to adopt a more comprehensive model by including a broader range of variables known to impact burnout and provide more nuanced insights into the interplay between individual factors and burnout risk.

7. Implications for practice

Based on our findings, we propose burnout prevention measures for management consulting firms. Firstly, organizations should avoid overwhelming JD or provide sufficient job resources to offset their negative effects on burnout (Xanthopoulou et al. 2007). Concerning time pressure, pushback should be promoted to assess the importance of tasks and refuse or deprioritize the right ones (Stein 2018). Regarding irregular working hours, HR should provide supportive working conditions such as fewer working hours, greater rewards, more facilities, regular burnout screening, and a flexible time system (Vreugdenhil 2021; Elmezaini 2015; Kecklund and Axelsson 2016).

Furthermore, various WLB policies need to be implemented, such as worker autonomy, job sharing, sabbaticals, child-care facilities, generous leave policies, additional time off to pursue hobbies, sponsored vacation, better compensation, social support, and employee

assistance programs (Chaudhuri, Arora, and Roy 2020; Deery and Jago 2015; Munn and Chaudhuri 2016; Baral and Bhargava 2010). Organizations should also monitor employees' WLB levels, regularly improve their policies and perform regular assessments of employee needs while making sure that policies are tailored to personal needs (Chaudhuri, Arora, and Roy 2020; Deery and Jago 2015). Additional aspects of WLB identified through our questionnaire include flexible scheduling, workload balance, energy management training, and additional time for recovery.

Moreover, effective OS strategies include managers always being available to discuss issues while identifying failing areas of OS (Nielsen, Abildgaard, and Daniels 2014; Cooper-Thomas and Anderson 2006; Plant 2018). Employees also need to have access to mentors to assess and solve their struggles (Grebski and Mazur 2022; Cooper-Thomas and Anderson 2006). In addition, employees need to be able to give feedback about OS and receive frequent, timely, accurate and honest feedback about their performance through a culture of openness and receptivity to feedback (DeConinck and Johnson 2009; Plant 2018). Additional aspects of OS identified through our questionnaire include providing effective support to employees during challenging times, with a focus on human empathy, social interaction, and appreciation of employee accomplishments (Canboy et al. 2023); aligning organizational goals and employee values; and encouraging career growth (Renee Barnett and Bradley 2007).

Lastly, early intervention and continuous attention are key to identifying and eliminating stressors before they turn into burnout while also developing strategies to reduce the impact of stress which has already occurred (Leclercq and Hansez 2024; Grebski and Mazur 2022). Additionally, interventions must be adjusted to various risk profiles according to employee stress levels (Van Dam 2021).

8. Conclusion

This research aimed to analyze the impact of job demands on burnout in management consultants and examine how work-life balance and organizational support mediate and moderate this relationship. Our findings validate the importance of job demands, particularly time pressure and irregular working hours, as key factors influencing burnout. These demands contribute to increased exhaustion, emotional impairment, and cognitive impairment while also decreasing the feeling of personal accomplishment, showing a need for targeted interventions in high-stress professions such as management consulting.

Work-life balance was identified as a full mediator in the relationship between job demands and burnout, underscoring its significance as a mitigating factor that might alleviate the negative impacts of elevated job demands. This outcome highlights the importance of implementing healthy work-life balance strategies within management consulting companies to reduce burnout risks. Organizational support was found to moderate the relationship between job demands and burnout. This finding shows the importance of organizational support in mitigating the negative impacts of high job demands, highlighting the importance for management consulting companies to foster effective organizational support policies to reduce burnout. These policies should be tailored to individual needs, as findings show that general OS does not moderate the relationship between individual JD and burnout.

This study seeks to fill existing literature gaps on burnout by looking at the perspective of management consultants, as well as providing practical recommendations. Management consulting firms should mitigate burnout by reducing excessive job demands and implementing both tailored and general work-life balance policies. In addition, the implementation of personalized and general organizational support policies should be promoted to effectively reduce the burden of high job demands and increase well-being. Lastly, early intervention and continuous burnout assessment are crucial to identify and address stressors before they escalate.

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Appendix 1: Google Forms Survey Questions

Social Demographics:

Gender

- Male.
- Female.
- Prefer not to answer.

Age

- 18-24.
- 25-34.
- 35-44.
- 45-54.
- 55-64.
- 65 or older.

Position

- Analyst.
- Consultant.
- Senior Consultant.
- Manager.
- Senior Manager.
- Director.

Size of the company

- 1-99 employees.
- 100-999 employees.
- 1,000-4,999 employees.
- 5,000-19,999 employees.

- 20,000 or more employees.

Burnout:

How frequently do you experience the following statements?

1 - Never, 2 - Rare, 3 - Sometimes, 4 - Often, 5 - Always

- At work, I feel mentally exhausted.
- After a day at work, I find it hard to recover my energy.
- At work, I feel physically exhausted.
- I struggle to find any enthusiasm for my work.
- I feel a strong dislike towards my job.
- I am pessimistic about what my work means to others.
- At work, I feel unable to control my emotions.
- I do not recognize myself in the way I react emotionally at work.
- At work I may overreact unintentionally.
- At work, I have trouble staying focused.
- When I'm working, I have trouble concentrating.
- I make mistakes in my work because I have my mind on other things.

Job Demands:

How much do you agree with the following statements?

1 - Totally disagree, 2 - Disagree, 3 - Agree, 4 - Totally agree

- My work does not involve excessive mental effort.
- I always have enough time to perform my tasks.
- Interactions with my clients often require a significant amount of energy and effort.
- It is mentally exhausting for me to adjust to my irregular working hours and varying schedules.

Work-Life Balance:

How often have you experienced the following feelings over the past three months?

1 - Not at all, 2 - Rarely, 3 - Occasionally, 4 - Sometimes, 5 - Frequently, 6 - Very frequently, 7 - All the time

- My personal life suffers because of work.
- My job makes personal life difficult.
- I neglect personal needs because of work.
- I put personal life on hold for work.
- I miss personal activities because of work.
- I struggle to juggle work and non-work.
- I am unhappy with the amount of time for non-work activities.
- My personal life drains me of energy for work.
- I am too tired to be effective at work.
- My work suffers because of my personal life.
- It is hard to work because of personal matters.
- My personal life gives me energy for my job.
- My job gives me energy to pursue personal activities.
- I have a better mood at work because of personal life.
- I have a better mood because of my job.

Organizational Support:

How much do you agree with the following statements?

1 - Strongly disagree, 2 - Disagree, 3 - Somewhat disagree, 4 - Neutral, 5 - Somewhat agree, 6 - Agree, 7 - Strongly agree

- The organization values my contribution to its well-being.
- The organization strongly considers my goals and values.
- Help is available from the organization when I have a problem.

- The organization really cares about my well-being.
- The organization wishes to give me the best possible job for which I am qualified.
- The organization cares about my general satisfaction at work.
- The organization takes pride in my accomplishments at work.
- The organization would forgive an honest mistake on my part.
- The organization is committed to supporting me in performing my job to the best of my ability.
- The organization cares about my opinions.

Appendix 2: Reliability Analyses

Burnout

		N	%
Cases	Valid	104	100.0
	Excluded ^a	0	.0
	Total	104	100.0

a. Listwise deletion based on all variables in the procedure.

Cronbach's Alpha	N of Items
.908	12

Work-life balance

		N	%
Cases	Valid	104	100.0
	Excluded ^a	0	.0
	Total	104	100.0

a. Listwise deletion based on all variables in the procedure.

Cronbach's Alpha	N of Items
.909	15

Organizational Support

		N	%
Cases	Valid	104	100.0
	Excluded ^a	0	.0
	Total	104	100.0

a. Listwise deletion based on all variables in the procedure.

Cronbach's Alpha	N of Items
.956	10

Job Demands

		N	%
Cases	Valid	104	100.0
	Excluded ^a	0	.0
	Total	104	100.0

a. Listwise deletion based on all variables in the procedure.

Cronbach's Alpha	N of Items
.499	4

Appendix 3: Descriptive Statistics

		Gender	Age	Current Position	Company Size
N	Valid	104	104	104	104
	Missing	0	0	0	0
Mean		1.56	2.30	3.54	2.26
Std. Deviation		.499	1.013	1.822	1.344
Minimum		1	1	1	1
Maximum		2	6	8	5

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	46	44.2	44.2	44.2
	Female	58	55.8	55.8	100.0
	Total	104	100.0	100.0	

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-24	20	19.2	19.2	19.2
	25-34	50	48.1	48.1	67.3
	35-44	21	20.2	20.2	87.5
	45-54	10	9.6	9.6	97.1
	55-64	2	1.9	1.9	99.0
	65 or older	1	1.0	1.0	100.0
	Total	104	100.0	100.0	

Current Position

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Analyst	4	3.8	3.8	3.8
	Consultant	33	31.7	31.7	35.6
	Senior Consultant	24	23.1	23.1	58.7
	Manager	22	21.2	21.2	79.8

Senior Manager	6	5.8	5.8	85.6
Director	5	4.8	4.8	90.4
Partner	2	1.9	1.9	92.3
Other	8	7.7	7.7	100.0
Total	104	100.0	100.0	

Company Size					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-99 employees	38	36.5	36.5	36.5
	100-999 employees	34	32.7	32.7	69.2
	1,000-4,999 employees	11	10.6	10.6	79.8
	5,000-19,000 employees	9	8.7	8.7	88.5
	20,000 or more employees	12	11.5	11.5	100.0
	Total	104	100.0	100.0	

At work, I feel mentally exhausted.

N	Valid	104
	Missing	0
Mean		3.16
Std. Deviation		1.167
Minimum		1
Maximum		5

At work, I feel mentally exhausted.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Never	10	9.6	9.6	9.6
	Rare	21	20.2	20.2	29.8
	Sometimes	27	26.0	26.0	55.8
	Often	34	32.7	32.7	88.5
	Always	12	11.5	11.5	100.0
	Total	104	100.0	100.0	

Appendix 4: Regression Analysis – Job demands scale with burnout

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.442 ^a	.195	.187	.71931

a. Predictors: (Constant), Job Demands Scale

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12.811	1	12.811	24.760	<.001 ^b
	Residual	52.775	102	.517		
	Total	65.587	103			

a. Dependent Variable: Burnout Scale

b. Predictors: (Constant), Job Demands Scale

Model		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	.568	.366		1.553	.124
	Job Demands Scale	.639	.128	.442	4.976	<.001

a. Dependent Variable: Burnout Scale

Appendix 5: Regression Analysis – Time pressure with burnout

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.451 ^a	.203	.195	.71588

a. Predictors: (Constant), Time Pressure

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	13.313	1	13.313	25.978	<.001 ^b
	Residual	52.273	102	.512		
	Total	65.587	103			

a. Dependent Variable: Burnout Scale

b. Predictors: (Constant), Time Pressure

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.466	.188		7.793	<.001
	Time Pressure	.376	.074	.451	5.097	<.001

a. Dependent Variable: Burnout Scale

Appendix 6: Regression Analysis – Irregular working hours with burnout

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.458 ^a	.209	.202	.71297

a. Predictors: (Constant), Irregular working hours

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	13.737	1	13.737	27.024	<.001 ^b
	Residual	51.849	102	.508		
	Total	65.587	103			

a. Dependent Variable: Burnout Scale

b. Predictors: (Constant), Irregular working hours

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.447	.188		7.680	<.001
	Irregular working hours	.396	.076	.458	5.198	<.001

a. Dependent Variable: Burnout Scale

Appendix 7: Regression Analysis – Time pressure and irregular working hours together with burnout

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.551 ^a	.303	.290	.67258

a. Predictors: (Constant), Irregular working hours, Time Pressure

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	19.898	2	9.949	21.994	<.001 ^b
	Residual	45.688	101	.452		
	Total	65.587	103			

a. Dependent Variable: Burnout Scale

b. Predictors: (Constant), Irregular working hours, Time Pressure

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.033	.210		4.914	<.001
	Time Pressure	.274	.074	.328	3.691	<.001
	Irregular working hours	.294	.077	.340	3.815	<.001

a. Dependent Variable: Burnout Scale

Appendix 8: Mediation of work-life balance in the relationship between job demands scale and burnout

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.442 ^a	.195	.187	.71931
2	.704 ^b	.496	.486	.57202

a. Predictors: (Constant), Job Demands Scale

b. Predictors: (Constant), Job Demands Scale, Work-Life Balance Scale

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.568	.366		1.553	.124
	Job Demands Scale	.639	.128	.442	4.976	<.001
2	(Constant)	.655	.291		2.249	.027
	Job Demands Scale	.120	.122	.083	.982	.329
	Work-Life Balance Scale	.432	.056	.656	7.765	<.001

a. Dependent Variable: Burnout Scale

Appendix 9: Mediation of work-life balance in the relationship between time pressure and burnout

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.451 ^a	.203	.195	.71588
2	.704 ^b	.496	.486	.57204

a. Predictors: (Constant), Time Pressure

b. Predictors: (Constant), Time Pressure, Work-Life Balance Scale

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.466	.188		7.793	<.001
	Time Pressure	.376	.074	.451	5.097	<.001
2	(Constant)	.828	.172		4.820	<.001
	Time Pressure	.070	.071	.084	.979	.330
	Work-Life Balance Scale	.431	.056	.654	7.665	<.001

a. Dependent Variable: Burnout Scale

Appendix 10: Mediation of work-life balance in the relationship between irregular working hours and burnout

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.458 ^a	.209	.202	.71297
2	.704 ^b	.496	.486	.57230

a. Predictors: (Constant), Irregular working hours

b. Predictors: (Constant), Irregular working hours, Work-Life Balance Scale

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.447	.188		7.680	<.001
	Irregular working hours	.396	.076	.458	5.198	<.001
2	(Constant)	.832	.172		4.851	<.001
	Irregular working hours	.069	.075	.080	.929	.355
	Work-Life Balance Scale	.431	.057	.655	7.570	<.001

a. Dependent Variable: Burnout Scale

Appendix 11: Mediation of work-Life balance in the relationship between time pressure, irregular working hours, and burnout

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.451 ^a	.203	.195	.71588
2	.551 ^b	.303	.290	.67258
3	.707 ^c	.500	.485	.57269

a. Predictors: (Constant), Time Pressure

b. Predictors: (Constant), Time Pressure, Irregular working hours

c. Predictors: (Constant), Time Pressure, Irregular working hours, Work-Life Balance Scale

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.466	.188		7.793	<.001
	Time Pressure	.376	.074	.451	5.097	<.001
2	(Constant)	1.033	.210		4.914	<.001
	Time Pressure	.274	.074	.328	3.691	<.001
	Irregular working hours	.294	.077	.340	3.815	<.001
3	(Constant)	.772	.184		4.201	<.001
	Time Pressure	.066	.071	.080	.930	.355
	Irregular working hours	.066	.075	.076	.878	.382
	Work-Life Balance Scale	.404	.064	.612	6.269	<.001

a. Dependent Variable: Burnout Scale

Appendix 12: Moderation analysis of organizational support between job demands and burnout

PROCESS Procedure for SPSS Version 4.2

Written by Andrew F. Hayes, Ph.D.
www.afhayes.com
 Documentation available in Hayes (2022).
www.guilford.com/p/hayes3

Model : 1
 Y : BO_index
 X : JD_Scale
 W : OS_index

Sample
 Size: 104

OUTCOME VARIABLE:
 BO_index

Model Summary

	R	R-sq	MSE	F	df1
df2	p				
	.601	.362	.419	18.882	3.000
100.000	.000				

Model

	coeff	se	t	p
LLCI	ULCI			
constant	2.406	.068	35.510	.000
2.271	2.540			
JD_Scale	.450	.128	3.516	.001
.196	.703			
OS_index	-.229	.049	-4.678	.000
.325	-.132			
Int_1	.161	.076	2.104	.038
.009	.312			

Product terms key:

Int_1 : JD_Scale x OS_index

Test(s) of highest order unconditional interaction(s):

	R2-chng	F	df1	df2	p
X*W	.028	4.427	1.000	100.000	.038

Focal predict: JD_Scale (X)
 Mod var: OS_index (W)

Conditional effects of the focal predictor at values of the moderator(s):

	OS_index	Effect	se	t	p	
LLCI	ULCI					
	-1.424	.221	.153	1.438	.154	-
.084	.525					
	.000	.450	.128	3.516	.001	
.196	.703					
	1.424	.678	.181	3.747	.000	
.319	1.037					

Data for visualizing the conditional effect of the focal predictor:
 Paste text below into a SPSS syntax window and execute to produce plot.

```
DATA LIST FREE/
  JD_Scale  OS_index  BO_index  .
BEGIN DATA.
  -.552     -1.424     2.609
   .000     -1.424     2.731
   .552     -1.424     2.853
  -.552      .000     2.158
   .000      .000     2.406
   .552      .000     2.654
  -.552      1.424     1.706
   .000      1.424     2.080
   .552      1.424     2.455
END DATA.
GRAPH/SCATTERPLOT=
  JD_Scale WITH      BO_index BY      OS_index .
```

***** ANALYSIS NOTES AND ERRORS

Level of confidence for all confidence intervals in output:
 95.0000

W values in conditional tables are the mean and +/- SD from the mean.

NOTE: The following variables were mean centered prior to analysis:

OS_index JD_Scale

----- END MATRIX -----

Appendix 13: Moderation analysis of organizational support between time pressure and burnout

PROCESS Procedure for SPSS Version 4.2

Written by Andrew F. Hayes, Ph.D.
www.afhayes.com
 Documentation available in Hayes (2022).
www.guilford.com/p/hayes3

Model : 1
 Y : BO_index
 X : JD_Q2r
 W : OS_index

Sample
 Size: 104

OUTCOME VARIABLE:
 BO_index

Model Summary					
	R	R-sq	MSE	F	df1
df2	p				
	.564	.319	.447	15.586	3.000
100.000	.000				

Model					
	coeff	se	t	p	
LLCI	ULCI				
constant	2.379	.075	31.819	.000	
2.231	2.527				
JD_Q2r	.208	.080	2.599	.011	
.049	.367				
OS_index	-.215	.054	-4.010	.000	-
.322	-.109				
Int_1	.034	.053	.649	.518	-
.071	.139				

Product terms key:
 Int_1 : JD_Q2r x OS_index

Test(s) of highest order unconditional interaction(s):					
	R2-chng	F	df1	df2	p
X*W	.003	.422	1.000	100.000	.518

Focal predict: JD_Q2r (X)
 Mod var: OS_index (W)

Data for visualizing the conditional effect of the focal predictor:
 Paste text below into a SPSS syntax window and execute to produce plot.

```
DATA LIST FREE/
  JD_Q2r      OS_index      BO_index      .
BEGIN DATA.
  -.956      -1.424      2.534
  .000      -1.424      2.686
  .956      -1.424      2.838
  -.956      .000      2.180
  .000      .000      2.379
  .956      .000      2.578
  -.956      1.424      1.827
  .000      1.424      2.072
  .956      1.424      2.318
END DATA.
GRAPH/SCATTERPLOT=
  JD_Q2r      WITH      BO_index BY      OS_index .

***** ANALYSIS NOTES AND ERRORS

Level of confidence for all confidence intervals in output:
  95.0000

NOTE: The following variables were mean centered prior to
analysis:
      OS_index JD_Q2r

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

Appendix 14: Moderation analysis of organizational support between irregular working hours and burnout

PROCESS Procedure for SPSS Version 4.2

Written by Andrew F. Hayes, Ph.D.
www.afhayes.com
 Documentation available in Hayes (2022).
www.guilford.com/p/hayes3

```
*****
Model   : 1
  Y     : BO_index
  X     : JD_Q4
  W     : OS_index
```

Sample
Size: 104

OUTCOME VARIABLE:

BO_index

Model Summary

	R	R-sq	MSE	F	df1
df2	p				
	.596	.355	.423	18.360	3.000
100.000	.000				

Model

	coeff	se	t	p	
LLCI	ULCI				
constant	2.383	.068	35.291	.000	
2.249	2.517				
JD_Q4	.250	.076	3.302	.001	
.100	.401				
OS_index	-.233	.049	-4.726	.000	-
.331	-.135				
Int_1	.054	.044	1.213	.228	-
.034	.141				

Product terms key:

Int_1 : JD_Q4 x OS_index

Test(s) of highest order unconditional interaction(s):

	R2-chng	F	df1	df2	p
X*W	.009	1.472	1.000	100.000	.228

Focal predict: JD_Q4 (X)

Mod var: OS_index (W)

Data for visualizing the conditional effect of the focal predictor:
Paste text below into a SPSS syntax window and execute to produce plot.

DATA LIST FREE/

JD_Q4	OS_index	BO_index	.
BEGIN DATA.			
-.923	-1.424	2.554	
.000	-1.424	2.715	
.923	-1.424	2.876	
-.923	.000	2.151	
.000	.000	2.383	
.923	.000	2.614	
-.923	1.424	1.749	

.000	1.424	2.051
.923	1.424	2.352

END DATA.

GRAPH/SCATTERPLOT=

JD_Q4 WITH BO_index BY OS_index .

***** ANALYSIS NOTES AND ERRORS

Level of confidence for all confidence intervals in output:
95.0000

NOTE: The following variables were mean centered prior to
analysis:

OS_index JD_Q4

----- END MATRIX -----

Appendix 15: ANOVA - Burnout with gender

Descriptives

Burnout Scale

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Male	46	2.3750	.71205	.10499	2.1635	2.5865	1.00	4.25
Female	58	2.3405	.86592	.11370	2.1128	2.5682	1.00	4.83
Total	104	2.3558	.79797	.07825	2.2006	2.5110	1.00	4.83

ANOVA

Burnout Scale

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.031	1	.031	.047	.828
Within Groups	65.556	102	.643		
Total	65.587	103			

ANOVA Effect Sizes^{a,b}

		Point Estimate	95% Confidence Interval	
			Lower	Upper
Burnout Scale	Eta-squared	.000	.000	.036
	Epsilon-squared	-.009	-.010	.027
	Omega-squared Fixed-effect	-.009	-.010	.027
	Omega-squared Random-effect	-.009	-.010	.027

a. Eta-squared and Epsilon-squared are estimated based on the fixed-effect model.

b. Negative but less biased estimates are retained, not rounded to zero.

Appendix 16: ANOVA - Burnout with age

Descriptives

Burnout Scale

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
18-24	20	2.3083	.81430	.18208	1.9272	2.6894	1.00	3.50
25-34	50	2.4000	.70871	.10023	2.1986	2.6014	1.17	4.83
35-44	21	2.5992	.94634	.20651	2.1684	3.0300	1.17	4.75
45-54	10	2.0333	.69188	.21879	1.5384	2.5283	1.17	3.33
55-64	2	1.4167	.58926	.41667	-3.8776	6.7109	1.00	1.83
65 or older	1	1.0833	.	.	.	.	1.08	1.08
Total	104	2.3558	.79797	.07825	2.2006	2.5110	1.00	4.83

ANOVA

Burnout Scale

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	5.810	5	1.162	1.905	.100
Within Groups	59.777	98	.610		
Total	65.587	103			

ANOVA Effect Sizes^{a,b}

			95% Confidence Interval	
Point Estimate			Lower	Upper
Burnout Scale	Eta-squared	.089	.000	.166
	Epsilon-squared	.042	-.051	.124
	Omega-squared Fixed-effect	.042	-.051	.123
	Omega-squared Random-effect	.009	-.010	.027

a. Eta-squared and Epsilon-squared are estimated based on the fixed-effect model.

b. Negative but less biased estimates are retained, not rounded to zero.

Appendix 17: ANOVA - Burnout with position

Descriptives

Burnout Scale

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Analyst	4	2.5625	.34944	.17472	2.0065	3.1185	2.08	2.92
Consultant	33	2.4040	.81600	.14205	2.1147	2.6934	1.00	4.83
Senior Consultant	24	2.6701	.81667	.16670	2.3253	3.0150	1.33	4.25
Manager	22	2.2386	.82788	.17650	1.8716	2.6057	1.00	4.75
Senior Manager	6	1.8472	.76814	.31359	1.0411	2.6533	1.00	3.08
Director	5	2.0333	.64442	.28819	1.2332	2.8335	1.17	2.92
Partner	2	2.2083	.17678	.12500	.6201	3.7966	2.08	2.33
Other	8	2.0521	.73319	.25922	1.4391	2.6650	1.17	3.42
Total	104	2.3558	.79797	.07825	2.2006	2.5110	1.00	4.83

ANOVA

Burnout Scale

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	5.774	7	.825	1.324	.247
Within Groups	59.812	96	.623		
Total	65.587	103			

ANOVA Effect Sizes^{a,b}

			95% Confidence Interval	
Point Estimate			Lower	Upper
Burnout Scale	Eta-squared	.088	.000	.145
	Epsilon-squared	.022	-.073	.083
	Omega-squared Fixed-effect	.021	-.072	.082
	Omega-squared Random-effect	.003	-.010	.013

a. Eta-squared and Epsilon-squared are estimated based on the fixed-effect model.

b. Negative but less biased estimates are retained, not rounded to zero.

Appendix 18: ANOVA - Burnout with company size

Descriptives								
Burnout Scale								
	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
1-99 employees	38	2.4057	.80636	.13081	2.1407	2.6707	1.00	4.25
100-999 employees	34	2.2525	.75531	.12953	1.9889	2.5160	1.00	3.42
1,000-4,999 employees	11	2.3788	1.02291	.30842	1.6916	3.0660	1.25	4.83
5,000-19,000 employees	9	2.3519	.96355	.32118	1.6112	3.0925	1.33	4.75
20,000 or more employees	12	2.4722	.61682	.17806	2.0803	2.8641	1.75	3.67
Total	104	2.3558	.79797	.07825	2.2006	2.5110	1.00	4.83

ANOVA

Burnout Scale

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.626	4	.157	.239	.916
Within Groups	64.960	99	.656		
Total	65.587	103			

ANOVA Effect Sizes^{a,b}

		Point Estimate	95% Confidence Interval	
			Lower	Upper
Burnout Scale	Eta-squared	.010	.000	.027
	Epsilon-squared	-.030	-.040	-.012
	Omega-squared Fixed-effect	-.030	-.040	-.012
	Omega-squared Random-effect	-.007	-.010	-.003

a. Eta-squared and Epsilon-squared are estimated based on the fixed-effect model.

b. Negative but less biased estimates are retained, not rounded to zero.

Appendix 19: ANOVA - Work-life balance with gender

Descriptives

Work-Life Balance Scale

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Male	46	3.2942	1.16327	.17152	2.9488	3.6397	1.20	5.80
Female	58	3.0552	1.24698	.16374	2.7273	3.3830	1.00	5.60
Total	104	3.1609	1.21076	.11872	2.9254	3.3964	1.00	5.80

ANOVA

Work-Life Balance Scale

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	1.466	1	1.466	1.000	.320
Within Groups	149.526	102	1.466		
Total	150.992	103			

ANOVA Effect Sizes^{a,b}

			95% Confidence Interval	
Point Estimate			Lower	Upper
Work-Life Balance Scale	Eta-squared	.010	.000	.078
	Epsilon-squared	.000	-.010	.069
	Omega-squared Fixed-effect	.000	-.010	.068
	Omega-squared Random-effect	.000	-.010	.068

a. Eta-squared and Epsilon-squared are estimated based on the fixed-effect model.

b. Negative but less biased estimates are retained, not rounded to zero.

Appendix 20: ANOVA - Work-life balance with age

Descriptives

Work-Life Balance Scale

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
18-24	20	2.8533	1.13994	.25490	2.3198	3.3868	1.00	4.87
25-34	50	3.2707	1.17791	.16658	2.9359	3.6054	1.07	5.60
35-44	21	3.5270	1.23178	.26880	2.9663	4.0877	1.33	5.47
45-54	10	2.8267	1.28167	.40530	1.9098	3.7435	1.27	5.80
55-64	2	2.3333	1.13137	.80000	-7.8316	12.4983	1.53	3.13
65 or older	1	1.1333	.	.	.	.	1.13	1.13
Total	104	3.1609	1.21076	.11872	2.9254	3.3964	1.00	5.80

ANOVA

Work-Life Balance Scale

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	11.907	5	2.381	1.678	.147
Within Groups	139.085	98	1.419		
Total	150.992	103			

ANOVA Effect Sizes^{a,b}

			95% Confidence Interval	
			Lower	Upper
		Point Estimate		
Work-Life Balance Scale	Eta-squared	.079	.000	.153
	Epsilon-squared	.032	-.051	.109
	Omega-squared Fixed-effect	.032	-.051	.108
	Omega-squared Random-effect	.006	-.010	.024

a. Eta-squared and Epsilon-squared are estimated based on the fixed-effect model.

b. Negative but less biased estimates are retained, not rounded to zero.

Appendix 21: ANOVA - Work-life balance with position

Descriptives

Work-Life Balance Scale

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Analyst	4	3.2000	1.12480	.56240	1.4102	4.9898	2.20	4.80
Consultant	33	3.1838	1.23828	.21556	2.7448	3.6229	1.00	5.60
Senior Consultant	24	3.6028	1.16528	.23786	3.1107	4.0948	1.73	5.80
Manager	22	2.9909	1.15200	.24561	2.4801	3.5017	1.27	4.87
Senior Manager	6	2.4778	1.65646	.67625	.7394	4.2161	1.13	5.33
Director	5	3.0800	.77230	.34538	2.1211	4.0389	2.13	4.27
Partner	2	3.2333	1.17851	.83333	-7.3552	13.8218	2.40	4.07
Other	8	2.7333	1.30299	.46068	1.6440	3.8227	1.20	4.53
Total	104	3.1609	1.21076	.11872	2.9254	3.3964	1.00	5.80

ANOVA

Work-Life Balance Scale

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	9.651	7	1.379	.936	.482
Within Groups	141.341	96	1.472		
Total	150.992	103			

ANOVA Effect Sizes^{a,b}

			95% Confidence Interval	
			Lower	Upper
		Point Estimate		
Work-Life Balance Scale	Eta-squared	.064	.000	.108
	Epsilon-squared	-.004	-.073	.043
	Omega-squared Fixed-effect	-.004	-.072	.043
	Omega-squared Random-effect	-.001	-.010	.006

a. Eta-squared and Epsilon-squared are estimated based on the fixed-effect model.

b. Negative but less biased estimates are retained, not rounded to zero.

Appendix 22: ANOVA - Work-life balance with company size

Descriptives

Work-Life Balance Scale

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
1-99 employees	38	3.0368	1.13335	.18385	2.6643	3.4094	1.00	5.33
100-999 employees	34	3.1529	1.30201	.22329	2.6986	3.6072	1.13	5.60
1,000-4,999 employees	11	3.6242	1.59952	.48227	2.5497	4.6988	1.27	5.80
5,000-19,000 employees	9	3.1333	.68313	.22771	2.6082	3.6584	2.20	4.60
20,000 or more employees	12	3.1722	1.17738	.33988	2.4241	3.9203	1.33	5.47
Total	104	3.1609	1.21076	.11872	2.9254	3.3964	1.00	5.80

ANOVA

Work-Life Balance Scale

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	2.957	4	.739	.494	.740
Within Groups	148.035	99	1.495		
Total	150.992	103			

ANOVA Effect Sizes^{a,b}

		Point Estimate	95% Confidence Interval	
			Lower	Upper
Work-Life Balance Scale	Eta-squared	.020	.000	.059
	Epsilon-squared	-.020	-.040	.021
	Omega-squared Fixed-effect	-.020	-.040	.021
	Omega-squared Random-effect	-.005	-.010	.005

a. Eta-squared and Epsilon-squared are estimated based on the fixed-effect model.

b. Negative but less biased estimates are retained, not rounded to zero.

Appendix 23: ANOVA - Organizational support with gender

Descriptives

Organizational Support Scale

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Male	46	4.6174	1.22553	.18069	4.2535	4.9813	2.20	6.90
Female	58	4.9034	1.56238	.20515	4.4926	5.3143	1.00	7.00
Total	104	4.7769	1.42388	.13962	4.5000	5.0538	1.00	7.00

ANOVA

Organizational Support Scale

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	2.099	1	2.099	1.036	.311
Within Groups	206.725	102	2.027		
Total	208.825	103			

ANOVA Effect Sizes^{a,b}

			95% Confidence Interval	
Point Estimate			Lower	Upper
Orgnizational Support Scale	Eta-squared	.010	.000	.079
	Epsilon-squared	.000	-.010	.070
	Omega-squared Fixed-effect	.000	-.010	.069
	Omega-squared Random-effect	.000	-.010	.069

a. Eta-squared and Epsilon-squared are estimated based on the fixed-effect model.

b. Negative but less biased estimates are retained, not rounded to zero.

Appendix 24: ANOVA - Organizational support with age

Descriptives

Organizational Support Scale

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
18-24	20	4.9900	1.28017	.28626	4.3909	5.5891	2.50	7.00
25-34	50	4.7900	1.51472	.21421	4.3595	5.2205	1.00	7.00
35-44	21	4.3190	1.26239	.27548	3.7444	4.8937	1.00	6.30
45-54	10	4.7100	1.40985	.44583	3.7015	5.7185	2.20	6.90
55-64	2	6.3500	.49497	.35000	1.9028	10.7972	6.00	6.70
65 or older	1	7.0000	.	.	.	.	7.00	7.00
Total	104	4.7769	1.42388	.13962	4.5000	5.0538	1.00	7.00

ANOVA

Organizational Support Scale

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	15.255	5	3.051	1.545	.183
Within Groups	193.569	98	1.975		
Total	208.825	103			

ANOVA Effect Sizes^{a,b}

		Point Estimate	95% Confidence Interval	
			Lower	Upper
Orgnizational Support Scale	Eta-squared	.073	.000	.144
	Epsilon-squared	.026	-.051	.100
	Omega-squared Fixed-effect	.026	-.051	.100
	Omega-squared Random-effect	.005	-.010	.022

a. Eta-squared and Epsilon-squared are estimated based on the fixed-effect model.

b. Negative but less biased estimates are retained, not rounded to zero.

Appendix 25: ANOVA - Organizational support with position

Descriptives

Organizational Support Scale

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Analyst	4	4.8500	.98826	.49413	3.2775	6.4225	3.90	6.20
Consultant	33	4.4242	1.55865	.27133	3.8716	4.9769	1.00	7.00
Senior Consultant	24	4.5958	1.12113	.22885	4.1224	5.0692	2.40	6.30
Manager	22	5.0409	1.55032	.33053	4.3535	5.7283	1.00	6.90
Senior Manager	6	5.6333	1.27541	.52068	4.2949	6.9718	3.70	7.00
Director	5	4.2200	1.18406	.52953	2.7498	5.6902	2.20	5.10
Partner	2	5.3000	1.69706	1.20000	-9.9474	20.5474	4.10	6.50
Other	8	5.5875	1.41162	.49908	4.4074	6.7676	3.40	7.00
Total	104	4.7769	1.42388	.13962	4.5000	5.0538	1.00	7.00

ANOVA

Organizational Support Scale

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	18.201	7	2.600	1.309	.254
Within Groups	190.623	96	1.986		
Total	208.825	103			

ANOVA Effect Sizes^{a,b}

			95% Confidence Interval	
Point Estimate			Lower	Upper
Orgnizational Support Scale	Eta-squared	.087	.000	.144
	Epsilon-squared	.021	-.073	.082
	Omega-squared Fixed-effect	.020	-.072	.081
	Omega-squared Random-effect	.003	-.010	.012

a. Eta-squared and Epsilon-squared are estimated based on the fixed-effect model.

b. Negative but less biased estimates are retained, not rounded to zero.

Appendix 26: ANOVA - Organizational support with company size

Descriptives

Organizational Support Scale

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
1-99 employees	38	5.1263	1.12651	.18274	4.7560	5.4966	2.70	7.00
100-999 employees	34	5.0088	1.47162	.25238	4.4953	5.5223	1.00	7.00
1,000-4,999 employees	11	4.2636	1.68539	.50816	3.1314	5.3959	1.20	6.90
5,000-19,000 employees	9	4.3444	1.84195	.61398	2.9286	5.7603	1.00	6.70
20,000 or more employees	12	3.8083	1.06810	.30833	3.1297	4.4870	2.40	5.60
Total	104	4.7769	1.42388	.13962	4.5000	5.0538	1.00	7.00

ANOVA

Organizational Support Scale

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	22.307	4	5.577	2.960	.023
Within Groups	186.518	99	1.884		
Total	208.825	103			

ANOVA Effect Sizes^{a,b}

		Point Estimate	95% Confidence Interval	
			Lower	Upper
Orgnizational Support Scale	Eta-squared	.107	.001	.200
	Epsilon-squared	.071	-.040	.167
	Omega-squared Fixed-effect	.070	-.039	.166
	Omega-squared Random-effect	.018	-.010	.047

a. Eta-squared and Epsilon-squared are estimated based on the fixed-effect model.

b. Negative but less biased estimates are retained, not rounded to zero.

Appendix 27: ANOVA – Job demands scale with gender

Descriptives

Job Demands Scale

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Male	46	2.7880	.56018	.08259	2.6217	2.9544	1.50	4.00
Female	58	2.8017	.54964	.07217	2.6572	2.9462	1.50	4.00
Total	104	2.7957	.55166	.05409	2.6884	2.9030	1.50	4.00

ANOVA

Job Demands Scale

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.005	1	.005	.016	.901
Within Groups	31.341	102	.307		
Total	31.346	103			

ANOVA Effect Sizes^{a,b}

			95% Confidence Interval	
			Lower	Upper
		Point Estimate		
Job Demands Scale	Eta-squared	.000	.000	.026
	Epsilon-squared	-.010	-.010	.016
	Omega-squared Fixed-effect	-.010	-.010	.016
	Omega-squared Random-effect	-.010	-.010	.016

a. Eta-squared and Epsilon-squared are estimated based on the fixed-effect model.

b. Negative but less biased estimates are retained, not rounded to zero.

Appendix 28: ANOVA – Job demands scale with age

Descriptives

Job Demands Scale

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
18-24	20	2.6250	.39320	.08792	2.4410	2.8090	1.50	3.25
25-34	50	2.8850	.55377	.07831	2.7276	3.0424	1.75	4.00
35-44	21	2.8571	.67348	.14696	2.5506	3.1637	1.50	4.00
45-54	10	2.7750	.39878	.12611	2.4897	3.0603	2.00	3.25
55-64	2	2.1250	.53033	.37500	-2.6398	6.8898	1.75	2.50
65 or older	1	2.0000	.	.	.	.	2.00	2.00
Total	104	2.7957	.55166	.05409	2.6884	2.9030	1.50	4.00

ANOVA

Job Demands Scale

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	2.598	5	.520	1.771	.126
Within Groups	28.748	98	.293		
Total	31.346	103			

ANOVA Effect Sizes^{a,b}

		Point Estimate	95% Confidence Interval	
			Lower	Upper
Job Demands Scale	Eta-squared	.083	.000	.158
	Epsilon-squared	.036	-.051	.115
	Omega-squared Fixed-effect	.036	-.051	.114
	Omega-squared Random-effect	.007	-.010	.025

a. Eta-squared and Epsilon-squared are estimated based on the fixed-effect model.

b. Negative but less biased estimates are retained, not rounded to zero.

Appendix 29: ANOVA – Job demands scale with position

Descriptives

Job Demands Scale

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
Analyst	4	3.2500	.54006	.27003	2.3906	4.1094	2.75	4.00
Consultant	33	2.6970	.53311	.09280	2.5079	2.8860	1.50	4.00
Senior Consultant	24	2.8542	.62518	.12761	2.5902	3.1182	1.50	4.00
Manager	22	2.8523	.42017	.08958	2.6660	3.0386	2.25	4.00
Senior Manager	6	2.7917	.85756	.35010	1.8917	3.6916	1.75	4.00
Director	5	3.0500	.54199	.24238	2.3770	3.7230	2.25	3.75
Partner	2	2.7500	.35355	.25000	-.4266	5.9266	2.50	3.00
Other	8	2.5000	.44320	.15670	2.1295	2.8705	2.00	3.25
Total	104	2.7957	.55166	.05409	2.6884	2.9030	1.50	4.00

ANOVA

Job Demands Scale

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	2.327	7	.332	1.100	.370
Within Groups	29.019	96	.302		
Total	31.346	103			

ANOVA Effect Sizes^{a,b}

		Point Estimate	95% Confidence Interval	
			Lower	Upper
Job Demands Scale	Eta-squared	.074	.000	.125
	Epsilon-squared	.007	-.073	.061
	Omega-squared Fixed-effect	.007	-.072	.060
	Omega-squared Random-effect	.001	-.010	.009

a. Eta-squared and Epsilon-squared are estimated based on the fixed-effect model.

b. Negative but less biased estimates are retained, not rounded to zero.

Appendix 30: ANOVA – Job demands scale with company size

Descriptives

Job Demands Scale

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
1-99 employees	38	2.7237	.43414	.07043	2.5810	2.8664	1.50	4.00
100-999 employees	34	2.7574	.61387	.10528	2.5432	2.9715	1.50	4.00
1,000-4,999 employees	11	2.8182	.54876	.16546	2.4495	3.1868	2.25	4.00
5,000-19,000 employees	9	2.8611	.73006	.24335	2.2999	3.4223	1.75	4.00
20,000 or more employees	12	3.0625	.56533	.16320	2.7033	3.4217	2.00	3.75
Total	104	2.7957	.55166	.05409	2.6884	2.9030	1.50	4.00

ANOVA

Job Demands Scale

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	1.145	4	.286	.939	.445
Within Groups	30.200	99	.305		
Total	31.346	103			

ANOVA Effect Sizes^{a,b}

		Point Estimate	95% Confidence Interval	
			Lower	Upper
Job Demands Scale	Eta-squared	.037	.000	.095
	Epsilon-squared	-.002	-.040	.059
	Omega-squared Fixed-effect	-.002	-.040	.058
	Omega-squared Random-effect	-.001	-.010	.015

a. Eta-squared and Epsilon-squared are estimated based on the fixed-effect model.

b. Negative but less biased estimates are retained, not rounded to zero.

Appendix 31: ANOVA - Workload with gender

Descriptives

Workload

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Male	46	3.3261	.76170	.11231	3.0999	3.5523	1.00	4.00
Female	58	3.1724	.86121	.11308	2.9460	3.3989	1.00	4.00
Total	104	3.2404	.81842	.08025	3.0812	3.3995	1.00	4.00

ANOVA

Workload

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.606	1	.606	.904	.344
Within Groups	68.385	102	.670		
Total	68.990	103			

ANOVA Effect Sizes^{a,b}

		Point Estimate	95% Confidence Interval	
			Lower	Upper
Workload	Eta-squared	.009	.000	.075
	Epsilon-squared	-.001	-.010	.066
	Omega-squared Fixed-effect	-.001	-.010	.066
	Omega-squared Random-effect	-.001	-.010	.066

a. Eta-squared and Epsilon-squared are estimated based on the fixed-effect model.

b. Negative but less biased estimates are retained, not rounded to zero.

Appendix 32: ANOVA - Workload with age

Descriptives

Workload

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
18-24	20	2.9500	.88704	.19835	2.5349	3.3651	1.00	4.00
25-34	50	3.3600	.77618	.10977	3.1394	3.5806	1.00	4.00
35-44	21	3.4286	.81064	.17690	3.0596	3.7976	1.00	4.00
45-54	10	3.1000	.73786	.23333	2.5722	3.6278	2.00	4.00
55-64	2	2.0000	.00000	.00000	2.0000	2.0000	2.00	2.00
65 or older	1	3.0000	.	.	.	.	3.00	3.00
Total	104	3.2404	.81842	.08025	3.0812	3.3995	1.00	4.00

ANOVA

Workload

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	6.478	5	1.296	2.031	.081
Within Groups	62.513	98	.638		
Total	68.990	103			

ANOVA Effect Sizes^{a,b}

		Point Estimate	95% Confidence Interval	
			Lower	Upper
Workload	Eta-squared	.094	.000	.174
	Epsilon-squared	.048	-.051	.131
	Omega-squared Fixed-effect	.047	-.051	.130
	Omega-squared Random-effect	.010	-.010	.029

a. Eta-squared and Epsilon-squared are estimated based on the fixed-effect model.

b. Negative but less biased estimates are retained, not rounded to zero.

Appendix 33: ANOVA - Workload with position

Descriptives

Workload

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Analyst	4	3.5000	.57735	.28868	2.5813	4.4187	3.00	4.00
Consultant	33	3.1515	.87039	.15152	2.8429	3.4601	1.00	4.00
Senior Consultant	24	3.3333	.81650	.16667	2.9886	3.6781	1.00	4.00
Manager	22	3.1818	.79501	.16950	2.8293	3.5343	1.00	4.00
Senior Manager	6	3.5000	.83666	.34157	2.6220	4.3780	2.00	4.00
Director	5	3.6000	.54772	.24495	2.9199	4.2801	3.00	4.00
Partner	2	4.0000	.00000	.00000	4.0000	4.0000	4.00	4.00
Other	8	2.7500	.88641	.31339	2.0089	3.4911	1.00	4.00
Total	104	3.2404	.81842	.08025	3.0812	3.3995	1.00	4.00

ANOVA

Workload

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	4.942	7	.706	1.058	.396
Within Groups	64.048	96	.667		
Total	68.990	103			

ANOVA Effect Sizes^{a,b}

		Point Estimate	95% Confidence Interval	
			Lower	Upper
Workload	Eta-squared	.072	.000	.121
	Epsilon-squared	.004	-.073	.056
	Omega-squared Fixed-effect	.004	-.072	.056
	Omega-squared Random-effect	.001	-.010	.008

a. Eta-squared and Epsilon-squared are estimated based on the fixed-effect model.

b. Negative but less biased estimates are retained, not rounded to zero.

Appendix 34: ANOVA - Workload with company size

Descriptives

Workload

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
1-99 employees	38	3.2368	.81983	.13299	2.9674	3.5063	1.00	4.00
100-999 employees	34	3.1765	.86936	.14909	2.8731	3.4798	1.00	4.00
1,000-4,999 employees	11	3.1818	.75076	.22636	2.6775	3.6862	2.00	4.00
5,000-19,000 employees	9	3.4444	1.01379	.33793	2.6652	4.2237	1.00	4.00
20,000 or more employees	12	3.3333	.65134	.18803	2.9195	3.7472	2.00	4.00
Total	104	3.2404	.81842	.08025	3.0812	3.3995	1.00	4.00

ANOVA

Workload

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.656	4	.164	.237	.917
Within Groups	68.335	99	.690		
Total	68.990	103			

ANOVA Effect Sizes^{a,b}

		Point Estimate	95% Confidence Interval	
			Lower	Upper
Workload	Eta-squared	.010	.000	.027
	Epsilon-squared	-.031	-.040	-.013
	Omega-squared Fixed-effect	-.030	-.040	-.013
	Omega-squared Random-effect	-.007	-.010	-.003

a. Eta-squared and Epsilon-squared are estimated based on the fixed-effect model.

b. Negative but less biased estimates are retained, not rounded to zero.

Appendix 35: ANOVA - Time pressure with gender

Descriptives

Time Pressure

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
Male	46	2.6087	.90623	.13362	2.3396	2.8778	1.00	4.00
Female	58	2.1724	.95766	.12575	1.9206	2.4242	1.00	4.00
Total	104	2.3654	.95590	.09373	2.1795	2.5513	1.00	4.00

ANOVA

Time Pressure

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	4.883	1	4.883	5.582	.020
Within Groups	89.232	102	.875		
Total	94.115	103			

ANOVA Effect Sizes^{a,b}

		Point Estimate	95% Confidence Interval	
			Lower	Upper
Time Pressure	Eta-squared	.052	.001	.154
	Epsilon-squared	.043	-.009	.145
	Omega-squared Fixed-effect	.042	-.009	.144
	Omega-squared Random-effect	.042	-.009	.144

a. Eta-squared and Epsilon-squared are estimated based on the fixed-effect model.

b. Negative but less biased estimates are retained, not rounded to zero.

Appendix 36: ANOVA - Time pressure with age

Descriptives

Time Pressure

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
18-24	20	2.0000	.79472	.17770	1.6281	2.3719	1.00	3.00
25-34	50	2.4600	.93044	.13158	2.1956	2.7244	1.00	4.00
35-44	21	2.7619	1.09109	.23810	2.2652	3.2586	1.00	4.00
45-54	10	2.1000	.73786	.23333	1.5722	2.6278	1.00	3.00
55-64	2	1.5000	.70711	.50000	-4.8531	7.8531	1.00	2.00
65 or older	1	1.0000	.	.	.	.	1.00	1.00
Total	104	2.3654	.95590	.09373	2.1795	2.5513	1.00	4.00

ANOVA

Time Pressure

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	10.486	5	2.097	2.458	.038
Within Groups	83.630	98	.853		
Total	94.115	103			

ANOVA Effect Sizes^{a,b}

		Point Estimate	95% Confidence Interval	
			Lower	Upper
Time Pressure	Eta-squared	.111	.000	.197
	Epsilon-squared	.066	-.051	.156
	Omega-squared Fixed-effect	.065	-.051	.154
	Omega-squared Random-effect	.014	-.010	.035

a. Eta-squared and Epsilon-squared are estimated based on the fixed-effect model.

b. Negative but less biased estimates are retained, not rounded to zero.

Appendix 37: ANOVA - Time pressure with position

Descriptives

Time Pressure

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Analyst	4	3.0000	.81650	.40825	1.7008	4.2992	2.00	4.00
Consultant	33	2.1818	.72692	.12654	1.9241	2.4396	1.00	4.00
Senior Consultant	24	2.6667	1.09014	.22252	2.2063	3.1270	1.00	4.00
Manager	22	2.2727	.82703	.17632	1.9060	2.6394	1.00	4.00
Senior Manager	6	2.3333	1.21106	.49441	1.0624	3.6043	1.00	4.00
Director	5	3.0000	1.22474	.54772	1.4793	4.5207	1.00	4.00
Partner	2	2.0000	1.41421	1.00000	-10.7062	14.7062	1.00	3.00
Other	8	1.8750	1.12599	.39810	.9336	2.8164	1.00	4.00
Total	104	2.3654	.95590	.09373	2.1795	2.5513	1.00	4.00

ANOVA

Time Pressure

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	9.301	7	1.329	1.504	.175
Within Groups	84.814	96	.883		
Total	94.115	103			

ANOVA Effect Sizes^{a,b}

		Point Estimate	95% Confidence Interval	
			Lower	Upper
Time Pressure	Eta-squared	.099	.000	.161
	Epsilon-squared	.033	-.073	.100
	Omega-squared Fixed-effect	.033	-.072	.099
	Omega-squared Random-effect	.005	-.010	.015

a. Eta-squared and Epsilon-squared are estimated based on the fixed-effect model.

b. Negative but less biased estimates are retained, not rounded to zero.

Appendix 38: ANOVA - Time pressure with company size

Descriptives								
Time Pressure								
	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
1-99 employees	38	2.2105	.96304	.15623	1.8940	2.5271	1.00	4.00
100-999 employees	34	2.2353	1.01679	.17438	1.8805	2.5901	1.00	4.00
1,000-4,999 employees	11	2.6364	.67420	.20328	2.1834	3.0893	2.00	4.00
5,000-19,000 employees	9	2.4444	1.01379	.33793	1.6652	3.2237	1.00	4.00
20,000 or more employees	12	2.9167	.79296	.22891	2.4128	3.4205	2.00	4.00
Total	104	2.3654	.95590	.09373	2.1795	2.5513	1.00	4.00

ANOVA

Time Pressure					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	5.998	4	1.499	1.685	.160
Within Groups	88.118	99	.890		
Total	94.115	103			

ANOVA Effect Sizes^{a,b}

		Point Estimate	95% Confidence Interval	
			Lower	Upper
Time Pressure	Eta-squared	.064	.000	.141
	Epsilon-squared	.026	-.040	.106
	Omega-squared Fixed-effect	.026	-.040	.105
	Omega-squared Random-effect	.007	-.010	.028

a. Eta-squared and Epsilon-squared are estimated based on the fixed-effect model.

b. Negative but less biased estimates are retained, not rounded to zero.

Appendix 39: ANOVA - Recipient contact with gender

Descriptives

Recipient Contact

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Male	46	3.00	.843	.124	2.75	3.25	1	4
Female	58	3.50	.656	.086	3.33	3.67	1	4
Total	104	3.28	.782	.077	3.13	3.43	1	4

ANOVA

Recipient Contact

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	6.413	1	6.413	11.578	<.001
Within Groups	56.500	102	.554		
Total	62.913	103			

ANOVA Effect Sizes^a

		Point Estimate	95% Confidence Interval	
			Lower	Upper
Recipient Contact	Eta-squared	.102	.018	.220
	Epsilon-squared	.093	.008	.212
	Omega-squared Fixed-effect	.092	.008	.210
	Omega-squared Random-effect	.092	.008	.210

a. Eta-squared and Epsilon-squared are estimated based on the fixed-effect model.

Appendix 40: ANOVA - Recipient contact with age

Descriptives

Recipient Contact

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
18-24	20	3.40	.681	.152	3.08	3.72	2	4
25-34	50	3.34	.823	.116	3.11	3.57	1	4
35-44	21	3.00	.894	.195	2.59	3.41	1	4
45-54	10	3.40	.516	.163	3.03	3.77	3	4
55-64	2	3.00	.000	.000	3.00	3.00	3	3
65 or older	1	3.00	.	.	.	.	3	3
Total	104	3.28	.782	.077	3.13	3.43	1	4

ANOVA

Recipient Contact

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	2.493	5	.499	.809	.546
Within Groups	60.420	98	.617		
Total	62.913	103			

ANOVA Effect Sizes^{a,b}

		Point Estimate	95% Confidence Interval	
			Lower	Upper
Recipient Contact	Eta-squared	.040	.000	.089
	Epsilon-squared	-.009	-.051	.042
	Omega-squared Fixed-effect	-.009	-.051	.042
	Omega-squared Random-effect	-.002	-.010	.009

a. Eta-squared and Epsilon-squared are estimated based on the fixed-effect model.

b. Negative but less biased estimates are retained, not rounded to zero.

Appendix 41: ANOVA - Recipient contact with position

Descriptives

Recipient Contact

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Analyst	4	3.50	.577	.289	2.58	4.42	3	4
Consultant	33	3.30	.728	.127	3.04	3.56	1	4
Senior Consultant	24	2.96	1.122	.229	2.48	3.43	1	4
Manager	22	3.55	.596	.127	3.28	3.81	2	4
Senior Manager	6	3.33	.516	.211	2.79	3.88	3	4
Director	5	3.20	.447	.200	2.64	3.76	3	4
Partner	2	3.50	.707	.500	-2.85	9.85	3	4
Other	8	3.25	.463	.164	2.86	3.64	3	4
Total	104	3.28	.782	.077	3.13	3.43	1	4

ANOVA

Recipient Contact

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	4.398	7	.628	1.031	.415
Within Groups	58.516	96	.610		
Total	62.913	103			

ANOVA Effect Sizes^{a,b}

			95% Confidence Interval	
Point Estimate			Lower	Upper
Recipient Contact	Eta-squared	.070	.000	.118
	Epsilon-squared	.002	-.073	.053
	Omega-squared Fixed-effect	.002	-.072	.053
	Omega-squared Random-effect	.000	-.010	.008

a. Eta-squared and Epsilon-squared are estimated based on the fixed-effect model.

b. Negative but less biased estimates are retained, not rounded to zero.

Appendix 42: ANOVA - Recipient contact with company size

Descriptives

Recipient Contact

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
1-99 employees	38	3.24	.820	.133	2.97	3.51	1	4
100-999 employees	34	3.32	.589	.101	3.12	3.53	2	4
1,000-4,999 employees	11	3.09	.944	.285	2.46	3.73	1	4
5,000-19,000 employees	9	3.11	1.269	.423	2.14	4.09	1	4
20,000 or more employees	12	3.58	.515	.149	3.26	3.91	3	4
Total	104	3.28	.782	.077	3.13	3.43	1	4

ANOVA

Recipient Contact

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	1.889	4	.472	.766	.550
Within Groups	61.024	99	.616		
Total	62.913	103			

ANOVA Effect Sizes^{a,b}

		Point Estimate	95% Confidence Interval	
			Lower	Upper
Recipient Contact	Eta-squared	.030	.000	.083
	Epsilon-squared	-.009	-.040	.046
	Omega-squared Fixed-effect	-.009	-.040	.045
	Omega-squared Random-effect	-.002	-.010	.012

a. Eta-squared and Epsilon-squared are estimated based on the fixed-effect model.

b. Negative but less biased estimates are retained, not rounded to zero.

Appendix 43: ANOVA - Irregular working hours with gender

Descriptives

Irregular working hours

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Male	46	2.22	.941	.139	1.94	2.50	1	4
Female	58	2.36	.912	.120	2.12	2.60	1	4
Total	104	2.30	.923	.091	2.12	2.48	1	4

ANOVA

Irregular working hours

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.537	1	.537	.628	.430
Within Groups	87.223	102	.855		
Total	87.760	103			

ANOVA Effect Sizes^{a,b}

		Point Estimate	95% Confidence Interval	
			Lower	Upper
Irregular working hours	Eta-squared	.006	.000	.068
	Epsilon-squared	-.004	-.010	.059
	Omega-squared Fixed-effect	-.004	-.010	.058
	Omega-squared Random-effect	-.004	-.010	.058

a. Eta-squared and Epsilon-squared are estimated based on the fixed-effect model.

b. Negative but less biased estimates are retained, not rounded to zero.

Appendix 44: ANOVA - Irregular working hours with age

Descriptives

Irregular working hours

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
18-24	20	2.15	.813	.182	1.77	2.53	1	4
25-34	50	2.38	.945	.134	2.11	2.65	1	4
35-44	21	2.24	1.044	.228	1.76	2.71	1	4
45-54	10	2.50	.707	.224	1.99	3.01	1	3
55-64	2	2.00	1.414	1.000	-10.71	14.71	1	3
65 or older	1	1.00	.	.	.	.	1	1
Total	104	2.30	.923	.091	2.12	2.48	1	4

ANOVA

Irregular working hours

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	3.120	5	.624	.723	.608
Within Groups	84.640	98	.864		
Total	87.760	103			

ANOVA Effect Sizes^{a,b}

		Point Estimate	95% Confidence Interval	
			Lower	Upper
Irregular working hours	Eta-squared	.036	.000	.081
	Epsilon-squared	-.014	-.051	.034
	Omega-squared Fixed-effect	-.014	-.051	.034
	Omega-squared Random-effect	-.003	-.010	.007

a. Eta-squared and Epsilon-squared are estimated based on the fixed-effect model.

b. Negative but less biased estimates are retained, not rounded to zero.

Appendix 45: ANOVA - Irregular working hours with position

Descriptives

Irregular working hours

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Analyst	4	3.00	.816	.408	1.70	4.30	2	4
Consultant	33	2.15	.939	.164	1.82	2.48	1	4
Senior Consultant	24	2.46	.833	.170	2.11	2.81	1	4
Manager	22	2.41	.854	.182	2.03	2.79	1	4
Senior Manager	6	2.00	1.265	.516	.67	3.33	1	4
Director	5	2.40	.894	.400	1.29	3.51	1	3
Partner	2	1.50	.707	.500	-4.85	7.85	1	2
Other	8	2.13	1.126	.398	1.18	3.07	1	4
Total	104	2.30	.923	.091	2.12	2.48	1	4

ANOVA

Irregular working hours

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	5.666	7	.809	.946	.475
Within Groups	82.094	96	.855		
Total	87.760	103			

ANOVA Effect Sizes^{a,b}

			95% Confidence Interval	
			Lower	Upper
Irregular working hours	Eta-squared	.065	.000	.109
	Epsilon-squared	-.004	-.073	.044
	Omega-squared Fixed-effect	-.004	-.072	.044
	Omega-squared Random-effect	-.001	-.010	.006

a. Eta-squared and Epsilon-squared are estimated based on the fixed-effect model.

b. Negative but less biased estimates are retained, not rounded to zero.

Appendix 46: ANOVA - Irregular working hours with company size

Descriptives

Irregular working hours

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
1-99 employees	38	2.21	.843	.137	1.93	2.49	1	4
100-999 employees	34	2.29	1.060	.182	1.92	2.66	1	4
1,000-4,999 employees	11	2.36	.924	.279	1.74	2.98	1	4
5,000-19,000 employees	9	2.44	.882	.294	1.77	3.12	1	4
20,000 or more employees	12	2.42	.900	.260	1.84	2.99	1	4
Total	104	2.30	.923	.091	2.12	2.48	1	4

ANOVA

Irregular working hours

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.701	4	.175	.199	.938
Within Groups	87.059	99	.879		
Total	87.760	103			

ANOVA Effect Sizes^{a,b}

		Point Estimate	95% Confidence Interval	
			Lower	Upper
Irregular working hours	Eta-squared	.008	.000	.020
	Epsilon-squared	-.032	-.040	-.020
	Omega-squared Fixed-effect	-.032	-.040	-.020
	Omega-squared Random-effect	-.008	-.010	-.005

a. Eta-squared and Epsilon-squared are estimated based on the fixed-effect model.

b. Negative but less biased estimates are retained, not rounded to zero.