A Work Project, presented as part of the requirements for the Award of a Master's degree in Management from the Nova School of Business and Economics.

The relationship between remote work, work-life balance and burnout in consulting firms

Insa Kohlbecker

Work project carried out under the supervision of:

Filipa Rodrigues

15/12/2024

Abstract

This study examines the relationship between remote work, work-life balance and burnout levels in consulting firms and the moderating role of autonomy in scheduling remote workdays. Factors such as age, gender, nationality, career level, and team diversity were also explored. A survey with 106 consultants, followed by statistical analyses in SPSS showed no significant impact of remote work or autonomy on burnout but long hours and weekend work strongly contribute to emotional exhaustion, one of the dimensions of burnout. Team diversity mitigates burnout associated with weekend work. This highlights a need for systemic changes to manage workloads and enhance wellbeing.

Keywords: Burnout, Remote work, Autonomy, Work-life balance, Consulting, Stress, Employee Well-being, Work Engagement, Maslach Burnout Inventory

This work used infrastructure and resources funded by Fundação para a Ciência e a Tecnologia (UID/ECO/00124/2013, UID/ECO/00124/2019 and Social Sciences DataLab, Project 22209), POR Lisboa (LISBOA-01-0145-FEDER-007722 and Social Sciences DataLab, Project 22209) and POR Norte (Social Sciences DataLab, Project 22209).

Table of Contents

List of Abbreviations

BUR	Burnout
C	Coping mechanism
DEP	Depersonalization
EX	Emotional exhaustion
JD-R	Job Demands-Resources
MBI	Maslach Burnout Inventory
PA	Personal accomplishment
STR	Stressor

1 Introduction

Burnout is a widespread issue that significantly affects the global workforce, manifesting particularly strongly in consulting due to its long hours, high client expectations, and performancedriven culture. Burnout is defined by the World Health Organization (WHO) as a syndrome resulting from chronic workplace stress that has not been successfully managed. According to the WHO's ICD-11 definition, burnout is characterized by three dimensions: energy depletion or exhaustion, increased mental distance from one's job (or feelings of negativism or cynicism related to it), and reduced professional efficacy (World Health Organization 2019). Burnout is not confined to a specific region or profession—it is a global phenomenon. For example, a Deloitte report revealed that even before the COVID-19 pandemic, **77% of U.S. professionals** reported that they experience burnout at work, with inadequate leadership support being a frequently cited factor (Deloitte 2015). Globally, this disengagement is estimated to cost the economy **$8.8 trillion** annually, illustrating the far-reaching economic implications of burnout (Pendell 2023). In Germany, burnout presents unique challenges. A McKinsey Health Institute (MHI) study found that **37% of employees feel physically or mentally exhausted**, with Gen Z reporting the highest burnout rates (McKinsey & Company 2023). These statistics are particularly concerning in consulting, where workplace stress is heightened by demanding workloads, client pressures, and an "always-on" culture. Burnout in consulting also carries significant economic costs: losing a single consultant can cost up to **$150,000 in recruitment**, onboarding, training, and lost revenue and client relationships (Whelan 2021). Toxic work environments and poorly defined roles exacerbate the issue, further emphasizing the need for systemic interventions (McKinsey & Company 2023). The **rise of remote work** has added a new layer of complexity to managing burnout. Remote work, defined as working outside the traditional office environment, became a necessity during the COVID-19 pandemic and has since become integral to industries like

consulting (Bick et al. 2020). Before 2020, remote work was uncommon in consulting; a GitLab survey found that 56% of workers had never worked from home before the pandemic (GitLab 2020). Upwork states that by 2025, 36.2 million Americans will work remotely (Upwork 2020). Remote work offers potential benefits, such as flexibility and reduced commuting time, but also poses challenges like blurred boundaries between work and personal life. This can lead to increased stress and difficulty in disconnecting, particularly in consulting's "always-on" culture (Felstead and Henseke 2017). However, remote work's impact on burnout is not uniformly negative. Research suggests that with adequate support and clear boundaries, remote work can mitigate burnout by providing flexibility and enhancing work-life balance (Bakker and Demerouti 2007). Conversely, without these supports, remote work risks amplifying burnout through prolonged working hours and diminished productivity. Maintaining **work-life balance**—defined as managing work commitments and personal well-being without significant conflict (Brough et al. 2014)—is a persistent challenge in consulting. The profession's high expectations and long hours frequently encroach on personal time, making effective balance difficult to achieve. Remote work adds further complexity, with digital accessibility extending working hours and disrupting personal time. Nevertheless, when well-managed, remote work can promote work-life balance by allowing for more autonomy and flexibility. Despite widespread recognition of burnout's detrimental effects, the **measures** companies implement to combat it often fall short. Toxic environments, undefined roles, and inadequate leadership support persist, undermining efforts to address burnout effectively (McKinsey & Company 2023). This study examines whether remote work can reduce burnout in consultants and explores the moderating role of autonomy in choosing remote work days. Understanding the primary demands contributing to consultant burnout will help organizations develop more targeted strategies to enhance employee well-being and resilience.

2 Literature Review

2.1 Theoretical frameworks

Maslach Burnout Inventory (MBI): The **Maslach Burnout Inventory (MBI)** and the **Job Demands-Resources (JD-R) Model** (see Figure 1) provide the foundational frameworks for understanding burnout in this study. Developed by Maslach and Jackson in the 1980s, the MBI is a widely validated tool for assessing burnout through its three core dimensions: emotional exhaustion, depersonalization, and reduced personal accomplishment (Maslach, Jackson, and Leiter 1996). **Emotional exhaustion** reflects feelings of being emotionally overextended and depleted of energy, which is the hallmark of burnout. For instance, consultants managing overwhelming workloads or intense client demands may feel emotionally drained, unable to cope with the pressures of their roles. **Depersonalization**, on the other hand, is characterized by a detached, impersonal response to colleagues or clients, often manifesting as cynicism or callousness. A consultant experiencing depersonalization might treat clients impersonally, viewing them as tasks rather than individuals. Lastly, **reduced personal accomplishment** involves feelings of incompetence and a lack of achievement in one's work, often resulting in dissatisfaction with job performance. For example, consultants may feel their contributions are inadequate despite considerable effort. Together, these dimensions provide a comprehensive understanding of burnout as a multifaceted phenomenon.

Job Demands-Resources (JD-R) Model: The **Job Demands-Resources (JD-R) Model**, introduced by Demerouti et al. (2001), explores how workplace factors interact to influence burnout and engagement. The JD-R Model posits that burnout arises when high job demands are coupled with insufficient job resources. **Job demands** refer to the physical, psychological, social, or organizational aspects of work that require sustained effort and are associated with physiological or psychological costs. Examples of job demands in consulting include excessive workloads, client

pressures, and role ambiguity caused by unclear expectations or conflicting demands. Conversely, **job resources** are aspects of a job that help employees meet work goals, mitigate demands, or support personal growth and development. Key resources include social support, such as positive relationships with colleagues or supervisors; autonomy, such as the ability to decide when and how to work, especially relevant in remote work contexts; and team diversity, which fosters innovative problem-solving and reduces individual stress. The JD-R Model emphasizes that adequate resources can buffer the adverse effects of job demands, reducing burnout risk and promoting engagement. The JD-R Model explains burnout development through two key pathways. First, the **health impairment pathway** describes how prolonged exposure to high demands without sufficient resources depletes employees' energy, leading to emotional exhaustion and depersonalization. Second, the **motivational pathway** highlights how sufficient resources can enhance employee engagement, characterized by energy, dedication, and absorption in work. This model underscores the dynamic interplay between demands and resources, suggesting that burnout can be mitigated by increasing resources or reducing demands (Demerouti et al. 2001). The integration of the MBI and JD-R frameworks allows for a comprehensive examination of burnout in consultants. While the MBI focuses on burnout's outcomes—emotional exhaustion, depersonalization, and reduced personal accomplishment—the JD-R Model emphasizes the underlying predictors, namely job demands and resources. Together, these frameworks highlight how burnout manifests as a result of excessive demands, insufficient resources, or a combination of both. For example, high workloads and client pressures may lead to emotional exhaustion, while inadequate autonomy and social support exacerbate feelings of depersonalization or reduce personal accomplishment. By drawing on these models, this study seeks to understand not only how burnout manifests but also how key resources, such as autonomy and social support, can buffer against its effects.

2.2 Remote work and mental health

Studies on remote work and mental health reveal that remote work benefits well-being when personal needs are met (Gröpel and Kuhl 2009) and that its success in promoting work-life balance depends on management strategies (Sullivan 2012). Allen, Golden, and Shockley (2015) emphasize that while telecommuting can enhance work-life balance, job satisfaction, and reduce work-family conflict, its effectiveness varies based on **structure**. Hybrid models, which blend remote and inoffice work, often yield the best results by allowing flexibility while preserving essential in-person interactions. Such setups can boost productivity and job satisfaction, yet factors like job type, autonomy, and supervisory support play critical roles. Fully remote work may reduce stress for some but risks social and professional isolation, which can stifle knowledge sharing and innovation

(Allen et al. 2015). Shimura et al. (2021) explored remote work's impact on stress and presenteeism (working when unwell) in a two-wave study of 3,123 office workers. Findings showed that remote work, independent of other stress factors, reduced psychological and physical stress. However, **productivity** dropped with full-time remote work, highlighting potential risks. The results support a hybrid model for lasting mental health benefits beyond the pandemic. Similarly, a survey by Accenture (2022) indicated 83% of workers worldwide preferred hybrid setups, though some companies increased on-site work requirements due to operational needs or team cohesion concerns. Pandemic-driven digital reliance has increased so called "technostress," or technologyrelated strain, which causes fatigue and lower well-being among workers (Singh et al. 2022). Those with prior remote experience managed this stress better, while individuals with high resilience experienced unexpected exhaustion from prolonged tech use. The Boston Consulting Group (BCG) (2022) highlights similar challenges, noting higher stress levels and difficulties in setting boundaries among virtual workers. The report advocates for mindfulness practices, like

meditation, to help leaders maintain well-being and emotional presence with teams. Leaders mindful of both their own and their teams' well-being tend to navigate remote challenges more effectively. "Zoom fatigue," the exhaustion from frequent virtual meetings, affects over 60% of remote workers. Symptoms include irritability and concentration loss. Suggested solutions include limiting meeting lengths, adding breaks, and using engaging moderation styles to reduce fatigue (Rump and Brandt 2020). Addressing these issues is essential, as neglecting them may lead to lower productivity and reduced workplace appeal (Rump 2021). Costin et al. (2023) address remote work's link to burnout, finding increased tech fatigue, isolation, and reduced well-being. Factors like organizational support, social connections, and supervisor guidance mitigate burnout, while challenges balancing work and personal life, job insecurity, and heavier workloads heighten stress and job dissatisfaction. Creativity increased, yet stress rose as well. A study in Dubai's Business Consultancy sector (Rañeses et al. 2022) shows that while remote work boosted productivity, it had minimal impact on work-life balance, as time management and social isolation remained issues. Employers are urged to support health and safety for both remote and in-office staff. These studies highlight that while remote work can enhance work-life balance, job satisfaction, and productivity, it also presents risks like social isolation, burnout, and technostress. Balancing remote work with supportive structures and personal boundaries appears vital for sustaining these benefits over time.

Although the relationship is not always linear, some studies find that mental health improves with remote work, which can be partially attributed to greater autonomy (Crawford 2022). Additionally, in work environments with high social conflict, remote work may provide an opportunity to escape interpersonal conflicts and, in some cases, can increase time spent with family and friends.

However, workplace relationships are often critical sources of social support. Remote work can constrain access to these relationships, which is associated with greater loneliness, depression, and burnout (Becker et. al. 2022; Kayser & Lange 2022; Garcia 2024).

2.3 Work-life balance and burnout symptoms

A recent study by Protime and YouGov presented in Haufe Online (2024) highlights significant gaps in work-life balance across different demographics. Over half of respondents (55%) rated their work-life balance as good, yet 35% felt perpetually reachable, which correlates with burnout symptoms for over half (55%). The study, which surveyed 2,048 employees in Germany in May 2024, found that **flexible working hours are positively viewed by more than two-thirds (68%) and help parents balance work and family responsibilities.** Over half of the respondents with children (63%) reported better work-life balance compared to childless individuals (51%). About 61% find it easy to balance work and leisure, though 35% struggle. The majority (81%) favor a clear separation between work and personal life, with only 16% opposing this boundary. A third of respondents (35%) feel **pressured to be constantly reachable**, **especially Gen Z (44%) and Millennials (45%).** Nearly half (49%) check emails on their days off, and 46% frequently check work messages outside regular hours. Poor time management is cited by 55% as a cause of burnout symptoms, notably among Millennials (63%) and women (60%). High work pressure and overtime are common as 48% feel compelled to work extra hours, particularly Millennials (60%) and Gen Z (57%). The top reasons cited are understaffing (40%) and workload (37%). Stress and overtime have led some employees to skip breaks; 30% rarely or never take breaks, and Gen Z (45%) and parents (45%) often skip or shorten them due to work demands. Parenthood significantly influences work preferences, with 74% of parents reporting changes in work habits. Many parents, especially women (52%), find balancing childcare and work challenging. Adjustments include earlier or later start times and the need to work in the evening when children are asleep (Haufe Online 2024). Research from 2019 also shows that employees who work long hours are vulnerable to suffering from different types of occupational health problems which includes both physiological health as well as mental health (Wong et al. 2019). Another study found that reduced working hours reduced

burnout in terms of emotional exhaustion and reduced reactivity in stressful situations connected to time urgency and irritation (Barck-Holst et al. 2019). Similarly, a more recent study from BarckHolst et al. in 2022 found that reduced working hours improved work-life balance, which was experienced as an improved mood and had positive implications for burnout risk (Barck-Holst et al. 2022).

2.4 Team diversity, stress levels and burnout

Research indicates that team diversity alone does not significantly enhance team success or reduce stress levels. Instead, leadership effectiveness and adaptation to diverse team characteristics play a vital role in team performance and well-being. In a study by the International School of Management (ISM) in Munich, diversity factors—such as gender, nationality, and age—were found to have minimal direct impact on team performance. However, teams with lower gender diversity performed better under **male leaders**, while teams with higher gender diversity excelled under female leaders. Additionally, national diversity positively correlated with performance under older leaders, suggesting that leadership style must be adjusted according to team composition to maximize effectiveness and mitigate stress (Glöser 2021). While diversity can enhance problemsolving and creativity, it does not inherently reduce burnout risk. Tailored leadership and communication strategies are necessary to leverage diversity effectively. Leaders must align their approaches to support a positive team climate, which can strengthen resilience and reduce burnout (Buengeler 2024).

2.5 Gender differences in burnout

Research has shown that women tend to score higher on overall burnout than men. Specifically, women report greater **emotional exhaustion**, while men exhibit higher levels of **depersonalization** (Purvanova and Muros 2010). Contrary to the belief that individuals working in occupations where their sex is underrepresented experience higher burnout, the meta-analysis by Purvanova and

Muros found no significant differences in burnout based on the sex-typicality of the occupation (Purvanova and Muros 2010). **Intrasexual competition** also contributes to these sex differences in burnout. While men and women show similar levels of competitiveness, they differ in their methods: men use more direct and risky aggression, while women engage in covert forms such as gossip, social exclusion, and manipulation (Buunk and Fisher 2009; French et al. 2002). **Gossip and social exclusion**, which are forms of indirect aggression, can place a heavier emotional burden on women, which in turn leads to higher levels of burnout (Georganta et al. 2014). In contrast, burnout in men tends to be linked to a **loss of status**, as studies have shown that a lower self-perceived rank is associated with increased burnout. This may be due to men's stronger evolutionary focus on status, as historically, lower status was tied to reduced chances of reproductive success (Buunk et al. 2007; Von Rueden and Jaeggi 2016).

2.6 Initiatives by consulting firms to address burnout

In response to the COVID-19 pandemic, EY (Ernst & Young) introduced several initiatives to support employee well-being, recognizing that wellness extends beyond mental health to emotional, physical, financial, and social aspects of life. The EY Assist program provides up to 25 free counseling sessions for employees and their families. Additional initiatives include daily group sessions, drop-in mindfulness calls, wellness stipends for home office setup or fitness equipment, and the Recharge Challenge to prioritize health. EY is committed to destigmatizing mental health and building resilience, ensuring these resources remain available post-pandemic (Grier 2021). **Deloitte** launched programs to enhance well-being, including Internal Virtual Health Days, mandatory mental health training, Mental Booster Sessions led by external psychologists, Monthly Live Meditations, and Psychosocial Hotlines for real-time support. These initiatives aim to reduce burnout and promote mental health (Deloitte 2024). **KPMG's** "Resources for Living" program provides free counseling, a 24/7 hotline, and mindfulness tools accessible in person, online, or via

chat. To reduce stress, KPMG expanded backup care for employees with caregiving responsibilities, provided academic support for employees' children, and offered flexible work arrangements under its "Flex with Purpose" model. Other measures include paid leave, companywide shutdowns, and the "Work/Life Coaching Program" for confidential one-on-one support. The "Be the Team of Choice" initiative fosters a positive team culture through feedback and well-being charters (KPMG n.d.). The Mind Matters program by **McKinsey & Company**, launched in 2019, provides 24/7 multilingual support, raises awareness of mental health and substance use, and promotes work-life balance. McKinsey also incorporates wellness activities like exercise, open mental health discussions, daycare support, and access to apps like Headspace to reduce stigma and support well-being (McKinsey & Company 2020; Cheong 2020). **Bain's** global B.E.S.T. program consolidates its approach to employee wellness under key pillars, integrating wellness milestones into career paths and offering self-guided learning, training, and coaching. In 2023,

Bain received the "Best Employers: Excellence in Health & Well-being Award" from the Business Group on Health for its dedication to employee well-being (Bain n.d.). While these programs address various aspects of well-being, their effectiveness has been debated. Croft, Parks, and Whillans (2024) argue that workplace well-being programs often fail because they emphasize individual-level solutions, such as mindfulness apps, without addressing systemic issues like workload management and leadership practices. Although global spending on wellness programs is expected to exceed $94 billion by 2026, mental health outcomes haven't significantly improved, and burnout remains a concern. The authors recommend shifting from "I-frame" (individual) to "Sframe" (systemic) solutions, including integrating well-being into leadership training, implementing flexible work policies, and tracking wellness outcomes through clear metrics. Such

systemic approaches could address root causes, improve employee satisfaction, and enhance return on investment (Croft et al. 2024).

3 Methodology

3.1 Research design

This study follows a **deductive** research approach. Based on a quantitative study, the relationship between remote work, burnout levels and the autonomy to decide on which days to work remotely will be explored. The effect of covariates such as age, gender, nationality, work experience in consulting, career level (position), type of consulting firm, team diversity (in terms of gender, background, race, age) and weekend work, as well as the perceived level of stress, the biggest stressors and coping strategies will be considered in the survey. Based on existing research the following two hypotheses have been formed:

Hypothesis 1: *Remote work contributes significantly to the reduction of burnout in consultants.*

Hypothesis 2: *Autonomy to decide when to work remotely moderates the relationship between remote work and burnout; having autonomy to decide when to work remotely will increase the strength of remote work in burnout.*

While the first hypothesis focuses on the direct impact of remote work on burnout levels, the second hypothesis considers the effect of a moderating variable "autonomy" (the flexibility to decide on which days to work to work remotely). **Burnout** is measured using the **Maslach Burnout Inventory** (based on MBI-GS). It contains 17 items that are rated on an adapted 6-point scale ranging from 1 (never) to 6 (every day). The scale consists of three subscales: emotional exhaustion (6 items), depersonalization (4 items), and personal accomplishment (7 items). The MBI-GS is known for its high validity across different cultural contexts and the reliability of each subscale

ranges from 0.85 to 0.89 (Maslach and Jackson 1981). **Remote work** is measured in terms of the number of days per week spent working remotely (0 to 5 days per week).

3.2 Data collection and analysis

The survey was conducted from **September 20th to October 8th, 2024**, using Google Forms as the data collection platform. The target group consisted of consultants from diverse backgrounds, representing a variety of ages, genders, job roles, and firms across strategy, management, IT, and financial consulting. To maintain confidentiality, personal information such as names and company affiliations was anonymized. A total of 106 consultants (n = 106) participated in the survey and fully completed it. No data cleaning was necessary since all participants filled out the survey completely. After data collection, the results were analyzed using **SPSS statistical analysis software**. As a first step, Cronbach's Alpha was calculated to assess the internal consistency of the measurement scales. Descriptive statistics, including frequencies for sociodemographic data (Table 2a) and the occurrence of stress, stressors and coping mechanisms (Table 2b), were calculated to provide an overview of the sample characteristics. To analyze the relationship between sociodemographic variables like age, gender, nationality, position etc. a one-way ANOVA was conducted for each of these independent variables. Post hoc tests were performed if significant differences were found to understand which specific groups differed from each other. To test **Hypothesis 1**, a **linear regression analysis** and a one-way ANOVA were conducted. Remote work was treated as the independent variable, while burnout was the dependent variable. For testing

Hypothesis 2 a **moderation analysis** was performed using the PROCESS macro in SPSS (Hayes 2018). This analysis explored whether autonomy (flexibility) to choose the days to work remotely acted as a moderator. For each of the analyses the three subdimensions of burnout (emotional exhaustion, depersonalization, personal accomplishment) were also explored. Moreover, a factor analysis (Table 55) was performed to analyze the different stressors individually and their potential

relationship with burnout. The factor analysis was not included in the results as it didn't show any significant relationships. Based on the insights from the other statistical analyses, practical recommendations were developed for consulting firms and consultants to decrease stress and burnout levels.

3.3 Survey structure

After introducing the topic, the first part of the survey focused on identifying ten key job demands in consulting, based on the JD-R model (Demerouti et al. 2001), including **High workload** (e.g., long hours, tight deadlines), **Client pressure and demands**, **Cognitive demands** (e.g., problemsolving, decision-making), **Role ambiguity** (e.g., unclear responsibilities), **Travel requirements** (e.g., frequent or long-distance travel), **Time zone differences** , **Lack of control or autonomy over work, Communication demands** (e.g., emails, calls), **Lack of flexibility** (e.g., limited remote work options) and **Lack of work-life balance** (e.g., insufficient personal time). Minor adjustments were made to the JD-R model to capture aspects specific to this study's focus on remote work and burnout in the consulting industry. Participants were also allowed to propose their own ideas in this section in order to receive more insights about their individual biggest challenges. These included a lack of rhythm, lack of decision making, office politics, missing project structure as well as artificial pressure. The second part of the survey measured the burnout levels of consultants using the **Maslach Burnout Inventory (MBI)** across the following three dimensions: **emotional exhaustion, depersonalization, and reduced personal accomplishment** with relevant questions for each dimension. Personal accomplishment is the only category that used reversed questions. Lastly, relevant sociodemographic data of participants regarding their age, gender, nationality, work experience in consulting, the current position (career level) and the type of consulting firm were collected (see Table 2a). The complete survey is attached in the Appendix in Table 1.

4 Results

4.1 Reliability Analysis

To assess the internal consistency of the measurement burnout, a reliability test was conducted, where Cronbach's Alpha showed a value of .91 (Table 3a). The subdimensions of burnout were also tested, where Cronbach's Alpha of emotional exhaustion showed a value of .908 (Table 3b), depersonalization a value of .797 (Table 3c) and personal accomplishment a value of .845 (Table 3d). These results highlight a good reliability (SPSSAnalysis.com 2024).

4.2 Descriptive statistics

A comparison of the averages between remote work and non-remote work shows that for those who do not have remote work, burnout is higher (M=3.62) than for those who have the option to work remotely (M=3.09) (Table 42a). However, only five out of 106 do not have the option to work remotely. The participants that work 5 days remotely have a mean of 2.88 compared to 3.68 (Table 42b). The mean comparison also showed slight differences between age groups, with older participants experiencing lower burnout than younger participants (Table 35). Moreover, senior consultants experience more burnout than partners (Table 39) and females experience more burnout than men (Table 36). Regarding the **job characteristics and demands** 42.5% of participants rated the frequency of stress in their job as a consultant on a 4 (on a scale from 1, which is never to 5, which is every day), and 10.9% on a 5, which highlights that more than half of the participants experience a high stress occurrence in their job. Only 5.7% answered that they never experience stress in their job. When it comes to the **top three stressors,** more than half of the participants **(66%)** named the **high workload** as the part of their job that is the most exhausting and stressful. This was followed by **client pressure and demands (38.7%)** mentions, **lack of work-life balance (36,8%)**, **role ambiguity (28.3%)** and **cognitive demands (23.6%).** The least mentioned stressors

were office politics (0.9%), missing project structure (0.9%), other skills are required (0.9%), lack of making decision from the other side (0.9%) and artificial pressure (internally) (0.9%). In terms of **working hours**, 33% of survey participants work between 40 and 70 hours per week. 63.2% of survey participants occasionally **work on weekends**, while 30.2% never work on weekends. 60.4% of survey participants regularly receive **variable pay** that is connected to their performance. Almost all participants have the option to work remotely (95.3%). Out of the participants that have the option to work remotely, 32.1% of participants can work remotely five days a week (full-time). More than half of the participants (58.5%) have full autonomy to decide which days they want to work remotely and 24.5% of participants have limited autonomy (only certain days, which are specified by their employer). 14.2% don't have the autonomy to choose the days they want to work remotely. When it comes to the link between remote work and stress, 35.8% of participants answered that the option to work remotely doesn't impact their stress levels, while 60.4% of participants indicated that the option to work remotely reduces their stress levels. Most participants (78.3%) answered that **remote work improves their work-life balance** while only 18.9% of participants said that remote work doesn't affect their work-life balance. Almost half of the participants (48.1%) mentioned that they work mostly in a team, 34.9% work both individually and in a team equally and 17% work mostly individually. Regarding team diversity, 52.8% of participants do perceive their **team as diverse**, while 41.5% said that they don't perceive their team as (in terms of gender, background, race, age). The five most named **coping strategies** when it comes to managing stress and maintaining a healthy work-life balance were **spending time with family and friends**, which was named by 79 out of 106 consultants (74.5%), **physical exercise** (67.9%), **hobbies and leisure activities** (48.1%), **taking time off/vacation** (32.1%) and **taking short breaks during meetings** (16%). The five least named coping mechanisms were Mindfulness & Meditation as well as Mental Health Support (8.5%), their partner (0.9%), Prioritizing relaxation

and personal downtime on weekends (0.9%), Organization (0.9%) and voluntary work (0.9%). The stressors and coping mechanisms are displayed in Table 2b. *Table 2b. Stressors and coping mechanisms*

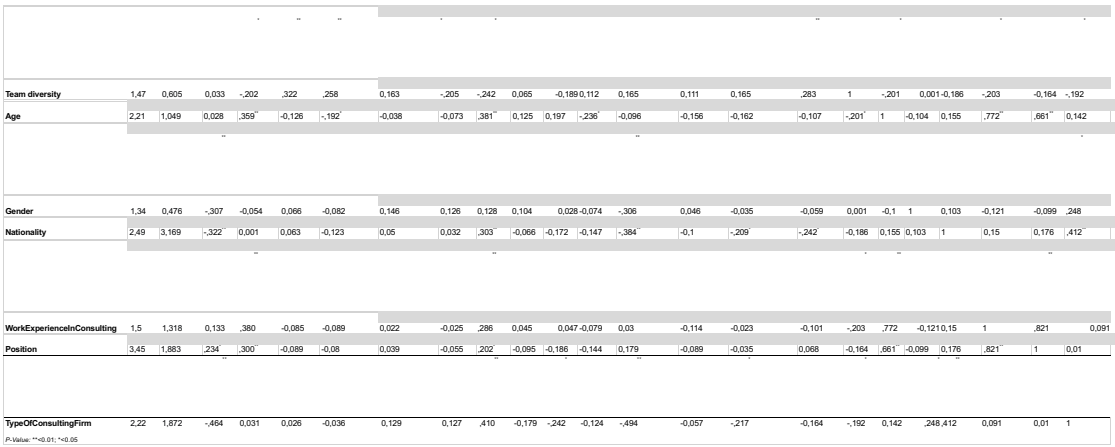
Stressors	Percentage
High workload	66%
Client pressure & demands	38,70%
Cognitive demands	23,60%
Role ambiguity	28,30%
Travel requirements	13,20%
Time zone differences	4,70%
Lack of control/autonomy over work	9,40%
Communication demands	17%
Lack of flexibility	6,60%
Lack of work-life balance	36,80%
Missing rhythm compared to full time employment	0,90%
Artificial pressure (internally)	0,90%
Office politics (internal and client side)	0,90%
lack of making decision from the other side	0,90%
Other skills are required than those requested in the request for quotation	0,90%
missing project structure (responsiblities, available resources)	0,90%
too many parallel work streams to be followed up	1,90%
Other	
Coping mechanisms	**Percentage**
Physical exercise	67,90%
Hobbies and Leisure Activities	48,10%
Mindfulness & Meditation	8,50%
Mental Health Support	8,50%
Spending time with family & friends	74,50%
Taking short breaks between meetings	16%
Taking time off/vacation	32,10%
Teamwork	13,20%
My partner	0,90%
Prioritizing relaxtion	0,90%
Voluntary work	0,90%
Organization	0,90%
Other	1,90%

4.3 Correlational Analysis

Table 5. Correlation Matrix

Descriptive Statistics and Correlations (N=106)

	Mean	Standard deviation	Work hours per week	Work during weekends	Option to work remotely	How many days per week can you work remotely	Flexibility to choose which days you work remotely	BUR_IND	Stressor 1	Stressor 2	Stressor 3	How often stressed in job	Job offers variable pay connected performance	Remote work affects stress levels	Remote work impact on ability to maintain a healthy work-life balance	Work individually or in team	Team diversity	Age	Gender	Nationality	Work Experience In Consulting	Position	Type Of Consulting Firm
Work hours per week	2,9	1,059	1	0,167	-0,149	-0,137	-,320**	0,158	-,324**	-0,145	-0,118	,443**	,534**	-0,106	-0,085	,294**	0,033	0,028	-,307**	-,322**	0,133	,234*	-,464**
Work during weekends	1,76	0,561	0,167	1	-0,174	-0,06	-0,007	,226*	0,065	-0,156	-0,051	,214*	0,036	-0,033	-0,003	-0,028	-,202*	,359**	-0,054	0,001	,380**	,300**	0,031
Option to work remotely	1,95	0,213	-0,149	-0,174	1	,393**	,532**	-0,141	0,061	0,093	0,168	0,028	-0,019	0,104	,225*	0,093	,322**	-0,13	0,066	0,063	-0,085	-0,089	0,026
How many days per week can you work remotely	3	1,707	-0,137	-0,06	,393**	1	,628**	-0,16	-0,161	-0,17	-0,051	0,005	0,094	0,105	,374**	-0,022	,258**	-,192*	-0,082	-0,123	-0,089	-0,08	-0,036
Flexibility to choose which days you work remotely	2,39	0,835	-,320**	-0,007	,532**	,628**	1	-0,153	0,061	-0,016	0,031	-0,136	-0,086	0,119	,341**	-0,073	0,163	-0,04	0,146	0,05	0,022	0,039	0,129
BUR_IND	3,1226	0,79453	0,158	,226*	-0,141	-0,16	-0,153	1	-0,055	-,274**	-0,019	,503**	-0,095	0,026	-0,165	-0,167	-,205*	-0,07	0,126	0,032	-0,025	-0,055	0,127
Stressor 1	2,22	2,989	-,324**	0,065	0,061	-0,161	0,061	-0,055	1	,360**	,357**	-,433**	-,343**	-,309**	-,245*	-,197*	-,242*	,381**	0,128	,303**	,286**	,202*	,410**
Stressor 2	4,74	2,863	-0,145	-0,156	0,093	-0,17	-0,016	-,274**	,360**	1	,526**	-,213*	-0,126	-0,022	0,181	-0,091	0,065	0,125	0,104	-0,066	0,045	-0,095	-0,179
Stressor 3	8,12	2,768	-0,118	-0,051	0,168	-0,051	0,031	-0,019	,357**	,526**	1	-0,045	-0,091	0,082	,250*	-0,18	-0,189	0,197	0,028	-0,172	0,047	-0,186	-,242*
How often stressed in job	3,33	1,049	,443**	,214*	0,028	0,005	-0,136	,503**	-,433**	-,213*	-0,045	1	0,189	0,156	0,094	0,135	0,112	-,236*	-0,074	-0,147	-0,079	-0,144	-0,124
Job offers variable pay connected to performance	2,32	0,952	,534**	0,036	-0,019	0,094	-0,086	-0,095	-,343**	-0,126	-0,091	0,189	1	0,038	0,086	,394**	0,165	-0,1	-,306**	-,384**	0,03	0,179	-,494**
Remote work affects stress levelsRemote work impact on ability to	1,25	0,954	-0,106	-0,033	0,104	0,105	0,119	0,026	-,309**	-0,022	0,082	0,156	0,038	1	,436**	-0,108	0,111	-0,16	0,046	-0,1	-0,114	-0,089	-0,057
maintain a healthy work-life balance	1,59	0,79	-0,085	-0,003	,225*	,374**	,341**	-0,165	-,245*	0,181	,250*	0,094	0,086	,436**	1	-0,058	0,165	-0,16	-0,035	-,209*	-0,023	-0,035	-,217*
Work individually or in team	2,31	0,748	,294**	-0,028	0,093	-0,022	-0,073	-0,167	-,197*	-0,091	-0,18	0,135	,394**	-0,108	-0,058	1	,283**	-0,11	-0,059	-,242*	-0,101	0,068	-0,164



Team diversity	1,47	0,605	0,033	-,202	,322	,258	0,163	-,205	-,242	0,065	-0,189	0,112	0,165	0,111	0,165	,283	1	-,201	0,001	-0,186	-,203	-0,164	-,192	
Age	2,21	1,049	0,028	,359	-0,126	-,192	-0,038	-0,073	,381	0,125	0,197	-,236	-0,096	-0,156	-0,162	-0,107	-,201	1	-0,104	0,155	,772	,661	0,142	
Gender	1,34	0,476	-,307	-0,054	0,066	-0,082	0,146	0,126	0,128	0,104	0,028	-0,074	-,306	0,046	-0,035	-0,059	0,001	-0,1	1	0,103	-0,121	-0,099	,248	
Nationality	2,49	3,169	-,322	0,001	0,063	-0,123	0,05	0,032	,303	-0,066	-0,172	-0,147	-,384	-0,1	-,209	-,242	-0,186	0,155	0,103	1	0,15	0,176	,412	
WorkExperienceInConsulting	1,5	1,318	0,133	,380	-0,085	-0,089	0,022	-0,025	,286	0,045	0,047	-0,079	0,03	-0,114	-0,023	-0,101	-,203	,772	-0,121	0,15	1	,821	0,091	
Position	3,45	1,883	,234	,300	-0,089	-0,08	0,039	-0,055	,202	-0,095	-0,186	-0,144	0,179	-0,089	-0,035	0,068	-0,164	,661	-0,099	0,176	,821	1	0,01	
TypeOfConsultingFirm	2,22	1,872	-,464	0,031	0,026	-0,036	0,129	0,127	,410	-0,179	-,242	-0,124	-,494	-0,057	-,217	-0,164	-,192	0,142	,248	,412	0,091	0,01	1	

*P-Value: ***<0.01; *<0.05*

The data analysis showed several significant correlations between key variables. **Work hours per week** and **job offers variable pay connected to performance** showed a strong positive relationship, with a correlation of .53 (**p** < 0.001). The **Type of Consulting Firm** was negatively correlated with **work hours per week** (r = -.46, **p** < 0.001) and **job offers with variable pay connected to performance** (r = -.49, **p** < 0.001). Burnout and Team Diversity showed a small negative correlation (r = -.20, p=0.035), which means that lower team diversity correlates with higher levels of burnout. Burnout and working on weekends also showed a small positive correlation (r = .22, p=0.02), which means that more work on weekends correlates with an increase in burnout levels. To further analyze the correlations between burnout and other variables, the **three dimensions of burnout (MBI) Emotional exhaustion (EX_IND), Depersonalization (DEP_IND) and Personal Accomplishment (PA_IND)** were split, and correlations were analyzed individually. **Work Hours per Week & Emotional Exhaustion** showed a **positive correlation** (r = .25, **p** = 0.009), which highlights that working more hours per week is linked to higher emotional exhaustion. A weak **negative correlation** (r = -.24, **p** = 0.011) between **personal accomplishment and the option to work remotely** suggests that having the option to work remotely might decrease personal accomplishment. There was no correlation found between the number of days of remote work per week and the experienced stress level in the job as a consultant (Table 61).

4.4 Regression analysis

In order to test hypothesis 1, which stated that remote work contributes significantly to the reduction of burnout in consultants, a regression analysis was done with the "option to work remotely" and "burnout" (Table 14). However, this regression analysis found no significant relationship between remote work and burnout ($p = .15$). Further regression analysis with burnout and the variables "how many days per week can you work remotely" (Table 15), the "flexibility to choose which days to work remotely" (Table 16), "**working individually or in team"** (Table 17) were also not significant ($p > 0.05$). However, "**team diversity**" (Table 18) positively correlated with burnout ($p = 0.035$) and the subdimension "**personal accomplishment**" ($p > 0.01$). The subdimension **"emotional exhaustion"** showed no significant association with the frequency or flexibility of remote work ($p > .05$), and the model explained only 20.3% of its variation, though this was not statistically significant ($p = .080$). **Depersonalization** was also not significantly predicted by remote work-related factors, though the type of consulting firm played a small role, explaining 26.5% of the variance ($p = .008$). **Personal accomplishment** was also not influenced significantly by remote work factors but was negatively associated with working individually rather than in teams, which explained 26.9% of the variance ($p = .007$). These results suggest that remote work, as measured in this study, does not significantly reduce burnout in consultants but emphasize the role of **team diversity** when it comes to addressing burnout**.**

Additional Statistics and Findings: Weekend work appeared to be a strong predictor of burnout ($B=.320$, $R^2 =.051$, $p = .020$) and emotional exhaustion ($B = .394$, $p = .033$, $R^2 = .043$). Team diversity was a strong predictor of personal accomplishment ($B = -.481$, $R^2 =.112$, $p<.001$), explaining 11.2% of its variance. However, it did not significantly affect emotional exhaustion ($p = .43$, $R^2 = .006$) or depersonalization ($p = .524$, $R^2 = .004$).

Top 5 stressors and their correlations with burnout and three subdimensions: High workload (**STR1**) ($r = .246$, $p < .001$) positively correlated with emotional exhaustion. **Client pressure (STR2)** positively correlated with emotional exhaustion ($r = .334$, $p < 0.001$) and burnout ($r = .244$, $p = .006$) and depersonalization ($r = .248$, $p = 0.005$). **Role ambiguity** (**STR4**) positively correlated with **personal accomplishment** ($r = .196$, $p = .022$). Lack of work-life balance (STR10) and cognitive demands (STR3) didn't have a significant correlation with burnout or its subdimensions.

Top 5 coping mechanisms and their correlations with burnout and its subdimensions: Out of the top five coping mechanisms only **"spending time with family & friends" (C5)** was negatively correlated with burnout ($r = -.294$, $p = 0.001$) and emotional exhaustion ($r = -.235$, $p = 0.008$) and depersonalization ($r = -.216$, $p = 0.13$) and personal accomplishment ($r = -.268$, $p = 0.003$). Physical exercise (C1), Hobbies and leisure activities (C2), Taking time off/vacation (C8) and taking short breaks during meetings (C6) didn't show significant correlations with burnout or its subdimensions. The codes for the stressors can be found in Table 25 and the codes for coping mechanisms in Table 30.

4.5 Moderation analysis

Hypothesis 2 examined whether autonomy (M) to decide when to work remotely moderates the relationship between remote work (X) and burnout (Y). Therefore, a moderation analysis was conducted with burnout (Y), days to work remotely per week (X) and the flexibility to choose days to work remotely (M). However, this analysis was **not significant** ($p = .36$) and the model explained only 3% of variance in burnout (see Table 46). Therefore, hypothesis 2 was also rejected. Similarly, no significant results were found with the three subdimensions of burnout (Table 49-52). The moderation with Emotional Exhaustion (Y), Days to work remotely per week (X), Flexibility to choose days to work remotely (M) was not also significant (Table 48).

Significant results: The moderation analysis with **weekend work (X), burnout (Y) and the flexibility to choose days to work remotely (M) was significant (p = 0.046)** (Table 47). And **weekend work (X) also positively predicted personal accomplishment (Y), where autonomy (M) moderated this effect (**p = 0.008). **Team diversity (M) moderated the relationship between weekend work (X) and burnout (Y) significantly and explained 12% of burnout variance (R^2 = .125, p = 0.0033) (see Table 54).** This suggests that higher team diversity may reduce burnout levels associated with weekend work.

4.5 One-way ANOVA

Burnout: The one-way anova didn't show significant (p < 0.05) differences between any of the sociodemographic factors like age (Table 35), **nationality** (Table 37), **work experience in consulting** (Table 38), or consulting firms (Table 40) when it comes to burnout levels. However, **older participants** showed a slightly lower mean (M = 2.93) than younger participants (M = 3.13) (Table 35). The **gender** comparison showed that males had a slightly mean (M=3.05) than **females** (M = 3.26) when it comes burnout (Table 36). **Senior consultants** (M = 3.74) showed the highest mean and **partners** the lowest (M = 2.75) when it comes to burnout (Table 39). The **option to work remotely** did not have significant differences (p = .15) regarding burnout (Table 42a), however consultants that work remotely had a lower mean (M = 3.09) when it comes to burnout than people who don't have this option (M = 3.62). The number of remote workdays did show almost significant (p = 0.05) differences when it comes to burnout and consultants that work 5 days per week remotely have the lowest mean (M = 2.88), while consultants that don't work remotely have the highest mean (M = 3.68) and therefore highest burnout (Table 42b).

Emotional exhaustion: Although not significant (p =.581), consultants that did have the option to work remotely had a lower mean when it comes to emotional exhaustion (M = 2.79) compared to consultants without this option (M = 3.06) (Table 43a). There were however significant differences

between the number of remote workdays and their effect on emotional exhaustion (p = .042) and participants with 5 days per week remote work had again the lowest mean (M = 2.5) compared to participants without this option (M = 3.04) (Table 43b).

Depersonalization: No significant differences were found between the option to work remotely and its effect on depersonalization (p=.85) (Table 44a) as well as no significant differences between the number of days of remote work (p = .601) (Table 44b).

Personal accomplishment: The option to work remotely did have significant differences when it comes to personal accomplishment (p = .011) (Table 45a). Consultants with the option to work remotely had a lower mean (M = 3.9) compared to consultants without this option (M = 4.9) when it comes to personal accomplishment. The number of remote workdays did also have a statistically significant impact on personal accomplishment (p = .019), with a moderate effect size (Eta-squared = 0.125) (Table 45b) and it showed that the more days consultants work remotely, the lower their mean when it comes to personal accomplishment. Therefore, consultants that work remotely feel less accomplishment in their work then working in the office. However, when interpreting the results it is important to note that only 5 out of 106 participants didn't have the option to work remotely. The complete one-way ANOVA can be found from Table 35 to 45.

5 Discussion

This study examined two hypotheses: whether remote work can significantly lower burnout levels within consultants (1) and whether the autonomy (flexibility) to choose the days to work remotely moderates this relationship (2). While both hypotheses had to be dismissed due to a lack of statistical significance, the results still showed some intriguing patterns, such as the impact of gender, workload, weekend work, and the distinct burnout dimensions, particularly emotional exhaustion, which stood out. Even though 60.4% of consultants believed that remote work helped

alleviate stress, no meaningful link was established between the frequency of remote workdays and burnout. As a result, the first hypothesis was not supported, suggesting that while remote work offers perks like flexibility and a comfortable setting, these benefits alone don't seem enough reduce burnout in consulting. Similarly, the second hypothesis didn't hold up in the analysis. It turns out that simply having the freedom to choose remote work schedules doesn't appear to influence burnout levels. **Women generally reporting higher burnout levels than men** and **senior consultants showing more burnout compared to partners**. Additionally, there was a surprising **negative association between personal accomplishment and remote** work, suggesting that remote options might slightly reduce feelings of achievement. Additionally, the moderation analysis revealed that team diversity has a significant impact on the relationship of working on weekends and burnout, therefore it can help to reduce burnout levels that are increased by working on weekends. The results highlighted that **longer work hours** and **working during weekends** contribute to **emotional exhaustion**. This might be due to the reason that sustained effort without enough recovery time led to the depletion of emotional and physical resources. These results are supported by different studies form Wong et. Al (2019), Barck-Holst et al. 2019 and 2022, which were presented in the literature review. **Moreover, working during weekends** further limits recovery time. Weekends are generally reserved for rest and personal activities, so when consultants work during these periods, the likelihood of emotional exhaustion increases due to the continuous work cycle without mental breaks. This lack of recuperation between workdays intensifies burnout (Costin et al. 2023). The results underline the importance of a balance between job demands and resources in consulting firms, especially in remote settings.

6 Implications for consulting firms

The results indicate that remote work doesn't significantly reduce burnout among consultants, nor does the autonomy to choose remote workdays meaningfully impact burnout levels. This suggests

that flexibility in scheduling, as adopted by firms like KPMG and Deloitte, may be insufficient to tackle the root causes of burnout. Consulting firms might consider workload management, setting realistic client expectations, and reinforcing work-life balance policies, such as KPMG's initiatives to establish clear boundaries between work and personal time. Common coping strategies (mechanisms) among consultants include time with family and friends, exercise, and hobbies, suggesting firms could encourage flexible schedules and provide wellness programs or sports memberships. Programs like EY's mindfulness sessions and counseling, and Deloitte's Virtual Health Days reflect efforts to support well-being, though firms could improve these initiatives by protecting personal time, limiting weekend work, and offering compensatory time off. The findings suggest that weekend work and long hours are linked to emotional exhaustion, underscoring the importance of monitoring hours and reducing weekend demands. With most respondents (95.3%) working remotely, consulting firms should establish regular virtual check-ins and foster a culture of trust, where employees feel comfortable discussing stress. Surveys and regular transparent feedback sessions could help consulting firms address biases and foster a supportive workplace environment. Leaders can promote trust by emphasizing outcome-based goals over strict hours, supporting consultants' needs. Additionally, diverse teams might help to reduce burnout, especially for weekend work, which implies that diversity could serve as a support mechanism. While some big firms have made strides in supporting consultant well-being through wellness programs, a deeper focus on systemic solutions—workload management, realistic client expectations, clear boundaries, and diverse team compositions—could more effectively reduce burnout.

7 Limitations

This study has a few limitations. First, the sample size (106) and demographic composition—primarily male consultants from Germany—may limit generalizability. Efforts were made to include consultants from diverse backgrounds, but the sample largely consisted of strategy and

management consultants. Moreover, 95,3% of participants work at least partially remote, therefore there are not enough non-remote workers for comparison. In future studies, more non-remote workers should be taken into the sample for a better comparison. Second, response bias might affect self-reported burnout and work-life balance, as participants may underreport burnout due to concerns about job security or personal image, which could lead to less accurate data. Third, differences across consulting sectors (e.g., IT consulting versus strategy consulting) could mean that burnout experiences vary, making it challenging to generalize findings. The size of the consulting firm was not captured, which could be done in future studies, as it might also play a role. Moreover, the reliance on self-reported data introduces subjectivity. Finally, the study's short data collection period may not capture the longer-term impacts of remote work on burnout. The study also exclusively surveyed consultants employed by firms, not self-employed individuals, which could be explored in future research. Additionally, the concept of "team diversity" is broad and could be refined in future studies to analyze individual factors, such as gender, background, or age, to identify the most impactful aspects on burnout. The Maslach Burnout Inventory (MBI) and the Job Demands-Resources (JD-R) Model also have their limitations. While widely used, the MBI focuses primarily on emotional exhaustion and may miss other burnout dimensions, like physical fatigue, which can also play a significant role (Shirom 2005). Moreover, the MBI tends to emphasize individual experiences, potentially neglecting broader organizational and societal factors that can contribute to burnout (Halbesleben & Buckley 2004). The JD-R Model provides a useful structure for understanding job demands and resources but may oversimplify the consulting context, where demands and resources are often interwoven in complex ways (Bakker and Demerouti 2007). Additionally, the JD-R Model's focus on demands and resources might overlook subtle influences, such as company culture or external pressures, which affect burnout and worklife balance in consulting (Schaufeli and Taris 2014).

8 Recommendations

Future research could investigate personalized remote work models, allowing consultants to choose in-office or remote days based on project needs and personal well-being. Job flexibility, as noted by Hill et al. (2001), may enhance work-life balance by reducing conflict between work and family roles. Consulting firms could further support work-life balance with micro-breaks, family-friendly schedules, and flexible shifts (Hill et al. 2001). Digital detox periods could help address the "always-on" culture that contributes to burnout (Duxbury and Smart 2011). Future studies might also explore virtual leadership practices, such as well-being check-ins, emotional intelligence training, and mentorship for remote teams (Cascio and Shurygailo 2003). Diverse, smaller virtual teams could foster collaboration and social support, potentially reducing burnout (Gibson and Cohen 2003). Cross-sector collaboration platforms could help consultants share best practices and coping strategies across industries (Huxham and Vangen 2004). Data-driven wellness programs using productivity and wellness data could provide personalized mental health support for globally distributed teams (Sonnentag and Fritz 2015; Bloom et al. 2015). The findings underscore the need to reduce weekend work and promote flexibility to mitigate burnout. Diversity within teams also appears beneficial, but effective leadership adapted to team composition remains crucial. High workloads and client pressure contribute most to burnout, impacting emotional exhaustion and personal accomplishment. Firms could implement communication training, workload monitoring, structured breaks, and clear role definitions to support consultant well-being. Resilience and stress management workshops could further aid consultants in handling client demands. The study also found that time with family is a key coping mechanism. Firms should support flexible work policies, encourage PTO, and set reasonable workload expectations to protect personal time. Although it was not mentioned much in the survey, mindfulness has shown potential for reducing burnout in other studies (Lefrank and Gräf 2021). Gender, age and position should also be explored

in future studies to identify why differences were found regarding burnout levels. Follow-up studies should include a **larger and more diverse group** (sample size) of consultants across different industries and geographic regions and include more people that don't work remotely, for comparison. **Qualitative interviews** could help to gain deeper insights into personal experiences and organizational nuances. Moreover, burnout levels could be tracked over a year or more to assess the **long-term effects** of remote work and interventions like autonomy. Additional variables like **leadership style, company culture, and digital tools** could also be explored for further insights. Lastly, the different **consulting sectors** (e.g. Strategy consulting vs. IT consulting) should be compared more thorougly and the concept of **team diversity** should be refined to find out the most important aspect like gender, background, or age.

9 Conclusion

While remote work and autonomy offer some benefits, they do not significantly reduce burnout in consultants. Instead, workload management and addressing emotional exhaustion through systemic changes in work hours and weekend expectations should be implemented to reduce burnout in the high-stress profession of consulting, considering potential differences between the kind of consulting firm. Future research should explore additional factors that could contribute to burnout within the consulting industry and potentially add qualitative data for more personal insights.

References

Accenture. 2022. *The Future of Work: Productive Anywhere.* Accessed November 17, 2024. https://www.accenture.com/us-en/insights/consulting/future-work.

Allen, Tammy D., Timothy D. Golden, and Kristen M. Shockley. 2015. "How Effective Is Telecommuting? Assessing the Status of Our Scientific Findings." *Psychological Science in the Public Interest* 16 (2): 40-68. https://doi.org/10.1177/1529100615593273

Bain & Company. n.d. "Establishing Best." Accessed November 6, 2024. https://www.bain.com/careers/impact-stories/establishing-best/

Bakker, Arnold B., and Evangelia Demerouti. 2007. "The Job Demands-Resources Model: State of the Art." *Journal of Managerial Psychology* 22 (3): 309-328. https://doi.org/10.1108/02683940710733115

Bakker, Arnold B., and Evangelia Demerouti. 2017. "Job Demands–Resources Theory: Taking Stock and Looking Forward." *Journal of Occupational Health Psychology* 22 (3): 273-85. https://doi.org/10.1037/ocp0000056

Barck-Holst, P., Å. Nilsonne, T. Åkerstedt, and C. Hellgren. 2019. "Coping with Stressful Situations in Social Work before and after Reduced Working Hours, a Mixed-methods Study." *European Journal of Social Work* 1–15. doi:10.1080/13691457.2019.1656171

Barck-Holst, Peter, Åsa Nilsonne, Torbjörn Åkerstedt, and Carina Hellgren. 2022. "Reduced Working Hours and Work-Life Balance." *Nordic Social Work Research* 12 (4): 450–63. https://doi.org/10.1080/2156857X.2020.1839784

Becker, William. J., Liuba Y. Belkin, Sarah E. Tuskey, Samantha A. Conroy. 2022. *Surviving Remotely: How Job Control and Loneliness during a Forced Shift to Remote Work*

Impacted Employee Work Behaviors and Well-Being. Human Resource Management, 61(4), 449-464. **https://doi.org/10.1002/hrm.22102**

Bick, Alexander, Adam Blandin, and Karel Mertens. 2020. "Work from Home After the COVID-19 Outbreak." *Federal Reserve Bank of Dallas Working Paper*. https://doi.org/10.24149/wp2017

Bloom, Nicholas, James Liang, John Roberts, and Zhichun Jenny Ying. 2015. "Does Working from Home Work? Evidence from a Chinese Experiment." *National Bureau of Economic Research Working Paper Series*, no. 18871. https://doi.org/10.1093/qje/qju032

Brough, Paula, Carolyn Timms, Michael P. O'Driscoll, Thomas Kalliath, Oi Ling Siu, Catherine Sit, and Doris Lo. 2014. "Work–Life Balance: A Longitudinal Evaluation of a New Measure Across Australia and New Zealand Workers." *The International Journal of Human Resource Management* 25 (19): 2724-44. https://doi.org/10.1080/09585192.2014.899262

Buengeler, Claudia. 2024. "Die Rolle von Führung im Management von Diversität." *Springer*. https://link.springer.com/10.1007/978-3-658-30684-7_58-1.

Buunk, Abraham P., José Maria Peíró, Isabel Rodríguez, and M. Jesús Bravo. 2007. "A Loss of Status and a Sense of Defeat: An Evolutionary Perspective on Professional Burnout." *European Journal of Personality* 21 (4): 471–85. https://doi.org/10.1002/per.627

Buunk, Abraham P., and Maryanne Fisher. 2009. "Individual differences in intrasexual competition." *Evolutionary Psychology* 7(1), 37-48. https://doi.org/10.1556/jep.7.2009.1.5

Cascio, Wayne F., and Stan Shurygailo. 2003. "E-Leadership and Virtual Teams." *Organizational Dynamics* 31(4): 362–376. https://doi.org/10.1016/S0090-2616(02)00130-4

Cheong, Weng. 2020. “A McKinsey Managing Partner Unpacks the 5 Steps the Firm Is Taking to Help Consultants Cope with Mental Illness and Burnout Right Now.” *Business Insider*, November 2. https://www.businessinsider.com/mckinsey-burnout-mental-healthmanagement-consulting-2020-10

Costin, Alina, Alina Felicia Roman, and Raluca-Stefania Balica. 2023. "Remote Work Burnout, Professional Job Stress, and Employee Emotional Exhaustion during the COVID-19 Pandemic." *Frontiers in Psychology*. https://doi.org/10.3389/fpsyg.2023.1193854

Crawford, Jospeh. 2022. *Working from Home, Telework, and Psychological Wellbeing: A Systematic Review*. Sustainability, 14(11874).

Croft, Jazz, Acacia Parks, and Ashley Whillans. 2024. "Why Workplace Well-Being Programs Don't Achieve Better Outcomes." *Harvard Business Review*, October 1. https://hbr.org/2024/10/why-workplace-well-being-programs-dont-achieve-betteroutcomes?ab=HP-latest-text-1

Deloitte. 2015. “Workplace Burnout Survey.” Accessed November 6, 2024. https://www2.deloitte.com/us/en/pages/about-deloitte/articles/burnout-survey.html

Deloitte. 2024. Well-being @ Deloitte. Accessed November 6, https://www2.deloitte.com/de/de/pages/careers/articles/well-being-at-deloitte.html

Demerouti, Evangelia, Arnold B. Bakker, Friedhelm Nachreiner, and Wilmar B. Schaufeli. 2001.

“The Job Demands-Resources Model of Burnout.” *Journal of Applied Psychology* 86 (3): 499-512. https://doi.org/10.1037/0021-9010.86.3.499

Duxbury, Linda, and Rob Smart. 2011. " The ‘Myth of Separate Worlds’: An Exploration of How

Mobile Technology Use Impacts Work-Life Balance." In *Creating Balance?*, edited by S. Kaiser, M. Ringlstetter, D. Eikhof, and M. Pina e Cunha, 269–84. Berlin: Springer. https://doi.org/10.1007/978-3-642-16199-5_15.

Felstead, Alan, and Golo Henseke. 2017. "Assessing the Growth of Remote Working and Its Consequences for Effort, Well-being, and Work-life Balance." *New Technology, Work and Employment* 32 (3): 195-212. https://doi.org/10.1111/ntwe.12097

French, Doran. C., Elizabeth. A. Jansen, and Sri Pidada. 2002. "United States and Indonesian children's and adolescents' reports of relational aggression by disliked peers." *Child Development* 73 (4), 1143–50. https://doi.org/10.1111/1467-8624.00463

Garcia, H. A. 2024. *Evolutionary Roots of Occupational Burnout: Social Rank and Belonging*. *Adaptive Human Behavior and Physiology, 10(1), 50-70. https://doi.org/10.1007/s40750-024-00235-4*

Georganta, Katerina, Efharis Panagopoulou and Anthony Montgomery. 2014. "Talking behind their backs: negative gossip and burnout in hospitals." *Burnout Research*, 1 (2), 76–81. https://doi.org/10.1016/j.burn.2014.07.003

Gibson, Cristina B., and Susan G. Cohen. 2003. *Virtual Teams that Work: Creating Conditions for Virtual Team Effectiveness.* San Francisco: Jossey-Bass. https://www.wiley.com/enus/Virtual+Teams+That+Work%3A+Creating+Conditions+for+Virtual+Team+Effectiven ess+-p-9780787965693

GitLab. 2020. "The Remote Work Report by GitLab: The Future of Work Is Remote." Accessed November 6, 2024. https://about.gitlab.com/remote-work-report

Glöser, Sabine. 2021. "Teamdiversität: Vielfalt allein ist kein Garant für Erfolg." *Ärztestellen.*

Accessed November 6, 2024. https://aerztestellen.aerzteblatt.de/de/redaktion/teamdiversitaet-vielfalt-allein-istkein-garant-fuer-erfolg

Grier, Kelly. 2021. “Caring for Our People: EY and the Mental Health Imperative.” LinkedIn. Accessed September 16, 2024. https://www.linkedin.com/pulse/caring-our-people-eymental-health-imperative-kelly-grier/

Gröpel, Peter, and Julius Kuhl. 2009. "Work–Life Balance and Subjective Well-Being: The Mediating Role of Need Fulfillment." *British Journal of Psychology* 100 (2): 365–375.

Halbesleben, John R., and M. Ronald Buckley. 2004. “Burnout in Organizational Life.” *Journal of Management*, 30 (6): 859-879. https://doi.org/10.1016/j.jm.2004.06.004

Haufe Online. 2024. „Erreichbarkeitsdruck, Überstunden und Arbeitsstress führen zu BurnoutSymptomen.“ Accessed November 6, 2024. https://www.haufe.de/personal/hrmanagement/studie-zu-work-life-balance-und-burnout-symptomen_80_631390.html

Hayes, A. F. 2018. *Introduction to Mediation, Moderation, and Conditional Process Analysis.* 2nd ed. New York: Guilford Press.

Hill, E. Jeffrey, Alan J. Hawkins, Maria Ferris, and Michelle Weitzman. 2001. "Finding an Extra Day a Week: The Positive Influence of Perceived Job Flexibility on Work and Family Life Balance." *Family Relations*, 50 (1): 49–58. https://www.jstor.org/stable/585774

Huxham, Chris, and Siv Vangen. 2004. *Managing to Collaborate: The Theory and Practice of Collaborative Advantage.* (1st ed.). London: Routledge. https://doi.org/10.4324/9780203010167

Kayser, Ina and Marin Lange. (2022). The Role of Self-Efficacy, Work-Related Autonomy and Work-Family Conflict on Employee's Stress Level during Home-Based Remote Work in Germany. *International Journal of Environmental Research and Public Health*. 19. 10.3390/ijerph19094955

KPMG. n.d. "Health and Well-being: Providing for the Needs of Our People." Accessed November 6, 2024. https://kpmg.com/us/en/articles/2023/health-and-well-beingproviding-for-the-needs-of-our-people.html

Lefrank, Walentina, and Michael Gräf. 2021. "Eine quantitative Studie zum Einfluss von Achtsamkeit auf Stress, Burnout und Depression." *EconStor*, https://www.econstor.eu/handle/10419/248720.

Maslach, Christina, Susan E. Jackson. 1981. "The Measurement of Experienced Burnout." *Journal of Occupational Behavior* 2 (2), 99–113. https://doi.org/10.1002/job.4030020205

Maslach, Christina, Susan E. Jackson, and Michael P. Leiter. Maslach, Christina, Susan E. Jackson, and Michael P. Leiter. 1996. *Maslach Burnout Inventory Manual.* 3rd ed. Palo Alto: Consulting Psychologists Press.

McKinsey & Company. 2020. "Behind Our Work to Support Behavioral Health Amid COVID19." Accessed November 6, 2024. https://www.mckinsey.com/about-us/new-at-mckinseyblog/behind-our-work-to-support-behavioral-health-amid-covid-19

McKinsey & Company. 2023. "Jeder Fünfte Beschäftigte in Deutschland Spürt Burnout-Symptome". Accessed November 6, 2024. https://www.mckinsey.com/de/news/presse/2023-11-03-mhi-report-reframing-employeehealth

Pendell, Ryan. 2023. “State of the Global Workplace 2023.” *Gallup*. Accessed November 6, 2024. https://www.gallup.com/workplace/393497/world-trillion-workplace-problem.aspx

Purvanova, Radostina K., and John P. Muros. 2010. "Gender Differences in Burnout: A Meta-Analysis." *Journal of Vocational Behavior* 77 (2): 168-85. https://doi.org/10.1016/j.jvb.2010.04.006

Rañeses, Melvin S., Edgar Suliva Bacason, Noor un Nisa, and Salvacion Martir. 2022. "Investigating the Impact of Remote Working on Employee Productivity and Work-life Balance: A Study on the Business Consultancy Industry in Dubai, UAE." *International Journal of Business and Administrative Studies* 8 (2): 63-81. https://dx.doi.org/10.20469/ijbas.8.10002-2

Rump, Jutta, and Marc Brandt. 2020. "Zoom Fatigue." Ludwigshafen: Institute for Employment and Employability. https://www.ibeludwigshafen.de/fileadmin/ibe/Medien/Publikationen/EN_IBE-Studie-Zoom-Fatigue.pdf

Rump, Jutta. 2021. “Zoom Fatigue: Wenn die Müdigkeit in Virtuellen Meetings Einsetzt.” *Haufe.de*. Accessed November 6, 2024. https://www.haufe.de/personal/hrmanagement/zoom-fatigue_80_542234.html

Schaufeli, Wilmar B., and Toon W. Taris. 2014. “A Critical Review of the Job Demands-Resources Model: Implications for Improving Work and Health.” In *Bridging Occupational, Organizational and Public Health*, edited by Sabine A. E. Geurts, Ariane de Lange, and Maria Kompier, 43-68. Dordrecht: Springer. https://doi.org/10.1007/978-94-007-5640-3_4

Shimura, Akiyoshi, Katsunori Yokoi, Yoshiki Ishibashi, Yusaku Akatsuka, and Takeshi Inoue. 2021. "Remote Work Decreases Psychological and Physical Stress Responses, but Full-Remote Work Increases Presenteeism." *Frontiers in Psychology* 12. Article 730969. https://doi.org/10.3389/fpsyg.2021.730969

Shirom, Arie. 2005. "Reflections on the Study of Burnout." *Work & Stress*, 19 (3): 263-270. https://doi.org/10.1080/02678370500376649

Singh, Pallavi, Hillol Bala, Bidit Lal Dey, and Raffaele Filieri. 2022. "Enforced Remote Working: The Impact of Digital Platform-Induced Stress and Remote Working Experience on Technology Exhaustion and Subjective Well-Being." *Journal of Business Research* 151: 269–286. https://doi.org/10.1016/j.jbusres.2022.07.002.

Sonnentag, Sabine, and Charlotte Fritz. 2015. "Recovery from Job Stress: The StressorDetachment Model as an Integrative Framework." *Journal of Organizational Behavior*, 36 (1): 72–103. https://www.jstor.org/stable/26610962

SPSSAnalysis.com. n.d. "Cronbach's Alpha (α) Using SPSS - Reliability Analysis." Accessed October 10, 2024. https://spssanalysis.com/cronbachs-alpha-in-spss/.

Sullivan, Cath. 2012. "Remote Working and Work-Life Balance." In *Work and Quality of Life: Ethical Practices in Organizations*, edited by Nora P. Reilly, M. Joseph Sirgy, and C. Allen Gorman, 275–290. Dordrecht: Springer.

Upwork. (2020). *Upwork study finds 22% of American workforce will be remote by 2025*. Retrieved January 6, 2025, from https://www.upwork.com/press/releases/upwork-studyfinds-22-of-american-workforce-will-be-remote-by-2025

Von Rueden, Christopher R., and Adrian V. Jaeggi. 2016. "Men's Status and Reproductive

Success in 33 Nonindustrial Societies: Effects of Subsistence, Marriage System, and Reproductive Strategy." *Proceedings of the National Academy of Sciences* 113 (39): 10824–29. https://doi.org/10.1073/pnas.1606800113

Whelan, Denis. 2021. "The Not-So-Obvious Way to Address Consulting Burnout." *Forbes*, July 14. https://www.forbes.com/sites/forbestechcouncil/2021/07/14/the-not-so-obvious-wayto-address-consulting-burnout/

Wong, Kapo, Alan H. S. Chan, & S. C. Ngan. 2019. "The Effect of Long Working Hours and Overtime on Occupational Health: A Meta-Analysis of Evidence from 1998 to 2018." *International Journal of Environmental Research and Public Health*16 (12): Article 2102. https://doi.org/10.3390/ijerph16122102

World Health Organization. 2019. "Burn-out an "Occupational Phenomenon": International Classification of Diseases." *World Health Organization*. Accessed November 6, 2024. https://www.who.int/news/item/28-05-2019-burn-out-an-occupational-phenomenoninternational-classification-of-diseases

Appendix

Table 1. Survey questionnaire

Section 1: Topic of the survey: **Remote work, burnout levels and work-life balance in consulting firms**

Thank you for taking the time to participate in this survey.

This study is part of a master's thesis research focused on understanding the relationship between remote work, burnout levels and work-life balance in the consulting industry.

Please only participate if you are an employed Consultant.

Your participation in this survey is voluntary and completely anonymous. The data collected will be used solely for academic purposes and will be treated confidentially. No identifiable information will be linked to your responses.

By continuing, you consent to participate in this survey and acknowledge that you have read and understood the purpose of the research.

Time for participation: 3-5 min

Thank you for your cooperation!

Section 2: Job characteristics & demands

On a scale from 1 to 5, how often do you feel stressed in your current job as a Consultant?

What part of your job is the most exhausting & stressful? (Pick up to 3 options)

- High workload (e.g., long hours, tight deadlines)
- Client pressure and demands
- Cognitive demands (e.g., problem-solving, decision-making)
- Role ambiguity (e.g., unclear responsibilities)
- Travel requirements (e.g., frequent or long-distance travel)
- Time zone differences in global projects
- Lack of control or autonomy over work
- Communication demands (e.g., emails, calls)
- Lack of flexibility (e.g., limited remote work options)

- Lack of work-life balance (e.g., insufficient personal time)
- Other…

How many hours per week do you work on average?

- Less than 40 hours
- 40-50 hours
- 51-60 hours
- 61-70 hours
- More than 70 hours

Do you work during the weekends?

- Never
- Occasionally
- Always

Does your job offer variable pay connected to your performance (e.g., bonuses, performance incentives, commissions)?

- Yes, regularly (e.g., quarterly or annual bonuses)
- Yes, occasionally (e.g., project-based or seasonal bonuses)
- No, my job does not offer variable pay
- Not sure / Don’t know

Do you currently have the option to work remotely?

- Yes
- No

If yes, how many days per week can you work remotely?

- 5 days per week (Full-time)
- 4 days per week
- 3 days per week
- 2 days per week
- 1 day per week
- Not applicable (I don't have the option to work remotely) Do you have the flexibility to choose which days you work remotely?
- Yes, I have full autonomy to decide the days.
- Yes, but only on certain days specified by my employer.
- No, my remote work days are fixed by my employer.
- Not applicable (I don't have the option to work remotely) To what extent does the option to work remotely affect your stress levels?
- It reduces my stress.
- It increases my stress.
- It does not affect my stress levels.

How does remote work impact your ability to maintain a healthy work-life balance?

- It improves my work-life balance.
- It worsens my work-life balance.
- It has no effect on my work-life balance.

Do you work mostly individually or in a team?

- Individually
- Team
- Both equally

Do you perceive your team as diverse in terms of gender, background, race, and age?

- Yes
- No
- Not applicable (I don't work in a team)

Section 3: Maslach Burnout Inventory (MBI)

Below are statements related to your work experiences. Please indicate how often you experience each of the following:

Rating Scale:

1 = Never

2 = Once a month or less

3 = A few times a month

4 = Once a week

5 = A few times a week

6 = Every day

Questions to explore emotional exhaustion:

1. I feel emotionally drained from my work.

2. I feel fatigued when I get up in the morning and have to face another day on the job.
3. I feel used up at the end of the workday.
4. I feel frustrated by my job.
5. I feel I am working too hard on my job.
6. I feel like I'm at the end of my rope.

Questions to explore depersonalization:

1. I feel I treat some clients or colleagues as if they were impersonal objects.
2. I've become more callous toward people since I took this job.
3. I worry that this job is hardening me emotionally.
4. I feel indifferent toward my work.

Questions to explore personal accomplishment:

1. I can easily understand how my clients or colleagues feel about things.
2. I deal very effectively with the problems of my clients or colleagues.
3. I feel I'm positively influencing other people's lives through my work.
4. I feel very energetic.
5. I can easily create a relaxed atmosphere with my clients or colleagues.
6. I feel exhilarated after working closely with my clients or colleagues.
7. I have accomplished many worthwhile things in this job.

Section 4: Personal strategies to prevent burnout

How do you manage stress and maintain work-life balance?

- Physical exercise

- Hobbies and Leisure Activities
- Mindfulness & Meditation
- Mental Health Support (talking to a therapist or counselor)
- Spending time with family & friends
- Taking short breaks between meetings
- Taking time off/vacation
- Teamwork (collaborating with my colleagues, supporting each other)
- Other…

Section 5: Sociodemographic data

Age*

18-24

25-34

35-44

45-54

55 and above

Gender*

Male

Female

Nationality *

German

Austrian

Swiss

Portuguese

US

Other:

Work Experience in Consulting* Less than 1 year

1-3 years

4-6 years

7-10 years

More than 10 years

Current Position*

Intern

Analyst

Consultant

Senior Consultant

Manager

Senior Manager/Director

Partner

Type of Consulting Firm*

Strategy Consulting

Management Consulting

IT/Technology Consulting

Financial Consulting

Other:

Section 6: End

Thank you for completing the survey. Your insights are valuable and will contribute to a better understanding of the relationship between remote work, burnout levels and work-life balance in the consulting industry. If you have any questions or would like to receive a summary of the study results, please feel free to reach out:

E-mail: ipskohlbecker@gmail.com

Table 2a. Sociodemographic Characteristics of the Participants (n=106)

Sociodemographic characteristics (n=106)	**n**	**%**
Gender		
Female	36	34%
Male	70	66%
Age		
18-24	22	20,80%
25-34	61	57,50%
35-44	8	7,50%

45-54	9	8,50%
55 and above	6	5,70%
Nationality		
German	70	66,00%
Portuguese	13	12,30%
Swiss	4	3,80%
Austrian	3	2,80%
Italian	5	4,70%
Russian	1	0,90%
India	1	0,90%
Sweden	1	0,90%
Canadian	1	0,90%
European	1	0,90%
-	1	0,90%
Spanish	1	0,90%
Mozambican	1	0,90%
Brazilian	1	0,90%
Norwegian	2	1,90%
Work Experience in Consulting		
Less than 1 year	22	20,80%
1-3 years	50	47,20%
4-6 years	8	7,50%
7-10 years	11	10,40%
More than 10 years	15	14,20%

Position		
Intern	23	21,70%
Analyst	7	6,60%
Consultant	34	32,10%
Senior Consultant	12	11,30%
Manager	10	9,40%
Senior Manager/Director	11	10,40%
Partner	9	8,50%
Type of firm		
Strategy Consulting	48	45,30%
Management Consulting	30	28,30%
IT/Technology Consulting	13	12,30%
Financial Consulting	8	7,50%
A&C&D and more	1	0,90%
Audit	1	0,90%
HR	1	0,90%
Marketing Consulting	1	0,90%
Public services	1	0,90%
SCM	1	0,90%
No information	1	0,90%

Table 2b. Stressors and coping mechanisms

Stressors	**Percentage**
High workload	66%
Client pressure & demands	38,70%
Cognitive demands	23,60%
Role ambiguity	28,30%

Travel requirements	13,20%
Time zone differences	4,70%
Lack of control/autonomy over work	9,40%
Communication demands	17%
Lack of flexibility	6,60%
Lack of work-life balance	36,80%
Missing rhythm compared to full time employment	0,90%
Artificial pressure (internally)	0,90%
Office politics (internal and client side)	0,90%
lack of making decision from the other side	0,90%
Other skills are required than those requested in the request for quotation	0,90%
missing project structure (responsiblities, available resources)	0,90%
too many parallel work streams to be followed up	1,90%
Other	
Coping mechanisms	**Percentage**
Physical exercise	67,90%
Hobbies and Leisure Activities	48,10%
Mindfulness & Meditation	8,50%
Mental Health Support	8,50%
Spending time with family & friends	74,50%
Taking short breaks between meetings	16%
Taking time off/vacation	32,10%
Teamwork	13,20%
My partner	0,90%
Prioritizing relaxtion	0,90%
Voluntary work	0,90%
Organization	0,90%
Other	1,90%

Figure 1. Job Demands-Resources (JD-R) Model, adapted from Bakker and Demerouti (2017)

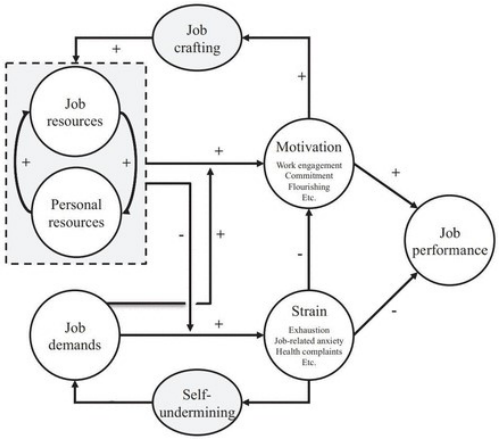
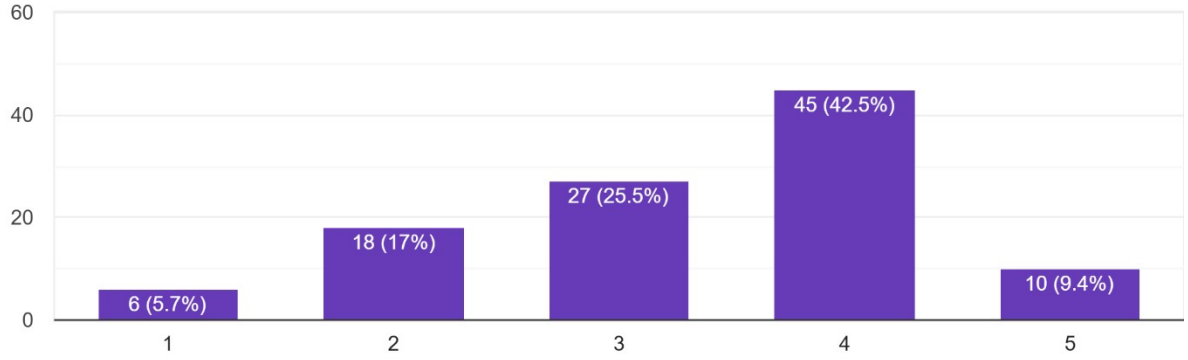


Figure 2. Survey results

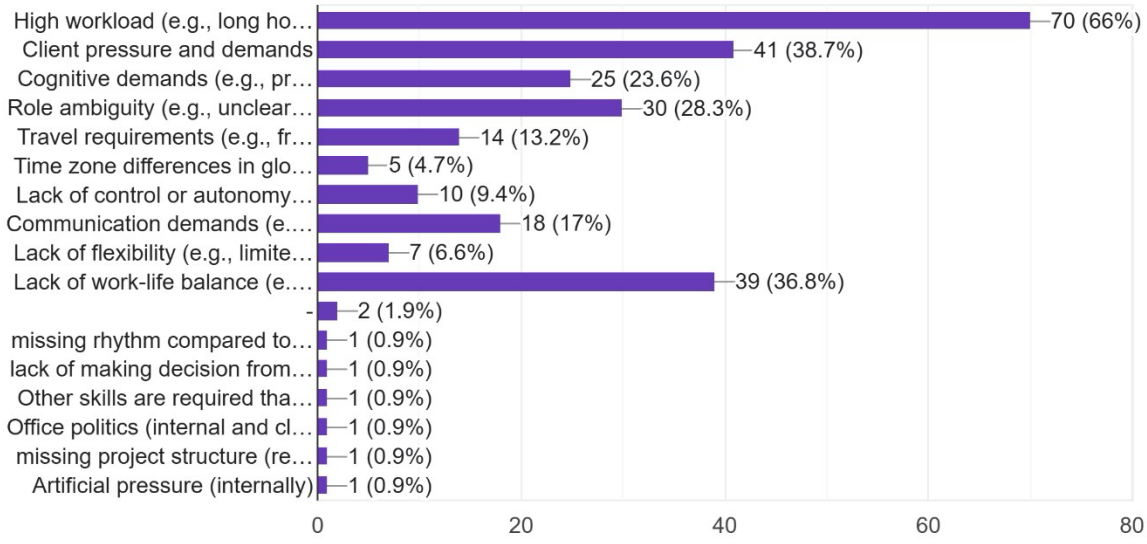
On a scale from 1 to 5, how often do you feel stressed in your current job as a Consultant?

106 responses



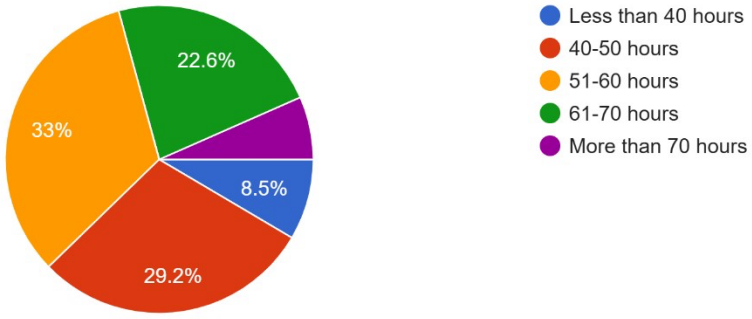
What part of your job is the most exhausting & stressful? (Pick up to 3 options)

106 responses



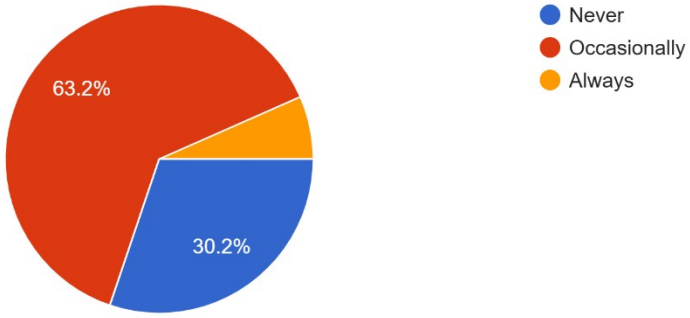
How many hours per week do you work on average?

106 responses



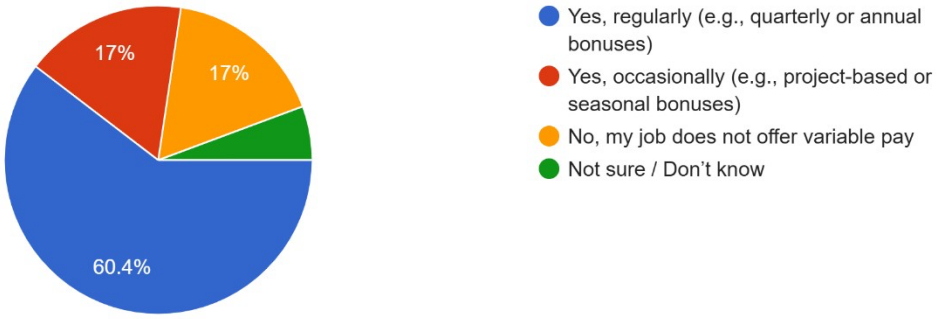
Do you work during the weekends?

106 responses



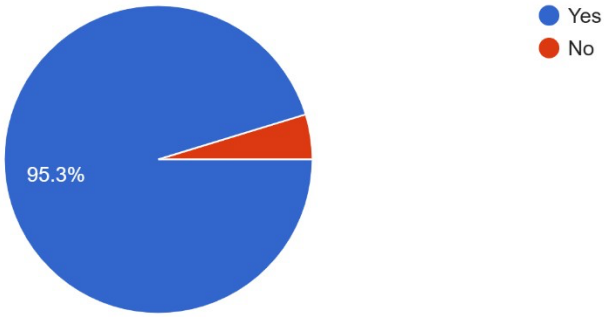
Does your job offer variable pay connected to your performance (e.g., bonuses, performance incentives, commissions)?

106 responses



Do you currently have the option to work remotely?

106 responses



If yes, how many days per week can you work remotely?

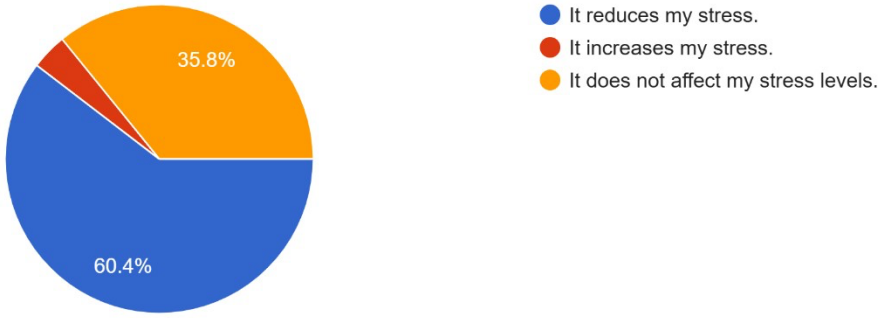
106 responses

Do you have the flexibility to choose which days you work remotely?

106 responses

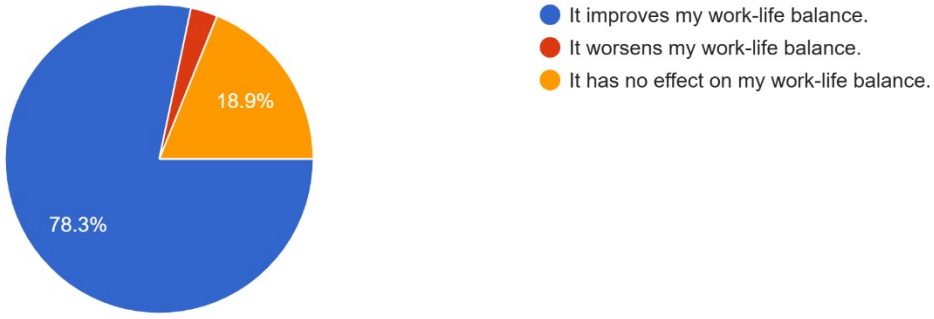
To what extent does the option to work remotely affect your stress levels?

106 responses



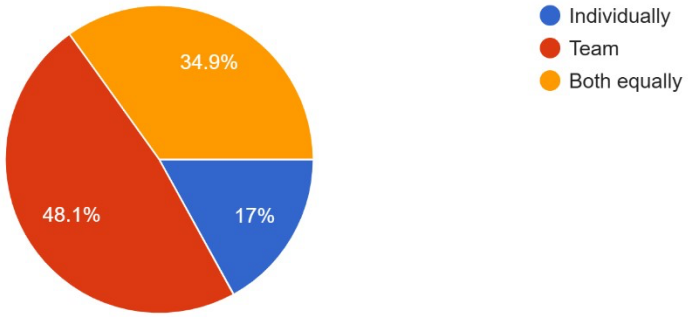
How does remote work impact your ability to maintain a healthy work-life balance?

106 responses



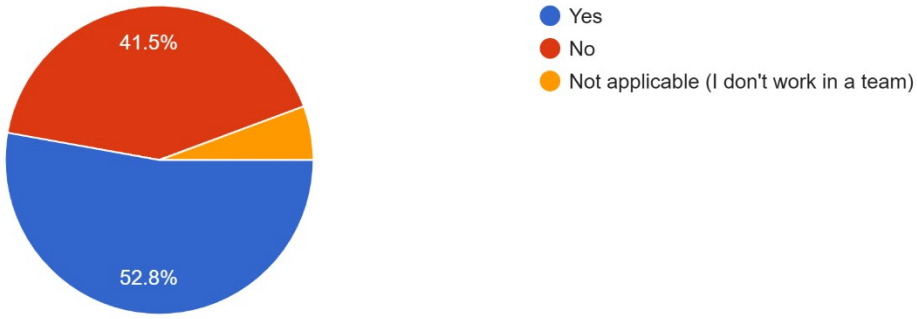
Do you work mostly individually or in a team?

106 responses



Do you perceive your team as diverse in terms of gender, background, race, and age?

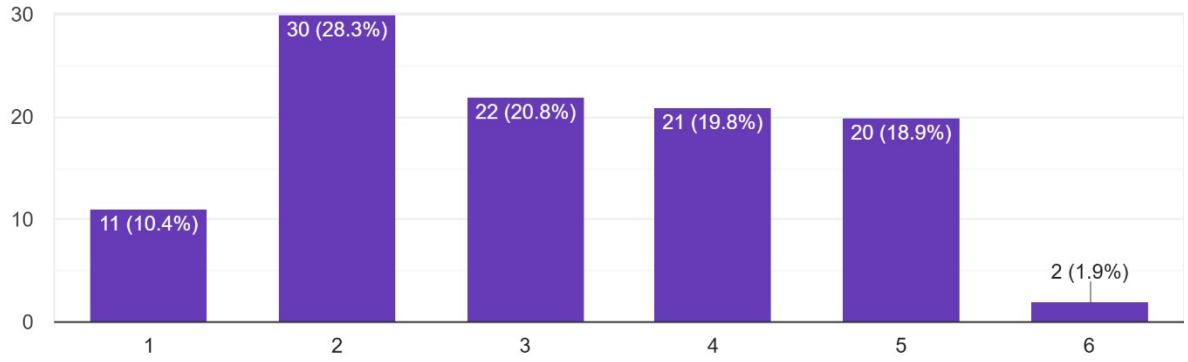
106 responses



Maslach Burnout Inventory

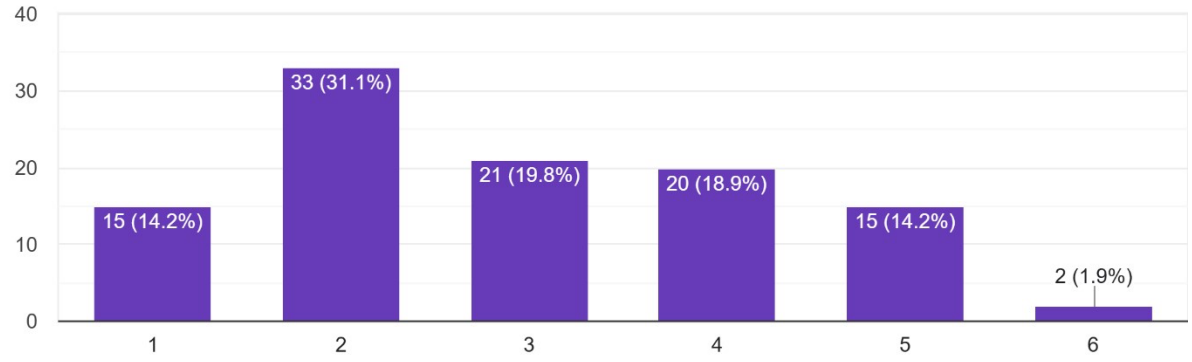
I feel emotionally drained from my work.

106 responses



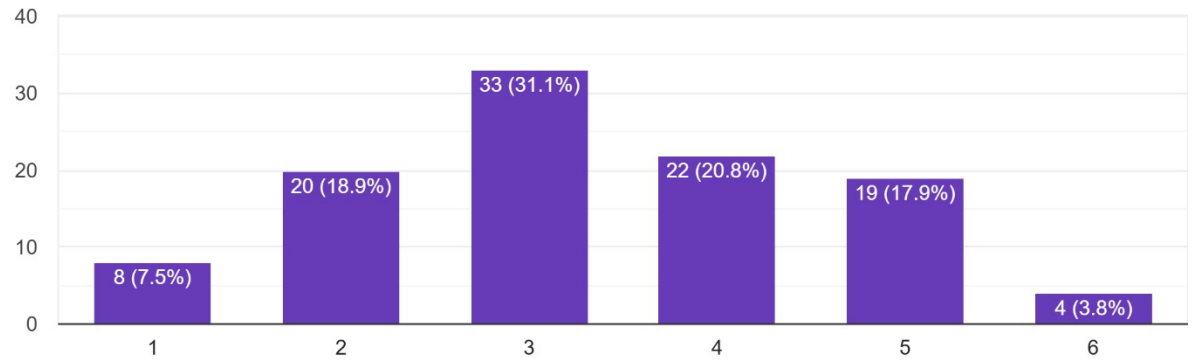
I feel fatigued when I get up in the morning and have to face another day on the job.

106 responses



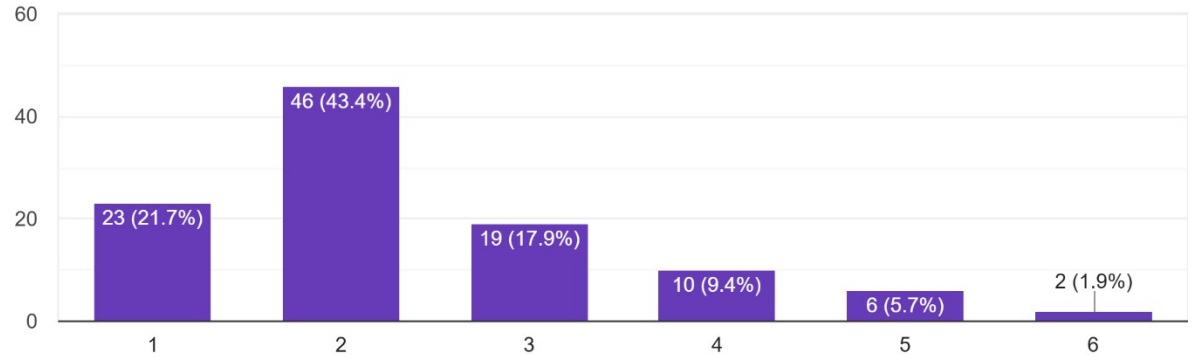
I feel used up at the end of the workday.

106 responses



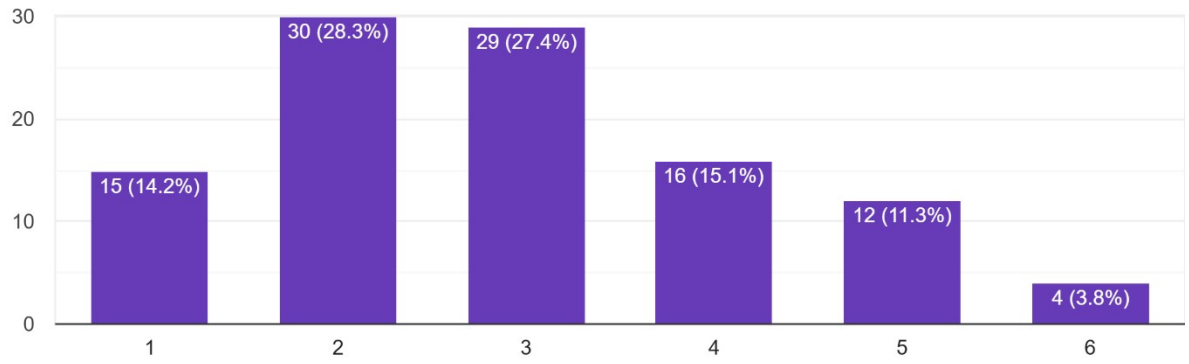
I feel frustrated by my job.

106 responses



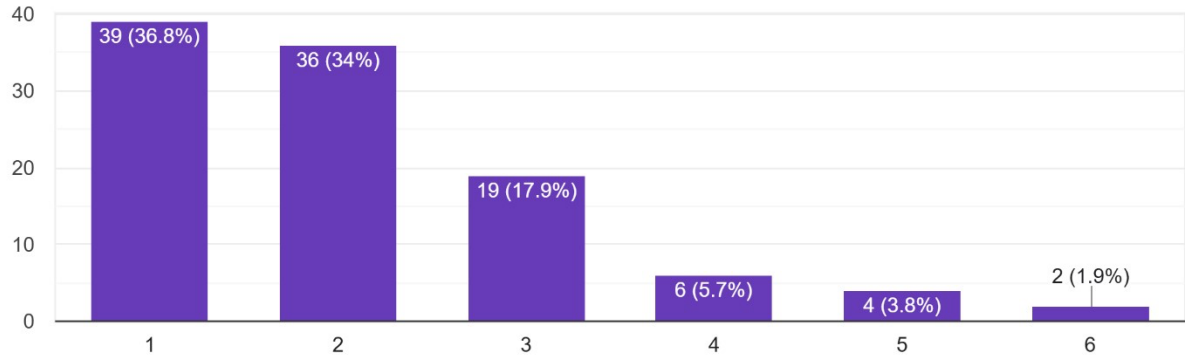
I feel I am working too hard on my job.

106 responses



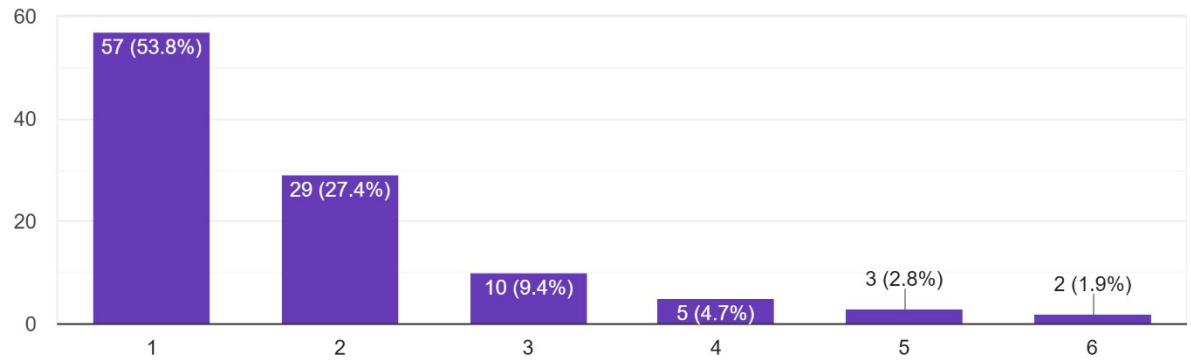
I feel like I'm at the end of my rope.

106 responses



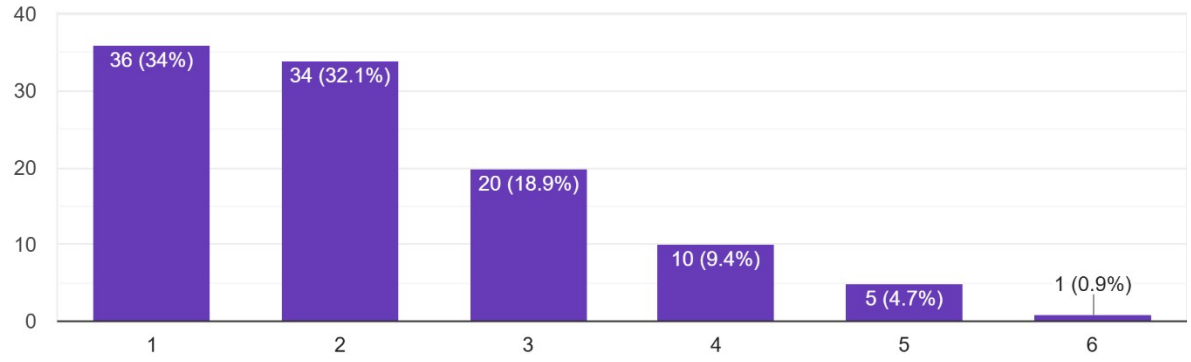
I feel I treat some clients or colleagues as if they were impersonal objects.

106 responses



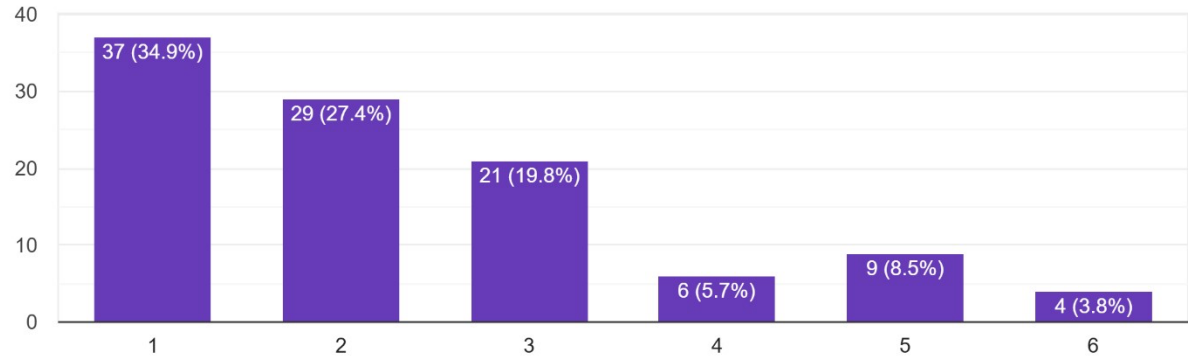
I've become more callous toward people since I took this job.

106 responses



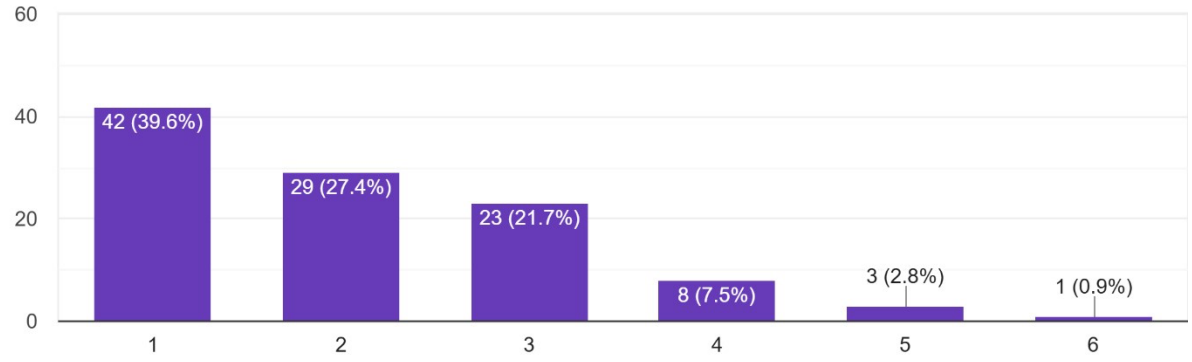
I worry that this job is hardening me emotionally.

106 responses



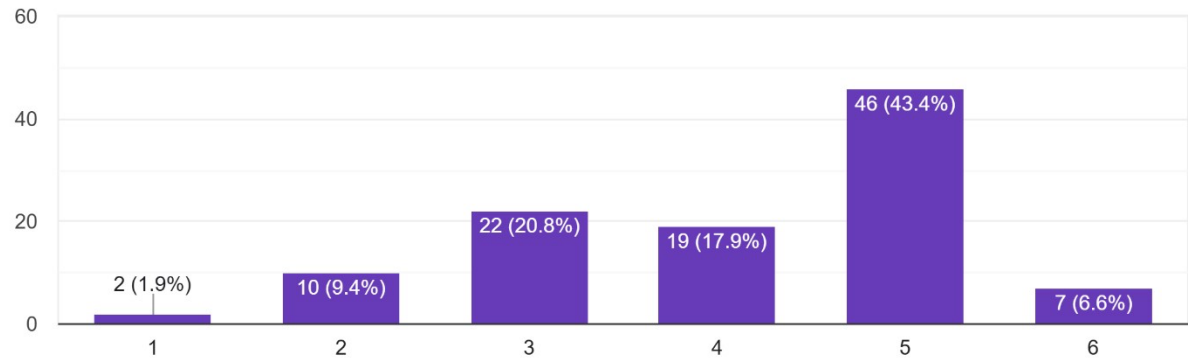
I feel indifferent toward my work.

106 responses



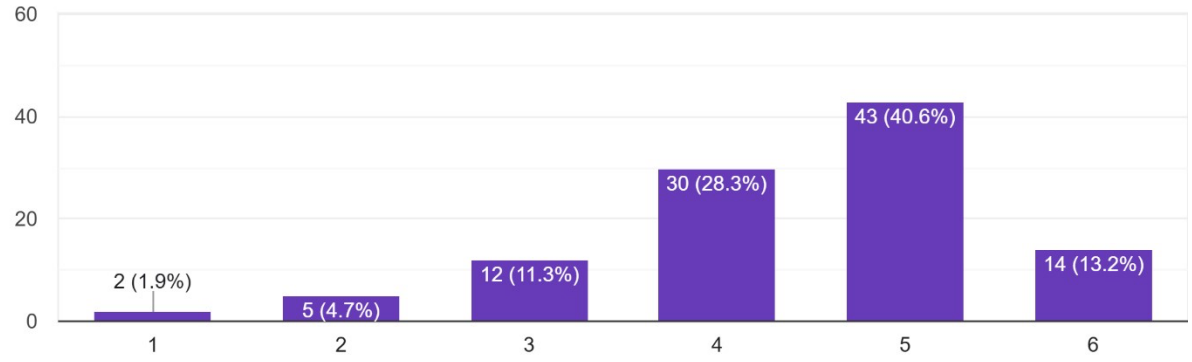
I can easily understand how my clients or colleagues feel about things.

106 responses



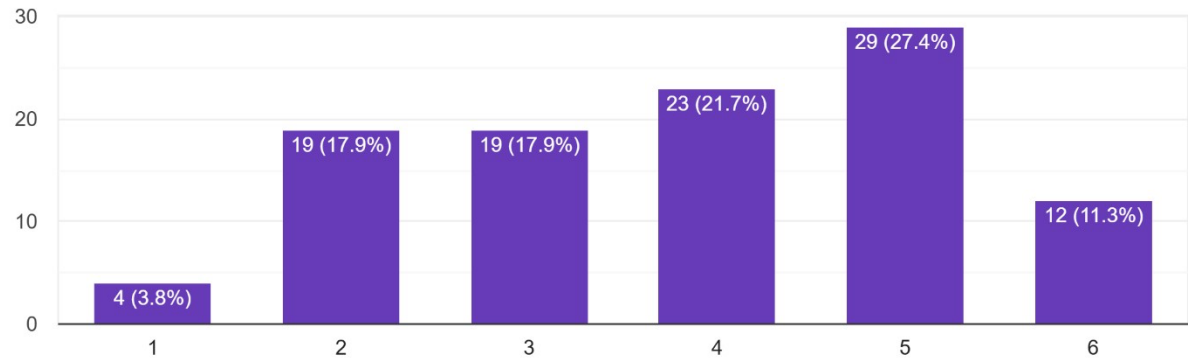
I deal very effectively with the problems of my clients or colleagues.

106 responses



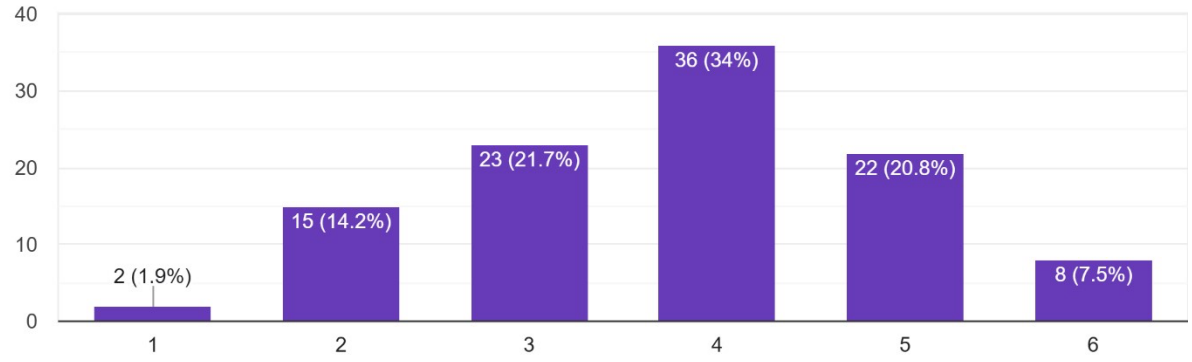
I feel I'm positively influencing other people's lives through my work.

106 responses



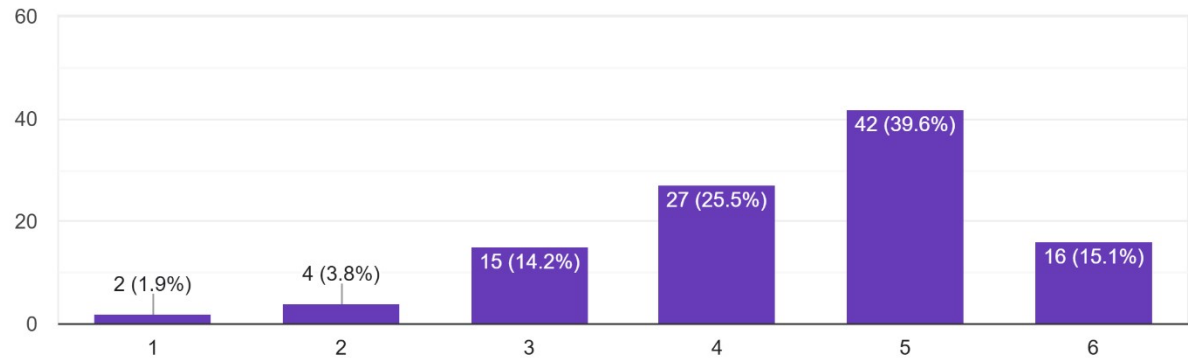
I feel very energetic.

106 responses



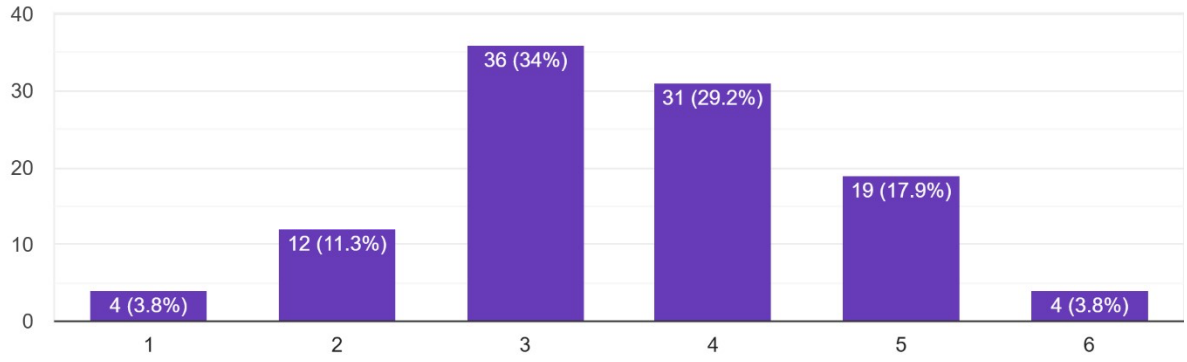
I can easily create a relaxed atmosphere with my clients or colleagues.

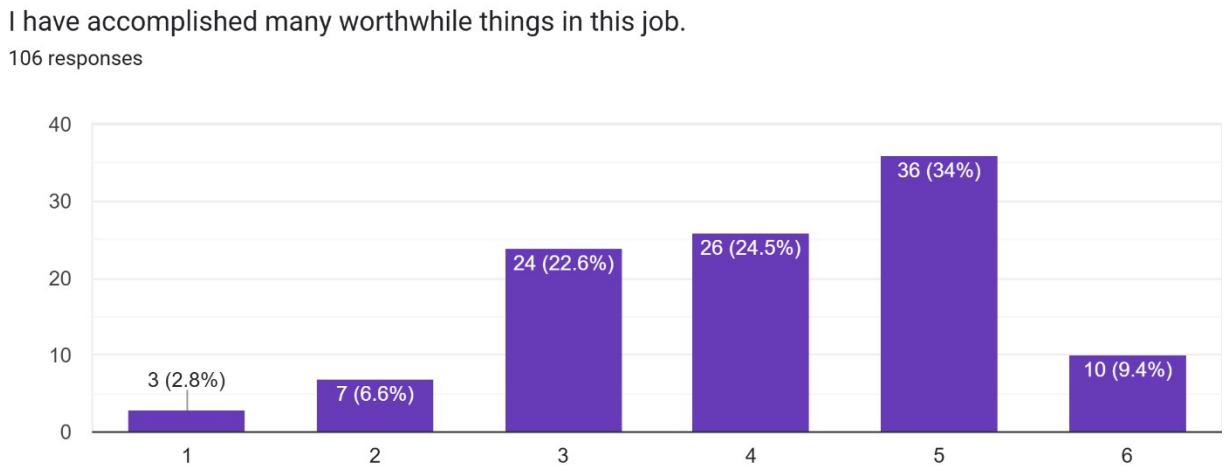
106 responses



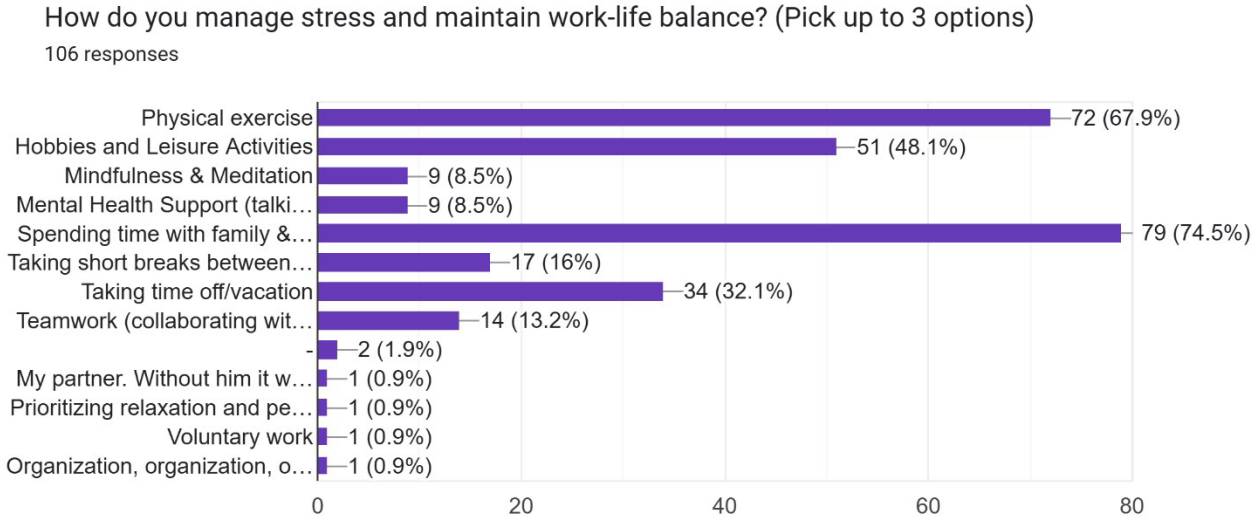
I feel exhilarated after working closely with my clients or colleagues.

106 responses



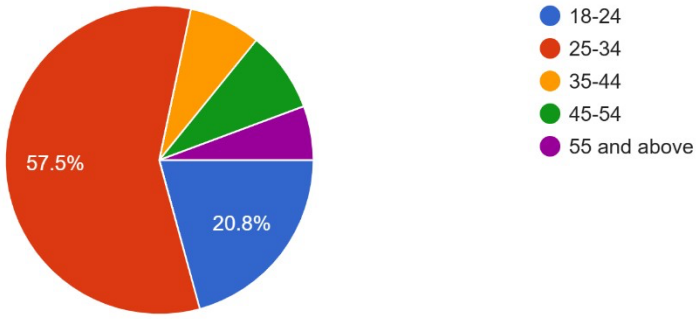


Personal strategies to prevent burnout

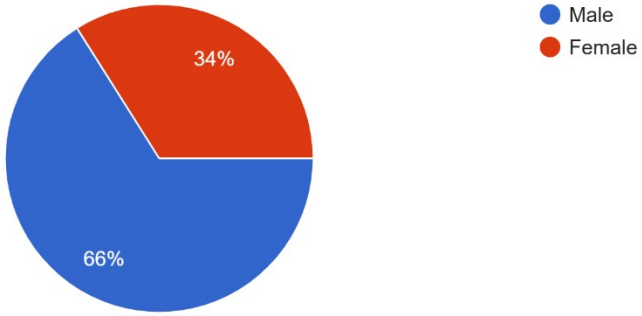


Sociodemographic data

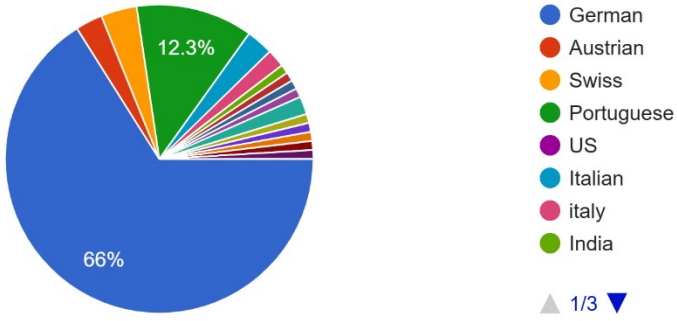
Age
106 responses



Gender
106 responses

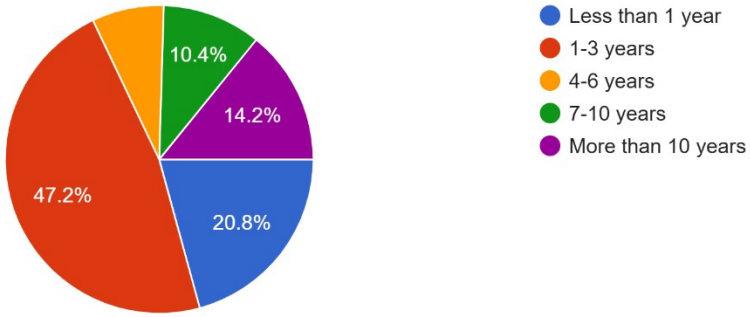


Nationality
106 responses



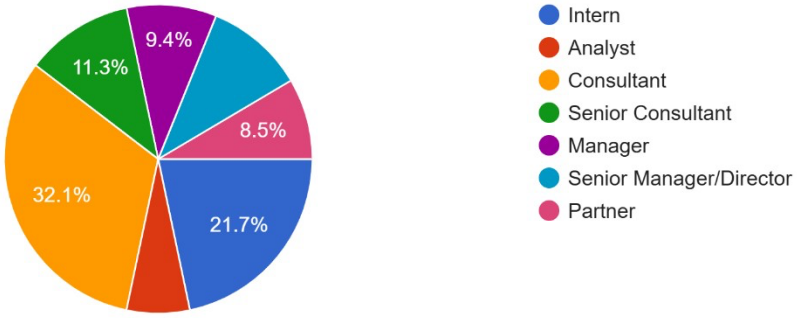
Work Experience in Consulting

106 responses



Current Position

106 responses



Type of Consulting Firm

106 responses

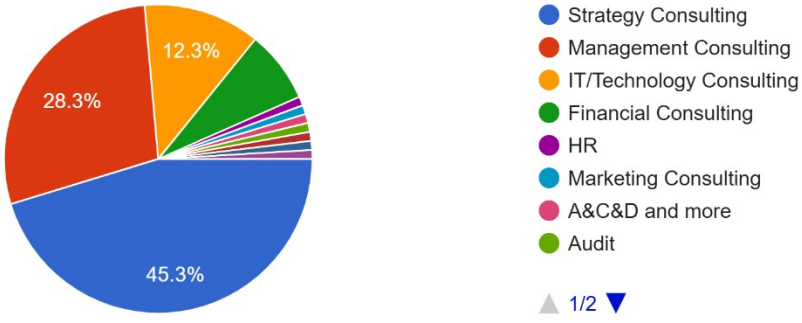


Table 3a. Reliability Statistics (Cronbach's Alpha) for Burnout

Case Processing Summary

		N	%
Cases	Valid	106	100,0
	Excluded[a]	0	,0
	Total	106	100,0

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

Reliability Statistics

Cronbach's Alpha	N of Items
,910	17

Table 3b. Reliability Statistics (Cronbach's Alpha) for Emotional Exhaustion

Case Processing Summary

		N	%
Cases	Valid	106	100.0
	Excluded[a]	0	.0
	Total	106	100.0

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

Reliability Statistics

Cronbach's Alpha	N of Items
.908	6

Table 3c. Reliability Statistics (Cronbach's Alpha) for Depersonalization

Case Processing Summary

		N	%
Cases	Valid	106	100.0
	Excluded[a]	0	.0
	Total	106	100.0

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

Reliability Statistics

Cronbach's Alpha	N of Items
.797	4

Table 3d. Reliability Statistics (Cronbach's Alpha) for Personal Accomplishment

Case Processing Summary

		N	%
Cases	Valid	106	100.0
	Excluded[a]	0	.0
	Total	106	100.0

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

Reliability Statistics

Cronbach's Alpha	N of Items
.797	4

Table 4. Frequencies Statistics

Statistics

How often stressed in job

N	Valid	106
	Missing	0
Mean		3.33

How often stressed in job

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Never	6	5,7	5,7	5,7
	Sometimes	18	17,0	17,0	22,6
	Half of the days	27	25,5	25,5	48,1
	Most days	45	42,5	42,5	90,6
	Every day	10	9,4	9,4	100,0
	Total	106	100,0	100,0	

Stressor 1

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	High workload	70	66,0	66,0	66,0
	Client pressure & demands	13	12,3	12,3	78,3
	Cognitive demands	6	5,7	5,7	84,0
	Role ambiguity	10	9,4	9,4	93,4
	Travel requirements	1	,9	,9	94,3
	Time zone differences	1	,9	,9	95,3
	Lack of control/autonomy over work	1	,9	,9	96,2
	Office politics (internal and client side)	1	,9	,9	97,2
	Lack of making decision from the other side	1	,9	,9	98,1
	Other	2	1,9	1,9	100,0
	Total	106	100,0	100,0	

Stressor 2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Client pressure & demands	28	26,4	30,4	30,4
	Cognitive demands	13	12,3	14,1	44,6
	Role ambiguity	15	14,2	16,3	60,9
	Travel requirements	9	8,5	9,8	70,7
	Time zone differences	2	1,9	2,2	72,8
	Lack of control/autonomy over work	3	2,8	3,3	76,1
	Communication demands	8	7,5	8,7	84,8
	Lack of flexibility	3	2,8	3,3	88,0
	Lack of work-life balance	10	9,4	10,9	98,9
	Artificial pressure (internally)	1	,9	1,1	100,0
	Total	92	86,8	100,0	
Missing	System	14	13,2		
Total		106	100,0		

Stressor 3

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Cognitive demands	6	5,7	8,7	8,7
	Role ambiguity	5	4,7	7,2	15,9
	Travel requirements	4	3,8	5,8	21,7
	Time zone differences	2	1,9	2,9	24,6
	Lack of control/autonomy over work	6	5,7	8,7	33,3
	Communication demands	10	9,4	14,5	47,8
	Lack of flexibility	4	3,8	5,8	53,6
	Lack of work-life balance	29	27,4	42,0	95,7
	Missing rhythm compared to full time employment	1	,9	1,4	97,1
	Other skills are required than those requested in the request for quotation	1	,9	1,4	98,6
	Missing project structure (responsiblities, available resources)	1	,9	1,4	100,0
	Total	69	65,1	100,0	
Missing	System	37	34,9		
Total		106	100,0		

Work hours per week

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 40h	9	8,5	8,5	8,5
	40-50 hours	31	29,2	29,2	37,7
	51-60 hours	35	33,0	33,0	70,8
	61-70 hours	24	22,6	22,6	93,4
	More than 70 hours	7	6,6	6,6	100,0
	Total	106	100,0	100,0	

Work during weekends

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Never	32	30,2	30,2	30,2
	Occasionally	67	63,2	63,2	93,4
	Always	7	6,6	6,6	100,0
	Total	106	100,0	100,0	

Job offers variable pay connected performance

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not sure / Don't know	6	5,7	5,7	5,7
	No, my job does not offer variable pay	18	17,0	17,0	22,6
	Yes, occasionally (e.g., project-based or seasonal bonuses)	18	17,0	17,0	39,6
	Yes, regularly (e.g., quarterly or annual bonuses)	64	60,4	60,4	100,0
	Total	106	100,0	100,0	

Option to work remotely

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	5	4,7	4,7	4,7
	Yes	101	95,3	95,3	100,0
	Total	106	100,0	100,0	

How many days per week can you work remotely

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not applicable (I don't have the option to work remotely)	7	6,6	6,6	6,6
	1 day per week	20	18,9	18,9	25,5
	2 days per week	17	16,0	16,0	41,5
	3 days per week	18	17,0	17,0	58,5
	4 days per week	10	9,4	9,4	67,9
	5 days per week (Full-time)	34	32,1	32,1	100,0
	Total	106	100,0	100,0	

Flexibility to choose which days you work remotely

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not applicable (I don't have the option to work remotely)	3	2,8	2,8	2,8
	No, my remote work days are fixed by my employer.	15	14,2	14,2	17,0
	Yes, but only on certain days specified by my employer.	26	24,5	24,5	41,5
	Yes, I have full autonomy to decide the days	62	58,5	58,5	100,0
	Total	106	100,0	100,0	

Remote work affects stress levels

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	It does not affect my stress levels	38	35,8	35,8	35,8
	It increases my stress	4	3,8	3,8	39,6
	It reduces my stress	64	60,4	60,4	100,0
	Total	106	100,0	100,0	

Remote work impact on ability to maintain a healthy work-life balance

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	It has no effect on my work-life balance.	20	18,9	18,9	18,9
	It worsens my work-life balance.	3	2,8	2,8	21,7
	It improves my work-life balance.	83	78,3	78,3	100,0
	Total	106	100,0	100,0	

Work individually or in team

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Individually	18	17,0	17,0	17,0
	Both equally	37	34,9	34,9	51,9
	Team	51	48,1	48,1	100,0
	Total	106	100,0	100,0	

Team diversity

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not applicable	6	5,7	5,7	5,7
	No	44	41,5	41,5	47,2
	Yes	56	52,8	52,8	100,0
	Total	106	100,0	100,0	

I feel emotionally drained from my work

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Never	11	10,4	10,4	10,4
	Once a month or less	30	28,3	28,3	38,7
	A few times a month	22	20,8	20,8	59,4
	Once a week	21	19,8	19,8	79,2
	A few times a week	20	18,9	18,9	98,1
	Every day	2	1,9	1,9	100,0
	Total	106	100,0	100,0	

I feel fatigued when I get up in the morning and have to face another day on the job

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Never	15	14,2	14,2	14,2
	2	33	31,1	31,1	45,3
	3	21	19,8	19,8	65,1
	4	20	18,9	18,9	84,0
	5	15	14,2	14,2	98,1
	6	2	1,9	1,9	100,0
	Total	106	100,0	100,0	

I feel used up at the end of the workday

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Never	8	7,5	7,5	7,5
	Once a month or less	20	18,9	18,9	26,4
	A few times a month	33	31,1	31,1	57,5
	Once a week	22	20,8	20,8	78,3
	A few times a week	19	17,9	17,9	96,2
	Every day	4	3,8	3,8	100,0
	Total	106	100,0	100,0	

I feel frustrated by my job

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Never	23	21,7	21,7	21,7
	Once a month or less	46	43,4	43,4	65,1
	A few times a month	19	17,9	17,9	83,0
	Once a week	10	9,4	9,4	92,5
	A few times a week	6	5,7	5,7	98,1
	Every day	2	1,9	1,9	100,0
	Total	106	100,0	100,0	

I feel I am working too hard on my job

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Never	15	14,2	14,2	14,2
	Once a month or less	30	28,3	28,3	42,5
	A few times a month	29	27,4	27,4	69,8
	Once a week	16	15,1	15,1	84,9
	A few times a week	12	11,3	11,3	96,2
	Every day	4	3,8	3,8	100,0
	Total	106	100,0	100,0	

I feel like I'm at the end of my rope

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Never	39	36,8	36,8	36,8
	Once a month or less	36	34,0	34,0	70,8
	A few times a month	19	17,9	17,9	88,7
	Once a week	6	5,7	5,7	94,3
	A few times a week	4	3,8	3,8	98,1
	Every day	2	1,9	1,9	100,0
	Total	106	100,0	100,0	

I feel I treat some clients or colleagues as if they were impersonal objects

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	57	53,8	53,8	53,8
	2	29	27,4	27,4	81,1
	3	10	9,4	9,4	90,6
	4	5	4,7	4,7	95,3
	A few times a week	3	2,8	2,8	98,1
	6	2	1,9	1,9	100,0
	Total	106	100,0	100,0	

I've become more callous toward people since I took this job

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	36	34,0	34,0	34,0
	2	34	32,1	32,1	66,0
	3	20	18,9	18,9	84,9
	4	10	9,4	9,4	94,3
	5	5	4,7	4,7	99,1
	6	1	,9	,9	100,0
	Total	106	100,0	100,0	

I worry that this job is hardening me emotionally

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	37	34,9	34,9	34,9
	2	29	27,4	27,4	62,3
	3	21	19,8	19,8	82,1
	4	6	5,7	5,7	87,7
	5	9	8,5	8,5	96,2
	6	4	3,8	3,8	100,0
	Total	106	100,0	100,0	

I feel indifferent toward my work

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Never	42	39,6	39,6	39,6
	Once a month or less	29	27,4	27,4	67,0
	A few times a month	23	21,7	21,7	88,7
	Once a week	8	7,5	7,5	96,2
	A few times a week	3	2,8	2,8	99,1
	Every day	1	,9	,9	100,0
	Total	106	100,0	100,0	

I can easily understand how my clients or colleagues feel about things

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	2	1,9	1,9	1,9
	2	10	9,4	9,4	11,3
	3	22	20,8	20,8	32,1
	4	19	17,9	17,9	50,0
	5	46	43,4	43,4	93,4
	Every day	7	6,6	6,6	100,0
	Total	106	100,0	100,0	

I deal very effectively with the problems of my clients or colleagues

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	2	1,9	1,9	1,9
	2	5	4,7	4,7	6,6
	3	12	11,3	11,3	17,9
	4	30	28,3	28,3	46,2
	5	43	40,6	40,6	86,8
	6	14	13,2	13,2	100,0
	Total	106	100,0	100,0	

I feel I'm positively influencing other people's lives through my work

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Never	4	3,8	3,8	3,8
	2	19	17,9	17,9	21,7
	3	19	17,9	17,9	39,6
	4	23	21,7	21,7	61,3
	5	29	27,4	27,4	88,7
	6	12	11,3	11,3	100,0
	Total	106	100,0	100,0	

I feel very energetic

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Never	2	1,9	1,9	1,9
	Once a month or less	15	14,2	14,2	16,0
	A few times a month	23	21,7	21,7	37,7
	Once a week	36	34,0	34,0	71,7
	A few times a week	22	20,8	20,8	92,5
	Every day	8	7,5	7,5	100,0
	Total	106	100,0	100,0	

I can easily create a relaxed atmosphere with my clients or colleagues

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	2	1,9	1,9	1,9
	2	4	3,8	3,8	5,7
	3	15	14,2	14,2	19,8
	4	27	25,5	25,5	45,3
	5	42	39,6	39,6	84,9
	6	16	15,1	15,1	100,0
	Total	106	100,0	100,0	

I feel exhilarated after working closely with my clients or colleagues

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Never	4	3,8	3,8	3,8
	2	12	11,3	11,3	15,1
	3	36	34,0	34,0	49,1
	4	31	29,2	29,2	78,3
	5	19	17,9	17,9	96,2
	6	4	3,8	3,8	100,0
	Total	106	100,0	100,0	

I have accomplished many worthwhile things in this job

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	3	2,8	2,8	2,8
	2	7	6,6	6,6	9,4
	3	24	22,6	22,6	32,1
	4	26	24,5	24,5	56,6
	5	36	34,0	34,0	90,6
	6	10	9,4	9,4	100,0
	Total	106	100,0	100,0	

Coping 1

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Physical exercise	72	67,9	67,9	67,9
	-	2	1,9	1,9	69,8
	Hobbies and Leisure Activities	16	15,1	15,1	84,9
	Mindfulness & Meditation	1	,9	,9	85,8
	Mental Health Support	3	2,8	2,8	88,7
	Spending time with family & friends	9	8,5	8,5	97,2
	Taking short breaks between meetings	2	1,9	1,9	99,1
	Teamwork	1	,9	,9	100,0
	Total	106	100,0	100,0	

Coping 2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid		6	5,7	5,7	5,7
	Organization	1	,9	,9	6,6
	Hobbies and Leisure Activities	35	33,0	33,0	39,6
	Mindfulness & Meditation	7	6,6	6,6	46,2
	Mental Health Support	5	4,7	4,7	50,9
	Spending time with family & friends	35	33,0	33,0	84,0
	Taking short breaks between meetings	7	6,6	6,6	90,6
	Taking time off/vacation	7	6,6	6,6	97,2
	Teamwork	2	1,9	1,9	99,1
	Voluntary work	1	,9	,9	100,0
	Total	106	100,0	100,0	

Coping 3

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid		21	19,8	19,8	19,8
	Prioritizing relaxation	1	,9	,9	20,8
	My partner	1	,9	,9	21,7
	Mindfulness & Meditation	1	,9	,9	22,6
	Mental Health Support	1	,9	,9	23,6
	Spending time with family & friends	35	33,0	33,0	56,6
	Taking short breaks between meetings	8	7,5	7,5	64,2
	Taking time off/vacation	27	25,5	25,5	89,6
	Teamwork	11	10,4	10,4	100,0
	Total	106	100,0	100,0	

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-24	22	20,8	20,8	20,8
	25-34	61	57,5	57,5	78,3
	35-44	8	7,5	7,5	85,8
	44-54	9	8,5	8,5	94,3
	55 and above	6	5,7	5,7	100,0
	Total	106	100,0	100,0	

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	70	66,0	66,0	66,0
	Female	36	34,0	34,0	100,0
	Total	106	100,0	100,0	

Nationality

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	German	70	66,0	66,0	66,0
	European	1	,9	,9	67,0
	Spanish	1	,9	,9	67,9
	Mozambican	1	,9	,9	68,9
	Brazilian	1	,9	,9	69,8
	Norwegian	2	1,9	1,9	71,7
	Other	1	,9	,9	72,6
	Portuguese	13	12,3	12,3	84,9
	Swiss	4	3,8	3,8	88,7
	Austrian	3	2,8	2,8	91,5
	Italien	5	4,7	4,7	96,2
	Russian	1	,9	,9	97,2
	Indian	1	,9	,9	98,1
	Sweden	1	,9	,9	99,1
	Canadian	1	,9	,9	100,0
	Total	106	100,0	100,0	

WorkExperienceInConsulting

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 1 year	22	20,8	20,8	20,8
	1-3 years	50	47,2	47,2	67,9
	4-6 years	8	7,5	7,5	75,5
	7-10 years	11	10,4	10,4	85,8
	More than 10 years	15	14,2	14,2	100,0
	Total	106	100,0	100,0	

Position

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Intern	23	21,7	21,7	21,7
	Analyst	7	6,6	6,6	28,3
	Consultant	34	32,1	32,1	60,4
	Senior Consultant	12	11,3	11,3	71,7
	Manager	10	9,4	9,4	81,1
	Senior Manager/Director	11	10,4	10,4	91,5
	Partner	9	8,5	8,5	100,0
	Total	106	100,0	100,0	

TypeOfConsultingFirm

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strategy Consulting	48	45,3	45,3	45,3
	SCM	1	,9	,9	46,2
	Other	1	,9	,9	47,2
	Management Consulting	30	28,3	28,3	75,5
	IT/Technology Consulting	13	12,3	12,3	87,7
	Financial Consulting	8	7,5	7,5	95,3
	A&C&D and more	1	,9	,9	96,2
	Audit	1	,9	,9	97,2
	HR	1	,9	,9	98,1
	Marketing Consulting	1	,9	,9	99,1
	Public services	1	,9	,9	100,0
	Total	106	100,0	100,0	

Table 5. Correlation matrix

Descriptive Statistics and Correlations (N=106)

	Mean	Standard deviation	Work hours per week	Work during weekends	Option to work remotely	How many days per week can you work remotely	Flexibility to choose which days you work remotely	BUR_IND	Stressor 1	Stressor 2	Stressor 3	How often stressed in job	Job offers variable pay connected performance	Remote work affects stress levels	Remote work impact on ability to maintain a healthy work-life balance	Work individually or in team	Team diversity	Age	Gender	Nationality	Work Experience In Consulting	Position	Type Of Consulting Firm
Work hours per week	2,9	1,059	1	0,167	-0,149	-0,137	-,320	0,158	-,324	-0,145	-0,118	,443	,534	-0,106	-0,085	,294	0,033	0,028	-,307	-,322	0,133	,234	-,464
Work during weekends	1,76	0,561	0,167	1	-0,174	-0,06	-0,007	,226*	0,065	-0,156	-0,051	,214	0,036	-0,033	-0,003	-0,028	-,202*	,359**	-0,054	0,001	,380**	,300**	0,031
Option to work remotely	1,95	0,213	-0,149	-0,174	1	,393**	,532**	-0,141	0,061	0,093	0,168	0,028	-0,019	0,104	,225*	0,093	,322**	-0,13	0,066	0,063	-0,085	-0,089	0,026
How many days per week can you work remotely	3	1,707	-0,137	-0,06	,393**	1	,628**	-0,16	-0,161	-0,17	-0,051	0,005	0,094	0,105	,374**	-0,022	,258**	-,192*	-0,082	-0,123	-0,089	-0,08	-0,036
Flexibility to choose which days you work remotely	2,39	0,835	-,320**	-0,007	,532**	,628**	1	-0,153	0,061	-0,016	0,031	-0,136	-0,086	0,119	,341**	-0,073	0,163	-0,04	0,146	0,05	0,022	0,039	0,129
BUR_IND	3,1226	0,79453	0,158	,226*	-0,141	-0,16	-0,153	1	-0,055	-,274**	-0,019	,503**	-0,095	0,026	-0,165	-0,167	-,205*	-0,07	0,126	0,032	-0,025	-0,055	0,127
Stressor 1	2,22	2,989	-,324	0,065	0,061	-0,161	0,061	-0,055	1	,360**	,357**	-,433**	-,343**	-,309**	-,245*	-,197*	-,242*	,381**	0,128	,303**	,286**	,202*	,410**
Stressor 2	4,74	2,863	-0,145	-0,156	0,093	-0,17	-0,016	-,274**	,360**	1	,526**	-,213*	-0,126	-0,022	0,181	-0,091	0,065	0,125	0,104	-0,066	0,045	-0,095	-0,179
Stressor 3	8,12	2,768	-0,118	-0,051	0,168	-0,051	0,031	-0,019	,357**	,526**	1	-0,045	-0,091	0,082	,250*	-0,18	-0,189	0,197	0,028	-0,172	0,047	-0,186	-,242*
How often stressed in job	3,33	1,049	,443**	,214*	0,028	0,005	-0,136	,503**	-,433**	-,213*	-0,045	1	0,189	0,156	0,094	0,135	0,112	-,236*	-0,074	-0,147	-0,079	-0,144	-0,124
Job offers variable pay connected to performance	2,32	0,952	,534**	0,036	-0,019	0,094	-0,086	-0,095	-,343**	-0,126	-0,091	0,189	1	0,038	0,086	,394**	0,165	-0,1	-,306**	-,384**	0,03	0,179	-,494**
Remote work affects stress levelsRemote work impact on ability to maintain a healthy work-life balance	1,25	0,954	-0,106	-0,033	0,104	0,105	0,119	0,026	-,309**	-0,022	0,082	0,156	0,038	1	,436**	-0,108	0,111	-0,16	0,046	-0,1	-0,114	-0,089	-0,057
	1,59	0,79	-0,085	-0,003	,225*	,374**	,341**	-0,165	-,245*	0,181	,250*	0,094	0,086	,436**	1	-0,058	0,165	-0,16	-0,035	-,209*	-0,023	-0,035	-,217*
Work individually or in team	2,31	0,748	,294**	-0,028	0,093	-0,022	-0,073	-0,167	-,197*	-0,091	-0,18	0,135	,394**	-0,108	-0,058	1	,283**	-0,11	-0,059	-,242*	-0,101	0,068	-0,164
Team diversity	1,47	0,605	0,033	-,202*	,322**	,258**	0,163	-,205*	-,242*	0,065	-0,189	0,112	0,165	0,111	0,165	,283**	1	-,201*	0,001	-0,186	-,203*	-0,164	-,192*
Age	2,21	1,049	0,028	,359**	-0,126	-,192*	-0,038	-0,073	,381**	0,125	0,197	-,236*	-0,096	-0,156	-0,162	-0,107	-,201*	1	-0,104	0,155	,772**	,661**	0,142
Gender	1,34	0,476	-,307**	-0,054	0,066	-0,082	0,146	0,126	0,128	0,104	0,028	-0,074	-,306**	0,046	-0,035	-0,059	0,001	-0,1	1	0,103	-0,121	-0,099	,248*
Nationality	2,49	3,169	-,322**	0,001	0,063	-0,123	0,05	0,032	,303**	-0,066	-0,172	-0,147	-,384**	-0,1	-,209*	-,242*	-0,186	0,155	0,103	1	0,15	0,176	,412**
WorkExperienceInConsulting	1,5	1,318	0,133	,380**	-0,085	-0,089	0,022	-0,025	,286**	0,045	0,047	-0,079	0,03	-0,114	-0,023	-0,101	-,203*	,772**	-0,121	0,15	1	,821**	0,091
Position	3,45	1,883	,234*	,300**	-0,089	-0,08	0,039	-0,055	,202*	-0,095	-0,186	-0,144	0,179	-0,089	-0,035	0,068	-0,164	,661**	-0,099	0,176	,821**	1	0,01
TypeOfConsultingFirm	2,22	1,872	-,464**	0,031	0,026	-0,036	0,129	0,127	,410**	-0,179	-,242*	-0,124	-,494**	-0,057	-,217*	-0,164	-,192*	0,142	,248*	,412**	0,091	0,01	1

P-Value: **<0.01; *<0.05

Descriptive Statistics

	Mean	Std. Deviation	N
Work hours per week	2,90	1,059	106
Work during weekends	1,76	,561	106
Option to work remotely	1,95	,213	106
How many days per week can you work remotely	3,00	1,707	106
Flexibility to choose which days you work remotely	2,39	,835	106
BUR_IND	3,1226	,79453	106
Stressor 1	2,22	2,989	106
Stressor 2	4,74	2,863	92
Stressor 3	8,12	2,768	69
How often stressed in job	3,33	1,049	106
Job offers variable pay connected performance	2,32	,952	106
Remote work affects stress levels	1,25	,954	106
Remote work impact on ability to maintain a healthy work-life balance	1,59	,790	106
Work individually or in team	2,31	,748	106
Team diversity	1,47	,605	106
Age	2,21	1,049	106
Gender	1,34	,476	106
Nationality	2,49	3,169	106
WorkExperienceInConsulting	1,50	1,318	106
Position	3,45	1,883	106
TypeOfConsultingFirm	2,22	1,872	106

Correlations

		Work hours per week	Work during weekends	Option to work remotely	How many days per week can you work remotely	Flexibility to choose which days you work remotely	BUR_IND	Stressor 1	Stressor 2	Stressor 3	How often stressed in job	Job offers variable pay connected performance	Remote work affects stress levels	Remote work impact on ability to maintain a healthy work-life balance	Work individually or in team	Team diversity	Age	Gender	Nationality	WorkExperienceInConsulting	Position	TypeOfConsultingFirm
Work hours per week	Pearson Correlation	1	,167	-,149	-,137	-,320**	,158	-,324**	-,145	-,118	,443**	,534**	-,106	-,085	,294**	,033	,028	-,307**	-,322**	,133	,234*	-,464**
	Sig. (2-tailed)		,088	,129	,162	<,001	,106	<,001	,168	,334	<,001	<,001	,277	,387	,002	,741	,775	,001	<,001	,174	,016	<,001
	N	106	106	106	106	106	106	106	92	69	106	106	106	106	106	106	106	106	106	106	106	106
Work during weekends	Pearson Correlation	,167	1	-,174	-,060	-,007	,226*	,065	-,156	-,051	,214*	,036	-,033	-,003	-,028	-,202*	,359**	-,054	,001	,380**	,300**	,031
	Sig. (2-tailed)	,088		,075	,544	,946	,020	,509	,138	,676	,027	,714	,735	,975	,779	,038	<,001	,584	,989	<,001	,002	,752
	N	106	106	106	106	106	106	106	92	69	106	106	106	106	106	106	106	106	106	106	106	106
Option to work remotely	Pearson Correlation	-,149	-,174	1	,393**	,532**	-,141	,061	,093	,168	,028	-,019	,104	,225*	,093	,322**	-,126	,066	,063	-,085	-,089	,026
	Sig. (2-tailed)	,129	,075		<,001	<,001	,150	,534	,379	,167	,778	,850	,287	,021	,343	<,001	,197	,504	,522	,388	,366	,792
	N	106	106	106	106	106	106	106	92	69	106	106	106	106	106	106	106	106	106	106	106	106
How many days per week can you work remotely	Pearson Correlation	-,137	-,060	,393**	1	,628**	-,160	-,161	-,170	-,051	,005	,094	,105	,374**	-,022	,258**	-,192*	-,082	-,123	-,089	-,080	-,036
	Sig. (2-tailed)	,162	,544	<,001		<,001	,102	,100	,105	,677	,957	,339	,283	<,001	,820	,008	,049	,403	,208	,365	,415	,716
	N	106	106	106	106	106	106	106	92	69	106	106	106	106	106	106	106	106	106	106	106	106
Flexibility to choose which days you work remotely	Pearson Correlation	-,320**	-,007	,532**	,628**	1	-,153	,061	-,016	,031	-,136	-,086	,119	,341**	-,073	,163	-,038	,146	,050	,022	,039	,129
	Sig. (2-tailed)	<,001	,946	<,001	<,001		,117	,531	,881	,803	,163	,382	,225	<,001	,459	,094	,697	,136	,611	,826	,691	,189
	N	106	106	106	106	106	106	106	92	69	106	106	106	106	106	106	106	106	106	106	106	106
BUR_IND	Pearson Correlation	,158	,226*	-,141	-,160	-,153	1	-,055	-,274**	-,019	,503**	-,095	,026	-,165	-,167	-,205*	-,073	,126	,032	-,025	-,055	,127
	Sig. (2-tailed)	,106	,020	,150	,102	,117		,574	,008	,876	<,001	,334	,794	,092	,088	,035	,460	,199	,745	,796	,575	,196
	N	106	106	106	106	106	106	106	92	69	106	106	106	106	106	106	106	106	106	106	106	106
Stressor 1	Pearson Correlation	-,324**	,065	,061	-,161	,061	-,055	1	,360**	,357**	-,433**	-,343**	-,309**	-,245*	-,197*	-,242*	,381**	,128	,303**	,286**	,202*	,410**
	Sig. (2-tailed)	<,001	,509	,534	,100	,531	,574		<,001	,003	<,001	<,001	,001	,011	,043	,013	<,001	,189	,002	,003	,037	<,001
	N	106	106	106	106	106	106	106	92	69	106	106	106	106	106	106	106	106	106	106	106	106
Stressor 2	Pearson Correlation	-,145	-,156	,093	-,170	-,016	-,274**	,360**	1	,526**	-,213*	-,126	-,022	,181	-,091	,065	,125	,104	-,066	,045	-,095	-,179
	Sig. (2-tailed)	,168	,138	,379	,105	,881	,008	<,001		<,001	,042	,230	,833	,084	,386	,541	,234	,322	,534	,668	,367	,087
	N	92	92	92	92	92	92	92	92	69	92	92	92	92	92	92	92	92	92	92	92	92
Stressor 3	Pearson Correlation	-,118	-,051	,168	-,051	,031	-,019	,357**	,526**	1	-,045	-,091	,082	,250*	-,180	-,189	,197	,028	-,172	,047	-,186	-,242*
	Sig. (2-tailed)	,334	,676	,167	,677	,803	,876	,003	<,001		,714	,456	,501	,038	,140	,121	,105	,821	,158	,704	,125	,045
	N	69	69	69	69	69	69	69	69	69	69	69	69	69	69	69	69	69	69	69	69	69
How often stressed in job	Pearson Correlation	,443**	,214*	,028	,005	-,136	,503**	-,433**	-,213*	-,045	1	,189	,156	,094	,135	,112	-,236*	-,074	-,147	-,079	-,144	-,124
	Sig. (2-tailed)	<,001	,027	,778	,957	,163	<,001	<,001	,042	,714		,053	,110	,337	,168	,251	,015	,450	,134	,419	,141	,205
	N	106	106	106	106	106	106	106	92	69	106	106	106	106	106	106	106	106	106	106	106	106
Job offers variable pay connected performance	Pearson Correlation	,534**	,036	-,019	,094	-,086	-,095	-,343**	-,126	-,091	,189	1	,038	,086	,394**	,165	-,096	-,306**	-,384**	,030	,179	-,494**
	Sig. (2-tailed)	<,001	,714	,850	,339	,382	,334	<,001	,230	,456	,053		,696	,381	<,001	,091	,328	,001	<,001	,757	,067	<,001
	N	106	106	106	106	106	106	106	92	69	106	106	106	106	106	106	106	106	106	106	106	106
Remote work affects stress levels	Pearson Correlation	-,106	-,033	,104	,105	,119	,026	-,309**	-,022	,082	,156	,038	1	,436**	-,108	,111	-,156	,046	-,100	-,114	-,089	-,057
	Sig. (2-tailed)	,277	,735	,287	,283	,225	,794	,001	,833	,501	,110	,696		<,001	,270	,257	,110	,643	,308	,246	,365	,564
	N	106	106	106	106	106	106	106	92	69	106	106	106	106	106	106	106	106	106	106	106	106
Remote work impact on ability to maintain a healthy work-life balance	Pearson Correlation	-,085	-,003	,225*	,374**	,341**	-,165	-,245*	,181	,260*	,094	,086	,436**	1	-,058	,165	-,162	-,035	-,209*	-,023	-,035	-,217*
	Sig. (2-tailed)	,387	,975	,021	<,001	<,001	,092	,011	,084	,038	,337	,381	<,001		,553	,091	,098	,719	,032	,816	,719	,026
	N	106	106	106	106	106	106	106	92	69	106	106	106	106	106	106	106	106	106	106	106	106
Work individually or in team	Pearson Correlation	,294**	-,028	,093	-,022	-,073	-,167	-,197*	-,091	-,180	,135	,394**	-,108	-,058	1	,283**	-,107	-,059	-,242*	-,101	,068	-,164
	Sig. (2-tailed)	,002	,779	,343	,820	,459	,088	,043	,386	,140	,168	<,001	,270	,553		,003	,273	,547	,012	,301	,488	,092
	N	106	106	106	106	106	106	106	92	69	106	106	106	106	106	106	106	106	106	106	106	106
Team diversity	Pearson Correlation	,033	-,202*	,322**	,258**	,163	-,205*	-,242*	,065	-,189	,112	,165	,111	,165	,283**	1	-,201*	,001	-,186	-,203*	-,164	-,192*
	Sig. (2-tailed)	,741	,038	<,001	,008	,094	,035	,013	,541	,121	,251	,091	,257	,091	,003		,039	,995	,056	,037	,092	,048
	N	106	106	106	106	106	106	106	92	69	106	106	106	106	106	106	106	106	106	106	106	106
Age	Pearson Correlation	,028	,359**	-,126	-,192*	-,038	-,073	,381**	,125	,197	-,236*	-,096	-,156	-,162	-,107	-,201*	1	-,104	,155	,772**	,661**	,142
	Sig. (2-tailed)	,775	<,001	,197	,049	,697	,460	<,001	,234	,105	,015	,328	,110	,098	,273	,039		,287	,112	<,001	<,001	,147
	N	106	106	106	106	106	106	106	92	69	106	106	106	106	106	106	106	106	106	106	106	106
Gender	Pearson Correlation	-,307**	-,054	,066	-,082	,146	,126	,128	,104	,028	-,074	-,306**	,046	-,035	-,059	,001	-,104	1	,103	-,121	-,099	,248*
	Sig. (2-tailed)	,001	,584	,504	,403	,136	,199	,189	,322	,821	,450	,001	,643	,719	,547	,995	,287		,292	,215	,313	,010
	N	106	106	106	106	106	106	106	92	69	106	106	106	106	106	106	106	106	106	106	106	106
Nationality	Pearson Correlation	-,322**	,001	,063	-,123	,050	,032	,303**	-,066	-,172	-,147	-,384**	-,100	-,209*	-,242*	-,186	,155	,103	1	,150	,176	,412**
	Sig. (2-tailed)	<,001	,989	,522	,208	,611	,745	,002	,534	,158	,134	<,001	,308	,032	,012	,056	,112	,292		,124	,071	<,001
	N	106	106	106	106	106	106	106	92	69	106	106	106	106	106	106	106	106	106	106	106	106
WorkExperienceInConsulting	Pearson Correlation	,133	,380**	-,085	-,089	,022	-,025	,286**	,045	,047	-,079	,030	-,114	-,023	-,101	-,203*	,772**	-,121	,150	1	,821**	,091
	Sig. (2-tailed)	,174	<,001	,388	,365	,826	,796	,003	,668	,704	,419	,757	,246	,816	,301	,037	<,001	,215	,124		<,001	,355
	N	106	106	106	106	106	106	106	92	69	106	106	106	106	106	106	106	106	106	106	106	106
Position	Pearson Correlation	,234*	,300**	-,089	-,080	,039	-,055	,202*	-,095	-,198	-,144	,179	-,089	-,035	,088	-,164	,661**	-,099	,176	,821**	1	,010
	Sig. (2-tailed)	,016	,002	,366	,415	,691	,575	,037	,367	,125	,141	,067	,365	,719	,488	,092	<,001	,313	,071	<,001		,922
	N	106	106	106	106	106	106	106	92	69	106	106	106	106	106	106	106	106	106	106	106	106
TypeOfConsultingFirm	Pearson Correlation	-,464**	,031	,026	-,036	,129	,127	,410**	-,179	-,242*	-,124	-,494**	-,057	-,217*	-,164	-,192*	,142	,248*	,412**	,091	,010	1
	Sig. (2-tailed)	<,001	,752	,792	,716	,189	,196	<,001	,087	,045	,205	<,001	,564	,026	,092	,048	,147	,010	<,001	,355	,922	
	N	106	106	106	106	106	106	106	92	69	106	106	106	106	106	106	106	106	106	106	106	106

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

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

Table 6. Correlations divided by the three subcategories: Emotional exhaustion, depersonalization and personal accomplishment

Descriptive Statistics

	Mean	Std. Deviation	N
BUR_IND	3,1226	,79453	106
EX_IND	2,8082	1,06577	106
DEP_IND	2,1226	,97727	106
PA_IND	3,9636	,86708	106
Work hours per week	2,90	1,059	106
Work during weekends	1,76	,561	106
Option to work remotely	1,95	,213	106
How many days per week can you work remotely	3,00	1,707	106
Flexibility to choose which days you work remotely	2,39	,835	106

Correlations

		BUR_IND	EX_IND	DEP_IND	PA_IND	Work hours per week	Work during weekends	Option to work remotely	How many days per week can you work remotely	Flexibility to choose which days you work remotely
BUR_IND	Pearson Correlation	1	,870**	,822**	,779**	,158	,226*	-,141	-,160	-,153
	Sig. (2-tailed)		<,001	<,001	<,001	,106	,020	,150	,102	,117
	N	106	106	106	106	106	106	106	106	106
EX_IND	Pearson Correlation	,870**	1	,707**	,427**	,252**	,207*	-,054	-,101	-,075
	Sig. (2-tailed)	<,001		<,001	<,001	,009	,033	,581	,302	,447
	N	106	106	106	106	106	106	106	106	106
DEP_IND	Pearson Correlation	,822**	,707**	1	,441**	,061	,209*	-,018	-,144	-,070
	Sig. (2-tailed)	<,001	<,001		<,001	,537	,031	,857	,140	,473
	N	106	106	106	106	106	106	106	106	106
PA_IND	Pearson Correlation	,779**	,427**	,441**	1	,046	,150	-,245*	-,156	-,217*
	Sig. (2-tailed)	<,001	<,001	<,001		,638	,125	,011	,110	,025
	N	106	106	106	106	106	106	106	106	106
Work hours per week	Pearson Correlation	,158	,252**	,061	,046	1	,167	-,149	-,137	-,320**
	Sig. (2-tailed)	,106	,009	,537	,638		,088	,129	,162	<,001
	N	106	106	106	106	106	106	106	106	106
Work during weekends	Pearson Correlation	,226*	,207*	,209*	,150	,167	1	-,174	-,060	-,007
	Sig. (2-tailed)	,020	,033	,031	,125	,088		,075	,544	,946
	N	106	106	106	106	106	106	106	106	106
Option to work remotely	Pearson Correlation	-,141	-,054	-,018	-,245*	-,149	-,174	1	,393**	,532**
	Sig. (2-tailed)	,150	,581	,857	,011	,129	,075		<,001	<,001
	N	106	106	106	106	106	106	106	106	106
How many days per week can you work remotely	Pearson Correlation	-,160	-,101	-,144	-,156	-,137	-,060	,393**	1	,628**
	Sig. (2-tailed)	,102	,302	,140	,110	,162	,544	<,001		<,001
	N	106	106	106	106	106	106	106	106	106
Flexibility to choose which days you work remotely	Pearson Correlation	-,153	-,075	-,070	-,217*	-,320**	-,007	,532**	,628**	1
	Sig. (2-tailed)	,117	,447	,473	,025	<,001	,946	<,001	<,001	
	N	106	106	106	106	106	106	106	106	106

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

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

Table 7. Regression analysis with Remote work as X and Burnout as Y

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	TypeOfConsultingFirm, Position, How many days per week can you work remotely , Work individually or in team, Gender, Work during weekends , Option to work remotely , Team diversity, Nationality, Work hours per week , Job offers variable pay connected performance , Age, Flexibility to choose which days you work remotely , WorkExperienceInConsulting[b]	.	Enter

a. Dependent Variable: Burnout

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	,492[a]	,242	,125	,74314	,242	2,073	14	91	,020

a. Predictors: (Constant), TypeOfConsultingFirm, Position, How many days per week can you work remotely , Work individually or in team, Gender, Work during weekends , Option to work remotely , Team diversity, Nationality, Work hours per week , Job offers variable pay connected performance , Age, Flexibility to choose which days you work remotely , WorkExperienceInConsulting

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	16,029	14	1,145	2,073	,020[b]
	Residual	50,255	91	,552		
	Total	66,285	105			

a. Dependent Variable: Burnout

b. Predictors: (Constant), TypeOfConsultingFirm, Position, How many days per week can you work remotely , Work individually or in team, Gender, Work during weekends , Option to work remotely , Team diversity, Nationality, Work hours per week , Job offers variable pay connected performance , Age, Flexibility to choose which days you work remotely , WorkExperienceInConsulting

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2,655	,918		2,892	,005
	Work hours per week	,248	,095	,331	2,600	,011
	Work during weekends	,336	,146	,237	2,299	,024
	Job offers variable pay connected performance	-,054	,107	-,064	-,502	,617
	Option to work remotely	,055	,434	,015	,127	,899
	How many days per week can you work remotely	-,029	,060	-,063	-,490	,625
	Flexibility to choose which days you work remotely	-,067	,134	-,070	-,498	,620
	Work individually or in team	-,208	,116	-,196	-1,803	,075
	Team diversity	-,122	,139	-,093	-,879	,382
	Age	-,156	,116	-,206	-1,343	,183
	Gender	,232	,171	,139	1,358	,178
	Nationality	-,003	,028	-,012	-,111	,912
	WorkExperienceInConsulting	-,005	,119	-,008	-,038	,970
	Position	-,016	,077	-,039	-,211	,833
	TypeOfConsultingFirm	,084	,049	,198	1,707	,091

a. Dependent Variable: Burnout

Table 8. Regression analysis with Remote work as X and Emotional Exhaustion as Y

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	TypeOfConsultingFirm, Position, How many days per week can you work remotely , Work individually or in team, Gender, Work during weekends , Option to work remotely , Team diversity, Nationality, Work hours per week , Job offers variable pay connected performance , Age, Flexibility to choose which days you work remotely , WorkExperienceInConsulting[b]	.	Enter

a. Dependent Variable: Emotional Exhaustion

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	,450[a]	,203	,080	1,02209	,203	1,655	14	91	,080

a. Predictors: (Constant), TypeOfConsultingFirm, Position, How many days per week can you work remotely , Work individually or in team, Gender, Work during weekends , Option to work remotely , Team diversity, Nationality, Work hours per week , Job offers variable pay connected performance , Age, Flexibility to choose which days you work remotely , WorkExperienceInConsulting

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	24,202	14	1,729	1,655	,080[b]
	Residual	95,064	91	1,045		
	Total	119,266	105			

a. Dependent Variable: Emotional Exhaustion

b. Predictors: (Constant), TypeOfConsultingFirm, Position, How many days per week can you work remotely , Work individually or in team, Gender, Work during weekends , Option to work remotely , Team diversity, Nationality, Work hours per week , Job offers variable pay connected performance , Age, Flexibility to choose which days you work remotely , WorkExperienceInConsulting

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1,078	1,263		,854	,395
	Work hours per week	,394	,131	,392	3,006	,003
	Work during weekends	,412	,201	,217	2,052	,043
	Job offers variable pay connected performance	-,042	,147	-,037	-,284	,777
	Option to work remotely	,145	,597	,029	,243	,809
	How many days per week can you work remotely	-,058	,082	-,093	-,710	,479
	Flexibility to choose which days you work remotely	,042	,184	,033	,225	,822
	Work individually or in team	-,121	,159	-,085	-,764	,447
	Team diversity	-,023	,191	-,013	-,120	,905
	Age	-,288	,160	-,283	-1,800	,075
	Gender	,272	,235	,122	1,158	,250
	Nationality	-,001	,039	-,002	-,018	,986
	WorkExperienceInConsulting	,043	,164	,053	,260	,796
	Position	,006	,106	,010	,052	,958
	TypeOfConsultingFirm	,114	,068	,201	1,689	,095

a. Dependent Variable: Emotional Exhaustion

Table 9. Regression analysis with Remote work as X and Depersonalization as Y

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	TypeOfConsultingFirm, Position, How many days per week can you work remotely , Work individually or in team, Gender, Work during weekends , Option to work remotely , Team diversity, Nationality, Work hours per week , Job offers variable pay connected performance , Age, Flexibility to choose which days you work remotely , WorkExperienceInConsulting[b]	.	Enter

a. Dependent Variable: Depersonalization

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	,515[a]	,265	,152	,89989	,265	2,345	14	91	,008

a. Predictors: (Constant), TypeOfConsultingFirm, Position, How many days per week can you work remotely , Work individually or in team, Gender, Work during weekends , Option to work remotely , Team diversity, Nationality, Work hours per week , Job offers variable pay connected performance , Age, Flexibility to choose which days you work remotely , WorkExperienceInConsulting

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	26,589	14	1,899	2,345	,008[b]
	Residual	73,692	91	,810		
	Total	100,281	105			

a. Dependent Variable: Depersonalization

b. Predictors: (Constant), TypeOfConsultingFirm, Position, How many days per week can you work remotely , Work individually or in team, Gender, Work during weekends , Option to work remotely , Team diversity, Nationality, Work hours per week , Job offers variable pay connected performance , Age, Flexibility to choose which days you work remotely , WorkExperienceInConsulting

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-,090	1,112		-,081	,936
	Work hours per week	,199	,115	,216	1,725	,088
	Work during weekends	,537	,177	,309	3,037	,003
	Job offers variable pay connected performance	,164	,130	,160	1,269	,208
	Option to work remotely	,471	,525	,103	,897	,372
	How many days per week can you work remotely	-,101	,072	-,177	-1,404	,164
	Flexibility to choose which days you work remotely	,009	,162	,008	,058	,954
	Work individually or in team	-,257	,140	-,197	-1,836	,070
	Team diversity	,026	,168	,016	,155	,877
	Age	,025	,141	,026	,175	,862
	Gender	,248	,207	,121	1,198	,234
	Nationality	-,007	,034	-,022	-,200	,842
	WorkExperienceInConsulting	-,238	,144	-,322	-1,650	,102
	Position	-,046	,093	-,089	-,494	,623
	TypeOfConsultingFirm	,167	,060	,320	2,803	,006

a. Dependent Variable: Depersonalization

Table 10. Regression analysis with Remote work as X and Personal Accomplishment as Y

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	TypeOfConsultingFirm, Position, How many days per week can you work remotely , Work individually or in team, Gender, Work during weekends , Option to work remotely , Team diversity, Nationality, Work hours per week , Job offers variable pay connected performance , Age, Flexibility to choose which days you work remotely , WorkExperienceInConsulting[b]	.	Enter

a. Dependent Variable: Personal accomplishment

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	,519[a]	,269	,157	,79631	,269	2,392	14	91	,007

a. Predictors: (Constant), TypeOfConsultingFirm, Position, How many days per week can you work remotely , Work individually or in team, Gender, Work during weekends , Option to work remotely , Team diversity, Nationality, Work hours per week , Job offers variable pay connected performance , Age, Flexibility to choose which days you work remotely , WorkExperienceInConsulting

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	21,238	14	1,517	2,392	,007[b]
	Residual	57,704	91	,634		
	Total	78,941	105			

a. Dependent Variable: Personal accomplishment

b. Predictors: (Constant), TypeOfConsultingFirm, Position, How many days per week can you work remotely , Work individually or in team, Gender, Work during weekends , Option to work remotely , Team diversity, Nationality, Work hours per week , Job offers variable pay connected performance , Age, Flexibility to choose which days you work remotely , WorkExperienceInConsulting

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5,576	,984		5,667	<,001
	Work hours per week	,150	,102	,184	1,473	,144
	Work during weekends	,155	,157	,100	,991	,324
	Job offers variable pay connected performance	-,188	,115	-,207	-1,644	,104
	Option to work remotely	-,260	,465	-,064	-,559	,578
	How many days per week can you work remotely	,037	,064	,073	,577	,565
	Flexibility to choose which days you work remotely	-,203	,144	-,195	-1,414	,161
	Work individually or in team	-,255	,124	-,220	-2,061	,042
	Team diversity	-,292	,149	-,203	-1,961	,053
	Age	-,147	,125	-,177	-1,176	,243
	Gender	,189	,183	,103	1,029	,306
	Nationality	-,003	,030	-,011	-,104	,918
	WorkExperienceInConsulting	,089	,128	,135	,694	,489
	Position	-,018	,083	-,039	-,218	,828
	TypeOfConsultingFirm	,011	,053	,023	,200	,842

a. Dependent Variable: Personal accomplishment

Table 11. Regression analysis with Work hours & Burnout

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Work hours per week[b]	.	Enter

a. Dependent Variable: Burnout

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.158[a]	.025	.015	.78836	.025	2.652	1	104	.106

a. Predictors: (Constant), Work hours per week

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.648	1	1.648	2.652	.106[b]
	Residual	64.636	104	.622		
	Total	66.285	105			

a. Dependent Variable: Burnout

b. Predictors: (Constant), Work hours per week

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.780	.224		12.421	<.001
	Work hours per week	.118	.073	.158	1.628	.106

a. Dependent Variable: Burnout

Table 12. Regression analysis with Work during weekends & Burnout

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Work during weekends[b]	.	Enter

a. Dependent Variable: Burnout

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.226[a]	.051	.042	.77765	.051	5.608	1	104	.020

a. Predictors: (Constant), Work during weekends

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.391	1	3.391	5.608	.020[b]
	Residual	62.893	104	.605		
	Total	66.285	105			

a. Dependent Variable: Burnout

b. Predictors: (Constant), Work during weekends

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.558	.250		10.227	<.001
	Work during weekends	.320	.135	.226	2.368	.020

a. Dependent Variable: Burnout

Table 13. Regression analysis with Job offers variable pay & Burnout

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Job offers variable pay connected performance[b]	.	Enter

a. Dependent Variable: Burnout

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.095[a]	.009	-.001	.79475	.009	.942	1	104	.334

a. Predictors: (Constant), Job offers variable pay connected performance

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.595	1	.595	.942	.334[b]
	Residual	65.689	104	.632		
	Total	66.285	105			

a. Dependent Variable: Burnout

b. Predictors: (Constant), Job offers variable pay connected performance

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.306	.204		16.184	<.001
	Job offers variable pay connected performance	-.079	.081	-.095	-.971	.334

a. Dependent Variable: Burnout

Table 14. Regression analysis with Option to work remotely & Burnout

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Option to work remotely[b]	.	Enter

a. Dependent Variable: Burnout

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.141[a]	.020	.010	.79037	.020	2.108	1	104	.150

a. Predictors: (Constant), Option to work remotely

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.317	1	1.317	2.108	.150[b]
	Residual	64.968	104	.625		
	Total	66.285	105			

a. Dependent Variable: Burnout

b. Predictors: (Constant), Option to work remotely

Coefficients[a]

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	4.149	.711		5.833	<.001
	Option to work remotely	-.526	.362	-.141	-1.452	.150

a. Dependent Variable: Burnout

Table 15. Regression analysis with How many days per week can you work remotely & Burnout

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	How many days per week can you work remotely[b]	.	Enter

a. Dependent Variable: Burnout

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics: R Square Change	F Change	df1	df2	Sig. F Change
1	.160[a]	.026	.016	.78808	.026	2.727	1	104	.102

a. Predictors: (Constant), How many days per week can you work remotely

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.694	1	1.694	2.727	.102[b]
	Residual	64.591	104	.621		
	Total	66.285	105			

a. Dependent Variable: Burnout

b. Predictors: (Constant), How many days per week can you work remotely

Coefficients[a]

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	3.346	.155		21.541	<.001
	How many days per week can you work remotely	-.074	.045	-.160	-1.651	.102

a. Dependent Variable: Burnout

Table 16. Regression analysis with Flexibility to choose which days to work remotely & Burnout

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Flexibility to choose which days you work remotely[b]	.	Enter

a. Dependent Variable: Burnout

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics: R Square Change	Change Statistics: F Change	Change Statistics: df1	Change Statistics: df2	Change Statistics: Sig. F Change
1	.153[a]	.024	.014	.78890	.024	2.504	1	104	.117

a. Predictors: (Constant), Flexibility to choose which days you work remotely

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.558	1	1.558	2.504	.117[b]
	Residual	64.726	104	.622		
	Total	66.285	105			

a. Dependent Variable: Burnout

b. Predictors: (Constant), Flexibility to choose which days you work remotely

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	3.471	.233		14.889	<.001
	Flexibility to choose which days you work remotely	-.146	.092	-.153	-1.582	.117

a. Dependent Variable: Burnout

Table 17. Regression analysis with Work individually or in team & Burnout

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Work individually or in team[b]	.	Enter

a. Dependent Variable: Burnout

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.167[a]	.028	.018	.78717	.028	2.972	1	104	.088

a. Predictors: (Constant), Work individually or in team

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.842	1	1.842	2.972	.088[b]
	Residual	64.443	104	.620		
	Total	66.285	105			

a. Dependent Variable: Burnout

b. Predictors: (Constant), Work individually or in team

Coefficients[a]

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	3.532	.249		14.160	<.001
	Work individually or in team	-.177	.103	-.167	-1.724	.088

a. Dependent Variable: Burnout

Table 18. Regression analysis with Team Diversity & Burnout

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Team diversity[b]	.	Enter

a. Dependent Variable: Burnout

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics: R Square Change	Change Statistics: F Change	Change Statistics: df1	Change Statistics: df2	Change Statistics: Sig. F Change
1	.205[a]	.042	.033	.78131	.042	4.583	1	104	.035

a. Predictors: (Constant), Team diversity

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.798	1	2.798	4.583	.035[b]
	Residual	63.487	104	.610		
	Total	66.285	105			

a. Dependent Variable: Burnout

b. Predictors: (Constant), Team diversity

Coefficients[a]

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	3.520	.200		17.560	<.001
	Team diversity	-.270	.126	-.205	-2.141	.035

a. Dependent Variable: Burnout

Table 19. Regression analysis with Team Diversity & Emotional Exhaustion

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Team diversity[b]	.	Enter

a. Dependent Variable: Emotional Exhaustion

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.077[a]	.006	-.004	1.06767	.006	.628	1	104	.430

a. Predictors: (Constant), Team diversity

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.715	1	.715	.628	.430[b]
	Residual	118.551	104	1.140		
	Total	119.266	105			

a. Dependent Variable: Emotional Exhaustion

b. Predictors: (Constant), Team diversity

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.009	.274		10.986	<.001
	Team diversity	-.136	.172	-.077	-.792	.430

a. Dependent Variable: Emotional Exhaustion

Table 20. Regression analysis with Team Diversity & Depersonalization

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Team diversity[b]	.	Enter

a. Dependent Variable: Depersonalization

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.063[a]	.004	-.006	.98003	.004	.408	1	104	.524

a. Predictors: (Constant), Team diversity

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.392	1	.392	.408	.524[b]
	Residual	99.888	104	.960		
	Total	100.281	105			

a. Dependent Variable: Depersonalization

b. Predictors: (Constant), Team diversity

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.271	.251		9.034	<.001
	Team diversity	-.101	.158	-.063	-.639	.524

a. Dependent Variable: Depersonalization

Table 21. Regression analysis with Team Diversity & Personal Accomplishment

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Team diversity[b]	.	Enter

a. Dependent Variable: Personal accomplishment

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.335[a]	.112	.104	.82079	.112	13.176	1	104	<.001

a. Predictors: (Constant), Team diversity

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8.877	1	8.877	13.176	<.001[b]
	Residual	70.064	104	.674		
	Total	78.941	105			

a. Dependent Variable: Personal accomplishment

b. Predictors: (Constant), Team diversity

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.671	.211		22.183	<.001
	Team diversity	-.481	.132	-.335	-3.630	<.001

a. Dependent Variable: Personal accomplishment

Table 22. Regression analysis with Work during weekends & Emotional exhaustion

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Work during weekends[b]	.	Enter

a. Dependent Variable: Emotional Exhaustion

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.207[a]	.043	.034	1.04758	.043	4.679	1	104	.033

a. Predictors: (Constant), Work during weekends

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.135	1	5.135	4.679	.033[b]
	Residual	114.131	104	1.097		
	Total	119.266	105			

a. Dependent Variable: Emotional Exhaustion

b. Predictors: (Constant), Work during weekends

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.113	.337		6.272	<.001
	Work during weekends	.394	.182	.207	2.163	.033

a. Dependent Variable: Emotional Exhaustion

Table 23. Regression analysis with Work during weekends & Depersonalization

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Work during weekends[b]	.	Enter

a. Dependent Variable: Depersonalization

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.209[a]	.044	.035	.96018	.044	4.770	1	104	.031

a. Predictors: (Constant), Work during weekends

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.398	1	4.398	4.770	.031[b]
	Residual	95.883	104	.922		
	Total	100.281	105			

a. Dependent Variable: Depersonalization

b. Predictors: (Constant), Work during weekends

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.480	.309		4.791	<.001
	Work during weekends	.364	.167	.209	2.184	.031

a. Dependent Variable: Depersonalization

Table 24. Regression analysis with Work during weekends & Personal accomplishment

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Work during weekends[b]	.	Enter

a. Dependent Variable: Personal accomplishment

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.150[a]	.022	.013	.86139	.022	2.390	1	104	.125

a. Predictors: (Constant), Work during weekends

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.773	1	1.773	2.390	.125[b]
	Residual	77.168	104	.742		
	Total	78.941	105			

a. Dependent Variable: Personal accomplishment

b. Predictors: (Constant), Work during weekends

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.555	.277		12.833	<.001
	Work during weekends	.231	.150	.150	1.546	.125

a. Dependent Variable: Personal accomplishment

Table 25. Codes for Stressors

!"#A%C'()*'H,	-.LM
1*"O34%R(OSST(O%8%,O9H3,S	-.L:
1'#3"4";O%,O9H3,S	-.L<
L'*O%H9="#T"4>%	-.L?

.(H;O*%(O@T"(O9O34S	-.LA
."9O%B’3O%,"CCO(O3aOS	-.Lb
cHa)%’C%a’34(’*dHT4’3’9>%’;O(%C’()	-.Le
1’99T3"aH4"’3%,O9H3,S	-.Lf
cHa)%’C%C*Og"="*"4>	-.Lh
cHa)%’C%C’()i*"CO%=H*H3aO	-.LMj
k"SS"3#%(A>4A9%a’9RH(O,%4’%CT**%4"9O%O9R*’>9O34	-.LMM
l(4"C"a"H*%R(OSST(O%m"34O(3H**>n%	-.LM:
oCC"aO%R’*"4"aS%m"34O(3H*%H3,%a*"O34%S",On	-.LM<
*Ha)%’C%9H)"3#%,Oa"S"’3%C(’9%4AO%’4AO(%S",O	-.LM?
o4AO(%S)"**S%H(O%(O@T"(O,%4AH3%4A’SO%(O@TOS4O,%"3%4AO%(O@TOS4%C’(%@T’4H4"’3	-.LMA
9"SS"3#%R(’pOa4%S4(Ta4T(O%m(OSR’3S"=*"4"OSq%H;H"*H=*O%(OS’T(aOSn	-.LMb
4’’%9H3>%RH(H**O*%C’()%S4(OH9S%4’%=O%C’**’CO,%TR	-.LMe

Table 26. Regression analysis with Burnout and Top 5 stressors

Descriptive Statistics

	Mean	Std. Deviation	N
Burnout	3,1226	,79453	106
STR1	,6604	,47583	106
STR2	,3868	,48933	106
STR3	,2358	,42655	106
STR4	,2830	,45261	106
STR10	,3679	,48453	106

Correlations

		Burnout	STR1	STR2	STR3	STR4	STR10
Pearson Correlation	Burnout	1,000	,126	,244	-,076	,150	,088
	STR1	,126	1,000	,038	-,071	-,213	,175
	STR2	,244	,038	1,000	,015	-,198	-,164
	STR3	-,076	-,071	,015	1,000	-,201	-,101
	STR4	,150	-,213	-,198	-,201	1,000	-,175
	STR10	,088	,175	-,164	-,101	-,175	1,000
Sig. (1-tailed)	Burnout	.	,099	,006	,219	,062	,184
	STR1	,099	.	,350	,235	,014	,036
	STR2	,006	,350	.	,439	,021	,046
	STR3	,219	,235	,439	.	,019	,151
	STR4	,062	,014	,021	,019	.	,036
	STR10	,184	,036	,046	,151	,036	.
N	Burnout	106	106	106	106	106	106
	STR1	106	106	106	106	106	106
	STR2	106	106	106	106	106	106
	STR3	106	106	106	106	106	106
	STR4	106	106	106	106	106	106
	STR10	106	106	106	106	106	106

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	STR10, STR3, STR2, STR1, STR4[b]	.	Enter

a. Dependent Variable: Burnout

b. All requested variables entered.

Model Summary[b]

					Change Statistics					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change	Durbin-Watson
1	,389[a]	,152	,109	,74993	,152	3,573	5	100	,005	1,789

a. Predictors: (Constant), STR10, STR3, STR2, STR1, STR4

b. Dependent Variable: Burnout

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10,046	5	2,009	3,573	,005[b]
	Residual	56,239	100	,562		
	Total	66,285	105			

a. Dependent Variable: Burnout

b. Predictors: (Constant), STR10, STR3, STR2, STR1, STR4

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95,0% Confidence Interval for B		Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	2,529	,187		13,516	<,001	2,158	2,901		
	STR1	,239	,160	,143	1,497	,138	-,078	,557	,925	1,081
	STR2	,519	,156	,320	3,323	,001	,209	,829	,917	1,091
	STR3	,001	,178	,001	,005	,996	-,352	,354	,928	1,077
	STR4	,479	,177	,273	2,706	,008	,128	,830	,835	1,198
	STR10	,268	,160	,164	1,676	,097	-,049	,585	,892	1,121

a. Dependent Variable: Burnout

Collinearity Diagnostics[a]

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions					
				(Constant)	STR1	STR2	STR3	STR4	STR10
1	1	3,187	1,000	,01	,02	,03	,02	,02	,03
	2	,912	1,869	,00	,00	,04	,27	,38	,00
	3	,779	2,022	,00	,02	,03	,19	,16	,36
	4	,674	2,174	,00	,00	,48	,33	,03	,07
	5	,339	3,065	,00	,52	,24	,02	,05	,41
	6	,108	5,442	,98	,43	,20	,17	,37	,14

a. Dependent Variable: Burnout

Residuals Statistics[a]

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2,5294	3,7955	3,1226	,30931	106
Residual	-1,41381	2,82557	,00000	,73185	106
Std. Predicted Value	-1,918	2,175	,000	1,000	106
Std. Residual	-1,885	3,768	,000	,976	106

a. Dependent Variable: Burnout

Table 27. Regression analysis with Emotional Exhaustion and Top 5 stressors

Descriptive Statistics

	Mean	Std. Deviation	N
Emotional Exhaustion	2,8082	1,06577	106
STR1	,6604	,47583	106
STR2	,3868	,48933	106
STR3	,2358	,42655	106
STR4	,2830	,45261	106
STR10	,3679	,48453	106

Correlations

		Emotional Exhaustion	STR1	STR2	STR3	STR4	STR10
Pearson Correlation	Emotional Exhaustion	1,000	,246	,332	-,092	,104	,098
	STR1	,246	1,000	,038	-,071	-,213	,175
	STR2	,332	,038	1,000	,015	-,198	-,164
	STR3	-,092	-,071	,015	1,000	-,201	-,101
	STR4	,104	-,213	-,198	-,201	1,000	-,175
	STR10	,098	,175	-,164	-,101	-,175	1,000
Sig. (1-tailed)	Emotional Exhaustion	.	,006	<,001	,175	,145	,159
	STR1	,006	.	,350	,235	,014	,036
	STR2	,000	,350	.	,439	,021	,046
	STR3	,175	,235	,439	.	,019	,151
	STR4	,145	,014	,021	,019	.	,036
	STR10	,159	,036	,046	,151	,036	.
N	Emotional Exhaustion	106	106	106	106	106	106
	STR1	106	106	106	106	106	106
	STR2	106	106	106	106	106	106
	STR3	106	106	106	106	106	106
	STR4	106	106	106	106	106	106
	STR10	106	106	106	106	106	106

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	STR10, STR3, STR2, STR1, STR4[b]	.	Enter

a. Dependent Variable: Emotional Exhaustion

b. All requested variables entered.

Model Summary[b]

					Change Statistics					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change	Durbin-Watson
1	,491[a]	,241	,204	,95113	,241	6,367	5	100	<,001	1,987

a. Predictors: (Constant), STR10, STR3, STR2, STR1, STR4

b. Dependent Variable: Emotional Exhaustion

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	28,801	5	5,760	6,367	<,001[b]
	Residual	90,465	100	,905		
	Total	119,266	105			

a. Dependent Variable: Emotional Exhaustion

b. Predictors: (Constant), STR10, STR3, STR2, STR1, STR4

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients			95,0% Confidence Interval for B		Collinearity Statistics	
		B	Std. Error	Beta	t	Sig.	Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	1,784	,237		7,517	<,001	1,313	2,255		
	STR1	,577	,203	,258	2,845	,005	,175	,979	,925	1,081
	STR2	,876	,198	,402	4,421	<,001	,483	1,269	,917	1,091
	STR3	-,024	,226	-,009	-,104	,917	-,472	,425	,928	1,077
	STR4	,624	,224	,265	2,781	,006	,179	1,070	,835	1,198
	STR10	,362	,203	,164	1,782	,078	-,041	,764	,892	1,121

a. Dependent Variable: Emotional Exhaustion

Collinearity Diagnostics[a]

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions					
				(Constant)	STR1	STR2	STR3	STR4	STR10
1	1	3,187	1,000	,01	,02	,03	,02	,02	,03
	2	,912	1,869	,00	,00	,04	,27	,38	,00
	3	,779	2,022	,00	,02	,03	,19	,16	,36
	4	,674	2,174	,00	,00	,48	,33	,03	,07
	5	,339	3,065	,00	,52	,24	,02	,05	,41
	6	,108	5,442	,98	,43	,20	,17	,37	,14

a. Dependent Variable: Emotional Exhaustion

Residuals Statistics[a]

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	1,7606	3,8614	2,8082	,52373	106
Residual	-1,40844	2,71559	,00000	,92821	106
Std. Predicted Value	-2,000	2,011	,000	1,000	106
Std. Residual	-1,481	2,855	,000	,976	106

a. Dependent Variable: Emotional Exhaustion

Table 28. Regression analysis with Depersonalization and Top 5 stressors

Descriptive Statistics

	Mean	Std. Deviation	N
Depersonalization	2,1226	,97727	106
STR1	,6604	,47583	106
STR2	,3868	,48933	106
STR3	,2358	,42655	106
STR4	,2830	,45261	106
STR10	,3679	,48453	106

Correlations

		Depersonalization	STR1	STR2	STR3	STR4	STR10
Pearson Correlation	Depersonalization	1,000	,065	,248	-,013	,045	,120
	STR1	,065	1,000	,038	-,071	-,213	,175
	STR2	,248	,038	1,000	,015	-,198	-,164
	STR3	-,013	-,071	,015	1,000	-,201	-,101
	STR4	,045	-,213	-,198	-,201	1,000	-,175
	STR10	,120	,175	-,164	-,101	-,175	1,000
Sig. (1-tailed)	Depersonalization	.	,255	,005	,448	,325	,110
	STR1	,255	.	,350	,235	,014	,036
	STR2	,005	,350	.	,439	,021	,046
	STR3	,448	,235	,439	.	,019	,151
	STR4	,325	,014	,021	,019	.	,036
	STR10	,110	,036	,046	,151	,036	.
N	Depersonalization	106	106	106	106	106	106
	STR1	106	106	106	106	106	106
	STR2	106	106	106	106	106	106
	STR3	106	106	106	106	106	106
	STR4	106	106	106	106	106	106
	STR10	106	106	106	106	106	106

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	STR10, STR3, STR2, STR1, STR4[b]	.	Enter

a. Dependent Variable: Depersonalization

b. All requested variables entered.

Model Summary[b]

					Change Statistics					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change	Durbin-Watson
1	,332[a]	,110	,066	,94471	,110	2,473	5	100	,037	1,791

a. Predictors: (Constant), STR10, STR3, STR2, STR1, STR4

b. Dependent Variable: Depersonalization

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	11,034	5	2,207	2,473	,037[b]
	Residual	89,247	100	,892		
	Total	100,281	105			

a. Dependent Variable: Depersonalization

b. Predictors: (Constant), STR10, STR3, STR2, STR1, STR4

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients			95,0% Confidence Interval for B		Collinearity Statistics	
		B	Std. Error	Beta	t	Sig.	Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	1,548	,236		6,565	<,001	1,080	2,016		
	STR1	,115	,201	,056	,570	,570	-,285	,514	,925	1,081
	STR2	,617	,197	,309	3,134	,002	,226	1,007	,917	1,091
	STR3	,087	,224	,038	,386	,700	-,358	,532	,928	1,077
	STR4	,343	,223	,159	1,540	,127	-,099	,786	,835	1,198
	STR10	,388	,201	,193	1,928	,057	-,011	,788	,892	1,121

a. Dependent Variable: Depersonalization

Collinearity Diagnostics[a]

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions					
				(Constant)	STR1	STR2	STR3	STR4	STR10
1	1	3,187	1,000	,01	,02	,03	,02	,02	,03
	2	,912	1,869	,00	,00	,04	,27	,38	,00
	3	,779	2,022	,00	,02	,03	,19	,16	,36
	4	,674	2,174	,00	,00	,48	,33	,03	,07
	5	,339	3,065	,00	,52	,24	,02	,05	,41
	6	,108	5,442	,98	,43	,20	,17	,37	,14

a. Dependent Variable: Depersonalization

Residuals Statistics[a]

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	1,5478	2,8962	2,1226	,32417	106
Residual	-1,62253	3,49224	,00000	,92194	106
Std. Predicted Value	-1,773	2,386	,000	1,000	106
Std. Residual	-1,717	3,697	,000	,976	106

a. Dependent Variable: Depersonalization

Table 29. Regression analysis with Personal Accomplishment and Top 5 stressors

Descriptive Statistics

	Mean	Std. Deviation	N
Personal accomplishment	3,9636	,86708	106
STR1	,6604	,47583	106
STR2	,3868	,48933	106
STR3	,2358	,42655	106
STR4	,2830	,45261	106
STR10	,3679	,48453	106

Correlations

		Personal accomplishment	STR1	STR2	STR3	STR4	STR10
Pearson Correlation	Personal accomplishment	1,000	-,020	,033	-,065	,196	,016
	STR1	-,020	1,000	,038	-,071	-,213	,175
	STR2	,033	,038	1,000	,015	-,198	-,164
	STR3	-,065	-,071	,015	1,000	-,201	-,101
	STR4	,196	-,213	-,198	-,201	1,000	-,175
	STR10	,016	,175	-,164	-,101	-,175	1,000
Sig. (1-tailed)	Personal accomplishment	.	,418	,367	,254	,022	,435
	STR1	,418	.	,350	,235	,014	,036
	STR2	,367	,350	.	,439	,021	,046
	STR3	,254	,235	,439	.	,019	,151
	STR4	,022	,014	,021	,019	.	,036
	STR10	,435	,036	,046	,151	,036	.
N	Personal accomplishment	106	106	106	106	106	106
	STR1	106	106	106	106	106	106
	STR2	106	106	106	106	106	106
	STR3	106	106	106	106	106	106
	STR4	106	106	106	106	106	106
	STR10	106	106	106	106	106	106

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	STR10, STR3, STR2, STR1, STR4[b]	.	Enter

a. Dependent Variable: Personal accomplishment

b. All requested variables entered.

Model Summary[b]

					Change Statistics					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change	Durbin-Watson
1	,221[a]	,049	,001	,86648	,049	1,029	5	100	,405	1,677

a. Predictors: (Constant), STR10, STR3, STR2, STR1, STR4

b. Dependent Variable: Personal accomplishment

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3,863	5	,773	1,029	,405[b]
	Residual	75,078	100	,751		
	Total	78,941	105			

a. Dependent Variable: Personal accomplishment

b. Predictors: (Constant), STR10, STR3, STR2, STR1, STR4

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95,0% Confidence Interval for B		Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	3,729	,216		17,245	<,001	3,300	4,158		
	STR1	,021	,185	,012	,115	,909	-,345	,388	,925	1,081
	STR2	,157	,180	,089	,872	,385	-,201	,515	,917	1,091
	STR3	-,027	,206	-,013	-,131	,896	-,435	,381	,928	1,077
	STR4	,432	,204	,225	2,112	,037	,026	,838	,835	1,198
	STR10	,119	,185	,067	,646	,520	-,247	,486	,892	1,121

a. Dependent Variable: Personal accomplishment

Collinearity Diagnostics[a]

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions					
				(Constant)	STR1	STR2	STR3	STR4	STR10
1	1	3,187	1,000	,01	,02	,03	,02	,02	,03
	2	,912	1,869	,00	,00	,04	,27	,38	,00
	3	,779	2,022	,00	,02	,03	,19	,16	,36
	4	,674	2,174	,00	,00	,48	,33	,03	,07
	5	,339	3,065	,00	,52	,24	,02	,05	,41
	6	,108	5,442	,98	,43	,20	,17	,37	,14

a. Dependent Variable: Personal accomplishment

Residuals Statistics[a]

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	3,7019	4,4376	3,9636	,19181	106
Residual	-1,70547	3,24985	,00000	,84559	106
Std. Predicted Value	-1,364	2,471	,000	1,000	106
Std. Residual	-1,968	3,751	,000	,976	106

a. Dependent Variable: Personal accomplishment

Table 30. Codes for coping mechanisms

!"#A%C'()*H*,C%A*	-.
LM11%*A)'OP)4*%A5,*)SCT%8%T%*A	-V
:%OP;5(O*AA)<):*P%T'T%MO	-=

:*OT’()L*’(T")>5??M,T	-@
>?*OP%OA)T%B*)C%T");’B%(#)<);,%*OPA	-a
b’c%OA)A"M,T)1,*’cA)1*TC**O)B**T%OAA	-d
b’c%OA)T%B*)M;;e8’C’T%MO	-f
b*’BCM,c	-g
hM(5OT’,#)CM,c	-i
M,A’O%k’T%MO	-.l
!,%M,%T%k%OA),*(’H’T%MO)	-..
:#)?’,TO*,	-.V

Table 31. Regression analysis with Burnout and Top 5 Coping mechanisms

Descriptive Statistics

	Mean	Std. Deviation	N
Burnout	3,1226	,79453	106
C5	,7453	,43777	106
C1	,6792	,46898	106
C2	,4811	,50202	106
C7	,3208	,46898	106
C6	,1604	,36870	106

Correlations

		Burnout	C5	C1	C2	C7	C6
Pearson Correlation	Burnout	1,000	-,294	-,051	-,111	,009	-,072
	C5	-,294	1,000	,016	,173	,031	-,158
	C1	-,051	,016	1,000	,015	-,134	-,361
	C2	-,111	,173	,015	1,000	-,379	-,112
	C7	,009	,031	-,134	-,379	1,000	-,025
	C6	-,072	-,158	-,361	-,112	-,025	1,000
Sig. (1-tailed)	Burnout	.	,001	,301	,128	,463	,233
	C5	,001	.	,436	,038	,378	,053
	C1	,301	,436	.	,441	,085	,000
	C2	,128	,038	,441	.	,000	,126
	C7	,463	,378	,085	,000	.	,400
	C6	,233	,053	,000	,126	,400	.
N	Burnout	106	106	106	106	106	106
	C5	106	106	106	106	106	106
	C1	106	106	106	106	106	106
	C2	106	106	106	106	106	106
	C7	106	106	106	106	106	106
	C6	106	106	106	106	106	106

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	C6, C7, C5, C1, C2[b]	.	Enter

a. Dependent Variable: Burnout

b. All requested variables entered.

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	,342[a]	,117	,073	,76518	,117	2,642	5	100	,028	1,974

a. Predictors: (Constant), C6, C7, C5, C1, C2

b. Dependent Variable: Burnout

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7,734	5	1,547	2,642	,028[b]
	Residual	58,550	100	,586		
	Total	66,285	105			

a. Dependent Variable: Burnout

b. Predictors: (Constant), C6, C7, C5, C1, C2

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95,0% Confidence Interval for B		Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	3,806	,237		16,042	<,001	3,336	4,277		
	C5	-,550	,176	-,303	-3,126	,002	-,898	-,201	,941	1,062
	C1	-,189	,174	-,111	-1,086	,280	-,533	,156	,841	1,189
	C2	-,142	,166	-,090	-,857	,393	-,470	,187	,807	1,239
	C7	-,059	,176	-,035	-,333	,740	-,408	,291	,818	1,222
	C6	-,367	,223	-,170	-1,649	,102	-,809	,074	,828	1,208

a. Dependent Variable: Burnout

Collinearity Diagnostics[a]

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions					
				(Constant)	C5	C1	C2	C7	C6
1	1	3,585	1,000	,01	,02	,02	,02	,02	,01
	2	,935	1,958	,00	,00	,02	,04	,06	,54
	3	,821	2,090	,00	,00	,00	,11	,40	,15
	4	,361	3,150	,00	,01	,37	,41	,18	,03
	5	,226	3,984	,00	,71	,12	,29	,18	,01
	6	,072	7,067	,99	,27	,47	,14	,17	,26

a. Dependent Variable: Burnout

Residuals Statistics[a]

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2,7010	3,8063	3,1226	,27141	106
Residual	-1,73551	2,54669	,00000	,74674	106
Std. Predicted Value	-1,553	2,519	,000	1,000	106
Std. Residual	-2,268	3,328	,000	,976	106

a. Dependent Variable: Burnout

Table 32. Regression analysis with Emotional Exhaustion and Top 5 Coping mechanisms

Descriptive Statistics

	Mean	Std. Deviation	N
Emotional Exhaustion	2,8082	1,06577	106
C5	,7453	,43777	106
C1	,6792	,46898	106
C2	,4811	,50202	106
C7	,3208	,46898	106
C6	,1604	,36870	106

Correlations

		Emotional Exhaustion	C5	C1	C2	C7	C6
Pearson Correlation	Emotional Exhaustion	1,000	-,235	-,061	-,125	,096	-,066
	C5	-,235	1,000	,016	,173	,031	-,158
	C1	-,061	,016	1,000	,015	-,134	-,361
	C2	-,125	,173	,015	1,000	-,379	-,112
	C7	,096	,031	-,134	-,379	1,000	-,025
	C6	-,066	-,158	-,361	-,112	-,025	1,000
Sig. (1-tailed)	Emotional Exhaustion	.	,008	,268	,100	,165	,249
	C5	,008	.	,436	,038	,378	,053
	C1	,268	,436	.	,441	,085	,000
	C2	,100	,038	,441	.	,000	,126
	C7	,165	,378	,085	,000	.	,400
	C6	,249	,053	,000	,126	,400	.
N	Emotional Exhaustion	106	106	106	106	106	106
	C5	106	106	106	106	106	106
	C1	106	106	106	106	106	106
	C2	106	106	106	106	106	106
	C7	106	106	106	106	106	106
	C6	106	106	106	106	106	106

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	C6, C7, C5, C1, C2[b]	.	Enter

a. Dependent Variable: Emotional Exhaustion

b. All requested variables entered.

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	,298[a]	,089	,043	1,04247	,089	1,949	5	100	,093	1,947

a. Predictors: (Constant), C6, C7, C5, C1, C2

b. Dependent Variable: Emotional Exhaustion

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10,591	5	2,118	1,949	,093[b]
	Residual	108,675	100	1,087		
	Total	119,266	105			

a. Dependent Variable: Emotional Exhaustion

b. Predictors: (Constant), C6, C7, C5, C1, C2

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95,0% Confidence Interval for B		Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	3,517	,323		10,879	<,001	2,875	4,158		
	C5	-,597	,240	-,245	-2,494	,014	-1,072	-,122	,941	1,062
	C1	-,232	,236	-,102	-,979	,330	-,701	,238	,841	1,189
	C2	-,163	,226	-,077	-,723	,471	-,611	,284	,807	1,239
	C7	,129	,240	,057	,538	,592	-,347	,605	,818	1,222
	C6	-,431	,303	-,149	-1,420	,159	-1,032	,171	,828	1,208

a. Dependent Variable: Emotional Exhaustion

Collinearity Diagnostics[a]

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions					
				(Constant)	C5	C1	C2	C7	C6
1	1	3,585	1,000	,01	,02	,02	,02	,02	,01
	2	,935	1,958	,00	,00	,02	,04	,06	,54
	3	,821	2,090	,00	,00	,00	,11	,40	,15
	4	,361	3,150	,00	,01	,37	,41	,18	,03
	5	,226	3,984	,00	,71	,12	,29	,18	,01
	6	,072	7,067	,99	,27	,47	,14	,17	,26

a. Dependent Variable: Emotional Exhaustion

Residuals Statistics[a]

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2,2573	3,5167	2,8082	,31760	106
Residual	-2,28517	2,48328	,00000	1,01735	106
Std. Predicted Value	-1,734	2,231	,000	1,000	106
Std. Residual	-2,192	2,382	,000	,976	106

a. Dependent Variable: Emotional Exhaustion

Table 33. Regression analysis with Depersonalization and Top 5 Coping mechanisms

Descriptive Statistics

	Mean	Std. Deviation	N
Depersonalization	2,1226	,97727	106
C5	,7453	,43777	106
C1	,6792	,46898	106
C2	,4811	,50202	106
C7	,3208	,46898	106
C6	,1604	,36870	106

Correlations

		Depersonalization	C5	C1	C2	C7	C6
Pearson Correlation	Depersonalization	1,000	-,216	-,054	-,058	-,004	-,002
	C5	-,216	1,000	,016	,173	,031	-,158
	C1	-,054	,016	1,000	,015	-,134	-,361
	C2	-,058	,173	,015	1,000	-,379	-,112
	C7	-,004	,031	-,134	-,379	1,000	-,025
	C6	-,002	-,158	-,361	-,112	-,025	1,000
Sig. (1-tailed)	Depersonalization	.	,013	,293	,276	,486	,491
	C5	,013	.	,436	,038	,378	,053
	C1	,293	,436	.	,441	,085	,000
	C2	,276	,038	,441	.	,000	,126
	C7	,486	,378	,085	,000	.	,400
	C6	,491	,053	,000	,126	,400	.
N	Depersonalization	106	106	106	106	106	106
	C5	106	106	106	106	106	106
	C1	106	106	106	106	106	106
	C2	106	106	106	106	106	106
	C7	106	106	106	106	106	106
	C6	106	106	106	106	106	106

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	C6, C7, C5, C1, C2[b]	.	Enter

a. Dependent Variable: Depersonalization

b. All requested variables entered.

Model Summary[b]

					Change Statistics					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change	Durbin-Watson
1	,232[a]	,054	,006	,97419	,054	1,133	5	100	,348	1,980

a. Predictors: (Constant), C6, C7, C5, C1, C2

b. Dependent Variable: Depersonalization

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5,376	5	1,075	1,133	,348[b]
	Residual	94,905	100	,949		
	Total	100,281	105			

a. Dependent Variable: Depersonalization

b. Predictors: (Constant), C6, C7, C5, C1, C2

Coefficients[a]

		Unstandardized Coefficients		Standardized Coefficients			95,0% Confidence Interval for B		Collinearity Statistics	
Model		B	Std. Error	Beta	t	Sig.	Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	2,674	,302		8,852	<,001	2,075	3,273		
	C5	-,488	,224	-,219	-2,179	,032	-,932	-,044	,941	1,062
	C1	-,162	,221	-,078	-,732	,466	-,600	,277	,841	1,189
	C2	-,069	,211	-,036	-,330	,742	-,488	,349	,807	1,239
	C7	-,047	,224	-,022	-,209	,835	-,491	,398	,818	1,222
	C6	-,183	,283	-,069	-,648	,519	-,746	,379	,828	1,208

a. Dependent Variable: Depersonalization

Collinearity Diagnostics[a]

				Variance Proportions					
Model	Dimension	Eigenvalue	Condition Index	(Constant)	C5	C1	C2	C7	C6
1	1	3,585	1,000	,01	,02	,02	,02	,02	,01
	2	,935	1,958	,00	,00	,02	,04	,06	,54
	3	,821	2,090	,00	,00	,00	,11	,40	,15
	4	,361	3,150	,00	,01	,37	,41	,18	,03
	5	,226	3,984	,00	,71	,12	,29	,18	,01
	6	,072	7,067	,99	,27	,47	,14	,17	,26

a. Dependent Variable: Depersonalization

Residuals Statistics[a]

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	1,8409	2,6739	2,1226	,22627	106
Residual	-1,51216	3,32608	,00000	,95071	106
Std. Predicted Value	-1,245	2,436	,000	1,000	106
Std. Residual	-1,552	3,414	,000	,976	106

a. Dependent Variable: Depersonalization

Table 34. Regression analysis with Personal accomplishment and Top 5 Coping mechanisms

Descriptive Statistics

	Mean	Std. Deviation	N
Personal accomplishment	3,9636	,86708	106
C5	,7453	,43777	106
C1	,6792	,46898	106
C2	,4811	,50202	106
C7	,3208	,46898	106
C6	,1604	,36870	106

Correlations

		Personal accomplishment	C5	C1	C2	C7	C6
Pearson Correlation	Personal accomplishment	1,000	-,268	-,016	-,078	-,078	-,088
	C5	-,268	1,000	,016	,173	,031	-,158
	C1	-,016	,016	1,000	,015	-,134	-,361
	C2	-,078	,173	,015	1,000	-,379	-,112
	C7	-,078	,031	-,134	-,379	1,000	-,025
	C6	-,088	-,158	-,361	-,112	-,025	1,000
Sig. (1-tailed)	Personal accomplishment	.	,003	,437	,213	,213	,185
	C5	,003	.	,436	,038	,378	,053
	C1	,437	,436	.	,441	,085	,000
	C2	,213	,038	,441	.	,000	,126
	C7	,213	,378	,085	,000	.	,400
	C6	,185	,053	,000	,126	,400	.
N	Personal accomplishment	106	106	106	106	106	106
	C5	106	106	106	106	106	106
	C1	106	106	106	106	106	106
	C2	106	106	106	106	106	106
	C7	106	106	106	106	106	106
	C6	106	106	106	106	106	106

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	C6, C7, C5, C1, C2[b]	.	Enter

a. Dependent Variable: Personal accomplishment

b. All requested variables entered.

Model Summary[b]

					Change Statistics					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change	Durbin-Watson
1	,328[a]	,108	,063	,83925	,108	2,416	5	100	,041	1,870

a. Predictors: (Constant), C6, C7, C5, C1, C2

b. Dependent Variable: Personal accomplishment

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8,508	5	1,702	2,416	,041[b]
	Residual	70,433	100	,704		
	Total	78,941	105			

a. Dependent Variable: Personal accomplishment

b. Predictors: (Constant), C6, C7, C5, C1, C2

Coefficients[a]

		Unstandardized Coefficients		Standardized Coefficients			95,0% Confidence Interval for B		Collinearity Statistics	
Model		B	Std. Error	Beta	t	Sig.	Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	4,701	,260		18,067	<,001	4,185	5,218		
	C5	-,544	,193	-,275	-2,821	,006	-,927	-,161	,941	1,062
	C1	-,167	,190	-,090	-,877	,383	-,545	,211	,841	1,189
	C2	-,165	,182	-,096	-,909	,365	-,525	,195	,807	1,239
	C7	-,226	,193	-,122	-1,172	,244	-,609	,157	,818	1,222
	C6	-,418	,244	-,178	-1,711	,090	-,902	,067	,828	1,208

a. Dependent Variable: Personal accomplishment

Collinearity Diagnostics[a]

			Condition	Variance Proportions					
Model	Dimension	Eigenvalue	Index	(Constant)	C5	C1	C2	C7	C6
1	1	3,585	1,000	,01	,02	,02	,02	,02	,01
	2	,935	1,958	,00	,00	,02	,04	,06	,54
	3	,821	2,090	,00	,00	,00	,11	,40	,15
	4	,361	3,150	,00	,01	,37	,41	,18	,03
	5	,226	3,984	,00	,71	,12	,29	,18	,01
	6	,072	7,067	,99	,27	,47	,14	,17	,26

a. Dependent Variable: Personal accomplishment

Residuals Statistics[a]

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	3,5136	4,7015	3,9636	,28465	106
Residual	-1,78832	2,46550	,00000	,81902	106
Std. Predicted Value	-1,581	2,592	,000	1,000	106
Std. Residual	-2,131	2,938	,000	,976	106

a. Dependent Variable: Personal accomplishment

Table 35. One-way ANOVA with Age and Burnout

Oneway

Descriptives

Burnout

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
18-24	22	3.1337	.60785	.12959	2.8642	3.4032	2.00	4.06
25-34	61	3.1601	.87237	.11170	2.9367	3.3835	1.82	6.35
35-44	8	3.1103	.71937	.25433	2.5089	3.7117	2.12	3.94
44-54	9	2.9804	.83759	.27920	2.3366	3.6242	1.94	4.47
55 and above	6	2.9314	.79219	.32341	2.1000	3.7627	1.65	3.82
Total	106	3.1226	.79453	.07717	2.9696	3.2757	1.65	6.35

Tests of Homogeneity of Variances

		Levene Statistic	df1	df2	Sig.
Burnout	Based on Mean	.505	4	101	.732
	Based on Median	.412	4	101	.800
	Based on Median and with adjusted df	.412	4	90.150	.799
	Based on trimmed mean	.456	4	101	.768

Table 36. One-way ANOVA with Gender and Burnout

Oneway

Descriptives

Burnout

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Male	70	3.0513	.71575	.08555	2.8806	3.2219	1.65	5.12
Female	36	3.2614	.92405	.15401	2.9488	3.5741	1.94	6.35
Total	106	3.1226	.79453	.07717	2.9696	3.2757	1.65	6.35

Tests of Homogeneity of Variances

		Levene Statistic	df1	df2	Sig.
Burnout	Based on Mean	3.159	1	104	.078
	Based on Median	2.997	1	104	.086
	Based on Median and with adjusted df	2.997	1	100.121	.086
	Based on trimmed mean	3.431	1	104	.067

ANOVA

Burnout

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	1.050	1	1.050	1.674	.199
Within Groups	65.234	104	.627		
Total	66.285	105			

ANOVA Effect Sizes[a,b]

		Point Estimate	95% Confidence Interval	
			Lower	Upper
Burnout	Eta-squared	.016	.000	.091
	Epsilon-squared	.006	-.010	.082
	Omega-squared Fixed-effect	.006	-.010	.082
	Omega-squared Random-effect	.006	-.010	.082

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.

ANOVA

Burnout

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.491	4	.123	.188	.944
Within Groups	65.794	101	.651		
Total	66.285	105			

ANOVA Effect Sizes[a,b]

		Point Estimate	95% Confidence Interval	
			Lower	Upper
Burnout	Eta-squared	.007	.000	.017
	Epsilon-squared	-.032	-.040	-.022
	Omega-squared Fixed-effect	-.032	-.039	-.022
	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.

Table 37. One-way ANOVA with Nationality and Burnout

Oneway

Descriptives

Burnout

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
German	70	3.0950	.84019	.10042	2.8946	3.2953	1.82	6.35
Portuguese	13	3.2624	.81989	.22740	2.7670	3.7579	2.06	4.76
Swiss	4	3.0294	.67498	.33749	1.9554	4.1035	2.18	3.82
Austrian	3	2.6275	.62346	.35995	1.0787	4.1762	2.06	3.29
Italien	5	3.1529	.32910	.14718	2.7443	3.5616	2.76	3.53
Russian	1	3.9412	.	.	.	.	3.94	3.94
Indian	1	4.4118	.	.	.	.	4.41	4.41
Sweden	1	2.8235	.	.	.	.	2.82	2.82
Canadian	1	3.7059	.	.	.	.	3.71	3.71
European	1	3.2353	.	.	.	.	3.24	3.24
Spanish	1	1.6471	.	.	.	.	1.65	1.65
Mozambican	1	3.5882	.	.	.	.	3.59	3.59
Brazilian	1	2.7059	.	.	.	.	2.71	2.71
Norwegian	2	3.1471	.12478	.08824	2.0259	4.2682	3.06	3.24
Other	1	3.8235	.	.	.	.	3.82	3.82
Total	106	3.1226	.79453	.07717	2.9696	3.2757	1.65	6.35

Tests of Homogeneity of Variances

		Levene Statistic	df1	df2	Sig.
Burnout	Based on Mean	1.070	5	91	.382
	Based on Median	.993	5	91	.427
	Based on Median and with adjusted df	.993	5	84.993	.427
	Based on trimmed mean	1.015	5	91	.413

ANOVA

Burnout

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	6.917	14	.494	.757	.711
Within Groups	59.367	91	.652		
Total	66.285	105			

ANOVA Effect Sizes[a,b]

		Point Estimate	95% Confidence Interval	
			Lower	Upper
Burnout	Eta-squared	.104	.000	.094
	Epsilon-squared	-.033	-.154	-.045
	Omega-squared Fixed-effect	-.033	-.152	-.045
	Omega-squared Random-effect	-.002	-.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.

Table 38. One-way ANOVA with Work experience in Consulting and Burnout

Oneway

Descriptives

Burnout

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Less than 1 year	22	3.0374	.66738	.14229	2.7415	3.3333	2.06	4.41
1-3 years	50	3.1765	.76235	.10781	2.9598	3.3931	1.82	5.12
4-6 years	8	3.2794	1.38159	.48847	2.1244	4.4345	2.00	6.35
7-10 years	11	3.0963	.76347	.23020	2.5834	3.6092	2.12	4.53
More than 10 years	15	3.0039	.78116	.20170	2.5713	3.4365	1.65	4.47
Total	106	3.1226	.79453	.07717	2.9696	3.2757	1.65	6.35

Tests of Homogeneity of Variances

		Levene Statistic	df1	df2	Sig.
Burnout	Based on Mean	1.176	4	101	.326
	Based on Median	.719	4	101	.581
	Based on Median and with adjusted df	.719	4	56.377	.583
	Based on trimmed mean	1.018	4	101	.402

ANOVA

Burnout

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.720	4	.180	.277	.892
Within Groups	65.564	101	.649		
Total	66.285	105			

ANOVA Effect Sizes[a,b]

		Point Estimate	95% Confidence Interval	
			Lower	Upper
Burnout	Eta-squared	.011	.000	.032
	Epsilon-squared	-.028	-.040	-.006
	Omega-squared Fixed-effect	-.028	-.039	-.006
	Omega-squared Random-effect	-.007	-.010	-.001

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.

Table 39. One-way ANOVA with Position and Burnout

Oneway

Descriptives

Burnout

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Intern	23	3.0997	.62466	.13025	2.8296	3.3699	2.06	4.41
Analyst	7	2.9076	1.08670	.41073	1.9025	3.9126	1.94	5.12
Consultant	34	3.1055	.68074	.11675	2.8680	3.3431	1.82	4.65
Senior Consultant	12	3.7451	1.14513	.33057	3.0175	4.4727	2.47	6.35
Manager	10	3.2000	.76304	.24130	2.6542	3.7458	2.29	4.53
Senior Manager/Director	11	2.9144	.69718	.21021	2.4461	3.3828	2.00	4.06
Partner	9	2.7516	.70941	.23647	2.2063	3.2969	1.65	3.82
Total	106	3.1226	.79453	.07717	2.9696	3.2757	1.65	6.35

Tests of Homogeneity of Variances

		Levene Statistic	df1	df2	Sig.
Burnout	Based on Mean	1.309	6	99	.260
	Based on Median	.885	6	99	.509
	Based on Median and with adjusted df	.885	6	63.082	.511
	Based on trimmed mean	1.193	6	99	.316

ANOVA

Burnout

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	6.771	6	1.128	1.877	.092
Within Groups	59.514	99	.601		
Total	66.285	105			

ANOVA Effect Sizes[a,b]

		Point Estimate	95% Confidence Interval	
			Lower	Upper
Burnout	Eta-squared	.102	.000	.175
	Epsilon-squared	.048	-.061	.125
	Omega-squared Fixed-effect	.047	-.060	.124
	Omega-squared Random-effect	.008	-.010	.023

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.

Table 40. One-way ANOVA with Type of Consulting Firm and Burnout

Oneway

Descriptives

Burnout

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Strategy Consulting	48	2.9534	.70054	.10111	2.7500	3.1568	1.65	4.71
Management Consulting	30	3.3078	.90692	.16558	2.9692	3.6465	1.82	6.35
IT/Technology Consulting	13	3.0362	.88253	.24477	2.5029	3.5695	2.00	4.47
Financial Consulting	8	3.4926	.74336	.26282	2.8712	4.1141	2.18	4.41
A&C&D and more	1	3.8235	.	.	.	.	3.82	3.82
Audit	1	2.5882	.	.	.	.	2.59	2.59
HR	1	2.8235	.	.	.	.	2.82	2.82
Marketing Consulting	1	3.0588	.	.	.	.	3.06	3.06
Public services	1	2.4706	.	.	.	.	2.47	2.47
SCM	1	4.0000	.	.	.	.	4.00	4.00
Other	1	3.8235	.	.	.	.	3.82	3.82
Total	106	3.1226	.79453	.07717	2.9696	3.2757	1.65	6.35

Tests of Homogeneity of Variances

		Levene Statistic	df1	df2	Sig.
Burnout	Based on Mean	.475	3	95	.701
	Based on Median	.410	3	95	.746
	Based on Median and with adjusted df	.410	3	77.550	.746
	Based on trimmed mean	.446	3	95	.720

ANOVA

Burnout

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	6.152	10	.615	.972	.473
Within Groups	60.132	95	.633		
Total	66.285	105			

ANOVA Effect Sizes[a,b]

		Point Estimate	95% Confidence Interval	
			Lower	Upper
Burnout	Eta-squared	.093	.000	.121
	Epsilon-squared	-.003	-.105	.029
	Omega-squared Fixed-effect	-.003	-.104	.028
	Omega-squared Random-effect	.000	-.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.

Table 41. T-test with gender

Group Statistics

	Gender	N	Mean	Std. Deviation	Std. Error Mean
BUR_IND	Male	70	3,0513	,71575	,08555
	Female	36	3,2614	,92405	,15401

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means							
						Significance				95% Confidence Interval of the Difference	
		F	Sig.	t	df	One-Sided p	Two-Sided p	Mean Difference	Std. Error Difference	Lower	Upper
BUR_IND	Equal variances assumed	3,159	,078	-1,294	104	,099	,199	-,21018	,16243	-,53229	,11193
	Equal variances not assumed			-1,193	57,171	,119	,238	-,21018	,17617	-,56294	,14258

Independent Samples Effect Sizes

			95% Confidence Interval	
		Standardizer[a]	Point Estimate	Lower	Upper
BUR_IND	Cohen's d	,79199	-,265	-,668	,139
	Hedges' correction	,79776	-,263	-,663	,138
	Glass's delta	,92405	-,227	-,631	,180

a. The denominator used in estimating the effect sizes.
Cohen's d uses the pooled standard deviation.
Hedges' correction uses the pooled standard deviation, plus a correction factor.
Glass's delta uses the sample standard deviation of the control group.

Table 42a. One-way ANOVA with Burnout and the option to work remotely

Descriptives

Burnout

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
No	5	3.6235	.84591	.37830	2.5732	4.6739	2.41	4.76
Yes	101	3.0978	.78807	.07842	2.9423	3.2534	1.65	6.35
Total	106	3.1226	.79453	.07717	2.9696	3.2757	1.65	6.35

Tests of Homogeneity of Variances

		Levene Statistic	df1	df2	Sig.
Burnout	Based on Mean	.030	1	104	.863
	Based on Median	.035	1	104	.852
	Based on Median and with adjusted df	.035	1	103.715	.852
	Based on trimmed mean	.024	1	104	.878

ANOVA

Burnout

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	1.317	1	1.317	2.108	.150
Within Groups	64.968	104	.625		
Total	66.285	105			

ANOVA Effect Sizes[a,b]

		Point Estimate	95% Confidence Interval Lower	Upper
Burnout	Eta-squared	.020	.000	.099
	Epsilon-squared	.010	-.010	.091
	Omega-squared Fixed-effect	.010	-.010	.090
	Omega-squared Random-effect	.010	-.010	.090

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.

Table 42b. One-way ANOVA with Burnout and the number of days of remote work

Oneway

Descriptives

Burnout

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean Lower Bound	Upper Bound	Minimum	Maximum
Not applicable (I don't have the option to work remotely)	7	3.6807	.69755	.26365	3.0355	4.3258	2.41	4.76
1 day per week	20	3.1706	.77989	.17439	2.8056	3.5356	1.65	4.71
2 days per week	17	2.9343	.63453	.15390	2.6080	3.2605	2.06	4.06
3 days per week	18	3.2582	1.04939	.24734	2.7363	3.7800	2.06	6.35
4 days per week	10	3.5353	.90725	.28690	2.8863	4.1843	1.94	4.65
5 days per week (Full-time)	34	2.8806	.61259	.10506	2.6669	3.0944	1.82	4.06
Total	106	3.1226	.79453	.07717	2.9696	3.2757	1.65	6.35

Tests of Homogeneity of Variances

		Levene Statistic	df1	df2	Sig.
Burnout	Based on Mean	.960	5	100	.446
	Based on Median	.628	5	100	.679
	Based on Median and with adjusted df	.628	5	62.039	.679
	Based on trimmed mean	.850	5	100	.518

ANOVA

Burnout

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	6.854	5	1.371	2.307	.050
Within Groups	59.431	100	.594		
Total	66.285	105			

ANOVA Effect Sizes[a,b]

		Point Estimate	95% Confidence Interval Lower	Upper
Burnout	Eta-squared	.103	.000	.186
	Epsilon-squared	.059	-.050	.145
	Omega-squared Fixed-effect	.058	-.050	.144
	Omega-squared Random-effect	.012	-.010	.033

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.

Table 43a. One-way ANOVA with Emotional exhaustion and the option to work remotely

Descriptives

Emotional Exhaustion

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean Lower Bound	Upper Bound	Minimum	Maximum
No	5	3.0667	1.62275	.72572	1.0518	5.0816	1.00	4.67
Yes	101	2.7954	1.04107	.10359	2.5899	3.0009	1.00	6.00
Total	106	2.8082	1.06577	.10352	2.6029	3.0134	1.00	6.00

Tests of Homogeneity of Variances

		Levene Statistic	df1	df2	Sig.
Emotional Exhaustion	Based on Mean	2.429	1	104	.122
	Based on Median	1.884	1	104	.173
	Based on Median and with adjusted df	1.884	1	103.593	.173
	Based on trimmed mean	2.480	1	104	.118

ANOVA

Emotional Exhaustion

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.351	1	.351	.307	.581
Within Groups	118.916	104	1.143		
Total	119.266	105			

ANOVA Effect Sizes[a,b]

		Point Estimate	95% Confidence Interval Lower	Upper
Emotional Exhaustion	Eta-squared	.003	.000	.055
	Epsilon-squared	-.007	-.010	.046
	Omega-squared Fixed-effect	-.007	-.010	.046
	Omega-squared Random-effect	-.007	-.010	.046

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.

Table 43b. One-way ANOVA with Emotional exhaustion and the number of days of remote work

Oneway

Descriptives

Emotional Exhaustion

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Not applicable (I don't have the option to work remotely)	7	3.0476	1.32537	.50094	1.8219	4.2734	1.00	4.67
1 day per week	20	2.9917	1.06989	.23923	2.4909	3.4924	1.00	4.83
2 days per week	17	2.4412	.81850	.19851	2.0203	2.8620	1.00	4.00
3 days per week	18	3.0185	1.31468	.30987	2.3647	3.6723	1.33	6.00
4 days per week	10	3.5500	1.10289	.34876	2.7610	4.3390	1.50	5.00
5 days per week (Full-time)	34	2.5049	.83735	.14360	2.2127	2.7971	1.17	4.00
Total	106	2.8082	1.06577	.10352	2.6029	3.0134	1.00	6.00

Tests of Homogeneity of Variances

		Levene Statistic	df1	df2	Sig.
Emotional Exhaustion	Based on Mean	1.136	5	100	.346
	Based on Median	.892	5	100	.489
	Based on Median and with adjusted df	.892	5	79.401	.491
	Based on trimmed mean	1.090	5	100	.371

ANOVA

Emotional Exhaustion

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	12.791	5	2.558	2.403	.042
Within Groups	106.475	100	1.065		
Total	119.266	105			

ANOVA Effect Sizes[a,b]

		Point Estimate	95% Confidence Interval	
			Lower	Upper
Emotional Exhaustion	Eta-squared	.107	.000	.191
	Epsilon-squared	.063	-.050	.150
	Omega-squared Fixed-effect	.062	-.050	.149
	Omega-squared Random-effect	.013	-.010	.034

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.

Table 44a. One-way ANOVA with Depersonalization and the option to work remotely

Oneway

Descriptives

Depersonalization

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
No	5	2.2000	1.08109	.48348	.8577	3.5423	1.00	3.50
Yes	101	2.1188	.97762	.09728	1.9258	2.3118	1.00	6.00
Total	106	2.1226	.97727	.09492	1.9344	2.3109	1.00	6.00

Tests of Homogeneity of Variances

		Levene Statistic	df1	df2	Sig.
Depersonalization	Based on Mean	.139	1	104	.710
	Based on Median	.125	1	104	.724
	Based on Median and with adjusted df	.125	1	103.552	.724
	Based on trimmed mean	.151	1	104	.698

ANOVA

Depersonalization

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.031	1	.031	.033	.857
Within Groups	100.249	104	.964		
Total	100.281	105			

ANOVA Effect Sizes[a,b]

		Point Estimate	95% Confidence Interval	
			Lower	Upper
Depersonalization	Eta-squared	.000	.000	.032
	Epsilon-squared	-.009	-.010	.023
	Omega-squared Fixed-effect	-.009	-.010	.023
	Omega-squared Random-effect	-.009	-.010	.023

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.

Table 44b. One-way ANOVA with Depersonalization and the number of days of remote work

Oneway

Descriptives

Depersonalization

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Not applicable (I don't have the option to work remotely)	7	2.4286	.96517	.36480	1.5359	3.3212	1.00	3.50
1 day per week	20	2.3375	.98433	.22010	1.8768	2.7982	1.00	5.00
2 days per week	17	2.0294	1.09288	.26506	1.4675	2.5913	1.00	4.00
3 days per week	18	2.1250	1.38067	.32543	1.4384	2.8116	1.00	6.00
4 days per week	10	2.3250	.93579	.29592	1.6556	2.9944	1.00	3.75
5 days per week (Full-time)	34	1.9191	.63580	.10904	1.6973	2.1410	1.00	3.25
Total	106	2.1226	.97727	.09492	1.9344	2.3109	1.00	6.00

Tests of Homogeneity of Variances

		Levene Statistic	df1	df2	Sig.
Depersonalization	Based on Mean	2.267	5	100	.053
	Based on Median	1.210	5	100	.310
	Based on Median and with adjusted df	1.210	5	59.007	.316
	Based on trimmed mean	1.976	5	100	.089

ANOVA

Depersonalization

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	3.544	5	.709	.733	.601
Within Groups	96.737	100	.967		
Total	100.281	105			

ANOVA Effect Sizes[a,b]

		Point Estimate	95% Confidence Interval Lower	Upper
Depersonalization	Eta-squared	.035	.000	.080
	Epsilon-squared	-.013	-.050	.035
	Omega-squared Fixed-effect	-.013	-.050	.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.

Table 45a. One-way ANOVA with Personal accomplishment and the option to work remotely

Oneway

Descriptives

Personal accomplishment

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean Lower Bound	Upper Bound	Minimum	Maximum
No	5	4.9143	1.45195	.64933	3.1114	6.7171	3.43	7.00
Yes	101	3.9165	.81096	.08069	3.7565	4.0766	2.14	6.86
Total	106	3.9636	.86708	.08422	3.7966	4.1306	2.14	7.00

Tests of Homogeneity of Variances

		Levene Statistic	df1	df2	Sig.
Personal accomplishment	Based on Mean	3.906	1	104	.051
	Based on Median	3.623	1	104	.060
	Based on Median and with adjusted df	3.623	1	94.337	.060
	Based on trimmed mean	3.768	1	104	.055

ANOVA

Personal accomplishment

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	4.743	1	4.743	6.647	.011
Within Groups	74.199	104	.713		
Total	78.941	105			

ANOVA Effect Sizes[a,b]

		Point Estimate	95% Confidence Interval Lower	Upper
Personal accomplishment	Eta-squared	.060	.003	.164
	Epsilon-squared	.051	-.007	.156
	Omega-squared Fixed-effect	.051	-.007	.155
	Omega-squared Random-effect	.051	-.007	.155

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.

Table 45b. One-way ANOVA with Personal accomplishment and the number of days of remote work

Oneway

Descriptives

Personal accomplishment

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Not applicable (I don't have the option to work remotely)	7	4.9388	1.18625	.44836	3.8417	6.0359	3.43	7.00
1 day per week	20	3.8000	.74071	.16563	3.4533	4.1467	2.57	5.29
2 days per week	17	3.8739	.78227	.18973	3.4717	4.2762	2.14	5.14
3 days per week	18	4.1111	1.01791	.23992	3.6049	4.6173	2.71	6.86
4 days per week	10	4.2143	.89911	.28432	3.5711	4.8575	2.86	5.43
5 days per week (Full-time)	34	3.7521	.68585	.11762	3.5128	3.9914	2.57	5.29
Total	106	3.9636	.86708	.08422	3.7966	4.1306	2.14	7.00

Tests of Homogeneity of Variances

		Levene Statistic	df1	df2	Sig.
Personal accomplishment	Based on Mean	.881	5	100	.497
	Based on Median	.756	5	100	.584
	Based on Median and with adjusted df	.756	5	77.069	.585
	Based on trimmed mean	.936	5	100	.461

ANOVA

Personal accomplishment

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	9.870	5	1.974	2.858	.019
Within Groups	69.072	100	.691		
Total	78.941	105			

ANOVA Effect Sizes[a,b]

		Point Estimate	95% Confidence Interval	
			Lower	Upper
Personal accomplishment	Eta-squared	.125	.003	.213
	Epsilon-squared	.081	-.047	.174
	Omega-squared Fixed-effect	.081	-.047	.173
	Omega-squared Random-effect	.017	-.009	.040

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.

Table 46. Moderation analysis with Burnout (Y), Days to work remotely per week (X), Flexibility to choose days to work remotely (M)

Run MATRIX procedure:

********** PROCESS Procedure for SPSS Version 4.2 **********

Documentation available in Hayes (2022). www.guilford.com/p/hayes3

****

Model : 1

Y : BUR_IND

X : HoursRem

W : FlexRem

Sample

Size: 106

****

OUTCOME VARIABLE:

BUR_IND

Model Summary

R	R-sq	MSE	F	df1	df2	p
,1744	,0304	,6301	1,0664	3,0000	102,0000	,3668

Model

coeff se t p LLCI ULCI constant

3,4299 ,3343 10,2614 ,0000 2,7669 4,0929

HoursRem -,0196 ,1935 -,1010 ,9197 -,4034 ,3643

FlexRem -,0676 ,1544 -,4380 ,6623 -,3739 ,2386

Int_1 -,0108 ,0683 -,1587 ,8742 -,1462 ,1246

Product terms key:

Int_1 : HoursRem x FlexRem

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

R2-chng F df1 df2 p

X*W ,0002 ,0252 1,0000 102,0000 ,8742 ********** ANALYSIS NOTES AND ERRORS **********

Level of confidence for all confidence intervals in output:

95,0000

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

Table 47. Moderation with Burnout (Y), Working on weekends (X), Flexibility to choose days to work remotely (M)

Run MATRIX procedure:

***************** 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 : BUR_IND

X : Weekend

W : FlexRem

Sample

Size: 106

****

OUTCOME VARIABLE:

BUR_IND

Model Summary

R	R-sq	MSE	F	df1	df2	p
,2733	,0747	,6013	2,7449	3,0000	102,0000	,0469

Model

	coeff	se	t	p	LLCI	ULCI
constant	2,7505	,7412	3,7107	,0003	1,2802	4,2207
Weekend	,4029	,3848	1,0470	,2976	-,3603	1,1661
FlexRem	-,0770	,3028	-,2542	,7999	-,6776	,5236
Int_1	-,0368	,1574	-,2338	,8156	-,3490	,2754

Product terms key:

Int_1 : Weekend x FlexRem

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

	R2-chng	F	df1	df2	p
X*W	,0005	,0547	1,0000	102,0000	,8156

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

Level of confidence for all confidence intervals in output:

95,0000

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

Table 48. Moderation with Emotional Exhaustion (Y), Days to work remotely per week (X), Flexibility to choose days to work remotely (M) Run MATRIX procedure:

***************** 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 : EX_IND

X : HoursRem

W : FlexRem

Sample

Size: 106

****

OUTCOME VARIABLE:

EX_IND

Model Summary

R	R-sq	MSE	F	df1	df2	p
,1141	,0130	1,1541	,4486	3,0000	102,0000	,7188

Model

	coeff	se	t	p	LLCI	ULCI
constant	2,8654	,4524	6,3343	,0000	1,9682	3,7627
HoursRem	,0729	,2619	,2783	,7813	-,4466	,5923
FlexRem	,0452	,2090	,2164	,8291	-,3692	,4597
Int_1	-,0477	,0924	-,5163	,6067	-,2310	,1356

Product terms key:

Int_1 : HoursRem x FlexRem

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

	R2-chng	F	df1	df2	p
X*W	,0026	,2666	1,0000	102,0000	,6067

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

Level of confidence for all confidence intervals in output:

95,0000

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

Table 49. Moderation with Emotional Exhaustion (Y), Working on weekends (X), Flexibility to choose days to work remotely (M)

Run MATRIX procedure:

********** 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 : EX_IND

X : Weekend

W : FlexRem

Sample

Size: 106

****

OUTCOME VARIABLE:

EX_IND

Model Summary

R	R-sq	MSE	F	df1	df2	p
,2365	,0559	1,1039	2,0137	3,0000	102,0000	,1167

Model

	coeff	se	t	p	LLCI	ULCI	constant
	3,1469	1,0043	3,1334	,0023	1,1549	5,1390	Weekend
	-,0467	,5214	-,0895	,9289	-1,0808	,9874	
FlexRem	-,4459	,4103	-1,0868	,2797	-1,2597	,3679	
Int_1	,1920	,2133	,9002	,3701	-,2311	,6150	

Product terms key:

Int_1 : Weekend x FlexRem

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

	R2-chng	F	df1	df2	p
X*W	,0075	,8103	1,0000	102,0000	,3701

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

Level of confidence for all confidence intervals in output:

95,0000

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

Table 50. Moderation with Depersonalization (Y), Days to work remotely per week (X), Flexibility to choose days to work remotely (M)

Run MATRIX procedure:

***************** 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 : DEP_IND

X : HoursRem

W : FlexRem

Sample

Size: 106

****

OUTCOME VARIABLE:

DEP_IND

Model Summary

R	R-sq	MSE	F	df1	df2	p
,1552	,0241	,9595	,8387	3,0000	102,0000	,4757

Model

	coeff	se	t	p	LLCI	ULCI constant
	2,1591	,4125	5,2347	,0000	1,3410	2,9773
HoursRem	,0247	,2388	,1035	,9178	-,4489	,4983
FlexRem	,1024	,1905	,5373	,5923	-,2756	,4803
Int_1	-,0441	,0842	-,5236	,6017	-,2112	,1230

Product terms key:

Int_1 : HoursRem x FlexRem

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

	R2-chng	F	df1	df2	p
X*W	,0026	,2742	1,0000	102,0000	,6017

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

Level of confidence for all confidence intervals in output:

95,0000

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

Table 51. Moderation with Depersonalization (Y), Working on weekends (X), Flexibility to choose days to work remotely (M)

Run MATRIX procedure:

***************** 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 : DEP_IND

X : Weekend

W : FlexRem

Sample

Size: 106

****

OUTCOME VARIABLE:

DEP_IND

Model Summary

R	R-sq	MSE	F	df1	df2	p
,2385	,0569	,9272	2,0513	3,0000	102,0000	,1114

Model

	coeff	se	t	p	LLCI	ULCI
constant	2,4532	,9204	2,6653	,0089	,6275	4,2789
Weekend	-,0599	,4778	-,1254	,9004	-1,0077	,8878
FlexRem	-,4204	,3760	-1,1179	,2662	-1,1662	,3255
Int_1	,1850	,1955	,9465	,3461	-,2027	,5727

Product terms key:

Int_1 : Weekend x FlexRem

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

	R2-chng	F	df1	df2	p
X*W	,0083	,8959	1,0000	102,0000	,3461

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

Level of confidence for all confidence intervals in output:

95,0000

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

Table 52. Moderation with Personal accomplishment (Y), Days to work remotely per week (X), Flexibility to choose days to work remotely (M)

Run MATRIX procedure:

********** 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 : PA_IND

X : HoursRem

W : FlexRem

Sample

Size: 106

****

OUTCOME VARIABLE:

PA_IND

Model Summary

R R-sq MSE F df1 df2 p

,2248 ,0506 ,7348 1,8103 3,0000 102,0000 ,1500

Model

coeff se t p LLCI ULCI constant

4,6399 ,3610 12,8543 ,0000 3,9239 5,3559

HoursRem -,1241 ,2090 -,5938 ,5540 -,5386 ,2904

FlexRem -,2615 ,1667 -1,5683 ,1199 -,5922 ,0692

Int_1 ,0398 ,0737 ,5395 ,5907 -,1065 ,1860

Product terms key:

Int_1 : HoursRem x FlexRem

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

R2-chng F df1 df2 p

X*W ,0027 ,2911 1,0000 102,0000 ,5907

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

Level of confidence for all confidence intervals in output:

95,0000

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

Table 53. Moderation with Personal accomplishment (Y), Working on weekends (X), Flexibility to choose days to work remotely (M)

Run MATRIX procedure:

***************** 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 : PA_IND

X : Weekend

W : FlexRem

Sample

Size: 106

****

OUTCOME VARIABLE:

PA_IND

Model Summary

R	R-sq	MSE	F	df1	df2	p
,3301	,1090	,6896	4,1590	3,0000	102,0000	,0080

Model

	coeff	se	t	p	LLCI	ULCI
constant	2,5805	,7938	3,2509	,0016	1,0060	4,1549
Weekend	1,0527	,4121	2,5546	,0121	,2353	1,8700
FlexRem	,4355	,3243	1,3428	,1823	-,2077	1,0787
Int_1	-,3597	,1686	-2,1336	,0353	-,6940	-,0253

Product terms key:

Int_1 : Weekend x FlexRem

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

	R2-chng	F	df1	df2	p
X*W	,0398	4,5521	1,0000	102,0000	,0353

Focal predict: Weekend (X)

Mod var: FlexRem (W)

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

FlexRem	Effect	se	t	p	LLCI	ULCI
1,0000	,6930	,2609	2,6559	,0092	,1754	1,2106
3,0000	-,0263	,1875	-,1402	,8888	-,3983	,3457

3,0000	-,0263	,1875	-,1402	,8888	-,3983	,3457

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

Level of confidence for all confidence intervals in output:

95,0000

W values in conditional tables are the 16th, 50th, and 84th percentiles.

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

Table 54. Moderation analysis with Working on weekends (X), Burnout (Y) and Team diversity (M):

Run MATRIX procedure:

***************** 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 : BUR_IND

X : Weekend

W : TeamDiv

Sample

Size: 106

****

OUTCOME VARIABLE:

BUR_IND

Model Summary

R	R-sq	MSE	F	df1	df2	p
.3538	.1252	.5685	4.8655	3.0000	102.0000	.0033

Model

	coeff	se	t	p	LLCI	ULCI
constant	1.3646	.7580	1.8003	.0748	-.1389	2.8681
Weekend	1.1010	.3769	2.9211	.0043	.3534	1.8486
TeamDiv	.8016	.4514	1.7760	.0787	-.0937	1.6969
Int_1	-.5395	.2294	-2.3515	.0206	-.9946	-.0844

Product terms key:

Int_1 : Weekend x TeamDiv

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

	R2-chng	F	df1	df2	p
X*W	.0474	5.5294	1.0000	102.0000	.0206

Focal predict: Weekend (X)

Mod var: TeamDiv (W)

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

TeamDiv	Effect	se	t	p	LLCI	ULCI
1.0000	.5615	.1817	3.0902	.0026	.2011	.9219
2.0000	.0220	.1710	.1284	.8981	-.3173	.3612
2.0000	.0220	.1710	.1284	.8981	-.3173	.3612

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

Level of confidence for all confidence intervals in output:

95.0000

W values in conditional tables are the 16th, 50th, and 84th percentiles.

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

Table 55. Factor analysis with stressors

Correlation Matrix[a,b]

		STR1	STR2	STR3	STR4	STR5	STR6	STR7	STR8	STR9	STR10	STR11	STR12	STR13	STR14	STR15	STR16	STR17
Correlation	STR1	1,000	,038	-,071	-,213	-,073	-,216	-,246	-,100	,030	,175	-,136	-,136	-,136	-,136	-,136	-,136	-,136
	STR2	,038	1,000	,015	-,198	-,081	,097	,075	,002	-,211	-,164	-,078	,123	-,078	-,078	-,078	-,078	-,078
	STR3	-,071	,015	1,000	-,201	-,085	-,124	-,027	-,133	-,058	-,101	-,054	-,054	-,054	-,054	-,054	-,054	-,054
	STR4	-,213	-,198	-,201	1,000	-,060	-,140	,155	,106	,002	-,175	,155	-,061	-,061	-,061	,155	,155	,155
	STR5	-,073	-,081	-,085	-,060	1,000	,176	-,126	-,102	,008	,049	-,038	-,038	-,038	-,038	-,038	-,038	-,038
	STR6	-,216	,097	-,124	-,140	,176	1,000	-,072	-,101	-,059	,015	-,022	-,022	-,022	-,022	-,022	-,022	-,022
	STR7	-,246	,075	-,027	,155	-,126	-,072	1,000	-,060	,044	-,179	-,031	-,031	-,031	-,031	,302	-,031	-,031
	STR8	-,100	,002	-,133	,106	-,102	-,101	-,060	1,000	-,019	-,293	,216	-,044	-,044	-,044	-,044	,216	,216
	STR9	,030	-,211	-,058	,002	,008	-,059	,044	-,019	1,000	,033	-,026	-,026	-,026	-,026	-,026	-,026	-,026
	STR10	,175	-,164	-,101	-,175	,049	,015	-,179	-,293	,033	1,000	-,074	-,074	-,074	-,074	-,074	-,074	-,074
	STR11	-,136	-,078	-,054	,155	-,038	-,022	-,031	,216	-,026	-,074	1,000	-,010	-,010	-,010	-,010	-,010	-,010
	STR12	-,136	,123	-,054	-,061	-,038	-,022	-,031	-,044	-,026	-,074	-,010	1,000	-,010	-,010	-,010	-,010	-,010
	STR13	-,136	-,078	-,054	-,061	-,038	-,022	-,031	-,044	-,026	-,074	-,010	-,010	1,000	-,010	-,010	-,010	-,010
	STR14	-,136	-,078	-,054	-,061	-,038	-,022	-,031	-,044	-,026	-,074	-,010	-,010	-,010	1,000	-,010	-,010	-,010
	STR15	-,136	-,078	-,054	,155	-,038	-,022	,302	-,044	-,026	-,074	-,010	-,010	-,010	-,010	1,000	-,010	-,010
	STR16	-,136	-,078	-,054	,155	-,038	-,022	-,031	,216	-,026	-,074	-,010	-,010	-,010	-,010	-,010	1,000	1,000
	STR17	-,136	-,078	-,054	,155	-,038	-,022	-,031	,216	-,026	-,074	-,010	-,010	-,010	-,010	-,010	1,000	1,000

a. Determinant = ,000

b. This matrix is not positive definite.

Communalities

	Initial	Extraction
STR1	1,000	,711
STR2	1,000	,708
STR3	1,000	,809
STR4	1,000	,548
STR5	1,000	,505
STR6	1,000	,650
STR7	1,000	,647
STR8	1,000	,613
STR9	1,000	,276
STR10	1,000	,537
STR11	1,000	,530
STR12	1,000	,558
STR13	1,000	,861
STR14	1,000	,861
STR15	1,000	,509
STR16	1,000	,984
STR17	1,000	,984

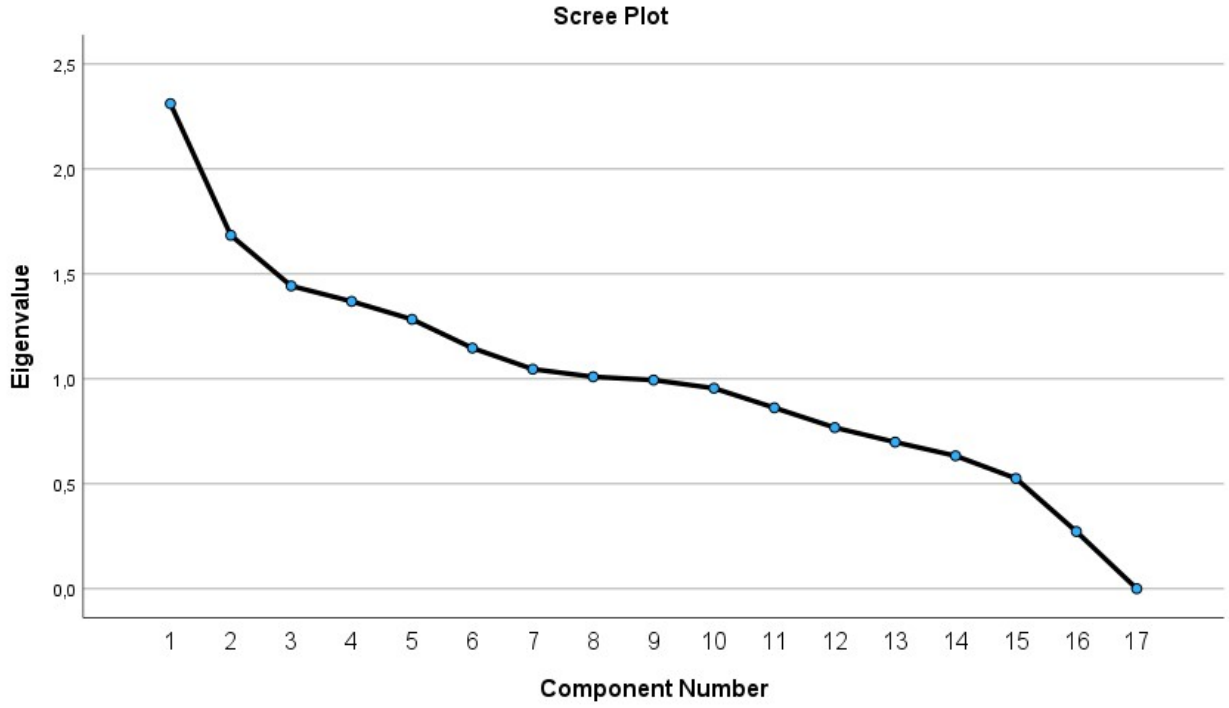
Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings[a]
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total
1	2,311	13,596	13,596	2,311	13,596	13,596	2,168
2	1,684	9,905	23,501	1,684	9,905	23,501	1,606
3	1,443	8,486	31,987	1,443	8,486	31,987	1,422
4	1,369	8,053	40,040	1,369	8,053	40,040	1,325
5	1,283	7,550	47,589	1,283	7,550	47,589	1,567
6	1,147	6,745	54,334	1,147	6,745	54,334	1,317
7	1,046	6,152	60,486	1,046	6,152	60,486	1,089
8	1,010	5,938	66,425	1,010	5,938	66,425	1,010
9	,994	5,848	72,272				
10	,955	5,618	77,891				
11	,862	5,070	82,961				
12	,768	4,515	87,477				
13	,698	4,108	91,584				
14	,633	3,724	95,308				
15	,525	3,090	98,398				
16	,272	1,602	100,000				
17	5,519E-18	3,247E-17	100,000				

Extraction Method: Principal Component Analysis.

a. When components are correlated, sums of squared loadings cannot be added to obtain a total variance.



Component Matrix[a]

	Component							
	1	2	3	4	5	6	7	8
STR1	-,376	-,457	-,187	-,476	,063	,294	,097	,000
STR2	-,150	,086	,722	-,159	,066	,349	,075	,000
STR3	-,147	-,004	,246	-,277	,307	-,457	-,589	,000
STR4	,461	,361	-,388	-,018	-,111	,205	-,003	,000
STR5	-,116	-,170	-,058	,586	-,183	,128	-,257	,000
STR6	-,081	-,046	,305	,683	-,149	,186	-,159	,000
STR7	,142	,648	-,043	,011	,425	,155	-,024	,000
STR8	,473	,043	,100	-,332	-,504	,099	-,052	,000
STR9	-,026	-,030	-,484	,001	,034	-,108	,163	,000
STR10	-,332	-,448	-,369	,194	,162	,127	,104	,000
STR11	,193	,209	-,111	-,108	-,631	-,009	-,163	,000
STR12	-,001	,102	,357	,054	-,017	-,010	,646	,000
STR13	,022	,076	,023	,143	-,065	-,521	,231	-,710
STR14	,022	,076	,023	,143	-,065	-,521	,231	,710
STR15	,135	,513	-,204	,142	,365	,179	-,012	,000
STR16	,861	-,421	,083	,060	,235	,001	,006	,000
STR17	,861	-,421	,083	,060	,235	,001	,006	,000

Extraction Method: Principal Component Analysis.

a. 8 components extracted.

Pattern Matrix[a]

	Component							
	1	2	3	4	5	6	7	8
STR1	-,125	-,325	-,035	-,327	,156	,643	,023	,000
STR2	-,087	,009	,820	-,044	,075	,140	,156	,000
STR3	-,027	-,074	,182	-,208	,184	-,222	-,799	,000
STR4	,133	,452	-,258	-,025	-,411	,086	,111	,000
STR5	-,024	-,083	-,090	,690	,016	,024	-,042	,000
STR6	-,002	-,016	,250	,757	,066	-,114	,097	,000
STR7	-,062	,785	,107	-,119	,102	-,062	-,029	,000
STR8	,188	-,149	,146	-,155	-,697	,057	,061	,000
STR9	-,043	,037	-,498	-,114	,052	,029	,082	,000
STR10	-,021	-,188	-,362	,171	,405	,326	,088	,000
STR11	-,165	-,094	-,079	,065	-,729	-,057	-,016	,000
STR12	-,018	-,053	,255	-,155	,136	-,248	,606	,000
STR13	-,031	-,146	-,210	-,079	,061	-,550	,086	-,710
STR14	-,031	-,146	-,210	-,079	,061	-,550	,086	,710
STR15	-,025	,712	-,070	,015	,113	-,004	,017	,000
STR16	1,001	-,042	-,016	-,009	,059	-,016	-,001	,000
STR17	1,001	-,042	-,016	-,009	,059	-,016	-,001	,000

Extraction Method: Principal Component Analysis.
Rotation Method: Oblimin with Kaiser Normalization.

a. Rotation converged in 13 iterations.

Structure Matrix

	Component							
	1	2	3	4	5	6	7	8
STR1	-,182	-,379	-,079	-,301	,231	,666	,007	,000
STR2	-,092	-,027	,805	-,069	,102	,060	,139	,000
STR3	-,070	-,091	,227	-,206	,183	-,214	-,795	,000
STR4	,231	,506	-,280	-,031	-,479	,064	,119	,000
STR5	-,043	-,100	-,114	,697	,038	,055	-,051	,000
STR6	-,017	-,036	,234	,746	,077	-,119	,087	,000
STR7	-,024	,774	,102	-,138	,027	-,113	-,020	,000
STR8	,299	-,067	,142	-,168	-,711	,014	,058	,000
STR9	-,050	,041	-,499	-,097	,051	,074	,090	,000
STR10	-,111	-,245	-,393	,200	,440	,390	,083	,000
STR11	-,049	-,026	-,082	,061	-,693	-,067	-,021	,000
STR12	-,022	-,049	,277	-,174	,137	-,282	,609	,000
STR13	-,037	-,116	-,151	-,081	,057	-,522	,101	-,710
STR14	-,037	-,116	-,151	-,081	,057	-,522	,101	,710
STR15	,003	,700	-,084	,005	,043	-,032	,026	,000
STR16	,989	,020	-,006	-,020	-,106	-,033	,021	,000
STR17	,989	,020	-,006	-,020	-,106	-,033	,021	,000

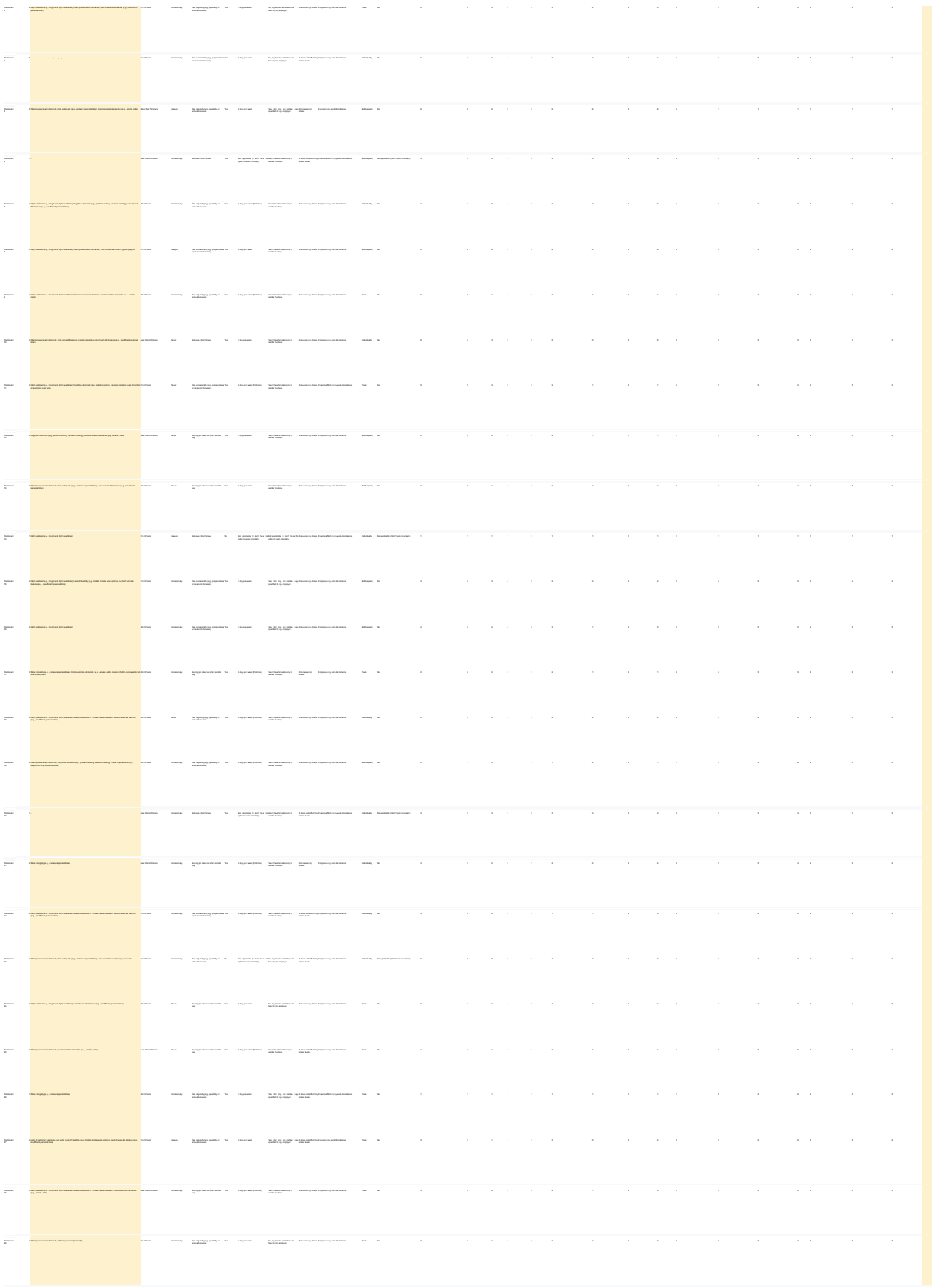
Extraction Method: Principal Component Analysis.
Rotation Method: Oblimin with Kaiser Normalization.

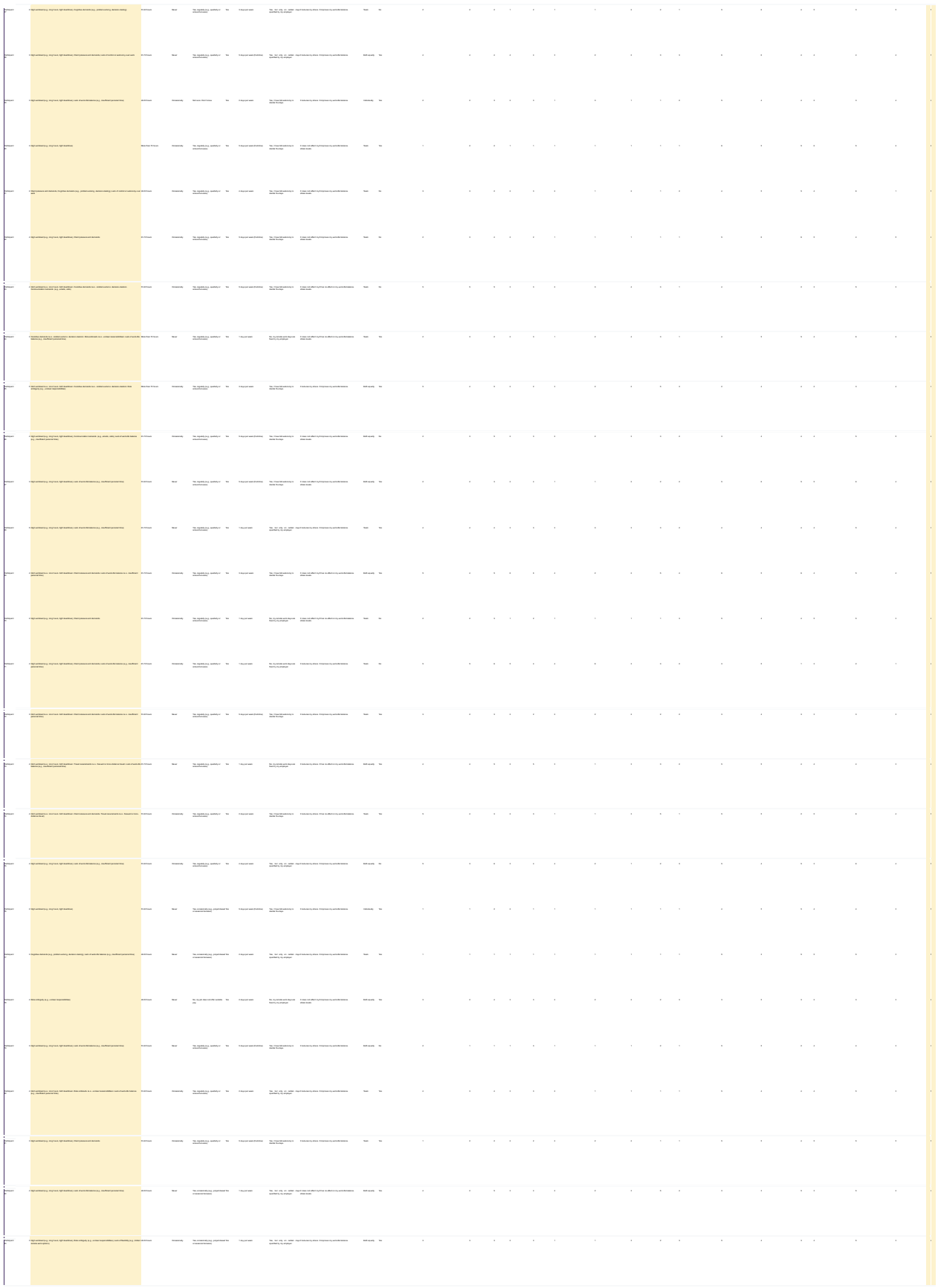
Component Correlation Matrix

Component	1	2	3	4	5	6	7	8
1	1,000	,066	,007	-,013	-,168	-,022	,021	-2,966E-12
2	,066	1,000	-,021	-,020	-,104	-,057	,011	-8,129E-12
3	,007	-,021	1,000	-,035	,010	-,097	-,015	-1,220E-11
4	-,013	-,020	-,035	1,000	,014	,023	-,012	9,430E-13
5	-,168	-,104	,010	,014	1,000	,039	,004	4,774E-12
6	-,022	-,057	-,097	,023	,039	1,000	-,023	4,735E-11
7	,021	,011	-,015	-,012	,004	-,023	1,000	2,258E-12
8	-2,966E-12	-8,129E-12	-1,220E-11	9,430E-13	4,774E-12	4,735E-11	2,258E-12	1,000

Extraction Method: Principal Component Analysis.
Rotation Method: Oblimin with Kaiser Normalization.

Table 56. Original survey data (Excel)





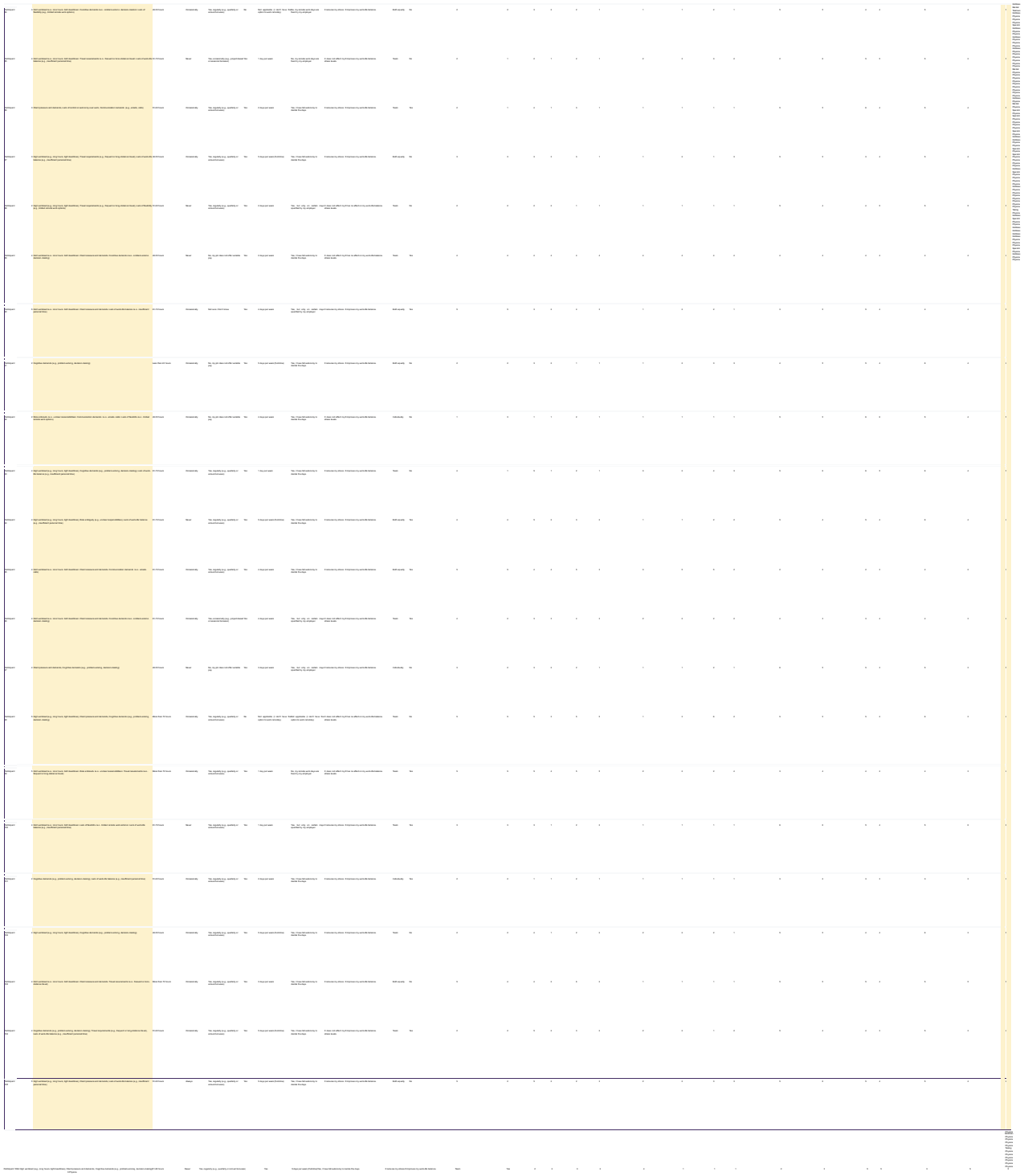


Table 57. Complete Codes for data analysis (Excel)

How often stressed in job	
Never	1
Sometimes	2
Half of the days	3

Most days	4
Every day	5

Part of job that is the most exhausting & stressful	
High workload	1
Client pressure & demands	2
Cognitive demands	3
Role ambiguity	4
Travel requirements	5
Time zone differences	6
Lack of control/autonomy over work	7
Communication demands	8
Lack of flexibility	9
Lack of work-life balance	10
Missing rhythm compared to full time employment	11
Artificial pressure (internally)	12
Office politics (internal and client side)	13
lack of making decision from the other side	14
Other skills are required than those requested in the request for quotation	15
missing project structure (responsiblities, available resources)	16
too many parallel work streams to be followed up	17
Other	18

Work hours per week	
Less than 40h	1
40-50 hours	2
51-60 hours	3
61-70 hours	4
More than 70 hours	5

Work during weekends	
Never	1
Occasionally	2

Always	3

Job offers variable pay connected performance	
Not sure / Don’t know	0
No, my job does not offer variable pay	1
Yes, occasionally (e.g., project-based or seasonal bonuses)	2
Yes, regularly (e.g., quarterly or annual bonuses)	3

Option to work remotely	
No	1
Yes	2

How many days per week can you work remotely	
Not applicable (I don't have the option to work remotely)	0
1 day per week	1
2 days per week	2
3 days per week	3
4 days per week	4
5 days per week (Full-time)	5

Flexibility to choose which days you work remotely	
Not applicable (I don't have the option to work remotely)	0
No, my remote work days are fixed by my employer.	1
Yes, but only on certain days specified by my employer.	2
Yes, I have full autonomy to decide the days	3

Remote work affect stress levels	
It does not affect my stress levels	0
It increases my stress	1
It reduces my stress	2

How does remote work impact your ability to maintain a healthy work-life balance	
It has no effect on my work-life balance.	0
It worsens my work-life balance.	1
It improves my work-life balance.	2

Do you work mostly individually or in a team?	
Individually	1
Both equally	2
Team	3

Do you perceive your team as diverse in terms of gender, background, race, and age?	
Not applicable	0
No	1
Yes	2

Maslach Inventory
1 = Never
2 = Once a month or less
3 = A few times a month
4 = Once a week
5 = A few times a week
6 = Every day

I feel emotionally drained from my work.	1 to 6
I feel fatigued when I get up in the morning and have to face another day on the job.	1 to 6
I feel used up at the end of the workday.	1 to 6
I feel frustrated by my job.	1 to 6
I feel I am working too hard on my job.	1 to 6
I feel like I'm at the end of my rope.	1 to 6
I feel I treat some clients or colleagues as if they were impersonal objects.	1 to 6
I've become more callous toward people since I took this job.	1 to 6
I worry that this job is hardening me emotionally.	1 to 6
I feel indifferent toward my work.	1 to 6
I can easily understand how my clients or colleagues feel about things.	1 to 6
I deal very effectively with the problems of my clients or colleagues.	1 to 6
I feel I'm positively influencing other people's lives through my work.	1 to 6
I feel very energetic.	1 to 6
I can easily create a relaxed atmosphere with my clients or colleagues.	1 to 6
I feel exhilarated after working closely with my clients or colleagues.	1 to 6
I have accomplished many worthwhile things in this job.	

Personal strategies to prevent burnout (Coping Strategies)

How do you manage stress and maintain work-life balance? (Pick up to 3 options)	
Physical exercise	1
Hobbies and Leisure Activities	2
Mindfulness & Meditation	3
Mental Health Support	4
Spending time with family & friends	5
Taking short breaks between meetings	6
Taking time off/vacation	7
Teamwork	8
Voluntary work	9
Organization	10
Prioritizing relaxation	11

My partner	12
-	13

Age	
18-24	1
25-34	2
35-44	3
44-54	4
55 and above	5

Gender	
Male	1
Female	2

Nationality	
German	1
Portuguese	2
Swiss	3
Austrian	4
Italian	5
Russian	6
Indian	7
Sweden	8
Canadian	9
European	10
Spanish	11
Mozambican	12
Brazilian	13
Norwegian	14

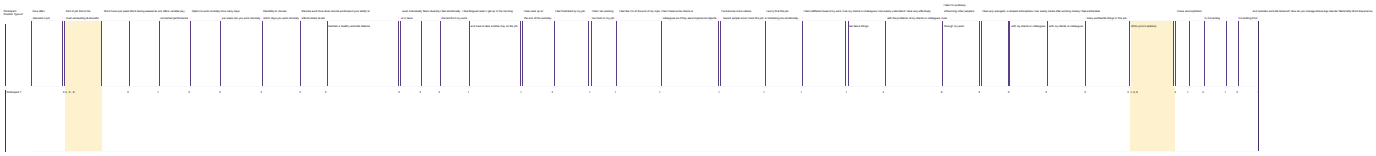
Other	15

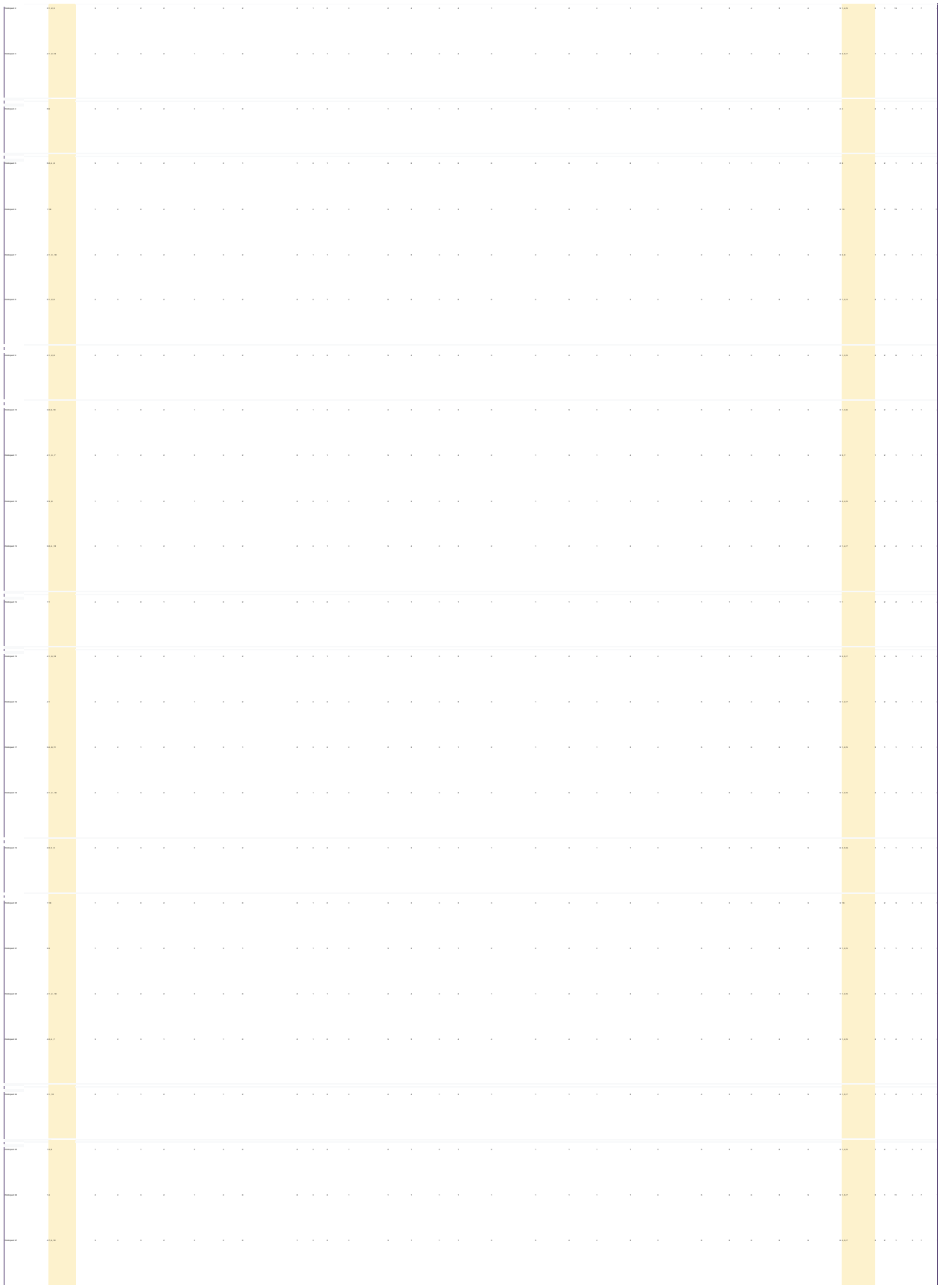
Work Experience in Consulting	
Less than 1 year	0
1-3 years	1
4-6 years	2
7-10 years	3
More than 10 years	4

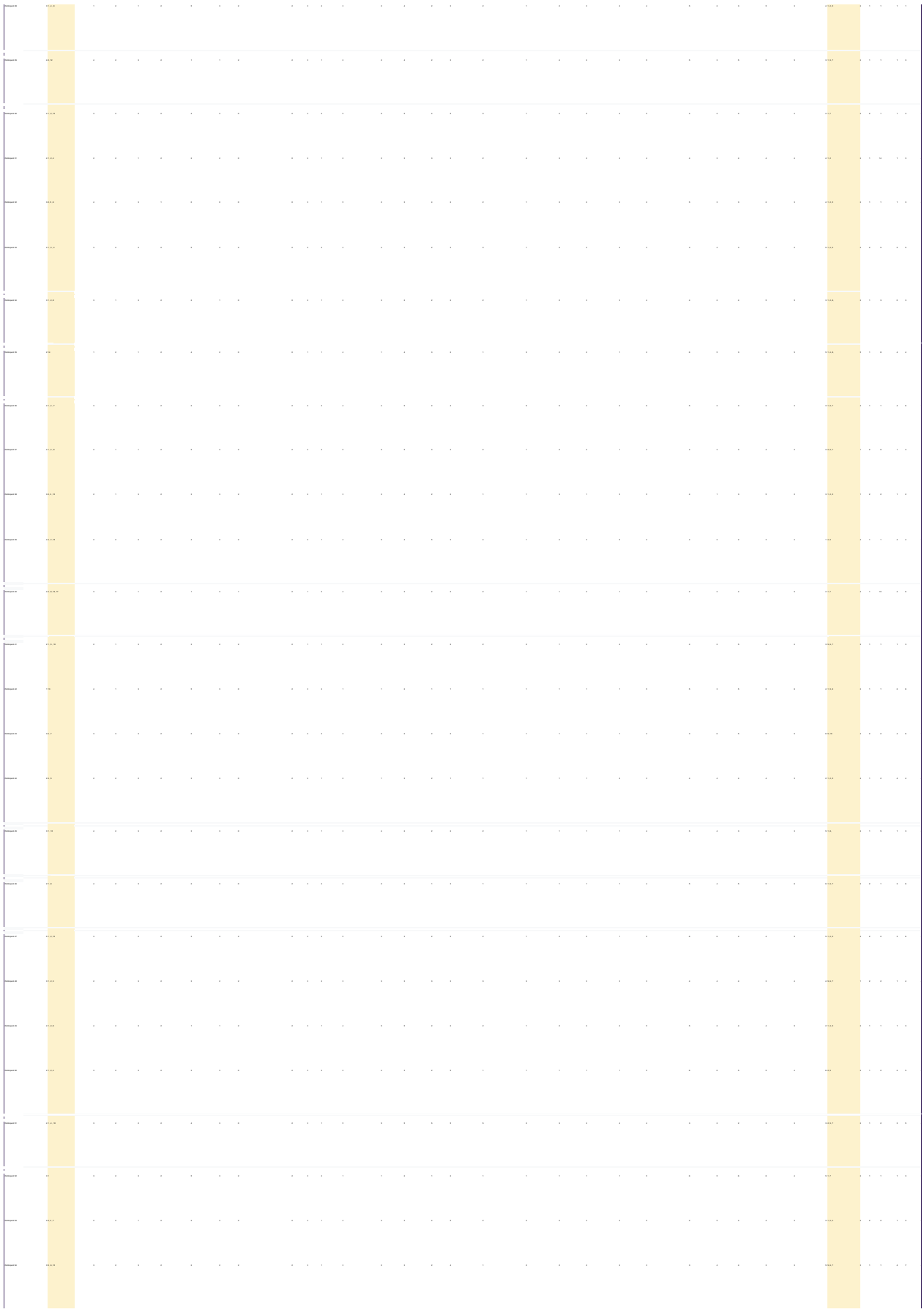
Position	
Intern	1
Analyst	2
Consultant	3
Senior Consultant	4
Manager	5
Senior Manager/Director	6
Partner	7

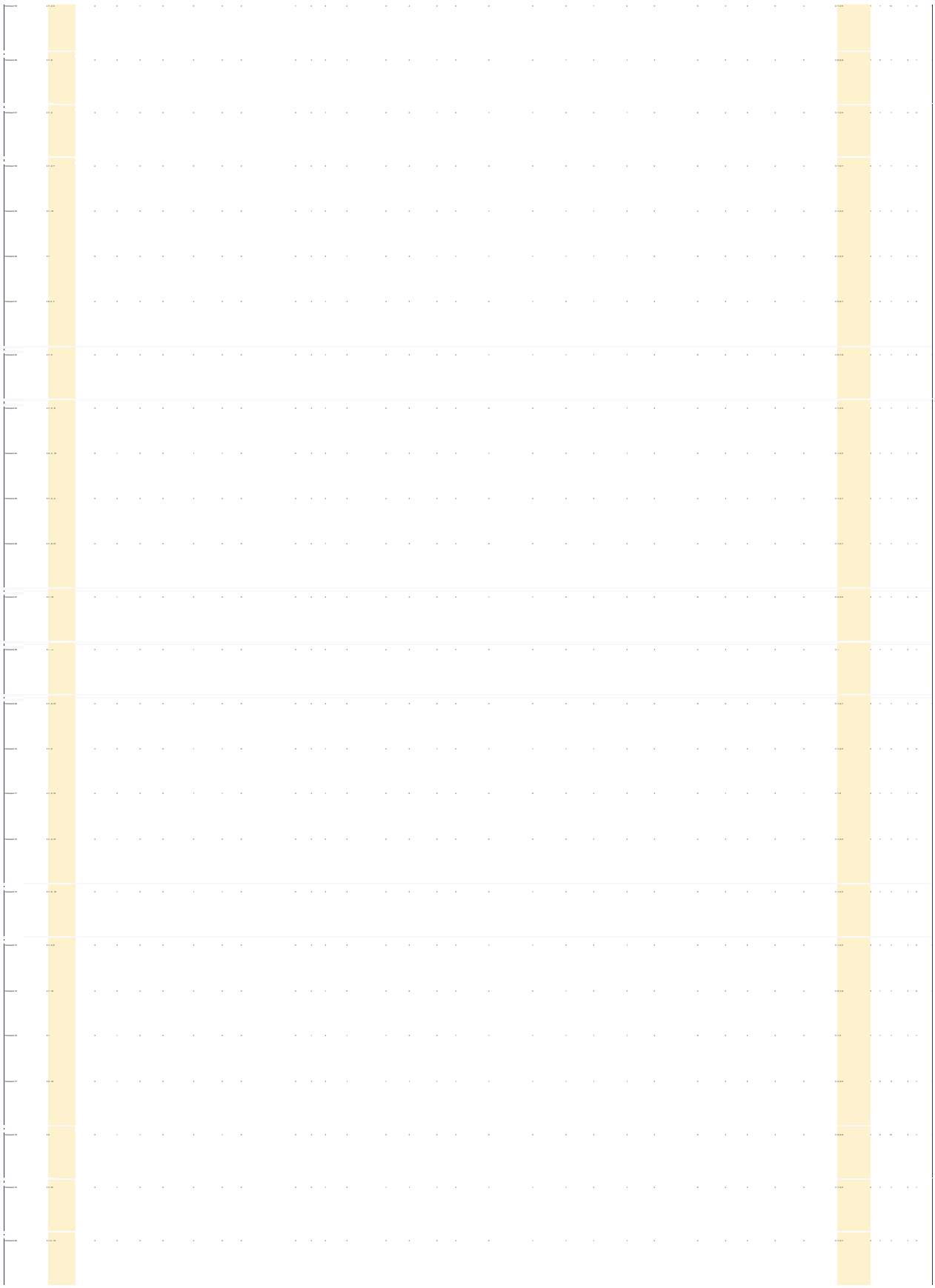
Type of Consulting Firm	
Strategy Consulting	1
Management Consulting	2
IT/Technology Consulting	3
Financial Consulting	4
A&C&D and more	5
Audit	6
HR	7
Marketing Consulting	8
Public services	9
SCM	10
Other	11

Table 58. Coded survey data (Excel)









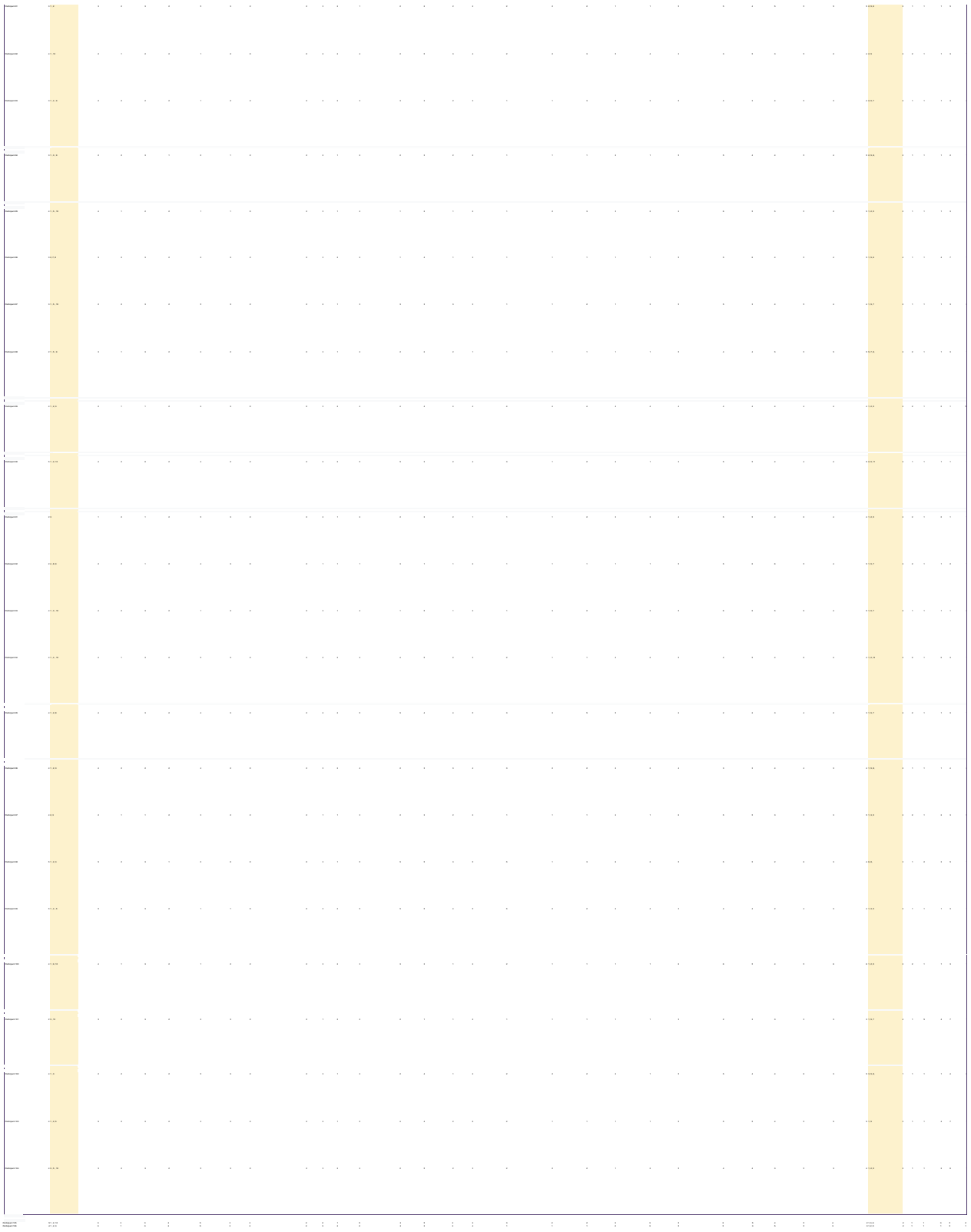


Table 59. Separated coping mechanisms into three columns (Excel)

1	2	6
1	4	5
2	5	7
4		
8		
13		
2	6	
1	2	3
1	3	5
1	3	6
5	7	
2	4	5
1	4	7
1		
2	5	7
1	2	7
1	2	5
1	2	5
2	5	8
13		
1	2	5
1	2	5
1	2	5
1	5	7
1	2	5
1	5	7
4	5	7
1	2	5
1	5	7
1	7	
1	2	
1	2	5
1	4	5
1	2	8
1	4	8
1	5	7
2	5	7
1	2	5
4	9	
1	7	
5	6	7
1	5	6
5	10	
1	2	5
1	8	
1	5	7
1	2	5
5	6	7
1	3	5
2	5	
2	5	7
1	7	
1	2	4
5	6	7
1	2	5
5	6	8
1	2	5
1	5	7
1	2	5
1	2	5
2	6	7
5	7	8
1	2	5
1	2	5
1	3	7
1	5	7
2	5	6

1		
1	5	7
1	2	5
1	5	
1	2	5
1	2	5
1	2	5
6	7	8
1	5	
2	5	6
5	6	8
1	2	5
1	5	7
2	5	6
2	5	
2	5	7
2	5	8
1	2	5
1	5	6
1	5	7
5	7	8
1	2	5
2	5	11
1	2	5
1	5	7
1	5	7
1	2	12
1	5	7
1	5	8
1	3	5
6	8	
1	3	5
1	2	5
1	5	7
3	5	8
1	5	
1	2	5
1	3	6
1	2	5

Table 60. Separated stressors into three columns (Excel)

Role ambiguity	Travel requirements	Communication demands
High workload	Client pressure and demands	Cognitive demands
High workload	Client pressure and demands	Lack of work-life balance
Time zone differences in global projects		
Client pressure and demands	Role ambiguity	Communication demands
-		
High workload	Cognitive demands	Lack of work-life balance
High workload	Client pressure and demands	Time zone differences in global projects
High workload	Client pressure and demands	Communication demands
Client pressure and demands	Time zone differences in global projects	Lack of work-life balance
High workload	Cognitive demands	Lack of control or autonomy over work
Cognitive demands	Communication demands	
Client pressure and demands	Role ambiguity	Lack of work-life balance
High workload		
High workload	Lack of flexibility	Lack of work-life balance
High workload		
Role ambiguity	Communication demands	missing rhythm compared to full time employment
High workload	Role ambiguity	Lack of work-life balance
Client pressure and demands	Cognitive demands	Travel requirements
-		
Role ambiguity		
High workload	Role ambiguity	Lack of work-life balance
Client pressure and demands	Role ambiguity	Lack of control or autonomy over work
High workload	Lack of work-life balance	
Client pressure and demands	Communication demands	
Role ambiguity		
Lack of control or autonomy over work	Lack of flexibility	Lack of work-life balance
High workload	Role ambiguity	Communication demands
Client pressure and demands	Artificial pressure	
High workload	Client pressure and demands	Lack of work-life balance
High workload	Client pressure and demands	Role ambiguity
Client pressure and demands	Travel requirements	Time zone differences in global projects
High workload	Cognitive demands	Role ambiguity
High workload	Client pressure and demands	Communication demands
lack of making decision from the orher side		
High workload	Role ambiguity	Lack of control or autonomy over work
High workload	Role ambiguity	Communication demands
Client pressure and demands	Cognitive demands	Lack of work-life balance
Role ambiguity	Lack of control or autonomy over work	Other skills are required than those requested in the request for quotation
Role ambiguity	Communication demands	missing project structure (responsiblities, available resources) too many parallel work streams to be followed up
High workload	Travel requirements	Lack of work-life balance
Office politics (internal and client side)		
Role ambiguity	Lack of control or autonomy over work	
Role ambiguity	Travel requirements	
High workload	Lack of work-life balance	
High workload	Communication demands	
High workload	Client pressure and demands	Lack of work-life balance
High workload	Client pressure and demands	Cognitive demands
High workload	Client pressure and demands	Communication demands
High workload	Client pressure and demands	Role ambiguity

High workload	Role ambiguity	Lack of work-life balance
High workload		
Client pressure and demands	Role ambiguity	Lack of control or autonomy over work
Travel requirements	Time zone differences in global projects	Lack of work-life balance
High workload	Client pressure and demands	Role ambiguity
High workload	Communication demands	
High workload	Cognitive demands	
High workload	Client pressure and demands	Lack of control or autonomy over work
High workload	Lack of work-life balance	
High workload		
Client pressure and demands	Cognitive demands	Lack of control or autonomy over work
High workload	Client pressure and demands	
High workload	Cognitive demands	Communication demands
Cognitive demands	Role ambiguity	Lack of work-life balance
High workload	Cognitive demands	Role ambiguity
High workload	Communication demands	Lack of work-life balance
High workload	Lack of work-life balance	
High workload	Lack of work-life balance	
High workload	Client pressure and demands	Lack of work-life balance
High workload	Client pressure and demands	
High workload	Client pressure and demands	Lack of work-life balance
High workload	Client pressure and demands	Lack of work-life balance
High workload	Travel requirements	Lack of work-life balance
High workload	Client pressure and demands	Travel requirements
High workload	Lack of work-life balance	
High workload		
Cognitive demands	Lack of work-life balance	
Role ambiguity		
High workload	Lack of work-life balance	
High workload	Role ambiguity	Lack of work-life balance
High workload	Client pressure and demands	
High workload	Lack of work-life balance	
High workload	Role ambiguity	Lack of flexibility
High workload	Cognitive demands	Lack of flexibility
High workload	Travel requirements	Lack of work-life balance
Client pressure and demands	Lack of control or autonomy over work	Communication demands
High workload	Travel requirements	Lack of work-life balance
High workload	Travel requirements	Lack of flexibility
High workload	Client pressure and demands	Cognitive demands
High workload	Client pressure and demands	Lack of work-life balance
Cognitive demands		
Role ambiguity	Communication demands	Lack of flexibility
High workload	Cognitive demands	Lack of work-life balance
High workload	Role ambiguity	Lack of work-life balance
High workload	Client pressure and demands	Communication demands
High workload	Client pressure and demands	Cognitive demands
Client pressure and demands	Cognitive demands	
High workload	Client pressure and demands	Cognitive demands
High workload	Role ambiguity	Travel requirements
High workload	Lack of flexibility	Lack of work-life balance
Cognitive demands	Lack of work-life balance	

High workload	Cognitive demands	
High workload	Client pressure and demands	Travel requirements
Cognitive demands	Travel requirements	Lack of work-life balance
High workload	Client pressure and demands	Lack of work-life balance
High workload	Client pressure and demands	Cognitive demands

Table 61. Correlation between remote days per week and how often stressed in job (Excel)

	How often stressed in job	*Remote days per week*		
How often stressed in job	1	Remote days per week	**0,005320528**	1

Table 62. Correlations summary with burnout, emotional exhaustion, depersonalization and personal accomplishment (Excel)

Variables	1	2	3	4	5	6	7	8	9	10
1. Burnout	—									
2. Emotional Exhaustion	.87**	—								
3. Depersonalization	.822**	.707**	—							
4. Personal accomplishment	.779**	.427**	.441**	—						
5. Work hours per week	.158	**.252****	.061	.046	—					
6. Work during weekends	**.226***	**.207***	**.209***	.150	.167	—				
7. Option to work remotely	—.141	—.054	—.018	**—.245***	—.149	—.174	—			
8. How many days per week can you work remotely	—.160	—.101	—.144	—.156	—.137	—.0.06	.393**	—		
9. Flexibility to choose which days you work remotely	—.153	—.075	—.07	**—.217***	**—.320****	—.007	.532**	.628**	—	
10. Team diversity	**—.205***				.033	—.202*	.322**	.258**	.163	—
p*<0.05; **p<0.01										

Table 63. Correlations summary stressors and coping mechanisms (Excel)

Variables	1	2	3	4	5	6	7	8
1. Burnout	—							
2. Emotional Exhaustion		—						
3. Depersonalization			—					
4. Personal accomplishment				—				

5. High workload (STR1)	.126	**.246****	.065	—.0.20	—			
6. Client pressure (STR2)	**.244****	**.334****	**.248****	**.033**		—		
7. Role ambiguity (STR4)	.150	.104	.196	**.196***			—	
8. Spending time with family & friends (C5)	**—.294****	**—.235****	**—.216***	**—.268****				—
p*<0.05; **p<0.01								