

Open University of Cyprus
Faculty of Economics and Management

Master of Business Administration

Master's Dissertation



Does Work from Home Affect Chances of Burnout? (The Employee's Point of View)

Elena Haber

**Supervisor
Michalis Socratous**

May 2023

Open University of Cyprus Faculty of Economics and Management

Master of Business Administration

Master Thesis

Does Work from Home Affect Chances of Burnout? (The Employee's Point of View)

Elena Haber

Supervisor

Michalis Socratous

This Master's Dissertation was submitted in partial fulfillment of the requirements for the
award of the postgraduate title
on Master of Business Administration
by the Faculty of Economics and Management
of the Open University of Cyprus.

May 2023

BLANK PAGE

Summary

The research aimed to explore the impact of remote work on burnout and identify factors contributing to it. The study analysed a sample of 160 participants and found that working from home increased the chances of burnout, especially in terms of productivity, motivation, organization, time management, job satisfaction, and production quality. Women, employees with children, and those between the ages of 26 and 45 were found to be at higher risk. However, the study had limitations in terms of certain factors such as household income, pre-existing health conditions, social support, and personal factors, which were not examined. Therefore, future research should consider these elements in larger samples to provide a better representation of the general population. The study suggests that promoting employee well-being and productivity is essential for remote work or office-based work, and employers should focus on managing workload, job autonomy, work-life balance, and social support to create a healthy work environment.

Περίληψη

Η έρευνα είχε ως στόχο να εξετάσει τον αντίκτυπο της απομακρυσμένης εργασίας στην εργασιακή και να αναγνωρίσει τους παράγοντες που συμβάλλουν σε αυτή εξουθένωση. Η μελέτη ανέλυσε ένα δείγμα 160 συμμετεχόντων και διαπίστωσε ότι η εργασία από το σπίτι αυξάνει τις πιθανότητες εμφάνισης εξουθένωσης, ιδιαίτερα σε σχέση με την παραγωγικότητα, το κίνητρο, την οργάνωση, τη διαχείριση του χρόνου, την ικανοποίηση από την εργασία και την ποιότητα της παραγωγής. Οι γυναίκες, οι υπάλληλοι με παιδιά και όσοι βρίσκονται μεταξύ των 26 και 45 ετών βρέθηκαν σε μεγαλύτερο κίνδυνο. Ωστόσο, η μελέτη είχε περιορισμούς όσον αφορά ορισμένους παράγοντες, όπως οικογενειακό εισόδημα, προϋπάρχοντα προβλήματα υγείας, κοινωνική στήριξη και προσωπικούς παράγοντες, που δεν εξετάστηκαν. Επομένως, η μελλοντική έρευνα θα πρέπει να λάβει υπόψη αυτά τα στοιχεία σε μεγαλύτερα δείγματα για να παρέχει μια καλύτερη αντιπροσώπευση του γενικού πληθυσμού. Η μελέτη υποδεικνύει ότι η προώθηση της ευημερίας και της παραγωγικότητας των εργαζομένων είναι ουσιώδης για την απομακρυσμένη εργασία ή την εργασία στο γραφείο και οι εργοδότες θα πρέπει να επικεντρωθούν στη διαχείριση του φόρτου εργασίας, της αυτονομίας στην εργασία, της ισορροπίας μεταξύ εργασίας και προσωπικής ζωής και της κοινωνικής υποστήριξης για τη δημιουργία ενός υγιούς εργασιακού περιβάλλοντος.

Acknowledgements

I would like to express my deepest gratitude to my cousin Pascal who spent tireless online hours with me, from Canada, assisting me with the analysis of my research results while having a laugh along the way.

Many thanks to my cousins Antonis and Louiza for their continuous support, motivation and honest opinion on the content of my dissertation. I would also like to thank the participants of my study who were willing to take the time to share their experiences.

I cannot but express my gratitude and love to my parents for their love, continuous encouragement and belief in me and finally my supervisor Dr. Michalis Socratous for his guidance.

Elena Haber

April 2023

Contents

Summary	ii
Acknowledgements	iv
Table of figures	7
1. Introduction	10
2. Literature Review	14
2.1 Work Burnout	14
2.2 Definitions of work burnout	14
2.3 Causes of work burnout	17
2.3.1 Biological causes	17
2.3.2 The choice of occupation of employees	18
2.3.3 The case of the Covid-19 pandemic	19
2.3.4 Workplace	20
2.4 Effects of work burnout	22
2.4.1 Effects on the person (employee)	22
2.4.2 Effects on the Organization	23
2.5 Telework	24
2.6 Flexible Working	25
2.6.1 Forms of Flexible Work	25
2.7 Teleworking: conceptual definition	26
2.7.1 Historical Evolution of Telework	27
2.8 Teleworking and implications of its application	28
2.8.1 Effects on employees	28
2.8.2 Implications for the business	30
2.9 Telework and Burnout during Covid-19 pandemic	32
2.10 Telecommuting and personal & professional life balance	33
2.11 Telecommuting and the Covid-19 pandemic	35
3. Methodology	38
3.1 Introduction	38
3.2 Research Objective and Strategy	38
3.3 Population, sampling and collection process data	39
3.4 Description of the research tool	40
3.5 Research Design	41
3.6 Data Analysis Method	43
3.7 Validity and Reliability	43
4. Presentation of the Research Data	45
4.1 Introduction	45
4.2 Relation between elements and burnout factors	45
4.3 Presentation of the demographic data	47
4.4 Presentation of the distribution of the responses	54

4.5 Exploring Burnout Factors Contributing to Divergent Impact in Home and Office Work Environments: Survey Results and Analysis	59
4.6 Presenting the Divergent Factors Contributing to Burnout in a Remote-Work Setting.....	63
5. Analysis and Discussion.....	66
5.1 Introduction to the Analysis and discussion	66
5.2 Correlation between elements.....	66
5.3 Elements of divergent factors with potential for burnout	70
5.4 Identification of demographic trends in the impacting elements of the divergent factors	71
5.5 Implications of our results for both employees and organizations	73
6. Conclusions	75
6.1 Conclusion	75
6.2 Limitations	76
6.3 Future research.....	77
Appendix.....	78
Bibliographical References.....	84

Table of figures

Figure 1 - Prevalence of telework across EU Member States. Source: Eurostat, LFS.....	35
Figure 2 - Distribution of respondents according to their gender.	47
Figure 3 - Distribution of respondents according to their age group.	47
Figure 4 - Distribution of respondents according to their living conditions.	48
Figure 5 – Distribution of respondents according to how many children they have.....	48
Figure 6 – Distribution of respondents according to the age of their youngest child (if any).	49
Figure 7 - Distribution of respondents by their employment status.	49
Figure 8 – Distribution of respondents by their years of professional experience.	50
Figure 9 – Distribution of respondents by their current/latest work level.....	50
Figure 10 – Distribution of respondents according to whether their work requires cooperation with other persons.....	51
Figure 11 – Distribution of respondents according to whether their work requires supervision of other persons.....	51
Figure 12 - Distribution of respondents according to whether their work requires supervision by other persons.....	52
Figure 13 - Distribution of respondents according to the industry of their professional activity	52
Figure 14 - Distribution of respondents according to the frequency they had been working from home before and during Covid-19.....	53
Figure 15 - Distribution of respondents according to the frequency they had been working from home after Covid-19.....	53
Figure 16 – Distribution of respondents according to the number of daily working hours they complete when they work from home.	54
Figure 17 - Distribution of respondents according to the number of daily working hours they complete when they work at the office.....	54
Figure 18 - Graphical Distribution for Elements of the Productivity Burnout Factor: Answers to When I Work from Home, in number of respondents.	63
Figure 19 - Graphical Distribution for Elements of the Motivation Burnout Factor: Answers to When I Work from Home, in number of respondents.	63
Figure 20 - Graphical Distribution for the Six Most Diverging Elements of the Organization and Time Management Burnout Factor: Answers to When I Work from Home, in number of respondents.	64
Figure 21 - Graphical Distribution for Elements of the Job Satisfaction and Production Quality Burnout Factor: Answers to When I Work from Home, in number of respondents.....	65
Figure 22 - Respondents preference about working from home.....	76

List of Tables

Table 1 - Benefits and challenges of telework (ILO, 2016).	31
Table 2 – Mapping survey questions to research objectives and literature review.	42
Table 3 - Factors that affect burnout.....	46
Table 4 - Values allocated to the Likert Scale responses.	55
Table 5 - Questions from section 2 related to working from home.....	56
Table 6 - Questions from section 3 related to working from the office.	57
Table 7 - Comparison of Burnout Elements between Home and Office Work Environments: Survey Results on Eight Factors with Mean and Standard Deviation.....	59
Table 8 - Identification of Supported vs. Divergent Burnout Factors.....	62
Table 9 - Correlation Matrix for the Elements of the Productivity Factor.....	66
Table 10 - Correlation Matrix for the Elements of the Motivation Factor.....	67
Table 11 - Correlation Matrix for the Elements of the Fatigue Factor.	67
Table 12 - Correlation Matrix for the Elements of the Stress Factor.	67
Table 13 - Correlation Matrix for the Elements of the Attachment and Career Perception Factor.	68
Table 14 - Correlation Matrix for the Elements of the Organization and Time Management Factor.....	68
Table 15 - Correlation Matrix for the Elements of the Job Satisfaction and Production Quality Factor.	68
Table 16 - Correlation Matrix for the Elements of the Work Relations and Empowerment Factor.	69
Table 17 - Elements of Divergent Factors Graded for their Potential on Burnout.	70
Table 18 - Demographic Profile with the Most Impacting Elements in regard to Higher Potential for Burnout.	71

BLANK PAGE

Chapter 1

1. Introduction

Jack Nilles first used the term 'telecommuting' in the 1970's and thus he was considered a pioneer in introducing the concept of telecommuting (Nilles, 1998). Traffic congestions and increased environmental pollution were the initial incentives and drive for telecommuting in an attempt not only to minimize and restrict their negative effects but also to provide employees more flexibility for a better work-life balance.

The advantages of telecommuting were pointed out in a few research reports and studies carried out by many organizations. As far as the organization is concerned, a major upside of telecommuting, among others, is saving up on office rental costs and space (Apgar, 1998). The positive effects of telecommuting, from a macro system point of view, contribute to the larger environment by reducing traffic congestions, decreasing accident rates, and minimizing air pollution.

The development of technological means is so fast, nowadays, that makes them an essential part in people's lives and to be more specific, the employees' lives. This development defines two things: the way large amounts of information is distributed, and the way employee relationships are preserved in the working environment (Barber & Santuzzi, 2015). Information and Communication Technologies (ICT) has enabled people to work from practically anywhere rather than their office.

Telework or telecommuting, also known as working from home or remote work has been offered by organizations for a long time now as an alternative working arrangement which is flexible enabling the management of increasing demands deriving from their work and family in a better more effective and time beneficial way (Shockley & Allen, 2010).

A Conventional telework arrangement means that workers can split their working time between working from home or any other location and working at the office. The benefits of working at the office are firstly, that the employees can have

access to organizational infrastructure necessary for executing their job and secondly that they may have the opportunity to physically interact face-to face with colleagues in order to coordinate any work tasks (Gajendran & Harrison, 2007).

This type of voluntary, partial telework has been associated by previous studies with improved performance and reduced stress. These positive effects were credited to the much greater autonomy given to employees, not to mention to the larger schedule flexibility that telework offers workers (Allen, Golden, & Shockley, 2015; Gajendran & Harrison, 2007).

Telework doesn't only offer benefits such as more time spent with family and less time spent commuting but has also surfaced some disadvantages including the less social communication and interaction as well as no distinct separation between home and work. The risk that work from home can contribute to employee burnout is significantly increased, as the lines between professional and personal life are obscured (Giurge & Bohns, 2020). Even those employees who have always had a natural tendency to separate their personal lives from their work, given the circumstances, they may not have the capability to do so anymore (Giurge & Bohns, 2020).

The workaholism phenomenon developed due to the necessity to adapt rapidly to new requirements; as employees who through their remote connection and facilitated access to the systems used at the workplace managed to meet their work demands irrespective of the working hours invested (Barber & Santuzzi, 2015). As a result, this caused conflicts with the employees' families as the boundaries between work and personal time were not clearly set (Clark, Michel, Zhdanova, Pui and Baltes, 2016; Sonnentag, Binnewies & Mojza, 2010).

It wasn't until the outbreak of Covid-19 in March 2020 that businesses were forced to fundamentally change their working environment and people had to race to adapt to the new ways of working remotely from home due to the imposition of partial or total lockdowns. Teleworking entered the lives of employees suddenly and forcibly in order to secure the continuity of business operations and protect public health from the spread of the virus at the same time. As we have seen,

working from home already existed in our lives but businesses were hesitant in applying it until the recent pandemic forced its implementation (Chong, Huang and Chang, 2020).

The pandemic caught everyone by surprise at first and even though businesses were not prepared, it did not take them long to adapt to the reality of the new working environment with the profound changes that came with it. Employees had to adapt the same way (Chong, Huang and Chang, 2020).

Numerous challenges were created by teleworking during the COVID-19 pandemic among which the increased levels of work stress employees were obliged to deal with in order to adapt the soonest possible so as to meet their work obligations (Tarafdar, Tu, & Ragu-Nathan, 2010) with little advance warning to set up optimal at-home information technology resources and additionally to meet their increased caregiving activities due to the closure of the schools.

Limited research has been conducted in the last 3 years since the outbreak of the pandemic studying the effects of teleworking on employees and how they have experienced these changes and whether their personal and professional lives have been affected either positively or negatively (Chong, Huang and Chang, 2020).

In Cyprus telecommuting was imposed by law (The Quarantine Law Cap.260, as amended in 2003 and 2020). The implementation of remote working was enforced in order to ensure both the work and the safety of the employees. Other measures were the quarantines and lockdowns. All these implemented measures caused changes in people's lives, and eventually in the way they worked. Certainly, around the world, this implementation of teleworking was not easy.

My personal experience with work from home due to the Covid-19 pandemic was not a very pleasant one. The same applied to many colleagues and friends who also worked remotely. Some worked under difficult circumstances having to take care of children or family members at the same time. To each, and for different reasons, the feeling of exhaustion prevailed, demotivation was the norm. Feelings of not wanting to go to work, not wanting to engage in any activity and the need to stay home because of the feeling of exhaustion, led to believe that burnout was

in the build-up. For this reason, I find it not only interesting but also necessary to research the beliefs of employees regarding work from home and burn out. Furthermore, there seems to be limited research conducted in Cyprus, regarding employee exhaustion and burnout resulting from working from home.

The scope of this research was conducted within the context of business administration and focuses specifically on the managerial and operational aspects of the matter at hand, rather than delving into psychological or sociological factors. It was conducted with the purpose of identifying the causes of burnout in a remote work environment and to raise awareness on the matter within the business world for the use by HR departments.

The importance of this research lies in the possibility for human resource departments to study the factors causing exhaustion and employee burnout and thus allowing them to tackle these issues with an ultimate goal to eliminate them.

The purpose of this research is to contribute constructively to the bibliography the opinion of the employees as to if and how work from home contributes to burnout. The results of this research are important to corporations and especially HR specialists because their role in such circumstances is of vital importance as these are the individuals who are called upon to handle and manage in practice this drastic change from traditional working conditions at the office.

This research analytically aims at giving answers to the below research questions:

1. Does work from home affect chances of burnout?
2. Which factors affect burnout the most and in which way?
3. Which demographic groups are affected the most?

Chapter 2

2. Literature Review

2.1 Work Burnout

Burnout is a very tricky concept and although there are many different perspectives on what it is and what can be done about it, there is no common definition of it. There is not always a common understanding of the term's meaning, which prevented constructive discussion of the issue and potential treatments (Maslach 1982, 1998).

2.2 Definitions of work burnout

Based on a literature survey on the definition of the term "burnout", it became clear that many different expressions have been formulated in the past to describe the mental state corresponding to the term burnout. Typical examples are the terms 'excessive demand', 'neurocirculatory disturbance', 'hypertension' or 'work fatigue' (Schaufeli & Enzman, 1998). All of these formalized definitions are related to the negative effects of work on individuals, as they are factors that negatively affect an individual's psyche (Vlăduț & Kállay, 2010). However, the term "burnout" was chosen to more accurately capture this phenomenon. In fact, burnout was noted more frequently in occupations requiring collaboration and communication between workers and others, such as education (teacher-students), health (doctors, nurses-patients), and sales (seller-buyer) (Vlăduț & Kállay, 2010). Researchers have been trying to analyze the definition of burnout for years, but it is worth noting that the term was first introduced by Freudenberger in 1974 (Kahill, 1988). Freudenberger began this study because he noticed the phenomenon of burnout in himself and his colleagues while working in a clinic. Therefore, he wanted to define burnout as "failure, exhaustion, or exhaustion due to excessive demand for energy, strength, or resources" (Kahill, 1988).

Continuing the research on previous studies that analyzed the definition of burnout, we find that burnout is considered a well-discussed but poorly understood phenomenon (Beemsterboer & Baum, 1984). At the same time, since

"burnout" can mean anything from influenza to depression, therefore the term is ambiguous and difficult to distinguish. It is clear that there has been a rapid increase in the awareness of the definition of burnout in recent years. Furthermore, there is great interest in Maslach and Leiter's (2008) definition of job burnout, as they say that when someone is in such a state of chronic fatigue, they can be thrown off work and their lives can be affected on other levels. For example, stress, fatigue, and sadness predominate and experiencing fatigue can lower or deplete your energy in daily life (Maslach & Leiter, 2008).

According to Han et al. (2019) job burnout can be characterized by three basic parameters. i.e. emotional exhaustion, cynical feelings and alienation from the work environment and diminished or almost no sense of personal accomplishment. Moreover, it should be emphasized that burnout refers to the experience of fatigue over a long period of time and is also associated with decreased motivation and interest in working (Talaee et al., 2022). In fact, research shows that high-pressure work can lead to burnout (Embriaco, Papazian, Kentish-Barnes, Pochard and Azoulay, 2007).

An important point to clarify on the definition of burnout is that, according to Maslach (1993), burnout is defined as a work-related syndrome. However, there could be a problem on that point since the results of studies that measure job burnout can be wrong. The reason is that the workers interviewed are called "healthy workers", and the rest, who are ill, have job stress or are disabled, frequently leave the organization in which they work and that has not been considered (Schaufeli, Bakker, Hoogduin, Schaap and Kladler, 2001). This is obviously a serious issue concerning the research, as it can inherently decrease the meaning and validity of its results.

A very interesting definition recently put forward by Queen and Harding (2020) refers to burnout as something that occurs when you reach your mental, emotional and physical limits. However, when trying to analyze the term burnout, it should be noted that confusion arises between the definitions of burnout and depression symptoms. More specifically, these two terms are not identical when someone is experiencing distress (Schaufeli et al., 2001). Individual mood symptoms, which play a central role in both syndromes, are differentiated and

distinguished from each other (Schaufeli et al., 2001).

Regarding the analysis of terms at a conceptual level, note that burnout is usually differentiated in the work environment, whereas depression symptoms are not confined to specific situations in a person's daily life (Bakker et al., 2000). The study by Warr (1987) is also essential since it argues that burnout is about emotional well-being related to work. As a result, the difference between the two terms lies in the fact that, while people who suffer from depression may experience a loss of energy in both their work environment and in their leisure time, people who feel exhausted usually experience a lack of energy in their work environment (Warr, 1987). It is worth mentioning that unlike depression, burnout is not listed as a diagnosis in the Diagnostic and Statistical Manual of Mental Disorders (DSM-5). Certainly, it is worth mentioning that burnout at a developed stage is likely to spread to other areas of the individual's daily life, such as for example in their private life, their well-being, and the satisfaction they experience (Demerouti, Bakker, Nachreiner and Schaufeli, 2000). Eventually, until 1988 the two most widespread and well-known definitions of burnout were by Maslach (1982) who defined it as "a syndrome of emotional exhaustion, depersonalization, and diminished personal accomplishment" and by Pines and Aronson (1981) who defined burnout as a "physical, emotional and mental exhaustion" (Kahill, 1988).

Since the definition of job burnout was first formulated in 1974, it has been followed by 140 other definitions that attempt to interpret the meaning of exhaustion (Hillert, Albrecht and Voderholzer, 2020). It is apparent that the phenomenon of burnout was found to be classified as a disorder directly related to the workplace (Hillert, Albrecht and Voderholzer, 2020). At the same time, an important feature of burnout is not only excessive stress at work, but also the fact that this stress persists for a long period of time (Bayes, Tavella and Parker, 2021). Of course, it is worth mentioning that the phenomenon of burnout and its interpretation are highly dependent on changes in the social and cultural environment. While work burnout is increasing, the negative developments are going to be depicted on society and work environment (Hillert, Albrecht and Voderholzer, 2020). In the scientific field of psychology, burnout is defined as "a physical, emotional, and mental breakdown (state or process)" (Muheim, 2012).

Finally, according to the World Health Organization, burnout is: "A syndrome thought to be the result of poorly managed chronic work-related stress and it is characterized by three dimensions:

- Lack of energy or feeling exhausted.
- Increased mental distance from one's work, or negative or cynical feelings concerning one's work.
- Reduced professional effectiveness.

Burnout is particularly relevant to phenomena in professional contexts and should not be used to describe experiences in other areas of life." (World Health Organization, 2019)

Of course, further development of scientific approaches and corresponding measures are necessary in order to better clarify and, most importantly, more appropriate studies are needed regarding the 'treatment' of job burnout which is a problem that plagues more and more people every day. (Muheim, 2012).

2.3 Causes of work burnout

While the definition of burnout has been meticulously analyzed and numerous approaches have been attempted so as to clarify the terminology, other aspects related to workplace burnout should be emphasized. When we look at the causes that lead to burnout in the workplace, we find that the causes are diverse and often related to the type of work we choose. It is clear that professionals experiencing burnout are in a state of stress. The reason for this lies in the fact that the various stresses people experience cause these symptoms of job burnout (Gold, 1985).

2.3.1 Biological causes

In considering the cause of the burnout phenomenon, it is very interesting and crucial to refer to this issue and analyze it from a biological point of view. More specifically, according to Bayes, Tavella, and Parker (2021), several findings indicate that burnout is associated with continued activation of the autonomic nervous system. Additionally, a limited number of studies have linked burnout to 'altered immune system functions (Bayes, Tavella & Parker, 2021). But arguably

burnout is a syndrome that “results from chronic psychological stress and is supported by the interaction of the autonomic nervous system with endocrine and immune processes” (Bayes, Tavella & Parker, 2021). The consequences that follow at a later time are psychological effects and feelings of fatigue, effect on bodily systems, such as cardiovascular diseases, metabolic syndrome, immunosuppression, as well as systemic inflammations (Bayes, Tavella & Parker, 2021). Nevertheless, future experiments are needed to “more carefully delineate the underlying biological mechanisms of burnout, including interactions between body systems, to distinguish between cause and effect, and to identify potential therapeutic targets.” Research advances through planning and measurement are necessary (Bayes, Tavella, and Parker, 2021).

Workplace burnout also appears to have a variety of causes that stem from personal stress. More specifically, burnout can be caused by physical exhaustion, sleep deprivation, or alcohol or drug use (Maslach & Jackson, 1981).

2.3.2 The choice of occupation of employees

In their research, Brandstätter, Job and Schulze (2016), identified the person-environment fit (P-E) as a key requirement for employee well-being. On the most general level, P-E fit has been conceptualized as “the congruence, match, similarity, or correspondence between the person and the environment” (Edwards and Shipp, 2007) that, on the whole, is assumed to lead to positive outcomes with respect to job satisfaction, job performance, organizational commitment, and well-being (Kristof-Brown and Guay, 2011; Daniels and De Jonge, 2010; Kristof, 1996). On a more concrete level, two types of P-E fit have been distinguished primarily: the fit between the demands of the environment and the abilities of the person (demands-abilities fit) and the fit between the needs of the person and the supplies available in the environment (needs-supplies fit) (Krumm et al., 2013; Kristof-Brown and Guay, 2011; Edwards and Shipp, 2007; Kristof, 1996)

Kristof (1996) and Edwards and Shipp (2007), claimed that the degree to which an organization satisfies individuals’ needs, desires, motives, goals or preferences, will influence a person’s level of well-being. It is postulated that “the greater the perceived incongruity, or mismatch, between the person and the job, the greater the likelihood of burnout” (Maslach and Leiter, 2008).

Their study showed that people with personalities and dreams that do not match their job have higher odds of burning out with mental and physical exhaustion. A loner for example when asked to manage a team will find the situation terribly stressful. Equal frustration will be felt by someone hungry for power who is kept in a junior role. This is the mismatch between motivational needs and supplies at the workplace. The greater the mismatch between a person's thirst for friendship or power and the opportunities available in their job, the higher their risk of being burnt out (Brandstätter, Job and Schulze, 2016).

2.3.3 The case of the Covid-19 pandemic

The global outbreak of the Covid-19 pandemic has created many problems and concerns in many areas of people's lives. Characteristic examples adopted by many European countries are the lockdowns to prevent the transmission of diseases, education of students via digital media and working from home also known as teleworking. At the same time, the rapid outbreak of the coronavirus has created a series of problems such as economic disruption, unemployment due to job losses, financial suffering and social isolation.

Naturally, this surge of changes has caused many problems, not only in dealing with commitments, but also in the state of mind of all people. The fact that it has spread to all continents within a few months with such great intensity and frequency, also played a decisive role (Yildirim and Solmaz, 2020). It is important to highlight that due to the high infection and mortality rates from Covid-19, the situation is "very likely to lead to many mental health problems such as stress, anxiety, depression, anxiety and burnout" (Arslan, Yildirim, Tanhan, Bulus and Allen, 2020) Thus, it seems necessary to list the factors that contributed to stress and burnout during the Covid-19 pandemic in order to prevent such situations. Stressful situations in everyday life negatively affect people's psyche and lead to mental confusion, social disadvantage and depression (Arslan et al., 2020). It is worth noting that individuals react differently to stressful situations, and this is related to the different personal, social, emotional and psychological factors (Arslan et al., 2020). Moreover, Covid-19 pandemic, which has affected people's mental state, has led to an increase in panic attacks and behavioral problems, in addition to stress. It should be noted that excessive stress can lead to

psychosocial problems such as mood disorders and burnout (Arslan et al., 2020).

As far as the link between Covid-19 and workplace burnout is concerned, it's important to highlight that this burnout has taken on another form nowadays. More specifically, trying to cope with the pandemic creates feelings of fatigue and anxiety, and both feelings overwhelm some people. The reasons for these feelings may vary. For example, the pandemic left many people unemployed, but those who managed to keep their jobs were asked to work from home (Queen & Harding, 2020). Changes in some people's lives mean attempts to reconcile work and family life, as urgent needs and commitments such as childcare align directly with work (Queen & Harding, 2020). Simultaneously, an ongoing series of pandemic-related dilemmas were added to the stress and fatigue of everyday life was. Typical examples are hygiene practices and correctness as well as human relationships (handshakes, hugs), etc. (Queen & Harding, 2020). These practices have never been faced by humans before. Owing to this, some might say, people got into an ambiguous situation, had conflicts over the correctness of their moves, and experienced a major split. Fear and uncertainty often reign in various crises. It is common during various crises for anxiety and insecurity to dominate. Nonetheless, accumulated stress can lead to extreme fatigue, extreme depression, and a mental condition known as burnout (Queen & Harding, 2020).

2.3.4 Workplace

Many researchers have focused on the causes of burnout, both in individuals and in the work environment (Savicki & Cooley, 1983). Maslach and Leiter (2008) continued their research on the factors that contribute to burnout, distinguishing between two sets of factors that predispose a person to burnout. More specifically, the first set included several factors that could be described as largely predictive, such as individual workload, control, reward, social networks, job equity, and values. In the second group, there are individual characteristics such as age, gender, marital status, and experience (Maslach & Leiter, 2008). Following, Cordes, Dougherty, and Blum (1997) taxonomy seeks to analyze the factors involved in workplace burnout. Therefore, they were divided into three groups; namely, a group attributed to the characteristics of each job or role, a group attributed to the characteristics of an organization that is prone to burnout and a

group attributed to the individual characteristics of each person.

Furthermore, of great significance is Anthony Cedoline's article analyzing the 7 main causes of burnout according to his research. The first cause is the lack of control over individual life/destiny as growing organizations become more and more impersonal and therefore, employees are usually excluded from decision-making. However, when employees participate in decision-making, positive work attitudes and greater motivation are activated, leading to better job performance (Beheshtifar & Omidvar, 2013). A second cause of burnout he refers to is lack of professional feedback and communication. This situation arises when employees are unaware of the organization's expectations, requirements and potential risks. This lack of clear information leads to frustration and subsequent stress as employees feel overwhelmed. Conversely, when an organization fosters a culture in which everyone can express themselves openly and honestly, employees will work more effectively and contribute more to the organization (Beheshtifar & Omidvar, 2013). A third cause of burnout at work is work overload. Researchers have found a link between being overly stressed and having too much work. Long working hours, multiple responsibilities, strenuous work, dealing with crises and risks, and managing people results in excessive stress and burnout (Beheshtifar & Omidvar, 2013). Additionally, it is very common for work burnout to occur as a result of ongoing meetings and contact with partners. The need to perform tasks requires frequent and lengthy meetings with different people, which can be uncomfortable and exhausting. At the same time, perceived job satisfaction is logically undermined. An important cause of work burnout is the role conflict between employees. Although this phenomenon is something that may occur outside the workplace, when it occurs in the work environment it creates a conflict of abilities among the employees, a conflict of demands in the workplace, as well as a conflict of values between employees and colleagues or with superiors (Beheshtifar & Omidvar, 2013). Role conflict has been shown to lead to low job satisfaction, frustration, reduced trust in the organization and its people, and high stress. Eventually, personal factors are a very important cause that can lead someone to work burnout. Characteristic examples are the financial situation, the relationship between spouses, the individuality of the character, such as nervousness, excessive shyness and insufficient stress management. Ultimately,

this combination of personal and professional stressors contributes to the causing of job burnout (Beheshtifar & Omidvar, 2013).

Studying the literature research, it is of essence to analyze the burnout in corporate environments. More specifically, interpersonal relationships are considered to be an important factor that can lead either individuals or even groups to high-pressure burnout, (Cordes, Dougherty, & Blum, 1997). Other Important causes for this are the decreased employee initiative, the increased workforce, and the decreased commitment between the organization and employees (Cordes, Dougherty & Blum, 1997). All these qualities lead to an impersonal work environment full of change, demands and ambiguity. As it turns out, job burnout is a development process that doesn't occur randomly and can't be stopped suddenly. In other words, it is a process of gradual erosion (Cordes, Dougherty & Blum, 1997).

2.4 Effects of work burnout

Professional burnout is a gradual process that results from the buildup of professional stress and affects one's bodily, psychological, and social well-being (Maslach & Leiter, 2007). Therefore, the negative effects of the condition have an affect not only on the person who has it, burdening their mental and physical health, but also on the company where they work, lowering the quality of the work they provide and consequently having an impact on the people they interact with (Hogan & McKnight, 2007; Maslach, 2003; Maslach & Goldberg, 1998; Maslach & Jackson, 1981).

2.4.1 Effects on the person (employee)

Burnout is clearly an uncomfortable and dysfunctional state that both individuals and companies want to change (Beheshtifar & Omidvar, 2013). Kahill (1998), who studied and analyzed the term burnout, associated burnout with a range of negative emotions such as irritability, anxiety, guilt, helplessness, and anger (Schaufeli et al., 2001). A study by Bayes, Tavella, and Parker (2021) states that among other biological effects, workplace burnout can initially cause accelerated aging. In a 10-year census conducted by Ahola, Vaamanen, Koskinen, Kouvonen and Shirom (2010), it was found that burnout was also associated with mortality

in those under 45 years of age. Simultaneously, burnout has also been reported to be associated with elevated cholesterol and triglyceride levels and type 2 diabetes, where stress appears to stimulate insulin resistance and type 2 diabetes (Bayes, Tavella & Parker, 2021).

Another important impact of job burnout is the incidence of obesity. At the same time, fast food consumption, reduced physical activity, alcohol consumption, and use of painkillers have been shown to be positively correlated with the degree of burnout a person experiences, thus significantly affecting exercise and diet levels (Bayes, Tavella & Parker, 2021). In other words, these are the tools used by those experiencing high-intensity burnout. Another important impact related to health that occurs when we experience fatigue from work in everyday life has to do with the immune function which is affected negatively and the micro-inflammations that may occur (Bayes, Tavella, & Parker, 2021).

Particularly, it has been observed that higher levels of burnout in the workplace are associated with systemic inflammation in one's body; therefore, it is obvious that burnout and as a result exhaustion cause serious consequences to the human body. For example, when employees experience chronic fatigue in their work environment, they also report severe mental health problems (Shirom, Melamed, Toker, Berliner and Shapira, 2005). Workplace burnout is therefore very likely to lead to anxiety and depressive disorders and alcoholism (Bakker & de Vries, 2020). At the same time, workplace burnout is positively correlated with poor health, sleep disturbances, headaches, and gastrointestinal infections (Bakker & de Vries, 2020).

2.4.2 Effects on the Organization

Many studies dealing with burnout at work talk about what causes this phenomenon; while, it is also true that burnout has a negative impact on individuals and the organizations in which they work. The most common effects that directly affect organizations include job dissatisfaction, low organizational engagement, cynicism, and often quitting the job altogether (Beheshtifar & Omidvar, 2013). Furthermore, impacts affecting organizations include increased employee absenteeism, decreased productivity, reduced attention span, and decreased morale (Beheshtifar & Omidvar, 2013). As a matter of fact, many

studies have reported that workplace burnout is negatively associated with both performance and turnover (Beheshtifar & Omidvar, 2013).

Definitely, there are ways to prevent burnout, but there are also ways to combat it; still, the first step is to recognize the signs that prove its existence. The first signs of burnout are often very important. However, often the person cannot recognize them and remove them. For this reason, contributions from colleagues, supervisors, or others who can observe these signs are considered necessary (Beheshtifar & Omidvar, 2013). Efforts to seek help and support from both colleagues and the organization's own managers are therefore considered to be important in bringing workplace burnout under control through programmes that include preventive measures where necessary. At the same time, there are many studies suggesting ways to reduce employee burnout levels (Beheshtifar & Omidvar, 2013).

To conclude, burnout is a common problem for both individuals and organizations (Bakker & de Vries, 2020). Organizations wishing to tackle this problem must first understand the causes and effects of burnout. Organizational interventions aim directly at organizing public health research in programs, but at the same time design programs and implement them in order to measure and improve the overall health of workers (Beit Mashal, Arshadi, Heidari and Asgari, 2021). Therefore, recognizing the causes of burnout, both understanding its effects and taking measures is a very important process in order to enable employees or managers to adapt to new working environment conditions (Cordes, Dougherty & Blum, 1997).

2.5 Telework

The following three sections are related to “flexible work” and its forms, to a conceptual definition of telework as a form of flexible work and to its historical development, and finally to the implications (advantages and disadvantages) of telework for workers and companies that take up and adopt it. The purpose of this section is to present the evolution of the concept of flexible work, how telework emerged from there, and how it affects workers and businesses, as well as, to explore its implementation in today’s realities.

2.6 Flexible Working

Flexible working or flexibility in the workplace, are phrases that refer to an equally beneficial arrangement between workers and their employers. This allows both parties to reach an agreement on where, when and how employees will provide their services so as to balance their work and personal life. It is important not only to protect the lives of employees, but also to meet the expectations and requirements of each company (Thompson, Payne, Taylor, 2015). The term “flexible working” can take many forms; some more prevalent and having been around for years, some less common, and some developed parallel to technology. Since work can be made flexible in many ways, the definition of the term “work flexibility” was developed and altered over the years in terms of when to work, where to work and how to work (Dale, 2021). Flexible working arrangements come in many forms, including Telecommuting, flexible working hours, shifts, etc. (Kossek, Hammer, Thompson, Burke, 2014; Baltes, Briggs, Huff, Wright, Neuman 1999).

2.6.1 Forms of Flexible Work

According to Kossek et al. (2014), the term “flexible work” includes:

- Policies and practices regarding employee hours, schedules and locations.
- Varied employment arrangements and staffing policies, such as flexible working hours, telework, holidays, and “part-time.”
- Job design and job autonomy alterations giving workers more control over when and where they work.
- Informal practices such as occasional or constant leaving early or coming to work.
- Mobile work. For example, working at a customer's place of business.
- The use of technology to communicate and work outside the confines of the physical business area.

The economic and social advances of the past decade have set the need for flexibility in the workplace high on the political agenda in the European Union, but also at the global level. In the fast-evolving field of information and communication technology, new flexible ways of working are always being invented. These new

forms of flexible working will affect not only industrial relations between employers and employees, but also working models, including time, place and type of work (Vassilakopoulou, 2021).

According to Eurofound's report (2020b), nine new ways of working have been identified in relation to the requirement for flexible working and have been updated. These are:

- Work Sharing. A group of employers recruit workers and are jointly responsible for them.
- Job sharing. Employers hire multiple workers together to fill one vacancy so that the position is permanently filled.
- Voucher-based labor. Usually third parties (such as a government agencies) fund a job.
- Internal recruitment. A company "loans" an employee to another company for a temporary or professional position.
- Occasional work (on demand) where employees provide their services whenever the company needs them.
- Mobile work based on IT and communication technology. In this case, the employee works offsite, and the work is supported by IT. This type of work is a form of telework with fewer restrictions on where you work from.
- Platform work with supply and demand through online platforms. The operational status of this type has not yet been established.
- Work through a "portfolio" where small freelancers or businesses serve multiple customers.
- Forms of collaboration; namely, when certain forms of collaboration or "networking" are involved and go beyond traditional forms of cooperation.

2.7 Teleworking: conceptual definition

Teleworking is a form of arrangement between a company and a worker that permits total or partial remote work made viable via Information & Communication Technologies (ICT). Regarding the definition of Telework, although it isn't always definitely described, in many instances it refers to the usage of Information & Communication Technologies to make the remote work of personnel and

managers possible (Martinez-Sanchez, Perez-Perez, Vella-Jimenez, De Luis Carnicer, 2008).

According to Article 2 of the European Framework Agreement on Telework of 2002 (https://resourcecentre.etuc.org/sites/default/files/2020-09/Telework%202002_Framework%20Agreement%20-%20EN.pdf), telework is defined as:

"a form of organising and/or performing work, using information technology, in the context of an employment contract/relationship, where work, which could also be performed at the employers premises, is carried out away from those premises on a regular basis."

Telework can also be blended with different sorts of flexible work which includes flexible hours or part-time employment but is differentiated from remote work. In reference to remote work, the employee usually works during a trip or from the company's other premises (Beauregard, Basile, Canonico, 2019).

The International Institute for Teleworking has defined telecommuting in a broader way in the sense that someone uses the means of communication & IT to be able to meet the requests of the clients from any location, either from home, an airport or a hotel (Gibson, Blackwell, Dominicus, Demerath, 2002).

2.7.1 Historical Evolution of Telework

Due to the oil crisis in the early 1970s, the scientific community began to show interest in telework. This has led researchers to consider telework as an alternative to working from company premises (Haddon, 1999). Oil prices were rising, therefore commuting costs were rising, so naturally there were concerns about the sufficiency of oil supplies and, of course, about whether this situation would persist. At the time, telecommuting was seen as a means of business continuity, with employees working from their home or other locations nearby to avoid high commuting costs and minimize heating costs both for themselves and the company. The oil crisis ended quickly, but the interest in telework remained strong as it was viewed as a means with a dual role; namely, achievement of company goals, as well as, employee satisfaction. The rapid development of the IT sector has been driving the development of telework (ILO, 2016).

In the 1980s, telework was associated with HR Management as a form of flexible work that helped companies adapt to market changes (Martinez-Sanchez, Perez-Perez, Vella-Jimenez, De Luis Carnicer, 2008). Meanwhile, a 2012 Society for Human Resource Management (SHRM) survey found that 91% of HR professionals concurred that flexible working, including telecommuting has a positive impact on job satisfaction and organizational commitment/loyalty (Kossek et al., 2014).

Nowadays, and due to his COVID-19 pandemic, which began in late 2019, it seems that telecommuting has become a requirement for many companies around the world and companies are obliged to prioritize employee safety first and then business continuity and "survival". Companies and workers are now "forced" to adapt to the new working style, telework, regardless of their readiness.

2.8 Teleworking and implications of its application

Telework is a flexible way of working that has occupied the scientific field, in particular since the 1970s, and there are many studies on the positive and negative properties in store for the organizations that adopt it but also on the employees. More details are discussed in the next 2 subsections.

2.8.1 Effects on employees

Based on bibliographic research from various sources, there are multiple benefits of telework that workers themselves perceive. First and foremost, it emphasizes not only on the economic benefits from cost savings that derive from commuting, but also savings in commuting time, as well as, economic benefits from other sources such as the cost of clothing (ILO, 2016).

The positive effects of telecommuting on work-life balance have been described in numerous scientific publications and are determined by the reduction of work stress as employees gain flexibility (Kossek et al., 2014). Several studies have linked this flexibility not only to improved employee fitness and health, but also to greater commitment to work (Kossek et al., 2014). Work-life balance is closely related to greater job satisfaction that workers gain from the flexibility to work outside the workplace, having greater autonomy and more 'control' over their work (Beauregard, Basile, Canonico, 2019). Workers have the opportunity for more

professional development as they will not only be able to provide work from wherever they live but will also be more productive and will be able to focus on their work without the distraction of the workplace (Gibson, Blackwell, Dominicis, Demerath, 2002).

Nevertheless, there are opposing views about the negative impact telework has on employees. Many studies report on social and professional isolation that people who work remotely can experience. Unless telework is implemented in very thoughtful and well-planned settings, staff risks being unable to communicate effectively with colleagues and may lack formal support from peers and managers (Eurofound, 2020). Their absence from the office space may also be perceived as contributing less to the achievement of the group's goals (Beauregard, Basile, Canonico, 2019).

In this situation, employee professional development may be hampered as their contributions may not be recognized as readily as other employees with physical presence at the office space (Beauregard, Basile, Canonico, 2019). According to Gibson, Blackwell, Dominicis, Demerath (2002), employees who adopt remote work can develop an "out of sight, out of mind" syndrome, in which their lack of physical presence prevents them from developing within the organization and creates a sense of alienation from corporate culture.

Another key issue concerning telework is supervisory control, and more generally executive control. The use of technology to "monitor" work raises questions about personal data, reduces job satisfaction and inverts the sense of autonomy leading to a phenomenon known as the "autonomy paradox", where the employee may experience the close "control" resulting in working longer working hours and having higher stress levels in order to meet business requirements (Eurofound, 2020a; Eurofound, 2020b).

Among the negative effects workers experience, as a result of working from home, is the circumvention of working hours and wages; namely, the employees may be exploited by employers or supervisors who often take advantage of the flexibility afforded by telework to manipulate workers to accept lower wages or meet increased demand for work without paying overtime (Kossek et al., 2014).

Employees often work several hours outside of their main working hours with direct impact on their work-life balance. The boundary between work and personal time is a very sensitive issue for remote workers as these boundaries are very often blurry and unclear. This is often related to an employee's workload, personal work ethic, and career prospects (Eurofound, 2020b).

2.8.2 Implications for the business

As far as companies are concerned, our literature review shows that the introduction of flexible working arrangements such as telework can contribute significantly to corporate benefits (Beauregard, Basile, Canonico, 2019). First off, it has a tangible impact on the cost savings for companies, as employees require less facilities and the cost of renting, maintaining, and equipping facilities decreases. Savings, also, come from less sick leave and less employee turnover (reduced hiring costs), as well as improved work-life balance and employee job satisfaction that contribute positively to these factors. Telecommuting also reduces workplace accidents (Beauregard, Basile, Canonico, 2019; Gibson, Blackwell, Dominicis, Demerath, 2002).

Increased job satisfaction offers companies several more benefits, including increased productivity, better customer service, and greater employee commitment to the company. An equally valuable benefit for companies adopting remote work is the increased resumé base they receive by removing geographic restrictions (Kossek et al., 2014). Employers have the opportunity to select from a wider range of resúés so as to select the employee best suited to the requirements of the position. Improved employee morale enhances continuity of corporate strategy, improves ability to manage different “time zones” and enhances cultural adaptability (ILO, 2016).

From a more macro perspective, the benefits of telework go beyond the corporate microcosm and have a positive impact on society as a whole. Telework is increasing access to work for people with special needs putting aside from major barrier of daily commuting. Businesses also reduce their “carbon footprint” by reducing employee commute (ILO, 2016).

However, telework conceals the company's struggles and malfunctions. Many

studies point out employers' concerns about the lack of communication among employees, the sense of isolation employees feel, which in turn leads to less attachment to the company and a decline in job satisfaction and ultimately productivity. Some executives believe remote workers lack a sense of teamwork and shared goals (Gibson, Blackwell, Dominicis, Demerath, 2002).

Information and system security is also a very important component for companies. Access to business “shared files” and confidential information, whether through public networks or PCs, either intentionally or unintentionally, poses risks and can expose confidential information. (ILO, 2016). Another “cloudy” factor of telework has to do with the issue of required technical equipment and benefits for employees, which is not yet fully understood. It is still unclear who will pay for the costs of technical equipment and various costs arising from working from home, such as internet connectivity and electricity consumption (Eurofound, 2020a). Table 1 below summarizes the benefits and challenges of telework according to the International Labor Organization (ILO, 2016).

Table 1 - Benefits and challenges of telework (ILO, 2016).

	Potential Benefits / Promises	Potential challenges / Disadvantages
Society	Environmentally friendly Reduced pressure on infrastructure Global cooperation Improved disaster preparedness Better for people with disabilities	
Employers	Reduced overheads Increased profit margins Lower HR turnover Larger "reservoir" of candidates	Increase in other type of expenses Increasing IT needs Security Issues Not possible for all job positions Partial loss of control
Employees	Flexibility in terms of personal / family needs Higher autonomy Greater job satisfaction Reduction of work stress Improving work-life balance	Lack of work & personal life balance Working overtime Difficulties in separating personal & professional life Social & professional isolation Lost chances

2.9 Telework and Burnout during Covid-19 pandemic

Occupational burnout which is a problem that has plagued many researchers and scientists for decades, has taken on many facets during the pandemic crisis, this time affecting in a special way the employees following a remote work model (Sablock, 2022). The pattern used, which already had a great impact in all European countries and was also used during the lockdown periods, was not easy to assess as per its effectiveness and proper functioning. Firstly, it must be kept in mind that this refers to the same job tasks that each employee had previously performed at the business site. This meant that there were certain responsibilities and tasks that were scheduled ahead of time and were supposed to be performed and completed during the day. The same was true for employees working from home. The mere fact that employees were working from home did not change the fact that no new bases and working conditions were created unless previously agreed with the employer, which they were not (Sablock, 2022; Hyderiotou, 2022).

Especially during the Covid-19 period during which unemployment rates were rising, many employees in need of meeting their employers' demands and perhaps win their favor and safeguard their employment, worked overtime and took on many different and sometimes additional tasks. The employees acted based on the thought that they had the benefit of working from the comfort of their personal space and the savings of time normally required to commute to the office (Sablock, 2022; Hyderiotou, 2022).

Therefore, many of them were showing symptoms of burnout as they battled to cope with their increased responsibilities and the remote work they were not used to in the pre-pandemic era. Of course, this was not limited to the initial lockdown period, but was repeated over the course of two years, in which period they were constantly under pressure and increased responsibility. Studies conducted specifically on the levels of burnout have proved that about 65% of employees reported working 40 or more hours per week. This is an increase of about 14% from the levels of 2020. More specifically, they reported that working more hours contributed to achieving their goals and completing the tasks they took on, but this was done at the expense of the mental well-being (Hyderiotou, 2022).

Additionally, it was pointed out that leave was very difficult to obtain during the pandemic. This added an additional strain on employee mental and physical health and exacerbated burnout. Research also showed that as employees become more familiar and comfortable with online meetings, they tended to schedule back-to-back appointments, often losing their sense of time (Igeltjörn & Habib, 2020). On the other hand, companies fail to constantly monitor to provide adequate support and manage workloads due to their daily workflow. This resulted in the appearance of initial and subsequent burnout symptoms. Workers had to deal with matters related to the proper management and application of work boundaries. Employees often stated that they had lost track of time due to the fact that they were in their personal space with all amenities, meals and comfortable clothes. Furthermore, when they were given more tasks to complete, they usually did so immediately. Unsurprisingly, this led to an initial feeling of exhaustion on both psychological and physical level, and after a while a large percentage of them reported the opposite results from those they had at the first time of implementing teleworking. These included disliking work, not performing duties effectively, and avoiding many important projects that should have been done. In reference to productivity in a remote work environment, 82% of employees supported that they were equally or more productive in the last 12 months when they worked only or partly from home, than during their pre-pandemic arrangements (Hyderiotou, 2022; Igeltjörn & Habib, 2020).

2.10 Telecommuting and personal & professional life balance

The subject of research in recent years has been the application of teleworking and the effort on maintaining a balance between the personal and professional life of the individual. This popular way of working is not only adopted by multinational organizations, but also by other companies as a means to facilitate the continuous flow of work remotely or otherwise referring to it as "the work performed at a distance using information and communication technologies (ICT)" or alternatively as "work from home" (Felstead & Henseke, 2017).

It's obvious that the application of telework is directly related to the personal space of a person who has family and loved ones. The question is how much time that person ultimately spends with loved ones, and how efficiently can he balance an effective career path? Managers of companies take a stand on that and argue that those who set the necessary boundaries in terms of time and volume can achieve the desired balance between work and personal life (de Macêdo et al., 2020). This approach gives employees the opportunity to achieve an optimal quality of life as they limit their professional responsibilities and dedicate the necessary time to their personal lives. In this way, integration of the individual can be attained, and this distinction may be perceived as a right they have which is beyond the work he is being paid for. There are scientific positions about the desired balance between work and personal life, and accordingly when individuals feel that they have fulfilled their social, personal and professional roles in the best possible way, it's when they reach this equilibrium and thus, feel satisfied with its functioning (de Macêdo et al., 2020).

In addition, it should be noted that the employee's professional role can be upgraded and their performance can be improved, as it occurs outside the normal work environment and is free of constant distractions like direct instructions from supervisors, other coworkers, and discussions with colleagues and phone calls to answer. The lack of these factors can indeed lead to an increase in individual concentration and thus it preconditions increased productivity. From surveys conducted on remote work and efficiency it was found that 84% of employees who worked remotely reported improved performance, and 81% of all respondents noticed improved results compared to when they were working from the office (Sablock, 2022). In order to give an objective perspective without overemphasizing the merits and demerits of work-life balance of telework, the following points are listed:

- The advantage of time is included in achieving positive factors and balance in terms of organization, better management of the day-to-day events of an individual's life and, as a result, stress is managed more effectively. Overall, satisfaction at work and their personal life is achieved most of the time as work is designed by the employees for themselves.

- Negative factors associated with restoring balance include increased working hours, constant availability of the person even when not working, taking on more responsibilities, and additional responsibilities for workers, burdening them with continuous overtime hours (Sablock, 2022).

2.11 Telecommuting and the Covid-19 pandemic

Through recent surveys by EUROSTAT (European Statistical Service) and EUROFOUND, the rapid increase in telework rates in recent years has been recorded. In the year 2019 until just before the outbreak of the COVID-19 pandemic, at the level of Europe of 27, the percentage of teleworking did not exceed 15%, including regular as well as occasional teleworkers, with smaller percentages varying around 2 to 3%, with some countries reaching up to 36-37%. As far as Cyprus and Greece are concerned, the recorded percentages were around 2-3% and 5-6%, respectively. After the outbreak of the pandemic and according to data collected in April 2020, the lowest percentage of telework is recorded at 18%, while the highest percentage is 58%. The leap in percentages demonstrates the great push towards teleworking, which has become the new way of working for millions of workers and employers both in the European Union and worldwide, without them having the necessary knowledge and experience to ensure safety, the health and well-being of employees (www.mlsi.gov.cy, n.d.).

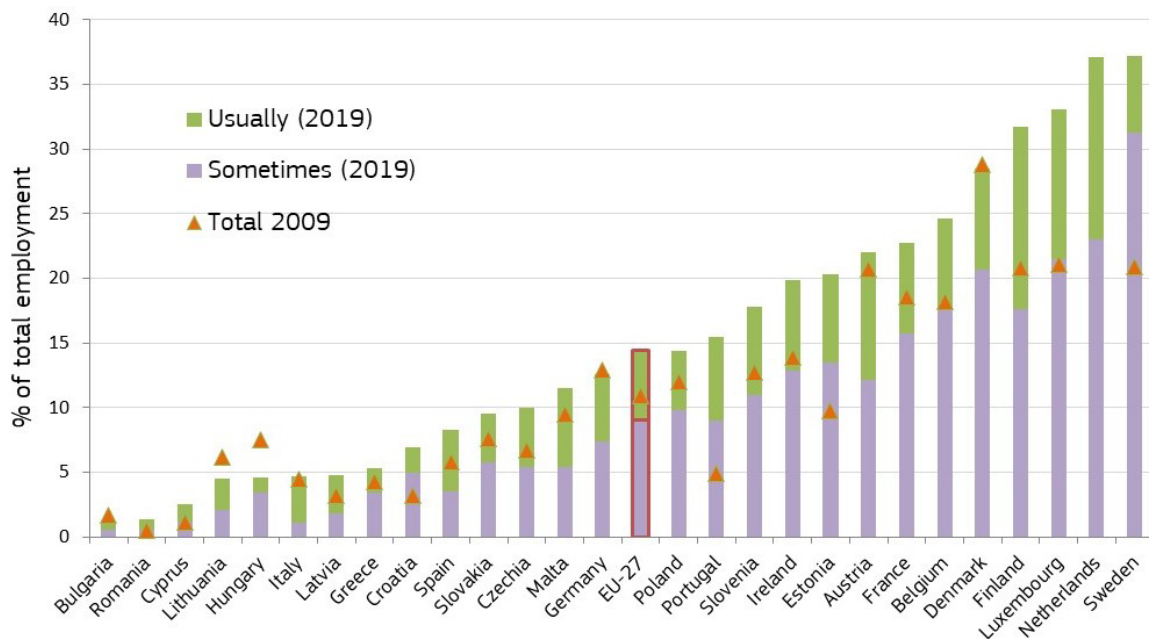


Figure 1 - Prevalence of telework across EU Member States. Source: Eurostat, LFS.

Figure 1 above shows that as of 2019, the share of employed working from home regularly or at least sometimes was above 30% in a handful of countries, including Sweden, Finland, and the Netherlands, whereas it was below 10% in half of EU Member States. Between these two extremes, there were countries such as Belgium, France and Portugal where the share of telework ranged from 15 to 24%. Countries in Northern Europe showed the largest growth in the prevalence of telework over the past decade, albeit sizable increases also took place in other Member States, notably in Portugal, Estonia, and Slovenia (Milasi, Gonzales-Vazquez, & Fernandez-Macias, 2020, p.4).

Covid-19 pandemic has forced governments of almost every country around the world to impose a series of restrictive measures. As of April 2020, various countries around the world had over 2.6 billion people in lockdown, resulting in 80% of the global workforce without access to their work premises (ILO, 2020). Most companies have switched to using telecommuting so as to continue operations within the limits of the restrictive measures imposed. Companies and workers rapidly adapted to this way of delivering work. As reflected in Eurofound (European Foundation for the Improvement of Living and Working Conditions) surveys, there was an increase of 36% in April/May 2020 and 44% in June/July 2020 on the European average of working from home which remained at these levels in the second year of the pandemic, 42% for February/March 2021 (Ahrendt and Mascherini, 2021).

The greatest increases in telework were witnessed in Scandinavia and in countries such as Holland and Belgium, where a telework culture already existed. Conversely, the lowest percentages were recorded in Romania, Greece, Croatia, Hungary, Bulgaria and Cyprus. In Greece, the low telework rate of about 30% in February/March 2021, dropped to 10% after eight months of application thus suggesting that telework cannot become part of Greek business culture. Although there were differences in telework practices worldwide, many international studies conducted have concluded that telework appears to have a positive impact on productivity and employee satisfaction. Furthermore, many support the idea that this type of work will become a popular choice used by businesses, even after the pandemic crisis is over, as they view it as beneficial. A related survey conducted in the UK found that 87% of workers would prefer to do some of their work remotely, and 50% would prefer to work only from home or do most of their work

from home. (Felstead & Reuschke, 2020).

Similarly, a study in the United States found that 81% of workers do not want to return to the office post-pandemic or would prefer a hybrid schedule, with only 18% wanting to return to the office full-time (HBS, 2021).

Chapter 3

3. Methodology

3.1 Introduction

The methodology used to conduct the specific study intended to explore whether work from home affects the chances of burnout and the factors that play a key role. The objective of the study will be discussed first, followed by the methodology used and the process used to choose the survey group. The procedure for gathering data will then be described, followed by a description of the research tool. Finally, the data analysis techniques, survey validity and reliability will be explained.

3.2 Research Objective and Strategy

The purpose of this research is to contribute constructively to the bibliography the opinion of the employees as to if and how work from home contributes to burnout. The results of this research are important to corporations and especially HR specialists because their role in such circumstances is of vital importance as these are the individuals who are called upon to handle and manage in practice this drastic change from traditional working conditions at the office.

This study's objective is to investigate whether work from home affects the chances of burnout and in which ways but also the factors that play a key role. For the survey, quantitative research was conducted by using a questionnaire. The researcher's goal in using the online questionnaire, which consists of statements, is to gather opinions from a certain population. According to Gaille (2020), the online questionnaire has several benefits, including low costs, quick data collection, anonymous data collection, and easy access to a sizable demographic sample.

Online surveys have some drawbacks, such as dishonest responses, participants who don't comprehend the questions, and a lack of personalization (Gaille, 2020). The study was used to investigate the factors that influence burnout.

In the first section of the study, the topic was approached using previously published literature, and the theoretical framework for the current work was developed. In the second section, research data were collected and analysed using a questionnaire, with the goal of determining whether or not the previously published literature was supported or refuted. A cross sectional-study was followed as the data was collected at a specific point in time and is focused on finding relationships between variables at a specific point in time. Furthermore, it has less power to detect-cause effect relationships than experiments, as all elements with potential impact are not under our control and/or are not known.

3.3 Population, sampling and collection process data

A simple random heterogeneous sample of people who have worked from home in Cyprus and other countries (France, Greece, England, Lebanon, Canada) were asked to participate in the survey. The sample was considered heterogeneous as the participants had diverse characteristics and thus providing maximum variation possible. The survey was written in English using the Google Forms software. 160 responses were gathered. The questionnaire's recipients were encouraged to forward it to friends and co-workers who had also worked from home, so it is not known how many questionnaires were actually distributed. This is called the snowball technique which aided to collect more responses.

According to Frey (2018), the snowball sampling method (also known as the snowball technique) is a technique used by researchers to create a large sample through referrals made by people who share the characteristics of the target population, known as snowball sampling. This approach aims to gather as many answers as possible in order to maximize the reliability of the sample. Google Forms was used to construct the survey questionnaire, which was then sent as a link to interested parties via email and message.

From February 18 to March 12, 2023, a total of 160 complete responses were gathered. In section 1 of the questionnaire participants are required to provide some personal demographic data, including their age, position within the business, number of years of employment, industry/sector they work in, and

gender. In the second part, they were required to respond to statements about their emotions, problems, or thoughts related to working from home or in an office using the Likert scale (strongly disagree, disagree, agree, strongly agree or have not worked from home/do not work at the office).

3.4 Description of the research tool

The evolution and development of the way investigations are conducted was inevitable in an era of constant technological advancement. Online surveys that use questionnaires can now be conducted much more quickly and easily thanks to the development of the internet. According to (Cleave, 2023), questionnaires have always been a standard component of many surveys for data collection because they have a number of benefits, including their low cost of conducting, the ability to collect data quickly, quickly reach the target population, reach a sizable portion of the target population, and allow respondents to participate anonymously.

Since the questionnaire is the real source of the data, it is the most crucial component of a survey. In order to be able to write appropriate and accurate questions as well as appropriate and clear directions for each part of questions, the researcher should place emphasis on the questionnaire.

There are six different categories of questions that can be included in a questionnaire, according to Zappa (2022) these are:

- 1) closed ended questions that the participants are invited to answer with a yes or no
- 2) open ended questions where participants have the option to answer in their own words
- 3) multiple choice questions which enable the participants to choose an answer from several options
- 4) evaluation type questions where participants choose a number from a scale provided
- 5) "Likert" scale questions where participants answer the question according to how much they agree or disagree with the given statement

6) developing questions which give participants the choice of several answers from a menu and usually are used for ease of response by participants

To ensure that the right information is collected for the study, the researcher must decide which of the aforementioned types of questions to include in the questionnaire.

3.5 Research Design

The structure of the current research (see Appendix) included a brief introductory note outlining the goals of the study, who was responsible for undertaking it, and that the study was voluntary and anonymous. Below is a presentation of its four sections:

In the section 1: Participant Demographics, the participants are asked to answer questions concerning their personal information such as gender, age, living status and how many years they have been working. The questions in this part of the questionnaire are all multiple choice.

In the section 2: Working from home, the participants are asked by using the Likert scale to express the level of agreement or disagreement with certain emotions, issues or thoughts that have to do with working from home. The participants are asked to answer by choosing from strongly disagree to strongly agree using the Likert scale.

In the section 3: Working at the office, the participants are asked by using the Likert scale to express the level of agreement or disagreement with certain emotions, issues or thoughts that have to do with working at the office. The participants are asked to answer by choosing from strongly disagree to strongly agree using the Likert scale.

In the section 4: General statements, the participants are asked by using the Likert scale to express the level of agreement or disagreement with general statements about working from home. The participants are asked to answer by choosing from strongly disagree to strongly agree using the Likert scale.

Below is a table linking the research questions to the questionnaire statements derived from the literature review.

Table 2 – Mapping survey questions to research objectives and literature review.

Research Question addressed	Does work from home affect chances of burnout?	Which factors affect burnout the most and in which way	Which demographic groups are affected the most?
Statement of the questionnaire that examines the research question	All questions of section 2 (Factors that affect burnout when working from home) & 3 (Factors that affect burnout when working at the office)	All questions of section 2 (Factors that affect burnout when working from home) & 3 (Factors that affect burnout when working at the office)	Questions 1-8 and 12-13
Sections of the literature review that helped identify questionnaire statements	Element of Productivity: Sections 2.4.2, 2.8.2, 2.10. Element of Motivation: Sections 1, 2.2, 2.3.4. Element of commitment / loyalty: Sections 2.3.1, 2.4, 2.8, 2.8.2. Element of teamwork: Section 2.8.2. Element of career Advancement: Section 2.8.2. Element of task management: Sections 1, 2.3.4, 2.9, 2.10. Element of managing childcare: Sections 1, 2.3.4. Element of Stress: Sections 1, 2.2, 2.3.1, 2.3.4, 2.4, 2.8.1, 2.8.2. Element of Work Balance / Well-Being: Sections 1, 2.2, 2.3.1, 2.4, 2.10, 2.11. Element of Job Satisfaction: Sections 2.4, 2.8. Element of working overtime: Sections 2.8.2, 2.9, 2.11. Element of Communication: Sections 2.1, 2.3.4, 2.8.2. Element of time management: Sections 1, 2.2, 2.8.2, 2.10. Element of quality of work: Section 2.4.1. Element of Anxiety: Sections 2.3.4, 2.4.1, 2.4.2. Element of Motivation Sections 1, 2.2, 2.3.4. Element of Exhaustion: Sections 2.2, 2.3	Gender Age Living Conditions Number of Children Age of Children Employment Status Years of Professional Experience Current/Latest Work Level (Position) Industry of Activity Time Working from Home	

3.6 Data Analysis Method

The method used to analyse the data of this research is Microsoft Excel. After collecting the data from the questionnaires, the data was extracted onto an excel file which was used to generate descriptive statistics such as measures of central tendency (mean) and variability (standard deviation). The purpose of the mean is to show where the center of a data set lies while the purpose of the standard deviation is to show the measure of deviation around that mean (how dispersed the data are around the mean). Analysis and interpretation of the results were done and the conclusions were drawn.

3.7 Validity and Reliability

Two ways were used in order to check for validity and reliability of the responses. Firstly, the questionnaire consisted of two or more questions around each element investigated. The questions were also set up to oppose each other. Thus, one would expect opposite replies that led to the same meaning in the response. This match in behaviour ensured both reliability and validity. Secondly, since more than one pair of questions was set up to investigate for each element, correlation coefficient was used to find the type of relationship between the different data within the same categories of questions (factors). If the coefficient was positive, this meant the data were correlated in the same direction (a positive increase in one variable meant a positive increase in the other). If the correlation was negative, this meant the data were correlated in the opposite direction (a positive increase in one variable meant a negative decrease in the other). If the correlation was zero, this meant the data were not correlated.

Here are the numbers of questions investigating factors:

1. Productivity
 - a. 2 questions for home working
 - b. 2 questions for office working
2. Motivation
 - a. 2 questions for home working
 - b. 2 questions for office working

3. Fatigue
 - a. 2 questions for home working
 - b. 2 questions for office working
4. Stress
 - a. 2 questions for home working
 - b. 2 questions for office working
5. Attachment and career perception
 - a. 4 questions for home working
 - b. 4 questions for office working
6. Organization and time management
 - a. 9 questions for home working
 - b. 9 questions for office working
7. Work relations and empowerment
 - a. 5 questions for home working
 - b. 3 questions for office working
8. Job satisfaction and production
 - a. 5 questions for home working
 - b. 5 questions for office working

Under factor 7, work relations and empowerment, there were 2 less questions in the section 'work at the office' as there were no applicable opposing questions. The questions were related to whether companies offered the necessary knowhow and/or equipment for employees to work from home effectively.

Chapter 4

4. Presentation of the Research Data

4.1 Introduction

In the sections that follow the eight main factors which were identified will be explained. Followed by a presentation of the demographic data collected and also presentation of the respondents' replies to the different elements of the survey. Means and standard deviations are also shown and their origin will be explained. Their purpose was already explained in section 3.6 above.

4.2 Relation between elements and burnout factors

Our survey is twofold, the identification of the surveyed, and their responses. The first part studies the participants to help build profiles and groups by demographics, type of work, industry, organizational relations at work, and level of work at home and the office. The second part studies the survey's participants in their work through 8 factors for which we want to better understand. Our aim is to establish which ones would really have an impact if they correlate one to another and to what degree if they do.

The elements of potential influence are regrouped in the following 8 factors:

1. Productivity
2. Motivation
3. Fatigue
4. Stress
5. Attachment and career perception
6. Organization and time management
7. Work relations and empowerment

8. Job satisfaction and production

Below is a table summarizing the factors related to burnout at work, including those specific to remote work, and how they may affect different demographic groups.

Table 3 - Factors that affect burnout.

Burnout Factor	Impact on Remote Work	Impact on Burnout	Demographic Groups Affected
Productivity and Motivation	May increase due to lack of boundaries between work and home	High workload can lead to exhaustion and stress	Those with heavy workloads or tight deadlines
Work relations and empowerment	May increase due to more control over work environment	Lack of autonomy can lead to feelings of powerlessness and stress	Those with low autonomy (limited decision-making power) or little control over their work
Organization and time management	May decrease due to difficulty separating work and home life	Poor work-life balance can lead to exhaustion and stress	Those with caregiving responsibilities or other demands outside of work and difficulty managing their time
Attachment and Career perception - Job satisfaction and production	May decrease due to isolation (reduced social interaction) and lack of feedback	Low job satisfaction can lead to disengagement and burnout	Those with long work hours or little time for rest and recovery. Those who highly value social interaction and support at work
Fatigue	Fatigue can contribute to burnout and decreased job performance	Fatigue can contribute to burnout and decreased job performance	Those with long work hours or little time for rest and recovery
Stress	May increase due to uncertainty and change in work processes and demands	Chronic stress can contribute to burnout and physical health problems	Those who experience high levels of stress at work or are more susceptible to stress

(Li & Yang 2020; Maslach & Leiter 2016; Cohen & Janicki-Deverts 2012; Berset et al., 2011; Bakker et al., 2005; Demerouti et al., 2001)

4.3 Presentation of the demographic data

As mentioned above, 160 complete responses were collected of which all were kept and considered valid while none was rejected. It should be mentioned that out of the 160 respondents 37 (23.1%) declared that they have never worked from home. 38.1% of respondents were males and 61.9% of respondents were females. Female respondents are almost twice as many as the males.

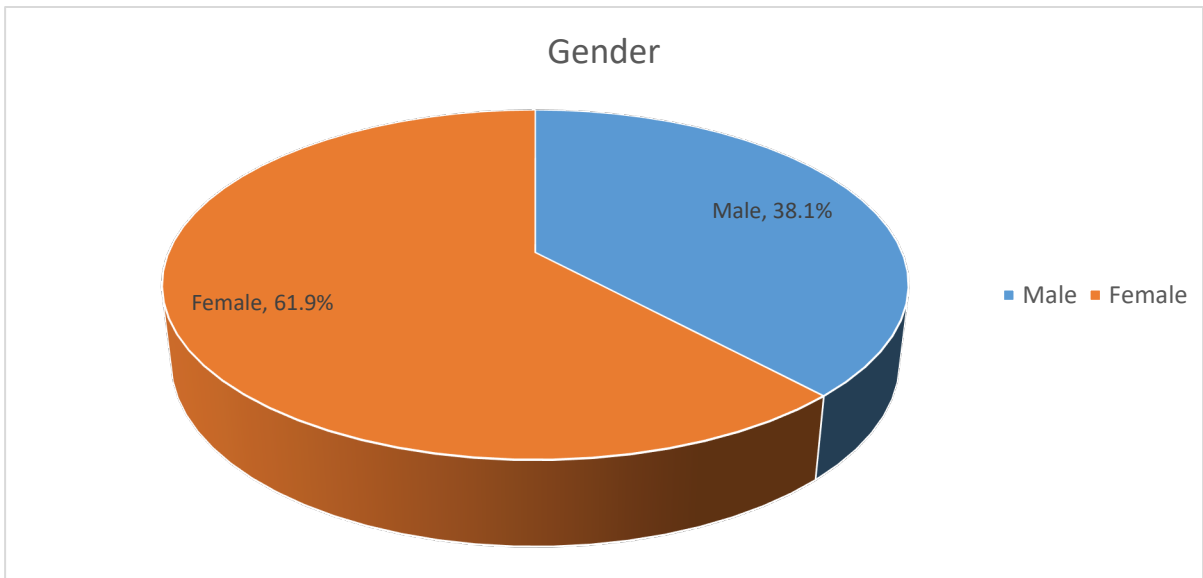


Figure 2 - Distribution of respondents according to their gender.

When looking at the age groups, the below chart shows the distribution of respondents per their age group:

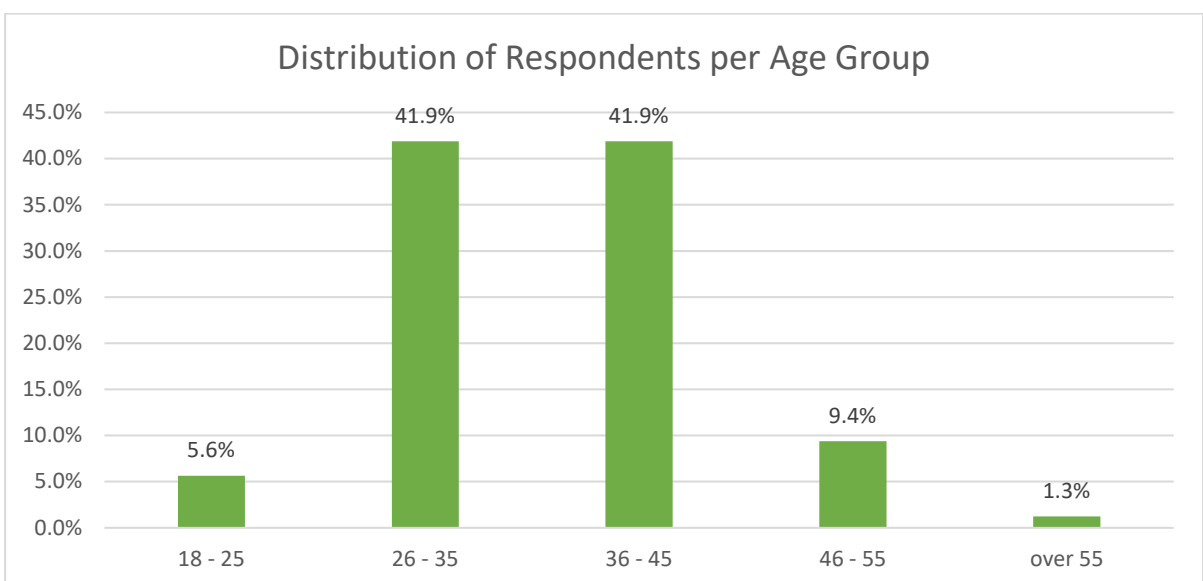


Figure 3 - Distribution of respondents according to their age group.

The below chart shows that most respondents are living with a partner and have at least one child followed by respondents who live only with a partner but have no children.

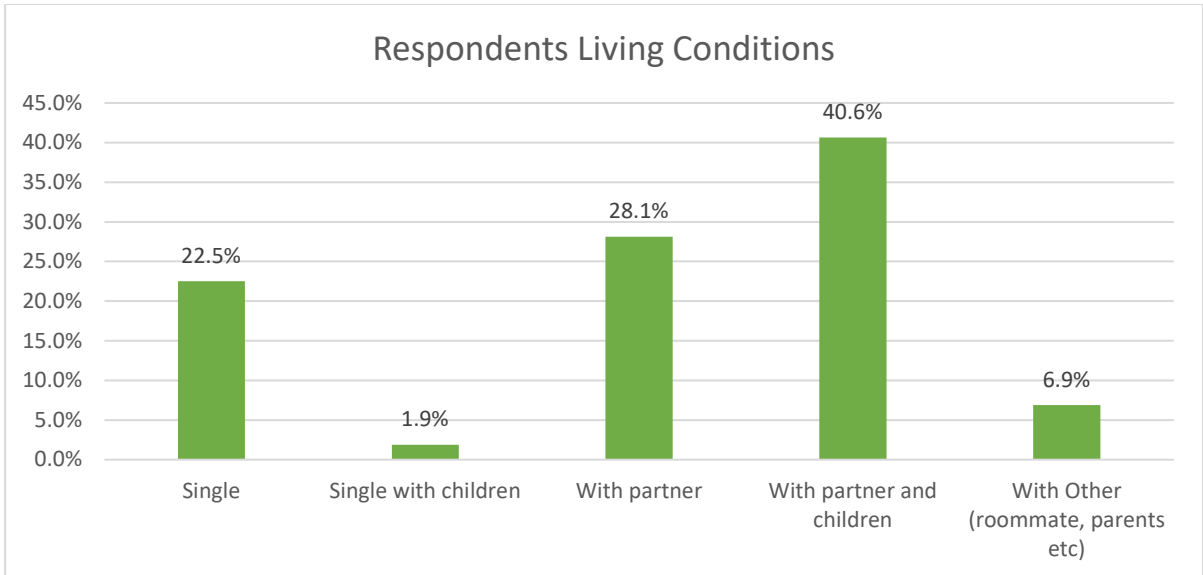


Figure 4 - Distribution of respondents according to their living conditions.

The pie chart below shows that 54% of respondents replied that they do not have any children, and none had more than three.

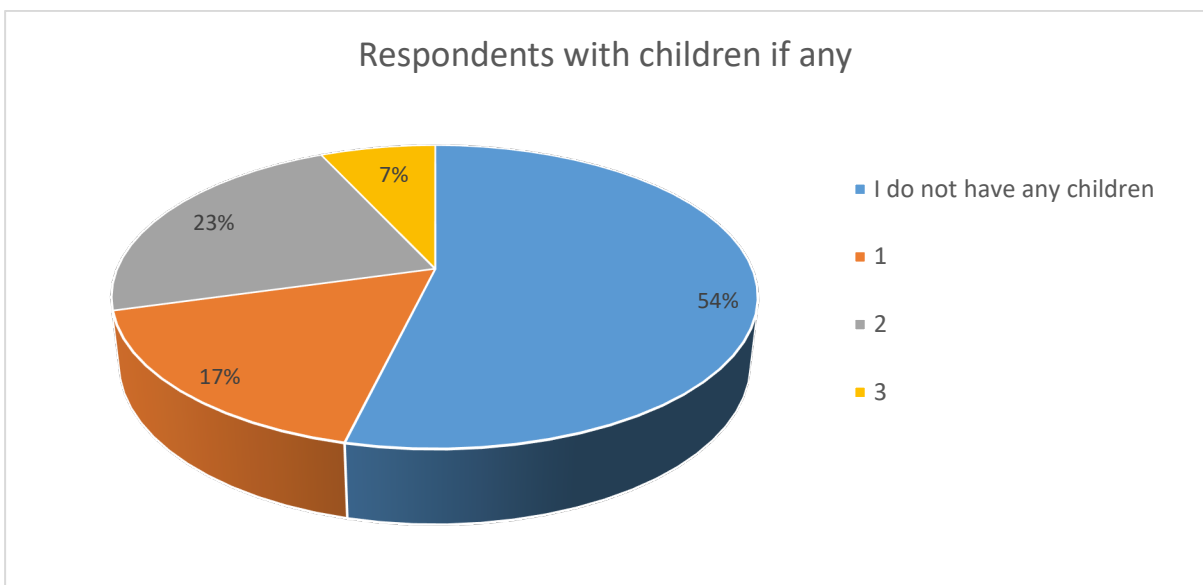


Figure 5 – Distribution of respondents according to how many children they have.

Of the remaining 46% of respondents who have children, below is a chart showing the age of their youngest child.

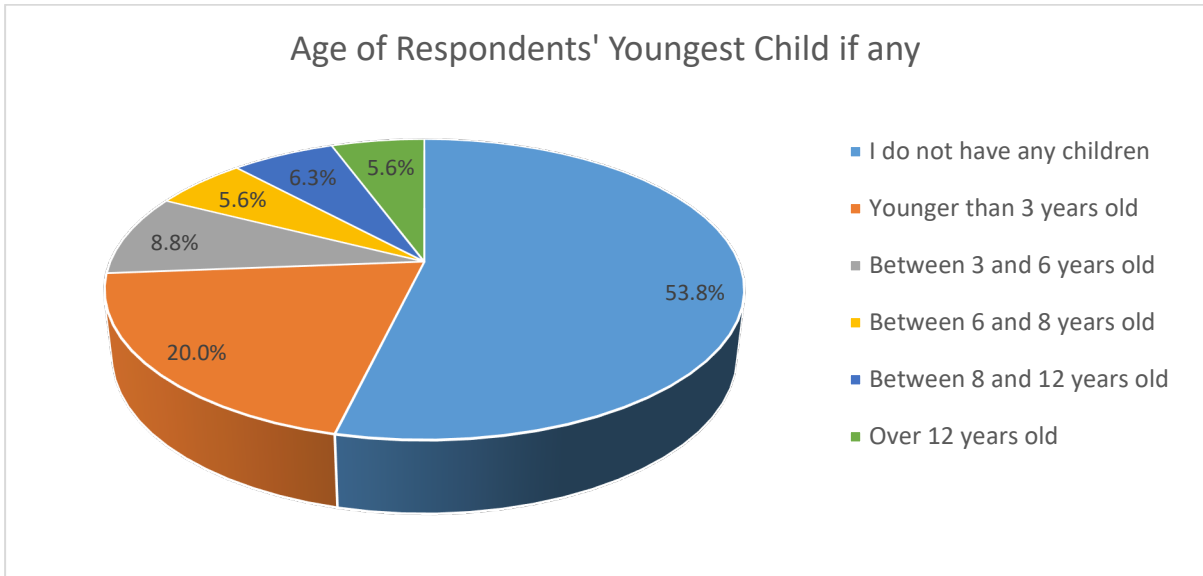


Figure 6 – Distribution of respondents according to the age of their youngest child (if any).

A large majority of the respondents, 76.9%, worked in the private sector followed by the public sector with 17.5%. 0.6% were unemployed at the time of the research and 5% were self-employed as shown below.

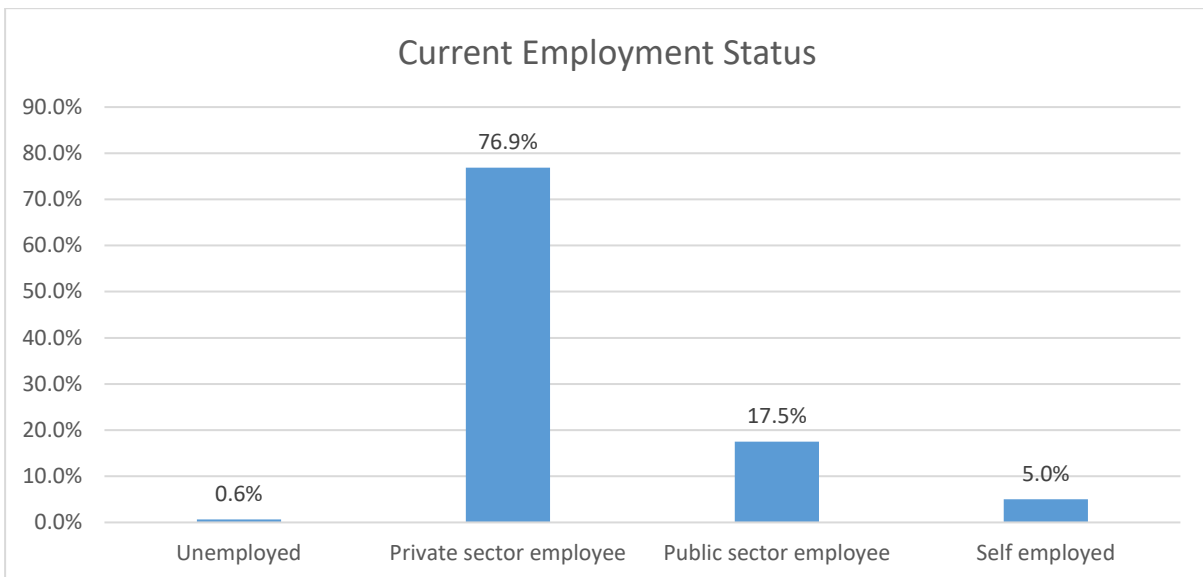


Figure 7 - Distribution of respondents by their employment status.

39.4% of respondents have between 11 and 20 years of working experience. Only 1.9% of respondents have over 31 years of working experience as shown below.



Figure 8 – Distribution of respondents by their years of professional experience.

40.6% of respondent hold simple positions such as officers and 11.9% are administrative staff. 36.3% hold higher managerial (senior/junior) positions while 6.9% hold senior executive positions such as CEOs and general managers. Only 4.4% are either self-employed or are shareholders in companies.

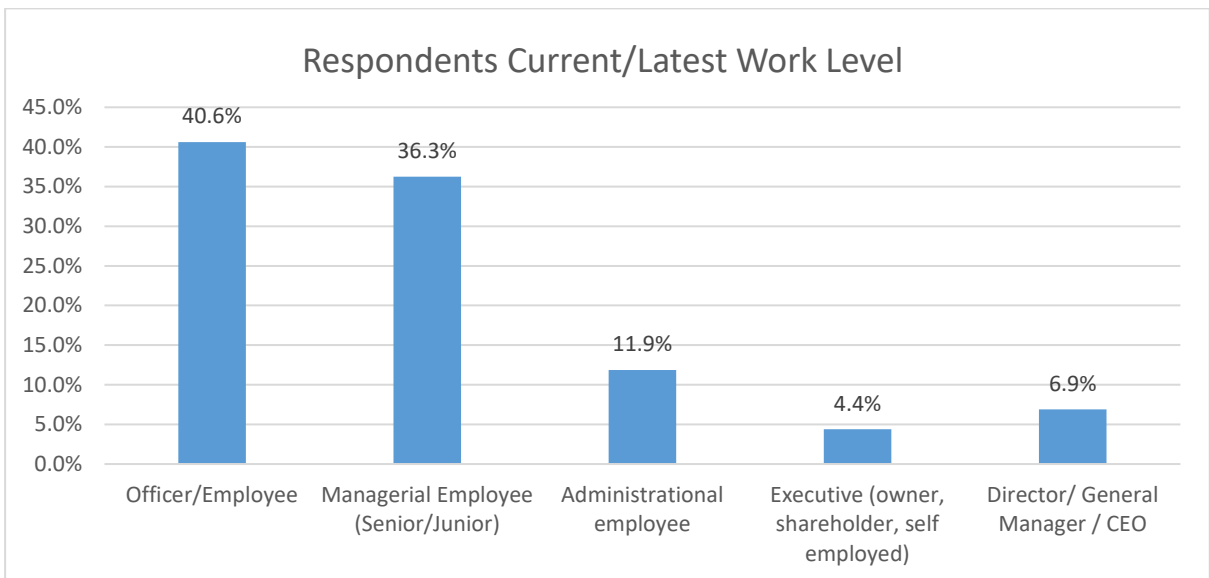


Figure 9 – Distribution of respondents by their current/latest work level.

Regarding the matter of cooperation with other, only 3.1% of respondents do not have to cooperation with other persons.

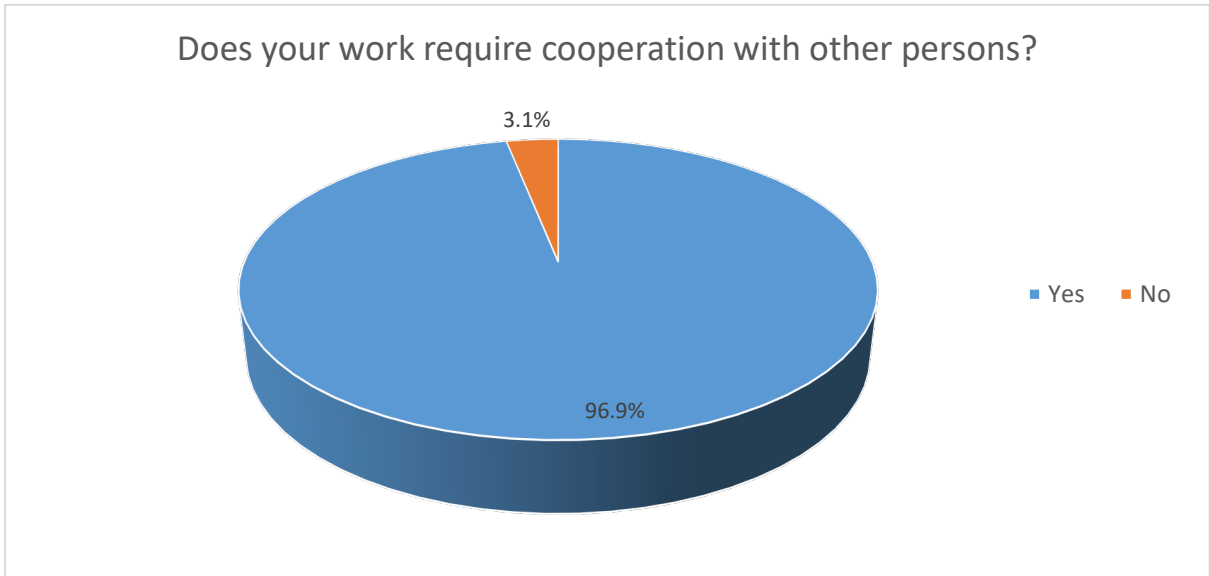


Figure 10 – Distribution of respondents according to whether their work requires cooperation with other persons.

Regarding the matter of their supervision by others and their supervision of others, respondents' replies are depicted in the below two charts:

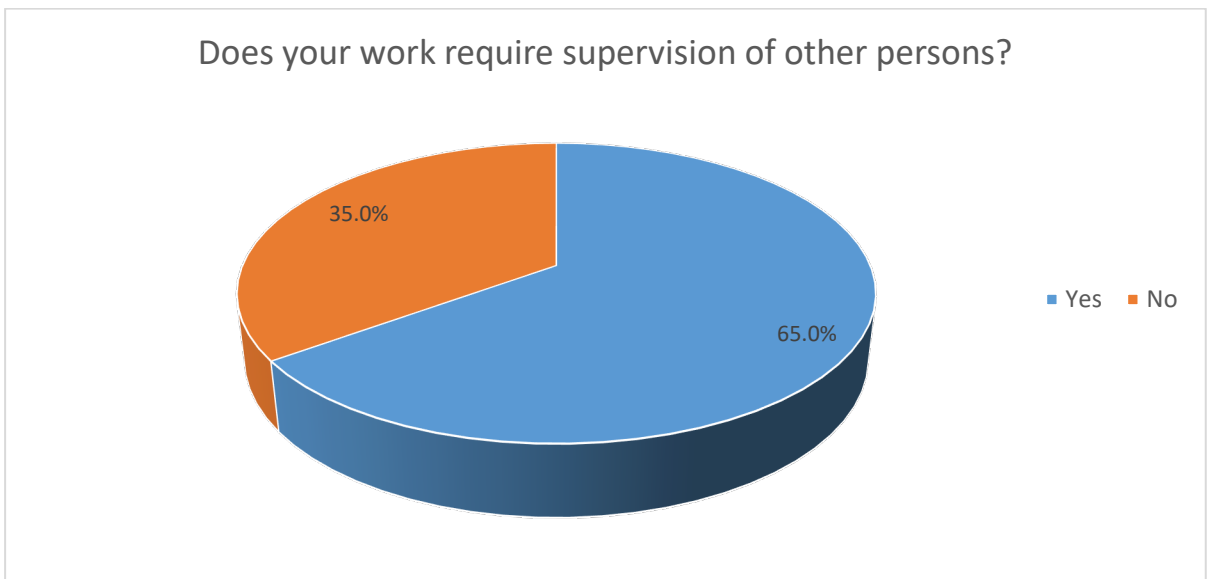


Figure 11 – Distribution of respondents according to whether their work requires supervision of other persons.

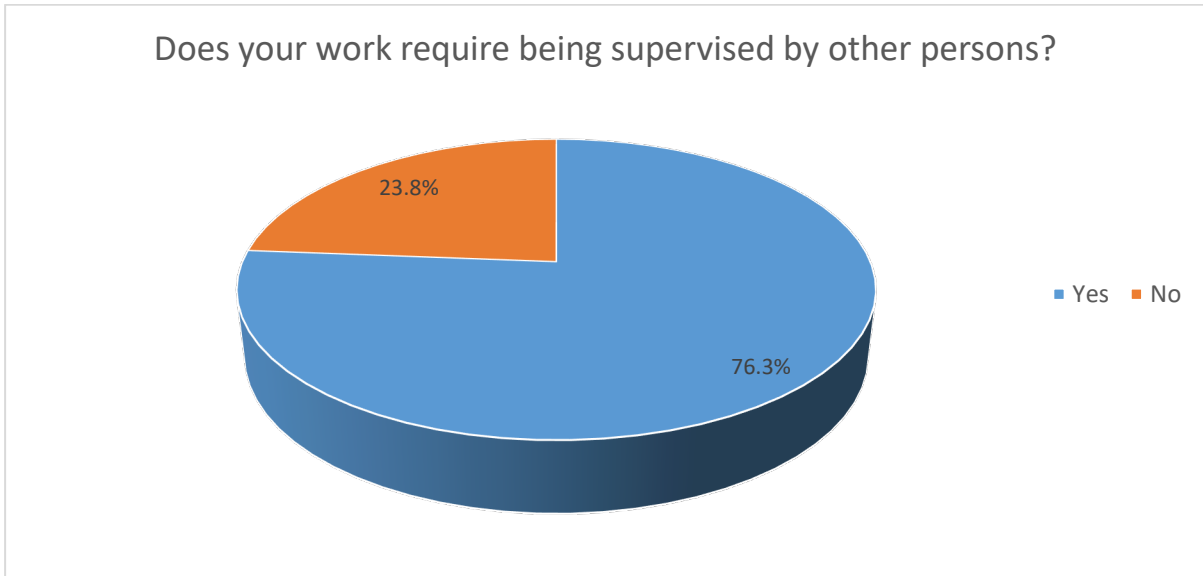


Figure 12 - Distribution of respondents according to whether their work requires supervision by other persons.

The respondents' activity was distributed among nine major industries as shown below:

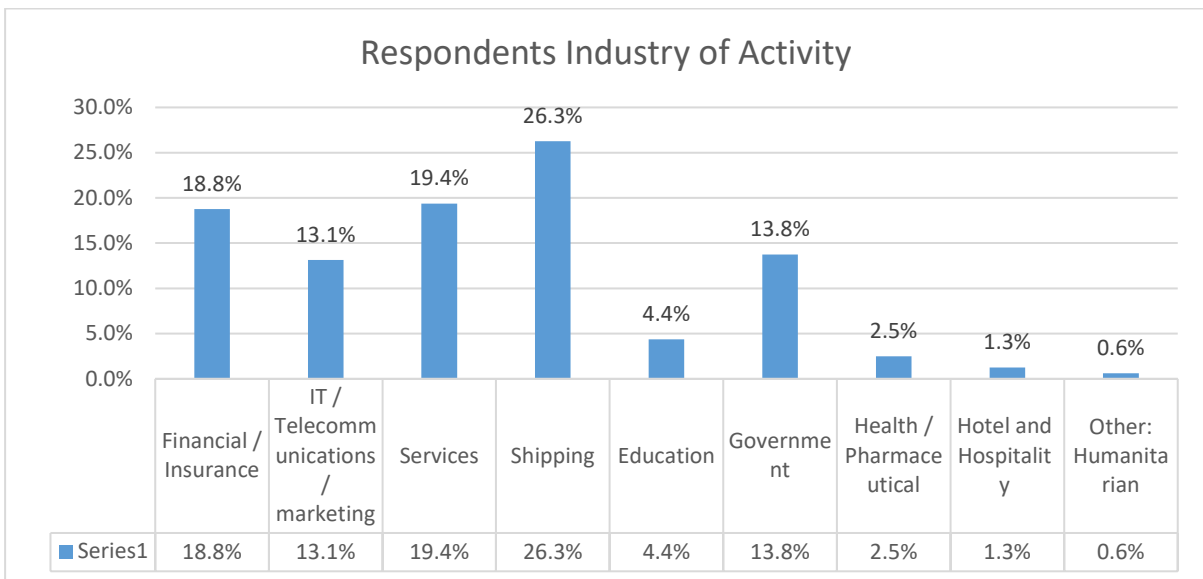


Figure 13 - Distribution of respondents according to the industry of their professional activity

The below two charts show how often respondents used to work from home before and during Covid-19 versus after Covid-19.

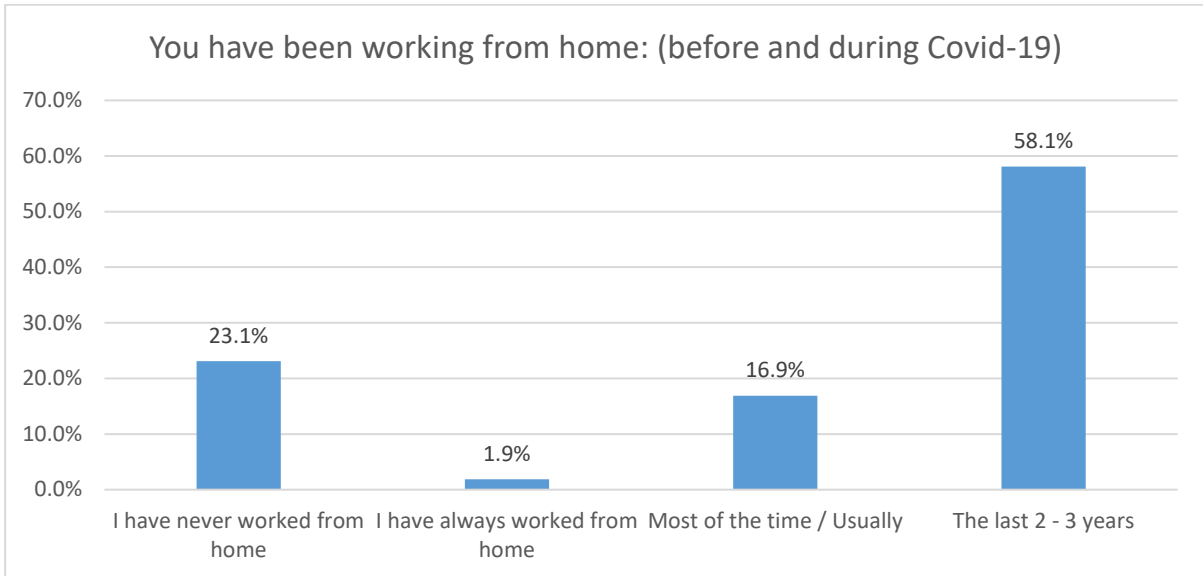


Figure 14 - Distribution of respondents according to the frequency they had been working from home before and during Covid-19.

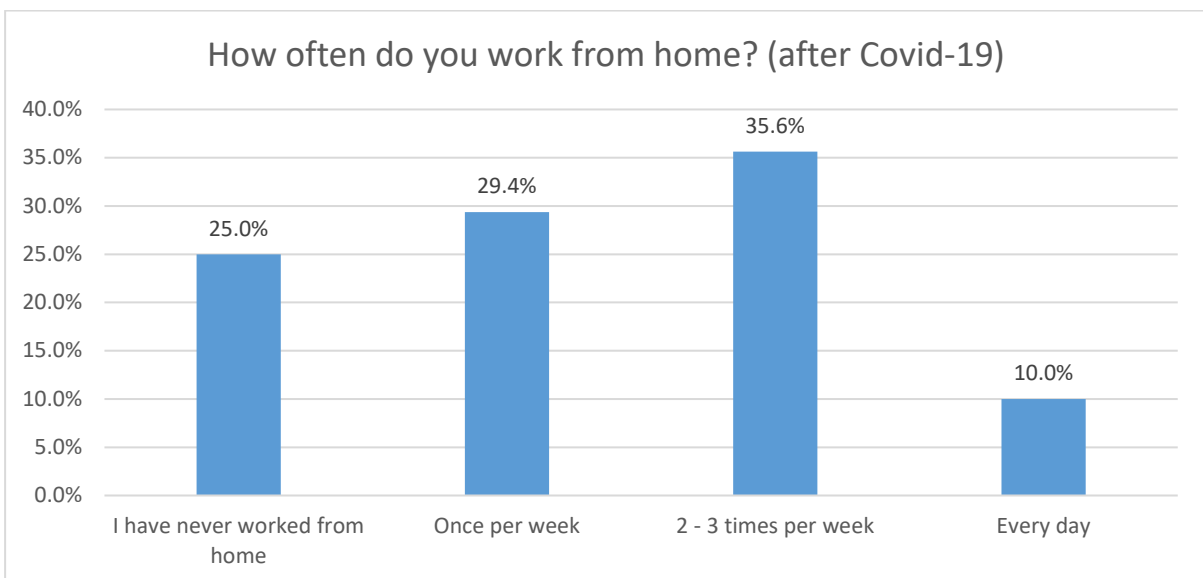


Figure 15 - Distribution of respondents according to the frequency they had been working from home after Covid-19.

The below two charts show the number of daily hours respondents complete when they work from home versus when they work at the office.

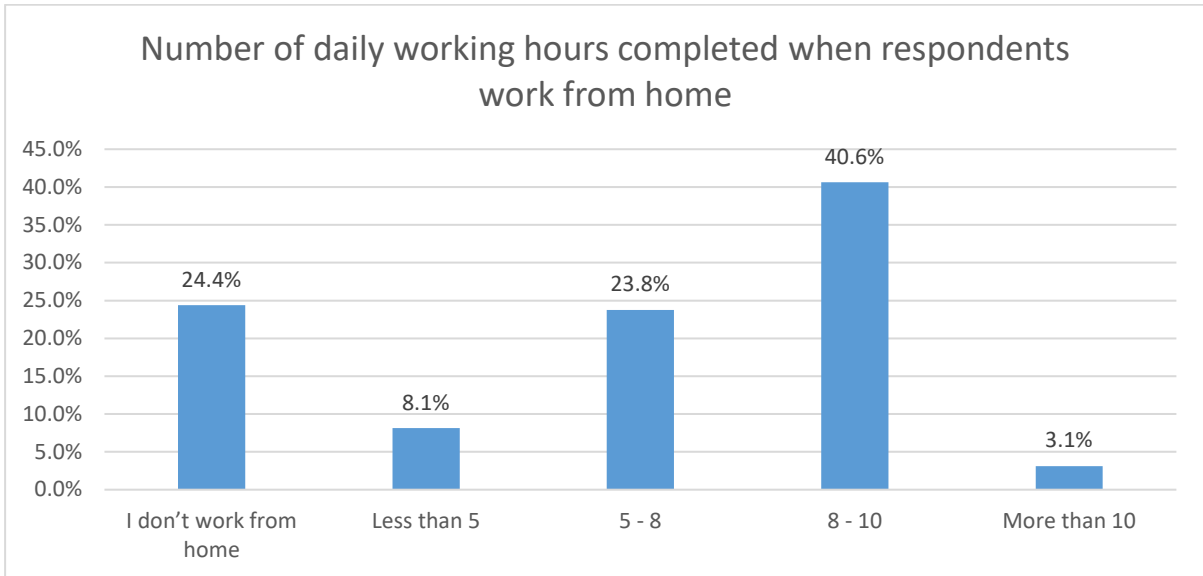


Figure 16 – Distribution of respondents according to the number of daily working hours they complete when they work from home.

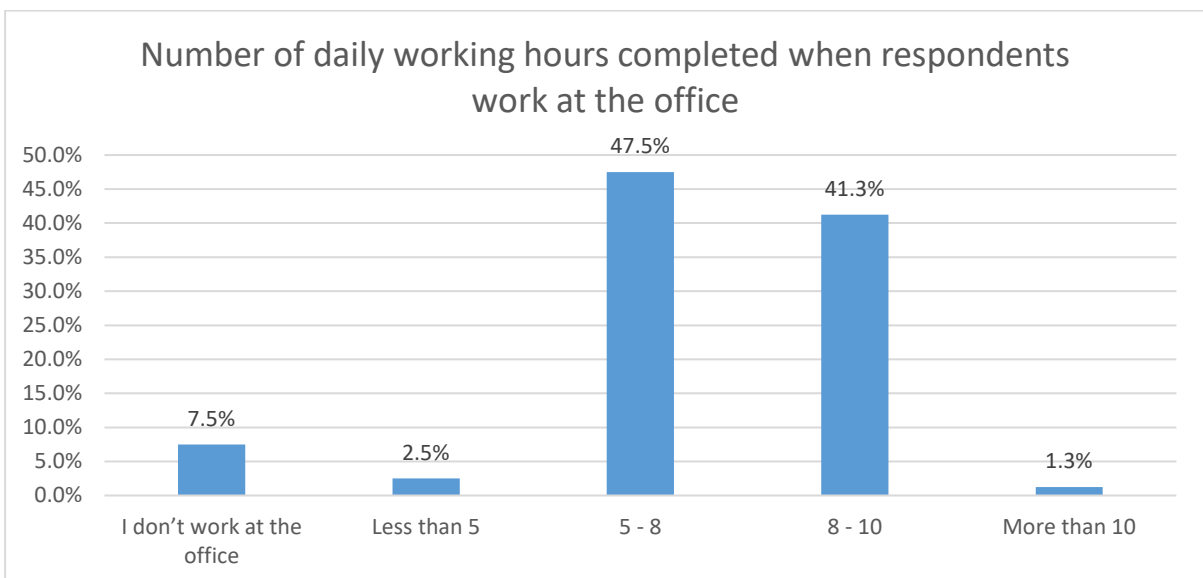


Figure 17 - Distribution of respondents according to the number of daily working hours they complete when they work at the office.

4.4 Presentation of the distribution of the responses

In this section, we present the responses to the Likert scaled questions and describe how we valued them. We then conducted a preliminary analysis, which involved presenting the ratio distribution of answers for each question, as well as their mean and standard deviation. Overall, this analysis aims to provide an initial

understanding of the data and highlight any trends or patterns that may emerge from the responses. The mean and standard deviation allows not only to do direct comparison, but also to visualize the distribution of the answers in regard to the participants' inclination to agree or disagree with statements of the survey.

For the questions using the Likert scale for responses, they are allocated values to allow for evaluation of mean, standard deviation and correlations. However, they were given values in a way that subsequently calculated parameters make sense within the same framework allowing to be compared to one another.

Thus, in the Table 5 that follows, presents the survey information for the case where the participants work from home. The opposite valuation is given for the case where the participants work from the office. The Table 6 shows the value given for each answer.

As mentioned above we analysed the answers by pairs of opposing elements, (home vs office).

Table 4 - Values allocated to the Likert Scale responses.

	Not worked from home	Not worked from office	Strongly disagree	Disagree	Agree	Strongly Agree
Responses for Questions 1 to 31, except 6 and 8 (Work from Home)	0		-2	-1	+1	+2
Responses for Questions 32 to 60, except 37, 39, and 59 (Work at the Office)		0	+2	+1	-1	-2
Responses for questions 6 and 8 (Work from Home)	0		+2	+1	-1	-2
Responses for questions 37, 39, and 59 (Work at the Office)		0	-2	-1	+1	+2

The means and standard deviation, and correlation, makes use of the above values attributed to each answer.

Table 5 - Questions from section 2 related to working from home.

	Questions related to working from home	Not worked from home	Strongly disagree	Disagree	Agree	Strongly Agree	Mean	Standard Deviation
Productivity								
1	My productivity increases	16.9%	4.4%	23.8%	29.4%	25.6%	0.481	1.23
2	I am more productive	18.8%	3.8%	24.4%	30.0%	23.1%	0.444	1.20
Motivation								
3	My motivation increases	16.9%	3.1%	31.9%	26.9%	21.3%	0.313	1.21
4	I am more motivated	18.1%	4.4%	32.5%	28.8%	16.3%	0.2	1.19
Fatigue								
5	I feel less tired	18.1%	5.0%	16.9%	32.5%	27.5%	0.606	1.20
6	I feel more tired/exhausted when I work from home	17.5%	15.0%	43.1%	15.6%	8.8%	0.4	1.18
Stress								
7	My stress levels decrease	18.8%	5.0%	23.8%	28.8%	23.8%	0.425	1.23
8	I believe that I have more anxiety when I work from home	16.9%	17.5%	39.4%	16.9%	9.4%	0.388	1.22
Attachment and career perception								
9	My commitment/loyalty to the company increases	17.5%	3.8%	28.1%	26.9%	23.8%	0.388	1.23
10	I feel more connected to the company	17.5%	8.8%	43.8%	23.8%	6.3%	-0.25	1.10
11	The chances of career advancement are increased	16.3%	8.8%	50.0%	18.1%	6.9%	-0.356	1.09
12	I find that teamwork increases	16.3%	13.8%	45.6%	15.0%	9.4%	-0.394	1.18
Organization and time management								
13	I complete my tasks in less hours	18.8%	5.6%	23.8%	30.6%	21.3%	0.381	1.22
14	I can effectively manage my time	18.8%	2.5%	13.1%	38.8%	26.9%	0.744	1.07
15	I can manage to balance work and personal/home responsibilities effectively	18.1%	3.8%	10.6%	38.8%	28.8%	0.781	1.09
16	It's easier for me to decide to quit for the day	18.1%	9.4%	24.4%	30.6%	17.5%	0.225	1.258
17	I can manage everyday day tasks effectively	16.9%	0.6%	13.8%	35.0%	33.8%	0.875	1.05
18	I can manage my childcare responsibilities effectively	28.1%	6.9%	16.3%	30.6%	18.1%	0.369	1.16
19	My relationship with my partner and/or children is not affected	23.1%	4.4%	19.4%	35.6%	17.5%	0.425	1.12
20	My home obligations do not intervene with my work obligations	17.5%	3.8%	26.3%	31.3%	21.3%	0.4	1.19

Questions related to working from home		Not worked from home	Strongly disagree	Disagree	Agree	Strongly Agree	Mean	Standard Deviation
21	I can easily separate work and non-work-related issues	18.8%	3.8%	20.0%	32.5%	25.0%	0.55	1.17
Job satisfaction and production quality								
22	The quality of work I do is better	18.1%	2.5%	23.8%	31.9%	23.8%	0.506	1.17
23	My job satisfaction is higher	18.1%	3.1%	21.3%	34.4%	23.1%	0.531	1.15
24	I have clear work targets	18.1%	3.8%	18.8%	40.0%	19.4%	0.525	1.12
25	My mood is affected positively	19.4%	1.9%	16.9%	38.1%	23.8%	0.65	1.08
26	I do not procrastinate	17.5%	4.4%	23.1%	38.8%	16.3%	0.394	1.14
Work relations and empowerment								
27	I have better connection with my supervisor	17.5%	10.0%	39.4%	26.3%	6.9%	-0.194	1.14
28	My manager/supervisor trusts that I get the job done	18.1%	1.9%	9.4%	34.4%	36.3%	0.938	1.04
29	I communicate better with my co-workers	16.9%	5.0%	45.0%	21.9%	11.3%	-0.106	1.15
30	I have all the necessary equipment in order to work effectively provided by the company	20.6%	4.4%	16.9%	26.9%	31.3%	0.638	1.21
31	I have the necessary knowledge in order to work effectively provided by the company	20.6%	1.3%	10.6%	35.6%	31.9%	0.863	1.02

Table 6 - Questions from section 3 related to working from the office.

Questions related to working from the office		Not worked from office	Strongly disagree	Disagree	Agree	Strongly Agree	Mean	Standard Deviation
Productivity								
32	My productivity increases	4.4%	3.8%	30.6%	43.1%	18.1%	-0.413	1.20
33	I am more productive	5.0%	6.3%	29.4%	43.1%	16.3%	-0.338	1.23
Motivation								
34	My motivation increases	5.0%	6.3%	30.0%	40.0%	18.8%	-0.35	1.26
35	I am more motivated	4.4%	7.5%	27.5%	43.8%	16.9%	-0.35	1.25
Fatigue								
36	I feel less tired	4.4%	16.3%	48.8%	21.9%	8.8%	0.419	1.24
37	I feel more tired/exhausted when I work from the office	7.5%	8.1%	23.8%	41.3%	19.4%	0.4	1.27
Stress								
38	My stress levels decrease	4.4%	10.6%	50.0%	25.6%	9.4%	0.269	1.22

Questions related to working from the office		Not worked from office	Strongly disagree	Disagree	Agree	Strongly Agree	Mean	Standard Deviation
39	I believe that I have more anxiety when I work at the office	5.0%	10.0%	37.5%	34.4%	13.1%	0.313	1.29
Attachment and career perception								
40	My commitment/loyalty to the company increases	4.4%	4.4%	28.1%	43.1%	20.0%	-0.463	1.22
41	I feel more connected to the company	5.6%	5.6%	18.1%	46.9%	23.8%	-0.65	1.19
42	The chances of career advancement are increased	5.0%	5.0%	19.4%	46.3%	24.4%	-0.656	1.19
43	I find that teamwork increases	5.6%	3.1%	13.8%	45.0%	32.5%	-0.9	1.10
Organization and time management								
44	I complete my tasks in less hours	5.0%	6.3%	41.9%	31.9%	15.0%	-0.075	1.26
45	I can effectively manage my time	5.0%	3.8%	20.0%	47.5%	23.8%	-0.675	1.15
46	I can manage to balance work and personal/home responsibilities effectively	3.8%	7.5%	21.9%	53.1%	13.8%	-0.438	1.19
47	It's easier for me to decide to quit for the day	5.0%	11.9%	36.9%	31.9%	14.4%	0	1.32
48	I can manage everyday day tasks effectively	5.0%	4.4%	16.3%	50.6%	23.8%	-0.731	1.16
49	I can manage my childcare responsibilities effectively	9.4%	16.9%	39.4%	31.3%	3.1%	0.356	1.18
50	My relationship with my partner and/or children is not affected	6.3%	6.9%	27.5%	44.4%	15.0%	-0.331	1.22
51	My home obligations do not intervene with my work obligations	5.0%	5.6%	16.9%	53.1%	19.4%	-0.638	1.14
52	I can easily separate work and non-work-related issues	4.4%	5.0%	14.4%	57.5%	18.8%	-0.706	1.09
Job satisfaction and production quality								
53	The quality of work I do is better	5.0%	10.6%	36.3%	29.4%	18.8%	-0.706	1.09
54	My job satisfaction is higher	4.4%	6.9%	30.0%	40.6%	18.1%	-0.094	1.35
55	I have clear work targets	5.0%	3.8%	13.8%	51.9%	25.6%	-0.819	1.08
56	My mood is affected positively	4.4%	7.5%	29.4%	43.8%	15.0%	-0.294	1.25
57	I do not procrastinate	4.4%	3.8%	31.3%	45.6%	15.0%	-0.369	1.18

Questions related to working from the office		Not worked from office	Strongly disagree	Disagree	Agree	Strongly Agree	Mean	Standard Deviation
Work relations and empowerment								
58	I have better connection with my supervisor	5.0%	3.1%	14.4%	50.0%	27.5%	-0.844	1.08
59	My manager/supervisor trusts that I get the job done	5.6%	3.1%	7.5%	50.0%	33.8%	1.038	0.99
60	I communicate better with my co-workers	6.3%	5.0%	10.0%	47.5%	31.3%	-0.9	1.11

4.5 Exploring Burnout Factors Contributing to Divergent Impact in Home and Office Work Environments: Survey Results and Analysis

This section presents an analysis of survey results on burnout causes in home and office work environments, with a focus on identifying burnout factors with differential impact between remote work and office work settings. The findings shed light on the divergent factors contributing to burnout in these two settings and provide insights into the unique challenges of remote work.

Table 7 - Comparison of Burnout Elements between Home and Office Work Environments: Survey Results on Eight Factors with Mean and Standard Deviation.

Q. no	Questions related to Working from Home	Mean (Home)	Standard Deviation (Home)	Q. no	Questions related to working at the Office	Mean (Office)	Standard Deviation (Office)
Productivity							
1	My productivity increases	0.481	1.23	32	My productivity increases	-0.413	1.2
2	I am more productive	0.444	1.2	33	I am more productive	-0.338	1.23
Motivation							
3	My motivation increases	0.313	1.21	34	My motivation increases	-0.35	1.26
4	I am more motivated	0.2	1.19	35	I am more motivated	-0.35	1.25
Fatigue							
5	I feel less tired	0.606	1.2	36	I feel less tired	0.419	1.24
6	I feel more tired/exhausted when I work from home	0.4	1.18	37	I feel more tired/exhausted when I work from the office	0.4	1.27
Stress							

Q. no	Questions related to Working from Home	Mean (Home)	Standard Deviation (Home)	Q. no	Questions related to working at the Office	Mean (Office)	Standard Deviation (Office)
7	My stress levels decrease	0.425	1.23	38	My stress levels decrease	0.269	1.22
8	I believe that I have more anxiety when I work from home	0.388	1.22	39	I believe that I have more anxiety when I work at the office	0.313	1.29
Attachment and career perception							
9	My commitment/loyalty to the company increases	0.388	1.23	40	My commitment/loyalty to the company increases	-0.463	1.22
10	I feel more connected to the company	-0.25	1.1	41	I feel more connected to the company	-0.65	1.19
11	The chances of career advancement are increased	-0.356	1.09	42	The chances of career advancement are increased	-0.656	1.19
12	I find that teamwork increases	-0.394	1.18	43	I find that teamwork increases	-0.9	1.1
Organization and time management							
13	I complete my tasks in less hours	0.381	1.22	44	I complete my tasks in less hours	-0.075	1.26
14	I can effectively manage my time	0.744	1.07	45	I can effectively manage my time	-0.675	1.15
15	I can manage to balance work and personal/home responsibilities effectively	0.781	1.09	46	I can manage to balance work and personal/home responsibilities effectively	-0.438	1.19
16	It's easier for me to decide to quit for the day	0.225	1.258	47	It's easier for me to decide to quit for the day	0	1.32
17	I can manage everyday day tasks effectively	0.875	1.05	48	I can manage everyday day tasks effectively	-0.731	1.16
18	I can manage my childcare responsibilities effectively	0.369	1.16	49	I can manage my childcare responsibilities effectively	0.356	1.18
19	My relationship with my partner and/or children is not affected	0.425	1.12	50	My relationship with my partner and/or children is not affected	-0.331	1.22
20	My home obligations do not intervene with my work obligations	0.4	1.19	51	My home obligations do not intervene with my work obligations	-0.638	1.14

Q. no	Questions related to Working from Home	Mean (Home)	Standard Deviation (Home)	Q. no	Questions related to working at the Office	Mean (Office)	Standard Deviation (Office)
21	I can easily separate work and non-work-related issues	0.55	1.17	52	I can easily separate work and non-work-related issues	-0.706	1.09
Job satisfaction and production quality							
22	The quality of work I do is better	0.506	1.17	53	The quality of work I do is better	-0.706	1.09
23	My job satisfaction is higher	0.531	1.15	54	My job satisfaction is higher	-0.094	1.35
24	I have clear work targets	0.525	1.12	55	I have clear work targets	-0.819	1.08
25	My mood is affected positively	0.65	1.08	56	My mood is affected positively	-0.294	1.25
26	I do not procrastinate	0.394	1.14	57	I do not procrastinate	-0.369	1.18
Work relations and empowerment							
27	I have better connection with my supervisor	-0.194	1.14	58	I have better connection with my supervisor	-0.844	1.08
28	My manager/supervisor trusts that I get the job done	0.938	1.04	59	My manager/supervisor trusts that I get the job done	1.038	0.99
29	I communicate better with my co-workers	-0.106	1.15	60	I communicate better with my co-workers	-0.9	1.11
30	I have all the necessary equipment in order to work effectively provided by the company	0.638	1.21				
31	I have the necessary knowledge in order to work effectively provided by the company	0.863	1.02				

Table 8 - Identification of Supported vs. Divergent Burnout Factors.

Burnout Factor	Status
Productivity	Divergent
Motivation	Divergent
Fatigue	Supported
Stress	Supported
Attachment and career perception	Supported
Organization and time management	Divergent
Job satisfaction and production quality	Divergent
Work relations and empowerment	Supported

A “supported” factor signifies that people would react the same way when working from home or the office, meaning that this factor would affect burnout the same way whether they are working in either environment. As we want to see what factor affects burnout when working from home, we are actually looking for “Divergent” factors.

4.6 Presenting the Divergent Factors Contributing to Burnout in a Remote-Work Setting

The following section presents the divergent factors contributing to burnout in a remote-work setting, as illustrated in four figures below. Figure 18 shows the elements of productivity burnout factor, while Figure 19 demonstrates the elements of motivation burnout factor. Additionally, Figure 20 and Figure 21 respectively present the six most diverging elements of the organization and time management burnout factor, and the elements of the job satisfaction and production quality burnout factor.



Figure 18 - Graphical Distribution for Elements of the Productivity Burnout Factor: Answers to When I Work from Home, in number of respondents.

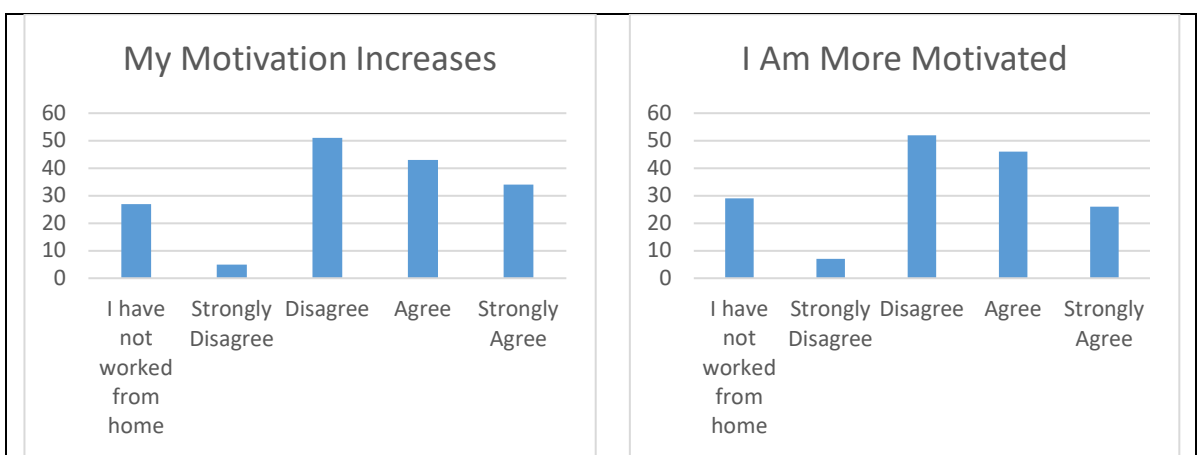


Figure 19 - Graphical Distribution for Elements of the Motivation Burnout Factor: Answers to When I Work from Home, in number of respondents.



Figure 20 - Graphical Distribution for the Six Most Diverging Elements of the Organization and Time Management Burnout Factor: Answers to When I Work from Home, in number of respondents.



Figure 21 - Graphical Distribution for Elements of the Job Satisfaction and Production Quality Burnout Factor: Answers to When I Work from Home, in number of respondents.

Chapter 5

5. Analysis and Discussion

5.1 Introduction to the Analysis and discussion

This chapter presents the findings of our study on the impact of remote work on burnout, along with a detailed discussion of the implications of our results for both employees and organizations.

5.2 Correlation between elements

As mentioned earlier, the correlation coefficient was used to find the type of relationship between the elements of factors. A stronger correlation confirming more strongly the grouping of elements within a factor.

Table 9 - Correlation Matrix for the Elements of the Productivity Factor.

Correlation Matrix	Q1 Home	Q32 Office	Q2 Home	Q33 Office
Q1 Home	1			
Q32 Office	0.198723	1		
Q2 Home	0.701225	0.267481	1	
Q33 Office	0.087137	0.739699	0.187453	1

Looking at Table 9, we can see the high correlation between questions 1 and 2 which both addresses the Productivity factory. This informs us that these two elements are supportive of each other and going in the same direction, reinforcing confidence we may have about our conclusions based on these answers. Questions 32 and 33 which addresses the opposite elements as they are the same as questions 1 and 2, however applied to the office environment. A positive correlation may also confirm the consistency of the answers provided by the respondent. Other pairwise correlation was also calculated for thoroughness purposes, but as they are behaving normally, they do not add new information.

Table 10 - Correlation Matrix for the Elements of the Motivation Factor.

Correlation Matrix	Q3 Home	Q34 Office	Q4 Home	Q35 Office
Q3 Home	1			
Q34 Office	0.191184	1		
Q4 Home	0.615925	0.22394	1	
Q35 Office	0.175435	0.709632	0.186797	1

Similar reasoning can be applied to Table 10 and Table 11 with the understanding that questions pairs 3 and 4, along with 34 and 35, are indeed behaving the same way in representing the motivation factor. Their inter correlation, (i.e., the correlation between elements of the two pairs), remains correlated to each other as well. In Table 11 the pairs of questions would be 5 and 6, with 36 and 37 for the fatigue factor.

Table 11 - Correlation Matrix for the Elements of the Fatigue Factor.

Correlation Matrix	Q5 Home	Q36 Office	Q6 Home	Q37 Office
Q5 Home	1			
Q36 Office	0.259627	1		
Q6 Home	0.299648	0.319349	1	
Q37 Office	0.195899	N.D.	0.183284	1

The same way with the Table 12 addressing elements of the stress factor we see that the elements have a weak correlation, although still a correlation.

Table 12 - Correlation Matrix for the Elements of the Stress Factor.

Correlation Matrix	Q7 Home	Q38 Office	Q8 Home	Q39 Office
Q7 Home	1			
Q38 Office	0.120556	1		
Q8 Home	N.D.	0.102383	1	
Q39 Office	0.171027	N.D.	0.12245	1

For Table 13, all pairwise elements for home setting are strong and positive, so are the pairwise elements for office setting.

Table 13 - Correlation Matrix for the Elements of the Attachment and Career Perception Factor.

Correlation Matrix	Q9 Home	Q10 Home	Q11 Home	Q12 Home
Q9 Home	1			
Q10 Home	0.3870	1		
Q11 Home	0.3200	0.4639	1	
Q12 Home	0.5195	0.5383	0.4933	1
Correlation Matrix	Q40 Office	Q41 Office	Q42 Office	Q43 Office
Q40 Office	1			
Q41 Office	0.6126	1		
Q42 Office	0.5544	0.6009	1	
Q43 Office	0.5841	0.5650	0.5225	1

The below three tables cover the following factors: Organization and Time Management, Job Satisfaction and Production Quality, and the Work Relations and Empowerment. All correlations show tight connections.

Table 14 - Correlation Matrix for the Elements of the Organization and Time Management Factor.

Correlation Matrix	Q14 Home	Q15 Home	Q17 Home	Q19 Home	Q20 Home	Q21 Home
Q14 Home	1					
Q15 Home	0.7157	1				
Q17 Home	0.5860	0.5904	1			
Q19 Home	0.4691	0.5350	0.2916	1		
Q20 Home	0.4595	0.4685	0.3913	0.5266	1	
Q21 Home	0.5023	0.5211	0.3566	0.4715	0.7929	1
Correlation Matrix	Q45 Office	Q46 Office	Q48 Office	Q50 Office	Q51 Office	Q52 Office
Q45 Office	1					
Q46 Office	0.3931	1				
Q48 Office	0.6499	0.4262	1			
Q50 Office	0.3405	0.4228	0.3761	1		
Q51 Office	0.4935	0.4231	0.5456	0.4205	1	
Q52 Office	0.5469	0.4896	0.5426	0.3727	0.6044	1

Table 15 - Correlation Matrix for the Elements of the Job Satisfaction and Production Quality Factor.

Correlation Matrix	Q22 Home	Q23 Home	Q24 Home	Q25 Home	Q26 Home
Q22 Home	1				
Q23 Home	0.6310	1			
Q24 Home	0.6069	0.6026	1		
Q25 Home	0.4677	0.5401	0.5832	1	
Q26 Home	0.2564	0.3327	0.3561	0.3951	1
Correlation Matrix	Q53 Office	Q54 Office	Q55 Office	Q56 Office	Q57 Office
Q53 Office	1				
Q54 Office	0.5790	1			
Q55 Office	0.4457	0.5032	1		
Q56 Office	0.5199	0.5310	0.4831	1	
Q57 Office	0.5137	0.6119	0.4967	0.4518	1

Table 16 - Correlation Matrix for the Elements of the Work Relations and Empowerment Factor.

Correlation Matrix	Q27 Home	Q28 Home	Q29 Home	Q30 Home	Q31 Home
Q27 Home	1				
Q28 Home	0.0953	1			
Q29 Home	0.7050	0.1467	1		
Q30 Home	0.2266	0.3750	0.3390	1	
Q31 Home	0.1600	0.4386	0.2978	0.6947	1
Correlation Matrix	Q58 Office	Q59 Office	Q60 Office		
Q58 Office	1				
Q59 Office	N.D.	1			
Q60 Office	0.6774	N.D.	1		

5.2.1 Limitation of the Correlation Analysis

As we mentioned in Table 4 the questions, 6, 8, for home are valued inversely to their peer questions to allow to compare directly with their opposite questions 37, 39 (ie. for the office). However, this makes the correlation incorrect when comparing with other questions. The same goes for questions 37, 39, 59 for the office. Note that the conclusions of this section are not affected.

5.3 Elements of divergent factors with potential for burnout

Analysis of the survey results revealed several factors that were divergent in their impact on burnout risk between remote and office workers. These factors have potential to contribute to burnout in a remote work setting and warrant closer examination. Note that questions 13, 16, and 18 were not considered here as they were too weakly divergent.

Table 17 - Elements of Divergent Factors Graded for their Potential on Burnout.

Questions related to working from home		Not worked from home	Strongly Disagree	Disagree	Agree	Strongly Agree
Productivity						
1	My productivity increases	16.9%	4.4%	23.8%	29.4%	25.6%
2	I am more productive	18.8%	3.8%	24.4%	30.0%	23.1%
Motivation						
3	My motivation increases	16.9%	3.1%	31.9%	26.9%	21.3%
4	I am more motivated	18.1%	4.4%	32.5%	28.8%	16.3%
Organization and time management						
14	I can effectively manage my time	18.8%	2.5%	13.1%	38.8%	26.9%
15	I can manage to balance work and personal/home responsibilities effectively	18.1%	3.8%	10.6%	38.8%	28.8%
17	I can manage everyday day tasks effectively	16.9%	0.6%	13.8%	35.0%	33.8%
19	My relationship with my partner and/or children is not affected	23.1%	4.4%	19.4%	35.6%	17.5%
20	My home obligations do not intervene with my work obligations	17.5%	3.8%	26.3%	31.3%	21.3%
21	I can easily separate work and non-work-related issues	18.8%	3.8%	20.0%	32.5%	25.0%
Job satisfaction and production quality						
22	The quality of work I do is better	18.1%	2.5%	23.8%	31.9%	23.8%
23	My job satisfaction is higher	18.1%	3.1%	21.3%	34.4%	23.1%
24	I have clear work targets	18.1%	3.8%	18.8%	40.0%	19.4%
25	My mood is affected positively	19.4%	1.9%	16.9%	38.1%	23.8%
26	I do not procrastinate	17.5%	4.4%	23.1%	38.8%	16.3%

Example of how to interpret the results in Table 17: The more people are saying they strongly disagree with motivation (element) while working from home (and not the office), the more likely it is that being unmotivated was a factor of burnout because of remote work. In all the elements in Table 17, the negative side of the Likert scale represents a higher potential for burnout.

5.4 Identification of demographic trends in the impacting elements of the divergent factors

Below are the highlights of our demographic analysis regarding the impacting elements of the divergent factors. The impacting elements are what has a higher potential for burnout for work from home. The highlights shown are only those showing some type of impact for the sub-sample which answered “disagree” or “strongly disagree” for those impacting elements.

Table 18 - Demographic Profile with the Most Impacting Elements in regard to Higher Potential for Burnout.

	Women (%)	Age between 26 and 45 (%)	Average of Child per Women	Average Child Count Among those with Children	Proportion of people working between 5 and 10 hours per day (%)
my productivity increases	68.9%	84.4%	0.74	2.07	64.4%
I am more productive	68.9%	84.4%	0.71	2.13	73.3%
My motivation increases	66.1%	83.8%	0.85	2.14	62.7%
I am more motivated	68.9%	84.4%	0.79	2.13	71.1%
I can manage to balance work and personal/home responsibilities effectively	60.8%	82.6%	0.78	2	See Note
I can manage everyday day tasks effectively	74%	87%	0.57	1.9	See Note
My relationship with my partner and/or children is not affected	57.9%	84.2%	0.95	2	92.1%
My home obligations do not intervene with my work obligations	60.4%	85.4%	0.917	2.1	83.3%
I can easily separate work and non-work-related issues	52.6%	92.1%	0.92	2.2	84.2%
The quality of work I do is better	66.7%	83.3%	0.62	2	69%

My job satisfaction is higher	74.4%	87.2%	0.82	2.13	61.5%
I have clear work targets	61.1%	80.1%	0.83	2	88.9%
My mood is affected positively	60%	86.7%	0.80	2.2	83.3%
I do not procrastinate	61.4%	81.8%	0.70	1.82	79.5%

Note that the “I can effectively manage my time” element did not show any particular behavior among the collected demographics and seems to be well distributed. The two “See Note” without value did not have significant information, did not stand out or show any trend.

As we can see, the demographic profile with the highest potential for burnout is made up of mostly women (around 64.4% of the sub-samples), and the count of children per woman is averaged around 0.79 when averaged among the whole sub-samples.

Note however that a little more than half our survey participants had no child, and we must consider male respondents with child. So, among those with child, the average child count is about 2 for the sub-samples.

The age group most affected, are those between the age of 26 and 45 (representing around 84.8% of the sub-samples). Finally, the proportion of people working between 5 and 10 hours per day is the group that stood out most, and represents 76% of the sub-sample.

Among all other demographic elements collected through the survey, none really displayed trends or outliers.

5.5 Implications of our results for both employees and organizations

The effects of burnout on employees were presented further up in the literature review as well as in the analysis of the current study. Many factors play a simultaneous role in the build-up of burnout.

But what does this mean for organizations? Increased absenteeism can decrease output, decreased productivity and quality of work can negatively impact a company's bottom line, reduced motivation, increased mental health issues, fatigue and stress can lead to decreased concentration and can increase the risk of errors and accidents. All these elements among others tackled in this study can negatively impact the company's performance, culture and bottom line and ultimately its ability to remain competitive.

Burnout is a serious issue that can have a detrimental effect on employee well-being, work satisfaction, and overall company performance, so human resources (HR) must address it. 9.86% of employees which stated that they are being encouraged to work from home, are also stating that their company did not take steps to improve employee's well-being when working from home. There are various reasons for HR to address the issue.

Burnout can result in higher turnover rates, which can be expensive in terms of hiring and training new employees. HR can help increase employee retention and draw in fresh talent by tackling fatigue.

Burnout can have a damaging influence on employee satisfaction and engagement, which can affect output and job quality. HR can help increase employee engagement and happiness by managing burnout, which will enhance business performance.

Employers have a responsibility to protect the health and safety of their workers. If burnout is not treated, it may result in moral and legal dilemmas involving the health and safety of workers.

Burnout can have a detrimental effect on staff's output and performance, which can have an influence on the bottom line of the business. HR can aid in enhancing

productivity and performance, which will boost the company's financial outcomes, by addressing burnout.

In general, HR is essential in combating workplace burnout. HR may assist in fostering a positive and productive work environment for employees by putting burnout prevention and management techniques into place. This can boost business performance and success.

Chapter 6

6. Conclusions

6.1 Conclusion

The present research aimed to explore how working from home affects the chances of burnout and which factors contribute to burnout more significantly when employees work remotely. Through the analysis of a sample of 160 participants, we identified several factors that affect the risk of burnout: productivity, motivation, fatigue, stress, attachment, and career perception, organization and time management, job satisfaction and production quality, and work relations and empowerment.

While all factors identified affect the risk of burnout to some extent, our results suggest that work from home does increase the chances of burnout. In particular, we found that when employees work from home, productivity, motivation, organization and time management, and job satisfaction and production quality are more likely to lead to burnout than when they work in the office.

These findings highlight the importance of paying close attention to the aforementioned factors when managing remote work to prevent burnout. The study also found that women were more likely to experience burnout than men, and those with children were also at a higher risk. The age group most affected was between 26 and 45 years old, and those who worked between 5 and 10 hours per day were most at risk.

In general working from home is an attractive idea to the majority as shown in Figure 22 below. However, an important part of the population is facing difficulties which increase the chances of burnout. These difficulties need to be studied, evaluated and addressed in order to improve the lives of those struggling with the matter and are more prone to job burnout.

Upon comparing our study's findings with those of "The Impact of Work-from-Home on Employee Performance and Productivity: A Systematic Review,"

(Anakpo, et al., (2023)) several similarities and differences were identified. Both studies found that remote work can increase flexibility and autonomy, leading to improved job satisfaction and work-life balance. However, the review, among other things, mentions that certain types of works would have different conditions, somethings which our study did not highlight explicitly within our sample. Additionally, our study identified specific burnout factors related to remote work, which could contribute to an increased potential for burnout. The systematic review did not identify these factors on the potential for burnout. These differences suggest that while remote work has several benefits, it also poses unique challenges and requires specific strategies to mitigate potential negative impacts on employee well-being.

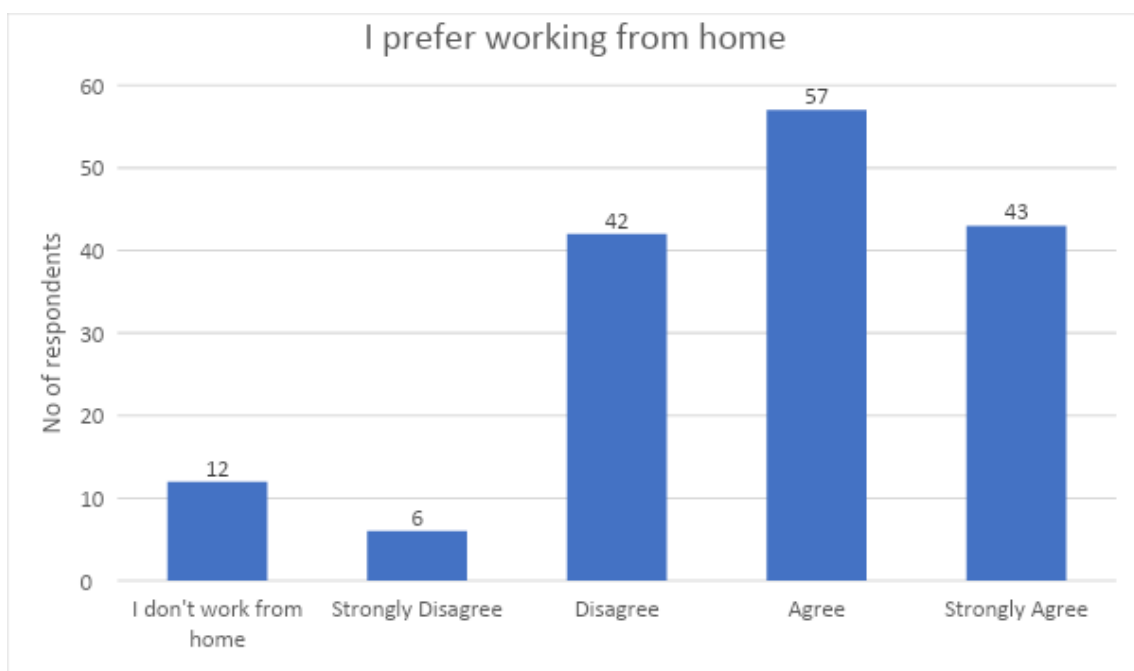


Figure 22 - Respondents preference about working from home.

6.2 Limitations

During the analysis, it was realized that some elements such as the household income, the pre-existing health conditions, the social support and the personal factors were not examined.

For example, how comfortable one is financially may play a key role to the extent of stress related burnout. Individuals with pre-existing mental or physical health

conditions may find it difficult to maintain boundaries and manage stress while working from home. Respondents were not asked if they were receiving any social support that could be helping them cope with or even prevent burnout due to isolation and loneliness. Personal factors such as coping skills and resilience were also not investigated. These elements might have provided more insight on work from home issues and ultimately burnout.

Furthermore, as our sample of 160 participants might not have the same demographic distribution as the Cypriot population, thus we cannot be certain that our sample is perfectly representative. In addition, the demographic analysis of section 5.4 reduces the sample size when investigating specific elements of section 5.3.

6.3 Future research

It is evident from this study and from previous research done that burnout is a major threat to employee well-being whether working from home or from the office if the factors that lead to it are not dealt with efficiently but also effectively. More research should be carried out taking into consideration the issues mentioned above in section 6.2 as many more elements that affect burnout exist which were not taken into consideration in this research and possibly in previous studies. Future research should consider much larger samples as the larger the sample the better representation of the general population it will be and thus results can be generalized. The analysis of the causes of job burnout is a stepping stone to start scientific discussions on how to minimize or ameliorate the phenomenon of job burnout through more in-depth investigation.

Finally, our research suggests that minimizing the risk of burnout is a crucial step in promoting employee well-being and productivity, whether working from home or from the office. Employers should consider ways to manage workload and job autonomy while promoting work-life balance and social support to create a healthy work environment that supports employee well-being.

Appendix

Questionnaire

Work from home: Does it affect chances of burnout?

You are kindly requested to take part in a research study for the purposes of my MBA thesis as a postgraduate student of the Open University of Cyprus. The current study aims to investigate whether working from home affects the chances of burnout. Your participation is anonymous, voluntary, and completing the questionnaire will take less than 10 minutes. The information you provide will remain confidential, they will only be presented as statistical indicators and will not be used for any other purpose. Only the researcher and supervisor have access to the information given. The data will be stored for as long as necessary for the purpose of this research, with a maximum period of 5 years. You can withdraw from the research at any time. Any interruption before the completion of the research automatically means that the data you have provided up to that point will be deleted. In case you have further questions or need clarifications, you can contact elena.haber@st.ouc.ac.cy. If you agree with the above, please select “accept” below. By doing so you will be giving consent to the above.

Thank you in advance for taking the time to participate.

Elena Haber

MBA Student

Open University of Cyprus

Section 1: Demographics

For each one of the following questions (1-16), please chose one of the options.

1.What is your Gender?

- Female
- Male
- I prefer not to say

2. In which age range do you belong?

- 18 - 25
- 26 - 35
- 36 - 45
- 46 - 55
- Over 55

3.Living conditions:

- Single
- With partner
- Single with children
- With partner and children
- With Other (roommate, parents etc)

4.How many children do you have?

- I do not have any children
- 1
- 2
- 3
- 4
- 5 or more

5.If you have children, what is the age of your youngest child?

- I do not have any children
- Younger than 3 years old
- Between 3 and 6 years old
- Between 6 and 8 years old
- Between 8 and 12 years old
- Over 12 years old

6.What is your current employment status?

- Self employed
- Private sector employee
- Public sector employee
- Unemployed
- Other

7.What is your professional experience?

- 0 - 5 years
- 6 - 10 years
- 11 - 20 years
- 21 - 30 years
- Over 31 years

8.What is your current (latest) work level?

- Executive (owner, shareholder)
- Director/ General Manager / CEO
- Managerial Employee (Senior/Junior)
- Officer
- Administrative employee
- Other: Open ended answer

9.Does your work require cooperation with other persons?

- Yes
- No

10.Does your work require supervision of other persons?

- Yes
- No

11.Does your work require being supervised by other persons?

- Yes
- No

12.Please state the industry of your activity:

- Financial / Insurance
- IT
- Services
- Shipping
- Education
- Government
- Other: open ended answer

13.You have been working from home:

- I have never worked from home
- I have always worked from home
- Most of the time / Usually
- The last 2 - 3 years

14.How often do you work from home:

- I have never worked from home
- Once per week
- 2 - 3 times per week
- Every day

15.State the amount of daily working hours you complete when you work from home:

- I don't work form home
- Less than 5
- 5 - 8
- 8 - 10
- More than 10

16.State the amount of daily working hours you complete when you are at the office:

- I don't work at the office
- Less than 5
- 5 - 8
- 8 - 10
- More than 10

Section 2: Work factors that affect burnout when working from home

The following statements refer to emotions/issues/thoughts that have to do with working from home. For each statement, please chose one of the following replies: Strongly Disagree, Disagree, Agree, Strongly Agree or I have not worked from home.

When I work from home:

1. My productivity increases
2. My motivation increases
3. My commitment/loyalty to the company increases
4. I find that teamwork increases
5. The chances of career advancement are increased
6. I can manage everyday day tasks effectively
7. I can manage my childcare responsibilities effectively
8. My relationship with my partner and/or children is not affected
9. My stress levels decrease
10. It's easier for me to decide to quit for the day
11. I can manage to balance work and personal/home responsibilities effectively
12. I feel more connected to the company
13. My job satisfaction is higher
14. I have better connection with my supervisor
15. I complete my tasks in less hours
16. I have all the necessary equipment in order to work effectively provided by the company
17. I have the necessary knowledge in order to work effectively provided by the company
18. I communicate better with my co-workers
19. I can effectively manage my time
20. I feel less tired
21. I can easily separate work and non-work related issues
22. The quality of work I do is better
23. I believe that I have more anxiety when I work from home
24. I am more motivated
25. I have clear work targets
26. I am more productive
27. I feel more tired/exhausted when I work from home
28. My manager/supervisor trusts that I get the job done
29. My mood is affected positively
30. I do not procrastinate
31. My home obligations do not intervene with my work obligations

Section 3: Work factors that affect burnout when working at the office

The following statements refer to emotions/issues/thoughts that have to do with working at the office. For each statement, please chose one of the following replies: Strongly Disagree, Disagree, Agree, Strongly Agree or I don't work at the office.

When I work at the office:

32. I find that teamwork increases
33. I can manage to balance work and personal/home responsibilities effectively
34. My productivity increases
35. My commitment/loyalty to the company increases
36. I can manage my childcare responsibilities effectively
37. My relationship with my partner and/or children is not affected
38. The chances of career advancement are increased
39. My motivation increases
40. My manager/supervisor trusts that I get the job done
41. It's easier for me to decide to quit for the day
42. I feel more connected to the company
43. I can manage everyday day tasks effectively
44. My job satisfaction is higher
45. I do not procrastinate
46. I have better connection with my supervisor
47. I complete my tasks in less hours
48. My stress levels decrease
49. My mood is affected positively
50. I communicate better with my co-workers
51. I can effectively manage my time
52. I am more motivated
53. I feel less tired
54. I can easily separate work and non-work related issues
55. The quality of work I do is better
56. My home obligations do not intervene with my work obligations
57. I believe that I have more anxiety when I work at the office
58. I have clear work targets
59. I am more productive
60. I feel more tired/exhausted when I work at the office

Section 4: General Statements

The following statements refer to emotions/issues/thoughts that have to do with working from home. For each statement, please chose one of the following replies: Strongly Disagree, Disagree, Agree, Strongly Agree or I have not worked from home.

61. I prefer working from home.

62. My company encourages employees to work from home.

63. My company has taken steps to improve employee's well-being when they work from home.

Bibliographical References

- Ahola, K., Väänänen, A., Koskinen, A., Kouvonen, A., & Shirom, A. (2010). Burnout as a predictor of all-cause mortality among industrial employees: a 10-year prospective register-linkage study. *Journal of psychosomatic research*, 69(1), 51-57.
- Ahrendt, D., & Mascherini, M. (2021). Living, working and COVID-19 (Update April 2021): Mental health and trust decline across EU as pandemic enters another year.
- Allen, T. D., Golden, T. D., Shockley, K. M. (2015). How effective is telecommuting? Assessing the status of our scientific findings. *Psychological Science in the Public Interest*, 16, 40–68.
- Anakpo, G., Nqwayibana, Z., & Mishi, S. (2023). The Impact of Work-from-Home on Employee Performance and Productivity: A Systematic Review. *Sustainability*, 15(5), 4529. <https://doi.org/10.3390/su15054529>
- Apgar, M. V. (1998). The Alternative Workplace: Changing Where and How People Work. *Harvard Business Review*, May-June, 121-136.
- Arslan, G., Yıldırım, M., Tanhan, A., Buluş, M., Allen, K. A. (2020). Coronavirus Stress, Optimism-Pessimism, Psychological Inflexibility, and Psychological Health: Psychometric Properties of the Coronavirus Stress Measure. *International Journal of Mental Health and Addiction*, 19(6), 2423-2439.
- Bakker, A. B., & de Vries, J. D. (2020). Job Demands–Resources theory and self-regulation: new explanations and remedies for job burnout. *Anxiety, Stress, & Coping*, 34(1), 1-21.
- Bakker, A. B., Demerouti, E., & Euwema, M. C. (2005). Job resources buffer the impact of job demands on burnout. *Journal of Occupational Health Psychology*, 10(2), 170-180.
- Bakker, A. B., Schaufeli, W. B., Demerouti, E., Janssen, P. P. M., Van Der Hulst,

- R., Brouwer, J. (2000). Using Equity Theory to Examine the Difference Between Burnout and Depression. *Anxiety, Stress & Coping*, 13(3), 247–268.
- Baltes, B. B., Briggs, T. E., Huff, J. W., Wright, J. A. Neuman, G. A. (1999). Flexible and Compressed Workweek Schedules: A Meta-Analysis of Their Effects on Work-Related Criteria. *Journal of Applied Psychology*, 84(4), 496-513.
- Barber, L. K., & Santuzzi, A. M. (2015). Please respond ASAP: Workplace telepressure and employee recovery. *Journal of Occupational Health Psychology*, 20(2), 172.
- Bayes, A., Tavella, G., Parker, G. (2021). The biology of burnout: Causes and consequences. *The World Journal of Biological Psychiatry*, 22(9), 686-698.
- Beauregard, T., Basile, K., Canonico, E. (2019). Telework: Outcomes and Facilitators for Employees. The Cambridge Handbook of Technology and Employee Behavior. *Cambridge University Press, Cambridge Handbooks in Psychology*, 511-543.
- Beemsterboer, J., & Baum, B. H. (1984). Burnout. *Social Work in Health Care*, 10(1), 97-109.
- Beheshtifar, M., & Omidvar, A. R. (2013). Causes to create job burnout in organizations. *International Journal of Academic Research in Business and Social Sciences*, 3(6), 107.
- Beit Mashal, B., Arshadi, N., Heidari, A., Asgari, P. (2021). Designing and testing a model of some consequences of job burnout. *Journal of Psychological Achievements*, 28(1), 153-176.
- Berset, M., Semmer, N. K., Elfering, A., Jacobshagen, N., Meier, L. L., & Kälin, W. (2011). Work stressors and impaired sleep: *Rumination as a mediator*. *Stress and Health: Journal of the International Society for the Investigation of Stress*, 27(2), e71-e82.

- Bono, J. E., Glomb, T. M., Shen, W., Kim, E., Koch, A. J. (2013). Building Positive Resources: Effects of Positive Events and Positive Reflection on Work Stress and Health. *Academy of Management Journal*, 56(6), 1601–1627.
- Brandstätter, V., Job, V., and Schulze, B. (2016). Motivational Incongruence and Well-Being at the Workplace: Person-Job Fit, Job Burnout, and Physical Symptoms. *Frontiers in Psychology*, 7.
- Chong, S., Huang, Y., Chang, C. H. D. (2020). Supporting interdependent telework employees: A moderated-mediation model linking daily COVID-19 task setbacks to next-day work withdrawal. *Journal of Applied Psychology*, 105(12), 1408.
- Clark, M. A., Michel, J. S., Zhdanova, L., Pui, S. Y., Baltes, B. B. (2016). All work and no play? A meta-analytic examination of the correlates and outcomes of workaholism. *Journal of Management*, 42(7), 1836-1873.
- Cleave, P. (2023). Advantages of Questionnaires in Online Research. Retrieved from Smart Survey on 22 February 2023): <https://www.smartsurvey.co.uk/blog/advantages-of-questionnaires-in-online-research>
- Cohen, S., & Janicki-Deverts, D. (2012). Who's stressed? Distributions of psychological stress in the United States in probability samples from 1983, 2006, and 2009. *Journal of Applied Social Psychology*, 42(6), 1320-1334.
- Dale, G. (2021). Flexible Working How to implement flexibility in the workplace to improve employee and business performance. *London: Kogan Page Limited*.
- Daniels, K., and De Jonge, J. (2010). Match making and match breaking: the nature of match within and around job design. *J. Occup. Organ. Psychol.*, 83, 1–16.
- de Macêdo, T. A. M., Cabral, E. L. D. S., Silva Castro, W. R., de Souza Junior, C. C., da Costa Junior, J. F., Pedrosa, F. M., da Silva, A. B., de Medeiros, V. R. F., de Souza, R. P., Cabral, M. A. L., Másculo, F. S. (2020). Ergonomics

and telework: A systematic review. *Work*, 66(4), 777-788.

Demerouti, E., Bakker, A. B., Nachreiner, F., & Schaufeli, W. B. (2001). The job demands-resources model of burnout. *Journal of Applied Psychology*, 86(3), 499-512.

Demerouti, E., Bakker, A. B., Nachreiner, F., Schaufeli, W. B. (2000). A model of burnout and life satisfaction amongst nurses. *Journal of Advanced Nursing*, 32(2), 454-464.

Edwards, J. R., and Shipp, A. J. (2007). The relationship between person environment fit and outcomes: an integrative theoretical framework, in *Perspectives on Organizational Fit*, eds C., Ostroff, and T. A., Judge, (New York, NY: Lawrence Erlbaum), 209-258.

Embriaco, N., Papazian, L., Kentish-Barnes, N., Pochard, F., Azoulay, E. (2007). Burnout syndrome among critical care healthcare workers. *Current Opinion in Critical Care*, 13(5), 482-488.

Eurofound 2020b. Telework and ICT-based mobile work: Flexible working in the digital age, new forms of employment series. Publications Office of the European Union, Luxembourg. Available at: https://www.eurofound.europa.eu/sites/default/files/ef_publication/field_ef_document/ef19_032en.pdf. Accessed November 06, 2022.

Eurofound, (2020a). New forms of employment: 2020 update, New forms of employment series. Publications Office of the European Union, Luxembourg. Available at: https://www.eurofound.europa.eu/sites/default/files/ef_publication/field_ef_document/ef20_027en.pdf. Accessed November 06, 2022.

European Trade Union Confederation, 2002. European Framework Agreement on Telework, July 2002. Available at: <https://www.businesseurope.eu/sites/buseur/files/media/imported/2006-01428-EN.pdf>. Accessed November 06, 2022.

- European Trade Union Confederation. Framework Agreement on Telework. (2002). Available at: https://resourcecentre.etuc.org/sites/default/files/2020-09/Telework%202002_Framework%20Agreement%20-%20EN.pdf. [Accessed 11 Mar. 2023].
- Felstead, A., & Henseke, G. (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.
- Felstead, A., & Reuschke, D. (2020). Homeworking in the UK: before and during the 2020 lockdown. *Wales Institute of Social and Economic Research*.
- Frey, B. B. (2018). Sage research methods. Retrieved from Sage: <https://methods.sagepub.com/reference/the-sage-encyclopedia-of-educational-researchmeasurement-and-evaluation/i19094.xml>
- Gaille, L. (2020). 20 Advantages and Disadvantages of Survey Research. Retrieved from Vittana Personal Finance Blog 22 February 2023: [20 Advantages and Disadvantages of Survey Research – Vittana.org](#)
- Gajendran, R. S., & Harrison, D. A. (2007). The good, the bad, and the unknown about telecommuting: Meta-analysis of psychological mediators and individual consequences. *Journal of Applied Psychology*, 92, 1524–1541.
- Gibson, J. W., Blackwell, C. W., Dominicis, P., Demerath, N. (2002). Telecommuting in the 21st Century: Benefits, Issues, and a Leadership Model Which Will Work. *Journal of Leadership Studies*, 8(4), 75–86.
- Giurge, L. M., & Bohns, V. K. (2020). 3 Tips to Avoid WFH Burnout. Harvard Business Review. Available at: <https://hbr.org/2020/04/3-tips-to-avoid-wfh-burnout>. Accessed November 11, 2022.
- Gold, Y. (1985). Burnout: Causes and Solutions. *The Clearing House: A Journal of Educational Strategies, Issues, and Ideas*, 58(5), 210–212.
- Haddon, L. (1999). Approaches to Understanding Teleworking Media and Communications. *Telenor, Oslo: London School of Economics*.

- Halbesleben, J. R., Neveu, J. P., Paustian-Underdahl, S. C., Westman, M. (2014). Getting to the “COR” understanding the role of resources in conservation of resources theory. *Journal of management*, 40(5), 1334-1364.
- Han, S., Shanafelt, T. D., Sinsky, C. A., Awad, K. M., Dyrbye, L. N., Fiscus, L. C., Goh, J. (2019). Estimating the Attributable Cost of Physician Burnout in the United States. *Annals of Internal Medicine*, 170(11), 784.
- HBS. (2021). Survey Shows Professionals Excelled While Working from Home. *Business Insights Blog*.
- Hillert, A., Albrecht, A., Voderholzer, U. (2020). The Burnout Phenomenon: A Résumé After More Than 15,000 Scientific Publications. *Frontiers in Psychiatry*, 11.
- Hogan, R. L., & McKnight, A. M. (2007). Exploring burnout among university online instructors: An initial investigation. *Internet and Higher Education*, 10, 117–124. doi:10.1016/j.iheduc.2007.03.001
- Igeltjörn, A., & Habib, L. (2020). Homebased telework as a tool for inclusion? A literature review of telework, disabilities and work-life balance. In *International Conference on Human-Computer Interaction* (pp. 420-436). Springer, Cham.
- International Labour Office (ILO). (2016). Challenges and opportunities of teleworking for workers and employers in the ICTS and financial services sectors: Issues paper for the Global Dialogue Forum on the Challenges and Opportunities of Teleworking for Workers and Employers in the ICTS and Financial Services Sectors (Geneva, 24–26 October 2016). *International Labour Office, Sectoral Policies Department, Geneva, ILO*.
- International Labour Office (ILO). (2020). ILO Monitor: COVID-19 and the world of work. [online] ilo.org. Accessed November 06, 2022.
- International Labour Office (ILO). (2020). Teleworking during the COVID-19 pandemic and beyond. [online] ilo.org. Accessed November 06, 2022.
- Kahill, S. (1988). Symptoms of professional burnout: A review of the empirical

evidence. *Canadian Psychology/Psychologie Canadienne*, 29(3), 284.

Kossek, E. E., Hammer, L. B., Thompson, R. J., Burke, L. B. (2014). Leveraging workplace flexibility: Fostering engagement and productivity. SHRM foundation's effective practice guidelines series. *SHRM Foundation*.

Kristof, A. L. (1996). Person-organization fit: an integrative review of its conceptualizations, measurement, and implications. *Pers. Psychol.*, 49, 1–49.

Kristof-Brown, A. L., and Guay, R. P. (2011). Person – environment fit, in American Psychological Association Handbook of Industrial and Organizational Psychology, Vol. 3, eds. S., Zedeck, (Washington, DC: American Psychological Association), 1–50.

Krumm, S., Grube, A., and Hertel, G. (2013). No time for compromises: age as a moderator of the relation between needs–supply fit and job satisfaction. *Eur. J. Work Organ. Psychol.*, 22, 547–562.

Li, J., & Yang, W. (2020). Leading from home: the effects of teleworking on managerial work-life balance. *Asia Pacific Journal of Management*, 37(2), 429-452.

Martinez-Sanchez, A., Perez-Perez, M., Vella-Jimenez, M., De Luis Carnicer. P. (2008). Telework adoption, change management, and firm performance. *Journal of Organizational Change Management*, 21(1), 7-31.

Maslach C. 1982. Burnout: The Cost of Caring. Englewood Cliffs, NJ: Prentice-Hall

Maslach C. 1998. A multidimensional theory of burnout. In Theories of Organizational Stress, ed. CL Cooper, pp. 68–85. Oxford, UK: Oxford Univ. Press

Maslach, C. & Leiter, M. (2016). Understanding the burnout experience: recent research and its implications for psychiatry. *World Psychiatry*, 15(2), 103-111.

Maslach, C. (1982). Understanding Burnout Definitional Issues in Analyzing a Complex Phenomenon. In: W. S. Paine (Ed.), *Job stress and burnout: research, theory, and intervention perspectives* (pp. 29-40). California: Sage Publications. Viewed on xxxx from https://www.researchgate.net/profile/Christina_Maslach/publication/240370761_Understanding_burnout_Definitional_issues_in_analyzing_a_complex_phenomenon/links/556bf23d08aec22683037fba/Understanding-burnout-Definitional-issues-in-analyzing-a-complex-phenomenon.pdf

Maslach, C. (1993). Burnout: A Multidimensional Perspective. In: W. B. Schaufeli, C. Maslach, & T. Marek (Eds.), *Professional burnout: Recent developments in theory and research* (pp. 19-32). Washington, DC: Taylor & Francis. Ανακτήθηκε 25/11/2018 από https://www.researchgate.net/profile/Christina_Maslach/publication/263847970_Burnout_A_Multidimensional_Perspective/links/02e7e53c08fcc055e5000000/Burnout-AMultidimensional-Perspective.pdf

Maslach, C. (2003). *Burnout: the cost of caring*. Los Altos, CA: MALOR BOOK, ISHK. Ανακτήθηκε 15/12/2018 από http://malorbooks.com/pdf/Burnout_preview.pdf

Maslach, C., & Goldberg, J. (1998). Prevention of burnout: New perspectives. *Applied & Preventive Psychology*, 7, 63-74. doi:10.1016/S0962-1849(98)80022-X.

Maslach, C., & Jackson, S. E. (1981). The measurement of experienced burnout. *Journal of Organizational Behavior*, 2(2), 99-113.

Maslach, C., & Leiter, M. P. (2008). Early predictors of job burnout and engagement. *Journal of applied psychology*, 93(3), 498.

Maslach, C., & Leiter, M.. (2007). Burnout. In G. Fink (Ed.), *Encyclopedia of Stress* (pp.358-362). doi:10.1016/B978-0-12-800951-2.00044-3

Maslach, C., and Leiter, M. P. (2008). Early predictors of job burnout and engagement. *J. Appl. Psychol.*, 93, 498–512.

- Milasi, S., Gonzales-Vazquez, I. and Fernandez-Macias, E. (2020). Telework in the EU before and after the COVID-19: where we were, where we head to. *Science for policy briefs*, 1-8.
- Muheim, F. (2012). Burnout: History of a Phenomenon. *Burnout for Experts*, 37-46.
- Nilles, J. M. (1998). *Making Telecommuting Happen*, Van Nostrand Reinhold, New York: NY.
- Queen, D., & Harding, K. (2020). Societal pandemic burnout: A COVID legacy. *International Wound Journal*, 17(4), 873–874.
- Sablock, C. (2022). Remote Work: Building a Framework for Success. *Journal of Interdisciplinary Research*, 8(1), 25-36.
- Savicki, V., & Cooley, E. (1983). Theoretical and research considerations of burnout. *Children and Youth Services Review*, 5(3), 227-238.
- Schaufeli, W. B., Bakker, A. B., Hoogduin, K., Schaap, C., Kladler, A. (2001). on the clinical validity of the Maslach burnout inventory and the burnout measure. *Psychology & Health*, 16(5), 565–582.
- Schaufeli, W., & Enzmann, D. (1998). The burnout companion to study and practice: A critical analysis. *CRC press*.
- Shirom, A., Melamed, S., Toker, S., Berliner, S., Shapira, I. (2005). Burnout and health review: Current knowledge and future research directions. *International review of industrial and organizational psychology*, 20(1), 269-308.
- Shockley, K. M., & Allen, T. D. (2010). Investigating the missing link in flexible work arrangement utilization: An individual difference perspective. *Journal of Vocational Behavior*, 76, 131–142.
- Sonnentag, S., Binnewies, C., Mojza, E. J. (2010). Staying well and engaged when demands are high: The role of psychological detachment. *Journal of Applied Psychology*, 95(5), 965–976.

- Talaei, N., Varahram, M., Jamaati, H., Salimi, A., Attarchi, M., Kazempour dizaji, M., Seyedmehdi, S. M. (2022). Stress and burnout in health care workers during COVID-19 pandemic: validation of a questionnaire. *Journal of Public Health*. 30(3), 531-536.
- Tarafdar, M., Tu, Q., Ragu-Nathan, T. S. (2010). Impact of technostress on end user satisfaction and performance. *Journal of management information systems*, 27(3), 303-334.
- Thompson, R. J., Payne, S. C., Taylor, A. B. (2015). Applicant attraction to flexible work arrangements: Separating the influence of flextime and flexplace. *Journal of Occupational and Organizational Psychology*, 88(4), 726-749.
- Vladut, C. I., & Kállay, É. (2010). Work stress, personal life, and burnout. Causes, Consequences, Possible Remedies: -A theoretical review. *Cognition, Brain, Behavior*, 14(3), 261–280.
- World Health Organization (2019). Burn-out an occupational phenomenon: International classification of diseases. [online] World Health Organization. Available at: <https://www.who.int/news/item/28-05-2019-burn-out-an-occupational-phenomenon-international-classification-of-diseases>. Accessed November 13, 2022.
- www.mlsi.gov.cy. (n.d.). *Department of Labour Inspection, Republic of Cyprus- Teleworking*. [online] Available at: https://www.mlsi.gov.cy/mlsi/dli/dliup.nsf/pagerq_gr/pagerq_gr?OpenDocument [Accessed 11 Mar. 2023].
- Yıldırım, M., & Solmaz, F. (2020). COVID-19 burnout, COVID-19 stress and resilience: Initial psychometric properties of COVID-19 Burnout Scale. *Death Studies*, 46(3), 524-532.
- Zappa, L. (2022). 6 Different types of Survey questions you should use. Retrieved from UserReport 22 February 2023: <https://www.userreport.com/blog/6-different-types-of-survey-questions-you-should-use/>

Greek:

Κυριακούλιας, Π. (2020). Η τηλεργασία στην Ε.Ε. πριν και μετά την πανδημία covid 19. Διαθέσιμο στο:

https://www.eiead.gr/publications/docs/EIEAD_THEMATIC_ISSUE_TELEWORK_FINAL.pdf. Ανακτήθηκε: 11 Νοεμβρίου 2022.