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MASTER'S THESIS

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NEW NORMAL LEADERSHIP AND WORK-LIFE BALANCE DURING AND AFTER COVID-19 AT THE BIG FOUR COMPANIES IN BOSNIA AND HERZEGOVINA

Ljubljana, September 2023

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AUTHORSHIP STATEMENT

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LIST OF ABBREVIATIONS

COVID-19 - Coronavirus Desease of 2019

EY – Ernst & Young

ILO – International Labor Organization

KPMG – Klynveld Peat Marwick Groerdeler

OECD – Organization for Economic Co-operation and Development

PwC – PricewaterhouseCoopers

1 INTRODUCTION

At the end of 2019, the first cases of infection with the corona virus appeared in China, and three months later the World Health Organization declared a pandemic due to the rapid spread of this virus in the rest of the world. The emergence of the COVID-19 pandemic surprised the world, which quickly plunged into a global health crisis, accompanied by major economic problems. The need for social distancing to slow the further spread of the infection has led to the massive introduction of working from home (PriceWaterhouseCoopers, 2021). This new way of working has brought numerous challenges to companies and employees, especially in terms of organization and performance of work, human resources management, use of new technologies and quality of customer service. Remote work has unexpectedly become a critical component of business continuity (Gartner, 2022). The establishment of remote work and the rapid growth of digitization have become a new priority for companies around the world. Workers had to adapt quickly to new working conditions, and companies had to find ways to adapt workers to new roles and activities. Managers had to quickly learn to lead virtual teams, synchronize work processes and maintain cohesion between workers and projects.

Working from home is a concept that dates to the 70s of the last centuries. Since then, its popularity has slowly developed, and with the arrival of new technologies, it has been partially facilitated. However, in practice happened suddenly with the coronavirus pandemic. However, remote work during a pandemic is somewhat different and more complex compared to remote work under normal circumstances because it is imposed more often than it is voluntary and implies full-time work more often than occasionally or part-time. Considering the inevitability of applying this mode of operation, Wang et al. (2021) believe that the focus of research should be shifted from the question of "whether to apply flexible work engagements" to the question of "how to get the maximum benefit from flexible work engagement". However, between these two focuses there is still an insufficiently researched question "what impact does flexible working engagement have on companies and their employees".

According to Allen et al. (2014), some employees such as professionals who work in complex jobs do not need intensive interaction with colleagues and prefer working from home because it makes them more productive. However, there are many workers who are forced to work from home, and many of them face problems such as an inadequately equipped workspace, difficulties in maintaining a balance between private and business life, organizing work activities, managing work-related emotions, maintaining work productivity, but also struggles with loneliness, etc. (Ramarajan, 2013).

Managers or leaders around the world were suddenly forced to adapt to virtual leadership and face the complexity and uncertainties that arise because of its application. Based on the above,

a new form of leadership was created known as "new normal leadership" (Fransicso & Nuqui, 2020). The focus of new normal leadership is organizational flexibility and employee resilience (Osland et al., 2020). Since the very beginning of the 20th century, the world has gone through different stages of leadership, starting with styles that advocate command and control, through styles that promote employee empowerment with monitoring, and all the way to styles that advocate nurturing employees. New normal leadership is the latest example of the current stage of leadership, and it is very important to investigate its implications in the circumstances of the COVID-19 pandemic.

Employee resilience implies the ability to positively adapt and cope with stressful, unfavorable and traumatic situations in a constantly changing environment (Hu et al., 2015). In crisis situations such as the COVID-19 pandemic, organizations that have a high degree of employee resilience can better respond to challenges and recover faster (Sharma et al., 2020). However, developing employee resilience is a relatively new concept for most companies in practice, and the theoretical concept of resilience itself has expanded from the traditional observation of individual resilience as his ability to take into account the influence of the work environment and leadership, which can facilitate but also hinder the development of employee resilience. (Naswall, 2019). In this regard, researching employee resilience in pandemic conditions is an interesting research area, with many potentially new insights and practical implications.

A flexible way of working encourages thinking about its connection with employee burnout. Burnout results from excessive stress at work, which is characterized by emotional exhaustion, depersonalization, i.e. detachment from others and negative interaction with them, and a reduction in feelings of personal competence and achievement at work (Maslach, 1976). Stress occurs as a result of workload - excessive demands, insufficient control of resources for work, absence or insufficient recognition and reward, lack of social support and positive interaction with colleagues, unfairness in the scope of work and monetary compensation, as well as a conflict between personal values and values advocated company (Dall'Ora et al., 2020). Burnout affects the personal and professional life of employees and can manifest itself in different ways.

Work-life balance is closely related to employee burnout. It represents the extent to which individuals can adequately manage their many roles, including roles in the workplace, in the family, and other significant roles in an individual's life (Haar, 2013). Employees prefer organizations that care about work-life balance (Burke, 2002). But can companies ensure care for work-life balance in times of major external disturbances such as a pandemic, in what way, what are the factors that dominantly affect it and to what extent? These are all questions that need to be answered.

The purpose of this scientific research work is to examine the interconnection between the new normal leadership, flexible work engagement, employee resilience, burnout and work-life balance in the conditions of the new reality in companies caused by the COVID-19 pandemic.

This master's thesis aims to answer the following questions:
- What is the relationship between flexible work engagements during the COVID-19 pandemic on the one hand and employee burnout and their work-life balance on the other?
- What role does employee resilience play in the relationship between flexible work engagement on the one hand and employee burnout and work-life balance on the other?
- What role does new normal leadership play in the relationship between flexible work engagement and employee resilience?

This master thesis starts with a general introduction of coronavirus and its impact on companies worldwide in Chapter 1. After the intoduction part, the focus is switched to a research which starts with a literature review in Chapter 2.

Based on the literature review, the concept of the COVID-19 pandemic will be briefly presented, its impact on companies worldwide, as well as the meaning and characteristics of the following five phenomena: new normal leadership, flexible work engagement, employee resilience, employee burnout, and work-life balance.

After the theoretical part, there follows the empirical research in Chapter 3. This chapter starts with a general overview of the Big 4 companies. These companies were the first to be hit by the new reality caused by coronavirus, which is why they have become synonymous with change, and it will be interesting to study their experiences and attitudes in the context of the interconnection between the aforementioned five phenomena.

After the general overview of these companies, the research hypothesis and methodology will be presented. The empirical part of the master's thesis is based on quantitative research. This research will be conducted on employees of Big 4 companies in Bosnia and Herzegovina regarding their experiences and attitudes about new ways of organizing and doing work in these companies during and after the COVID-19 pandemic. The research will be conducted online on a sample of at least 200 employees of Big 4 companies in Bosnia and Herzegovina. Professionals participate in the research, except for those who hold managerial roles at the highest level.

After the survey data are collected, their processing will be done by using methods of statistical analysis such as descriptive statistics, Pearson's correlation analysis, and linear regression

analysis. The obtained results will be presented descriptively and tabularly and interpreted in relation to the set hypotheses.

Finally, in Chapter 4., the most important research results will be summarized and conclusions made, as well as the recommendations for future scientific research in this area.

2 LITERATURE REVIEW

2.1 The COVID-19 pandemic and its impact on companys' operations

There are several studies investigating how and to what extent the COVID-19 pandemic has affected economies from a macro perspective. According to Goodell (2020), the key changes in this regard are the reduction of employee productivity, social distancing that disrupts economic activities, negative impacts on investment activities, and the costs of health systems. The pandemic reduces financial flexibility, which has a negative impact on the economy of the whole world. Financial systems are at risk, and this could have a negative impact on the operations of individual companies. For companies to stay afloat and overcome the crisis, it is necessary to embark on the path of major changes within themselves.

The emergence and spread of the COVID-19 virus have brought numerous changes in the way companies around the world do business, especially in terms of work organization. One of the most widely accepted consequences of the pandemic has been the mass adoption of remote work where possible. The transition to working remotely happened very quickly, and this was helped by numerous IT solutions in the form of video conference tools, document sharing, expansion of previous possibilities in terms of cloud-based solutions, etc. (Lund et al., 2021). It is not surprising that the jobs of white-collar employees are the most affected by the changes.

Introducing work from home has become a very challenging task. It was necessary to provide all the necessary equipment and tools that would enable employees to work from home and communicate with managers and colleagues, and this was not affordable for many companies (Hamouche, 2020). In addition, it was necessary to design effective ways of communication, support, supervision, performance management, as well as appropriate compensation to employees in relation to the time and effort invested (Aitken-Fox et al., 2020). Managers themselves suddenly found themselves in the situation of leading virtual teams (Caligiuri et al., 2020). The fact that working from home implies significantly less interaction between employees, less mutual help and advice, and frequent distractions due to the mixing of private life and business obligations, has led to an increase in stress that impairs their mental health (Prasad & Vaidya, 2020). The stress is further increased by the fact that modern communication technologies create the perception that employees must always be available, that most tasks are

urgent and must be done immediately, and that employees are overwhelmed by many emails that they must read and respond to, regardless of their relevance in the observed situation or moment (Molino et al., 2020).

The changes that occurred during the pandemic persisted as a new reality in companies even after it. This is supported by many companies that have decided to completely retain remote work as a way of doing work or to implement a hybrid form of work that represents a combination of work from home and work from the office (Harvard Business Review, 2021). In addition, digitalization and automation have changed the way these jobs are performed, which is why companies must take care of additional employee training, job structure, and scheduling (Agarwal et al., 2020).

Remote work has brought numerous benefits to companies and employees, but it also has its negative sides. According to Galanti et al. (2021), benefits for employees are: greater flexibility in work performance, greater work productivity, more autonomy in work performance, improvement of work-life balance, greater job satisfaction, reduced time of departure and arrival to work and related costs, and higher inclusion and opportunities for people with disabilities, older workers, workers who live in other places than company headquarters. On the other hand, benefits for employers can be greater employee job satisfaction, improved worker productivity, reduced production and office maintenance costs, easier access to a wider talent base on the labor market, release of funds trapped in operating costs and their repurposing into investment funds (ILO, 2021).

When it comes to negative effects, according to Oakman et al. (2021) these are: greater flexibility and autonomy that influence the increase in work intensity and extended working hours, the lack of a clear separation between work and private time, which has a negative impact on the work-life balance of employees, social isolation from colleagues, an increased level of monitoring, limited access to all necessary means for work and adequate space. On the other hand, employers are concerned that the extended use of remote work could have a negative effect on team cohesion, reduced loyalty to the company, reduced training efficiency and work productivity (OECD, 2021). Employers are also concerned about increased stress at work, and general depression and anxiety among employees, which can cause numerous other problems, starting with operational ones and all others that depend on them (Harvard Business Review, 2018).

Therefore, looking at the results of studies that examined the effects of remote work from the perspective of employees and employers, it is possible to see that positive and negative effects are intertwined and cannot be separated. Companies should strive to make their employees happy and satisfied with their work and help them find the right balance between their private

and work lives. Therefore, it is necessary to adopt and apply appropriate leadership skills in managers.

Flexible work engagements are believed to improve employee resilience because they contribute to preserving human resources from hardship and help preserve jobs in crises (Bardoel et al., 2014). All activities of an individual, both in private and professional life, draw energy. Therefore, it is necessary that each individual and his organization strive to increase those factors that have a positive impact on employee resilience and reduce those that have a negative impact. This improvement will also lead to a better work-life balance (Marques & Berry, 2021). A better work-life balance helps in a more effective fight against stress (Ojo et al., 2021). Resilient employees will more easily preserve their physical and psychological health, and overcome the negative impacts of crises (Duncan, 2020). Work-life balance is strongly influenced by job characteristics, and studies have determined that autonomy in performing work and flexibility in managing employees are characteristics that mostly lead to establishing a better balance between private and work life and thus reduce employee burnout (Sirgy & Lee, 2018). Managing flexible employees is different from managing employees who do their work from the office. If they are not managed correctly, the line that separates the private and business life of employees will lose its purpose. To achieve this, leaders should provide appropriate tangible and intangible resources, such as information on what and how to do, training, support, feedback, etc. (Kniffin et al., 2021). The employee's resilience partly depends on his personal resilience, and partly on the characteristics of the organizational culture promoted by the leader (Ngoc, 2021). Autonomy, empowerment, trust, communication, continuous learning, minimal amount of micromanagement are the basic features of such a culture (Sharma, 2020).

At first glance, new normal leadership, flexible work engagements, employee resilience, work-life balance and burnout are interconnected. The goal of this master's thesis is to find out if and how these factors are connected in the context of the COVID-19 pandemic, using the example of Big 4 companies.

2.2 Flexible work engagements

The work environment is changing rapidly, creating new challenges and opportunities for companies around the world. Traditional ways of doing work are less and less valid in circumstances where work is redefined by advanced technologies, globalization, demographic changes and new social values (Dolphin, 2015). The nature of jobs is becoming more and more complex and dependent on new technologies. At the same time, new technologies enable virtual collaboration and thus encourage a better connection between employees and managers. Technology makes it possible to break out of traditional hierarchical frameworks within the

company and encourages a greater degree of communication in all directions. Clients' expectations are growing, which opens new opportunities for companies but also brings new challenges. Taking advantage of these opportunities is not at all simple, especially in conditions where companies are expected to respect improved standards in all aspects of business, including the relationship with workers. In addition, the expectations and needs of employees are increasingly diverse. Their aspirations usually relate to a better work-life balance, opportunities for additional training and advancement, opportunities to create work in a way that personally fulfills them, understanding and respecting cultural and other differences between them, etc.

The COVID-19 pandemic has caused a massive application of flexible working engagements in companies. Initially, it was a short-term measure aimed at ensuring the orderly functioning of companies in extraordinary circumstances, as well as safety for the health of employees. However, this measure quickly and completely unexpectedly turned into a permanent solution in many companies (ILO, 2021). Before the pandemic, flexible working engagements were an occasional luxury practiced by only a few companies, but during and after the pandemic this global experiment has become the new normal.

Flexible work engagements are atypical work engagements that allow employees to work outside of traditional work frameworks, which primarily relate to the time and place of work performance (Austin-Egole, 2020). There are several types of flexible work engagement, namely:

1. Weekend work - allows employees to extend their working hours during the current week, which allows them more free days in the following week or some future period (Stavrou, 2005).
2. Overtime work – implies extended work, which results in a higher total number of hours of work for the worker, but also additional monetary compensation calculated at a higher hourly rate than usual (ILO, 2011).
3. Work in shifts (shift work) - enables the company to have continuous or prolonged production or service provision for one day. If necessary, workers can have the option of choosing which shift they want to work (Kerin & Aguirre, 2005).
4. Temporary and casual work - workers are engaged only for a certain period through contracts, and most often they are contracts for a project or a task (Thomas-Wandera, 2011)
5. Hourly contract – A contract between an independent contractor and a client, in which the independent contractor calculates his fee per hour (ILO, 2011)
6. Part-time work - allows employees to work fewer hours than the standard work week (Zeytinoglu et al., 2009)
7. Flexi-time – allows full-time employees to decide when to start and finish their working day (ILO, 2011)

8. Compressed work week – implies a work week that lasts shorter than the standard 5 working days (Baltes et al., 1999)
9. Job-sharing - division of work between two or more workers in such a way that their collective working hours coincide with the standard number of working hours of one worker on a weekly basis (Kottey & Sharma, 2016)
10. Telework - employees work from remote locations using modern technologies that enable such a way of doing work (Mamaghani, 2012).
11. Work from home (telecommuting) - enables employees to work from home, without going to the office (Kottey & Sharma, 2016).

Flexible work engagements allow employees to work at a time and from a location that suits them best, which provides several important benefits, one of the most important of which is the possibility of better harmonizing private and business obligations. However, flexible work engagements also have negative effects, and one of the most important is the social isolation and alienation of employees from the company and their work colleagues (Wang et al., 2021).

During the pandemic, there were studies that predicted that flexible work engagements, and especially working from home, would become extremely attractive (The Guardian, 2020), but there were very few that dealt with a more detailed analysis of the advantages and disadvantages of this way of organizing work. Also, there is a great need to adopt official frameworks and recommendations on this topic, to help employees and employers to use flexible work engagements in an appropriate and effective way (ILO, 2021).

2.3 New normal leadership

The development of leadership so far can be observed through four phases (Daft, 2008):
- Leadership era 1: This era appears in the pre-industrial era when the business environment was stable, and organizations were small and easy to manage. A person who could see the bigger picture and fit all the pieces of the puzzle into a unique and functional whole was considered a leader. "Great man" leadership is a key feature of this era, and the emphasis is on the personal characteristics of the individual who plays the role of leader.
- Leadership era 2: Although the business environment remained relatively stable, organizations grew, and it was no longer possible to manage them with just one person. The need for organizational hierarchy and bureaucracy appeared, which meant the introduction of many rules and procedures for the purpose of rational decision-making and decision implementation, and impersonal supervision and control over employees became a key feature of this era of leadership.
- Leadership era 3: In this era of leadership, the business environment became unstable, and organizations first had to ensure their own survival and only then growth. Teamwork has

become important. The concept of leadership has moved beyond the scope of one person to multiple persons, depending on expertise and the situation in which one acts. There were changes in organizational structures, and the concept of organizational culture gained importance.

- Leadership era 4: Changes in the business environment are continuous and unpredictable. Information has become a key resource for all organizations, and with the advent of the digital economy, it has become readily available. Leaders began to influence others by emphasizing the organization's vision and values, encouraging continuous learning, collaboration, and building and nurturing mutual connections and relationships. This stage in the development of leadership came to full expression with the advent of the COVID-19 pandemic, where much more was expected of leaders than ever before.

In the conditions of the COVID-19 pandemic, leaders are suddenly forced to manage their teams remotely and in a virtual environment, facing numerous challenges such as how to strengthen mutual trust in teams and quickly solve the problem (Osland et al., 2020). Fleming and Millar (2019) are of the opinion that flexibility and resilience are the main characteristics of new-normal leaders. Francisco and Nuqui (2020) believe that new normal leaders should be good planners, precautionary, instructive, proactive, adaptable and dedicated. In addition to the above, new normal leaders should also have a high level of technical skills, not only emotional and social, because the modern digital age demands this from them (Murashkin & Tyvainen, 2020). Digital platforms and tools help to establish team cohesion, solve problems quickly, promote initiatives, etc. New normal leaders advocate for a healthy work environment characterized by creativity, respect, trust, exchange of ideas and maintaining a clear vision and commitment to that vision. They balance the interests of all stakeholders, i.e., employees, clients, shareholders, investors, the public and others (Fransisco & Nuqui, 2020).

Ready et al. (2020) identified four key mindsets that modern leaders need to have to be successful:
- Producer (obsessed with clients, excellent analyst, digitally literate, makes disciplined decisions and excels in their execution, encourages innovation)
- Investor (strives towards a higher purpose, continuously develops, brings benefits to the entire community, cares about the well-being of employees)
- Connector (creates partnerships based on mutual trust, builds relationships, develops networks, strengthens the sense of belonging, advocates diversity in terms of knowledge and skills and ways of thinking)
- Explorer (he is curious, open to change, flexible, seeks input from others, is an excellent listener, encourages and encourages learning, cares about the social values of the organization, promotes collective ambition and common purpose).

With the advent of the COVID-19 pandemic, it became clear that the new reality is characterized by volatility, uncertainty, complexity, and ambiguity. The combination of these factors is known as VUCA and poses several challenges for leaders. Constant changes require flexibility and the adoption of an appropriate course of action. Uncertainty requires the ability to see the "bigger picture" and agility in decision-making and implementation, which is achieved through the rapid synthesis of information from large databases, as well as their rapid and effective interpretation. Ambiguity, like uncertainty, is difficult to predict, examine and control. While a company can successfully manage one aspect of a challenging situation, another aspect may lose its meaning. The complexity of the environment requires leaders to combine their analytical and integrative skills. However, the biggest VUCA challenge is the change that must occur in the leader, so that he builds internal qualities such as authenticity, openness, flexibility, cohesion, etc., as well as his capacity to properly use these qualities for the benefit of the entire organization (Krawczynska-Zaucha, 2019).

2.4 Employee resilience

Resilience is the ability to maintain and recover from problems, conflicts, failures, or situations that imply an increase in responsibility (Lupsa et al., 2020). Resilience can be viewed at the organizational level, at the leader level, and at the employee level.

Organizational resilience depends on (Lengnick-Hall et al., 2011):
- degree of mutual trust between employers and employees
- organizational skills to learn and apply lessons learned
- flexibility of human resources in terms of roles, time, etc.
- open and two-way communication between leaders and employees at all organizational levels about problems, goals and expectations.

Leader resilience depends on (Lengnick-Hall et al., 2011):
- creating a culture where mistakes are perceived as opportunities for learning
- understanding that many factors cumulatively affect an employee's stress level over time
- understanding emotional and other types of reactions to stress and burnout. These reactions can be in the form of difficulty with concentration, loss of interest in work, difficulty in completing tasks, emotional outbursts, etc.
- understanding the need to create an environment where employees feel valued and appreciated.

Individual resilience depends on (Lengnick-Hall et al., 2011):
- The flexibility and adaptability of the individual, which is primarily reflected in perceiving changes as opportunities and challenges, not as threats. Threats mean fear, and fear slows down and even prevents growth and development.
- An individual's ability to understand his core values and act in accordance with them
- Development of quality relationships with others
- An optimistic view of life and events.

Gobbi et al. (2020) are of the opinion that identifying key risk factors and resilience are crucial in developing effective tactics to mitigate the negative psychological impact of the COVID-19 pandemic. Resilience can be improved through support from leaders, as well as family and friends (Fletcher & Sarkar, 2013). Some of the characteristics of resilient workers are optimism, enthusiasm, hope, self-awareness, emotional literacy, a high degree of autonomy, flexibility, adaptability, and a sense of purpose (Grant & Kinman, 2013).

Resilient employees are more energetic and show a greater desire and willingness to perform their work tasks. Resilience can lead to greater job satisfaction and greater employee engagement (Grant & Kinman, 2013). Fletcher and Sarker (2013) found that when there is a developed resilience of employees and leaders within the organization before exposure to a crisis event, their adaptability and engagement during and after the crisis is greater.

2.5 Employee burnout

Workplace stressors lead to burnout. Burnout occurs because of long-term exposure to stressors, and is reflected in emotional and physical exhaustion, negative and cynical attitudes about work, and reduced work efficiency (Maslach & Jackson, 1981, 2008). Burnout is considered a developing state, from enthusiasm to apathy (Montero-Marin, 2016).

Empirical studies have established the existence of three subtypes of burnout (Demarzo et al., 2020):
1. frenetic (frenetic),
2. non-stimulating (under-challenged)
3. complete wear-out.

The frenetic subtype appears in work environments where employees are expected to work to exhaustion. Workers show great dedication to work, which is often reflected in many working hours and involvement in several jobs at the same time. This causes a high level of burnout and neglect of one's health and personal life.

Burnout caused by insufficiently challenging work most often appears in monotonous professions and jobs where workers perform their tasks mechanically. After a while, workers begin to show that they are bored, become indifferent to work and tend to change jobs. One of the indicators of this subtype of burnout is a large dose of cynical comments about work by employees, as well as distractions.

Exhaustion as a type of burnout is characterized by a feeling of hopelessness, lack of control over work results and insufficient recognition of the effort invested. After a certain time, employees become passive and less committed to work. Ultimately, workers begin to feel incompetent and even guilty.

Prevention and fighting against burnout can be at organizational and individual levels. Within the organization, management usually strives for solutions such as:
- job redesign (Grant & Parker, 2009),
- humanization of working conditions and work schedule (Kossek et al., 2014),
- development of leadership skills in managers (Laschinger et al., 2015),
- the use of non-financial rewards and incentives for employees (Maslach & Leiter, 2017),
- development of a welcome program for new employees (Shanafelt, 2017),
- burnout monitoring and designing customized plans (Kannampallil et al., 2021),
- development of programs for the protection of the health and safety of employees (Herrera-Sanchez et al., 2017),
- providing training to employees, such as training for the purpose of developing resilience, emotion management skills, management conflict, management stress, time management, problem-solving skills, teamwork, and development of technical skills important for work performance (Shanafelt, 2017),
- using the strengths of employees for the purpose of motivation and increasing their job satisfaction (Vargas-Cruz et al., 2017),
- coaching and instructions adapted to the employee, and most often to the one who shows early signs of burnout (Grant, 2017),
- encouraging mutual support and solidarity in teams and in general among work colleagues (Shanafelt, 2017).

At the individual level, the prevention and fight against burnout is most often manifested through:
- exercise (Ochentel et al., 2018),
- meditation (Naczenski et al., 2017),
- self-observation and self-evaluation to spot the signals of burnout in time and measure its strength and take other necessary steps to overcome it (Milanes-Sanchez & Gomez-Diaz, 2018),

- psychotherapy (Ahola et al., 2017),
- development of time management skills (Le Blanc & Shaufeli, 2008),
- job crafting. The employee himself modifies his work keeping in mind his strengths and weaknesses, knowledge, and skills, and needs and desires. He negotiates the content of work and proactively changes his approach to tasks in a way that suits him better (Bakker et al., 2018).

The COVID-19 pandemic has increased burnout in the workplace. Numerous studies have established that employees are burdened daily by the increase in volume and complexity of work, accompanied by emotional difficulties and a sense of injustice. Concern for the well-being of employees has become extremely important and more and more companies believe that it is necessary to build and nurture a culture that promotes the mental health of employees and develops their resilience (Ayachit & Chitta, 2022). Gabriel and Aguinis (2022) state that a significant part of increased burnout also comes from additional investment of effort by employees, which can be seen through extended work, shorter breaks, etc. Women especially face increased burnout, because they have to take care of children, household and work at the same time. At the same time, they face increased stress at work, fears of unemployment, loneliness, etc.

Leader support contributes to improving psychological well-being (Martin et al., 2005) and reducing emotional exhaustion of employees (Cunningham et al., 2002). Control over work and greater autonomy in performing work reduce the level of depression, anxiety, stress (Thompson & Prottas, 2006), and lead to greater satisfaction and better overall health of employees (Mansell et al., 2006).

2.6 Work-life balance

Work-life balance is the degree to which an individual manages to balance time and emotional demands and activities on the business and personal level at the same time (Sarker et al., 2012). The lack of balance between business and private activities causes a decrease in physical and psychological well-being (Huges & Bozionelos, 2007). According to Bhumika (2020), work-life balance changes depending on career changes and life stages, as well as differences in individual goals and values. Work-life balance is a question of how to create a healthy and supportive work environment that will result in improved employee performance (Wolor et al., 2020). Work-life balance is also a matter of job flexibility, i.e., time and way of doing work (Uddin, 2021). Also, employees who have the support of their superiors in terms of finding a positive work-life balance are more motivated to perform their work well (Ramakrishnan, 2020).

Different researchers define the term work-life balance differently. According to Greenhaus, et al. (2003), balance is the equal distribution of time between private and business obligations. Kalliath and Brough (2008) are of the opinion that balance is a question of the individual's perception of the situation in which he finds himself. According to Haar (2013), balance is not a question of time distribution, nor of the situation, but rather a question of how an individual evaluates his success in balancing between different roles. Abendroth and Dulk (2011) consider that work-life balance is the concept of integration and interaction between private and business roles since different people have different priorities that they balance in different ways.

A good work-life balance results in positive outcomes in three different areas (Haar & Brougham, 2020):
- business area (better commitment to work, greater job satisfaction, better performance, reduced absenteeism, and employee turnover)
- private area (satisfaction with family life and more time for leisure)
- stress (reduced psychological tension, depression, emotional exhaustion, burnout, and substance abuse).

The COVID-19 pandemic brought numerous challenges and made it even more difficult for employees to achieve a work-life balance. Some studies show that working from home did not improve work-life balance even though employees had the opportunity to spend more time with their families than usual. The line between personal and business time has become blurred. In addition, the pandemic period caused additional stress at work as employees had to spend more time in meetings, webinars, and online training. The lack of face-to-face communication with work colleagues and managers is cited as a negative effect. Uncertainty about the future of one's employment further complicates the problem of work-life imbalance (Power, 2020).

There are also numerous studies that have identified the existence of positive experiences of working from home (Galvez et al., 2020, Cartmill, 2020, Uresha, 2020). According to these studies, defining clear expectations and results that need to be achieved helps employees better plan and organize their time and tasks, considering work-life balance. However, it should be borne in mind that defining a clear line between private and business life is not easy, especially in the circumstances of the pandemic.

3 EMPIRICAL RESEARCH

3.1 Big 4 companies

The term "Big 4" is an abbreviation for the four largest accounting companies in the world, viewed by revenue. That are:
1. Deloitte,
2. Ernst & Young (EY),
3. PricewaterhouseCoopers (PwC) i
4. Klynveld Peat Marwick Goerdeler (KPMG).

In addition to audit services, these companies provide tax and business consulting, market research, insurance, legal consulting, and digital transformation of companies.

Before the beginning of the big consolidation of this industry in 1989, there were "Big 8" companies in the world:
1. Arthur Andersen,
2. Arthur Young,
3. Coopers & Lybrand,
4. Deloitte Haskin & Sells,
5. Ernst & Whinney,
6. Peat Marwick Mitchell,
7. Price Waterhouse, i
8. Touche Ross.

During industry consolidation, Arthur Young merged with Ernest & Whinney, Deloitte Haskin & Sells merged with Touche Ross, then Price Waterhouse merged with Coopers & Lybrand, and Arthur Andersen collapsed after being proven to have helped hide evidence of counterfeiting financial documents in the famous Enron scandal. From 2002 until today, the Big 4 companies have been known in the world.

The size and importance of the Big 4 companies is evidenced by the fact that most Fortune 500 companies use their services. According to data from 2018, 30% of S&P 500 companies used the auditing services of PwC, 31% of EY, 20% of Deloitte and 19% of KPMG. The table below presents officially published data for the year 2021 on the size of the Big 4 companies according to revenue and number of employees. According to these parameters, Deloitte is the largest Big 4 company, and KPMG is the smallest of them.

Table 1: Comparison of Big 4 companies by size

	Annual Revenue in US$ (2021)	*Number of employees*	*Number of countries in which it operates*
Deloitte	50.2 billions	345 thousands	150
PwC	45.1 billion	328 thousands	152
EY	40 billion	312 thousands	150
KPMG	32.13 billion	265 thousands	143

Source: Investopedia. (2022)

Companies around the world are being forced to adopt new technology and remote work during the COVID-19 pandemic. Although auditing firms were already in the process of adopting modern technologies (Farcane & Deliu, 2020), the transition to remote virtual auditing accelerated dramatically with the onset of the pandemic (Tiron-Tudor et al., 2021). The introduction of new solutions for cyber security, the automation of manual tasks, the organization of work from home, as well as ensuring security on the client's side, are just some of the changes aimed at adapting to new circumstances (Ernst & Young, 2020). The Big 4 companies also started using artificial intelligence, especially in fraud identification (PricewaterhouseCoopers, 2020).

However, the biggest changes took place in the human resources management segment. To achieve organizational goals in times of crises like the COVID-19 pandemic, strategic agility is necessary (Liu et al., 2020). Companies must know how to prepare and allocate their resources, coordinate them, and correctly use available knowledge and skills. Companies did not know when the pandemic would end, which is why taking care of human resources became an extremely important but also complex issue. Since companies found themselves in a reactive rather than a proactive position, trying to minimize the harmful effects of the pandemic, it was very challenging to find ways and practices that would absorb all the challenges they faced.

3.2 Conceptual framework of the research

The COVID-19 pandemic has influenced the emergence of a "new reality" in companies around the world. This reality is primarily reflected in working from home, which has become the norm almost overnight. Employees had to quickly adapt to a new way of working, and the blurred line between working from home and private life increased employee burnout and caused a significant imbalance in their work-life balance.

Managers soon realized that managing employees who work from home is quite challenging and requires a specific set of knowledge and skills. Soon a new form of leadership appeared that puts employees in the center of attention, promoting organizational flexibility and strengthening employee resilience. Proponents of new normal leadership believe that

strengthening employee resilience is directly reflected in their ability to find an appropriate work-life balance and be more adaptable in different situations.

From the above, the main subject of research within this master's thesis is the research of the connection between flexible work engagement, employee burnout and work-life balance in the presence of employee resilience and new normal leadership.

Figure 1: Conceptual framework of the research

Source: Own work

3.3 Main and auxiliary research hypotheses

This research aims to answer the following questions:
- What is the interrelationship between flexible work engagements during the COVID-19 pandemic on the one hand and employee burnout and their work-life balance on the other?
- What role does employee resilience play in the relationship between flexible work engagement on the one hand and employee burnout and work-life balance on the other?
- What role does new normal leadership play in the relationship between flexible work engagement and employee resilience?

The central research hypothesis is:

New normal leadership, flexible work engagement, employee resilience, employee burnout and work-life balance are interconnected and key factors in shaping the new organizational reality during and after the onset of the COVID-19 pandemic.

Auxiliary research hypotheses are:

H1: New normal leadership affects employee resilience.
H2: New normal leadership affects flexible work engagements.
H3: Flexible work engagement affects employee resilience.
H4: Employee resilience affects employee's work-life balance.
H5: Employee resilience affects employee burnout.
H6: Work-life balance affects employee burnout.

3.4 Research methodology

In this master's thesis, various methods and techniques of scientific research work were used when setting up and testing hypotheses. The research begins with a literature review in the form of relevant scientific papers, doctoral dissertations, and master's theses. The theoretical part of the research is based on a review of the literature, and it contextualizes the empirical research and represents the basis for setting up hypotheses.

Based on a literature review, the COVID-19 pandemic is briefly presented, its impact on organizations around the world (with an emphasis on internal organizational changes), as well as the meaning and characteristics of the following five phenomena: new normal leadership, flexible work engagements, employee resilience, employee burnout and work-life balance. The results of previous studies on the interconnection between these five phenomena are also presented. The literature review is accompanied by a short presentation of the Big 4 companies and the internal organizational changes they experienced during the pandemic, in the context of the previously mentioned phenomena. Ultimately, the literature review served to select a relevant survey questionnaire that will be used for empirical research.

After the theoretical part of the paper, there follows empirical research, the purpose of which is to verify the set hypotheses by applying appropriate methods of data collection and analysis, as well as their interpretation and discussion. The empirical part of the master's thesis is based on quantitative research. This research will be conducted on employees of Big 4 companies in Bosnia and Herzegovina regarding their experiences and attitudes about new ways of organizing and doing work in these companies during and after the COVID-19 pandemic. Empirical research was conducted on the four largest samples from the population of companies engaged in accounting, auditing, tax consulting and providing business and financial consulting services.

The research questionnaire consists of questions to check the interconnection between new normal leadership, flexible work engagements, employee resilience, the presence of burnout

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syndrome among employees and the balance between private and business life. The survey questionnaire consists of closed type questions. The questionnaire is divided into 6 parts - the general profile of the respondents and their views on the five previously mentioned phenomena. The questionnaire was compiled as a compilation of five different questionnaires taken from different empirical studies, combined into one questionnaire for the purposes of this research.

A scale from 1 (lowest score) to 7 (highest score) will be used to obtain answers to the survey questionnaire to all questions asked. The research will be conducted online on a sample of at least 200 employees of Big 4 companies in Bosnia and Herzegovina. Professionals participate in the research, except for those who hold managerial roles at the highest level.

The aforementioned companies were forced to change their way of doing business immediately after the outbreak of the pandemic. Considering the nature of these companies' activities and the large number of clients they serve, changes were inevitable, but also completely unexpected. However, it is unknown how the new reality in these companies affected their employees.

The processing of the collected data will be done using the appropriate methods of statistical analysis in the SPSS program: descriptive statistics, confirmatory factor analysis, Pearson's correlation analysis, and linear regression analysis. The obtained results will be presented descriptively and tabularly and interpreted in relation to the set hypotheses.

Finally, in the conclusion of the master thesis, the most important research results, research limitations, as well as guidelines for future research in this area will be summarized.

3.5 Statistical processing of research results

Based on the descriptive statistical analysis that follows in the continuation of this paper, a picture of the attitudes and experiences of employees of the Big 4 companies will be obtained. General information about the respondent will be presented, followed by the views of the respondents on issues in the field of new normal leadership, flexible work engagements, employee resilience, employee burnout and work-life balance.

However, before starting with statistical analyses, it is important to test the reliability of the applied measurement scales. For this purpose, Cronbach's alpha coefficient was calculated. This coefficient is a measure of the internal consistency of a set of claims. The value of Cronbach's alpha coefficient ranges from 0 to 1 (Cronbach, 1951), and many authors believe that the minimum acceptable value of this coefficient is 0.61 (Griethuijsen et al., 2014). It should be emphasized that this coefficient is a characteristic of each individual measurement, and not a characteristic of the measuring instrument.

Table 2: Reliability analysis of the applied measuring scales by Cronbach alpha coefficient

Variable	Cronbach's Alpha
New Normal Leadership	N of items = 11
	0.968
Flexible Work Arrangements	N of items = 5
	0.613
Employee Resilience	N of items = 9
	0.883
Employee Burnout	N of items = 10
	0.918
Work-Life Balance	N of items = 8
	0.959

Source: Own work

Cronbach's alpha coefficient exceeds the minimum acceptable threshold for each of the measurement scales. The criterion of reliability of measuring scales is satisfied.

3.5.1 General profile of surveyed respondents

Of the 202 respondents surveyed, 77.7% are women and 22.3% are men. The employee structure of the Big 4 companies is mainly made up of women, so it was to be expected that the largest number of respondents who responded to the survey would be women.

According to the age structure of the respondents, respondents between the ages of 25 and 35 prevail, as much as 67.3%. The share of respondents under the age of 25 is 19.8%, and those over the age of 35 is 12.9%, with none of them over the age of 45.

Employees from all 4 companies participated equally in the survey, namely PwC 21.8%, Deloitte 32.7%, KPMG 27.2%, and EY 18.3%.

According to years of experience, 32.2% of respondents are juniors, 20.3% are mid-level employees, 24.3% are seniors, 13.4% are supervisors, and 9.9% are lower/mid-level managers.

Many respondents, as much as 44.6%, receive a salary between BAM 1,000 and 1,500 , followed by respondents with incomes between BAM 1,500 and 2,000 (25.2%). A total of 13.9% of respondents receive a salary between BAM 2,000 and 2,500. 6.4% of respondents have high incomes in the amount of BAM 2,500-3,000, and the highest incomes of respondents are over BAM 3,000 (5%). The lowest income is below BAM 1,000, which refers to 5% of the total number.

Most employees are singles without children (63.4%). Of the total number of respondents, 19.8% are married and have children, 10.4% are married but without children. Only 1% are single and divorced children, and 5.4% are divorced without children.

Table 3: General profile of respondents

	Frequency	Percent	Cumulative Percent
Gender			
Female	157	77.7	77.7
Male	45	22.3	100.0
Total	202	100.0	
Age			
Under 25 age	40	19.8	19.8
25-35 age	136	67.3	87.1
35-45 age	26	12.9	100.0
Total	202	100.0	
Company			
PwC	44	21.8	21.8
Deloitte	66	32.7	54.5
KPMG	55	27.2	81.7
EY	37	18.3	100.0
Total	202	100.0	
Level of Expertise			
Junior	65	32.2	32.2
Medior	41	20.3	52.5
Senior	49	24.3	76.7
Supervisor	27	13.4	90.1
Manager	20	9.9	100.0
Total	202	100.0	
Salary			
Under BAM 1,000	10	5.0	5.0
BAM 1,000 - 1,500	90	44.6	49.5
BAM 1,500 - 2,000	51	25.2	74.8
BAM 2,000 - 2,500	28	13.9	88.6
BAM 2,500 - 3,000	13	6.4	95.0
Over BAM 3,000	10	5.0	100.0
Total	202	100.0	
Marital status			
Single, no kids	128	63.4	63.4
Single, have kids (including divorced with kids)	2	1.0	64.4
Married, no kids	21	10.4	74.8
Married, have kids	40	19.8	94.6
Other – divorced without kids	11	5.4	100.0
Total	202	100.0	

Source: Own work

3.5.2   Descriptive statistical analysis

As already mentioned, for the evaluation procedure of the five observed phenomena, a scale from 1 to 7 was used, where 1 is the lowest and 7 the highest rating. Grades 5, 6, and 7 reflect a high level of agreement of respondents with the stated statements. Grade 4 represents a neutral opinion, i.e., undecided attitude of the respondents. On the other hand, ratings 1, 2 and 3 reflect the low level of agreement of the respondents in relation to the stated statements.

The ratings are interpreted as follows: 1 – I completely disagree, 2 – I mostly disagree, 3 – I mostly disagree, 4 – undecided opinion (neither agree nor disagree), 5 – I mostly agree, 6 - I mostly agree, and 7 - I completely agree with the statement.

3.5.2.1 Descriptive statistical analysis - New normal leadership

According to the results of the general analysis, most respondents are of the opinion that their supervisor behaves in accordance with the situations (71.8%), while 12.9% of those who had a neutral opinion, and 15.3% of those who are often dissatisfied with the behavior of their managers in relation to new situations.

Table 4: Descriptive analysis: My manager behaves according to situations

	Frequency	*Percent*	*Cumulative Percent*
I completely disagree	1	.5	.5
I mostly disagree	12	5.9	6.4
I slightly disagree	18	8.9	15.3
Neutral opinion	26	12.9	28.2
I slightly agree	50	24.8	53.0
I mostly agree	52	25.7	78.7
I completely agree	43	21.3	100.0
Total	202	100.0	

Source: Own work

Like the previous analysis, a total of 70.8% of respondents believe that their superiors react promptly to new situations. About 13.9% of respondents had an undecided opinion, while 15.3% were dissatisfied with the speed with which managers respond to situations.

Table 5: Descriptive analysis: My manager quickly responds to situations

	Frequency	Percent	Cumulative Percent
I completely disagree	2	1.0	1.0
I mostly disagree	14	6.9	7.9
I slightly disagree	15	7.4	15.3
Neutral opinion	28	13.9	29.2
I slightly agree	51	25.2	54.5
I mostly agree	49	24.3	78.7
I completely agree	43	21.3	100.0
Total	202	100.0	

Source: Own work

When it comes to the manager's ability to create completely new ideas, most respondents (66.3%) are satisfied, 14.9% of respondents did not have a clear position on this issue, and 18.9% of respondents declared themselves dissatisfied.

Table 6: Descriptive analysis: My manager has innovative ideas in bad situations

	Frequency	Percent	Cumulative Percent
I completely disagree	5	2.5	2.5
I mostly disagree	11	5.4	7.9
I slightly disagree	22	10.9	18.8
Neutral opinion	30	14.9	33.7
I slightly agree	48	23.8	57.4
I mostly agree	49	24.3	81.7
I completely agree	37	18.3	100.0
Total	202	100.0	

Source: Own work

To the question "does their manager provide them with enough help and support", most respondents gave a positive assessment (70.8%), while 14.4% of respondents had a neutral attitude, and 14.9% of respondents gave a negative answer.

Table 7: Descriptive analysis: My manager provides assistance

	Frequency	Percent	Cumulative Percent
I completely disagree	4	2.0	2.0
I mostly disagree	11	5.4	7.4
I slightly disagree	15	7.4	14.9
Neutral opinion	29	14.4	29.2
I slightly agree	38	18.8	48.0
I mostly agree	46	22.8	70.8
I completely agree	59	29.2	100.0
Total	202	100.0	

Source: Own work

The results of the general analysis also show that most respondents (73.8%) believe that their managers provide sufficient instructions, while 15.3% of them are not satisfied with this issue. A total of 10.9% of respondents have an undecided attitude. They believe that their managers can significantly raise their level of commitment in terms of providing appropriate instructions, but at the same time, these respondents are not dissatisfied with the current situation.

Table 8: Descriptive analysis: My manager provides instructions

	Frequency	Percent	Cumulative Percent
I completely disagree	5	2.5	2.5
I mostly disagree	10	5.0	7.4
I slightly disagree	16	7.9	15.3
Neutral opinion	22	10.9	26.2
I slightly agree	40	19.8	46.0
I mostly agree	51	25.2	71.3
I completely agree	58	28.7	100.0
Total	202	100.0	

Source: Own work

A total of 70.3% of respondents positively evaluated the flexibility of their management in terms of their requests. Like the answers to the previous questions, 12.4% of respondents were neither satisfied nor dissatisfied with the behavior of their superiors on this issue, and 17.3% of respondents expressed dissatisfaction.

Table 9: Descriptive analysis: My manager is flexible according to group requirements

	Frequency	Percent	Cumulative Percent
I completely disagree	5	2.5	2.5
I mostly disagree	13	6.4	8.9
I slightly disagree	17	8.4	17.3
Neutral opinion	25	12.4	29.7
I slightly agree	36	17.8	47.5
I mostly agree	61	30.2	77.7
I completely agree	45	22.3	100.0
Total	202	100.0	

Source: Own work

A total of 70.3% of the respondents believe that their managers provide sufficient clarification regarding the goals to be achieved and the way to do it. 11.9% of respondents had an undecided attitude on this issue, and 17.8% of them were dissatisfied.

Table 10: Descriptive analysis: My manager gives instructions about the goals (what and how)

	Frequency	Percent	Cumulative Percent
I completely disagree	4	2.0	2.0
I mostly disagree	10	5.0	6.9
I slightly disagree	22	10.9	17.8
Neutral opinion	24	11.9	29.7
I slightly agree	42	20.8	50.5
I mostly agree	55	27.2	77.7
I completely agree	45	22.3	100.0
Total	202	100.0	

Source: Own work

Most respondents (68.8%) believe that their managers communicate with them sufficiently. A total of 11.4% of respondents did not express a clear position on this issue, while 19.8% of respondents believe that management should show more interest in communicating with them.

Table 11: Descriptive analysis My manager focuses on communication with subordinates

	Frequency	Percent	Cumulative Percent
I completely disagree	5	2.5	2.5
I mostly disagree	19	9.4	11.9
I slightly disagree	16	7.9	19.8
Neutral opinion	23	11.4	31.2
I slightly agree	45	22.3	53.5
I mostly agree	48	23.8	77.2
I completely agree	46	22.8	100.0
Total	202	100.0	

Source: Own work

When it comes to the amount of supervision over employees, 60.9% of respondents assessed that their managers reduce the level of supervision over them over time. A total of 17.8% of respondents gave neither a positive nor a negative assessment, while 21.3% of respondents gave a negative assessment.

Table 12: Descriptive analysis: My manager reduces supervision over time

	Frequency	Percent	Cumulative Percent
I completely disagree	7	3.5	3.5
I mostly disagree	15	7.4	10.9
I slightly disagree	21	10.4	21.3
Neutral opinion	36	17.8	39.1
I slightly agree	40	19.8	58.9
I mostly agree	39	19.3	78.2
I completely agree	44	21.8	100.0
Total	202	100.0	

Source: Own work

To the question "does their manager want to hear the opinions of others when searching for a solution to a problem", many respondents (64.9%) answered affirmatively. However, 14.4% of respondents did not express a precise position on this issue, and 20.8% of them were dissatisfied.

Table 13: Descriptive analysis: My manager seeks different perspectives when solving problems

	Frequency	Percent	Cumulative Percent
I completely disagree	5	2.5	2.5
I mostly disagree	16	7.9	10.4
I slightly disagree	21	10.4	20.8
Neutral opinion	29	14.4	35.1
I slightly agree	41	20.3	55.4
I mostly agree	43	21.3	76.7
I completely agree	47	23.3	100.0
Total	202	100.0	

Source: Own work

Ultimately, 71.8% of respondents believe that their manager has an optimistic view of the future. A total of 17.3% of respondents had a neutral attitude on this issue, and 10.9% of them believe that their managers do not speak optimistically enough about future developments.

Table 14: Descriptive analysis: My manager talks optimistically about the future

	Frequency	Percent	Cumulative Percent
I completely disagree	5	2.5	2.5
I mostly disagree	7	3.5	5.9
I slightly disagree	10	5.0	10.9
Neutral opinion	35	17.3	28.2
I slightly agree	37	18.3	46.5
I mostly agree	54	26.7	73.3
I completely agree	54	26.7	100.0
Total	202	100.0	

Source: Own work

Descriptive statistical analysis shows that all 11 components of new normal leadership were evaluated with a positive rating. The average rating ranges between 4.88 and 5.33. Respondents are most satisfied with the amount of optimism with which their managers view the future. The lowest average rating was given to the component related to the reduction of the amount of supervision over employees over time. However, despite the mediocre average rating, most respondents expressed satisfaction with their managers' behavior in terms of decreasing supervision over time.

Table 15: Descriptive analysis: Dimensions of the new normal leadership

	Min	Max	Mean	Std. Dev.
My manager behaves according to situations	1	7	5.18	1.479
My manager quickly responds to situations	1	7	5.13	1.518
My manager has innovative ideas in bad situations	1	7	4.98	1.568
My manager provides assistance	1	7	5.28	1.606
My manager provides instructions	1	7	5.31	1.607
My manager is flexible according to group requirements	1	7	5.16	1.617
My manager gives instructions about the goals (what and how)	1	7	5.15	1.571
My manager focuses on communication with subordinates	1	7	5.04	1.684
My manager reduces supervision over time	1	7	4.88	1.697
My manager seeks different perspectives when solving problems	1	7	4.99	1.681
My manager talks optimistically about the future	1	7	5.33	1.523

Source: Own work

3.5.2.2 Descriptive statistical analysis: Flexible work engagements

Most respondents (69.8%) believe that flexible work engagements help them balance private and work commitments. 22.8% of respondents had a negative attitude on this issue, and only 7.4% of them had an undecided opinion.

Table 16: Descriptive analysis: Flexible work options assist me to balance my personal and work commitments

	Frequency	Percent	Cumulative Percent
I completely disagree	8	4.0	4.0
I mostly disagree	16	7.9	11.9
I slightly disagree	22	10.9	22.8
Neutral opinion	15	7.4	30.2
I slightly agree	37	18.3	48.5
I mostly agree	50	24.8	73.3
I completely agree	54	26.7	100.0
Total	202	100.0	

Source: Own work

As many as 94.1% of respondents agree with the statement that information technologies play a very important role in the successful implementation of flexible work engagements. Only 4% of respondents did not have a clear position on this issue, and the number of those who disagree with the observed statement is almost negligible (2%).

Table 17: Descriptive analysis: Information technology plays a huge role in the implementation of flexible work

	Frequency	Percent	Cumulative Percent
I mostly disagree	2	1.0	1.0
I slightly disagree	2	1.0	2.0
Neutral opinion	8	4.0	5.9
I slightly agree	35	17.3	23.3
I mostly agree	51	25.2	48.5
I completely agree	104	51.5	100.0
Total	202	100.0	

Source: Own work

Most respondents (84.7%) believe that they currently have the appropriate IT infrastructure necessary for the needs of flexible work engagements. A total of 15.3% of respondents did not express a precise position on this issue, and only 5% of respondents are not satisfied with their existing technological equipment.

Table 18: Descriptive analysis: My current IT infrastructure is sufficient to support my flexible work options

	Frequency	Percent	Cumulative Percent
I completely disagree	1	.5	.5
I mostly disagree	2	1.0	1.5
I slightly disagree	7	3.5	5.0
Neutral opinion	21	10.4	15.3
I slightly agree	38	18.8	34.2
I mostly agree	56	27.7	61.9
I completely agree	77	38.1	100.0
Total	202	100.0	

Source: Own work

When asked "to what extent do they think that flexible work engagements will improve their performance", most respondents had a positive attitude. On contrary, 10.4% of respondents have conflicting thinking, while 7.4% of respondents were undecided on this issue.

Table 19: Descriptive analysis: Flexible work options will enhance my performance

	Frequency	Percent	Cumulative Percent
I completely disagree	4	2.0	2.0
I mostly disagree	4	2.0	4.0
I slightly disagree	13	6.4	10.4
Neutral opinion	15	7.4	17.8
I slightly agree	30	14.9	32.7
I mostly agree	61	30.2	62.9
I completely agree	75	37.1	100.0
Total	202	100.0	

Source: Own work

Ultimately, 50.5% of the respondents believe that flexible work engagements such as working from home will reduce teamwork. A total of 22.8% of respondents did not give a clear answer to this question, and 26.7% of respondents believe that working from home will not have a negative impact on the team engagement of colleagues.

Table 20: Descriptive analysis: Flexible work options will reduce team engagement

	Frequency	Percent	Cumulative Percent
I completely disagree	10	5.0	5.0
I mostly disagree	18	8.9	13.9
I slightly disagree	26	12.9	26.7
Neutral opinion	46	22.8	49.5
I slightly agree	40	19.8	69.3
I mostly agree	33	16.3	85.6
I completely agree	29	14.4	100.0
Total	202	100.0	

Source: Own work

Descriptive statistical analysis shows that the average score for the 5 observed statements for evaluating respondents' attitudes about flexible work engagements ranges between 4.50 and 6.19. Respondents mostly agree with the statement that IT infrastructure plays a very large and indispensable role in the successful implementation of flexible work engagements. On the other hand, the claim that flexible work engagements will improve employee performance received the lowest average rating.

Table 21: Descriptive analysis: Dimensions of the flexible work arrangements

	Min	*Max*	*Mean*	*Std. Dev.*
Flexible work options assist me to balance my personal and work commitments	1	7	5.09	1.783
Information technology plays a huge role in the implementation of flexible work options	2	7	6.19	1.031
Information technology plays a huge role in the implementation of flexible work options	1	7	5.82	1.246
Flexible work options will enhance my performance	1	7	5.70	1.460
Flexible work options will enhance my performance	1	7	4.50	1.685

Source: Own work

3.5.2.3 Descriptive statistical analysis: Employee resilience

Most respondents, as many as 93.1%, believe that they successfully adapt to changes at work. Only 6.9% of respondents gave a neutral answer, and none of them gave a negative assessment.

Table 22: Descriptive analysis: I effectively adapt to change at work

	Frequency	Percent	Cumulative Percent
Neutral opinion	14	6.9	6.9
I slightly agree	53	26.2	33.2
I mostly agree	64	31.7	64.9
I completely agree	71	35.1	100.0
Total	202	100.0	

Source: Own work

A total of 85.1% of the respondents believe that they can handle the intense pace of work and the large volume of work for a long period of time. Only 8.9% of respondents did not express a clear opinion on this topic, and 5.9% of them had a negative opinion.

Table 23: Descriptive analysis: I can handle a high workload for long periods of time

	Frequency	Percent	Cumulative Percent
I completely disagree	3	1.5	1.5
I mostly disagree	9	4.5	5.9
I slightly disagree	18	8.9	14.9
Neutral opinion	32	15.8	30.7
I slightly agree	56	27.7	58.4
I mostly agree	49	24.3	82.7
I completely agree	35	17.3	100.0
Total	202	100.0	

Source: Own work

Given the positive ratings on the previous two statements, it was to be expected that most respondents would rate themselves positively in terms of competently solving crises at work. A total of 86.6% of respondents believe that they competently solve crises at work. On the other hand, only 3.5% of respondents have the opposite opinion, and 9.9% of respondents had an undecided position on this issue.

Table 24: Descriptive analysis: I resolve crises competently at work

	Frequency	Percent	Cumulative Percent
I mostly disagree	1	.5	.5
I slightly disagree	6	3.0	3.5
Neutral opinion	20	9.9	13.4
I slightly agree	62	30.7	44.1
I mostly agree	66	32.7	76.7
I completely agree	47	23.3	100.0
Total	202	100.0	

Source: Own work

An impressive 98.5% of respondents believe they learn from their mistakes and work to improve the way they do their job. Only 1.5% of respondents had a negative opinion on this issue, and the same number had a neutral opinion (1.5%).

Table 25: Descriptive analysis: I learn from mistakes and improve the way I do my job

	Frequency	Percent	Cumulative Percent
I mostly disagree	1	.5	.5
I slightly disagree	1	.5	1.0
Neutral opinion	1	.5	1.5
I slightly agree	26	12.9	14.4
I mostly agree	71	35.1	49.5
I completely agree	102	50.5	100.0
Total	202	100.0	

Source: Own work

Like the previous statement, the dominant majority of respondents (94.1%) continuously evaluate their performance in order to improve the way they do their work. A very small number of them, only 0.5% do not do this, and 5.9% perform this type of activity, but not continuously.

Table 26: Descriptive analysis: I continuously re-evaluate my performance and strive to improve

	Frequency	Percent	Cumulative Percent
I completely disagree	1	.5	.5
Neutral opinion	11	5.4	5.9
I slightly agree	29	14.4	20.3
I mostly agree	70	34.7	55.0
I completely agree	91	45.0	100.0
Total	202	100.0	

Source: Own work

According to the research results so far, it seems that the employees of the "Big 4" companies have a very high level of resilience. One of the proofs for this is the result that shows that as many as 91.6% of respondents successfully deal with feedback, even when it is in the form of criticism addressed to them. Only 8.4% of respondents are of the opinion that they deal with

criticism both successfully and unsuccessfully, while 3% of respondents believe that they do not handle criticism well.

Table 27: Descriptive analysis: I effectively respond to feedback, even criticism

	Frequency	Percent	Cumulative Percent
I completely disagree	1	.5	.5
I slightly disagree	4	2.0	2.5
Neutral opinion	12	5.9	8.4
I slightly agree	29	14.4	22.8
I mostly agree	76	37.6	60.4
I completely agree	80	39.6	100.0
Total	202	100.0	

Source: Own work

A total of 97.5% of respondents ask for help when they need specific resources, expertise or support. Relying on team support is very important to them. Only 1% of them do not do so, and 2.5% did not express a clear position on the statement.

Table 28: Descriptive analysis: I seek assistance every time when I need specific resources, expertise, or support

	Frequency	Percent	Cumulative Percent
I slightly disagree	2	1.0	1.0
Neutral opinion	3	1.5	2.5
I slightly agree	25	12.4	14.9
I mostly agree	69	34.2	49.0
I completely agree	103	51.0	100.0
Total	202	100.0	

Source: Own work

Considering the previously presented results of this research, it is not surprising that 90.1% of respondents do not hesitate to turn to their managers for help. Only 3% of respondents do not do this, while 6.9% turn to their managers for help, but not often.

Table 29: Descriptive analysis: I approach managers when I need their expertise or support

	Frequency	Percent	Cumulative Percent
I mostly disagree	3	1.5	1.5
I slightly disagree	3	1.5	3.0
Neutral opinion	14	6.9	9.9
I slightly agree	35	17.3	27.2
I mostly agree	54	26.7	54.0
I completely agree	93	46.0	100.0
Total	202	100.0	

Source: Own work

Ultimately, most respondents (94.1%) believe that changes and challenges are opportunities for growth and development. Only 5.9% of respondents have a neutral attitude on this issue, and 1.5% have a negative attitude.

Table 30: Descriptive analysis: I typically perceive change as an opportunity for growth

	Frequency	Percent	Cumulative Percent
I slightly disagree	3	1.5	1.5
Neutral opinion	9	4.5	5.9
I slightly agree	36	17.8	23.8
I mostly agree	70	34.7	58.4
I completely agree	84	41.6	100.0
Total	202	100.0	

Source: Own work

Descriptive statistical analysis shows that the average score for the 9 observed statements as part of the assessment of the resilience of employees of Big 4 companies ranges between 5.06 and 6.33. Respondents mostly agree with the statements that they learn from their mistakes and improve their way of working based on the lessons learned, as well as that they often seek help from their colleagues when they need resources, expertise, or some other form of support. The claim that employees can successfully endure high work intensity for a long period of time received the lowest average rating. Although this claim received the lowest average rating within the dimension of employee resilience, it should be noted that it, like all the others, received a positive rating from most respondents.

Table 31: Descriptive analysis: Dimensions of the employee resilience

	Min	Max	Mean	Std. Dev.
I effectively adapt to change at work	4	7	5.95	0.945
I can handle a high workload for long periods of time	1	7	5.06	1.448
I resolve crises competently at work	2	7	5.62	1.069
I learn from my mistakes and improve the way I do my job	2	7	6.33	0.819
I continuously re-evaluate my performance and strive to improve the way I do my work	1	7	6.17	0.954
I effectively respond to feedback, even criticism	1	7	6.05	1.040
I seek assistance when I need specific resources, expertise, or support	3	7	6.33	0.824
I approach managers when I need their expertise or support	2	7	6.04	1.134
I typically perceive change as an opportunity for growth	3	7	6.10	0.948

Source: Own work

3.5.2.4 Descriptive statistical analysis: Employee burnout

When it comes to employee burnout, 35.6% of them consider that they do not feel tired before the start of the working day. A total of 18.3% of respondents believe that they sometimes but not often go to work tired, while 46% of them believe that they still feel tired even before the start of the working day.

Table 32: Descriptive analysis: I feel tired before work

	Frequency	Percent	Cumulative Percent
I completely disagree	6	3.0	3.0
I mostly disagree	27	13.4	16.3
I slightly disagree	39	19.3	35.6
Neutral opinion	37	18.3	54.0
I slightly agree	32	15.8	69.8
I mostly agree	40	19.8	89.6
I completely agree	21	10.4	100.0
Total	202	100.0	

Source: Own work

Most respondents, 76.2%, believe that after a working day they feel quite tired, which is why they need a lot of time to rest. On the other hand, only 6.4% of the respondents believe that they still feel fresh and energetic even at the end of the working day, and 17.3% of the respondents believe that sometimes but not always they feel tired at the end of the working hours and that they then need some time to vacation.

Table 33: Descriptive analysis: After work I need more time to relax

	Frequency	Percent	Cumulative Percent
I completely disagree	1	.5	.5
I mostly disagree	2	1.0	1.5
I slightly disagree	10	5.0	6.4
Neutral opinion	35	17.3	23.8
I slightly agree	43	21.3	45.0
I mostly agree	48	23.8	68.8
I completely agree	63	31.2	100.0
Total			

Source: Own work

Pressure at the workplace is poorly tolerated by 34.2% of respondents. In contrast, 42.6% of them tolerate well the pressure they face at work, while 23.3% of respondents had an undecided attitude on this issue.

Table 34: Descriptive analysis: I don't stand work pressure well

	Frequency	Percent	Cumulative Percent
I completely disagree	17	8.4	8.4
I mostly disagree	32	15.8	24.3
I slightly disagree	37	18.3	42.6
Neutral opinion	47	23.3	65.8
I slightly agree	43	21.3	87.1
I mostly agree	23	11.4	98.5
I completely agree	3	1.5	100.0
Total	202	100.0	

Source: Own work

A total of 42.4% of respondents believe that they do not have enough energy for activities after work, while 14.4% of them believe that they still save enough energy for family and other obligations even after work. There is also a significant number of those who feel that they sometimes have enough energy, depending on the degree of exhaustion of the working day.

Table 35: Descriptive analysis: After work I don't have enough energy

	Frequency	Percent	Cumulative Percent
I completely disagree	2	1.0	1.0
I mostly disagree	13	6.4	7.4
I slightly disagree	14	6.9	14.4
Neutral opinion	47	23.3	37.6
I slightly agree	40	19.8	57.4
I mostly agree	49	24.3	81.7
I completely agree	37	18.3	100.0
Total	202	100.0	

Source: Own work

To the question "to what extent do they feel worn out after a working day", 51% of the respondents answered that they feel quite worn out and exhausted, while 28.7% of them have a different opinion. As with the answer to the previous question, there is also a significant number of respondents who feel worn out from time to time, but not always (20.3%).

Table 36: Descriptive analysis: After work I feel worn out

	Frequency	Percent	Cumulative Percent
I completely disagree	4	2.0	2.0
I mostly disagree	24	11.9	13.9
I slightly disagree	30	14.9	28.7
Neutral opinion	41	20.3	49.0
I slightly agree	32	15.8	64.9
I mostly agree	38	18.8	83.7
I completely agree	33	16.3	100.0
Total	202	100.0	

Source: Own work

Even though most of the respondents in the previous answers declared that they often feel tired, worn out and without energy after a working day, only 1/3 of the respondents (31.7%) spoke negatively about their work. A total of 48% of respondents believe that they are not in the habit of speaking derogatorily about their work, while 20.3% do so from time to time.

Table 37: Descriptive analysis: I talk about my work in a derogatory way

	Frequency	Percent	Cumulative Percent
I completely disagree	23	11.4	11.4
I mostly disagree	41	20.3	31.7
I slightly disagree	33	16.3	48.0
Neutral opinion	41	20.3	68.3
I slightly agree	29	14.4	82.7
I mostly agree	25	12.4	95.0
I completely agree	10	5.0	100.0
Total	202	100.0	

Source: Own work

A total of 36.1% of respondents believe that over time they find less and less interesting aspects of their work, while 40.6% of respondents find interesting and new things at work that they learn from and that inspire them. In addition, 23.3% of respondents did not have a clear position on this issue.

Table 38: Descriptive analysis: I find fewer interesting aspects of my job

	Frequency	Percent	Cumulative Percent
I completely disagree	14	6.9	6.9
I mostly disagree	34	16.8	23.8
I slightly disagree	34	16.8	40.6
Neutral opinion	47	23.3	63.9
I slightly agree	41	20.3	84.2
I mostly agree	23	11.4	95.5
I completely agree	9	4.5	100.0
Total	202	100.0	

Source: Own work

To the question "do they perform their work mechanically, without thinking too much", 23.3% of the respondents gave an affirmative answer. Nevertheless, 56.9% of the respondents believe that their work is very demanding and that there is no room for relaxation and mechanical performance of the work because this will not lead to high-quality and expected results. A total of 19.8% of respondents believe that sometimes they do their work with less effort, following pre-defined templates, but that this is not and cannot always be the case.

Table 39: Descriptive analysis: I think less and execute tasks mechanically

	Frequency	Percent	Cumulative Percent
I completely disagree	27	13.4	13.4
I mostly disagree	50	24.8	38.1
I slightly disagree	38	18.8	56.9
Neutral opinion	40	19.8	76.7
I slightly agree	26	12.9	89.6
I mostly agree	19	9.4	99.0
I completely agree	2	1.0	100.0
Total	202	100.0	

Source: Own work

Most respondents feel an inner connection with their work, regardless of the level of burnout they face (57.4%). In contrast, 24.3% of the respondents believe that over time they have lost their inner emotional connection with their work. 18.3% of respondents had a neutral opinion.

Table 40: Descriptive analysis: I lost internal relationship to work

	Frequency	Percent	Cumulative Percent
I completely disagree	31	15.3	15.3
I mostly disagree	50	24.8	40.1
I slightly disagree	35	17.3	57.4
Neutral opinion	37	18.3	75.7
I slightly agree	28	13.9	89.6
I mostly agree	17	8.4	98.0
I completely agree	4	2.0	100.0
Total	202	100.0	

Source: Own work

Ultimately, 22.3% of respondents approach their work with less passion and determination to progress in it. On the other hand, 55.4% of respondents still feel attachment to their work and do it with dedication. A total of 22.3% of respondents believe that they approach their work with dedication and motivation, but that they feel differently from time to time.

Table 41: Descriptive analysis: I feel less engaged to work

	Frequency	Percent	Cumulative Percent
I completely disagree	32	15.8	15.8
I mostly disagree	48	23.8	39.6
I slightly disagree	32	15.8	55.4
Neutral opinion	45	22.3	77.7
I slightly agree	22	10.9	88.6
I mostly agree	17	8.4	97.0
I completely agree	6	3.0	100.0
Total	202	100.0	

Source: Own work

Descriptive statistical analysis shows that the average score for the 10 observed statements within the Big 4 company employee burnout rating ranges between 3.24 and 5.54. Respondents mostly agree with the statement that they need a lot of time to rest and relax after work. On average, the lowest level of agreement was obtained with the statement that employees lost their inner connection with work over time.

Table 42: Descriptive analysis: Dimensions of the employee burnout

	Min	Max	Mean	Std. Dev.
I feel tired before work	1	7	4.32	1.672
After work I need more time to relax	1	7	5.54	1.320
I don't stand work pressure well	1	7	3.73	1.522
After work I don't have enough energy	1	7	5.00	1.495
After work I feel worn out	1	7	4.58	1.692
I talk about my work in a derogatory way	1	7	3.63	1.721
I find fewer interesting aspects of my job	1	7	3.85	1.586
I think less and execute tasks mechanically	1	7	3.26	1.563
I lost internal relationships to work	1	7	3.24	1.622
I feel less engaged to work	1	7	3.26	1.646

Source: Own work

3.5.2.5 Descriptive statistical analysis: Work-Life balance

A total of 54.5% of respondents believe that they have the capacity to satisfy their own needs and the needs of their close friends and family, in contrast to 22.8% of respondents who gave a negative answer to these questions, and the same number of respondents (22.8%) were hesitant about the answer and presented a neutral position.

Table 43: Descriptive analysis: I can satisfy my own needs and the needs of the important people in my life

	Frequency	Percent	Cumulative Percent
I completely disagree	2	1.0	1.0
I mostly disagree	15	7.4	8.4
I slightly disagree	29	14.4	22.8
Neutral opinion	46	22.8	45.5
I slightly agree	46	22.8	68.3
I mostly agree	48	23.8	92.1
I completely agree	16	7.9	100.0
Total	202	100.0	

Source: Own work

To the question "to what extent are they able to manage their family (private) and professional roles in a balanced way", 45% of respondents gave a positive assessment, 26.2% gave a negative assessment, and 28.7% of them believed they are occasionally able to manage their work in a balanced way different life roles.

Table 44: Descriptive analysis: I can manage my roles related to family and professional life in a balanced manner

	Frequency	Percent	Cumulative Percent
I completely disagree	6	3.0	3.0
I mostly disagree	17	8.4	11.4
I slightly disagree	30	14.9	26.2
Neutral opinion	58	28.7	55.0
I slightly agree	45	22.3	77.2
I mostly agree	32	15.8	93.1
I completely agree	14	6.9	100.0
Total	202	100.0	

Source: Own work

A total of 38.6% of respondents declared that they have enough time to devote themselves and their needs while at the same time maintaining a balance between their professional and family obligations. Almost as many respondents (37.6%) had a completely different opinion. The remaining respondents (23.8%) believe that sometimes they have enough time for their needs, but not always.

Table 45: Descriptive analysis: I can make enough time for myself by preserving the balance between my professional life and family life

	Frequency	Percent	Cumulative Percent
I completely disagree	10	5.0	5.0
I mostly disagree	25	12.4	17.3
I slightly disagree	41	20.3	37.6
Neutral opinion	48	23.8	61.4
I slightly agree	34	16.8	78.2
I mostly agree	32	15.8	94.1
I completely agree	12	5.9	100.0
Total	202	100.0	

Source: Own work

Most respondents (63.9%) feel a high degree of loyalty to their professional and family (private) roles. A total of 14.9% of respondents do not agree with this statement, and 21.3% of them feel moderate attachment to their roles, but not loyalty.

Table 46: Descriptive analysis: I feel loyalty to my roles both in my professional life and in my family life

	Frequency	Percent	Cumulative Percent
I completely disagree	3	1.5	1.5
I mostly disagree	7	3.5	5.0
I slightly disagree	20	9.9	14.9
Neutral opinion	43	21.3	36.1
I slightly agree	53	26.2	62.4
I mostly agree	52	25.7	88.1
I completely agree	24	11.9	100.0
Total	202	100.0	

Source: Own work

A total of 52% of respondents believe that they can manage their private and business obligations in a controlled manner. On the other hand, 25.7% of respondents believe that they do not have enough control in managing their obligations, while 22.3% of respondents believe that they try to keep everything under control, but sometimes they fail.

Table 47: Descriptive analysis: I manage my professional and family life in a controlled manner

	Frequency	Percent	Cumulative Percent
I completely disagree	4	2.0	2.0
I mostly disagree	17	8.4	10.4
I slightly disagree	31	15.3	25.7
Neutral opinion	45	22.3	48.0
I slightly agree	49	24.3	72.3
I mostly agree	40	19.8	92.1
I completely agree	16	7.9	100.0
Total	202	100.0	

Source: Own work

A total of 52.5% of respondents believe that they are successful in creating a balance between their different roles, such as the role of employee, spouse, parent, friend, etc. In contrast, 23.8% of respondents believe that they do not give the appropriate amount of attention to most of their roles. Their problem is mostly reflected in improper prioritization of roles and inappropriate distribution of their time and other relevant resources between their different roles. There is also a significant number of respondents who try to manage their important roles in a balanced way, but sometimes they fail in the way they imagined, which is why they are both successful and unsuccessful (23.8%).

Table 48: Descriptive analysis: I'm successful at creating a balance between my multiple life roles (employee/spouse/mother, father, etc.)

	Frequency	Percent	Cumulative Percent
I completely disagree	3	1.5	1.5
I mostly disagree	17	8.4	9.9
I slightly disagree	28	13.9	23.8
Neutral opinion	48	23.8	47.5
I slightly agree	53	26.2	73.8
I mostly agree	42	20.8	94.6
I completely agree	11	5.4	100.0
Total	202	100.0	

Source: Own work

Most respondents (58.4%) believe that they can generally successfully overcome situations arising from conflicts between their private and business roles. A total of 17.8% of respondents believe that they mostly fail to resolve problematic conflicts between their different roles, while 23.8% of respondents believe that they are only partially successful in doing so.

Table 49: Descriptive analysis: I can deal with the situations that occur due to the conflict between my roles that are specific to my professional and family life

	Frequency	Percent	Cumulative Percent
I completely disagree	3	1.5	1.5
I mostly disagree	11	5.4	6.9
I slightly disagree	22	10.9	17.8
Neutral opinion	48	23.8	41.6
I slightly agree	64	31.7	73.3
I mostly agree	41	20.3	93.6
I completely agree	13	6.4	100.0
Total	202	100.0	

Source: Own work

Ultimately, the research results show that 53.5% of respondents feel equally happy and satisfied in their private and business roles. They believe that they have managed to establish efficient ways to manage their private and family life over time, and thus they feel less stressed and have better chance to thrive. On the other hand, 28.7% of respondents felt dissatisfied, and 17.8% of respondents did not have a clear position on this issue.

Table 50: Descriptive analysis: I'm equally content with my roles in my family and workl life

	Frequency	Percent	Cumulative Percent
I completely disagree	3	1.5	1.5
I mostly disagree	26	12.9	14.4
I slightly disagree	29	14.4	28.7
Neutral opinion	36	17.8	46.5
I slightly agree	58	28.7	75.2
I mostly agree	31	15.3	90.6
I completely agree	19	9.4	100.0
Total	202	100.0	

Source: Own work

Descriptive statistical analysis shows that the average score for the 8 observed statements as part of the assessment of work-life balance among employees of the Big 4 companies ranges between 4.06 and 4.92. Respondents mostly agree with the statement that they feel loyalty towards their private and business roles. Respondents least agree with the statement that they have enough time for themselves while simultaneously balancing their family and work obligations.

Table 51: Descriptive analysis: Dimensions of the work-life balance

	Min	Max	Mean	Std. Dev.
I can satisfy my own needs and the needs of the important people in my life	1	7	4.62	1.431
I can manage my roles related to family and professional life in a balanced manner	1	7	4.34	1.458
I can make enough time for myself by preserving the balance between my professional life and family life	1	7	4.06	1.577
I feel loyalty to my roles both in my professional life and in my family	1	7	4.92	1.376
I manage my professional and family life in a controlled manner	1	7	4.50	1.477
I am successful at creating a balance between my multiple life roles (employee/spouse/mother, father, etc.)	1	7	4.49	1.401
I can deal with the situations that occur due to the conflict between my roles that are specific to my professional and family life	1	7	4.65	1.323
I am equally content with my roles in my family and professional life	1	7	4.43	1.538

Source: Own work

3.5.3 Inferential statistical analysis

Correlation analysis tests and quantifies the mutual connection between observed variables. The relationship between two linearly related variables is expressed by Pearson's linear correlation coefficient (r), and the value of this coefficient ranges from -1 to +1. Pearson's correlation coefficient is interpreted as follows: r = 0 means no correlation, r in the interval from 0 to 0.5

indicates weak correlation, r in the interval from 0.5 to 0.8 indicates moderate correlation, r in the interval from 0.8 to 1 indicates strong correlation, while r = 1 indicates complete correlation between variables. The sign – or + in front of r indicates a negative or positive correlation direction.

Regression analysis indicates a functional dependence between the observed variables. A simple regression analysis, which will be applied in the rest of this master thesis, indicates the connection between one dependent and one independent variable, and is expressed by the equation:

$$Y=a+bX+\in \tag{1}$$

Parameter *b* is a regression coefficient and shows how much the dependent variable *Y* changes with a unit change in the independent variable X. Parameter *a* shows the value of the dependent variable Y due to the zero value of the independent variable *X*. A residual $\in$ is a difference between the observed and the predicted value.

3.5.3.1 Testing the research hypothesis H1

Evaluating the outcomes presented in Table 52, it is observed that new normal leadership has a positive and statistically significant impact on employee resilience at the 1% level. Employees who can rely on the support of their leaders face challenges and problems in their daily work more easily.

An R-squared value of 0.226 indicates that 22.6% of the variance in employee resilience is explained by new normal leadership. Therefore, we conclude that new normal leadership positively influences the increase in employee resilience, leading to the acceptance of hypothesis H1.

Table 52: Regression analysis: The New Normal Leadership & Employee Resilience

Independent variable	Regression Model
New Normal Leadership	0.476***
	(0.137)
R²	0.226
Adjusted R²	0.223
N	202

Dependent variable: Employee Resilience
Std. Error in brackets
***Significant at 0.1%

Source: Own work

3.5.3.2 Testing the research hypothesis H2

Evaluating the outcomes presented in Table 53, it becomes evident that new normal leadership exerts a negative and statistically significant impact on flexible work arrangements at the 1% significance level. Employees in companies with a growing new normal leadership want to work in offices instead of from home because in this way they enjoy all the benefits of this leadership to a greater extent and directly.

With an R-squared value of 0.126, we find that 12.6% of the variability in work flexibility can be attributed to the influence of new normal leadership. Considering these findings, we conclude that new normal leadership distinctly decreases the need for flexible work arrangements, thereby confirming the acceptance of hypothesis H2.

Table 53: Regression analysis: The New Normal Leadership & Flexible Work Arrangements

Independent variable	Regression Model
New Normal Leadership	-0.355***
	(0.878)
R^2	0.126
Adjusted R^2	0.121
N	202

Dependent variable: Flexible Work Arrangements
Std. Error in brackets
***Significant at 0.1%

Source: Own work

3.5.3.3 Testing the research hypothesis H3

Evaluating the outcomes presented in Table 54, it becomes evident that flexible work arrangements have a negative and statistically significant impact on employee resilience at the 1% significance level. Employees who work from home face reduced opportunities for teamwork, close cooperation with colleagues and mutual support and assistance. Individuals feel more pressure at work and the resulting consequences.

With an R-squared value of 0.116, we find that 11.6% of the variability in employee resilience can be attributed to the influence of flexible work arrangements. Considering these findings, we conclude that flexible work arrangements negatively contribute to the enhancement of employee resilience, thereby confirming the acceptance of hypothesis H3.

Table 54: Regression analysis: Flexible Work Arrangements & Employee Resilience

Independent variable	Regression Model
Flexible Work Arrangements	-0.341***
	(0.146)
R²	0.116
Adjusted R²	0.112
N	202

Dependent variable: Employee Resilience
Std. Error in brackets
***Significant at 0.1%

Source: Own work

3.5.3.4 Testing the research hypothesis H4

Evaluating the outcomes presented in Table 55, it is evident that employee resilience shows a positive and statistically significant impact on work-life balance at the 1% significance level. Employees who have built resilience evenly distribute their time between work and private life, thus achieving a favorable work-life balance.

With an R-squared value of 0.202, we find that 20.2% of the variability in work-life balance can be attributed to the influence of employee resilience. Therefore, we conclude that employee resilience positively influences their work-life balance, leading to the acceptance of hypothesis H4.

Table 55: Regression analysis: Employee Resilience & Work-Life Balance

Independent variable	Regression Model
Employee Resilience	0.450***
	(1.145)
R²	0.202
Adjusted R²	0.198
N	202

Dependent variable: Work-Life Balance
Std. Error in brackets
**Significant at 0.1%

Source: Own work

3.5.3.5 Testing the research hypothesis H5

Evaluating the outcomes presented in Table 56, it becomes evident that employee resilience has a negative and statistically significant impact on employee burnout at the 1% significance level. Resilient employees bear pressure at work more easily and face all problems and challenges more successfully, which is why their degree of burnout is lower than that of others.

With an R-squared value of 0.123, we find that 12.3% of the variability in employee burnout can be attributed to the influence of employee resilience. Considering these findings, we conclude that employee resilience reduces employee burnout, thereby confirming the acceptance of hypothesis H5.

Table 56: Regression analysis: Employee Resilience & Employee Burnout

Independent variable	Regression Model
Employee Resilience	-0.356***
	(1.125)
R²	0.127
Adjusted R²	0.123
N	202

Dependent variable: Employee Burnout
Std. Error in brackets
**Significant at 0.1%

Source: Own work

3.5.3.6 Testing of research hypothesis H6

Evaluating the outcomes presented in Table 57, it becomes evident that work-life balance has a negative and statistically significant impact on employee burnout at the 1% significance level. Increasing the work-life balance of employees in the company is reducing their burnout.

With an R-squared value of 0.203, we find that 20.3% of the variability in employee burnout can be attributed to the influence of work-life balance. Considering these findings, we conclude that work-life balance reduces employee burnout, thereby confirming the acceptance of hypothesis H6.

Table 57: Regression analysis: Work-Life Balance & Employee Burnout

Independent variable	Regression Model
Work-Life Balance	-0.450***
	(1.076)
R²	0.203
Adjusted R²	0.199
N	202

Dependent variable: Employee Burnout
Std. Error in brackets
**Significant at 0.1%

Source: Own work

3.5.4 Summarizing the research results

By applying the methods of statistical analysis, the auxiliary and, based on that, the central research hypothesis was tested. A summary of the results of the empirical research regarding the verification of the set hypotheses is presented in the table below.

Table 58: Summarizing the research results

Research hypotheses	**The hypothesis is approved**	**The hypothesis is not approved**
Central research hypothesis		
New normal leadership, flexible work engagement, employee resilience, employee burnout and work-life balance are interconnected and key factors in shaping the new organizational reality during and after the onset of the COVID-19 pandemic.	✔	
Auxiliary research hypotheses		
H1: New normal leadership affects employee resilience.	✔	
H2: New normal leadership affects flexible work engagements.	✔	
H3: Flexible work engagement affects employee resilience.	✔	
H4: Employee resilience affects employee's work-life balance.	✔	
H5: Employee resilience affects employee burnout.	✔	
H6: Work-life balance affects employee burnout.	✔	

Source: Own work

4 CONCLUSION

The goal of this master's thesis was to determine the interrelationship and influence between new normal leadership, flexible work engagements, employee resilience, employee burnout and work-life balance during and after the COVID-19 pandemic in "Big 4" companies in Bosnia and Herzegovina. For testing the hypotheses, the method of quantitative empirical research was used, using a survey questionnaire as a research instrument. The survey questionnaire in online format was distributed to the employees of the Big 4 companies, and 202 responses were collected, which is an excellent response considering that the Big 4 companies in BiH do not have many employees compared to some other, larger countries. Employees who perform professional or managerial tasks participated in the research, except for managers of the highest levels. Respondents rated all the offered claims about the previously mentioned five phenomena on a scale from 1 to 7, where 1 is the lowest rating and 7 is the highest rating. For the purposes of interpreting the obtained results, it was determined that grades 1, 2 and 3 represent a low level of agreement with the stated claims, to a greater or lesser extent. Rating 4 represents a neutral opinion of the respondents (neither agree nor disagree with the statements), while ratings 5, 6 and 7 represent a high level of agreement with the statements. The processing of the collected data was carried out using appropriate statistical methods in the SPSS software solution: descriptive statistical analysis, Pearson's correlation analysis and linear regression analysis.

Many authors believe that the COVID-19 pandemic has posed numerous challenges to leaders in companies, and one of the biggest challenges is working remotely. Its mass implementation happened suddenly and in a short period of time, to suppress the spread of the virus among employees and thus preserve their health as well as the business of companies that unexpectedly found themselves faced with various problems. Numerous studies investigate the consequences of the COVID-19 pandemic on various aspects of companies' operations. However, there are still few studies that try to look at the impact on company employees in conditions of a pandemic and other crisis situations.

With the outbreak of the pandemic, leaders found themselves faced with numerous challenges and more than ever before they need skills such as good planning, precaution, innovation, instructiveness, proactivity, adaptability, commitment to their employees, etc. In addition to the new normal leadership, the mass application of flexible work engagements in companies, especially work from home, is also interesting, the impact of which on the work-life balance of employees is still insufficiently researched. The importance of employee resilience also came to the fore. The assumption is that resilience enables employees to successfully overcome challenges and problems, and some of its key characteristics are optimism, enthusiasm, sense of purpose, emotional stability, etc. Due to long-term exposure to stressors, employees begin to

feel physical and emotional exhaustion. The COVID-19 pandemic has certainly increased the level of exhaustion among employees, and thus their burnout. Ultimately, the work-life balance of employees is also important. The way employees balance their time between private and business obligations reflects their emotional and physical state, expectations, planning, organization, motivation, etc.

The research results of this master's thesis are interesting, and the most significant ones will be presented below. Namely, the results of descriptive statistical analysis regarding new normal leadership show that employees in Big 4 companies are very satisfied with the amount of optimism with which their managers look at the future, while they are least satisfied with the amount of supervision over them, which moderately decreases over time. When it comes to flexible working engagements, respondents agree that IT infrastructure is one of the most important factors in the implementation of remote work, which the Big 4 companies can afford. However, employees are not sure whether flexible work engagements will help them improve their performance. From the aspect of employee resilience, the prevailing opinion is that employees continuously learn from their experiences and mistakes, as well as that they do not hesitate to seek help when they need it. Although most employees believe that they can endure a high intensity of work for a long period of time, there is also a significant number of those who do not share this opinion. Many employees complain that they feel tired after a working day and that they need time to rest, but that they have not lost their inner connection with work. Employees feel loyalty towards their work, as well as private roles, but from time to time they have difficulties in adequately balancing their time between private and business obligations.

The results of the inferential statistical analysis, based on which the hypotheses of this master's thesis were tested, show that new normal leadership affects the increase of employee resilience in Big 4 companies. Employees believe that a good leader is necessary for them to face problems and challenges at work more easily. Interestingly, new normal leadership does not positively affect the need and desire of employees for flexible work engagements, such as working from home. It can be said that employees who perceive their leader positively want to be near him and enjoy his support as well as the team atmosphere that such leaders create, which is why working from home is not high on the list of wants and needs of employees of Big 4 companies. Based on the above, it was to be expected that flexible work engagements, according to the employees of Big 4 companies, do not have a positive effect on the resilience of employees. The reason for such a thing could be the feeling of being left to themselves when working from home, the lack of closeness in working with the team and their leader, which additionally creates a feeling of pressure at work, loneliness, frustration and other negative consequences associated with it. Ultimately, the development of employee resilience is of great importance, as research shows that it reduces employee burnout and simultaneously improves

their work-life balance. The aforementioned analysis could provide more details if multiple regression analysis is done.

It is interesting and important to point out that all the mentioned mutual influences are of weak to moderate intensity, which is somewhat unexpected and leads to thinking that the work-life balance of employees of Big 4 companies is influenced by some other factors, in addition to those that were the subject of research in this master's thesis. A suggestion for future research is related to factors in the work environment, such as technological advances that potentially increase work pressure, short deadlines for the execution of unadapted workloads, unrealistic expectations regarding excellence in customer service, communication requirements, career paths that are often complex and demanding., etc.

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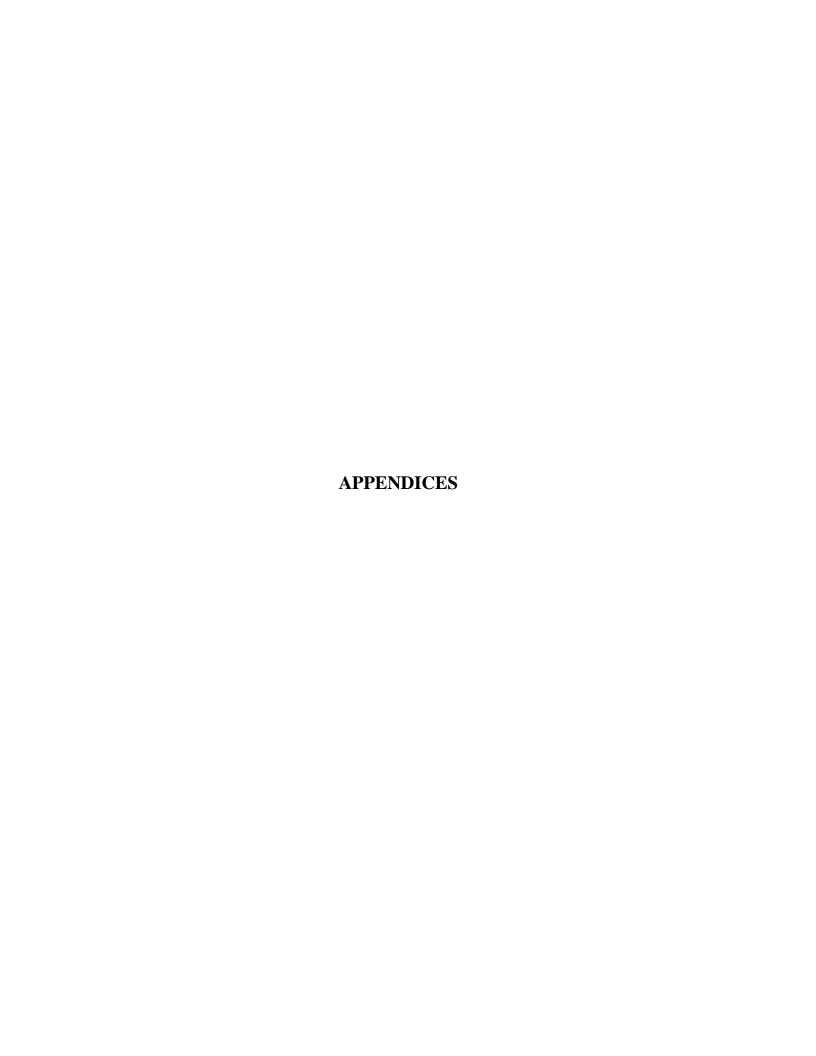
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APPENDICES

Appendix 1: Summary in Slovene language

Cilj magistrskega dela je bil ugotoviti medsebojno povezanost in vpliv med novim običajnim vodenjem, fleksibilnimi delovnimi zavezami, odpornostjo zaposlenih, izgorelostjo zaposlenih in ravnovesjem med poklicnim in zasebnim življenjem med in po pandemiji COVID-19 v podjetjih »Big 4« v Bosni in Hercegovina. Za preverjanje hipotez je bila uporabljena metoda kvantitativnega empiričnega raziskovanja, pri čemer je bil kot raziskovalni instrument uporabljen spletni anketni vprašalnik. Vse ponujene trditve o prej omenjenih petih pojavih so anketiranci ocenili z ocenami od 1 do 7, kjer je 1 najnižja ocena, 7 pa najvišja ocena. Rezultati empirične raziskave, na podlagi katere so bile preizkušene hipoteze magistrskega dela, kažejo, da novo normalno vodenje vpliva na povečanje odpornosti zaposlenih v podjetjih Big 4. Zaposleni verjamejo, da je dober vodja nujen, da se lažje soočajo s težavami in izzivi pri delu. Zanimivo je, da novo normalno vodenje ne vpliva pozitivno na potrebe in želje zaposlenih po fleksibilnih delovnih obveznostih, kot je delo od doma. Zaposleni, ki svojega vodjo dojemajo pozitivno, si želijo biti v njegovi bližini in uživati njegovo podporo ter timsko vzdušje, ki ga taki vodje ustvarjajo, zato delo od doma ni visoko na seznamu želja in potreb zaposlenih v velikih štirih podjetjih. Glede na navedeno je bilo pričakovati, da fleksibilne zaposlitve po mnenju zaposlenih v velikih štirih podjetjih nimajo pozitivnega vpliva na odpornost zaposlenih. Razlog za kaj takega je lahko občutek prepuščenosti samim sebi pri delu od doma, pomanjkanje povezanosti pri delu s timom in njihovim vodjem, kar dodatno ustvarja občutek pritiska na delovnem mestu, osamljenosti, frustracij in drugih negativnih posledic. in druigh negativnih s tem povezanih posledic. Nenazadnje je razvoj odpornosti zaposlenih zelo pomemben, saj raziskave kažejo, da zmanjšuje izgorelost zaposlenih in hkrati izboljšuje ravnotežje med poklicnim in zasebnim življenjem. Zanimivo in pomembno je poudariti, da so vsi omenjeni medsebojni vplivi šibke do zmerne intenzivnosti, kar pomeni, da na ravnotežje med poklicnim in zasebnim življenjem zaposlenih v podjetjih Big 4 poleg tistih, ki so bili obravnavani, vplivajo še nekateri drugi dejavniki raziskovanja v tem magistrskem delu. Predlog za prihodnje raziskave je povezan z dejavniki v delovnem okolju, kot so tehnološki napredek, ki potencialno povečuje delovni pritisk, kratki roki za izvedbo neprilagojenih delovnih obremenitev, nerealna pričakovanja glede odličnosti storitev za stranke, komunikacijske zahteve, karierne poti, ki so pogosto kompleksne in zahtevna itd.

Appendix 2: Questionnaire

New Normal Leadership	Strong. disagr.	Disagr.	Partly disagr.	Neutr.	Partly agree	Agree	Strong. agree
Indicators	*1*	*2*	*3*	*4*	*5*	*6*	*7*
1. My manager behaves according to situations							
2. My manager quickly responds to situations							
3. My manager has innovative ideas in bad situations							
4. My manager provides assistance							
5. Mz manager provides instructions							
6. My manager is flexible according to group requirements							
7. My manager gives instructions about the goals (what and how)							
8. My manager focuses on communication with subordinates							
9. My manager reduces supervision over time							
10. My manager seeks different perspectives when solving problems							
11. My manager talks optimistically about the future							

Source: Ghazzawi, K., El Shoughari, R. & El Osta, B. (2017). Situational leadership and its effectiveness in rising employee productivity: A study on North Lebanon Organization, Human Resource Management Research, 7(3), 102-110.

Flexible Work Arrangements

Indicators	1	2	3	4	5	6	7
1. Flexible work options assist me to balance my personal and work commitments							
2. Information technology plays a huge role in the implementation of flexible work options							
3. My current information technology infrastructure is sufficient to support flexible work options.							
4. Flexible work options will enhance my performance.							
5. Flexible work options will reduce team engagement.							

Source: Atiku, S. O. & Ganiyu, I. O. (2022). Flexible work options in higher educational institutions in times of crisis. SA Journal of Human Resouce Management, 1-10.

Employee Resilience

Indicators	1	2	3	4	5	6	7
1. I effectively adapt to change at work.							
2. I can handle a high workload for long periods of time.							
3. I resolve crises competently at work.							
4. I learn from mistakes and improve the way I do my job.							
5. I continuously re-evaluate my performance and strive to improve the way I do my work.							
6. I effectively respond to feedback, even criticism.							
7. I seek assistance when I need specific resources, expertise, or support.							
8. I approach managers when I need their expertise or support.							
9. I typically perceive change as an opportunity for growth.							

Source: Naswall, K, Kuntz, J & Malinen, S. (2015). Employee resilience scale (EmpRes): Technical report, Resilient Organisations Research Report 2015/04.

Employee Burnout

Indicators	1	2	3	4	5	6	7
1. I feel tired before work							
2. After work I need more time to relax							
3. I don't stand work pressure well							
4. After work I don't have enough energy							
5. After work I feel worn out							
6. I talk about my work in a derogatory way							
7. I find less interesting aspects of my job							
8. I think less and execute tasks mechanically							
9. I lost internal relationships to work							
10. I'm feel less engaged to work							

Source: Meszaros, V., Takacs, S., Kovi, Z., Simohai, M., Csigas, Z. G., Tanyi, Z., Jakubovits, E., Kovacs, D., Szili, I, Ferenczi, A. & Adam, S. (2020). Dimensionality of burnout – Is the Mini Oldenburg Burnout Inventory suitable for measuring separate burnout dimensions?, Mentalhigiene es Pszichhoszomatika, 21(3), pp. 323-338.

Work-Life Balance

Indicators	1	2	3	4	5	6	7
1. I can satisfy my own needs and the needs of the important people in my life							
2. I can manage my roles related to family and professional life in a balanced manner							
3. I can make enough time for myself by preserving the balance between my professional life and family life							
4. I feel loyalty to my roles both in my professional life and in my family							
5. I manage my professional and family life in a controlled manner							
6. I am successful at creating a balance between my multiple life roles (employee / spouse / mother, father, etc.)							
7. I can deal with the situations that occur due to the conflict between my roles that are specific to my professional and family life							
8. I am equally content with my roles in my family and professional life							

Source: Karckay, A. T & Bakalim, O. (2017). The mediating effect of work-life balance on the relationship between work-family and life satisfaction. Australian Journal of Career Development 26(1), 3-13.

Appendix 3: Correlation and regression analysis

Correlation and regression analysis: The new normal leadership & Employee Resilience

Correlations		New Normal Leadership (independent variable)	Employee Resilience (dependent variable)
Pearson Correlation	New Normal Leadership	1	0.476
	Employee Resilience	0.476	1
Sig. (1-tailed)	New Normal Leadership	.	0.000
	Employee Resilience	0.000	.

Model Summary									
				Std. Error	Change Statistics				
Model	R	R Square	Adjusted R Square	of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	0.476	0.226	0.223	0.13727	0.226	58.552	1	200	0.000

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.103	1	1.103	58.552	0.000
	Residual	3.769	200	0.019		
	Total	4.872	201			

Coefficients								
		Unstandardized Coefficients		Standardized Coefficients			95.0% Confidence Interval for B	
Model		B	Std. Error	Beta	t	Sig.	Lower Bound	Upper Bound
1	(Constant)	0.143	0.021		6.997	0.000	0.103	0.184
	New Normal L.	0.341	0.045	0.476	7.652	0.000	0.253	0.429

Source: Own work

Correlation and regression analysis: The new normal leadership & Flexible work arrangements

Correlations		New Normal Leadership (independent variable)	Flexible Work Arrangements (dependent variable)
Pearson Correlation	New Normal Leadership	1	-0.355
	Flexible Work Arrangem.	-0.355	1
Sig. (1-tailed)	New Normal Leadership	.	0.000
	Flexible Work Arrangem.	0.000	.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	-0.355	0.126	0.121	0.87804	0.126	28.752	1	200	0.000

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	22.167	1	22.167	28.752	0.000
	Residual	154.192	200	0.771		
	Total	176.359	201			

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	5.882	0.131		44.854	0.000	5.623	6.140
	New Normal Leadership	-1.528	0.285	-0.355	-5.362	0.000	-2.090	-0.966

Source: Own work

Correlation and regression analysis: Flexible work arrangements & Employee resilience

Correlations		Flexible Work Arrangements (independent variable)	Employee Resilience (dependent variable)
Pearson Correlation	Flexible Work Arrang.	1	-0.341
	Employee Resilience	-0.341	1
Sig. (1-tailed)	Flexible Work Arrang.	.	0.000
	Employee Resilience	0.000	.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	-0.341	0.116	0.112	0.14671	0.116	26.351	1	200	0.000

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	0.567	1	0.567	26.351	0.000
	Residual	4.305	200	0.022		
	Total	4.872	201			

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	0.580	0.059		9.828	0.000	0.464	0.697
	Flexible Work A.	-0.057	0.011	-0.341	-5.133	0.000	-0.078	-0.035

Source: Own work

Correlation and regression analysis: Employee resilience & Work-life balance

Correlations		Employee Resilience (independent variable)	Work-Life Balance (dependent variable)
Pearson Correlation	Employee Resilience	1	0.450
	Work-Life Balance	0.450	1
Sig. (1-tailed)	Employee Resilience	.	0.000
	Work-Life Balance	0.000	.

Model Summary

					Change Statistics				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	0.450	0.202	0.198	1.14517	0.202	50.647	1	200	0.000

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	66.419	1	66.419	50.647	0.000
	Residual	262.284	200	1.311		
	Total	328.702	201			

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients			95.0% Confidence Interval for B	
		B	Std. Error	Beta	t	Sig.	Lower Bound	Upper Bound
1	(Constant)	5.542	0.167		33.199	0.000	5.213	5.872
	Employee Resilience	3.692	0.519	0.450	7.117	0.000	4.715	2.669

Source: Own work

Correlation and regression analysis: Employee resilience & Employee Burnout

Correlations		Employee Resilience (independent variable)	Employee Burnout (dependent variable)
Pearson Correlation	Employee Resilience	1.000	-0.356
	Employee Burnout	-0.356	1.000
Sig. (1-tailed)	Employee Resilience	.	0.000
	Employee Burnout	0.000	.

Model Summary

					Change Statistics				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	-0.356	0.127	0.123	1.12592	0.127	29.107	1	200	0.000

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	36.898	1	36.898	29.107	0.000
	Residual	253.538	200	1.268		
	Total	290.437	201			

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients			95.0% Confidence Interval for B	
		B	Std. Error	Beta	t	Sig.	Lower Bound	Upper Bound
1	(Constant)	4.732	0.164		28.830	0.000	4.408	5.056
	Employee Resilience	-2.752	0.510	-0.356	-5.395	0.000	-3.758	-1.746

Source: Own work

Correlation and regression analysis: Work-life balance & Employee Burnout

Correlations		Work-Life Balance (independent variable)	Employee Burnout (dependent variable)
Pearson Correlation	Work-Life Balance	1.000	-0.450
	Employee Burnout	-0.450	1.000
Sig. (1-tailed)	Work-Life Balance	.	0.000
	Employee Burnout	0.000	.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	-0.450	0.203	0.199	1.07608	0.203	50.819	1	200	.000

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	58.846	1	58.846	50.819	0.000
	Residual	231.590	200	1.158		
	Total	290.437	201			

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	2.052	0.278		7.387	0.000	1.504	2.599
	Work-Life Balance	-0.423	-0.059	-0.450	-7.129	0.000	-0.306	-0.540

Source: Own work