

RESEARCH REPORT

A Study of the Determinants of Mental Health in the Workplace
Among Quebec Lawyers - PHASE II – 2017-2019



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A handwritten signature in blue ink, appearing to read 'N. Cadieux', written in a cursive style.

Prof. Nathalie Cadieux, PhD CRHA

Principal Investigator of the research project
École de gestion, Université de Sherbrooke

FOREWORD

The purpose of this report is to present the results of Phase II of a study conducted among lawyers who are members of the Barreau du Québec on the determinants of mental health among Quebec lawyers. This study, which began in 2014, consisted of two successive phases (Phase I–2014-2016; Phase II–2017-2019) to investigate the risk and protective factors to which legal practitioners in Quebec are exposed.

In order to take a considered look at the results, it is important to determine from the outset the definitions of the health indicators used, namely psychological distress, burnout and well-being.

First, in this report, *psychological distress* refers to an unpleasant subjective state that does not refer to a specific pathology (i.e., disease) (Marchand, 2004; Mirowsky & Ross, 2003), but instead is defined as a set of symptoms similar to burnout or depression, ranging from fatigue to irritability and including anxiety disorders, sleep disorders, concentration problems, etc. (Biron, Brun, & Ivers, 2008; Mirowsky & Ross, 2003; Ross, Mirowsky, & Goldsteen, 1990). Distress refers to an early warning sign that emerges when individuals have difficulty adjusting to the stressors to which they are exposed. Distress can also be seen as the result of an imbalance between the constraints and the resources available to a person to cope with the stressors to which they are exposed. In short, a person experiencing psychological distress is not necessarily ill, while conversely, a person suffering from depression or burnout experiences psychological distress. In accordance with the recommendations of the Québec Population Health Survey (2008): “*the results on psychological distress cannot be considered to indicate a prevalence: for example, we cannot say that 26% of people in a given group ‘experience a high level’ of psychological distress, but rather we must say that they ‘scored high’ on the psychological distress scale. Therefore, the proportions presented should be used only to identify risk groups*” [Translation] (Camirand et al., 2010: 69).

Second, for the purposes of this study, and in a manner consistent with the results obtained in Phase I and the study population, we have used the definition of *burnout* of the *Copenhagen Burnout Inventory* (CBI). This scale allows us to assess three main dimensions of burnout, namely personal burnout, work-related burnout and client-related burnout, and is particularly relevant in a context where individuals must interact with clients. Moreover, this measurement scale has been used in various studies in recent years on burnout in regulated professions (Chambers et al., 2016; Creedy et al., 2017; Ratnakaran et al., 2016). It is very important to emphasize that the results presented are not based on clinical diagnoses, but rather on scores based on guidelines validated in the literature using the CBI (Chambers et al., 2016; Creedy et al., 2017; Kristensen et al., 2005; Ratnakaran et al., 2016).

Third, well-being should not be seen as the opposite of psychological distress. Indeed, some people may experience significant distress, but also experience some well-being in their work. In short, these two concepts are not reverse concepts, nor are they opposites of the same continuum; rather, they are complementary to understand mental health in the workplace. Moreover, unlike psychological distress, well-being is still a relatively unstable concept in the literature, as it has been the subject of a much smaller number of studies.

The results presented here must therefore be interpreted within these limits.

HIGHLIGHTS OF THE REPORT

CONCERNING PSYCHOLOGICAL DISTRESS IN THE PROFESSION

The proportion of psychological distress (reaching a score above 7/24) in the overall sample was 43%. However, this proportion tends to decrease with increasing age. Thus, we find that the proportion of distress is significantly higher among young practitioners with ten years of experience or less (49.9%) compared to that observed among more experienced practitioners (36.7%). When cross-tabulating participants' experience with different levels of distress, it appears that young men are proportionally more likely to experience very significant distress.

Overall, the proportion of psychological distress observed is higher among women (44.2%) than men (39%). Although this difference is statistically insignificant, it nevertheless indicates a trend ($p=0.058$). It should also be noted that women are more likely to experience a "significant" level of distress compared to men, and this difference is significant.

The proportion of psychological distress also appears to be higher in the private sector, with 49.7% of participants experiencing psychological distress, compared to 37.4% of those in the public sector and 37.4% of those practicing as in-house counsel. The difference between sectors in terms of the proportion of psychological distress observed is significant.

In terms of psychological distress, significant differences were also observed depending on the area of practice, with lawyers practicing "business, commercial and corporate law" (49.4%), "family law" (49.1%) and "litigation" (51.5%) being most exposed to psychological distress, with distress rates close to 50% for these different areas compared to other areas of practice.

The distress rates observed among the self-employed (45.2%) are relatively similar to those observed among other legal practitioners (42.2%).

WHAT ABOUT BURNOUT?

The proportion of burnout (people with a score above 50) is 19% in the overall sample. When assessed in terms of "levels" of burnout, ranging from no burnout to severe burnout, we find that the majority of burned-out practitioners experience a "moderate" level of burnout, regardless of experience. However, some categories of lawyers are particularly affected by this phenomenon.

Young practitioners with ten years of experience or less are proportionally more affected by burnout (22.4%) than more experienced practitioners (16.5%).

The same is true for women, whose burnout rate is 20.7% compared to 15.9% for men, a statistically significant difference.

Lawyers in private practice are most affected by burnout (22.8%), compared to those in the public sector (17.1%) and those practicing as in-house counsel (15.2%). Testing differences between proportions also showed that they are not significantly equal, with lawyers in private practice being most at risk of burnout.

The highest burnout rates are found in family law (29.7%), criminal and penal law (28.2%) and litigation (23.1%). In addition, a test to compare these different proportions confirms that the difference between the groups is significant.

Conversely, the lowest burnout rates are found among more experienced men (11.8%), namely those with more than ten years of experience.

The self-employed are affected by burnout in a manner comparable to other legal practitioners, with an observed proportion of 22.6%.

When we evaluate the “types of burnout” (work-related, personal and client-related burnout) separately, we find that work-related burnout dominates with 32.8% of the overall sample, compared to 27.2% for personal burnout and 15.7% for client-related burnout.

WELL-BEING IN THE PROFESSION—WHAT ARE THE FINDINGS?

In terms of well-being, young lawyers with ten years of experience or less are those with the lowest levels of well-being, especially young men, who have a slightly lower score than young women. It should be noted that the difference in well-being scores observed among young lawyers compared to more experienced legal practitioners is significant, with the most experienced experiencing a higher level of well-being. Conversely, men with more than ten years of experience have the highest well-being scores, while the well-being of the self-employed is comparable to that of other legal practitioners.

The difference in well-being between lawyers in private practice and those practicing as in-house counsel is significant, i.e., in-house lawyers experience significantly greater average well-being than

those in private practice, whether they are self-employed, salaried or partners. Moreover, the differences between lawyers in the private and public sectors are not significant, nor are those between lawyers in the public and corporate sectors.

The lowest well-being averages have been reported by lawyers practicing in the areas of litigation and family law, while labour lawyers are those with the highest well-being average. Lawyers practicing labour law experience a significantly higher level of well-being than lawyers practicing business, commercial and corporate law, while lawyers practicing administrative law and management, general civil law and criminal and penal law have reported statistically identical levels of well-being.

RISK FACTORS ASSOCIATED WITH THE HEALTH INDICATORS MEASURED

At the **social level**, technology and the stressors associated with the regulatory framework of the profession as a regulated profession are associated with an increase in psychological distress and burnout among participants.

At the **organizational level**, job insecurity, emotional demands and billable hours (if applicable) are associated with higher distress. Quantitative and qualitative overload, emotional demands and billable hours (if applicable) are associated with significantly higher burnout. Overall, the pressure to meet performance requirements seems to be associated with lower well-being. Emotional demands, as well as lack of resources (human, material or other) also seem to be associated with lower well-being experienced by participants.

At the **family level**, work-family and family-work conflicts are associated with higher levels of psychological distress and burnout as well as lower levels of well-being. Lawyer couples also seem to experience higher levels of burnout.

At the **individual level**, being a woman is a risk factor associated with a higher level of burnout. It should also be noted that having an external locus of control, regardless of gender, is associated with higher levels of psychological distress and burnout as well as lower well-being. Moreover, some lifestyle habits, including drug use and smoking, are associated with higher psychological distress.

PROTECTIVE FACTORS ASSOCIATED WITH THE HEALTH INDICATORS MEASURED

At the **social level**, if family or individual factors are set aside, it can be seen that an enhanced professional image is associated with lower psychological distress.

At the **organizational level**, harmonious relations with colleagues contribute to greater well-being, while harmonious relations with the supervisor or judges are associated with lower perceived psychological distress. Harmonious relations with clients contribute to lower perceived burnout. It should also be noted that recognition and career opportunities appear to significantly reduce the level of psychological distress and burnout and also seem to be associated with greater well-being. The use of skills seems to help reduce burnout, while increasing participants' well-being.

At the **family level**, social support outside of work and having dependent children seem to be associated with greater well-being. In addition, having children also seems to be associated with lower psychological distress and burnout.

At the **individual level**, increasing age among participants is associated with lower perceived psychological distress and burnout as well as greater well-being. The consistency between individual and workplace values, as well as self-esteem, help reduce the level of psychological distress and burnout and increase the level of well-being.

INTRODUCTION

The purpose of this report is to present the results of Phase II of a study conducted among lawyers who are members of the Barreau du Québec on the determinants of mental health among Quebec lawyers. This study, which began in 2014, consisted of two successive phases to investigate the risk and protective factors to which legal practitioners in Quebec are exposed. Phase I, which was qualitative, was conducted from 2014 to 2016 and was aimed at identifying the risk and protective factors to which Quebec lawyers are exposed. Phase II, which is quantitative, was conducted from 2017 to 2019 and was aimed at validating the conclusions of Phase I, but above all at quantifying several indicators related to mental health in the workplace and identifying the factors that explain the health status of legal practitioners in Quebec.

Two starting points motivated us to conduct this study. First, there has been a significant increase in the number of requests made every year for the assistance program for members of the Barreau (PAMBA) since its inception. The organization went from processing 296 files annually in 2004 to more than 1,000 files processed annually in 2016, representing an increase of more than 300% in the annual volume of files processed annually by this organization. Second, the conduct of this study was driven by scientific reasons, namely the need to advance knowledge about the determinants of mental health in the workplace among regulated professionals. Current studies are still based mainly on professional stress models developed at a time when manual labour dominated. Incidentally, these models do not consider the specific constraints and resources (social, organizational and individual) to which regulated professionals are exposed. Thus, this study was aimed first at identifying these constraints and resources (Phase I, qualitative), then at measuring their impact on mental health in the daily lives of professionals such as lawyers (Phase II, quantitative).

This report first summarizes the results obtained during Phase I of the study, before providing the reader with an overview of the results obtained during Phase II. We will then discuss the research methodology used and all of the results obtained during Phase II of the study. The results are presented in three (3) parts. The purpose of Part I is to provide a general overview of the participants, who come from all legal backgrounds in Quebec, with respect to the various indicators of mental health in the workplace that were measured, as well as the risk and protective factors associated with these indicators. The purpose of Part II is to discuss specific results, particularly among the self-employed, young professionals and women as well as by sector and area of practice. Finally, the purpose of Part III is to address specific topics, namely the protective role of skills for health, technology-related stress (technostress), management practices conducive to health and lifestyle habits within the profession. Following these results, we will provide possible solutions, consistent with the conclusions of the study.

Research Report

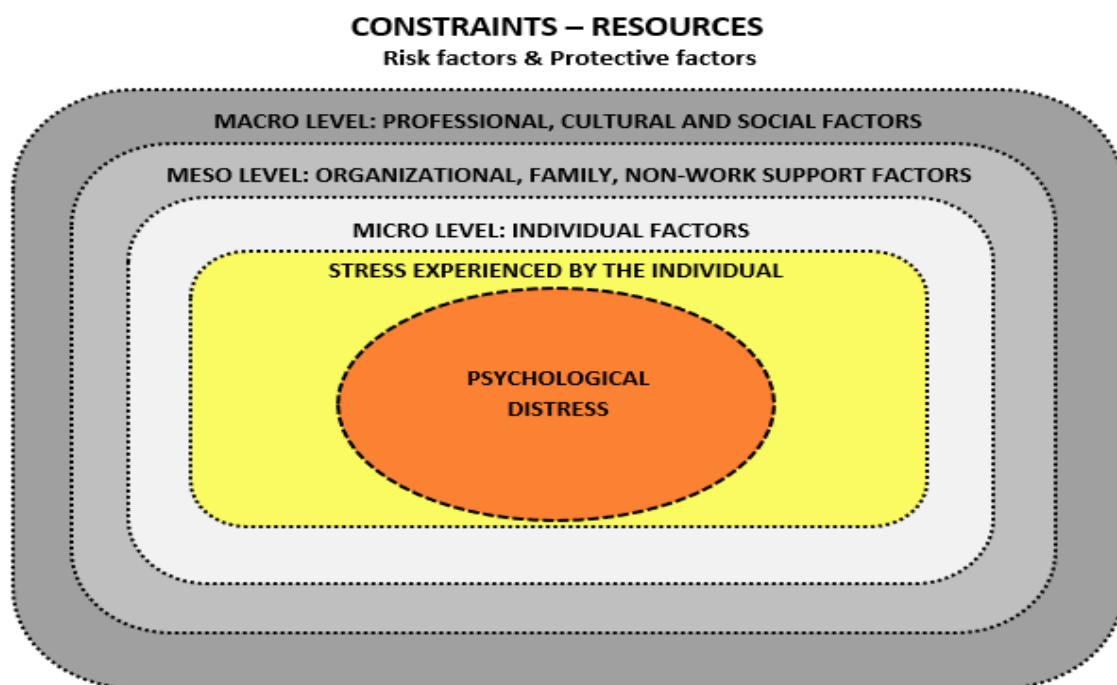
A Study of the Determinants of Mental Health in the Workplace Among Quebec Lawyers,
Phase II - 2017-2019)

SUMMARY OF PHASE I

The first phase, which was exploratory, allowed us to survey participants about the practice of their profession, the sources of stress and well-being in their professional practice, the role played by gender with respect to the stressors to which they are exposed, their mental and physical health and their life outside of work (family, children, spouses, social life outside of work, etc.). The scope of the questions that participants were asked was intended to provide a multidimensional picture of the risk and protective factors, in order to take into account not only work environments, but also life outside of work and individual characteristics, which also have a significant impact on mental health in the workplace. The initial conceptual model used for this first phase is presented in *Figure 1* below.

Figure 1

Initial conceptual model to understand the determinants of mental health among lawyers who are members of the Barreau du Québec– Phase I (2014-2016)



Indeed, despite the adage that we leave our problems at the office door, it is often difficult, if not impossible, for an individual to ignore the constraints experienced outside the workplace. Finally, to conclude each of the interviews, participants were asked an open-ended question, namely whether an important theme related to the stress experienced in the profession had not been addressed and they would like to bring it to our attention.

Research Report

A Study of the Determinants of Mental Health in the Workplace Among Quebec Lawyers, Phase II - 2017-2019)

As mentioned in the introduction to this report, the first phase of the study was conducted from 2014 to 2016 and involved meeting 22 lawyers working in different sectors and areas of practice in three regional bars, namely St-François, Bedford and Longueuil. The number of participants was determined by the theoretical and empirical saturation of the subject of the study, which means that our team stopped conducting interviews when each of the new interviews conducted no longer added any new factors to explain mental health in the workplace. This saturation was reached around the 15th interview (when risk and protective factors became redundant). Our team nevertheless continued the interviews (seven additional interviews) to ensure that new factors that had not been addressed in previous interviews would emerge.

Tables 1 to 3 below summarize the composition of the sample that collaborated in this first phase.

Table 1
Description of Phase I sample by gender

<i>Gender</i>	<i>Number of participants</i>
<i>Men</i>	8
<i>Women</i>	14

Table 2
Description of Phase I sample by sector

<i>Sector</i>	<i>Number of participants</i>
<i>Private</i>	15
<i>Public or parapublic</i>	7

Table 3
Description of Phase I sample by bar

<i>Bar</i>	<i>Number of participants</i>
<i>St-François and Bedford</i>	13
<i>Longueuil</i>	9

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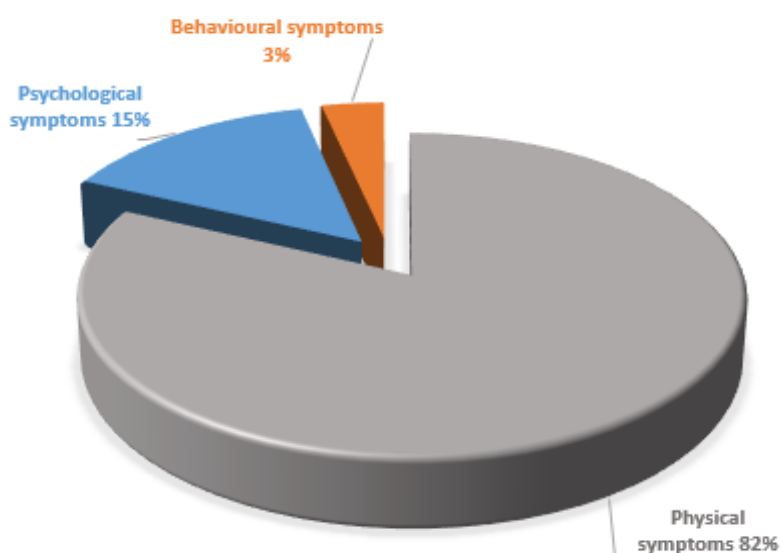
During this first phase, we collected qualitative data from the 22 participants we met in order to identify the risk and protective factors to which they are exposed in their professional practice. The data was collected through semi-structured interviews lasting 60 to 90 minutes, which were recorded, with the participants' consent, and the content transcribed in full and then coded using QDA Miner, a mixed methods and qualitative data analysis software.

In addition to the database, a logbook was kept by the team members who conducted the interviews to describe their observations, including the context of the interview or the participant's non-verbal communication. This practice is intended to reinforce the validity of the results of a qualitative study and is one of the good practices valued in the world of research. Finally, the results were also presented to various interest groups from all backgrounds (private, public, male, female, self-employed, etc.) to confirm the validity of the conclusions highlighted by the analysis. A full research report was finally submitted and presented to the Barreau, detailing all of the results and conclusions drawn from this first phase. The following section summarizes these results.

REVIEW OF PHASE I RESULTS

The first phase of the study revealed the variety of symptoms of psychological distress experienced by participants. The analyses showed that the symptoms observed fall into three categories: physical, psychological and behavioural. *Graph 1* shows the proportions of symptoms observed for each of these categories.

Graph 1
Proportions of symptoms of distress observed among participants in Phase I (N=22)



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The participants interviewed identified 254 symptoms of stress and psychological distress, of which 208 were physical, 37 psychological and 9 behavioural. The physical symptoms included a feeling of physical and mental exhaustion. For example, participants reported high blood pressure, physical tension, stomach aches, etc. Psychological symptoms included anxiety, irritability, suicidal thoughts, isolation, etc. Finally, the behavioural symptoms reported were problems related to drug use or drinking, absenteeism and smoking.

During the interviews, participants attributed their distress, and in some cases their well-being, to a very large number of factors, which could be classified under three main spheres: 1) macro-social sphere (society); 2) meso-social sphere (daily life: work and family); 3) individual sphere (individual characteristics).

SOCIETY'S CONTRIBUTION TO UNDERSTANDING THE DISTRESS EXPERIENCED BY QUEBEC LAWYERS

At the societal level, the Phase I participants reported numerous constraints likely to generate psychological distress during their careers. These risk factors can be classified into four main categories:

- 1) professional culture;
- 2) academic training upon entry into the profession;
- 3) the conditions of practice resulting from the professional regulatory framework;
- 4) technology.

These four categories and the associated indicators are shown in *Figure A1* in *Appendix A*. These factors exist independently of the workplace, but contribute to shaping the participants' experience in their profession.

CONTRIBUTION OF WORK TO UNDERSTANDING THE DISTRESS EXPERIENCED BY QUEBEC LAWYERS

In terms of work-related risk and protective factors, the analyses carried out have identified nine main categories of factors:

- 1) social relations: with the superior, colleagues, clients, judges, etc.;
- 2) rewards from work: remuneration, career prospects, etc.;
- 3) job design: use of skills, decision-making authority, etc.;
- 4) demands: psychological, emotional and contractual;

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- 5) violence: physical and psychological;
- 6) tasks: emergency management, management of deadlines and schedules;
- 7) lack of resources available to do the work: time, qualified support staff, etc.;
- 8) work environment: work climate and employment status hierarchy;
- 9) distance of the workplace from home.

The breakdown of these nine factors is presented in *Figures A2 to A4* in *Appendix A*, which summarize the thematic trees that our team came up with following the analyses conducted.

FAMILY'S CONTRIBUTION TO UNDERSTANDING THE DISTRESS EXPERIENCED BY QUEBEC LAWYERS

At the family level, nine main categories of factors were used to classify each of the risk and protective factors identified. These factors include:

- 1) marital status;
- 2) relationship with spouse;
- 3) work-life conflict;
- 4) domestic demands;
- 5) parental status;
- 6) relationship with children;
- 7) extended family, friends, social support outside of work;
- 8) financial health;
- 9) leisure time.

Figures A5 and A6 in *Appendix A* provide a detailed presentation of these factors and their associated sub-factors.

THE INDIVIDUAL'S CONTRIBUTION TO UNDERSTANDING THE DISTRESS EXPERIENCED BY QUEBEC LAWYERS

Finally, a number of constraints and resources related to the individuals themselves allowed us to categorize the risk and protective factors to which the lawyers interviewed are exposed under nine broad categories. These factors are as follows:

- 1) personality traits;
- 2) participants' experience;

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- 3) the contribution of certain skills such as the ability to set limits or assert oneself (assertiveness), self-leadership, psychological detachment and the ability to manage stress (coping);
- 4) lifestyle habits;
- 5) conflicting values;
- 6) physical health.

Figure A7 in Appendix A summarizes the essence of these factors.

The results obtained in Phase I of the project therefore allowed us to map the risk and protective factors for mental health in the workplace, as perceived by certain legal practitioners in Quebec.

Such mapping first of all provides a basis for assessing the multidimensional nature of the stressors to which lawyers are exposed. In addition, the results of this first phase have helped to advance knowledge at several levels.

First, by highlighting important social factors in understanding the professional constraints to which regulated professionals such as lawyers are exposed. Indeed, the profession, and by extension the professionals themselves, preexist the workplace. Considering the social importance of professional status, regulated professionals first identify with their profession before taking root in an organization. For this reason, the professional culture conveyed within the profession itself affects not only individuals, but also workplaces. The same is true of technology, academic training at entry level and the regulatory framework that governs the practice of the profession. These factors exist independently of the organization and, emanating from the social sphere, determine certain working conditions.

Secondly, the results of Phase I have highlighted the contribution of skills in explaining the stress experienced in the profession. For the professionals interviewed, certain skills, such as the ability to set one's limits and assert oneself (assertiveness), self-leadership and the ability to detach mentally from work (unplug), appear to be some of the ways of reducing the tensions emanating from their work environment.

Finally, the results have provided a fairly accurate picture of the working and non-working conditions that shape the practice of law, thus facilitating a potential collection of quantitative data in order to objectively quantify the impact of these conditions on the mental health of Quebec lawyers. The vast

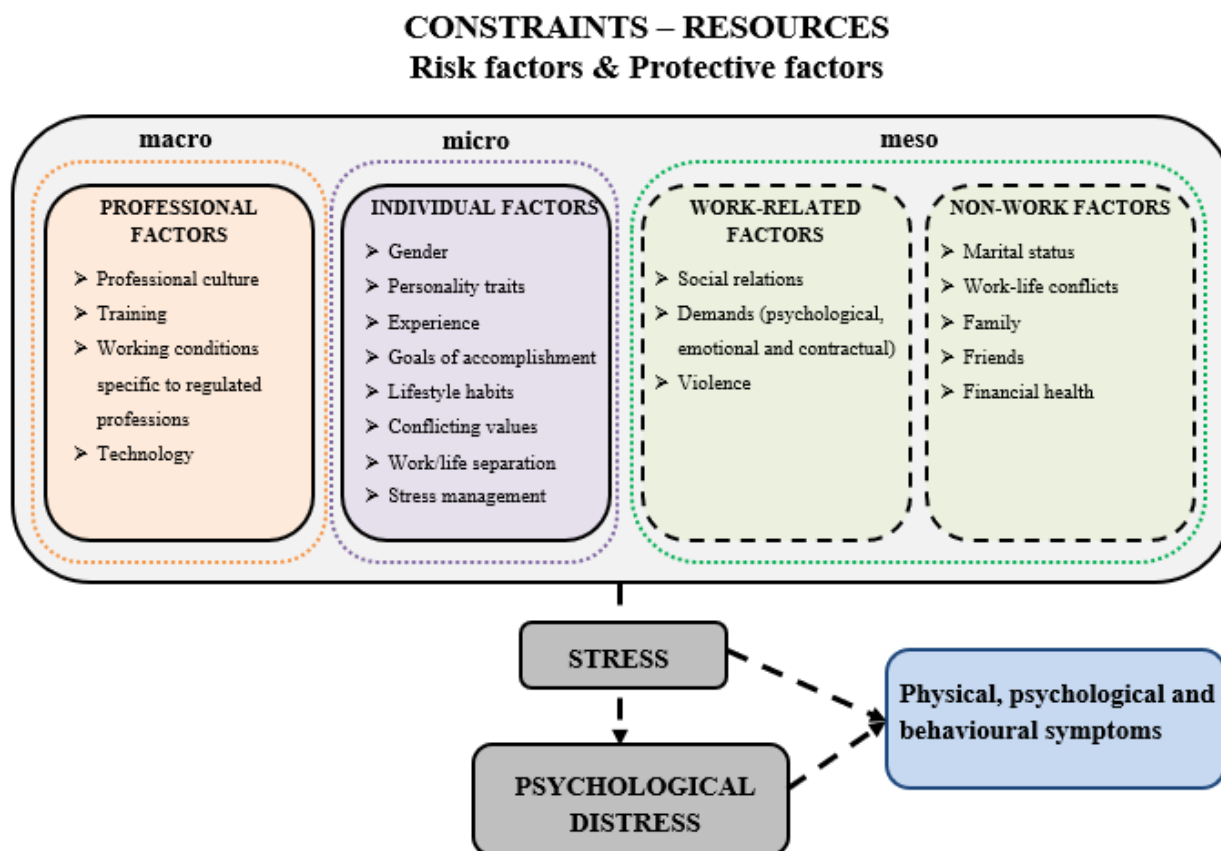
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majority of these factors were therefore selected for the questionnaire developed in Phase II and helped to clarify the initial conceptual model, which is presented in *Figure 2* below.

Figure 2

Conceptual model adjusted according to the results obtained in Phase I (2014-2016)



The following section presents the objectives of Phase II of this project as well as a summary of the second phase.

SUMMARY OF PHASE II

Phase II of this project was conducted from June 2017 to May 2019. During this period, the results obtained in Phase I were first compared with the literature to assess whether certain concepts that emerged in the Phase I results could be measured using existing, scientifically validated measurement scales with good psychometric properties.

Thus, for each of the factors obtained in Phase I, a search for measurement scales was conducted. For most of the factors, several scales were selected and compared with each other in order to select

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the one that was most relevant in the context of the practice of law in Quebec, while ensuring that the measurement tool had the best possible psychometric properties. For some of the factors, where no scale met these criteria, a measurement scale was constructed based on the items identified during the interviews conducted in Phase I. This was the case for professional culture. Since this concept had never been measured directly before, a scale had to be constructed based on the items identified in Phase I that define, according to the participants' perception, professional legal culture. Finally, for certain factors identified in Phase I, scales sometimes existed but were incomplete and did not cover all the items identified by participants. In these cases, our team therefore opted for existing scales that were adjusted, either by rewording certain questions or by adding questions.

PHASE II | AIMS OF THE STUDY

- 1) Assess the intensity of certain indicators of mental health in the workplace among Quebec lawyers (psychological distress, burnout and well-being);
- 2) determine the impact of certain determinants (risk and protective factors) on these indicators;
- 3) better understand the mechanisms by which these determinants lead to the development or aggravation of psychological distress among Quebec lawyers or, vice versa, act as protective factors (direct or indirect effects between constraints, resources and psychological distress at work);
- 4) paint a picture of the situation based on certain characteristics of the participants, e.g., experience, women vs. men, sectors, areas of practice, etc.

Achieving these four objectives will ultimately make it possible to identify the groups most at risk of distress and, incidentally, to better target the interventions to be undertaken according to each group. Identifying the determinants of mental health within each of the spheres (social, organizational, family and individual) will ultimately help to identify the interventions that have the greatest impact on the mental health of lawyers and thus guide the selection of measures to be implemented.

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METHOD

PARTICIPANTS

A total of 2,700 participants responded to the self-administered Phase II questionnaire via a Survey Monkey link. Of the 2,700 participants who responded, 141 merely opened the questionnaire, without completing any of the questions. For this reason, they were removed from the final sample for analysis, reducing the sample to 2,559. Of these 2,559, 473 did not answer any questions regarding mental health in the workplace (central variables in our study) or did not answer most of the questions. They were therefore also removed from the sample for analysis, reducing the final sample to 2,086.

Tables 4 to 8 below describe the final sample.

Table 4
Description of Phase II sample by gender

<i>Gender</i>	<i>Number of participants</i>
<i>Men</i>	654
<i>Women</i>	1,432
Total	2,086

Table 5
Description of Phase II sample by experience

<i>Experience</i>	<i>Number of participants</i>
<i>10 years of experience or less</i>	968
<i>More than 10 years of experience</i>	1,117
Total	2,086

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Table 6
Description of Phase II sample by sector

Sector	Detailed sector	Number of participants
Private N=916	<i>Self-employed lawyer</i>	397
	<i>Salaried lawyer</i>	374
	<i>Partner</i>	145
Public or parapublic N=754	<i>Municipalities</i>	96
	<i>Government corporations</i>	101
	<i>Director of Criminal and Penal Prosecutions</i>	62
	<i>Legal aid</i>	47
	<i>Ministries</i>	249
	<i>Other-Public</i>	199
	Corporate N=416	<i>Professional corporation</i>
	<i>Union</i>	62
	<i>Non-profit organization</i>	58
	<i>Private sector enterprise</i>	252
Total		2,086

Table 7
Description of Phase II sample by primary area of practice

Area of practice	Number of participants
<i>Business, commercial and corporate law</i>	270
<i>Labour law</i>	257
<i>Civil law</i>	242
<i>Litigation</i>	222
<i>Criminal and penal law</i>	203
<i>Family law</i>	193
<i>Administrative law and management</i>	134
<i>Other</i>	565
Total	2,086

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Table 8
Description of Phase II sample by bar

Bar	Number of participants
<i>Montréal</i>	1,049
<i>Quebec City</i>	412
<i>Gatineau</i>	109
<i>Longueuil</i>	107
<i>Laurentides-Lanaudière</i>	95
<i>Laval</i>	62
<i>Richelieu</i>	53
<i>Saint-François</i>	40
<i>Saguenay-Lac-Saint-Jean</i>	32
<i>Arthabaska</i>	29
<i>Mauricie</i>	24
<i>Bas-Saint-Laurent-Gaspésie-Îles-de-la-Madeleine</i>	22
<i>Abitibi-Témiscamingue</i>	21
<i>Bedford</i>	20
<i>Côte-Nord</i>	11
Total	2,086

MEASURES

The questionnaire used to collect the data was based on the results obtained in Phase I of the study. For this purpose, certain existing scales with good psychometric properties were used, existing scales were modified in some cases to adjust their content to the results obtained in Phase I, or new scales were created when no scale existed or if the existing scales were too far removed from the reality described by the lawyers who participated in Phase I. The resulting questionnaire was then subjected to a pre-test, in which 60 lawyers were asked to participate. Of these 60 participants, 30 lawyers practicing in various areas of law completed 100% of the questionnaire. This pre-test initially consisted of 250 questions and was intended to confirm the validity of the scales and evaluate the length of time it took to complete the questionnaire and the relevance of the questions asked. Participants were also asked to provide feedback to the principal investigator in order to make adjustments, if necessary, during the Phase II final collection intended for all members of the Barreau. Based on the analyses of the validity of the scales used for this pre-test and the comments received from the participants, approximately 100 questions were removed, resulting in a questionnaire comprising a total of

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151 questions and covering some 50 variables. Several questions were also reworded to improve the understanding and psychometric properties of the final tool. For all variables using a Likert scale, an 8-point scale was used. Our team chose to do so in order to facilitate the completion of the questionnaire through greater uniformity, but also because longer scales provide a much more accurate picture of the variables under study (DeVellis, 1991), without altering the validity of the tools (Mattel & Jacoby, 1971). For the new scales created for this project, or scales that were significantly adapted, exploratory factorial analyses were first performed with SPSS, followed by confirmatory analyses using structural equations with AMOS software. The tables describing each of the scales used following the pre-test and their psychometric properties are provided in *Appendix B* of this report.

ANALYSES

SPSS software was used for the statistical processing of the data. Two main strategies were used to process missing data. First, when a participant had omitted some answers to questions within a scale, but had completed a majority of questions (more than 70%), the average of the questions answered within the scale was imputed to the unanswered questions. Second, when more than 30% of the questions within a scale were missing, the missing data was imputed by regression. These two methods are in keeping with good research practice (Särndal, Swensson & Wretman, 1997). In the descriptive analyses, bivariate analyses were conducted. We also used testing differences between means and proportions, where applicable, to verify whether mean differences between two groups were significant (e.g., men vs. women, public vs. private sector, etc.). For analyses involving three or more groups (e.g., self-employed lawyers, salaried lawyers or partners), an ANOVA test was used instead. For the analysis of the links between the various risk or protective factors and variables related to mental health (psychological distress, burnout, well-being, etc.), our team used hierarchical multiple regression analyses. The hierarchical approach makes it possible to enter independent variables sequentially (society-related variables, work-related variables, etc.) in order to separate the effect of each sphere of life. In all cases, we set the minimum significance level at $p \leq 0.05$. Thus, for all tests or regression analyses exceeding this threshold, the null hypothesis was retained, meaning that we concluded that there was no significant difference or no association.

RESULTS

PART I: GENERAL FINDINGS

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PSYCHOLOGICAL DISTRESS OF LAWYERS IN THE OVERALL SAMPLE

Psychological distress at work must be interpreted as an unpleasant subjective state that does not refer to a specific pathology (i.e., disease) (Marchand, 2004; Mirowsky & Ross, 2003), but instead is defined as a set of symptoms similar to burnout or depression, ranging from fatigue to irritability and including anxiety disorders, sleep disorders, concentration problems, etc. (Biron, Brun, & Ivers, 2008; Mirowsky & Ross, 2003; Ross, Mirowsky & Goldsteen, 1990). Psychological distress is evidenced by psychiatric symptoms associated with depression, anxiety, irritability and cognitive problems (Vézina & Gingras, 1996), but does not necessarily mean that the person is ill. It is therefore an early warning sign that emerges when individuals have difficulty adjusting to the stressors to which they are exposed. Such distress can also be perceived as the result of an imbalance between the constraints and the resources available to individuals to deal with the stressors to which they are exposed. In short, a person experiencing psychological distress is not necessarily ill, while conversely, a person suffering from depression or burnout experiences psychological distress.

The participants' level of psychological distress was assessed using Kessler's K6 scale (6 questions). This scale, which is widely used in the scientific community, is used to establish an index, whereby each of the items on this scale is measured on a scale of 0 to 4 for an overall score ranging from 0 to 24 (sum of responses to each item). To assess the presence of psychological distress based on certain levels, we used scores aligned with the Canadian literature (Hilton et al., 2008; Furukawa et al., 2003; Kessler et al., 2002; Camirand et al., 2010; Vézina et al., 2011), using the chart in *Box 1*. Furthermore, as noted in the Québec Population Health Survey (2008): "*the results on psychological distress cannot be considered to indicate a prevalence: for example, we cannot say that 26% of people in a given group 'experience a high level' of psychological distress, but rather we must say that they 'scored high' on the psychological distress scale. Therefore, the proportions presented should be used only to identify risk groups*" (Camirand et al., 2010: 69).

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Box 1

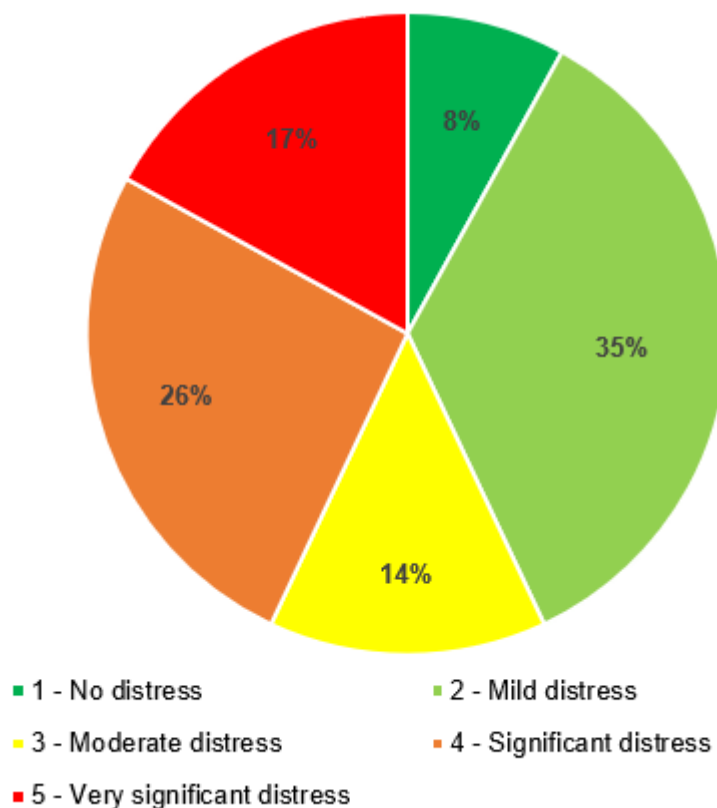
Conversion of psychological distress scores into “levels” of psychological distress

Distress levels	Conversion in the literature Out of an overall score of 24
<i>No distress</i>	0
<i>Mild distress</i>	1 to 4
<i>Moderate distress</i>	5 to 6
<i>Significant distress</i>	7 to 12
<i>Very significant distress</i>	13 to 24

Graph 2 below shows the proportion of participants in each of these categories.

Graph 2

Proportion of participants by levels of psychological distress (K6)
N=2,027



Specifically, *Graph 2* shows that 17% of the sample fall into a very significant distress level, 26% into a significant distress level, 14% into a moderate distress level, 35% into a mild distress level and 8% into the no distress category. Thus, we can see that the majority of the sample, i.e., 57%, falls into a

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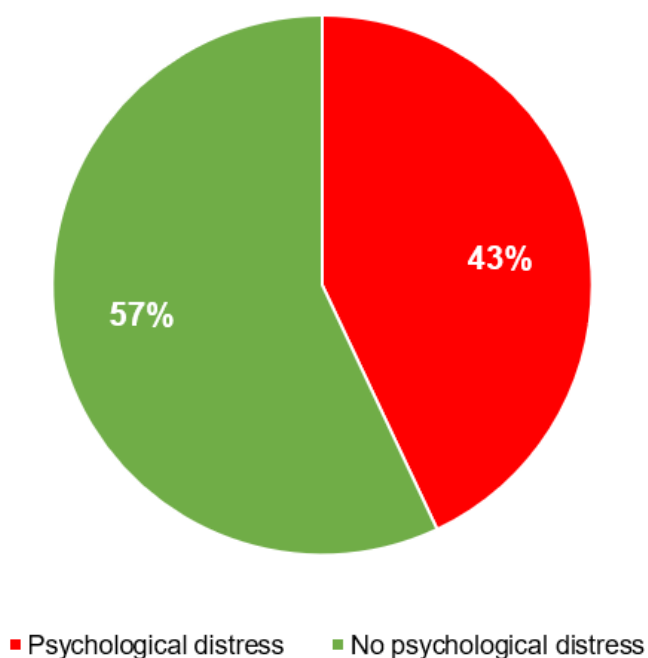
moderate to very significant psychological distress level, and a large proportion, i.e., 43%, into a significant to very significant distress level.

The index developed by Kessler makes it possible to detect the risk of mental health problems at an early stage. Current studies show that a score of 5 or 6 (or moderate distress) is a score associated with a high probability of an individual experiencing an anxiety disorder or major depression in the preceding 12 months (Vézina et al., 2011).

In order to compare with the employed population, we then made the variable binary (where 0 = no distress and 1 = psychological distress) by establishing scores based on those used in the literature (Camirand et al., 2010; Vézina et al., 2011). For comparison purposes, we established that a score of 0 to 6 did not constitute psychological distress, while a score of 7 and higher was associated with the presence of psychological distress, given that this value corresponds to the value of the upper quintile of the distribution. It is important to note that we used a threshold approach, i.e., an individual had to reach a score of 7 in order to fall into the “psychological distress” category. Thus, all participants whose score was very close to 7 (e.g., 6.9), but whose score was below the threshold of 7 were classified as not being in psychological distress. *Graph 3* below shows the proportions of these two categories. It should also be noted that this graph was constructed by considering only working lawyers, i.e., excluding those on sick leave, on parental leave, unemployed or retired.

Graph 3

Proportions of psychological distress vs. no psychological distress (K6) among participating lawyers
N=2,027



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Graph 3 shows that 43% of the sample fall into the “in distress” category, while 57% fall into the group not experiencing any distress.¹ *A priori*, this proportion appears high, given that several studies conducted on the employed population in Canada and Quebec estimate that the proportion of psychological distress in the employed population is between 21% and 25% (Camirand et al., 2010).

In this context, we then assessed the factors likely to be associated with psychological distress, i.e., the social, organizational, family and individual factors likely to either increase or decrease the psychological distress experienced by participants. The following section discusses these factors and their impact.

RISK AND PROTECTIVE FACTORS RELATED TO PSYCHOLOGICAL DISTRESS IN THE OVERALL SAMPLE

In order to assess the contribution of the risk and protective factors arising from the different spheres of life, the factors measured in the study were entered in blocks. This technique makes it possible not only to assess the impact of each of the variables on psychological distress, but also to assess whether, in contact with other factors, certain factors that *a priori* appear significant to explain distress are no longer significant in contact with other factors, all other things being equal. *Table 9* below presents the results of this analysis. In these analyses, the level of psychological distress was selected as the dependent variable. The (+) indicates that the factor increases the level of psychological distress (risk factors) while the (-) indicates that the factors reduce the level of psychological distress felt (protective factors). The (*) indicates the degree of significance. Thus, the more (*) there are, the more significant the factor is in explaining the level of variation in psychological distress. Finally, “ns” means that the factor is not representative to explain the level of variation in distress felt by the participants. Variables in grey mean that they have no significant relationship in this study with the variation in psychological distress, regardless of the factors considered.

¹ It should be noted that this 57% includes people affected by moderate or mild distress, but for comparison purposes, by dividing the sample into two categories in line with the literature, these people are classified in the “no distress” category, despite experiencing mild or moderate distress.

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Table 9

Impact of risk and protective factors arising from the different spheres of life on the psychological distress (K6) of Quebec lawyers²
N=813

	<i>Factors</i>	<i>Model 1</i>	<i>Model 2</i>	<i>Model 3</i>	<i>Model 4</i>
Social	Regulated profession	(+) ^{***}	(+) ^{***}	(+) ^{***}	(+) ^{**}
	Performance culture	(+) [*]	ns	ns	ns
	Enhancement of professional image	(-) ^{**}	(-) [*]	ns	ns
	Technology	(+) ^{***}	(+) ^{***}	(+) ^{***}	(+) ^{**}
Organiz.	Social relations with colleagues		ns	ns	ns
	Social relations with superior		ns	(-) [*]	ns
	Social relations with clients		ns	ns	ns
	Social relations with judges		(-) [*]	(-) ^{**}	ns
	Support from colleagues		ns	ns	ns
	Support from the superior		ns	ns	ns
	Recognition		(-) ^{**}	(-) ^{**}	ns
	Job insecurity		(+) ^{***}	(+) ^{***}	(+) [*]
	Career opportunities		ns	(-) [*]	(-) [*]
	Salary		ns	ns	ns
	Quantitative overload		ns	ns	ns
	Qualitative overload		ns	ns	ns
	Emotional demands		(+) ^{***}	(+) ^{***}	(+) ^{***}
	Performance requirements		(+) ^{**}	ns	ns
	Billable hours		(+) ^{**}	(+) [*]	ns
	Total hours worked		ns	ns	ns
Decision-making authority		ns	ns	ns	
Use of skills		ns	ns	ns	
Lack of resources		ns	ns	ns	
Incivility (binary)		ns	ns	ns	
Family and non-work	Work-family conflict			(+) ^{***}	(+) ^{**}
	Family-work conflict			(+) ^{***}	ns
	Support outside of work			(-) ^{***}	ns
	Being in a relationship			ns	ns
	Dependent children			(-) ^{**}	ns
	Dependent parents			ns	ns
Individ.	Age				(-) ^{***}
	Experience (10 years or less)				ns
	Consistency of values				(-) ^{***}
	Gender (women)				ns
	External locus of control				(+) ^{***}
	Self-esteem				(-) ^{***}
	Excessive alcohol consumption				ns
	Smoking				(+) [*]
	Drug use				(+) ^{**}
Hours of sleep				ns	
Adjusted R²		0.248	0.448	0.480	0.568

NOTE: $p \leq 0.05^*$; $p \leq 0.01^{**}$; $p \leq 0.001^{***}$, which means that the higher the number of *, the more significant the variable is in explaining the variation in psychological distress.

² It is important to specify here that the results included in this table exclude self-employed lawyers since several work-related factors were not relevant for this category of lawyers (e.g., social relations with the superior, support at work, etc.). However, a specific picture of this group will be provided later in this report. The analyses here do not take into account the areas of practice; a specific section about the areas of practice is included in Part II of this report.

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Table 9 presents the adjusted R^2 s,³ i.e., the percentage of variance in psychological distress explained by the variables included in the different models. It can be seen that social factors explain 24.8% of the variation in psychological distress. The combination of organizational and social factors explains 44.8% of the variation in distress. Factors arising from life outside of work and family add very little to the explanation, as the variance explained goes from 44.8% to only 48% by adding the last block of factors. Finally, individual characteristics explain 8.8% of the variance in psychological distress. In total, all of the variables included explain 56.8% of the variation in psychological distress within the sample. This percentage is highly satisfactory since human phenomena such as those related to mental health are complex and can be affected by a multitude of factors.

The following sections will be devoted to an in-depth analysis of the factors that cause psychological distress in the overall sample.

IMPACT OF SOCIAL FACTORS ON THE LEVEL OF PSYCHOLOGICAL DISTRESS (K6)

The impact of social factors on workers' psychological distress has been little assessed in scientific studies to date. Initially developed by Marchand (2004), this dimension is, however, very important in the context of regulated professions. First, because a profession is a social construct (Abbott, 1988; Cadieux, 2012; Carr-Saunders & Wilson, 1933; Dubar & Tripier, 2005; Gyarmati, 1975; Wilensky, 1964). Second, because professionals first and foremost practice a profession for which they are members of a professional corporation, regardless of the organizational environment in which they work.

The social factors selected for this study were chosen based on the results obtained in Phase I of the study. These factors preexist the workplace. Therefore, the stressors related to regulated professions, performance-oriented work culture, enhancement of the professional image within the profession and technology were selected for the purposes of the analysis. We also measured the impact of training upon entry into the profession (academic training, articling experience and bar school training). However, considering that training programs have been the subject of various reforms over the years, we interviewed only lawyers with less than 10 years of experience about their training. Thus, the impact of this last factor will be presented only in the section on young lawyers, since considering it here would have had the effect of excluding all participants with more than 10 years of experience in the field of law from the outset.

³ An adjusted R^2 is used here rather than simply an R^2 since the adjusted R^2 "adjusts" to the number of variables included in the models tested.

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Impact of the stressors related to regulated professions

The results presented in *Table 9* show that stressors related to regulated professions are positively associated with participants' level of psychological distress and that this impact is highly significant. The impact of stressors related to regulated professions remains significant even when considering work-related and family-related factors and individual characteristics (personality traits, lifestyle habits, etc.).

Practically, these constraints refer to the following aspects:

- accountability associated with the professional title;
- the possibility of disputes of an ethical nature;
- the possibility of professional misconduct;
- the seriousness of the prejudice that could be suffered by persons using the professional's services;
- being subject to a professional inspection or the possibility of being subject to a professional inspection.

Impact of performance-oriented work culture and enhancement of the professional image

Considering that professional culture was one of the major stressors identified in Phase I of the study, we included a professional culture scale in the questionnaire during the pre-test in order to possibly assess its impact on the psychological distress of lawyers. Since very little has been written about professional culture to date, we therefore used an organizational culture scale and adapted it to professional culture (O'Reilly, Chatman & Caldwell, 1991), translated into French and validated by Évrart & Prat Dit Hauret (2003). However, this first attempt was unsuccessful, as the pre-test scale showed very little internal validity.⁴ Thus, our team returned to the analysis of the Phase I data in order to develop a new scale measuring performance-oriented work culture. We developed a 12-item, three-dimensional scale. Following validation of the scale (exploratory and confirmatory analysis), the 12 items measured were divided into two distinct dimensions, i.e., performance-oriented work culture (8 items) and enhancement of the professional image (4 items). As observed in *Table 9*, the analyses show that these two items affect psychological distress differently: performance-oriented work culture increases psychological distress, while enhancement of the professional image reduces psychological distress. However, the analyses show that despite the significant impact of the performance culture on the psychological distress of participating lawyers, this impact becomes evanescent when one considers the impact of working conditions, life outside of work and individual characteristics. The significant impact of the enhancement of the professional image on reducing

⁴ α ranged from 0.435 to 0.9 for the different dimensions in the pre-test.

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psychological distress remains unchanged even when considering the work environment, but disappears when considering the contribution of family and individual characteristics, which is more significant.

Impact of technology on psychological distress

The results presented in *Table 9* show that **technology** significantly increases the level of psychological distress experienced by participants. This upward impact on psychological distress is observed even when considering the contribution of working conditions, life outside of work and individual variables. Specifically, the impact of technology was measured by numerous questions (30 questions in total). Of these 30 questions, 6 questions were removed during the validation of the measurement scale (exploratory and confirmatory analyses). The final scale thus included 24 questions in 5 dimensions concerning in particular overload (related to role, information received and communications), the invasion of technology (ICTs) into private life, the pressure caused by ICTs to work outside office hours, the usefulness of ICTs at work (reversed), the effects related to the lack of validity of the information on the Internet in the relationship with clients, the perception of the effects of artificial intelligence on work. Overall, the final scale showed excellent internal validity.⁵

IMPACT OF ORGANIZATIONAL FACTORS ON THE LEVEL OF PSYCHOLOGICAL DISTRESS (K6)

Several working conditions were measured in this study in order to assess their impact on various indicators of mental health in the workplace. Among the conditions measured, social relationships, certain rewards from work, emotional demands, performance requirements and business model were the most significant organizational factors in explaining the distress experienced by participants. The following sections will discuss in more detail the relationship of these factors to psychological distress within the profession.

Impact of harmonious social relations with the supervisor

Although *a priori* social relations with the supervisor do not appear to be significant when considering working conditions and social factors, the induction of family-related constraints shows a significant impact of the relations maintained with the supervisor on the level of psychological distress felt. In fact, the more harmonious the relationship with the supervisor is perceived to be, the more the level of psychological distress felt by the participants decreases. Note, however, that this impact disappears when individual variables (personality traits, lifestyle habits, etc.) are taken into account.

⁵ $\alpha = 0.910$.

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The second factor concerns the relations with judges. During the first phase of this project, several participants mentioned the sometimes tense relations with judges. We therefore measured the impact that harmonious relations with judges could have on psychological distress. However, since the practice of law is quite diverse and many lawyers do not necessarily have any relations with judges, we had to treat this variable as a binary variable since several respondents indicated that these questions were not applicable. Thus, rather than measuring the quality of social relations with judges, this variable measured the presence (1) or absence (0) of relations with judges. Contrary to the results obtained in the first phase of the study, the results show that the presence of relations with judges significantly reduces psychological distress, but that this impact disappears when the participants' individual characteristics are taken into account. These results could be explained by the fact that lawyers who are in contact with judges have to argue cases, and several lawyers emphasized in Phase I that arguing cases was an important source of well-being for them.

Impact of rewards from work

The results highlight the effects that may be generated by certain work-related incentives or rewards, including recognition, job insecurity (or security) and career opportunities.

Table 9 shows that recognition significantly reduces psychological distress ($p \leq 0.01$). This impact is significant when recognition is considered in conjunction with social factors, and even when non-work factors are taken into account. However, this relationship disappears when certain personality traits and other individual characteristics are considered. One can hypothesize that certain personality traits influence this relationship, which explains this result. It can be assumed that recognition is likely to influence certain individual characteristics, such as self-esteem, for example, and therefore it is through self-esteem that recognition would influence the level of psychological distress experienced. This mediation hypothesis was tested using regression analyses (Baron & Kenny, 1986). The analyses demonstrated the presence of a partial and significant mediation relationship.⁶ More specifically, the impact of recognition on psychological distress is partially mediated through self-esteem. For this reason, when we consider the impact of self-esteem or other individual characteristics, the impact of recognition on distress disappears.

The second reward associated with psychological distress is job insecurity (or conversely, job security). In this respect, the results show that job insecurity significantly increases the level of

⁶ $p \leq 0.001$.

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psychological distress experienced by participants. It should be noted that this impact remains significant, regardless of the blocks of variables taken into account (social, family, non-work or individual factors).

Finally, the third reward concerns career opportunities. The results show that career opportunities are likely to significantly reduce the psychological distress experienced by participants. Although *a priori* the impact of career opportunities does not seem significant when considered simultaneously with social factors, the impact of career opportunities appears significant ($p \leq 0.05$) when life outside of work and individual characteristics are taken into consideration.

Impact of emotional demands at work

The results presented in *Table 9* show that as emotional demands increase, so does psychological distress. This significant relationship remains even when social factors, family factors and individual characteristics are taken into account, demonstrating its great importance on the variation in psychological distress. During the first phase of the study, this risk factor was raised by several participants who discussed their difficulty in personally detaching themselves from certain cases or clients, particularly when the emotional load was high for the client in certain cases. This risk factor for psychological distress has therefore been confirmed in this study.

Performance requirements and business model based on billable hours

Specifically, Phase II of this study aimed to measure the impact of high performance requirements as well as the impact on individuals of working in an organization that has adopted a business model based on billable hours. Indeed, several participants mentioned this second factor during the first phase of the study. Some participants even partially justified their choice to work in the public sector in order to avoid the pressure of billable hours in some private firms.

The first factor (performance requirements) was designed to measure the individuals' perception of their performance objectives in the context of their job. Specifically, the following proposals were submitted to individuals on a scale of 1 to 8 (1 = totally disagree and 8 = totally agree):

- I have difficulty meeting the performance objectives imposed on me.
- The criteria set by my organization to evaluate my job performance are difficult to achieve.
- I have difficulty meeting the performance objectives expected by my employer.

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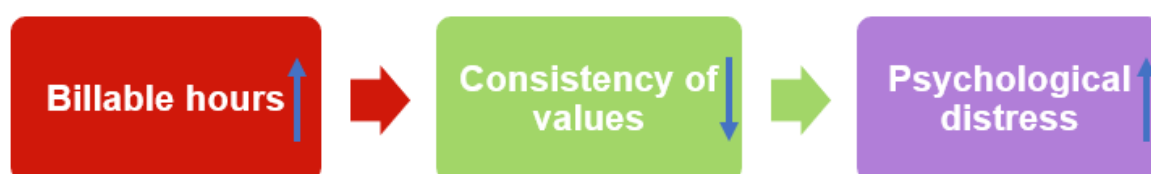
The results show that the more individuals perceive it as difficult to meet performance objectives or the criteria for evaluating their performance, the higher the level of psychological distress. This relationship is significant and increases psychological distress when social factors are considered. However, the significant impact of these demands on distress disappears when we consider the factors arising from the other dimensions, namely family and the individual.

With respect to the business model based on billable hours, the results show that billable hours significantly increase psychological distress when social and family-related factors are taken into consideration. Initially, this variable measured the individual's perception of the pressure caused by billable hours. However, given that several law firms have changed their business model over the past decade and that individuals working in the public or corporate sectors are not exposed to this business model, we chose to create a binary variable to assess the impact of this business model. Thus, when individuals answered a question on billable hours applicable to them (without choosing the "not applicable" option), we categorized them under 1 = billable hours business model. All other participants who chose "not applicable" or did not answer the question were categorized as 0 (not working in a billable hours model). Thus, the final results show that those working in a billable hours business model experience significantly higher levels of psychological distress at work.

Note, however, that when individual factors are considered, this impact disappears. Once again, it is possible that working in such a business model exacerbates certain individual characteristics (e.g., self-esteem, lifestyle habits, etc.). We therefore tested a hypothesis according to which a business model based on billable hours influences the consistency of values and that it is through this effect that both influence distress. *Figure 3* below illustrates this relationship.

Figure 3

Relationship between billable hours business model, consistency of values and distress



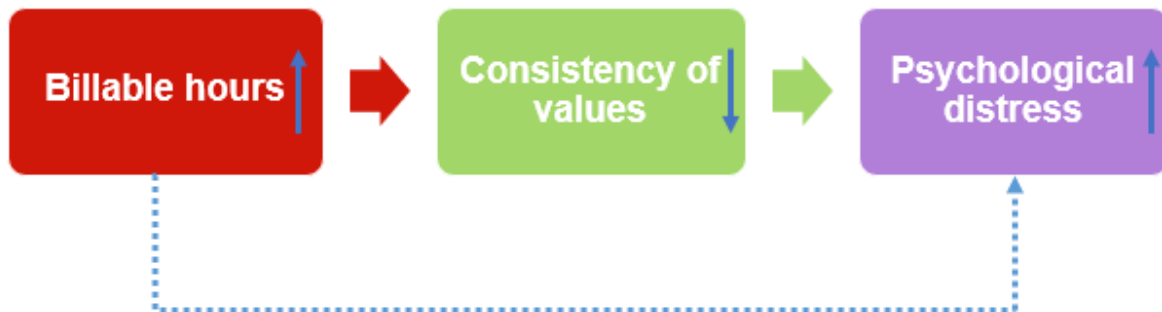
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The analyses confirm this hypothesis, i.e., a business model based on billable hours reduces the consistency of values in individuals⁷ (between their personal values and the demands they face in their workplace), which increases psychological distress. It should be noted, however, that this mediating relationship does not completely capture the phenomenon. Thus, part of the phenomenon related to billable hours directly varies the level of psychological distress. *Figure 4* below illustrates the results obtained.

Figure 4

Adjusted model to understand the relationship between billable hours business model, consistency of values and distress



IMPACT OF FAMILY AND NON-WORK FACTORS ON PSYCHOLOGICAL DISTRESS

In terms of family and non-work factors, work-family and family-work conflict, social support outside of work from friends or family and parental status are important variables in explaining the distress experienced by participants. The following sections present these research findings in more detail.

Work-family and family-work conflicts

The analyses conducted show that work-family conflict is significantly and positively related to the psychological distress experienced by participating lawyers. In practice, this conflict arises when work spills over into the family sphere, thus creating tension between work and family demands. Therefore, the results show that as the perception of work-family conflict increases, so does the level of psychological distress. This relationship remains significant even if we consider the contribution of

⁷ Reduced consistency of values may be associated with conflicting values.

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other spheres of life, i.e., social and work-related factors, as well as individual variables, thus showing its significance.

Conversely, family-work conflict concerns situations where family demands spill over into the workplace, thus affecting the individual's ability to adjust to the constraints of work. The analyses conducted show that family-work conflict significantly increases psychological distress. However, the impact of family-work conflict disappears when certain individual factors are taken into account.

Social support outside of work

The results show that social support outside of work, from family or friends, significantly reduces psychological distress ($p \leq 0.01$). However, this protective effect disappears when we consider the impact of individual variables.

Parental status

When considered in conjunction with other non-work factors, working conditions and social factors (technology, stressors related to regulated professions, etc.), having children seems to significantly reduce the level of psychological distress. While this result may seem surprising, given that we explained above that work-family and family-work conflicts give rise to an increase in psychological distress, this result can be explained by several factors. First, the satisfaction derived from parenting. While parenting is sometimes associated with worry, particularly during adolescence, parenting is also associated with great joy, which is believed to reduce psychological distress (Marchand et al., 2005b). Second, being a parent requires a healthier lifestyle. Parents, especially parents of young children, go to bed at more regular hours, eat better and have healthier lifestyles overall (Cadieux, 2012). For this reason, parental status seems to protect individuals from psychological distress. Nevertheless, this relationship disappears when we consider the impact of individual factors.

In this study, we measured the impact of being in a relationship owing to the protective effect that this factor is likely to have on psychological distress. We also measured the impact of having dependent parents on psychological distress. It should be noted, however, that these two factors were found to be insignificant in understanding the psychological distress experienced by participants.

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IMPACT OF INDIVIDUAL CHARACTERISTICS AND PERSONALITY TRAITS ON PSYCHOLOGICAL DISTRESS

A number of individual characteristics were found to be significant in explaining the psychological distress experienced by participants. Such characteristics included age, consistency between personal values and workplace values, an external locus of control, self-esteem, smoking and drug use.

Impact of age

The results presented in *Table 9* show that age reduces the level of psychological distress experienced. Concretely, these results are consistent with those found in the literature, as individuals at the beginning of their career are normally more likely to face a number of constraints. Those who are at the beginning of their career are at a time in their lives when everything has to be built (Cadieux, 2012). They are constantly learning on the job, face many challenges and do not always have the professional confidence to face these challenges. At the same time, in their life outside of work, they are more likely to have children and greater financial commitments (mortgage or other). As people get older, their careers progress and normally the constraints diminish, both on and off the job, so that they have more resources to deal with the stressors to which they are exposed. For this reason, psychological distress normally declines with increasing age (Mirowsky & Ross, 2003; Ramos, 2012) and the findings of this study point in this direction.

Impact of the consistency of values

Consistency between individual values and workplace values appears to be significant in reducing the level of psychological distress experienced. *Figure 5* below illustrates the elements used to measure this variable.

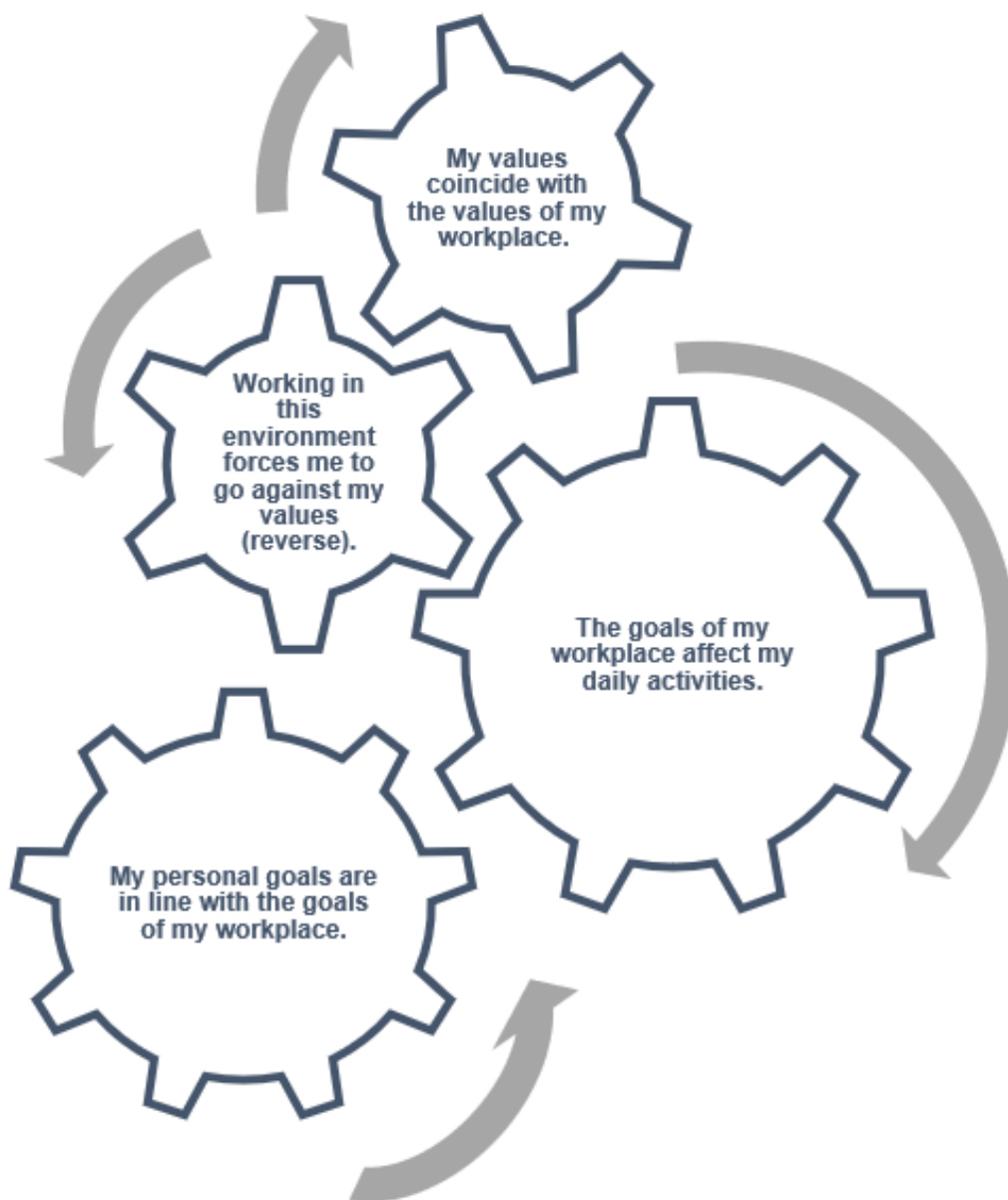
Thus, the more individuals perceive that their values and goals are in line with those of their organization, the more the distress experienced decreases, and significantly so ($p \leq 0.001$). As mentioned previously and presented in *Figure 4*, the consistency of values and goals also partially mediates the relationship between billable hours and psychological distress. Thus, a business model in which individuals are required to meet billable hours objectives significantly reduces the consistency of values and goals for the individual, which is associated with a significantly higher level of psychological distress.

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Figure 5

Items used to measure consistency of values⁸



⁸ This scale is originally taken from the Areas of Worklife Survey (AWLS, Leiter & Maslach, 2000). We also used the validated by the following study: Papineau, M., Morin, A., Legault, L., Demers, C., Chevrier, N., & Côté, A. (2005). *MBI-GS, version française*. Groupe de recherche sur l'épuisement professionnel (GREP). Université de Sherbrooke, Québec. Following the pre-test, one item was removed: "My workplace aims for quality."

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Impact of personality traits: external locus of control and self-esteem

The results presented in *Table 9* show that an external locus of control significantly increases the level of psychological distress experienced by participating lawyers, while conversely, as self-esteem increases, psychological distress decreases, and significantly so ($p \leq 0.001$).

The locus of control (internal or external) is a concept that was originally introduced by Rotter (1966) and refers to an individual's beliefs about the control they have over important events in their lives (Kirkcaldy et al., 2002; Rotter, 1966). This assumes that each individual develops an idea of their personal ability to control life events. More specifically, individuals with an internal locus of control believe that the events that occur in their lives are the consequences or results of their own behaviour, abilities, efforts, etc. (Kirkcaldy et al., 2002; Rotter, 1966). Conversely, individuals with an external locus of control believe that the events in their lives are a function of chance, luck, fate, God, in short, forces external to them and independent of their own will (Kirkcaldy et al., 2002; Rotter, 1966). It seems that individuals with an internal locus of control tend to have higher aspirations, be more persevering and more challenging and see themselves as a source of their success (Vincent & Furnham, 1997); they seem to be less likely to be depressed (Gray-Stanley et al., 2010) and also to be less at risk of chronic psychotropic drug use (Marchand & Blanc, 2010a). An internal locus of control seems to also reduce an individual's level of stress (Kirkcaldy et al., 2002; Lu et al., 2000; Muhonen & Torkelson, 2004) and psychological distress (Chang et al., 2005; Marchand et al., 2005b, 2006a; Marchand & Blanc, 2010b; Parent-Lamarche & Marchand, 2010; Shimazu, de Jonge, & Irimajiri, 2008). The results we obtained by measuring the impact of an external locus of control are consistent with these findings, as individuals with this personality trait are exposed to significantly higher levels of distress.

Self-esteem refers to an individual's evaluation of themselves, which translates into an attitude of approval or disapproval of oneself (Rosenberg, 1979).

Impact of lifestyle habits: smoking and drug use

The results show that certain lifestyle habits, which are harmful to health, are associated with significantly higher levels of distress among participants. This is particularly true for smoking and drug use, which significantly increase the level of psychological distress, even when considering stressors arising from other spheres of life. These lifestyle habits can be perceived as a means of coping with the stressors present in the person's environment.

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Table 10 below summarizes the various risk and protective factors related to psychological distress as identified in the previous sections.

Table 10
Summary of risk and protective factors for psychological distress⁹

RISK FACTORS	PROTECTIVE FACTORS
Stressors related to regulated professions	Social relations with judges
Technology	Social relations with the supervisor
Billable hours model	Recognition
Job insecurity	Career opportunities
Emotional demands	Social support outside of work
Family → work conflict	Having children
Work → family conflict	Age
External locus of control	Consistency between personal values and workplace values
Smoking	Self-esteem
Drug use	

The following section provides a detailed analysis of the risk and protective factors associated with burnout among surveyed participants.

⁹ The effect of the factors shown in grey in the table appears to be insignificant when considering the contribution of individual characteristics. Nevertheless, since their impact on distress appears to be significant when several social, organizational and family variables are considered, we thought it would be useful to include them in Table 10.

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PROPORTION OF BURNOUT IN THE OVERALL SAMPLE (SCORES ≥ 50)

Traditionally, burnout has been defined in the literature through three dimensions: emotional exhaustion, cynicism (“depersonalization” or “dehumanization”) and a negative evaluation of one’s own personal accomplishments (“personal accomplishment”) (Bakker et al., 2000). However, some authors have criticized this definition (Kristensen et al., 2005), arguing that cynicism and negative evaluation of personal accomplishments are more a consequence of burnout per se and are instead coping strategies for dealing with burnout (Kristensen et al., 2005). Along this line of thought, several new scales for measuring burnout have emerged in recent years (Bianchi, 2015). For the purposes of this study, and in a manner consistent with the results obtained in Phase I and the population under study, the Copenhagen Burnout Inventory (CBI) scale¹⁰ was chosen for this study. This scale assesses burnout through three main dimensions, i.e., personal burnout, work-related burnout and client-related burnout, and is particularly relevant in a context where individuals have to interact with clients. This measurement scale has been used in various studies in recent years to study burnout in regulated professions (Chambers et al., 2016; Creedy et al., 2017; Ratnakaran et al., 2016).

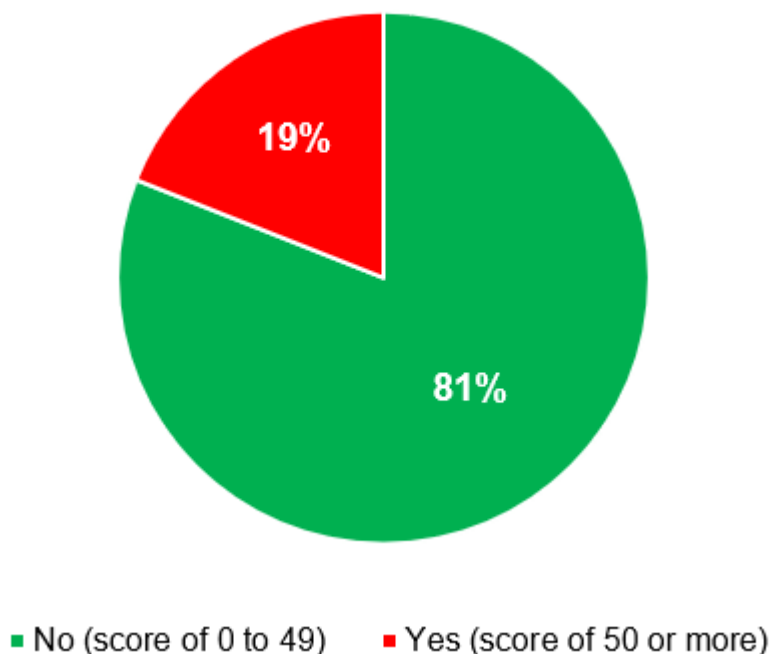
Initially, our team analyzed the presence of the burnout phenomenon by following the method recommended in the literature for the CBI (Chambers et al., 2016; Creedy et al., 2017; Kristensen et al., 2005; Ratnakaran et al., 2016). Thus, based on the responses obtained, scores between 0 and 100 were established for each participant on each question. In accordance with CBI instructions (Kristensen et al., 2005), an average score of 50 or more on each of the three subscales was considered burnout. The proportion is therefore established by estimating the percentage of individuals who score “burned out” (score ≥ 50) broken down by all participants in each of the dimensions. Furthermore, as for psychological distress, we adopted a threshold approach, which means that participants whose score was not at least 50 were classified in the lower category (i.e., not in a burnout situation). *Graph 4* below shows the proportion of participants that were in a burnout situation.

¹⁰ Reference: Kristensen, T. S., Borritz, M., Villadsen, E., & Christensen, K. B. (2005). The Copenhagen Burnout Inventory: A new tool for the assessment of burnout. *Work & Stress*, 19(3), 192-207. For the purposes of this study, we selected an adapted version of the French from Langevin, V., Boini, S., François, M., & Riou, A. (2014). Copenhagen Burnout Inventory (CBI) [Inventaire de burnout de Copenhague]. *Références en santé au travail*, (138), 123-126.

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Graph 4
Proportion of burnout in the **overall** sample
N=2,066



Graph 4 therefore shows that 19% of the sample scored at or above 50, qualifying them as being in a burnout situation, while 81% scored below 50. In total, this means that nearly 1 in 5 lawyers find themselves in a burnout situation. Furthermore, since the scales used vary greatly from one study to another, in the study of burnout it is dangerous to make valid comparisons with the employed population (Bianchi, 2015). Nevertheless, when the presence of a phenomenon exceeds 15%, it is easily perceptible in the workplace (Wickens & Keppel, 2004).

This result is also consistent with the above findings on psychological distress, where the proportion of distress reached 43%. In fact, since psychological distress is an early sign of health impairment, people who are psychologically distressed are not necessarily in a burnout situation or in depression, but experience symptoms common to these pathologies (Biron, Brun & Ivers, 2008; Marchand & Blanc, 2010b; Mirowsky & Ross, 2003; Ross, Mirowsky & Goldsteen, 1990). Studies also show that individuals experiencing psychological distress are also at greater risk of developing mental health problems (Vézina et al., 2011).

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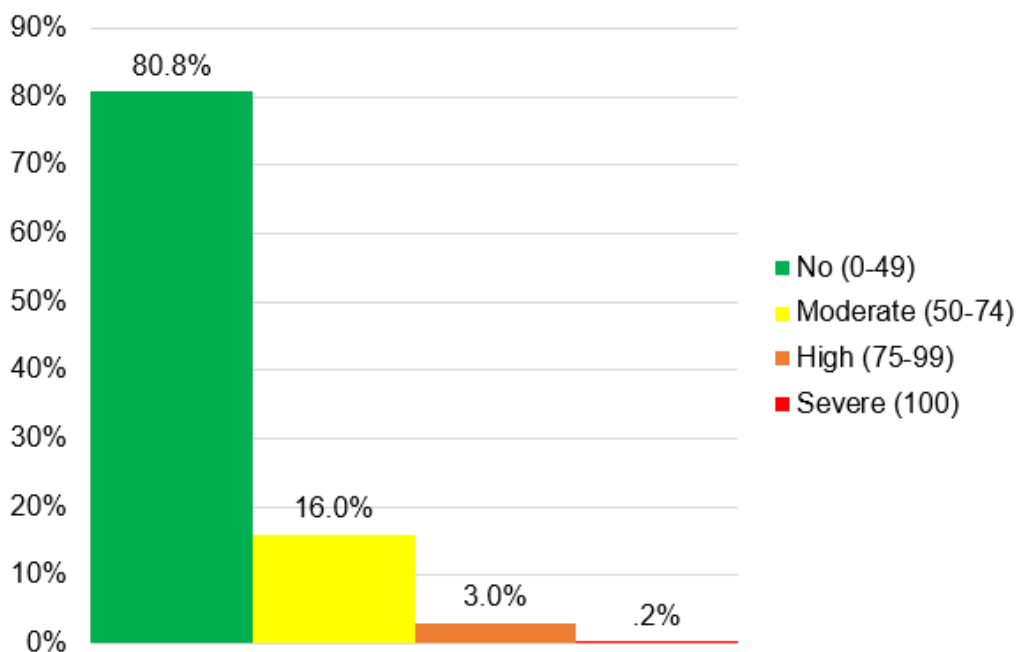
Finally, based on the scores established in the literature (Creedy et al., 2017), it was also possible to further analyze the distribution of participants according to different levels of burnout. *Box 2* below shows the chart used to establish these levels.

Box 2
Conversion of CBI scores to “levels” of burnout
(Creedy et al., 2017)

Burnout levels	Conversion in the literature Out of an overall score of 100
<i>No burnout</i>	0-49
<i>Moderate burnout</i>	50-74
<i>High burnout</i>	75-99
<i>Severe burnout</i>	100

Graph 5 below shows the distribution of the overall sample according to these different levels established in the literature (Creedy et al., 2017). It can thus be seen from *Graph 5* that the proportion of burnout within the overall sample is concentrated mainly in a level of burnout described as “moderate,” whereas only 3% of the sample falls into a level of “high” burnout and 0.2% into a level of “severe” burnout.

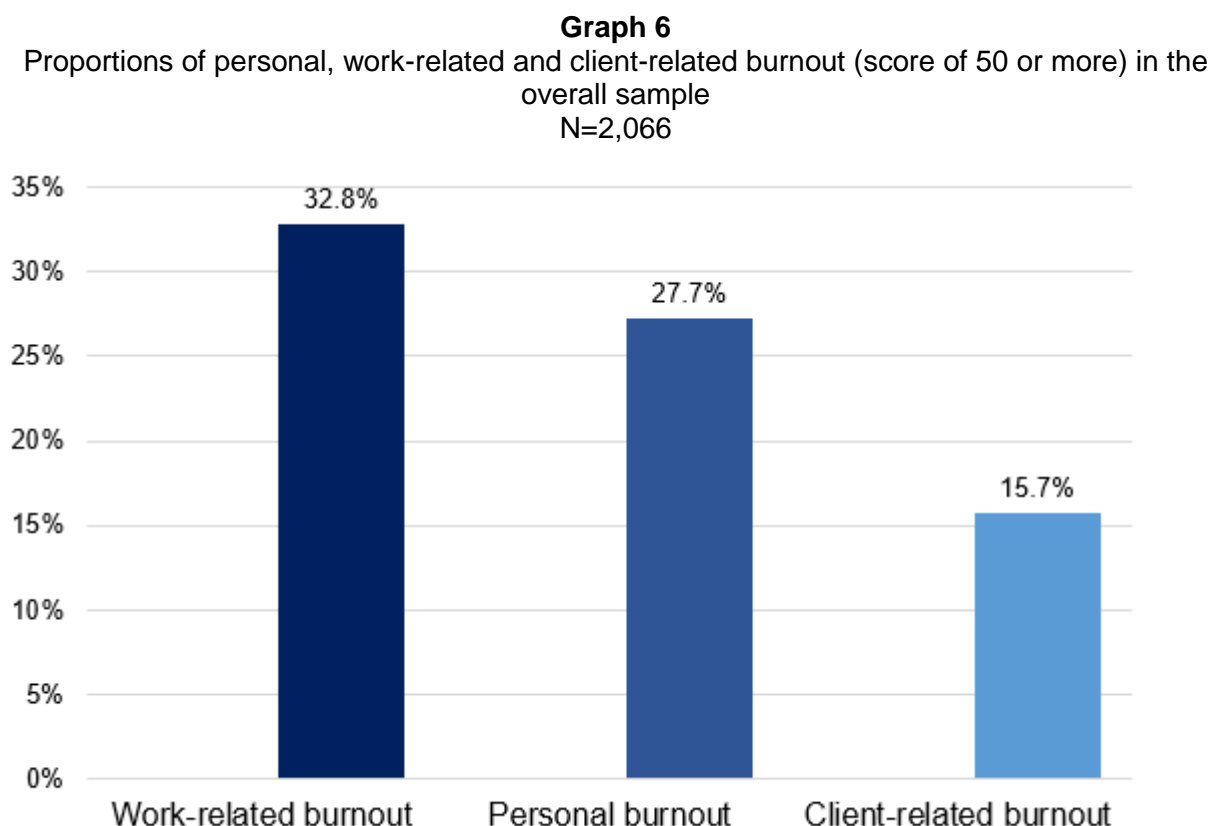
Graph 5
Distribution of the overall sample according to different **levels of burnout**
N=2,066



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The results obtained also made it possible to analyze the proportion of burnout (score ≥ 50) according to the three dimensions of the scale used, i.e., personal burnout, work-related burnout and client-related burnout. *Graph 6* below shows the proportions of burnout for each of these dimensions within the overall sample.



A more detailed analysis of each of the dimensions shows that work-related burnout is the largest contributor to the overall burnout of participants, with 32.8% of the overall sample scoring 50 or more on the work-related burnout dimension, compared to 27.2% for personal burnout. Conversely, client-related burnout, i.e., burnout related to client interactions, is the one with the lowest proportion, at 15.7%.

Moreover, the results that will be presented subsequently will not distinguish the different dimensions of burnout. In fact, since the individual is a whole, it would be surprising if a person experiencing work-related burnout did not feel any repercussions at the personal level and vice versa. Incidentally, since we took a holistic approach to health in this study, we felt it was more effective to base our analyses on an overall burnout score based on the results obtained on the three dimensions. In addition, more details will be provided later in this report on the presence of burnout according to certain characteristics (age, gender, self-employed lawyers, sector, etc.).

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This leads us now to assess the risk and protective factors associated with burnout. The following sections are devoted to this purpose.

RISK AND PROTECTIVE FACTORS RELATED TO BURNOUT IN THE OVERALL SAMPLE

As with the study of psychological distress, the study of risk and protective factors related to burnout was evaluated using hierarchical multiple regression analyses. Thus, social, organizational, family and individual factors were entered successively in blocks in order to assess their impact on the dependent variable (burnout) calculated using an overall score, in accordance with the literature using this measurement scale (Milfont et al., 2008). *Table 11* below provides an assessment of the results obtained from this hierarchical regression analysis. The (+) symbols imply an increase in burnout, while the (-) symbols imply that the independent variable significantly decreases burnout. The number of stars (*) indicates the degree of significance according to certain thresholds, in accordance with the footnote at the bottom of the table. The mention (ns) means that the variable is not significant in explaining the variation in burnout in the model under study. Variables in grey mean that they have no significant relationship in this study with the variation in burnout, regardless of the factors considered and the models tested.

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Table 11

Impact of risk and protective factors arising from different spheres of life on the burnout (CBI) of Quebec lawyers¹¹

	Factors	Model 1	Model 2	Model 3	Model 4
Social	Regulated profession	(+) ^{***}	(+) ^{***}	(+) ^{***}	(+) ^{***}
	Performance culture	(+) ^{**}	ns	ns	ns
	Enhancement of professional image	ns	ns	ns	ns
	Technology	(+) ^{***}	(+) ^{***}	(+) ^{***}	(+) [*]
Organiz.	Social relations with colleagues		(-) [*]	ns	ns
	Social relations with superior		ns	ns	ns
	Social relations with clients		(-) [*]	(-) [*]	(-) [*]
	Social relations with judges		ns	ns	ns
	Support from colleagues		ns	ns	ns
	Support from the superior		ns	ns	ns
	Recognition		(-) [*]	(-) [*]	ns
	Job insecurity		(+) [*]	(+) ^{**}	ns
	Career opportunities		(-) ^{**}	(-) ^{***}	(-) ^{**}
	Salary		ns	ns	ns
	Quantitative overload		(+) ^{***}	(+) ^{***}	(+) ^{***}
	Qualitative overload		ns	ns	(+) [*]
	Emotional demands		(+) ^{***}	(+) ^{***}	(+) ^{***}
	Performance requirements		(+) [*]	ns	ns
	Billable hours		(+) ^{***}	(+) ^{***}	(+) ^{**}
	Total hours worked		ns	ns	ns
	Decision-making authority		ns	ns	ns
Use of skills		(-) ^{**}	(-) ^{**}	(-) ^{**}	
Lack of resources		ns	ns	ns	
Incivility (binary)		ns	ns	ns	
Family and non-work	Work-family conflict			(+) ^{***}	(+) ^{***}
	Family-work conflict			(+) [*]	ns
	Support outside of work			ns	ns
	Being in a relationship			(+) [*]	(+) [*]
	Dependent children			(-) ^{**}	ns
	Dependent parents			ns	ns
Individ.	Age				(-) ^{**}
	Experience (10 years or less)				ns
	Consistency of values				(-) ^{***}
	Gender (women)				(+) ^{***}
	External locus of control				(+) ^{***}
	Self-esteem				(-) ^{**}
	Excessive alcohol consumption				ns
	Smoking				ns
	Drug use				ns
Hours of sleep				ns	
Adjusted R²		0.309	0.559	0.600	0.642

NOTE: $p \leq 0.05^*$; $p \leq 0.01^{**}$; $p \leq 0.001^{***}$, which means that the higher the number of *, the more significant the variable is in explaining burnout.

¹¹ It is important to specify here that the results included in this table exclude self-employed lawyers since several work-related factors were not relevant for this category of lawyers (e.g., social relations with the superior, support at work, etc.). However, a specific picture of this group will be provided later in this report.

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SOCIAL FACTORS ASSOCIATED WITH BURNOUT

As with psychological distress, **stressors related to regulated professions** are positively and significantly associated with burnout ($p \leq 0.001$). This impact remains significant even when taking into account working conditions, life outside of work or individual characteristics.

The same is true for **technology**, where the results obtained show a significant and increasing impact on the level of burnout experienced by participants. This effect remains, regardless of the factors considered in the analysis. The intrusive nature of technology, which reduces the boundaries between spheres of life by making individuals reachable at any time of day or night, probably partly explains this impact. Individuals are no longer totally in the private sphere, nor totally at work, but everywhere at the same time. Another dimension of technology that may have an impact on this outcome is overload (related to role, information received and communications) and the pressure caused by ICTs to work outside office hours. In fact, several of the lawyers interviewed in Phase I of the study stated that they had seen a significant increase in the workload related to technology over the years, as well as an acceleration in the pace of work (Cadieux, Mosconi & Youssef, 2019).

Finally, the performance-oriented **work culture** appears to significantly increase burnout in the sample. However, when we consider the contribution of other stressors arising from the workplace or the family, or individual characteristics, this impact becomes insignificant. The results presented in *Table 11* also show that, contrary to the results observed for psychological distress, the enhancement of the professional image seems to have no protective effect or other significant impact on the burnout experienced by participants.

Table 11 presents the adjusted R^2 s,¹² i.e., the variance in the level of burnout experienced explained by the variables included in the various models. It can thus be seen that factors from the social sphere explain 30.9% of the variation in burnout within the sample. This is a higher percentage than for distress, where just over 24% of the variation in distress was explained by social variables. A combination of organizational and social factors accounts for 55.9% of the variation in burnout. Factors arising from life outside of work and family explain 4.1% of the variation in burnout, while they explained 3.2% of the variance in psychological distress. Finally, individual characteristics add 4.2% to the explanation for the variation in burnout, a smaller contribution than for psychological distress, where individual characteristics explained slightly more than 8% of the variation in distress in the

¹² An adjusted R^2 is used here rather than simply an R^2 since the adjusted R^2 “adjusts” to the number of variables included in the models tested.

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sample. Overall, social, organizational, family, and individual variables thus explain 64.2% of the variation in the level of burnout in the sample.

The following sections will be devoted to an in-depth analysis of the factors that cause burnout in the overall sample.

ORGANIZATIONAL FACTORS ASSOCIATED WITH BURNOUT

Several organizational factors appear to be significant in explaining participant burnout. The following sections review these factors.

Impact of social relations in the workplace

Among the social relations assessed in relation to work, those with colleagues or clients are significantly related to burnout.

First of all, the analyses show that harmonious social relations with colleagues seem to contribute to significantly reducing the level of burnout experienced. This relationship is significant when different working conditions as well as social factors (regulated profession, technology, etc.) are taken into account. However, the results show that when family and non-work factors are added, these beneficial effects are diluted in the equation.

Next, the results presented in *Table 11* provide an indication of the protective effect of harmonious relations with clients. This second factor is particularly interesting insofar as the protective effect remains, regardless of the factors considered (social, organizational, family or individual). This factor was concretely evaluated through three questions for which participants had to answer the following statements on a scale from 1 to 8, ranging from “never” to “always”:

- 1) I generally maintain harmonious relations with my clients.
- 2) There is good collaboration between me and my clients.
- 3) My relations with my clients are often tense (reverse item for the calculation).

It therefore appears that the more individuals consider their relations with their clients to be harmonious, the more the level of burnout experienced decreases.

Finally, of this block of variables, social relations with the superior or with judges both appear to be insignificant in explaining the variation in burnout experienced.

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Impact of rewards from work

Several work-related rewards were measured in this study. These included recognition, career opportunities, salary and job security (the reverse, i.e., job insecurity).

It is interesting to note that three of these four rewards are significant in explaining the level of participant burnout.

First, **recognition** significantly reduces participant burnout. This effect persists when social, organizational and non-work factors are taken into account, but disappears when the effect of individual characteristics is introduced.

Second, **job insecurity** significantly increases participant burnout. Nevertheless, as with recognition, the significant impact disappears when considering individual characteristics.

Finally, the analyses show that **career opportunities** play a protective role by significantly reducing the level of burnout. This effect persists, regardless of the factors considered in all of the models tested, thus showing its transcendental impact.

These findings regarding the impact of rewards are very interesting and are very practical levers of choice to reduce the level of burnout among lawyers. Furthermore, the fact that the effect of recognition and job insecurity disappears when we consider the impact of individual characteristics does not mean that they are less important, but probably that their effect is partly due to certain individual variables. As explained earlier in the presentation of the risk and protective factors related to psychological distress, it is possible that the effect of recognition on the level of burnout is partly due to certain characteristics such as self-esteem. This would explain why the significant impact of recognition on burnout disappears when self-esteem is considered.

Psychological demands: impact of work overload on burnout

Psychological demands, for their part, encompass a diverse set of working conditions ranging from workload or work overload to role conflict or ambiguity arising from work. A high level of psychological demands, including work pace and conflicting demands, is also a risk factor for developing mental health problems such as anxiety disorders (Stansfeld & Candy, 2006).

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In this study, we selected two distinct factors to measure the impact of psychological demands:

- 1) quantitative overload;
- 2) qualitative overload.

Although several studies consider these dimensions in a one-dimensional manner (Lavoie-Tremblay et al., 2008; Bourbonnais et al., 2007; Stansfeld & Candy, 2006; Marchand et al., 2005a), i.e., as a single factor referring to psychological demands, we have chosen to treat them separately in this study, first of all, in order to be better aligned with the comments made by participants during Phase I and, second, in order to ensure a finer analysis of the risks associated with quantitative overload and those associated with qualitative overload.

Quantitative overload refers to a situation where the individual struggles to cope with the amount of work while constantly dealing with emergencies. This frenzied state, in which many lawyers find themselves, was described at length in Phase I of this study, as participants regularly repeated the impression that they were working in an emergency. As seen above, this pressure is not significantly associated with the level of psychological distress experienced. However, the results of the analyses on burnout show that quantitative work overload and this frenzy are associated with significantly higher levels of burnout. This impact of quantitative work overload remains highly significant, regardless of the other factors considered in the various analysis models tested, thus showing the significant impact of this factor on the variation in burnout.

Qualitative overload refers to the fact of having to manage several things at the same time, which generates a significant mental load. It is interesting to note from the results that when considered simultaneously with social and even family factors, qualitative overload is not significant in explaining the level of burnout. However, when all stressors are considered together, qualitative overload does appear to be significant in explaining participants' level of burnout.

Impact of emotional demands

The results presented show that emotional demands significantly influence the level of burnout, even when considering the other variables included in the analyses ($p \leq 0.001$). These demands occur when work involves having to deal with emotionally unsettling situations, or when individuals have to become emotionally involved in their work. It would be logical to assume that the area of specialty may play a role in this relationship, as those practicing in certain areas of practice may be more

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exposed than others to these demands in the course of their work. This avenue may need to be explored through further research into the impact of the area of specialty.

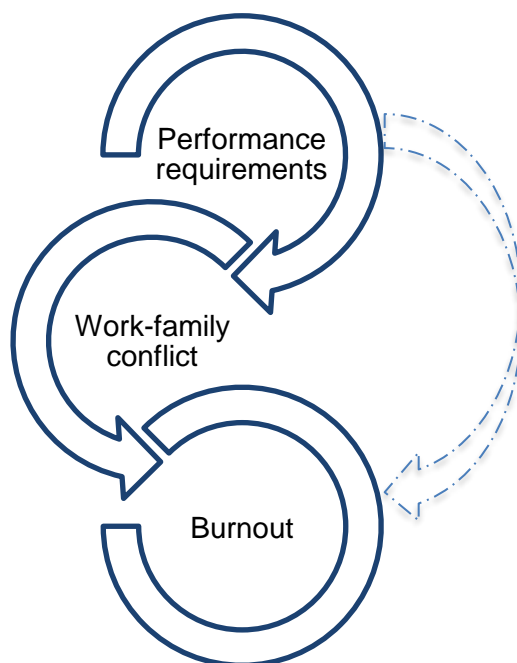
Impact of contractual demands at work

The impact of contractual demands on the burnout of Quebec lawyers was assessed using a number of variables: performance requirements, billable hours business model and hours worked.

Concretely, the analyses show that a business model based on billable hours significantly increases the level of burnout experienced by participants. This relationship remains significant even when considering all other factors measured. The results also show that performance demands significantly increase burnout, but only when social factors and working conditions are taken into account. Thus, when taking into account family factors, such as work-family or family-work conflicts, this impact is eliminated. Observing this result, our team hypothesized that performance demands exacerbate the work-family conflict, which seems to be associated with higher levels of burnout, but also seems to explain why, when considering the contribution of family variables, the impact of performance requirements on burnout is no longer significant. *Figure 6* below illustrates this hypothesis.

Figure 6

Illustration of the mediating relationship between performance requirements, work-family conflict and burnout



Based on statistical analyses to test this hypothesis, the latter is partially confirmed, i.e., that performance requirements significantly increase the work-family conflict, which in turn increases the

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level of burnout. However, this mediation is not perfect, which means that performance requirements themselves also influence burnout, even when considering the impact of the work-family conflict. This clarification is represented by the dotted arrow in *Figure 6*.

Finally, the hours worked are insignificant in explaining the level of burnout among participants. Since it would be logical to assume that long hours of work could be associated with higher burnout, our team measured the hours of work using a binary variable, where 0 = less than 50 hours of work per week (49 hours or less) and 1 = 50 hours or more. It turns out that long hours worked do not, at least in this study, explain participants' level of burnout.

Impact of the use of skills

The use of skills in this study was measured using a 4-point scale adapted from Karasek (1979). The adapted scale aimed to measure the extent to which the participants' work requires the acquisition of new knowledge and offers learning opportunities. The results presented in *Table 11* highlight the protective effect of the use of skills on mental health by significantly reducing the burnout experienced by participants.

IMPACT OF FAMILY AND NON-WORK FACTORS ON BURNOUT

The results highlight the impact of several family and non-work factors in explaining participant burnout.

First, the **work-family conflict**, i.e., the negative effect of work on one's personal life, appears to be significantly related to burnout. Thus, the greater the work-family conflict, the more significantly burnout increases, even when considering the impact of social factors, working conditions, other family factors and individual traits. It also appears that the **family-work conflict**, i.e., the impact of personal life on work, is significantly associated with burnout by increasing the level of burnout experienced. However, the significant effect of the family-work conflict on burnout disappears when individual factors are considered.

Second, being **in a relationship** seems to be significantly associated with burnout ($p \leq 0.05$). Indeed, the analyses show that being in a relationship is significantly associated with an increase in burnout. This impact persists, regardless of the other factors considered. These results are also consistent with those obtained in other studies specifically about lawyers. High rates of divorce and the presence

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of multiple marital problems seem to characterize the population of lawyers (Chambers, 2014; Schiltz, 1999).

Finally, as in the case of psychological distress, the results highlight the protective role of being a **parent**, as dependent children significantly reduce the level of burnout ($p \leq 0.01$). However, this effect exists as long as individual variables are not considered. When individual variables are considered, the protective impact of parental status disappears by becoming insignificant.

IMPACT OF INDIVIDUAL FACTORS ON BURNOUT

The results obtained regarding the impact of individual factors on burnout are shown schematically in *Figure 7* below.

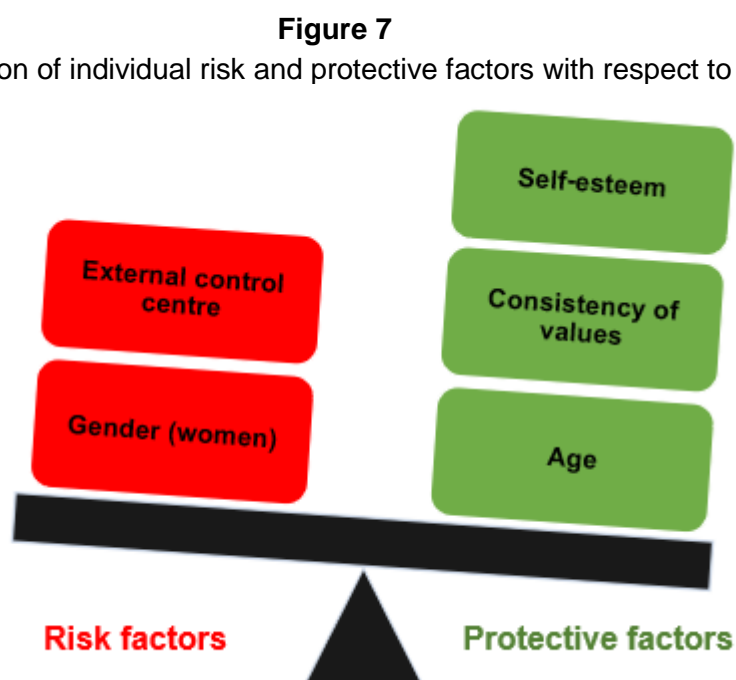


Figure 7 shows that self-esteem, age and the consistency between individual values and workplace values contribute significantly to reducing the level of burnout experienced by participants. These factors are significant even when taking into account all of the factors listed above, i.e., social, organizational and family factors.

Conversely, *Figure 7* also shows that **being a woman** significantly contributes to increasing the level of burnout. Similarly, people with an **external locus of control**, i.e., those who believe that events in their lives are a function of chance, luck, fate, in short, forces external to them and independent of

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their own will (Rotter, 1966; Kirkcaldy et al., 2002), are exposed to significantly higher levels of burnout, which is consistent with certain studies (Muhonen & Torkelson, 2004).

Based on the detailed analysis of these results, it appears relevant to summarize the risk and protective factors associated with burnout. *Table 12* below pursues this objective.

Table 12
Summary of risk and protective factors related to burnout¹³

RISK FACTORS	PROTECTIVE FACTORS
Stressors related to regulated professions Technology Billable hours model Job insecurity Quantitative overload Qualitative overload Emotional demands Family → work conflict Work → family conflict External locus of control Being in a relationship Being a woman	Harmonious relations with clients Use of skills Recognition Career opportunities Having children Age Presence of children Consistency between personal and workplace values Self-esteem

These findings now lead us to analyze occupational health from a positive perspective, i.e., the factors that lead to well-being in the workplace. The following sections are intended for this purpose.

¹³ The effect of the factors in grey in the table appears to be insignificant when the contribution of individual characteristics is considered. Nevertheless, since their impact on burnout appears significant when several social, organizational and family variables are considered, we thought it would be useful to include them in **Table 12**.

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WELL-BEING IN THE WORKPLACE AMONG QUEBEC LAWYERS: AN OVERVIEW OF THE SITUATION

In recent decades, some studies have focused on well-being in the workplace (Dagenais-Desmarais & Savoie, 2012), particularly through the influence of positive psychology (Seligman et al., 2005). Despite the lack of consensus in the literature regarding the definition of well-being (Dagenais-Desmarais & Savoie, 2012; Gilbert et al., 2011), we thought it appropriate nevertheless to use a scale of psychological well-being in the workplace for the purposes of this study. Two objectives were pursued with this inclusion. The first was to verify whether the factors associated with psychological distress were also related to the level of well-being experienced. The second was to verify whether factors not necessarily associated with the level of distress would be related to well-being in the workplace, thus multiplying the levers for intervention to improve mental health in the profession.

Before presenting the various analyses on well-being, it is important to clarify a few points.

First, well-being should not be seen as the opposite of psychological distress. Indeed, some people may experience significant distress, but they may also experience some well-being in their workplace. In short, these two concepts are not inverted, nor are they two opposites of the same continuum; instead, they are complementary in understanding mental health in the workplace.

Second, unlike psychological distress, well-being is still a relatively unstable concept in the literature because it has been the subject of far fewer studies. The results obtained must therefore be interpreted within these limits.

The following sections present some observations related to well-being, as well as the factors related to an increase or decrease in well-being in the profession.

DESCRIPTIVE ANALYSES CONCERNING WELL-BEING

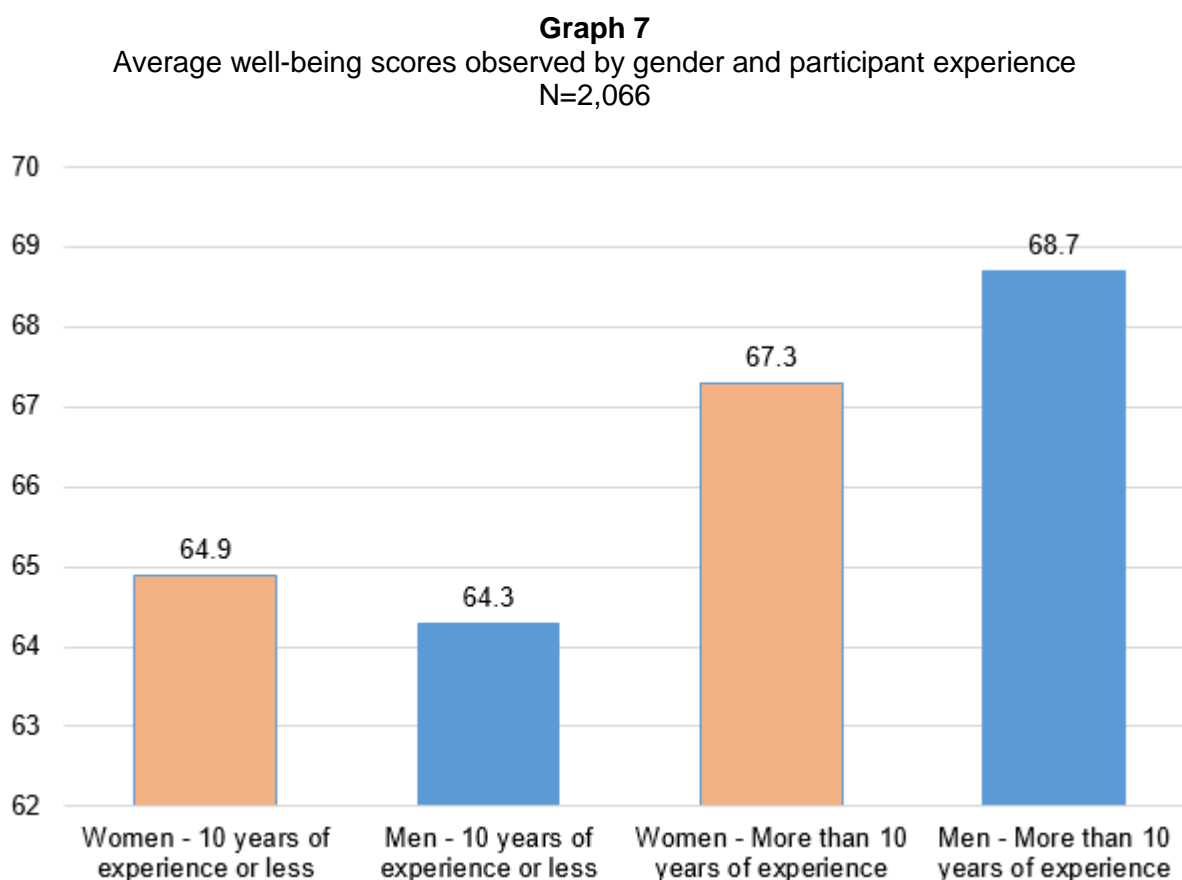
Well-being was analyzed here in its continuous form, i.e., based on an overall score ranging from 0 to 84. Our team made this choice because it had noted the absence of validated cut-off points in the literature. Although this methodological choice does not make it possible to compare the sample based on different levels of well-being, as was previously done for psychological distress or burnout,

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several analyses made it possible to compare the well-being scores obtained based on various participant characteristics (gender and experience).

Graph 7 below shows the average well-being scores observed for women, compared to men, based on participant experience. Overall, there is no marked difference between women and men in this regard. Thus, although the scores of young lawyers (men and women) are significantly lower¹⁴ than those observed among more experienced participants, the differences between men and women are insignificant.¹⁵



The following section seeks to analyze the factors that may be associated with the well-being experienced by participants.

¹⁴ $p \leq 0.001$.

¹⁵ $p \geq 0.05$.

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SOCIAL, ORGANIZATIONAL, FAMILY AND INDIVIDUAL FACTORS ASSOCIATED WITH WELL-BEING IN THE OVERALL SAMPLE

In order to eventually establish a comparison with the factors analyzed above, we have retained the same independent variables for the analysis of well-being as those used to assess psychological distress or burnout. *Table 13* below showcases the factors that have a significant impact on the level of well-being experienced by participants. As with the tables presented above, the (+) symbols imply an increase in the level of well-being, while the (-) symbols imply that the independent variable significantly decreases well-being. The number of stars (*) indicates the degree of significance according to certain thresholds, in accordance with the footnote at the bottom of the table. The mention “ns” means that the variable is not significant in explaining the variation in well-being in the model under study. Variables in grey mean that they have no significant relationship in this study with the variation in well-being, regardless of the factors considered and the models tested.

Table 13 presents the adjusted R^2 s,¹⁶ i.e., the variance in the level of well-being experienced explained by the variables included in the different models. Thus, we see that the factors in the social sphere explain 12.8% of the variation in well-being within the sample. This contribution is relatively small compared to a contribution of 30% for burnout and just over 24% for distress. The combination of organizational and social factors accounts for 48.6% of the variation in well-being in the sample. We can thus see that the organizational environment makes the greatest contribution to the variation in well-being among individuals, with a contribution of 35.8% on its own. Factors arising from life outside of work and family explain only 2.8%, given that the explained variance increases from 48.6% to 51.4% with the addition of these factors. Finally, individual characteristics explain 7.2% of the variation in well-being, a greater contribution than for burnout, but comparable to psychological distress. In fact, individual characteristics explained slightly more than 8% of the variation in distress in the sample. Overall, social, organizational, family and individual variables thus explain 58.6% of the variation in the level of well-being in the sample.

The following sections will be devoted to an in-depth analysis of the factors that lead to this well-being in the overall sample.

¹⁶ An adjusted R^2 is used here rather than simply an R^2 since the adjusted R^2 “adjusts” to the number of variables included in the models tested.

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Table 13
Impact of social, organizational, family and individual factors on the well-being of Quebec lawyers¹⁷

	Factors	Model 1	Model 2	Model 3	Model 4
Social	Regulated profession	(-) ^{***}	(-) [*]	ns	ns
	Performance culture	(-) [*]	ns	ns	ns
	Enhancement of professional image	(+) ^{**}	ns	ns	ns
	Technology	(-) ^{***}	(-) ^{***}	(-) ^{**}	(-) [*]
Organiz.	Social relations with colleagues		(+) ^{***}	(+) ^{***}	(+) ^{***}
	Social relations with superior		ns	ns	ns
	Social relations with clients		ns	ns	ns
	Social relations with judges		ns	ns	ns
	Support from colleagues		ns	ns	ns
	Support from the superior		ns	ns	ns
	Recognition		(+) ^{***}	(+) ^{***}	(+) [*]
	Job insecurity		ns	ns	(+) [*]
	Career opportunities		(+) ^{***}	(+) ^{***}	(+) ^{***}
	Salary		ns	ns	ns
	Quantitative overload		(+) [*]	(+) ^{***}	(+) ^{**}
	Qualitative overload		ns	ns	ns
	Emotional demands		(-) ^{***}	(-) ^{***}	(-) ^{**}
	Performance requirements		(-) ^{**}	(-) [*]	ns
	Billable hours		(-) ^{***}	(-) ^{***}	(-) ^{**}
	Total hours worked		ns	ns	ns
	Decision-making authority		ns	ns	ns
	Use of skills		(+) ^{***}	(+) ^{***}	ns
Lack of resources		(-) [*]	(-) [*]	(-) ^{**}	
Incivility (binary)		ns	ns	ns	
Family and non-work	Work-family conflict			(-) ^{***}	(-) ^{***}
	Family-work conflict			(-) ^{**}	ns
	Support outside of work			(+) ^{***}	(+) [*]
	Being in a relationship			ns	ns
	Dependent children			(+) ^{**}	ns
	Dependent parents			ns	ns
Individ.	Age				(+) ^{***}
	Experience (10 years or less)				ns
	Consistency of values				(+) ^{***}
	Gender (women)				ns
	External locus of control				(-) [*]
	Self-esteem				(+) ^{***}
	Excessive alcohol consumption				ns
	Smoking				ns
	Drug use				ns
Hours of sleep				ns	
Adjusted R²		0.128	0.486	0.514	0.586

NOTE: $p \leq 0.05^*$; $p \leq 0.01^{**}$; $p \leq 0.001^{***}$, which means that the higher the number of *, the more significant the variable is in explaining well-being.

¹⁷ It is important to specify here that the results included in this table exclude self-employed lawyers since several work-related factors were not relevant for this category of lawyers (e.g., social relations with the superior, support at work, etc.). However, a specific picture of this group will be provided later in this report.

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IMPACT OF SOCIAL FACTORS ON WELL-BEING

The results presented in *Table 13* show *a priori* that all of the social factors measured have an impact on the well-being of participants. While stressors related to regulated professions, performance-oriented work culture and technology significantly reduce the level of well-being experienced, enhancement of the professional image seems to be associated with greater well-being. It should be noted, however, that when considering the effect of working conditions, life outside of work and individual characteristics, professional culture and enhancement of the professional image no longer have any impact on the well-being of individuals. The negative effect of the stressors associated with regulated professions disappears when life outside of work and individual characteristics are taken into account. In short, only the negative effect of technology on the level of well-being persists, regardless of the factors considered in the different models.

IMPACT OF ORGANIZATIONAL FACTORS ON WELL-BEING

Impact of social relations in the workplace on well-being

The analyses carried out show that **harmonious social relations with colleagues** are associated with a significant increase in the level of well-being among participants, regardless of the factors considered ($p \leq 0.001$). This finding is interesting in that relationships with colleagues did not appear to be significant in explaining psychological distress and appeared to be of little importance in explaining burnout. This leads us to note that social relations with colleagues provide well-being among participants, but do not significantly reduce psychological distress, nor do they influence burnout when several factors are considered simultaneously.

The analyses also show that relations with the supervisor, relations with clients or relations with judges are insignificant in explaining participants' level of well-being.

Impact of rewards on well-being

Consistent with the results obtained previously, it appears that in addition to reducing the level of psychological distress and burnout, **recognition** and **career opportunities** seem to contribute to increasing the well-being experienced by participants. This positive impact on health remains, regardless of the factors considered. The results also tend to show that job insecurity is associated with higher levels of well-being. While this result may seem contradictory, it is possible that people exposed to low job security are exposed to it by choice, which could explain this result. Finally,

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consistent with the results obtained earlier, the results show that salary seems to be insignificant in explaining the well-being of lawyers.

Impact of work-related psychological demands on well-being

The results obtained tend to show that **quantitative workload** seems to be associated with an increase in well-being and that this impact remains significant, regardless of the factors considered. While this result may *a priori* seem surprising, it is not, given that workload can also be synonymous with challenge and self-actualization, which could explain this result. Therefore, although work overload significantly increases the level of burnout, it also contributes to a certain well-being among participating professionals. Qualitative overload, for its part, shows no significant relationship with the well-being experienced.

Impact of emotional demands on well-being

Consistent with previous findings, increased **emotional demands** at work seem to contribute to a significant reduction in the level of well-being among participants. Thus, not only do emotional demands at work increase psychological distress and burnout, but they also contribute to reduced well-being, even when considering the role played by social, organizational, non-work and individual factors.

Impact of contractual demands on well-being

Contractual demands refer to performance requirements, having to meet billable hours targets and hours worked. Analyses of well-being tend to show that increasing **performance requirements** contributes to a significant reduction in well-being, even when considering the contribution of social, organizational and family factors in explaining well-being. However, this impact disappears when the individual characteristics of participants are taken into account. With respect to **billable hours**, the results are consistent with those obtained for psychological distress and burnout: lawyers with billable hours targets seem to experience lower levels of well-being while experiencing higher levels of distress and burnout. Finally, long working hours (more than 50 hours per week) seem to have no significant effect (whether positive or negative) on the level of well-being of participating lawyers.

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Impact of the use of skills

The results presented in *Table 13* demonstrate the positive effect of **the use of skills** on the well-being of participants. Thus, increasing the use of skills among lawyers seems to contribute to higher levels of well-being. These results are consistent with those of Marchand and his colleagues (2006b), who, when studying the impact of the use of skills on psychological distress, stated that “*increasing the use of skills, within a limit that reduces work routinization, appears to be a source of improved mental health in the workplace*” (p. 21). These results are also consistent with those of other studies that have shown that the use of skills seems to be associated with a reduced risk of developing psychological disorders and an increase in job satisfaction (de Jonge et al., 2000; Joensuu et al., 2010; Niedhammer et al., 1998; Stansfeld et al., 1999). It is important to note, however, that the protective effect of the use of skills on well-being becomes insignificant when considering all individual characteristics.

Impact of a lack of resources at work on well-being

Finally, the results show that a **lack of resources** seems to reduce the level of well-being experienced by participants. This result is interesting since, as seen earlier, a lack of resources does not significantly affect psychological distress or burnout, but it seems nevertheless to have a protective effect on health by increasing the level of well-being experienced, regardless of the factors considered. Moreover, the increase in the number of factors in each of the models demonstrates that this relationship intensifies rather than diminishes in intensity. It is therefore possible to believe that the sum of the constraints generated by several spheres of life increases the impact of a lack of resources (human, material, etc.) on participants' well-being.

IMPACT OF FAMILY AND NON-WORK FACTORS ON WELL-BEING

The analyses highlight three salient points concerning the effect of life outside of work on the level of well-being.

First, in line with earlier results, the results presented in *Table 13* show that the **work-family conflict** has a significant negative impact on the level of well-being experienced. Thus, the more work-related constraints spill over into the family sphere, the more the participants' well-being decreases. This relationship is significant, regardless of the factors considered. The results show that the same is true for the family-work conflict, i.e., when family constraints interfere with work. However, the latter conflict

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is insignificant in explaining the well-being of participants when individual characteristics are considered.

Second, the results show that **social support outside of work** seems to contribute to increasing the level of well-being. This support, from family or friends, therefore seems to be beneficial to health by significantly increasing well-being, an effect that persists even when considering the constraints and resources emanating from other spheres of the individuals' lives.

Finally, we note that individuals with dependent children seem to experience significantly higher levels of well-being. However, the protective effect of having children seems to disappear when individual characteristics are taken into account.

IMPACT OF INDIVIDUAL CHARACTERISTICS ON WELL-BEING

The analyses presented in *Table 13* highlight some of the factors that positively or negatively influence the level of well-being of participating lawyers.

Individual factors associated with greater well-being include **age**, **consistency between personal values and organizational values** and **self-esteem**. Specifically, the results show that well-being increases with age and that greater consistency of values, as well as greater self-esteem, seem to be protective factors for health. These results are consistent with those obtained in the study of distress and burnout, where age, self-esteem and consistency of values were associated with lower levels of distress and burnout. Conversely, having an external locus of control seems to contribute to a reduction in the well-being experienced.

Table 14 below summarizes the factors that have a significant positive or negative impact on well-being.

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Table 14

Summary of factors that significantly reduce and increase the well-being experienced in the overall sample¹⁸

REDUCES WELL-BEING	INCREASES WELL-BEING
Technology	Harmonious relations with colleagues
Emotional demands	Recognition
Performance-related requirements	Career opportunities
Billable hours	Job insecurity
Lack of resources at work	Quantitative overload
Work-family conflict	Use of skills
External locus of control	Social support outside of work
	Having children
	Age
	Consistency of values
	Self-esteem

SUMMARY OF RISK AND PROTECTIVE FACTORS FOR THE MENTAL HEALTH OF QUEBEC LAWYERS

In order to summarize all of the results presented above concerning the risk and protective factors related to psychological distress, burnout and well-being, we thought it appropriate to summarize the results in table form. This summary, presented in *Table 15*, shows the factors that emerged as significant when considering factors from at least three spheres of life. The arrows in light grey indicate that the relationship is significant, but that the impact of the factor disappears when individual characteristics (4th sphere) (personality traits, gender, age, lifestyle habits) are taken into account.

As can be seen, several factors from the different spheres of life have a significant impact on all of the health variables studied, and this impact remains significant regardless of the variables included. This is particularly the case for technology (social sphere), career opportunities (organizational sphere), emotional demands (organizational sphere), work-family conflict (family sphere), age

¹⁸ The effect of the grey factors in the table appears to be insignificant when considering the contribution of individual characteristics. Nevertheless, since their impact on well-being appears significant when several social, organizational and family variables are considered, we thought it would be useful to include them in **Table 14**.

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(individual sphere), consistency between personal and organizational values (individual sphere), external locus of control (individual sphere) and self-esteem (individual sphere).

Figure 8 below summarizes these observations. All the variables included in the figure have a significant impact on distress, burnout and well-being.

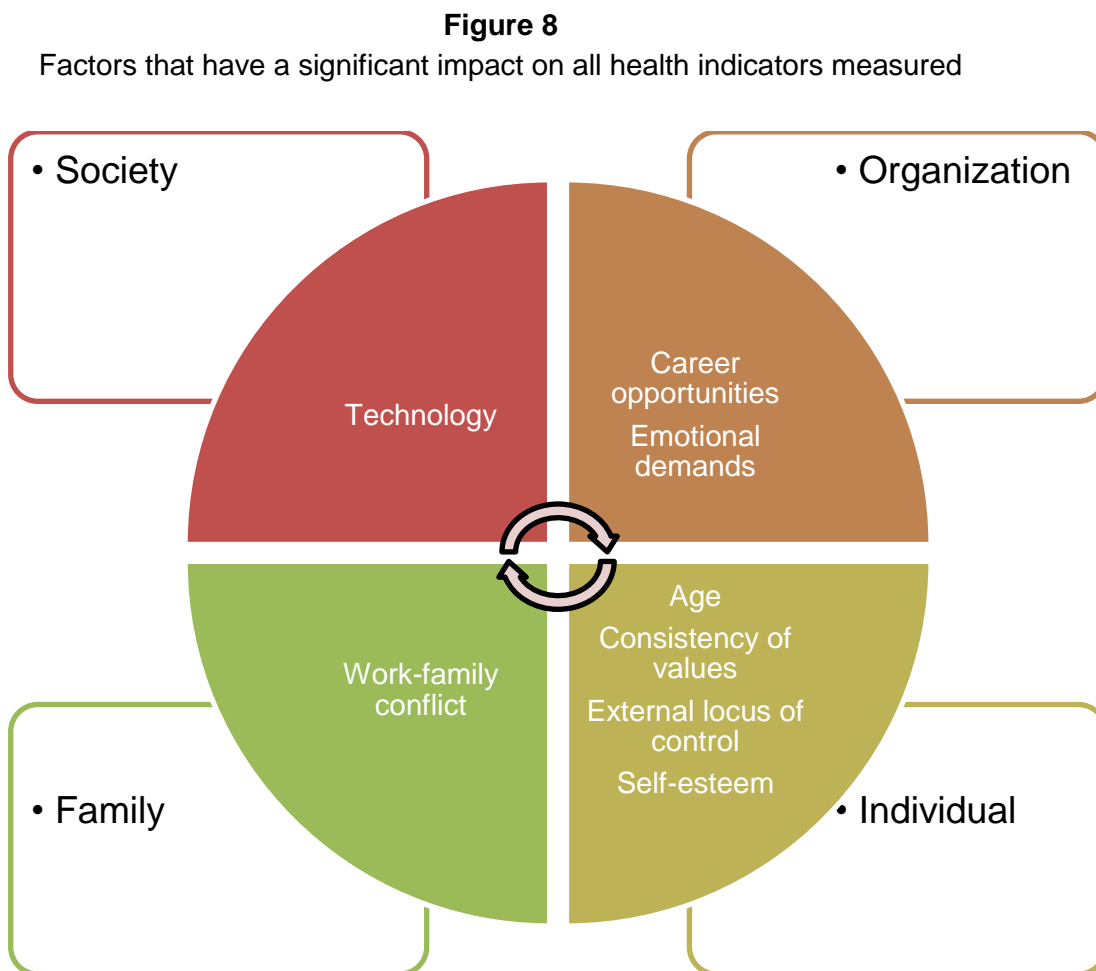






Table 15 below provides a summary of the risk and protective factors associated with the various health indicators measured.

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Table 15

Summary of risk and protective factors associated with the various health indicators measured

Sphere of life	Factors	Effect on psychological distress	Effect on burnout	Effect on well-being
Society 	Stressors related to regulated professions	↑	↑	ns
	Technology	↑	↑	↓
Organization 	Harmonious relations with colleagues	ns	ns	↑
	Harmonious relations with the supervisor	↓	ns	ns
	Harmonious relations with clients	ns	↓	ns
	Social relations with judges (bin)	↓	ns	ns
	Recognition	↓	↓	↑
	Career opportunities	↓	↓	↑
	Job insecurity	↑	↑	↑
	Quantitative overload	ns	↑	↑
	Qualitative overload	ns	↑	ns
	Emotional demands	↑	↑	↓
	Performance-related requirements	ns	ns	↓
	Billable hours	↑	↑	↓
	Use of skills	ns	↓	↑
	Lack of resources at work	ns	ns	↓
Family and life outside of work 	Work-family conflict	↑	↑	↓
	Family-work conflict	↑	↑	↓
	Social support outside of work	ns	ns	↑
	Being in a relationship	ns	↑	ns
	Dependent children	↓	↓	↑
Individual 	Age	↓	↓	↑
	Gender	ns	↑	ns
	Consistency between personal and workplace values	↓	↓	↑
	External locus of control	↑	↑	↓
	Self-esteem	↓	↓	↑
	Drug use	↑	ns	ns
	Smoking	↑	ns	ns

The above summary table shows that the following factors, presented in *Box 3*, are (positively or negatively) associated with the level of psychological distress experienced by participants, regardless

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of the factors considered, including individual characteristics, thus constituting risk and protective factors:

Box 3

Factors related to psychological distress

Significantly increase psychological distress

- Stressors related to regulated professions
- Technology
- Job insecurity
- Emotional demands
- Work-family conflict
- External locus of control
- Drug use
- Smoking

Significantly reduce psychological distress

- Career opportunities
- Age
- Consistency between personal and organizational values
- Self-esteem

The results presented in *Table 15* also indicate that the following determinants, presented in *Box 4*, are significantly associated with burnout when considering all the stressors stemming from the different spheres of life.

Box 4

Factors related to burnout

Significantly increase burnout

- Stressors related to regulated professions
- Technology
- Quantitative overload
- Qualitative overload
- Emotional demands
- Having to meet billable hours targets
- Work-family conflict
- Being in a relationship
- Being a woman
- External locus of control

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Box 4 (continued) Factors related to burnout

Significantly reduce burnout

- Harmonious relations with clients
- Career opportunities
- Use of skills
- Age
- Consistency between personal and organizational values
- Self-esteem

Finally, several factors are significantly associated with the level of well-being experienced by participants. These factors are summarized in *Box 5* below:

Box 5 Factors related to well-being

Significantly increase well-being

- Harmonious relations with colleagues
- Recognition at work
- Career opportunities
- Job insecurity
- Quantitative overload
- Social support outside of work
- Age
- Consistency between personal and organizational values
- Self-esteem

Significantly reduce well-being

- Technology
- Emotional demands
- Having to meet billable hours targets
- Lack of resources at work
- Work-family conflict
- External locus of control

This summary now leads us to provide specific pictures based on certain characteristics of the participants interviewed. The following sections are intended for this purpose.

RESULTS

PART II: SPECIFIC PROFILES

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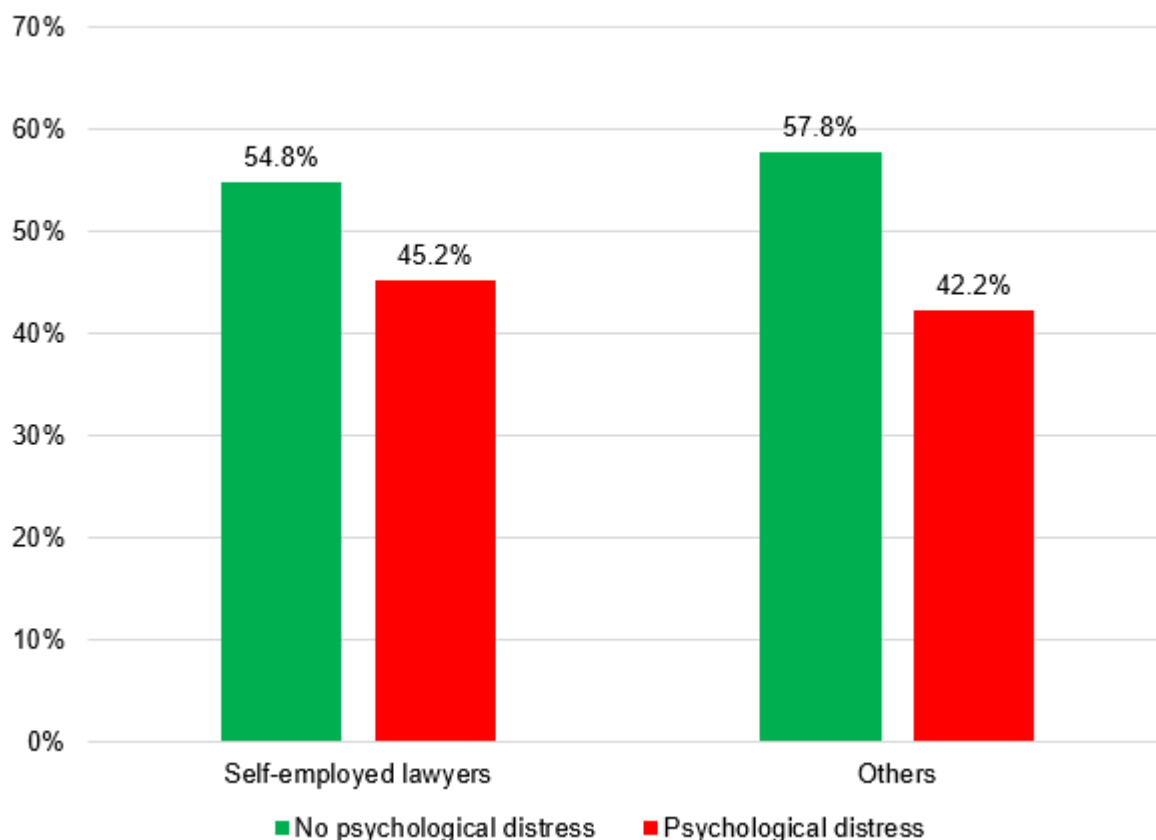
THE SITUATION OF SELF-EMPLOYED LAWYERS

During data collection, a total of 310 self-employed lawyers completed the entire questionnaire. However, given their specific situation as self-employed lawyers and the fact that many of the variables measured were not applicable to them, these participants were excluded from the analyses conducted previously. For this reason, this section looks more closely specifically at this category of legal practitioners.

MENTAL HEALTH INDICATORS FOR SELF-EMPLOYED LAWYERS COMPARED TO OTHER PRACTITIONERS

Graph 8 below shows the proportion of individuals affected by psychological distress among self-employed lawyers compared to other legal practitioners.

Graph 8
Proportion of psychological distress among self-employed lawyers compared to other lawyers
N=2,027



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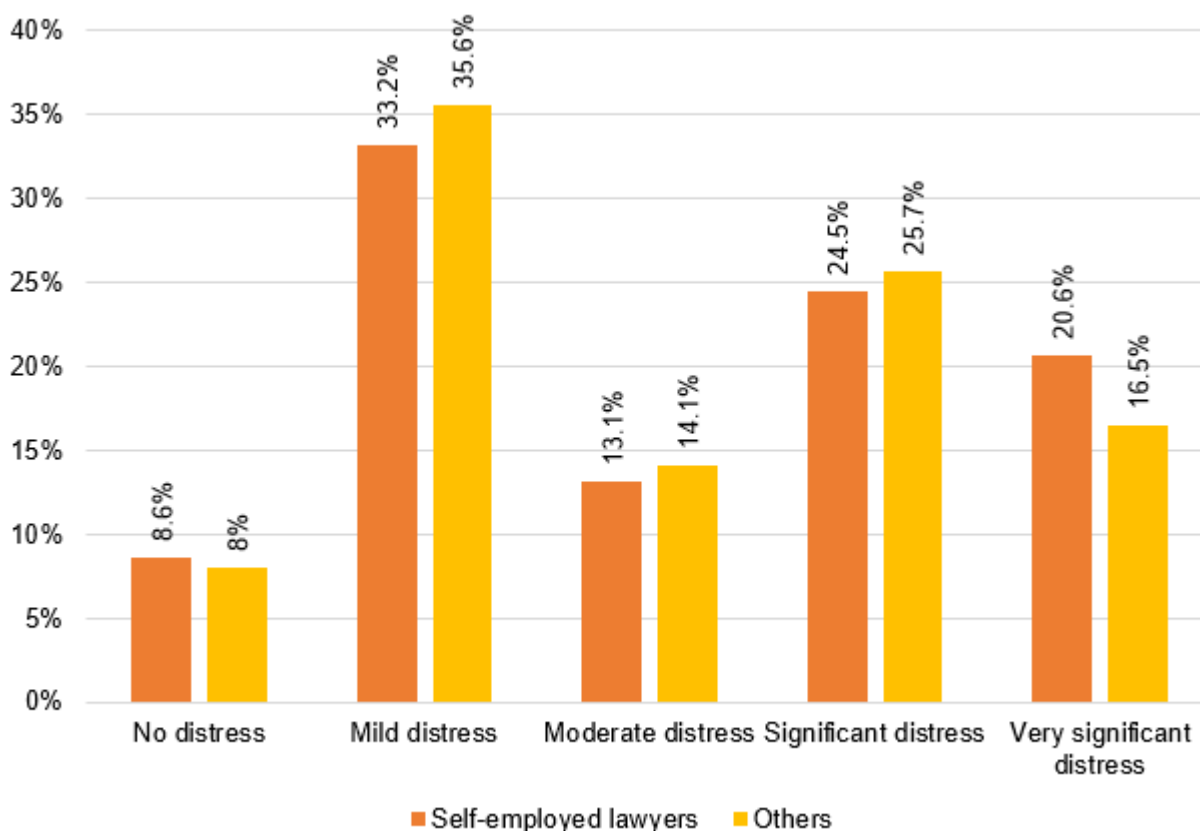
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The rate of psychological distress was 45.2% among self-employed lawyers, compared to 42.2% among other lawyers. After verification through testing differences between proportions, it appears that this difference is insignificant ($p \geq 0.05$). This means that the phenomenon of psychological distress is as present among self-employed lawyers as it is among other legal practitioners.

Graph 9 below presents an analysis of the level of psychological distress observed according to five categories established in the literature (Camirand et al., 2010; Vézina et al., 2011).

Graph 9

Comparison of self-employed lawyers with other legal practitioners according to different levels of psychological distress (K6 scale)
N=2,027



Graph 9 shows that the proportions of self-employed lawyers compared to other legal practitioners are relatively similar in the first three categories (no distress to moderate distress). Although self-employed lawyers appear to be proportionately more likely to be experiencing significant distress (24%) compared to other practitioners (18%), it is important to note that this difference is

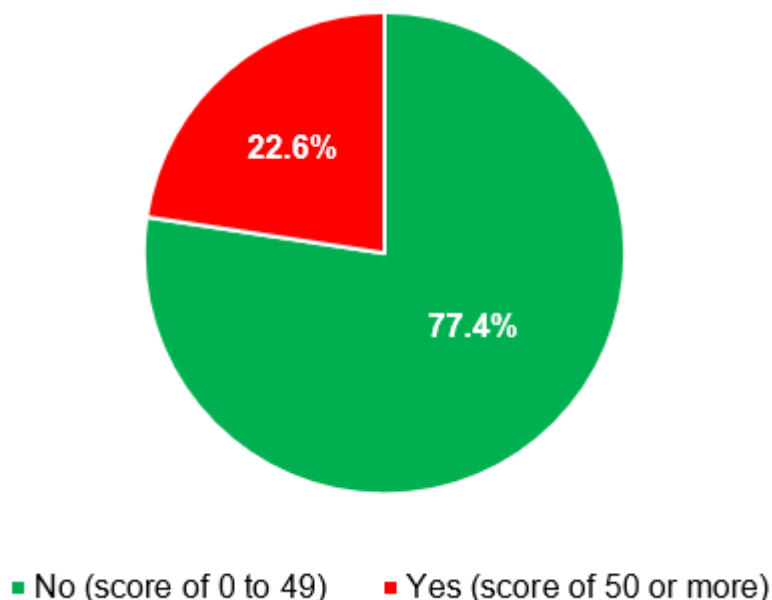
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insignificant.¹⁹ Thus, as with the proportion of psychological distress, the distribution of participants according to certain levels of distress is the same, whether or not they are self-employed.

Graph 10 below shows the proportion of burnout in the sample of self-employed lawyers.

Graph 10
Proportion of burnout among self-employed lawyers
N=394



Graph 10 shows that the proportion of self-employed lawyers experiencing burnout (score ≥ 50) is 22.6%, a slightly higher percentage than that observed in the overall sample, which was 19%. It should be noted, however, that after verification by testing difference between proportions, this difference is insignificant.

As with the overall sample, a more detailed analysis was conducted to verify the distribution of self-employed participants according to different levels of burnout, in line with the scores recommended in the literature (Creedy et al., 2017; Kristensen et al., 2005). *Graph 11* below presents the results obtained.

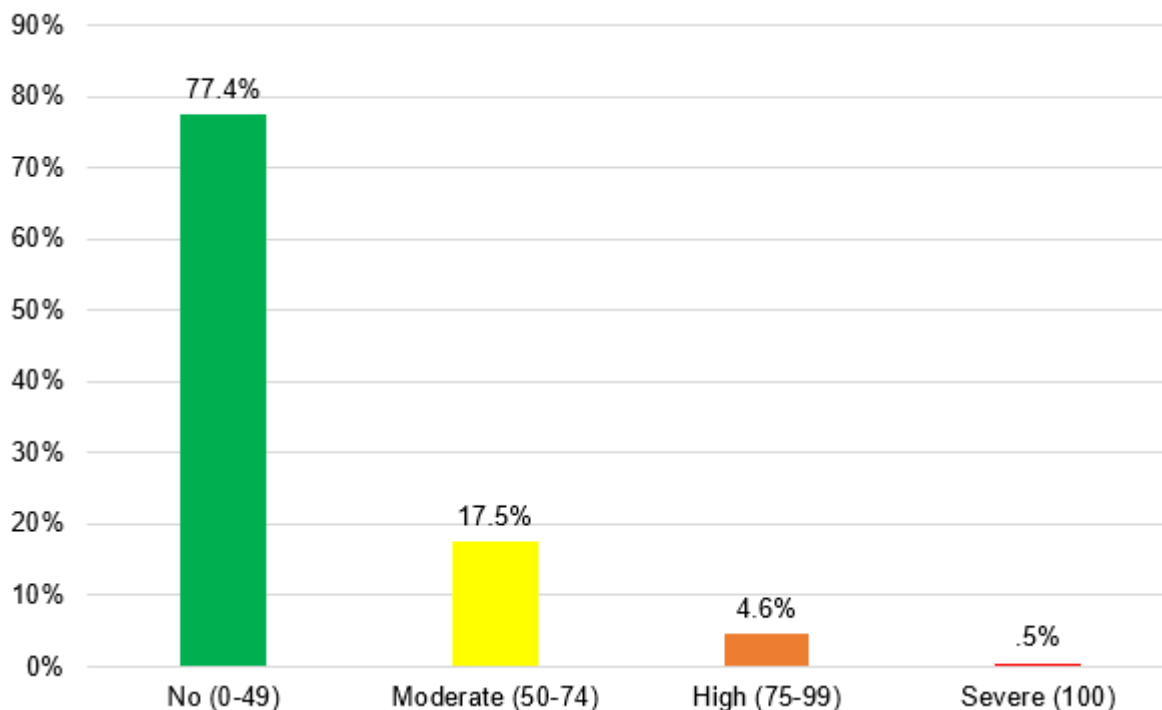
¹⁹ $p \geq 0.05$.

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Graph 11

Distribution of self-employed lawyers according to certain levels of burnout (Creedy et al., 2017)
N=394



Despite some differences, we find that, as with the overall sample, the majority of self-employed lawyers experiencing burnout are concentrated in a level of moderate burnout with a score of 50-74. Moreover, after verification by testing differences between proportions, the percentage differences in the distribution compared to the overall sample are insignificant.

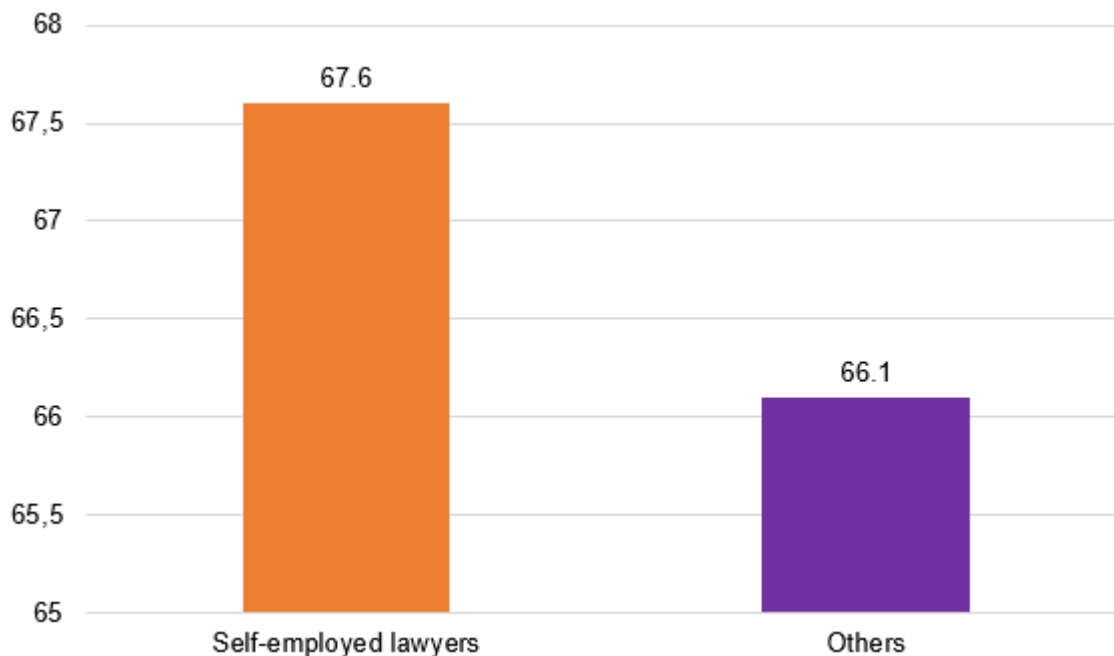
Finally, *Graph 12* below shows the comparison of the well-being scores among the self-employed with those of the rest of the population. Testing differences between means confirmed that the differences between self-employed lawyers and other legal practitioners are insignificant in this respect.

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Graph 12

Comparison of average well-being scores between self-employed lawyers and other legal practitioners
N=2,086



RISK AND PROTECTIVE FACTORS FOR THE MENTAL HEALTH OF SELF-EMPLOYED LAWYERS

As mentioned earlier, several factors related to working conditions in the overall sample were not measured among the self-employed because they did not apply specifically to them. It is for this reason that self-employed lawyers formed the subject of a specific analysis. The factors excluded from the analyses for these lawyers are as follows:

- social relations with colleagues and supervisors;
- social support at work from colleagues and the supervisor;
- recognition at work;
- job insecurity;
- career opportunities within the company;
- performance requirements and billable hours targets.

Thus, given that several variables are excluded compared to the other models, the variances in distress, burnout or well-being explained by the analyses are lower than for the overall sample. This is logical considering that fewer risk or protective factors are considered. Also, it is important to note that the study primarily targeted working lawyers and not specifically self-employed lawyers, who are

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the subject of specific research given the heterogeneity of their working conditions compared to the working conditions of those who are employed. Also, since several variables specific to self-employed lawyers were not measured in the questionnaire for reasons of feasibility and parsimony of the questionnaire, the results obtained here must be interpreted within these limits. *Table 16* below presents the main results concerning the effect of certain social, organizational, family and individual factors on the main health variables measured in the study, namely psychological distress, burnout and well-being. As with the tables presented above, the (+) symbols imply an increase in the level of the dependent variable (psychological distress, burnout or well-being), while the (-) symbols imply that the independent variable significantly decreases the dependent variable. The number of stars (*) indicates the degree of significance according to certain thresholds, in accordance with the footnote at the bottom of the table. The mention “ns” means that the variable is not significant in explaining the variation in the dependent variables. Variables in grey mean that they have no significant relationship in this study with the variation in the various dependent variables, regardless of the factors considered.

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Table 16

Impact of social, organizational, family and individual factors on distress, burnout and well-being among self-employed lawyers
N=310

	Factors	Psychological distress	Burnout	Well-being
Social	Regulated profession	ns	(+)*	ns
	Performance culture	ns	ns	ns
	Enhancement of professional image	ns	ns	ns
	Technology	ns	ns	ns
Organiz.	Social relations with clients	ns	ns	ns
	Social relations with judges	ns	ns	ns
	Salary	ns	ns	ns
	Quantitative overload	ns	(+)*	ns
	Qualitative overload	(-)*	ns	ns
	Emotional demands	(+)**	(+)**	(-)*
	Total hours worked	ns	ns	ns
	Decision-making authority	ns	ns	(+)**
	Use of skills	ns	ns	ns
	Lack of resources	(+)*	ns	(-)*
	Incivility (binary)	ns	ns	ns
	Family and non-work	Work-family conflict	(+)**	(+)**
Family-work conflict		ns	ns	ns
Support outside of work		ns	ns	(+)*
Being in a relationship		ns	ns	ns
Dependent children		ns	ns	ns
Dependent parents		ns	ns	ns
Individ.	Age	ns	ns	ns
	Experience (10 years or less)	ns	ns	ns
	Consistency of values	ns	(-)**	(+)**
	Gender (women)	ns	ns	ns
	External locus of control	(+)**	ns	(-)**
	Self-esteem	(-)**	ns	(+)**
	Excessive alcohol consumption	ns	ns	ns
	Smoking	ns	ns	ns
	Drug use	(+)**	ns	ns
	Hours of sleep	ns	ns	ns
Adjusted R²		0.637	0.669	0.473

Despite the introduction of fewer variables to understand distress, burnout and well-being, *Table 16* shows that doing so did not affect the explanatory value of the analysis models, as the variables explain 63.7% of the variation in psychological distress, 66.9% of the variation in burnout and 47.3% of the variation in well-being among self-employed lawyers. However, the results also show that some of the risk and protective factors among the self-employed are different from those observed in the overall sample of lawyers. First, *Table 16* shows that, unlike for the rest of the sample, social factors, i.e., stressors related to regulated professions, performance-oriented work culture, enhancement of the professional image and technology have very little impact on the various health-related variables for self-employed lawyers. Only stressors related to regulated professions have a significant impact

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($p \leq 0.05$), and only on burnout, when considering stressors stemming from the different spheres of life. Next, with regard to the impact of organizational factors, there are certain points of convergence and divergence, which are summarized in *Table 17* below.

Table 17

Comparison of the impact of organizational factors on health among the self-employed compared to the overall sample excluding the self-employed

Overall sample (excluding SEL)	Self-employed lawyers (SEL)
Social relations with clients reduce burnout.	Insignificant relationship.
Social relations with judges seem to contribute to reducing the level of psychological distress.	Insignificant relationship.
Quantitative overload significantly increases the level of burnout experienced, but also, paradoxically, well-being.	The effect of overload on the increase in burnout is also observed, but the impact on well-being is insignificant.
Qualitative overload is significantly associated with an increase in the level of burnout, but does not contribute significantly to the explanation of distress or well-being.	Qualitative overload significantly increases psychological distress, but is not significantly associated with burnout or well-being.
Decision-making authority, i.e., autonomy at work, seems to contribute significantly to increased well-being.	Insignificant relationship.
A lack of resources (human, material, etc.) contributes to a significant reduction in well-being in the workplace.	A lack of resources not only reduces well-being, but also significantly increases psychological distress.
Work-family conflict seems to be associated with higher psychological distress and burnout, but also reduced well-being.	Work-family conflict seems to be associated with higher psychological distress and burnout.
Consistency between personal and organizational values is associated with lower distress and burnout, but also greater well-being.	Consistency between personal and organizational values seems to contribute to a significant reduction in the level of burnout, while contributing to a significant increase in the well-being experienced.
Personality traits such as an external locus of control and self-esteem have a significant impact on psychological distress, burnout and well-being.	Personality traits such as an external locus of control and self-esteem have a significant impact on psychological distress and well-being, but have no significant relationship with burnout.
Smoking is associated with higher levels of psychological distress among employees.	Insignificant relationship.

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Table 17 (continued)

Comparison of the impact of organizational factors on health among the self-employed compared to the overall sample excluding the self-employed

Overall sample (excluding SEL)	Self-employed lawyers (SEL)
Emotional demands increase the level of psychological distress and burnout and contribute to a significant reduction in well-being.	Ditto. Emotional demands increase the level of psychological distress and burnout and contribute to a significant reduction in well-being.
Social support outside of work seems to be associated with an increase in the well-being experienced, without having a significant impact on psychological distress or burnout.	Ditto. Social support outside of work seems to be associated with an increase in the well-being experienced, without having a significant impact on psychological distress or burnout.
Drug use is associated with a significant increase in the psychological distress experienced.	Ditto. Drug use is associated with a significant increase in the psychological distress experienced.

These findings on the risk and protective factors among self-employed lawyers therefore highlight the fact that, although the variables considered significantly explain psychological distress, burnout and well-being among participants, the factors causing distress, burnout and well-being are sometimes different for self-employed lawyers compared to salaried lawyers. Finally, *Tables 18 to 20* below summarize the risk and protective factors related to psychological distress, burnout and well-being among the self-employed.

Table 18

Summary of risk and protective factors for psychological distress

RISK FACTORS	PROTECTIVE FACTORS
Emotional demands Lack of resources Work-family conflict External locus of control Drug use	Qualitative overload Self-esteem

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Table 19

Summary of risk and protective factors for burnout

RISK FACTORS	PROTECTIVE FACTORS
Stressors related to regulated professions Quantitative overload Emotional demands Work-family conflict	Consistency of values

Table 20

Summary of factors significantly increasing or reducing well-being
among self-employed lawyers

REDUCE WELL-BEING	INCREASE WELL-BEING
Emotional demands Lack of resources External locus of control	Decision-making authority Social support outside of work Consistency of values Self-esteem

The following section aims to provide a specific picture of the situation of young lawyers.

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THE SITUATION OF YOUNG LAWYERS

Considering that in the general population, distress tends to be higher among young professionals than among more experienced workers, we thought it would be useful to provide a specific picture of the issues affecting young lawyers in particular. In addition, three variables in the study were designed for young lawyers concerning their perception of their academic training, their professional training at the École du Barreau and their articling experience. This variable was measured following Phase I of this research project, given that all participants had made comments about their training upon entry into the profession. Care was therefore taken to include this factor in Phase II on the assumption that training upon entry could be a potential stressor, particularly for young lawyers. The following section presents the results obtained with respect to training.

PERCEPTION OF TRAINING UPON ENTRY INTO THE PROFESSION

Boxes 6 to 8 below contain the questions participants were asked regarding their perception of their academic training, their professional training at the École du Barreau and their articling experience. Given that law programs in Quebec have undergone various reforms over the years, only participants with ten years of experience or less were allowed to answer these questions in order to ensure a certain consistency in the answers obtained. Participants who answered that they had more than ten years of experience were therefore immediately redirected to the following questions without being able to answer the questions related to training upon entry. Participants were asked to answer each of these questions on a scale of 1 to 8 (recoded from 0 to 7), ranging from “totally disagree” to “totally agree.”

Box 6

Perception of academic training among lawyers with ten years of experience or less

Please indicate the extent to which you agree or disagree with the following statements regarding your legal academic training:

- It was comprehensive and provided you with an understanding of the theoretical aspects of your profession.
- It was comprehensive and provided you with an understanding of the practical aspects of your profession.
- It made you feel well prepared at the beginning of your career.
- It equipped you sufficiently to face the challenges of your professional life.

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Box 7

Perception of professional training at the École du Barreau among lawyers with ten years of experience or less

Please indicate the extent to which you agree or disagree with the following statements regarding your professional training at the École du Barreau:

- It prepared you well for your professional life.
- It was comprehensive and provided you with an understanding of the practical aspects of your profession.
- It made you feel well prepared at the beginning of your career.
- It equipped you sufficiently to face the challenges of your professional life.

Box 8

Perception of articling experience among lawyers with ten years of experience or less

Please indicate the extent to which you agree or disagree with the following statements concerning your articling experience:

- It prepared you well for your professional life.
- It was comprehensive and provided you with an understanding of the practical aspects of your profession.
- It made you feel well prepared at the beginning of your career.
- It equipped you sufficiently to face the challenges of your professional life.

Graph 13 below shows the average score for each of these questions according to the type of training, i.e., academic training, professional training at the École du Barreau and articling experience. The higher the score, the more the participants agree with the statements and therefore have a favourable perception of their training. When looking at *Graph 13*, the following observations can be made:

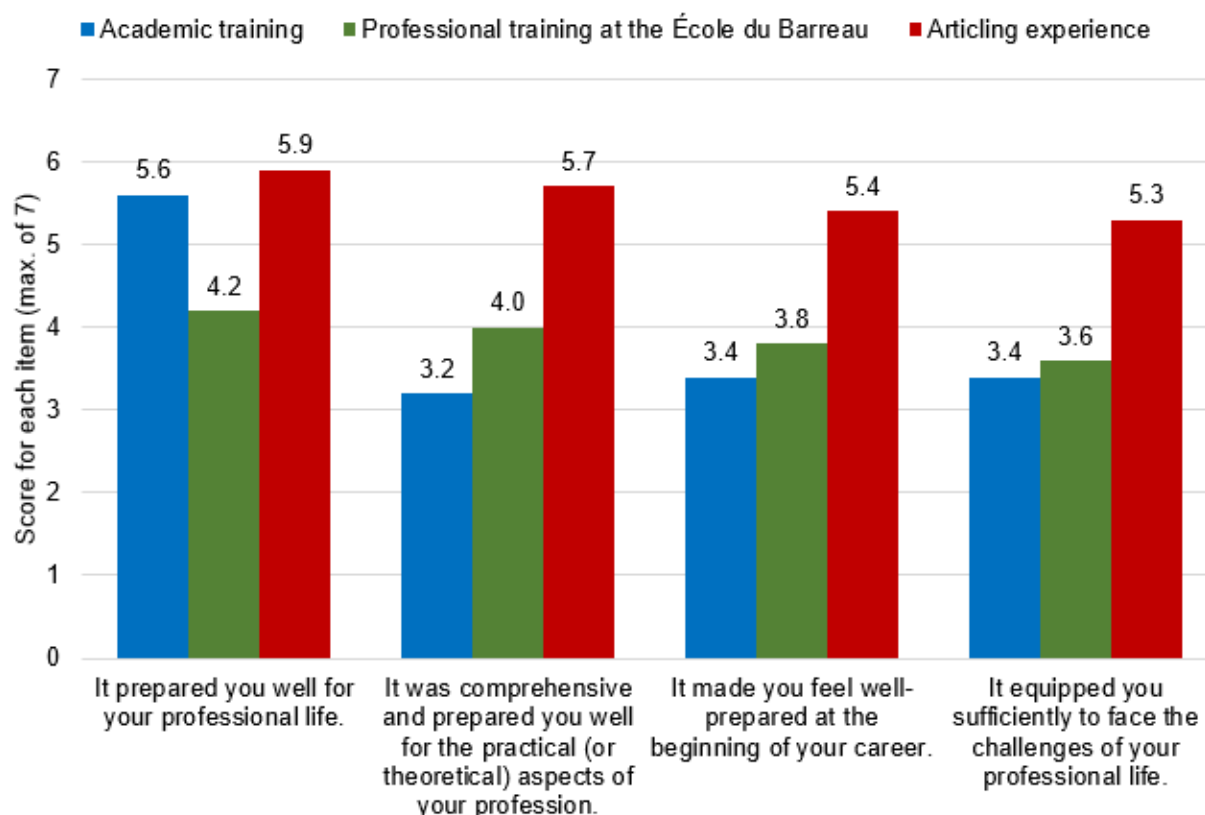
- The articling experience is the one that shows the highest scores for all questions.
- Participants feel that their academic training and articling experience contributed more to them feeling well prepared for their professional life than their professional training at the École du Barreau.
- The professional training at the École du Barreau is associated with a more favourable perception than academic training, but less favourable than the articling experience, in terms of feeling well prepared for the practical (or theoretical) aspects of the profession, feeling well prepared at the beginning of one's career and feeling sufficiently equipped to face the challenges of professional life.

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Graph 13

Perception of academic training, professional training at the École du Barreau and articling experience (score between 0 and 7)
N=1,008



Since the scores related to academic training are lower on 3 of the 4 questions, we also analyzed the overall satisfaction scores for academic training according to the university where the undergraduate degree was completed. This analysis is presented in *Graph 14* below.

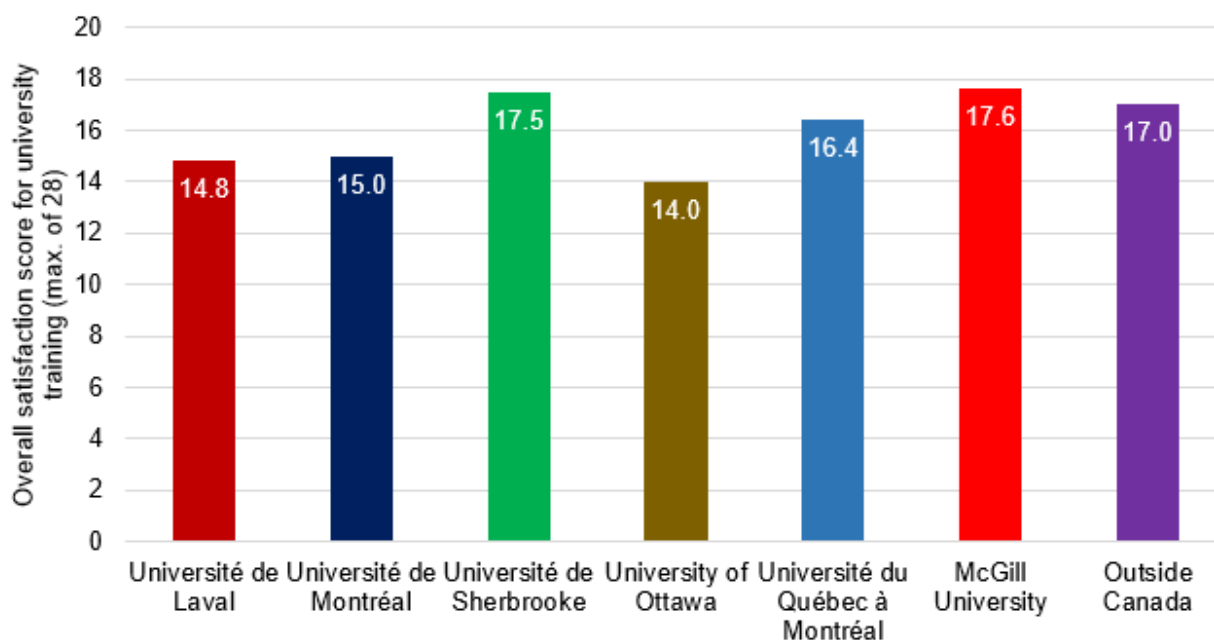
Testing differences between means showed that lawyers who completed their academic training at Université de Sherbrooke or McGill University have a significantly more favourable perception of their academic training than lawyers who completed their training at Université Laval or the University of Ottawa. Lawyers who completed their training in Sherbrooke also have a more favourable perception than lawyers who completed their training at Université de Montréal. Overall, there is no mean difference in the perception of lawyers who completed their training in Sherbrooke compared to those who completed their training at McGill University. Lawyers who completed their training at Université Laval, the University of Ottawa or Université de Montréal also show no significant mean difference regarding their perception of their training.

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Graph 14

Overall perception of academic training according to the university where the undergraduate degree was completed (max. score of 28)
N=1,008



The following sections analyze the various factors related to mental health and the determinants of health among young lawyers.

MENTAL HEALTH INDICATORS AMONG YOUNG LAWYERS

Graph 15 below shows the proportion of young lawyers experiencing psychological distress compared to more experienced lawyers. It can be seen that the sample of young lawyers is almost equally divided between those experiencing distress (49.9%) and those not experiencing psychological distress (50.1%). When compared to lawyers with more than 10 years of experience, the proportion of psychological distress is, all other things being equal, much higher (49.9%) among young lawyers with ten years of experience or less than among lawyers with more than ten years of experience (36.7%). Testing differences between proportions showed that this difference between the groups is statistically significant.²⁰

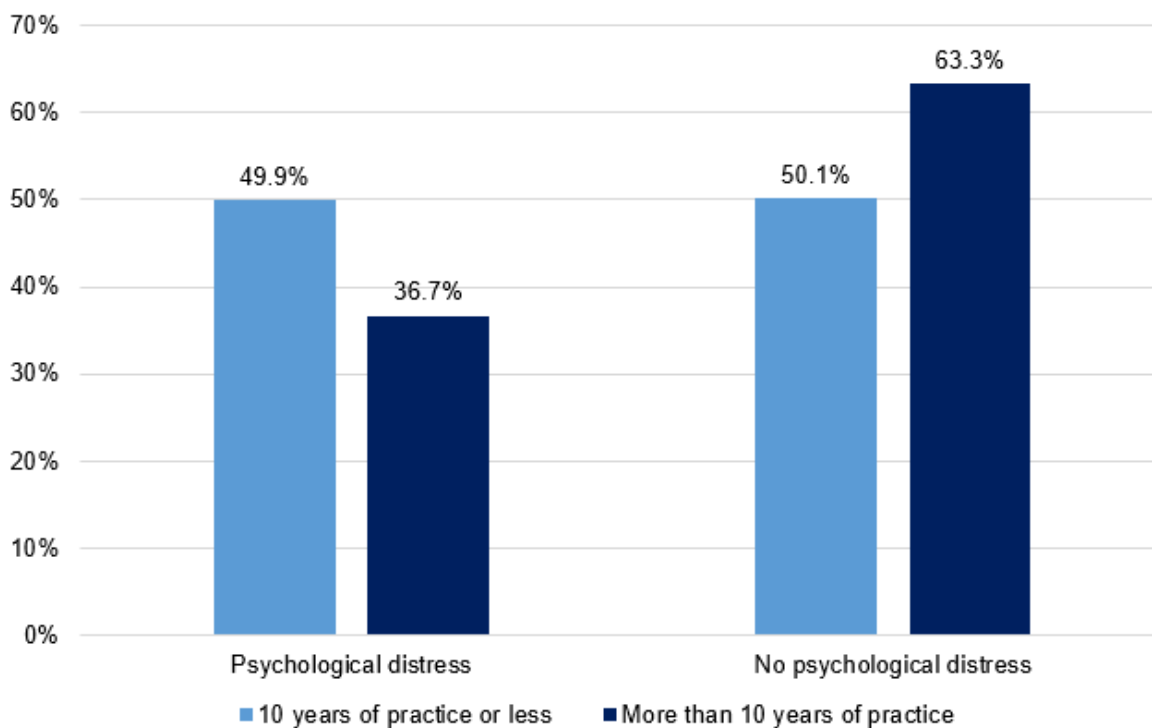
²⁰ ($p \leq 0.001$).

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Graph 15

Proportions of psychological distress observed according to participants' experience, more than ten years of practice (N=1,093) and less than ten years of practice (N=934)



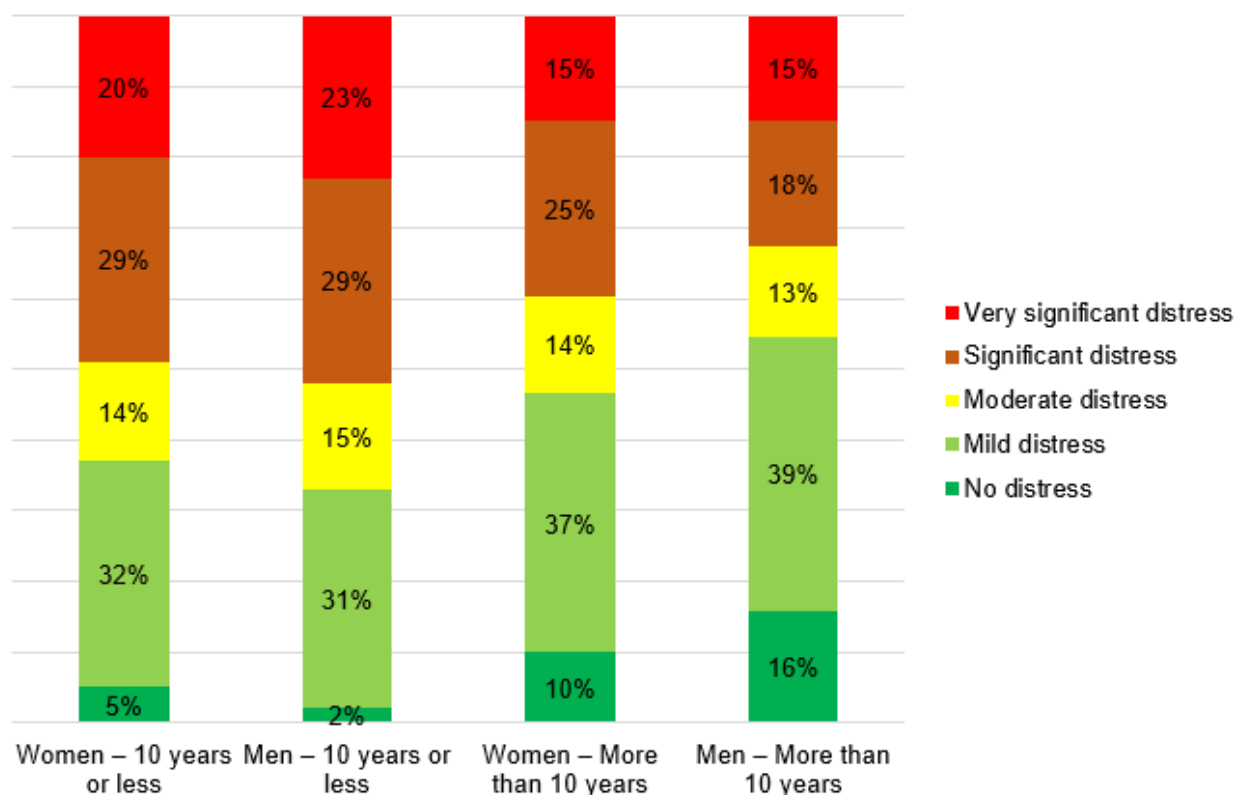
We also conducted an analysis of the distribution of different sub-samples according to different levels of distress, ranging from no distress to very significant distress, in accordance with the scores established in the literature for the K6 scale (Camirand et al., 2010; Vézina et al., 2011), for men and women with ten years of experience or less and those with more than ten years of experience. The result of this analysis is presented in *Graph 16* below. The figures show the proportion as a percentage in the sub-sample.

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Graph 16

Distribution of sub-samples of participants according to levels of distress based on experience and gender
N=2,027



It appears from *Graph 16* that the proportions of significant and very significant distress are greater for men and women with ten years of experience or less than for men and women with more than ten years of experience. We also note that young lawyers (male and female) are proportionally less likely to experience no distress or mild distress. These differences between young lawyers and those with more experience are significant ($p \leq 0.001$). When we compare the distribution of levels of distress among young lawyers and the more experienced by gender, we find that there is very little difference between young men and young women. The same finding can also be made for more experienced lawyers, with the exception that significant distress is proportionally higher for women with more than ten years of experience than for men with more than ten years of experience. Conversely, women with more than ten years of experience are proportionally less likely to experience no distress compared to men with more than ten years of experience. Finally, although overall women show greater signs of distress than men, it appears that less experienced men exhibit consistently higher levels of distress. Thus, it is young men who are concentrated in the highest level of distress, even though testing differences between proportions showed that the difference between male and female

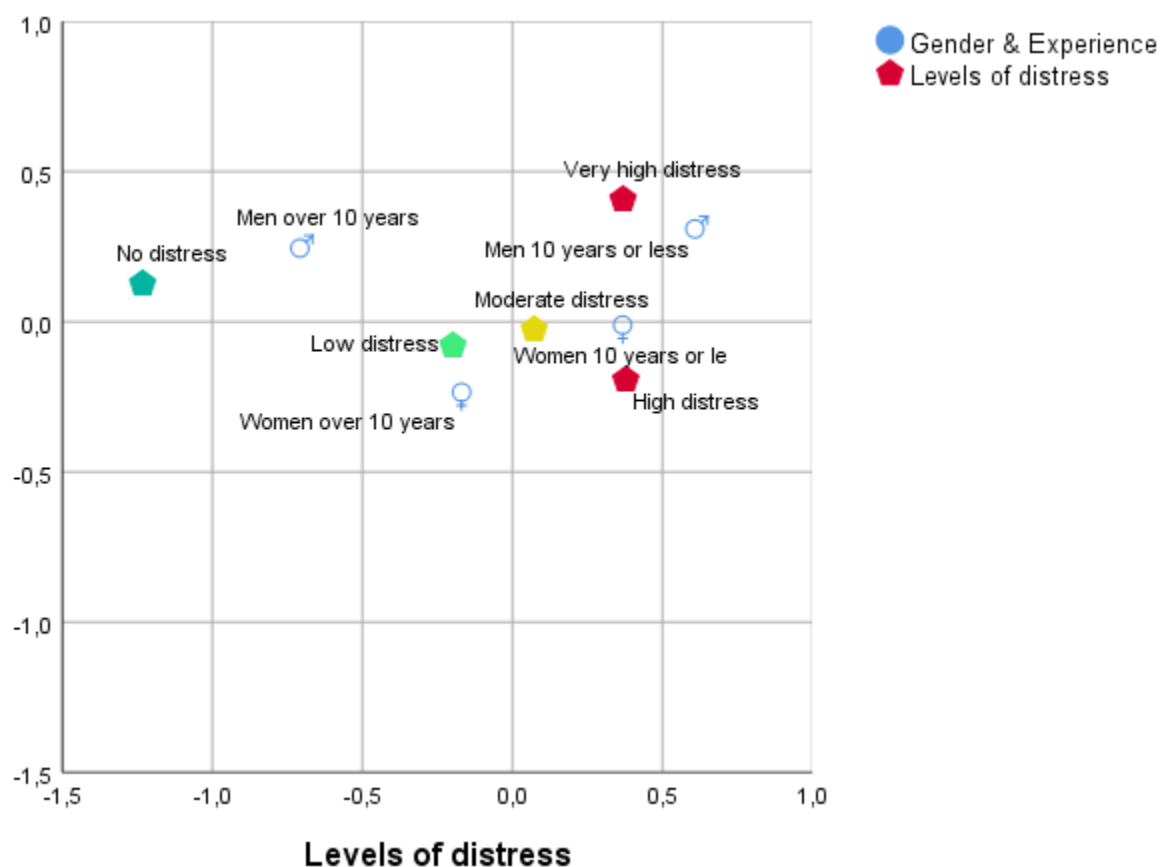
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participants with ten years of experience or less is not statistically significant.²¹ The correspondence analysis presented in *Graph 17* below allows us to observe this phenomenon, showing that young men are the closest to very significant distress.

Graph 17

Analysis of correspondence between levels of distress, gender and participant experience



We also analyzed the proportion of burnout (score ≥ 50) according to participant experience. The results of this analysis are presented in *Graph 18* below.

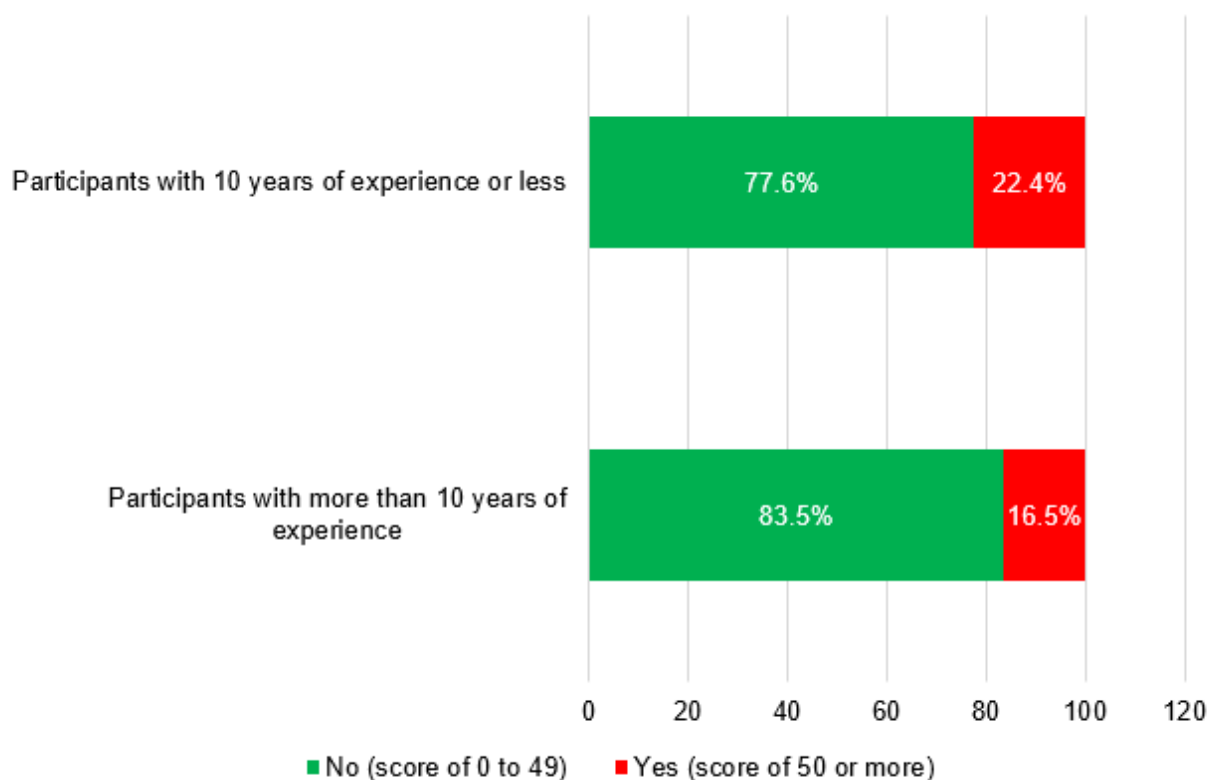
²¹ $p \geq 0.05$.

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Graph 18

Proportion of burnout according to participant experience, 10 years or less (N=949) and more than 10 years of experience (N=1,117)



Graph 18 shows that the proportion of burnout (score ≥ 50) seems to be higher among participants with ten years of experience or less (22.4%) compared to more experienced lawyers (16.6%). Testing differences between proportions showed that this difference is significant.²² Therefore, participants with ten years of experience or less are more likely to experience burnout than more experienced participants. As with the overall sample, burnout was also assessed according to different “levels” established in the literature (Creedy et al., 2017; Kristensen et al., 2005). The result of this analysis is presented in *Graph 19* below.

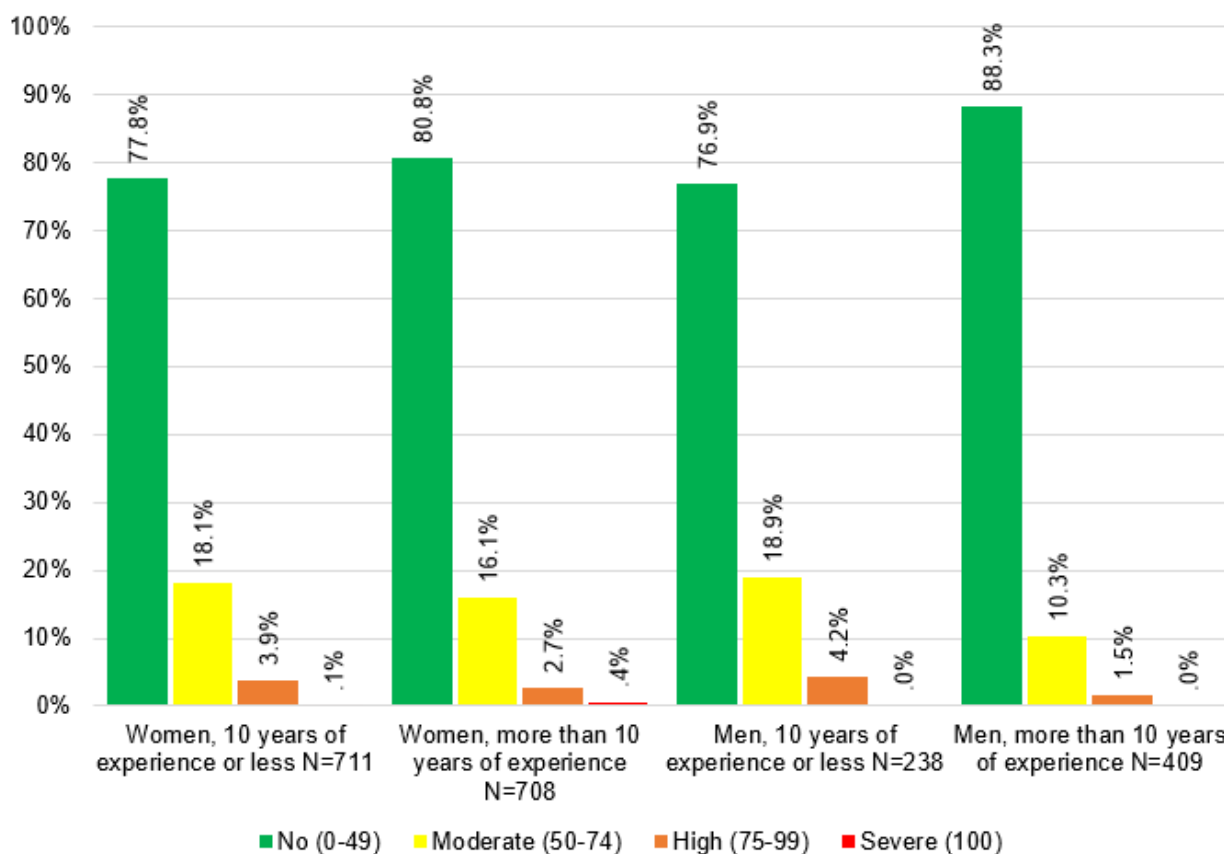
²² $p \leq 0.001$.

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Graph 19

Distribution of the sample according to different “levels” of burnout (Creedy et al., 2017) based on gender and experience



Graph 19 shows that the lowest proportions of burnout are found among more experienced men, those with more than ten years of experience. Conversely, the highest proportions of burnout are found among both young men and young women, with comparable distributions within the different “levels” of burnout. Overall, testing differences between proportions suggests that experienced women experience significantly higher levels of burnout than their male counterparts; however, less experienced lawyers, i.e., those with ten years of experience or less, are at greater risk regardless of gender.²³

Finally, our team was interested in comparing the average well-being score for lawyers with ten years of experience or less to that of lawyers with more than ten years of experience. *Graph 20* below shows a relatively higher well-being score for lawyers with more than ten years of experience, and this difference is significant.²⁴ Therefore, the average well-being score is significantly higher for lawyers with more than ten years of practice.

²³ $p \leq 0.000$.

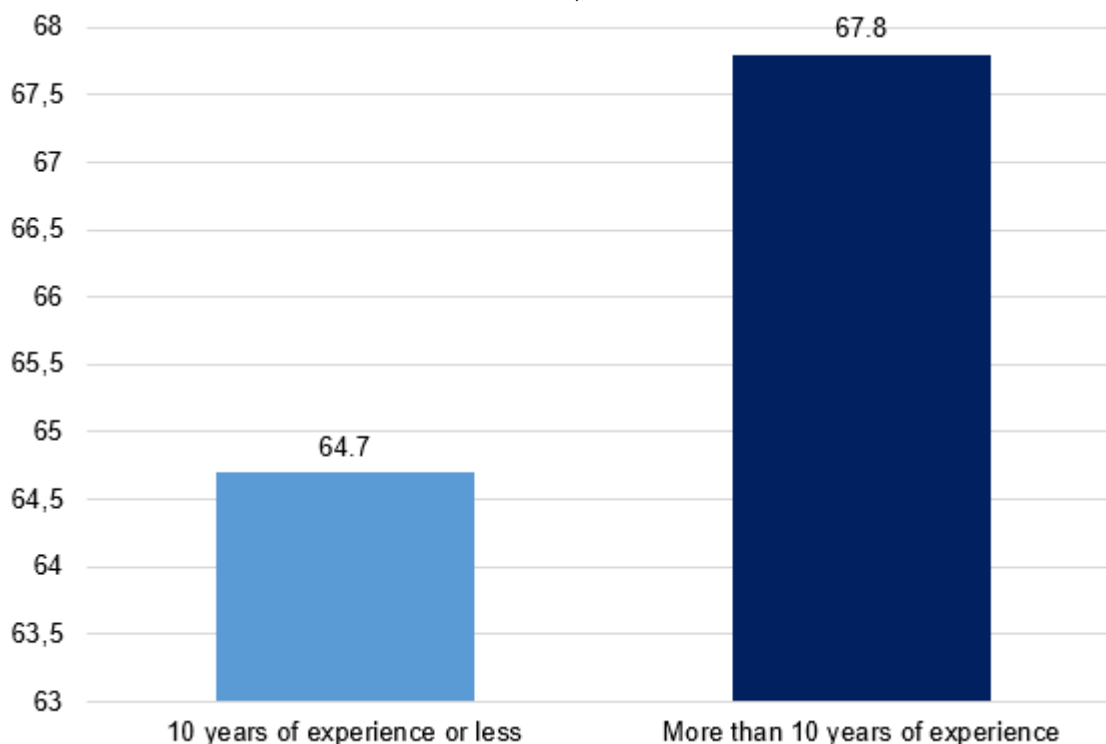
²⁴ $p \leq 0.05$.

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Graph 20

Average scores for well-being in the workplace based on participant experience
N=2,086



RISK AND PROTECTIVE FACTORS FOR THE MENTAL HEALTH OF LAWYERS WITH TEN YEARS OF EXPERIENCE OR LESS

The analysis of the health indicators (psychological distress, burnout and well-being) now leads us to an analysis of the main determinants of health among lawyers with ten years of experience or less. In contrast to previous analyses conducted in the overall sample, the regression analyses for young lawyers include the contribution of training to understanding health issues. This factor was added in the macro-social sphere, i.e., that related to society, since this stressor preexists the organization.

Table 21 below shows the effect of the various factors on the level of psychological distress, the level of burnout and the level of well-being experienced by participants. As for the tables presented above, the (+) symbols imply an increase in the dependent variable (distress, burnout or well-being), while the (-) symbols imply that the independent variable decreases distress, burnout or well-being. The number of stars (*) indicates the degree of significance according to certain thresholds, in accordance with the footnote at the bottom of the table. The mention “ns” means that the variable is not significant in explaining the variation in psychological distress, burnout or well-being in the model under study. Variables in grey mean that they have no significant relationship in this study with the variation in the dependent variables.

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Table 21

Impact of social, organizational, family and individual factors on distress, burnout and well-being among young lawyers with ten years of experience or less

		<i>Psychological distress N=447</i>	<i>Burnout N=439</i>	<i>Well-being N=447</i>
Social	Regulated profession	(+)**	(+)**	ns
	Performance culture	ns	ns	(+)*
	Enhancement of professional image	ns	ns	ns
	Technology	ns	ns	ns
	Academic training	ns	ns	ns
	Professional training at École du Barreau	ns	ns	ns
	Articling experience	ns	ns	ns
Organiz.	Social relations with colleagues	ns	ns	(+)**
	Social relations with superior	ns	ns	ns
	Social relations with clients	ns	(-)*	ns
	Social relations with judges	ns	ns	ns
	Support from colleagues	ns	ns	ns
	Support from the superior	ns	(-)*	ns
	Recognition	ns	ns	ns
	Job insecurity	(+)*	ns	ns
	Career opportunities	ns	ns	ns
	Salary	ns	ns	ns
	Quantitative overload	ns	(+)*	ns
	Qualitative overload	ns	ns	ns
	Emotional demands	(+)**	(+)**	ns
	Performance requirements	ns	ns	ns
	Billable hours	ns	ns	ns
	Total hours worked	(+)*	ns	(-)**
	Decision-making authority	ns	ns	ns
Use of skills	ns	ns	(+)**	
Lack of resources	(+)*	ns	(-)**	
Incivility (binary)	ns	ns	ns	
Family and non-work	Work-family conflict	(+)*	(+)**	(-)**
	Family-work conflict	ns	ns	ns
	Support outside of work	ns	ns	ns
	Being in a relationship	ns	ns	ns
	Dependent children	ns	ns	ns
	Dependent parents	ns	ns	ns
Individ.	Age	ns	ns	ns
	Consistency of values	(-)**	(-)**	(+)**
	Gender (women)	ns	(+)*	ns
	External locus of control	(+)*	(+)**	ns
	Self-esteem	(-)**	ns	(+)**
	Excessive alcohol consumption	ns	ns	ns
	Smoking	ns	ns	ns
	Drug use	(+)**	ns	ns
	Hours of sleep	ns	ns	ns
Adjusted R²	0.579	0.632	0.552	

NOTE: $p \leq 0.05^*$; $p \leq 0.01^{**}$; $p \leq 0.001^{***}$, which means that the higher the number of *, the more significant the variable is in explaining well-being.

The results presented in *Table 21* allows us to draw a number of conclusions regarding the determinants of mental health among young lawyers.

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At the social level

First of all, we note that in the social sphere, the stressors related to regulated professions seem to have a significant impact on the health of young lawyers. Thus, these stressors significantly increase the psychological distress and burnout experienced without having a significant effect on well-being. Within the same sphere, a performance-oriented culture seems to be associated with greater well-being among young lawyers. It is logical to assume that excellence within the profession also contributes to its influence and, therefore, is likely to be associated with a certain well-being, but in fact it does not appear to have any significant effect on psychological distress or burnout. Finally, technology has no significant impact on the health indicators for young lawyers. A generational effect can be assumed here, given that young lawyers have been exposed at a very early age to technology, which has always been an integral part of their lives. This finding is also consistent with Chabrow's (2007) study, according to which young people are more comfortable with technology than previous generations.

At the organizational level

Among young lawyers, harmonious social relations with colleagues and clients protect health. Thus, harmonious social relations with colleagues significantly increase the level of well-being experienced, while social relations with clients significantly reduce the level of burnout.

The results show that social support from the supervisor protects the health of young lawyers by significantly reducing the level of burnout, while this effect is insignificant in the overall sample.

Job insecurity among young lawyers significantly increases the level of psychological distress.

Quantitative overload significantly increases the level of burnout among young lawyers. The same finding was noted in the overall sample. However, in the overall sample, quantitative overload was also associated with greater well-being, given that quantitative overload can also be synonymous with challenges in the workplace. The more limited resources available to young lawyers to deal with stressors in their environment explain why being overloaded increases the level of burnout experienced without being associated with well-being.

Working in a context of billable hours targets significantly increases psychological distress among young lawyers, while significantly reducing their well-being. Although this effect of billable hours on psychological distress was observed in the overall sample, we find that within the overall sample the

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impact of billable hours on psychological distress disappears when we consider the impact of individual characteristics. However, unlike in the young lawyers sample, in the overall sample it was found that having to meet billable hours targets significantly increases the level of burnout, even though this effect was not observed among lawyers with ten years of experience or less. This result can be explained by the fact that prolonged exposure to a context of billable hours targets gradually exhausts the resources available to lawyers to deal with the stressors stemming from the different spheres of life. However, this hypothesis should be validated in future research using longitudinal estimates.

In contrast to the results observed in the overall sample, the lack of resources was associated with a significant increase in the level of psychological distress experienced by young lawyers. It should also be noted that the lack of resources is associated with a significant reduction in well-being, a result consistent with those observed in the overall sample.

Emotional demands increase both psychological distress and burnout among young lawyers. Note, however, that in the overall sample, emotional demands also significantly reduce the well-being experienced, whereas this is not the case for young lawyers. It can be hypothesized that prolonged exposure to emotional demands in the profession depletes the resources available to lawyers, gradually leading to a greater negative impact on well-being among more experienced lawyers.

At the non-work level

The work-family conflict is associated with a significant increase in the level of psychological distress and burnout experienced and a significant decrease in well-being among young lawyers. The impact of the family-work conflict is insignificant when we consider all of the factors stemming from the various spheres of life, as is the case in the overall sample.

At the individual level

Consistency of values among young lawyers, i.e., consistency between personal values and the values of the organizational environment, significantly reduces the level of psychological distress and burnout and increases well-being, as in the overall sample.

Young female lawyers are exposed to significantly higher levels of burnout. This result is consistent with the results obtained in the overall sample, given that the results presented above tend to show

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that gender is associated with an increase in the level of burnout experienced. Thus, women in the overall sample, as well as younger women, are exposed to higher levels of burnout.

An external locus of control, i.e., the perception of individuals that the successes or failures in their lives are the result of external factors and not the fruit of their own efforts, is associated with an increase in psychological distress as well as an increase in the level of burnout experienced. This result is consistent with the results obtained earlier. It should be noted, however, that within the overall sample, an external locus of control is also associated with a significant reduction in the level of well-being experienced, whereas this finding was not noted among young lawyers.

The results tend to show that an increase in self-esteem reduces the level of psychological distress experienced by young lawyers and significantly increases their well-being. While this finding was also noted earlier, we also find in the overall sample that an increase in self-esteem is associated with a decrease in the level of burnout experienced, which is not the case for young lawyers.

With respect to lifestyle habits, we find that, as in the overall sample, drug use is associated with a significantly higher level of psychological distress among young lawyers. It should be noted, however, that smoking seems to have no significant impact on distress, burnout and well-being among young lawyers, whereas smoking had a significant impact on the increase in psychological distress in the overall sample.

The in-depth analysis of the situation among young lawyers now leads us to paint a specific picture of health among women.

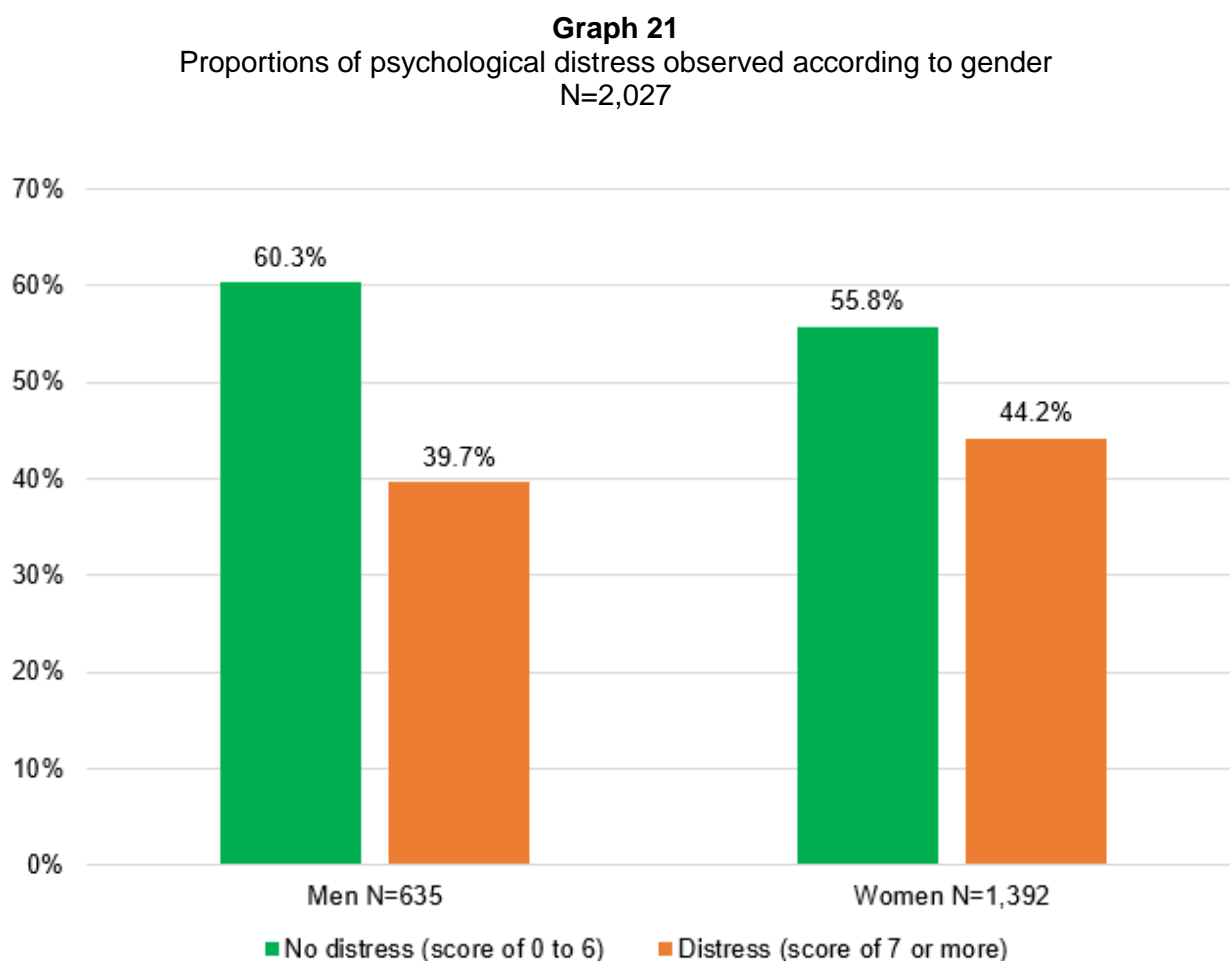
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MENTAL HEALTH AMONG WOMEN LAWYERS IN QUEBEC

Comparing men and women in terms of the level of psychological distress experienced is relevant for several reasons. First, because current studies tend to show that women experience higher levels of psychological distress than men (Magnavita et al., 2008; Marchand et al., 2005a, 2005b; 2015; Piccinelli & Wilkinson, 2000). Second, because the legal profession has become strongly feminized in recent years in Quebec (Barreau du Québec, 2017). In this context, it is therefore important to examine the situation of the legal profession in Quebec.

Graph 21 below shows the proportions of psychological distress observed among women and men.



Graph 21 shows that the proportion of women affected by psychological distress (44.2%) is higher than that of men (39.7%). Furthermore, testing differences between proportions was conducted to verify whether this difference between men and women is significant. It appears that it is not. Thus, the proportions of men and women affected by psychological distress within the profession are

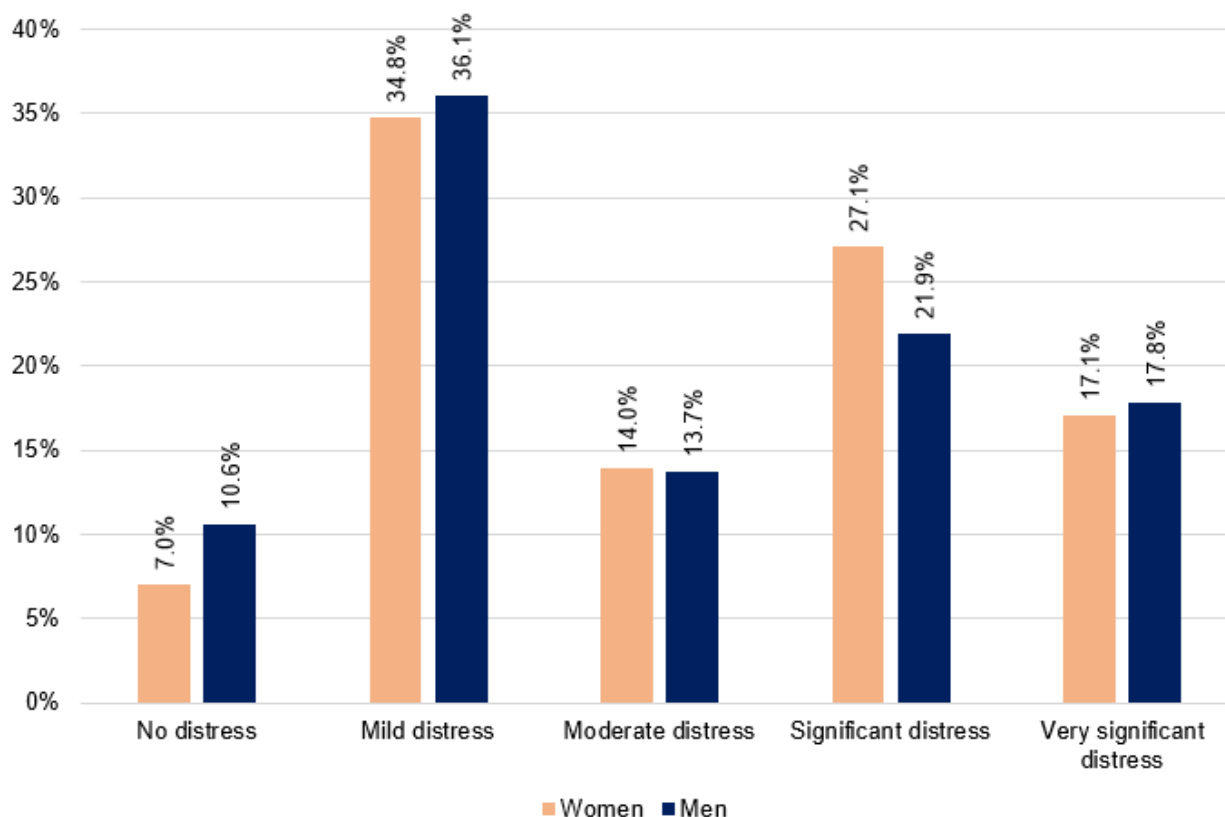
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relatively similar, even if *a priori* they appear different. Nevertheless, since women are over-represented in the sample compared to men, this finding must be interpreted within this limit.

We also assessed the distribution of women and men according to different levels of psychological distress, in line with the distress scores provided in the Canadian literature (Camirand et al., 2010; Vézina et al., 2011). This distribution within the different “levels” of psychological distress according to gender is presented in *Graph 22* below.

Graph 22
Distribution of level of psychological distress according to participant gender
N=2,027



Graph 22 shows that the proportions of men and women affected by very significant distress are comparable; however, when we assess individuals at a significant level of distress, we see that the proportion of women (27.1%) is higher than that of men (21.9%). Therefore, although the distribution of the sample according to different levels of distress is comparable between women and men, the proportion of women affected by significant distress is higher than that of men. Testing differences between proportions has shown that this difference is significant.²⁵

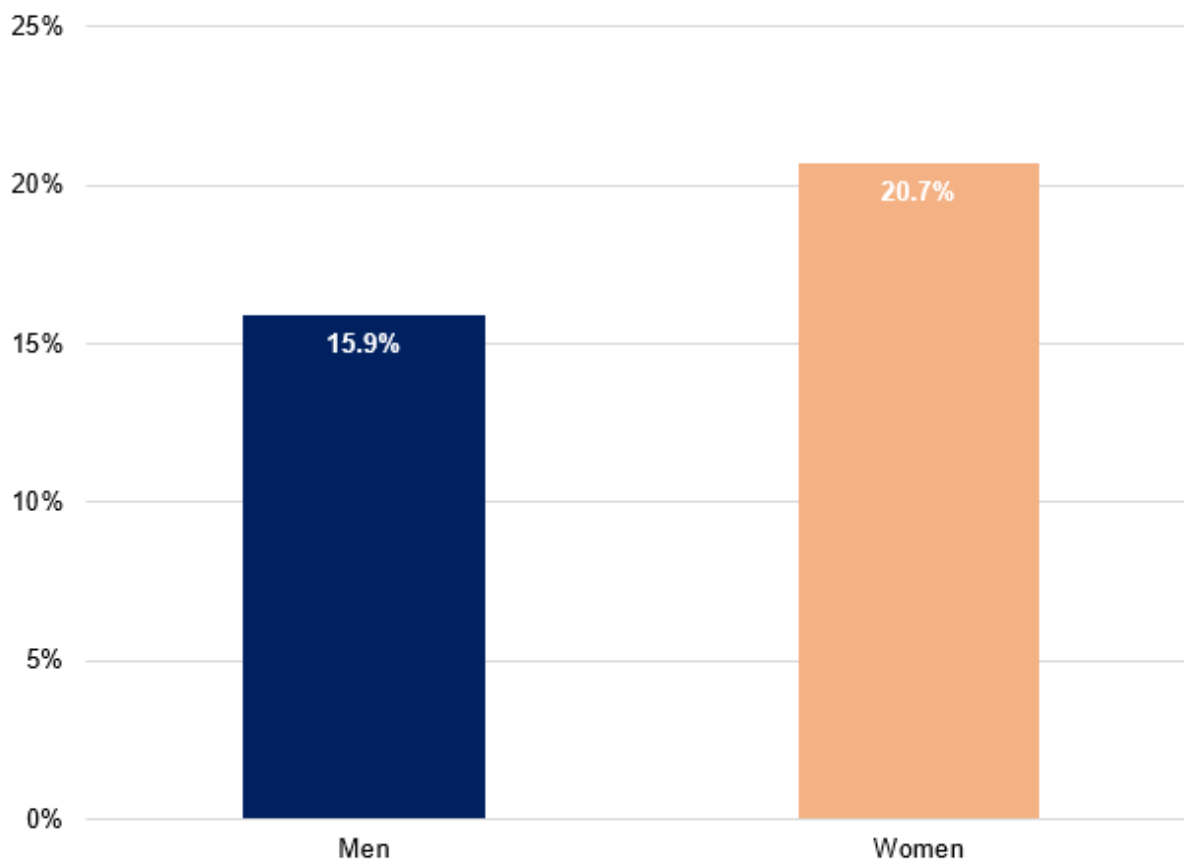
²⁵ $p = 0.021$.

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Our team was also interested in assessing the proportion of burnout according to participant gender. *Graph 23* below shows the proportion of women, compared to the proportion of men, scoring at or above 50. It can be seen from this graph that the proportion of women experiencing burnout (score ≥ 50) (20.7%) is higher than that of men (15.9%). Moreover, testing differences between proportions showed that this gender difference is statistically significant.²⁶ Women are therefore proportionally more likely than men to experience burnout.

Graph 23
Proportion of burnout (score ≥ 50) according to participant gender
N=2,066



The distribution of men and women within the different “levels” of burnout (Creedy et al., 2017; Kristensen et al., 2005) was also analyzed. The result of this analysis is presented in *Graph 24* below.

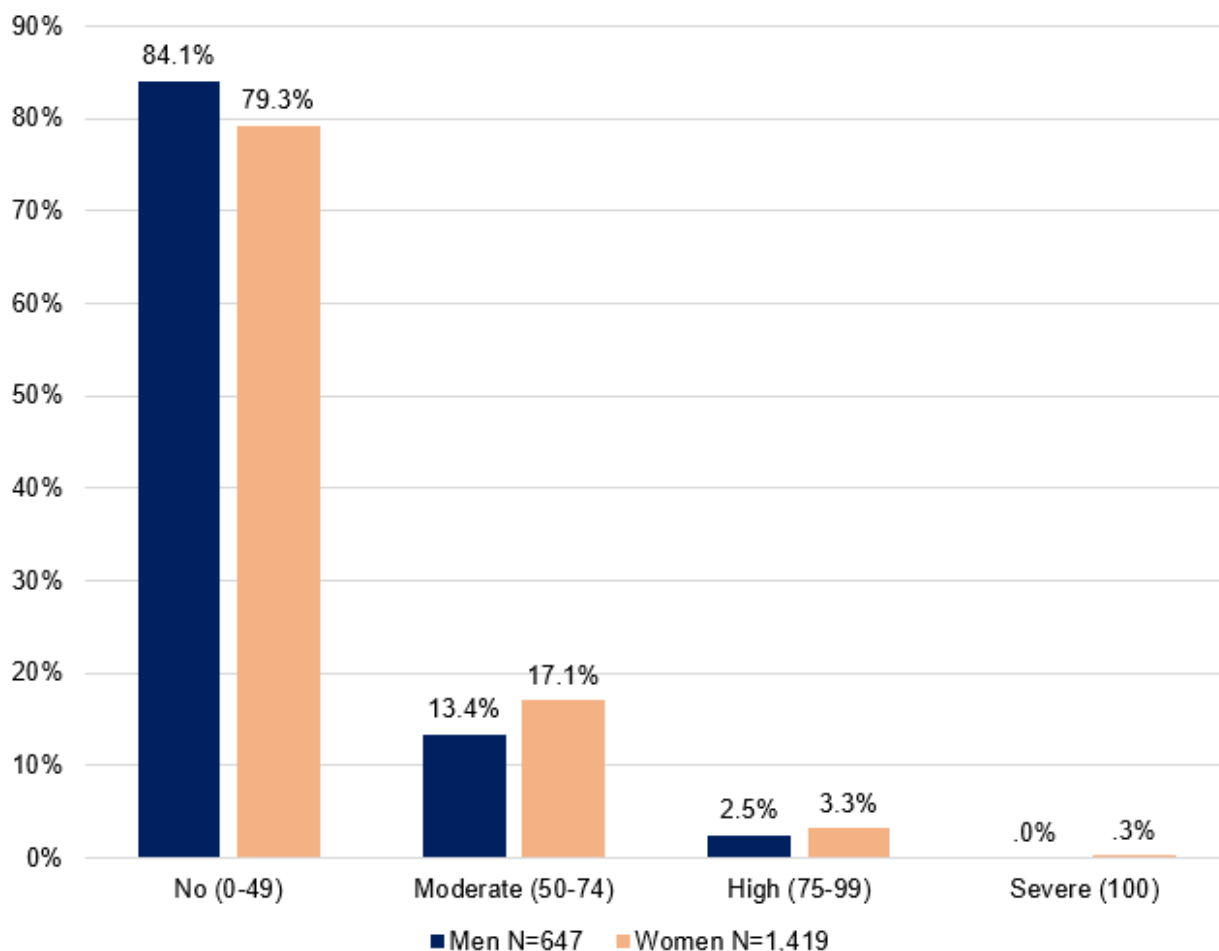
²⁶ $p \leq 0.01$.

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Graph 24

Distribution of men and women according to different “levels” of burnout
(Creedy et al., 2017)
N=2,066



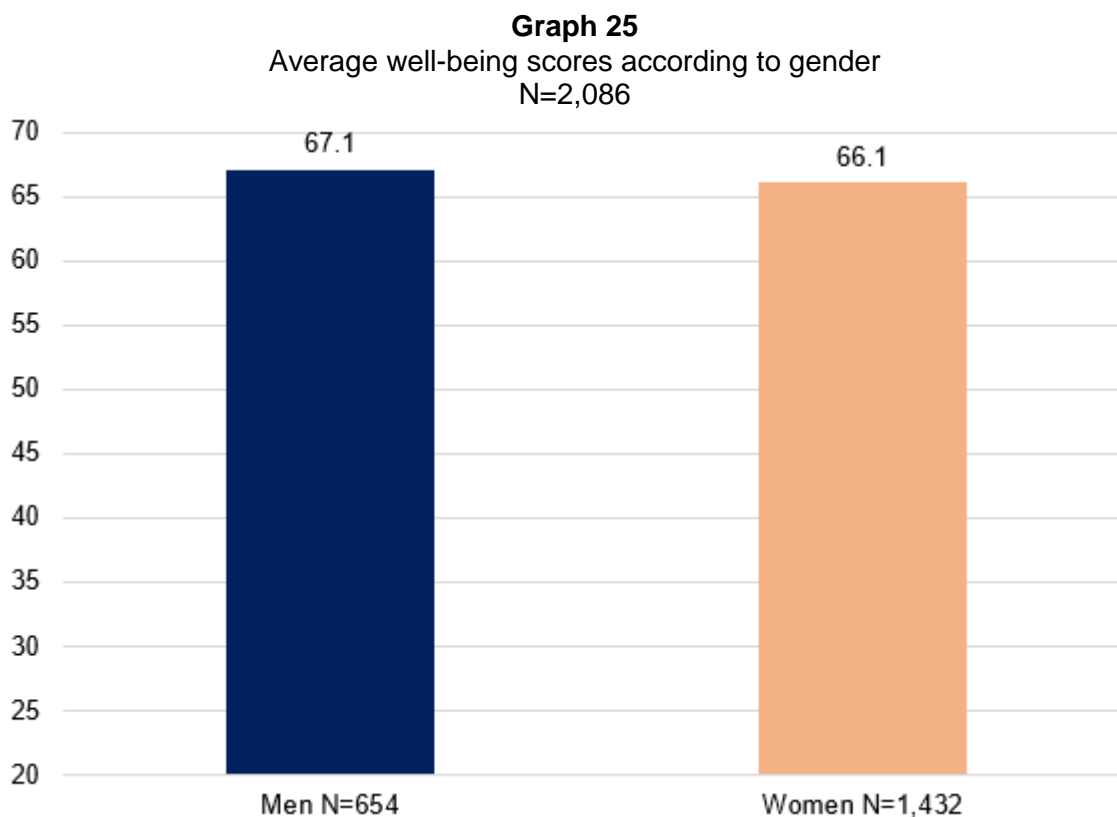
Graph 24 shows that the proportion of women affected by moderate to severe burnout is higher than that of men. Furthermore, testing differences between proportions confirmed that this gender difference is significant.²⁷

Finally, we assessed the well-being scores according to participant gender. *Graph 25* below shows that the well-being averages observed for the men and women in the sample are relatively similar. Furthermore, testing differences between means confirmed that there is no difference between men and women in terms of well-being.

²⁷ $p \leq 0.05$.

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The following section aims to analyze the determinants associated with different health indicators (psychological distress, burnout and well-being) in women, while comparing the contribution of these determinants in men.

RISK AND PROTECTIVE FACTORS FOR THE MENTAL HEALTH OF WOMEN LAWYERS

The analysis of the previous health indicators (psychological distress, burnout and well-being) now leads us to analyze the main health determinants in women lawyers compared to their male counterparts. Considering that there are fewer men, we have retained only variables related to the workplace, controlling for age and years of experience, in order to respect the basic assumptions of the multiple regression analysis.

Tables 22 and 23²⁸ below show the effect of the various factors on the level of psychological distress, burnout and well-being among lawyers.

²⁸ **NOTE:** $p \leq 0.05^*$; $p \leq 0.01^{**}$; $p \leq 0.001^{***}$, which means that the higher the number of *, the more significant the variable is in explaining distress.

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Table 22

Impact of organizational factors, controlling for age and years of experience, on distress, burnout and well-being among women lawyers

Factors		Psych. distress N=589	Burnout N=575	Well-being N=589
Organiz.	Social relations with colleagues	ns	(-)*	(+) ^{***}
	Social relations with superior	ns	ns	ns
	Social relations with clients	ns	(-) ^{**}	ns
	Social relations with judges	ns	ns	ns
	Support from colleagues	ns	ns	ns
	Support from the supervisor	ns	ns	ns
	Recognition	(-) ^{**}	(-)*	(+) ^{**}
	Job insecurity	(+) ^{***}	(+) ^{***}	(-)*
	Career opportunities	(-)*	ns	(+) ^{**}
	Salary	ns	ns	ns
	Quantitative overload	ns	(+) ^{***}	ns
	Qualitative overload	(-)*	ns	ns
	Emotional demands	(+) ^{***}	(+) ^{***}	(-) ^{***}
	Total hours worked	(+) ^{**}	ns	ns
	Performance requirements	(+) ^{**}	(+) ^{**}	(-) ^{**}
	Billable hours	(+) ^{**}	(+) ^{***}	(-) ^{***}
	Decision-making authority	ns	ns	ns
	Use of skills	ns	(-)*	(+) ^{***}
	Lack of resources	ns	ns	(-) ^{**}
	Incivility (binary)	ns	ns	ns
Individ.	Age	(-)*	ns	ns
	Years of experience	ns	ns	ns
Adjusted R²		0.377	0.502	0.467

Table 23

Impact of organizational factors, controlling for age and years of experience, on distress, burnout and well-being among men lawyers

Factors		Psych. distress N=231	Burnout N=222	Well-being N=231
Organiz.	Social relations with colleagues	ns	ns	(+)*
	Social relations with superior	(-) ^{**}	ns	ns
	Social relations with clients	ns	ns	ns
	Social relations with judges	(-) ^{***}	ns	(+)*
	Support from colleagues	ns	ns	ns
	Support from the supervisor	ns	ns	ns
	Recognition	ns	ns	(+)*
	Job insecurity	(+) ^{***}	ns	ns
	Career opportunities	ns	(-)*	(+)*
	Salary	ns	ns	ns
	Quantitative overload	ns	(+)*	ns
	Qualitative overload	ns	ns	ns
	Emotional demands	(+) ^{***}	(+) ^{***}	(-) ^{***}
	Total hours worked	ns	ns	ns
	Performance requirements	ns	ns	ns
	Billable hours	(+)*	ns	ns
	Decision-making authority	ns	ns	ns
	Use of skills	ns	ns	(+) ^{***}
	Lack of resources	ns	ns	ns
	Incivility (binary)	ns	ns	ns
Individ.	Age	ns	ns	(+) ^{**}
	Years of experience	ns	ns	ns
Adjusted R²		0.520	0.561	0.522

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The results presented in *Tables 22 and 23* show that the adjusted R^2 s,²⁹ i.e., the variances in the level of psychological distress experienced, burnout experienced and well-being experienced explained by the variables included in our model, differ by gender. In fact, we find that organizational variables, controlling for age and number of years of experience, explain 37.7% of the variation in psychological distress among women, as opposed to 52.0% among men. For men, organizational variables, controlling for age and years of experience, explain more variance in psychological distress. This difference in variation is also observed for the burnout experienced, where organizational variables, controlling for age and number of years of experience, explain 50.2% of the variation in burnout among women compared to 56.1% among men. However, this difference is smaller. Finally, controlling for age and years of experience, organizational variables explain 46.7% of the variation in the well-being experienced for women compared to 52.2% for men. These differences in adjusted R^2 s between women and men may mean that other variables (social, non-work, individual) play a greater role in explaining variations in psychological distress, burnout and well-being among women. In light of the results presented in *Tables 22 and 23*, there are also a number of convergences and divergences between the results obtained for women and men. These are summarized in *Table 24* below.

²⁹ An adjusted R^2 is used here rather than simply an R^2 since the adjusted R^2 “adjusts” according to the number of variables included in the models tested.

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Table 24³⁰

Comparisons regarding the impact of health-related factors (distress, burnout and well-being) on women compared to men

Men	Women
Harmonious relations with colleagues significantly increase the level of well-being experienced.	Ditto. Harmonious relations with colleagues significantly increase the level of well-being experienced.
Recognition is associated with greater well-being in men.	Recognition is also associated with greater well-being, but also with less psychological distress and burnout.
Job insecurity increases psychological distress.	Ditto. Job insecurity increases psychological distress.
Career opportunities increase the level of well-being experienced and are associated with less burnout, but have no significant relationship with psychological distress.	Career opportunities increase the level of well-being experienced.
Quantitative overload significantly increases burnout.	Ditto. Quantitative overload significantly increases burnout.
No significant impact of qualitative overload in men.	Qualitative overload is associated with less psychological distress in women.
Emotional demands increase psychological distress and burnout and reduce the well-being experienced.	Ditto. Emotional demands increase psychological distress and burnout and reduce the well-being experienced.
Billable hours significantly increase psychological distress.	Ditto. Billable hours significantly increase psychological distress.
The use of skills significantly increases the well-being experienced.	Ditto. The use of skills significantly increases the well-being experienced.
Insignificant relations for men.	Harmonious relations with colleagues and clients are associated with lower levels of burnout in women.
Harmonious relations with the supervisor are associated with less psychological distress in men.	Insignificant relations for women.
Social relations with judges are associated with less psychological distress and greater well-being in men.	Insignificant relations for women.

³⁰ It is important to interpret these results within certain limits. Unlike the analyses carried out in the previous sections, those that led to these findings do not consider the contribution of social and family factors as well as several individual factors such as personality traits. However, as seen earlier, these factors are of major importance in explaining health indicators. It should also be noted that the sample of men is much smaller than the sample of women. For this reason, it is important to interpret these conclusions with great care and within these limits.

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Table 24 (continued)

Comparisons regarding the impact of health-related factors (distress, burnout and well-being) on women compared to men

Men	Women
No significant relationship between hours worked and psychological distress in men.	The greater the number of total hours worked, the greater the psychological distress. This relationship is significant for women.
No significant relationship between performance requirements and health indicators for men.	The pressure of performance requirements is significantly associated with increased psychological distress and burnout and a significant reduction in the well-being experienced.
No significant relationship between billable hours and health indicators in men.	Billable hours are associated with a significant increase in burnout in women and, conversely, a reduction in the well-being experienced.
No significant relationship between the use of skills and well-being experienced in men.	The use of skills reduces the burnout experienced.
No significant relationship between a lack of resources and well-being in men.	Lack of resources reduces the well-being experienced by women.
The relationship between age and distress is not significant for men.	Distress decreases with increasing age in women.

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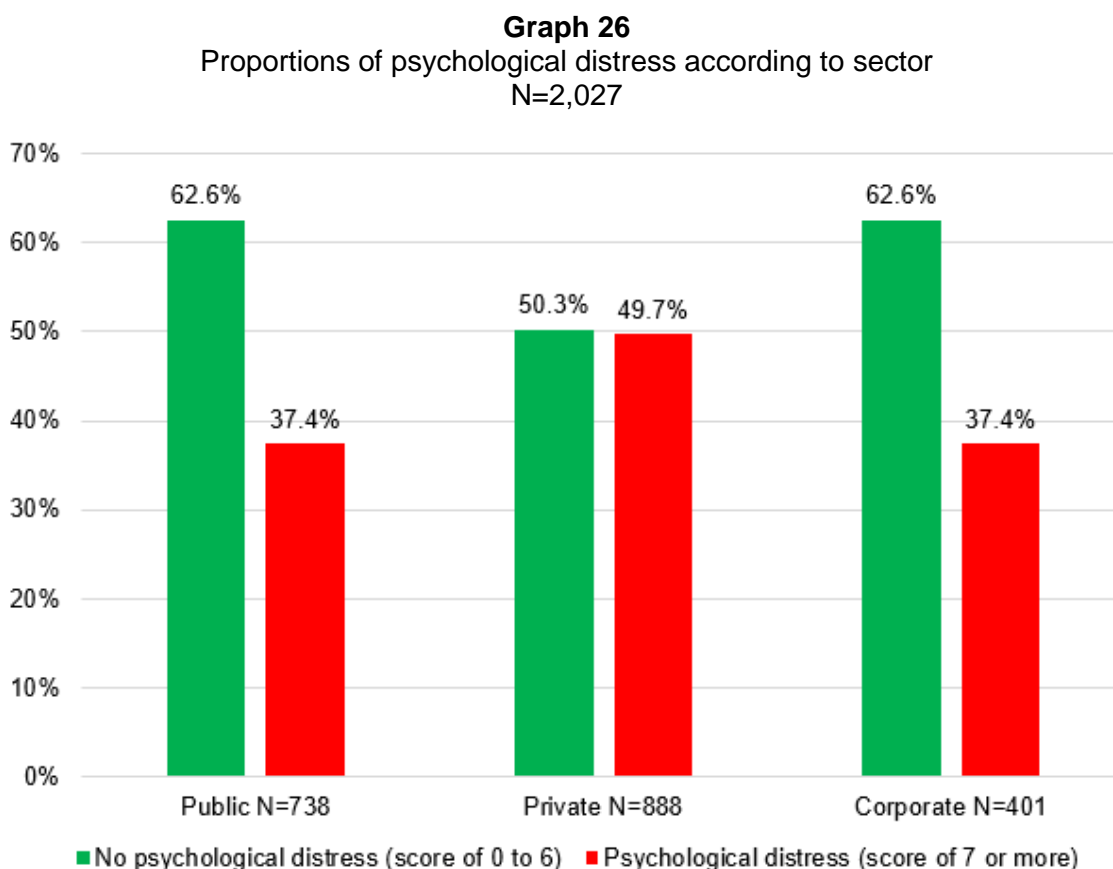
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OVERVIEW OF MENTAL HEALTH BY SECTOR AND AREA OF PRACTICE

In the literature, the link between the area of practice and mental health problems among lawyers or even between the sector and the various mental health indicators is little explored. Yet, in the legal field, conditions of practice can vary greatly from one sector to another, or from one area of practice to another. It is therefore relevant to provide a snapshot of the various mental health indicators according to the lawyers' sector and area of practice.

SECTORS, AREAS OF PRACTICE AND PSYCHOLOGICAL DISTRESS

Graph 26 shows that the proportions of psychological distress are relatively similar in the public sector compared to the corporate sector. However, the proportion of psychological distress appears much higher in the private sector, where nearly 50% of the sample of lawyers experience psychological distress. This difference between sectors in terms of the proportion of psychological distress observed is significant.³¹



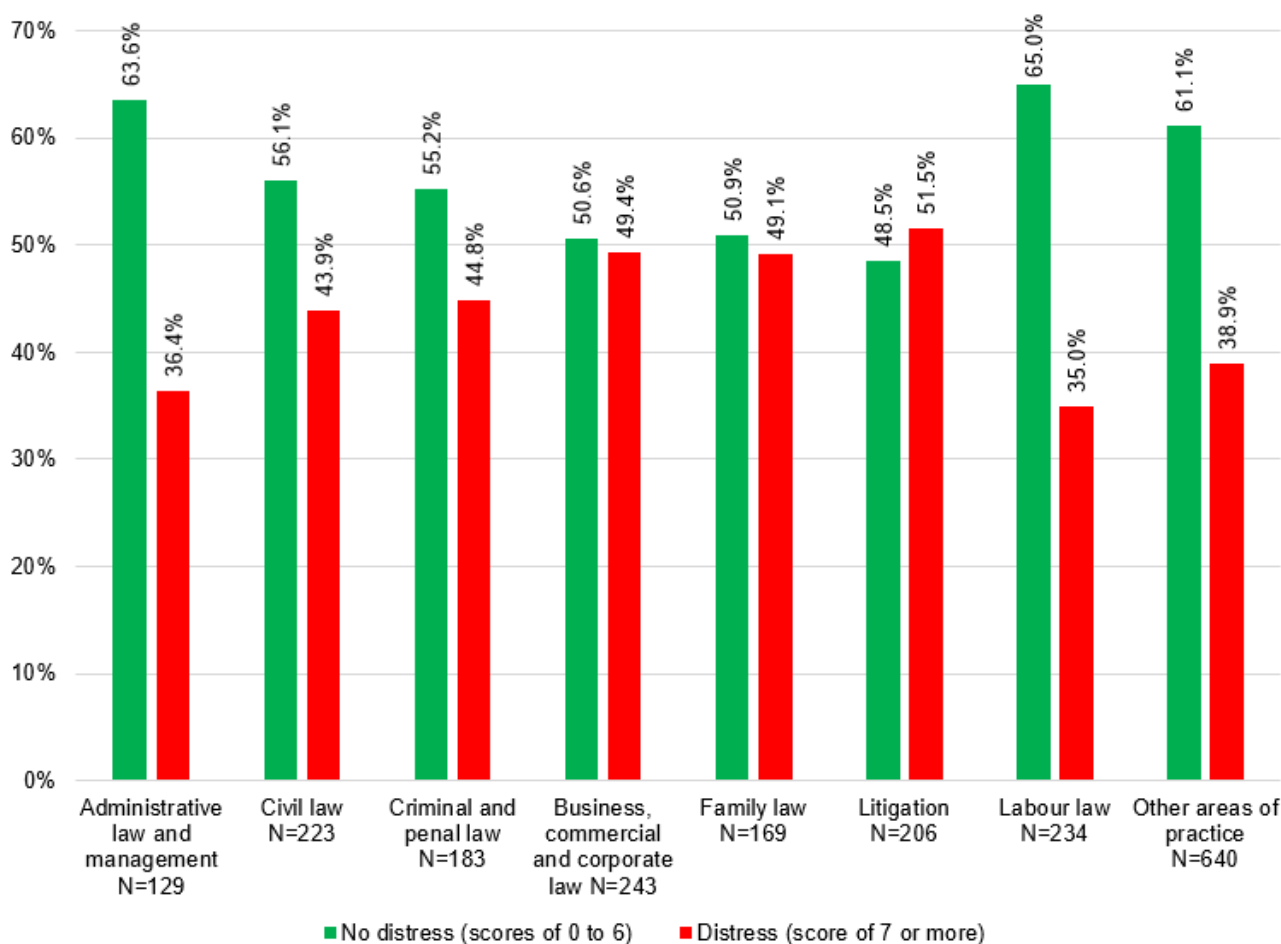
³¹ $p \leq 0.001$

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An analysis was also conducted to assess the proportion of psychological distress within the main areas of practice represented in the sample. For the purposes of the analysis, practice areas with fewer than 100 participants were grouped under a category entitled “Other”. The result of this analysis is presented in *Graph 27* below.

Graph 27
Proportions of psychological distress according to different areas of practice
N=2,027



Graph 27 shows that lawyers practicing business, commercial and corporate law (49.4%), family law (49.1%) and litigation (51.5%) are the most likely to experience psychological distress, with distress proportions close to 50% for these areas of practice. This implies that every other lawyer would have a distress score of 7/24 or higher, thus falling into the “in distress” category. Furthermore, testing

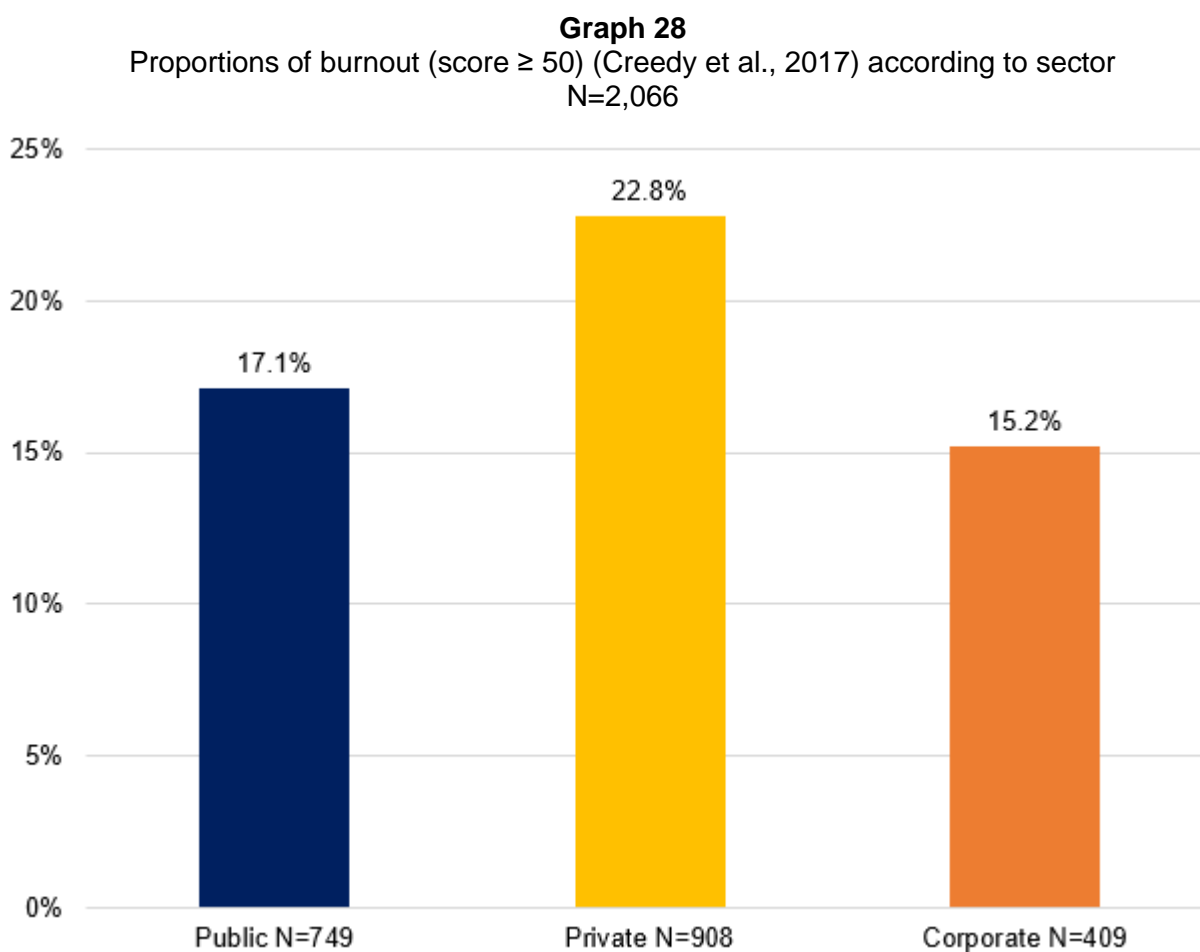
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differences between proportions confirmed that this difference between the areas of practice in terms of the proportion of distress observed is significant.³²

SECTORS, AREAS OF PRACTICE AND BURNOUT

Our team also assessed the proportion of burnout according to sector (public, private and corporate). The result of this analysis is presented in *Graph 28* below.



Graph 28 shows that the private sector is the sector with the highest proportion of burnout (22.8%) compared to the public sector (17.1%) and the corporate sector (15.2%). Testing differences between proportions also showed that this difference is significant,³³ with the private sector being the most exposed to burnout.

³² $p \leq 0.001$.

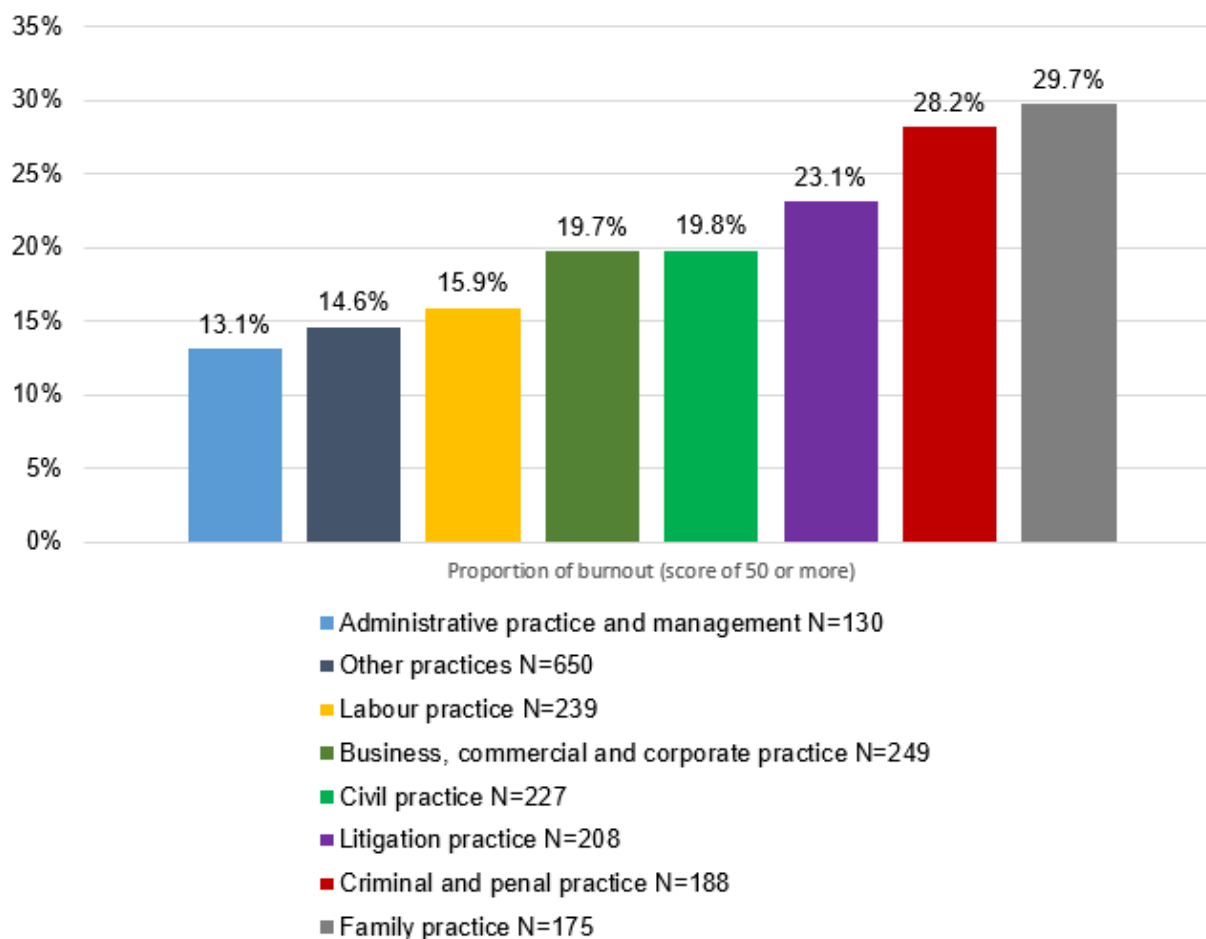
³³ $p \leq 0.01$.

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An analysis was also performed to assess the proportion of burnout (score ≥ 50) within the different areas of practice. For this analysis, areas of practice with fewer than 100 participants were again grouped under a category entitled “Other.” The result of this analysis is shown in *Graph 29* below.

Graph 29
Proportions of burnout (score ≥ 50) (Creedy et al., 2017) according to area of practice
N=2,066



Graph 29 shows that the highest proportions of burnout are found in the areas of family law (29.7%), criminal and penal law (28.2%) and litigation (23.1%). In addition, **testing** differences between group proportions confirmed that the overall difference between the eight groups is significant.³⁴ The areas of practice were ranked in ascending order according to the proportion of burnout observed within each of them.

³⁴ $p \leq 0.000$.

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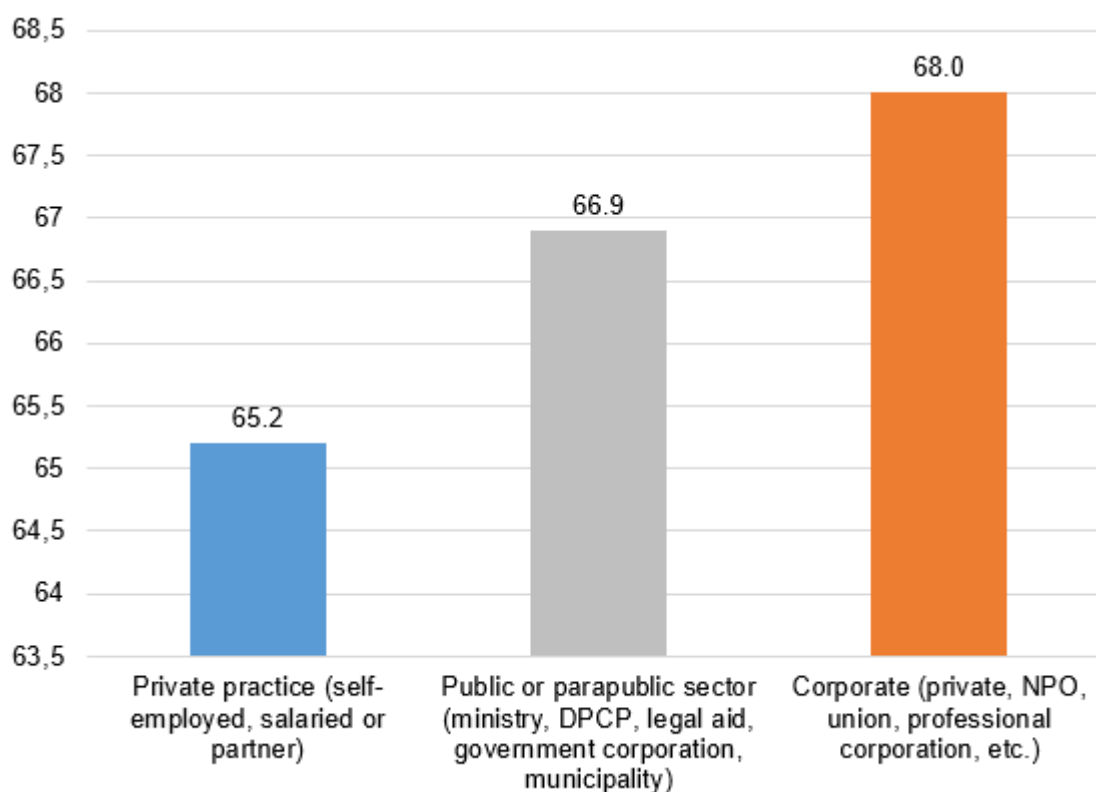
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SECTORS, AREAS OF PRACTICE AND WELL-BEING

Our team also looked at the average levels of well-being according to sector and area of practice.

First, we compared the average levels of well-being in the public, private and corporate sectors. *Graph 30* provides a graphical representation of the average levels of each of these sectors. *A priori*, it can be seen that lawyers in private practice have the lowest average level of well-being, while in-house lawyers have the highest average level of well-being. The analyses conducted to compare the averages of these sectors show that the difference in well-being between lawyers in private practice and those practicing as in-house counsel is significant, i.e., those practicing as in-house counsel have a significantly higher average level of well-being than those in private practice, whether they are self-employed, salaried or partners. Furthermore, the differences between the private and public sectors are not significant, nor are the differences between the public and corporate sectors.

Graph 30
Average well-being scores according to sector
N=2,066



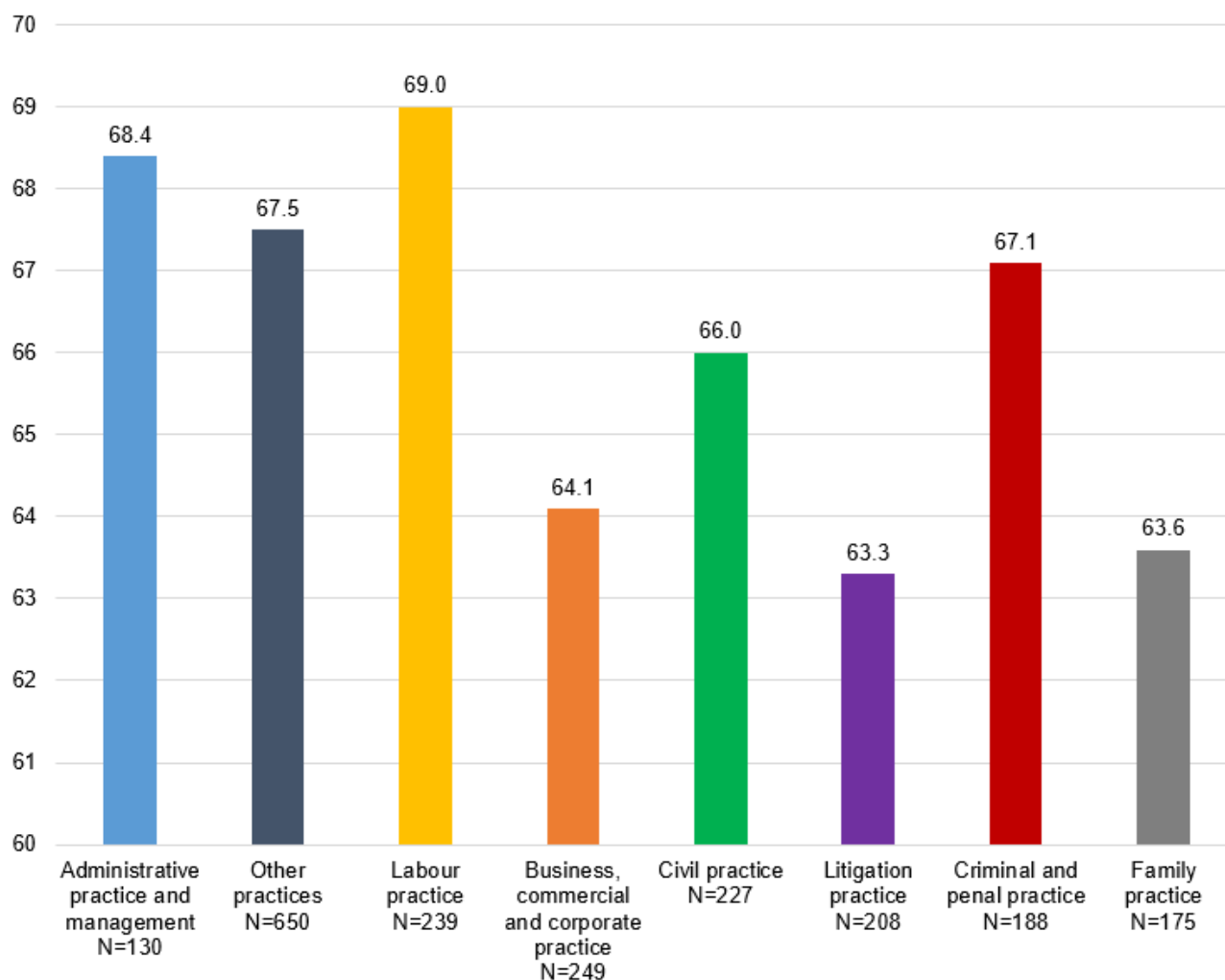
Graph 31 shows the average score for well-being in the workplace according to the different areas of practice.

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Graph 31

Average score for well-being in the workplace according to area of practice
N=2,066



Testing differences between means confirmed that lawyers practicing in the area of litigation and family law have the lowest well-being averages, while labour lawyers have the highest well-being average.

The following section presents a regression analysis to assess the contribution of the sector of practice to the various health variables.

ANALYSIS OF THE IMPACT OF THE SECTOR ON HEALTH

A regression analysis was performed, controlling for sector. The result of this analysis is presented in *Table 25* below. The purpose of this analysis was to verify whether certain sectors are associated with higher or lower levels of psychological distress, burnout or well-being, while verifying whether the impact of working or non-working conditions varies when considering these sectors. Furthermore, it

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should be noted that when this analysis is carried out, a reference category must be selected. For the purposes of the analysis, the sector chosen as the reference category (constant) was the corporate sector.

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Table 25

Impact of risk and protective factors stemming from different spheres of life on the psychological distress, burnout and well-being of Quebec lawyers, considering the sector

Factors		Psychological distress N=814	Burnout N=791	Well-being N=814
Sectors	Public	ns	ns	ns
	Private	ns	ns	ns
Social	Regulated profession	(+)**	(+)**	ns
	Performance culture	ns	ns	ns
	Enhancement of professional image	ns	ns	ns
	Technology	(+)**	(+)**	(-)*
Organiz.	Social relations with colleagues	ns	ns	(+)**
	Social relations with superior	ns	ns	ns
	Social relations with clients	ns	(-)*	ns
	Social relations with judges	ns	ns	ns
	Support from colleagues	ns	ns	ns
	Support from superior	ns	ns	ns
	Recognition	ns	ns	(+)*
	Job insecurity	(+)*	ns	(+)*
	Career opportunities	(-)*	(-)**	(+)**
	Salary	ns	ns	ns
	Quantitative overload	ns	(+)**	(+)**
	Qualitative overload	ns	(+)*	ns
	Emotional demands	(+)**	(+)**	(-)**
	Performance requirements	ns	ns	ns
	Billable hours	ns	(+)*	ns
	Total hours worked	ns	ns	ns
	Decision-making authority	ns	ns	ns
	Use of skills	ns	(-)**	(+)**
	Lack of resources	ns	ns	(-)**
Incivility (binary)	ns	ns	ns	
Family and non-work	Work-family conflict	(+)**	(+)**	(-)**
	Family-work conflict	ns	ns	ns
	Support outside of work	ns	ns	(+)*
	Being in a relationship	ns	(+)*	ns
	Dependent children	ns	ns	ns
	Dependent parents	ns	ns	ns
Individ.	Age	(-)**	(-)**	(+)**
	Experience (10 years or less)	ns	ns	ns
	Consistency of values	(-)**	(-)**	(+)**
	Gender (women)	ns	(+)**	ns
	External locus of control	(+)**	(+)**	ns
	Self-esteem	(-)**	(-)**	(+)**
	Excessive alcohol consumption	ns	ns	ns
	Smoking	(+)*	ns	ns
	Drug use	(+)**	ns	ns
	Hours of sleep	ns	ns	ns
Adjusted R²		0.567	0.641	0.588

NOTE: $p \leq 0.05^*$; $p \leq 0.01^{**}$; $p \leq 0.001^{***}$, which means that the higher the number of *, the more significant the variable is in explaining distress.

The analysis presented in *Table 25* therefore suggests that sector affiliation is insignificant in explaining the level of psychological distress, burnout or well-being experienced by lawyers. With

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respect to the independent variables that are significantly associated with mental health, the analyses show that controlling for sector has very little impact on risk and protective factors. *Table 26* below summarizes the risk and protective factors that are significant in this analysis.

Table 26

Risk and protective factors associated with the mental health indicators, controlling for sector

RISK FACTORS	PROTECTIVE FACTORS
Stressors related to regulated professions	Social relations with clients
Technology	Social relations with colleagues
Quantitative overload	Recognition
Qualitative overload	Job insecurity
Job insecurity	Career opportunities
Emotional demands	Quantitative overload
Billable hours	Use of skills
Lack of resources	Social support outside of work
Being in a relationship	Age
Work → family conflict	Consistency of values
External locus of control	Self-esteem
Being a woman	
Smoking	
Drug use	

ANALYSIS OF THE IMPACT OF THE AREA OF PRACTICE ON HEALTH

Consistent with the previous observations, we thought it appropriate to conduct a regression analysis, this time including the various areas of practice in addition to social, organizational, family and individual factors. This analysis makes it possible to see whether certain areas of practice are associated with higher or lower levels of psychological distress, burnout or well-being, while verifying whether the impact of working or non-working conditions varies when considering the areas of practice. Furthermore, it should be noted that when this analysis is carried out, a reference category must be selected. For the purposes of the analysis, the area of practice of labour law was selected as the reference category (constant). The results of the analysis are presented in *Table 27* below.

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Table 27

Impact of risk and protective factors stemming from different spheres of life on the psychological distress, burnout and well-being of Quebec lawyers, considering the area of practice

	<i>Factors</i>	Psychological distress N=814	Burnout N=791	Well-being N=814
Areas of practice	Administrative and management	ns	ns	ns
	Civil	ns	(+)*	ns
	Criminal and penal	ns	ns	ns
	Business Commercial Corporate	(+)*	ns	ns
	Family	ns	ns	(-)*
	Litigation	ns	ns	ns
	Other	ns	ns	ns
Social	Regulated profession	(+)**	(+)**	ns
	Performance culture	ns	ns	ns
	Enhancement of professional image	ns	ns	ns
	Technology	(+)**	(+)*	(-)*
Organiz.	Social relations with colleagues	ns	ns	(+)**
	Social relations with superior	ns	ns	ns
	Social relations with clients	ns	(-)*	ns
	Social relations with judges	ns	ns	ns
	Support from colleagues	ns	ns	ns
	Support from the superior	ns	ns	ns
	Recognition	ns	ns	(+)*
	Job insecurity	(+)*	ns	(+)*
	Career opportunities	(-)*	(-)**	(+)**
	Salary	ns	ns	ns
	Quantitative overload	ns	(+)**	(+)**
	Qualitative overload	ns	(+)*	ns
	Emotional demands	(+)**	(+)**	(-)**
	Performance requirements	ns	ns	ns
	Billable hours	ns	(+)*	ns
	Total hours worked	ns	ns	ns
	Decision-making authority	ns	ns	ns
	Use of skills	ns	(-)**	(+)**
	Lack of resources	ns	ns	(-)**
	Incivility (binary)	ns	ns	ns
Family and non-work	Work-family conflict	(+)**	(+)**	(-)**
	Family-work conflict	ns	ns	ns
	Support outside of work	ns	ns	(+)*
	Being in a relationship	ns	(+)*	ns
	Dependent children	ns	ns	ns
	Dependent parents	ns	ns	ns
Individ.	Age	(-)**	(-)**	(+)**
	Experience (10 years or less)	ns	ns	ns
	Consistency of values	(-)**	(-)**	(+)**
	Gender (women)	ns	(+)**	ns
	External locus of control	(+)**	(+)**	(-)*
	Self-esteem	(-)**	(-)*	(+)**
	Excessive alcohol consumption	ns	ns	ns
	Smoking	(+)*	ns	ns
	Drug use	(+)**	ns	ns
	Hours of sleep	ns	ns	ns
Adjusted R²		0.568	0.641	0.589

NOTE: $p \leq 0.05^*$; $p \leq 0.01^{**}$; $p \leq 0.001^{***}$, which means that the higher the number of *, the more significant the variable is in explaining distress.

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Not surprisingly, the contribution of the area of practice is relatively small in explaining psychological distress, burnout and well-being. Thus, even if practice conditions may appear heterogeneous in the current reality, health-related working conditions still seem to be quite homogeneous. First of all, it can be seen that the variance (of distress, burnout and well-being) explained by each of the models is almost identical, whether or not we consider the contribution of the areas of practice. Nevertheless, if we take labour law as a point of comparison, we find that levels of psychological distress are higher in commercial, business and corporate law, that levels of burnout are higher in civil law and, finally, that well-being in the workplace is significantly lower among family law practitioners. With respect to other factors, *Table 28* below summarizes the risk and protective factors observed when controlling for area of practice. These results are very similar to those obtained earlier, which did not consider the contribution of the area of practice.

Table 28

Risk and protective factors associated with the mental health indicators, controlling for area of practice

RISK FACTORS	PROTECTIVE FACTORS
Stressors related to regulated professions	Social relations with clients
Technology	Social relations with colleagues
Quantitative overload	Recognition
Qualitative overload	Career opportunities
Job insecurity	Quantitative overload
Emotional demands	Use of skills
Billable hours	Social support outside of work
Lack of resources	Age
Being in a relationship	Consistency of values
Work → family conflict	Self-esteem
External locus of control	
Being a woman	
Smoking	
Drug use	

The next section of the report is dedicated to the study of specific themes, namely the contribution of skills to protect mental health in the workplace, technostress in the practice of law, management practices conducive to health and, finally, lifestyle habits.

RESULTS

PART III: SPECIFIC THEMES

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SKILLS: A NOTEWORTHY MENTAL HEALTH DEFENCE

As presented in Phase 1 of the project, some of the results highlighted the role of certain individual skills, such as coping and leadership, that could reduce the level of psychological distress among lawyers or at least protect their mental health from the harmful effects of other environmental factors (Cadieux & Gladu-Martin, 2016). Following Phase 1, we conducted further research on the state of the literature in order to identify some individual skills that could significantly reduce psychological distress. This was the case with coping strategies (ability to cope with stress), assertiveness (ability to set limits, self-assertion), psychological detachment and self-leadership (self-management ability). These skills, as well as their direct impact on mental health, are plainly explained below.

COPING STRATEGIES

Coping strategies represent the ability of individuals to cope with the various stressful situations to which they are exposed on a continuous basis and which exceed, or deplete, the various resources available in their environment (Lazarus & Folkman, 1984). According to studies by Lazarus & Folkman (1984) and Long (1998), certain agents (e.g., individual characteristics, personality traits, cognitive assessment of environmental stressors and the resources available to counter their effects, etc.) can affect the coping strategies advocated. When properly implemented, coping strategies seem to have beneficial effects on the individual's psychological well-being, both inside and outside the workplace (Fogaty et al., 1999). There are two distinct categories of coping strategies: problem-oriented and emotion-oriented.

Problem-oriented strategies consist of attempting to manage or alter the various environmental factors that may be associated with higher stress by implementing actions and reactions directed at the stressor (Lazarus & Folkman, 1984). Strategies such as problem-solving activities, recognition of one's role in solving problems and risk-taking behaviours are among the most widely used (Lazarus & Folkman, 1984). Emotion-oriented strategies, on the other hand, are introspective strategies aimed at mitigating the emotional impact of stressors on the individual. For example, disengaging from stressful situations, avoiding confrontation or any related behaviour, as well as practicing positive thinking can reduce the negative impact of stressors on emotions (Lazarus & Folkman, 1984).

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ASSERTIVENESS

Assertiveness, or “self-assertion,” is presented by many researchers as a bulwark against the pressures and demands of employment (Bishop, 2000; Cooper & Marshall, 1976; Costa and McCrae, 1992; Wilson & Gallois, 1993). By establishing assertiveness, individuals renounce the use of passivity, aggression or manipulation to achieve their goals (Alberti & Emmons, 1986). Instead, they adopt interpersonal behaviours that encourage the expression of their rights, thoughts and feelings, all with confidence (Alberti & Emmons, 1986).

The development of this individual skill seems to lead to improved interpersonal relationships, as well as a tendency for workers to defend and act according to their own interests, values and goals (Alberti & Emmons, 1986). Assertiveness also seems to have a positive impact on empathy, the expression of positive feelings, as well as self-image and self-esteem (Lefevre & West, 1984; Macaden, 2005; Schroeder, Rakos & Moe, 1983).

PSYCHOLOGICAL DETACHMENT

The state of knowledge on psychological detachment has been constantly evolving over the years. This skill is considered to be an individual’s ability to mentally and physically disengage from any work-related task or thought outside of office hours (Sonnentag, 2012). Psychological detachment can be divided into two categories: refraining from performing any job-related task or activity (e.g., checking emails, returning calls, etc.), but also refraining from allowing one’s thoughts to wander to any job-related topic (e.g., not thinking about work-related conflicts) (Sonnentag, 2012).

The implementation of psychological detachment could thus lead to an increase in job performance (e.g., better task performance, proactive behaviour, etc.) (Binnewies, Sonnentag & Mojza, 2010; Sonnentag, 2012), improved feelings of psychological well-being in the workplace (Sonnentag, 2012) and improved affective states (e.g., decreased feelings of fatigue and burnout) (Rothbard & Wilk, 2011; Sonnentag & Bayer, 2005; Sonnentag, Binnewies & Mojza, 2008).

SELF-LEADERSHIP

Self-leadership is an individual skill that aims to promote self-influence and self-motivation practices that focus on positive self-direction in order to improve performance in the various spheres of an individual’s life (Manz, 1983, 1986; Manz & Neck, 2004). According to the literature on the subject,

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self-leadership, more specifically cognitive-behavioural strategies and control of one's behaviour, is believed to lead to improved self-efficacy (Manz, 1983, 1986; Manz & Neck, 2004). This form of leadership is divided into three categories of cognitive-behavioural strategies: behaviour-focused strategies, natural reward strategies and constructive thought pattern strategies (Manz & Neck, 2004; Manz & Sims, 2001; Prussia, Anderson & Manz, 1998).

The first, behaviour-focused strategies, are implemented to raise the individual's level of self-awareness (Mahoney & Arnkoff, 1978; Manz & Neck, 2004; Manz & Sims, 1980, 2001). The practice of these strategies facilitates the management and performance of tasks and demands in the individual's daily life that are perceived as negative or unpleasant, with the goal of increasing motivation and drive (Mahoney & Arnkoff, 1978, 1979; Manz & Neck, 2004; Manz & Sims, 1980, 2001). Self-observation, setting personal goals, self-reward, self-punishment, etc., are among the most popular strategies (Mahoney & Arnkoff, 1978; Manz & Neck, 2004; Manz & Sims, 1980, 2001).

Natural reward strategies fall into two sub-categories. First, individuals can identify the positive or constructive elements emerging from the task or activity, perceived as negative, that they must perform (Manz & Neck, 2004; Manz & Sims, 2001). Second, individuals can identify intrinsic learning and the various rewards that they can derive from the task or activity (Manz & Neck, 2004; Manz & Sims, 2001). The implementation of these strategies could lead to an increase in the individual's motivation, in addition to personal satisfaction (Manz & Neck, 2004; Manz & Sims, 2001).

Finally, the primary goal of constructive thought pattern strategies, such as identifying and replacing dysfunctional beliefs and assumptions, and uttering encouragement and positive self-talk, is to improve individual performance by encouraging and facilitating the construction of positive thinking patterns (Burns, 1980; Ellis, 1977; Manz & Neck, 2004; Neck & Manz, 1996). The same is true for positive visualization, which Manz & Neck (2004) suggest leads to effective and successful task performance as a result of visualizing the successful completion of the task.

THE IMPACT OF INDIVIDUAL SKILLS ON MENTAL HEALTH

Although no study appears to have been conducted in the past on the relationship between individual skills (coping strategies, self-leadership, assertiveness and psychological detachment) and psychological distress among Quebec lawyers, the state of knowledge on the subject allows us to emphasize the impact of these skills on workers' levels of stress and psychological distress. Thus, the practice of psychological detachment seems to be associated with a reduction in psychological

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distress due to organizational stress factors (Moreno-Jiménez et al., 2009). The same seems to be true for the implementation of assertiveness behaviours. Research conducted by Crosley (1980) and Lee & Crockett (1994) on nurses demonstrated the positive impact of assertiveness on job satisfaction and interpersonal relations, in addition to being associated with a decrease in the level of stress and psychological distress. The use of coping strategies could also significantly reduce workers' psychological distress, as could self-leadership (Cooper & Marshall, 1976; Dolbier, Soderstrom, & Steinhardt, 2001; Michie, 2002).

In order to verify the ability of individual skills to significantly reduce psychological distress among Quebec lawyers, we conducted hierarchical regression analyses by considering the contribution of skills, organizational, non-work and individual factors considered in this project. The regressions were divided into five models. Model 1 verifies the impact of individual skills on psychological distress. Model 2 verifies the impact of individual skills and organizational factors on psychological distress. Model 3 adds non-work factors to the above combination, while model 4 verifies the impact of individual skills and all factors taken into account (organizational, non-work and individual) on psychological distress. Finally, another model, Model 5, presents the results of significant interactions conducted to determine which of the selected individual skills moderate the relationship between organizational factors and psychological distress among Quebec lawyers. *Table 29* presents the different significant and insignificant independent variables arising from the different models tested.

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Table 29

Impact of individual skills and risk and protective factors stemming from different spheres of life on the psychological distress (K6) of Quebec lawyers
N=814

	<i>Factors</i>	<i>Model 1</i>	<i>Model 2</i>	<i>Model 3</i>	<i>Model 4</i>	<i>Model 5</i>
Skills	Assertiveness	(+) ^{***}	(+) ^{***}	(+) ^{**}	ns	(-) ^{**}
	Coping	(-) ^{***}	(-) ^{***}	(-) ^{***}	ns	ns
	Psychological detachment	(-) ^{***}	(-) ^{***}	(-) [*]	ns	ns
	Self-leadership	ns	ns	ns	(+) [*]	(+) ^{**}
Organiz.	Social relations with clients		ns	ns	ns	ns
	Social relations with colleagues		ns	ns	ns	ns
	Social relations with judges		(-) ^{**}	(-) ^{**}	ns	ns
	Social relations with supervisor		ns	ns	ns	ns
	Support from colleagues		ns	ns	ns	(+) [*]
	Support from the supervisor		ns	ns	ns	ns
	Career opportunities		ns	(-) [*]	(-) [*]	(-) ^{**}
	Recognition		(-) ^{**}	(-) ^{**}	ns	ns
	Salary		ns	ns	ns	ns
	Job insecurity		(+) ^{***}	(+) ^{***}	(+) ^{**}	(+) ^{**}
	Performance requirements		(+) [*]	ns	ns	ns
	Qualitative overload		ns	ns	ns	ns
	Quantitative overload		ns	ns	ns	ns
	Emotional demands		(+) ^{***}	(+) ^{***}	(+) ^{***}	(+) ^{***}
	Total hours worked		(+) [*]	ns	ns	ns
	Billable hours		(+) ^{**}	(+) [*]	ns	ns
	Incivility (Binary)		ns	ns	ns	ns
	Decision-making authority		ns	ns	ns	ns
Lack of resources		ns	ns	ns	(-) [*]	
Use of skills		ns	ns	ns	ns	
Family	Work-family conflict			(+) ^{***}	(+) ^{***}	(+) ^{***}
	Family-work conflict			(+) ^{***}	ns	ns
	Support outside of work			(-) ^{**}	ns	ns
	Being in a relationship			ns	ns	ns
	Dependent children			(-) ^{**}	ns	ns
	Dependent parents			ns	ns	ns
Individual	Age				(-) ^{***}	(-) ^{***}
	Experience (10 years or less)				ns	ns
	Consistency of values				(-) ^{***}	(-) ^{***}
	Gender (women)				ns	ns
	External locus of control				(+) ^{***}	(+) ^{***}
	Self-esteem				(-) ^{***}	(-) ^{***}
	Excessive alcohol consumption				ns	ns
	Smoking				ns	ns
	Drug use				(+) [*]	(+) ^{**}
Hours of sleep				ns	ns	
Interactions	Lack of resources X assertiveness					(+) ^{**}
	Support from colleagues X self-leadership					(-) [*]
	Use of skills X psychological detachment					(-) [*]
Adjusted R2		0.249	0.445	0.475	0.561	0.570

NOTE: $p \leq 0.05^*$; $p \leq 0.01^{**}$; $p \leq 0.001^{***}$, which means that the higher the number of *, the more significant the variable is in explaining distress.

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Not surprisingly, *Table 29* shows that even when considering the contribution of individual skills, the risk and protective factors remain much the same as those observed earlier.

In terms of protective factors, we note the following: career opportunities, recognition, support outside of work, having children, age, consistency between individual values and workplace values and self-esteem. Conversely, in terms of risk factors, we note the following: job insecurity, performance requirements, billable hours, emotional demands, work-family conflict, an external locus of control and drug use. Nevertheless, *a priori* only one result appears surprising in terms of the impact of working conditions when considering not only the impact of skills, but also that of working conditions, non-work factors, individual characteristics and interactions, namely the result relating to the lack of resources. Against all logic, the results seem to show that a lack of resources is associated with lower distress. However, this result, which *a priori* seems absurd, could be explained by a confounding effect, given that Model 5 shows a significant interaction between a lack of resources and assertiveness. In fact, a lack of resources, combined with a low capacity to set limits and assert oneself (assertiveness), seems to be significantly associated with greater distress. It is therefore important to contextualize this result.

Nevertheless, compared to the previous analyses, this analysis highlights the contribution of skills to the psychological distress experienced. In this regard, it appears that an individual's inability to set limits and say no (assertiveness) is a risk factor associated with greater distress. This is true when considering stressors originating in the workplace, and even when considering those originating in the family, but becomes evanescent when considering the weight of individual characteristics. The analyses also show that the ability of individuals to implement strategies to deal with stress (coping), as well as their ability to detach psychologically from work outside office hours (psychological detachment), are undeniably protective factors that significantly reduce the psychological distress experienced by lawyers, taking into account the work and family environment. However, when the individual's contribution is considered, the protective effect of these skills disappears. This could be explained by a mediating relationship between skills, certain individual characteristics and psychological distress. For example, could a person's inability to detach from work lead that person to use more alcohol or drugs in order to disengage? This hypothesis is plausible. As seen above, drug use is associated with greater distress. Note, however, that this hypothesis has not been tested by our team in this study, but should form the subject of further research.

It is also interesting to note that self-leadership is not significantly associated with the level of perceived psychological distress when considering skills alone, or even when combining the effect of

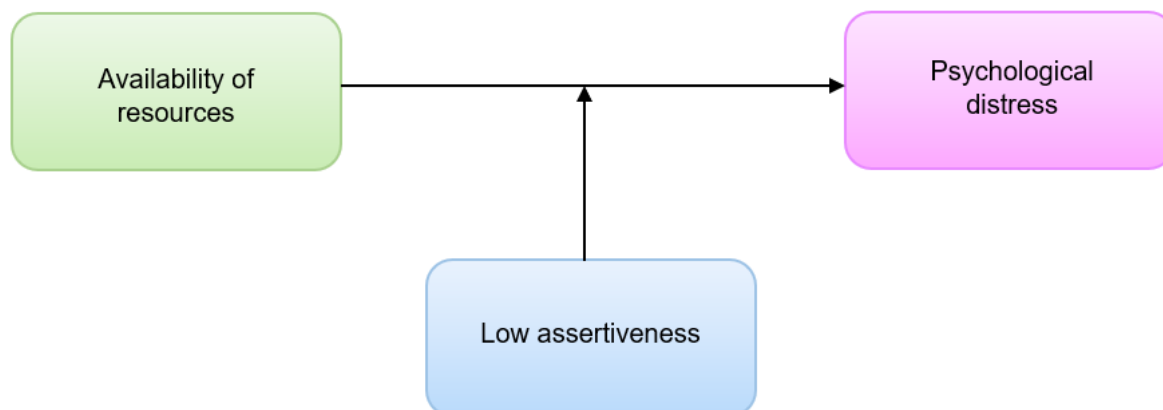
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skills, workplace and life outside of work. However, when the contribution of individual characteristics is added, this skill is significant and is associated with higher psychological distress. There are several possible explanations for this result. First, to understand, we must go back to the questions asked in the questionnaire concerning self-leadership, which refer to the ability of individuals to self-motivate by setting goals, but also to question themselves. Thus, it is logical to think that when we consider all the stressors stemming from the different spheres of life, the fact of questioning oneself and focusing on the objectives to be achieved increases the distress experienced rather than reducing it. It is also possible to think of confounding effects or the possibility that there may once again be interactions between this skill and certain individual factors such as an external locus of control or self-esteem, for example. However, these hypotheses, which have not been tested by our team, should form the subject of further research.

Finally, Model 5 outlines the significant interactive relationships between individual skills and stressors. Following the analyses, three interactive relationships emerged as significant: lack of resources and low assertiveness; social support from colleagues and self-leadership; and use of skills and psychological detachment. Therefore:

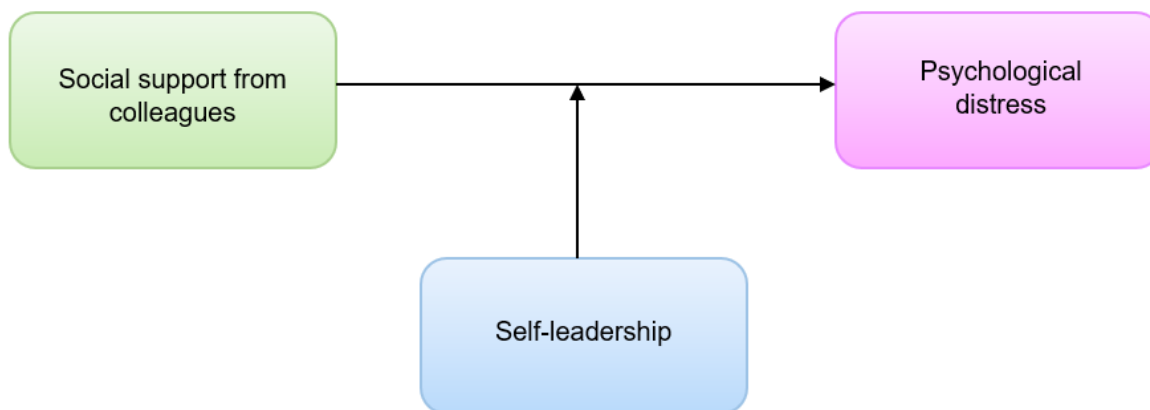
1. When combined with low assertiveness and ability to set limits (assertiveness), a lack of resources is significant in explaining increased psychological distress.



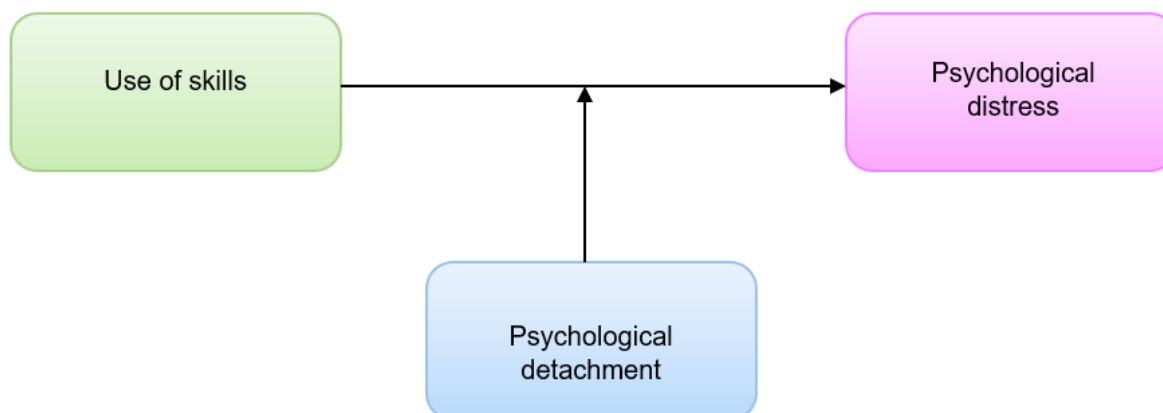
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2. When combined with self-leadership, social support from colleagues seems to significantly reduce psychological distress.



3. The psychological distress generated by the consistent use of job-related skills is moderated by a lawyer's ability to achieve psychological detachment.



It can therefore be noted that certain individual skills, when controlled with other factors in the environment, or when interacting with some of these factors, can reduce, or increase, psychological distress in Quebec lawyers. It is therefore important to focus on those that are likely to reduce psychological distress.

The next section focuses on the impact of technology-related stress.

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TECHNOLOGY AND HEALTH: A BETTER UNDERSTANDING OF TECHNOSTRESS AMONG LAWYERS

In the first phase of the project between 2014 and 2016, almost all participants (21 out of 22) mentioned how important technology was for their work. Some mentioned that, over the years, technology had accelerated the pace of their work, increased the rate of communication with clients through more direct access (e.g., via text message), extended their working hours, etc. *Table 30* below presents some verbatim excerpts from Phase I that show the difficulties encountered in relation to technology.

Table 30

Phase I verbatim excerpts illustrating the tensions emanating from the technology

Risk factors associated with technology	Verbatim excerpts
<i>Accelerated pace of work</i>	<p>PART 6: We've moved into the computer age where there's e-mail. So now, it has to go out because now there's email! "You can send it to me by e-mail." E-mail has accelerated the pace. But it hasn't accelerated the pace of your thinking! So people send you an e-mail at nine in the morning, and at two in the afternoon, they send you a reminder because they don't understand why you haven't replied.</p> <p>PART 8: I think technology has become a major stressor. When I started practicing in (year), if I needed to communicate with you, I could call you or I could write to you. If I wrote to you, I would send you a report of your case and you would receive my letter in 2-3 days... You might have called me when you received it... Today, it's all by email. And it has to work by email [interruption] So the client doesn't want a letter in the mail. He wants an email. And... The more time passed, the more laborious it became, because now people have smart phones, and they can be at work and check their e-mails, and they'll get back to you in 10 minutes. And they don't want an answer tomorrow; they want an answer in the next five minutes. Otherwise, it's going to be a huge problem. And that creates enormous pressure.</p>
<i>Increased permeability between spheres of life</i>	<p>PART 5: He gave me a cell phone, and soon, if I didn't answer the cell phone... It was total hell...</p> <p>PART 12: Well, first of all, they provide us with phones, so that... With the e-mails coming in, it's like [laughing]. I put it in a page on my phone so I don't see them coming in because otherwise, the house... You know, sometimes I think "ah, I shouldn't look at it," and then... I shouldn't look at it, and then, you know, at my old job, I couldn't just change the screen. So just before going to bed, I'd feel really "stupid," but I'd look at it, and then I'd go to bed, and I'd be like, "Oh, there's this case, there's this case, here's..." You know... It's like there was no break.</p>

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Table 30 (continued)

Phase I verbatim excerpts illustrating the tensions emanating from technology

Risk factors associated with technology	Verbatim excerpts
Internet-related client information/misinformation	PART 2: then the clients... er... today's clients, compared to 20 years ago, are clients... who read on the Internet, and then say, "But I found 12 cases like mine, and they all won." Yeah. Yeah, yeah. 12 cases like yours; for sure they're the same, same in the same place, same world, same city, same judge... answer? No.
Work overload	<p>PART 5: Then the emails, well, obviously, in the morning... my inbox is constantly full of new messages, and then they just keep coming in while I'm cleaning out.</p> <p>PART 11: And then I see my inbox filling up, filling up, filling up, and I don't have time to... I'm kind of dealing with everything, so...</p> <p>PART 20: Whether you are my client or my opponent, if I write you an email, I have to write it. Then I have to save it on my computer. Then, once I've sent it to you, I have to file it in my sent mail box. And then you answer me. I also print it out because I have to put it in my paper file. A paperless world is an illusion. So you answer me. Now I have to read it, I have to save it, I have to print it, and then I have to file it. If we do that eight times a day... That's four operations each time... If we have eight exchanges, that means 16 e-mails, four operations for each e-mail, then you understand that it's quite a bit throughout the day and that I haven't had time to do other things. E-mail has become a huge curse.</p>
Information overload	PART 20: It takes an awful lot of time! Because I can't just have a mailbox in which I have 25,000 e-mails and then Mr. X wants to know. "Wait a minute... Mr. X...", "I'll get it, sir!"
Complexity/reliability of technology	PART 18: "That's apart from all the challenges I would call 'technological.' Technology is constantly changing. So, on a regular basis, you have to every [sic] things as simple as a photocopier. Or your telephone service. Changing your phone service is hell. Replacing your computer with a new one is hell. Changing a photocopier, let's not even talk about it... If we were just talking about the little 4-in-1, the 4-in-1 models, it wouldn't be complicated, but that's not it; now, if you want to work, you need a big computer, and it's not always easy to understand. But all these problems add up, and sometimes you think, 'Okay, I'm not going to make my photocopy; I'll do it tonight when I have two minutes to see how it works.' So that explains sometimes why I'm here at night... It can be strictly because of things like that. And the worst thing that can happen to you is to be here at night... the computer stops working, the command from the computer to the printer doesn't work anymore... you run out of toner... Things like that; it's unbelievable how it can change your life."

The pressure caused by technology is likely to generate a certain amount of stress. Better known as "technostress," this phenomenon refers to the difficulty of individuals in adjusting to ICT-induced stress (Brod, 1982).

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Technostress normally stems from the characteristics of the technology in question:

- 1) **Its utilitarian character:** Everyone uses technology; it is easily accessible and widely used. Thus, people are expected to use it, for example, by responding quickly to their e-mails.
- 2) **Its intrusiveness:** Technology reduces the boundaries between spheres of life. The massive adoption of various mobile work tools (smart phones, tablets, laptops, etc.) and the Internet now makes it possible to work anywhere and at any time of the day or night. While individuals can capitalize on the flexibility that comes with the use of these tools, they also extend our working hours. Individuals are no longer totally at work or totally in their home environment, but a little bit everywhere.
- 3) **Its complexity and reliability:** Technology has been developing over the last few decades at a frenetic pace. Each change is synonymous for the individual with an adaptation that is likely associated with a certain amount of stress. This does not include the deficiencies of technology which can also be associated with stress (loss of a file on a server, computer or photocopier failure, poor wifi connection, etc.).

These characteristics are not only likely to increase permeability between spheres of life, but also to generate technostressors as such. In order to quantify this impact, the questionnaire administered in Phase II therefore included a scale relating to technostress. This scale is an adaptation of the adapted scale of Loup (2016), to which our team added 6 questions. Finally, the scale validated following the pre-test included 5 dimensions related to technology:³⁵

- Overload: role overload, information overload, communication overload;
- The effect of ICTs on the invasion of privacy and the pressure created by ICTs to extend working hours or react more quickly;
- The usefulness of ICTs at work (reversed);
- Effect of the validity of information on the Internet;
- Effect of artificial intelligence on work.

³⁵ It should be noted that the scale used in the pre-test also included questions on the effect of ICT skills, but due to the low validity of this dimension, this question had to be removed from the final questionnaire.

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Under each of these dimensions, participants were asked to indicate on a scale of 1 to 8 the extent to which they agreed or disagreed with various statements (e.g., Technology increases my workload). The results presented above clearly show that even when several dimensions of an individual's life (including personal characteristics) are taken into account, technology significantly increases the level of psychological distress and the level of burnout experienced, while it significantly reduces the level of well-being. In addition to performing the analyses presented above, where the overall technology scale was included in the regression analyses, our team also looked at the effect of each of these dimensions, particularly on perceived distress and burnout, while controlling for gender, age and participant experience. The results are presented in *Table 31*.

Table 31
Effect of the different dimensions of technology on psychological distress and burnout

	<i>Factors</i>	<i>Distress</i> <i>N=1,825</i>	<i>Burnout</i> <i>N=1,495</i>
Technostressors	Overload	(+) ^{***}	(+) ^{***}
	Invasion and pressure	(+) ^{***}	(+) ^{***}
	Usefulness	(-) ^{***}	(-) ^{**}
	Invalidity of information on the Internet	(+) ^{**}	(+) ^{***}
	Develop. of AI in the profession	(+) ^{***}	ns
Personal characteristics	Age	(-) ^{**}	(-) [*]
	Experience (10 years or less)	(+) [*]	ns
	Gender (women)	ns	(+) ^{***}

The results show that overload, invasion and the pressure created by ICTs in private life, the perception of usefulness and the lack of validity of information on the Internet have roughly the same effects on psychological distress and burnout. However, although associated with higher levels of psychological distress, the development of artificial intelligence (AI) in the profession does not seem to have a significant relationship with burnout. Furthermore, the results obtained indicate that the effect of ICTs on the invasion of privacy, the pressure created by ICTs to extend working hours or react more quickly, and the overload generated by ICTs (role, information and communication overload) are among the technological factors with the greatest weight on both psychological distress and burnout.

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HEALTH-PROMOTING MANAGEMENT PRACTICES: REFLECTION PATHS FOR MANAGERS

Beyond the effects of technology, or other factors stemming from the social sphere such as performance culture and the stressors associated with practicing a regulated profession, the results presented above have allowed us to identify several risk and protective factors emanating from the workplace, even when different stressors are considered simultaneously.

Moreover, since the workplace is one over which managers have power, we thought it would be useful, in light of the results obtained, to show the impact of certain management practices that have a significant effect on the various health variables measured (psychological distress, burnout and well-being). In order to do so, we repeated the analysis, this time including only work-related factors, then controlling for participant age and gender. This was done in order to identify the management levers conducive to better health. The results obtained are presented in *Table 32* below.

Table 32
Effects of working conditions on distress, burnout and well-being

	<i>Distress</i> <i>N=1,130</i>	<i>Burnout</i> <i>N=911</i>	<i>Well-being</i> <i>N=1,130</i>	
Workplace	Relations with colleagues	ns	(+) ^{***}	
	Relations with the supervisor	(-) ^{***}	(-) [*]	(+) [*]
	Support from colleagues	ns	ns	(+) ^{**}
	Support from the supervisor	ns	ns	ns
	Recognition	(-) ^{**}	(-) [*]	(+) ^{**}
	Job insecurity	(+) ^{***}	(+) ^{***}	(-) [*]
	Career opportunities	(-) [*]	(-) ^{**}	(+) ^{***}
	Salary	ns	ns	ns
	Qualitative overload	ns	ns	ns
	Quantitative overload	(+) ^{***}	(+) ^{***}	ns
	Long working hours (50+)	ns	ns	ns
	Lack of resources	ns	(+) [*]	(-) ^{***}
	Performance requirements	(+) ^{***}	(+) ^{***}	(-) ^{***}
	Billable hours model	(+) ^{***}	(+) ^{***}	(-) ^{***}
	Decision-making authority	ns	ns	(+) [*]
	Use of skills	ns	(-) [*]	(+) ^{***}
Personal characteristics	Age	(-) ^{***}	(-) [*]	(+) ^{***}
	Gender	ns	(+) ^{***}	ns

PATH 1: SOCIAL RELATIONS IN THE WORKPLACE AND SUPPORT FROM COLLEAGUES

The results show that a *harmonious work climate*, where there is good cooperation between colleagues, and even a family atmosphere, seems to be associated with greater well-being among

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participants. Thus, even if **social relations between colleagues** do not seem to be significantly associated with distress or burnout, it appears that a healthy work climate still has a protective effect through the well-being it provides. In this context, managers in the legal field should promote management practices aimed at developing team spirit and fostering cooperation among colleagues, whether in the context of social activities, team meetings, recognition for cooperation and teamwork. Moreover, the analyses also show that **social support from colleagues**, expressed through mutual aid, listening and acknowledgment of colleagues at work, also seem to be associated with greater well-being. These results militate in favour of the implementation of management practices fostering such a work climate (e.g., implementation of a peer recognition system).

The results also underscore the crucial role of the supervisor in terms of health. Indeed, **harmonious relations with the supervisor** not only seem to significantly reduce psychological distress and burnout, but they also seem to increase well-being.

PATH 2: REWARDS FROM WORK

The second lever outlined in the results concerns the rewards (or gratification) derived from work. Specifically, the results show that while mental health in the workplace is not a salary issue at all (at least in this study), other practices are likely to have a very significant impact.

First, **recognition** seems to be associated not only with significantly lower levels of psychological distress and burnout, but also with higher levels of well-being. This result is very interesting, since recognition is a universal lever that is accessible regardless of the sector, regardless of the size of the organization or its resources, and regardless of the area of practice. Acknowledging the work of subordinates protects health in all respects.

Second, the results highlight the negative impact of **job insecurity** on health. Job insecurity seems to be associated with higher levels of distress and burnout, but also seems to significantly reduce perceived well-being. In the context of this study, job insecurity refers to an individual's fear of losing their job, of being transferred to another position against their will, in short, a feeling of job insecurity. It is therefore important to clearly distinguish between the status itself and the perception of individuals of their status (Virtanen et al., 2002). In fact, it seems that the way individuals subjectively perceive their status is a determining factor in mental health, regardless of whether the status itself is precarious or not (Cadieux, 2012; Virtanen et al., 2002). Without necessarily being able to offer a "permanent" position, maintaining a sense of job insecurity appears to be a risky strategy for the

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health of lawyers. Furthermore, it can be hypothesized that people who have no job security experience certain stressors, such as pressure to meet performance objectives (whether in terms of billable hours or otherwise), more intensely, which would also explain why they experience higher levels of distress and burnout and lower levels of well-being.

Consistent with the findings on job insecurity, it appears that **career opportunities**, i.e., the possibility for an individual to progress within the organization and have opportunities to advance, seems to reduce both distress and burnout, while being associated with higher levels of well-being. This finding militates in favour of management practices aimed at career management, such as succession plans, career development plans, etc.

PATH 3: DAILY MANAGEMENT OF WORK AND WORK ORGANIZATION

The third lever that appears to be important in preventing the development or aggravation of mental health problems in the context of this study is that of the daily management of work and work organization.

The results show that while qualitative work overload does not appear to be particularly problematic, conversely, **the quantity of work (quantitative overload)** seems to be associated with higher levels of psychological distress and burnout. At the same time, it also appears that a **lack of resources**, whether material, human or time-related, seem to be a risk factor associated with higher levels of burnout and lower levels of well-being. These findings militate in favour of daily management practices aimed at a better distribution of the work and the resources available among the work teams. These results also reinforce the results obtained in Phase I. The following excerpts illustrate the situation of overload in which some lawyers find themselves, as well as the perceived lack of resources, particularly in small firms:

PART 2: *In an ideal world, I'd do the same job... er... but... I... there'd be more resources. In an ideal world, I'd do the same work, but I'd do less [...] in an ideal world, maybe our team would be made up of 4 or 5 lawyers; I might have, there might be some researchers who'd help us to... to do our research er... I might have a secretary who has er... She's a really good secretary, but you know, she's not a legal secretary, so... Well, maybe... there'd be someone to train her, to... you know... So, in an ideal world, there'd be that. And then I'd have less... I'd have fewer files. I'd be... Because now we're caught up in... we have targets, statistics to achieve, and all that, and then...*

PART 8: *I'd like to have a secretary, an assistant or a paralegal... just say the word... who doesn't just send letters and answer the phone, I'd like that person to handle it. That part. So, anything that's, well, "call my employer and tell him..." I'd like to be able to say to my assistant, "Can you do it, can*

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you explain it.” Er... It would take a lot of the burden off my shoulders, and then I'd be able to do more legal stuff.

PART 19: *Material resources from office to office... When you're a small regional office, you work a lot for the same fees... Unlike when you're in an office in Montréal and the research has been classified/archived... even though it was done 20 years ago. You don't have the same resources here. So I'm not saying... It's not really easier in Montréal, but... All the efforts you have to make to get to the same thing... It's an imbalance that's very stressful, that, too.*

PART 20: *We have a lot of work [...] And we don't have a lot of monetary resources... [...] So that means we can't hire qualified personnel, besides lawyers [...] So because we don't have the necessary resources in terms of manpower, well, that means a greater burden for the lawyers... We don't have top-notch equipment; our machines, our computers are not the most recent... Some are more recent than others... We can't afford to put wiring everywhere, so we work in a wifi environment... On days when everyone is here, there are 15 of us in the office, and when you have 15 computers on a wifi network, it's long, it's painful, we wait and wait, and then it crashes, so... And that's really because we can't afford...*

PATH 4: PERFORMANCE MANAGEMENT AND BUSINESS MODEL

In this study, the impact of performance requirements was measured in two ways. The first concerns the pressure to meet performance targets or expected performance in general. We have chosen this first assessment considering that the way performance is measured can vary from one sector to another and from one organization to another. In the private sector, several law firms still use the number of billable hours to measure the performance of lawyers, whereas this method cannot be transposed to the public sector. It should also be noted that several law firms have also changed their way of operating in recent years by removing billable hours targets. For this reason, a general measure of performance pressure was needed. We asked lawyers in private practice various questions related to the achievement of billable hours targets. This question was only for the private sector (and also excluded the self-employed) and participants were given the option of checking “not applicable” if they were not being assessed based on billable hours targets. With this second variable, we then created a binary variable (i.e., with 2 options) where all individuals who answered the billable hours questions (excluding those who had answered “not applicable”) were categorized as “billable hours (or 1),” while all others, who had been excluded from the question or who had checked “not applicable,” were categorized as “no billable hours targets (or 0)”. The purpose of this exercise was thus to determine whether having to meet billable hours targets (and, by extension, belonging to an organization where the business model is based on billable hours) was a risk factor for health or, conversely, a protective factor. In short, whether it was associated with higher or lower levels of psychological distress.

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Performance management

The results show that the pressure generated by performance-related requirements is generally associated with higher levels of psychological distress and burnout, as well as lower well-being in the workplace. Specifically, in this study, the impact of performance requirements was measured by three questions in which participants were asked whether they disagreed (1) or agreed (8) with the following statements:

- I have difficulty meeting the performance objectives imposed on me.
- The criteria set by my organization to evaluate my job performance are difficult to achieve.
- I have difficulty meeting the performance objectives expected by my employer.

These results are also consistent with Phase I of the study, where several participants mentioned the pressure generated by performance objectives:

PART 8: *They hired me and told me, “You have to bring in so much every month. Do whatever you want, but you have to...” But for... [...] And then, during the week I was away, my bosses looked at my statistics, at the money I was bringing in... and there... I came back rested and I was told after my first day back, on Monday, by my secretary: “You have no ... well, a boss, a senior, who looked at your statistics ... You didn’t bring in enough for the month of March ... He’s stressed out, he’s panicking; I have to pull out your statistics; he’ll talk to you.” Now, that was a slap in the face.*

Furthermore, as seen in the previous sections of this report, consistency of values and objectives between the lawyer and the workplace is important for health. In Phase I of the project, it also became apparent that the pressure to meet performance objectives sometimes compromises this consistency, as the following excerpt shows:

PART 12: *On the one hand, you have your boss who wants you to put in the hours, and on the other hand, I had my moral dilemma that I was there “My God, but... poor her (the client)! I have to reassure her! I can’t let her go through all that either, all that anxiety, and... So I’m going to at least take the time to explain it to her.”*

This excerpt brings out not only the pressure related to performance, but also the impact of this pressure on the lawyers, who are torn between their values and the environment. This excerpt also exposes the context of high emotional demands. In short, a mix of worrisome stresses in terms of mental health.

It therefore appears that the difficulties encountered in meeting the performance objectives set by the employer give rise to enough tension to make these difficulties a risk factor for mental health on several levels. These findings militate not only in favour of management practices that promote better

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support for the objectives to be achieved, but also for a constructive approach to performance management.

Business model and billable hours

The results also clearly show that having to meet billable hours targets is associated with higher levels of psychological distress and burnout, but also with lower levels of well-being. These results are consistent with all of the findings presented earlier, i.e., that even when considering all social, organizational, family and individual factors, billable hours were associated with higher levels of burnout and lower levels of well-being. Billable hours also remained significantly associated with higher levels of distress, but the impact of this business model disappeared when the impact of individual factors was considered in the analysis. We also saw earlier that this result could be explained in part by the existence of a mediating relationship between billable hours, consistency of values and distress. We therefore see that having to meet billable hours targets has a direct impact on the level of psychological distress experienced, but also directly affects the perception of individuals of the consistency between their values and the values of the workplace, which affects distress. This may be part of the reason why, when individual characteristics, including consistency of values, are taken into account, the impact of billable hours on distress disappears.

These results regarding the impact of billable hours are consistent with the literature (James, 2017) and militate in favour of reviewing performance management practices in firms that still use billable hours as a benchmark.

In practice, in terms of human resources management, employee engagement, motivation and job satisfaction are normally associated with higher performance and the adoption of organizational citizenship behaviour among workers. Conversely, the fear generated by the pressure to achieve objectives is not very productive; on the contrary, as seen in this study, it can lead to higher levels of distress and burnout. This does not mean, however, that performance should not be measured, quite the contrary. Performance measure in itself, when positive, can also provide a high level of satisfaction, a certain recognition, for individuals. However, for lawyers, as for knowledge professionals more generally, control over the outcome is much more powerful than control over the process leading to the outcome. Therefore, the fact that a supervisor regularly reminds his subordinates of the objectives to be achieved or makes regular (e.g., monthly) checks to that effect, while the employee is aware of these regular checks, creates pressure and may give the individual the impression that he is not doing enough or may even allow a certain amount of pressure to achieve

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his performance objectives to persist. On the other hand, allowing some flexibility in the way one achieves one's objectives (e.g., in terms of managing one's schedule or otherwise) is likely to reduce the pressure of performance objectives.

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COURSES OF ACTION

The results presented throughout this report have provided a comprehensive picture of the issues associated with mental health within the legal profession in Quebec. Based on the findings, it is now appropriate to propose various courses of action likely to be conducive to a healthy professional practice. This section is structured around six main lines of action: 1) raising awareness of mental health in the workplace and the adoption of healthy lifestyle habits among lawyers; 2) developing training content and interventions for risk groups; 3) implementing a centralized mentoring program for young lawyers; 4) enhancing the image of the profession in the public eye; and 5) implementing workplace-friendly means to promote health.

FIRST COURSE OF ACTION: RAISING AWARENESS OF MENTAL HEALTH IN THE WORKPLACE AND THE ADOPTION OF HEALTHY LIFESTYLE HABITS

The first proposed course of action concerns the importance of raising awareness among Quebec lawyers about mental health in the workplace, but also about the importance of adopting healthy lifestyle habits.

Unfortunately, in the legal field, as in many other work environments in Quebec and Canada, mental health problems are still a taboo subject. In this regard, we have observed, both in Phase I (2014-2016) and in Phase II (2017-2019), that individuals experiencing mental health problems, whether in the form of psychological distress or burnout, cannot afford to show their weaknesses for fear of being stigmatized. Yet, as observed in this study, mental health problems are very present.

To illustrate the taboos observed, it is interesting to highlight excerpts from Phase I of the project, where several participants mentioned that it was impossible to show their mental health weaknesses:

PART 10: *Because that meant admitting failure, acknowledging that I had failed. I had shown my vulnerability. They had gotten me. They had gotten me. I hadn't been strong enough. It's as if you play a little... you play a game and then... well... especially when things are not going well in your own firm, the attack can come from anywhere. You're attacked from all sides. So, you have to watch your back, you have to watch... you have to walk almost along the walls, with your back to the wall... And then, one morning, well... you're done. Pop, they got you. So... next. Because you're becoming disposable. Now you're disposable all of a sudden; now you're no good any more. Well go! "She's no good; she's in burnout!" That's why I told you ... If I had had cancer...*

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PART 15: *I remember going to see a lawyer (from outside the organization) and telling him "I'm sick; I'm not well" [...] He was older than me, maybe by 10-15 years. And he told me that he had been psychologically ill for years and that he had never told anyone and that he had never... he had never used the health insurance of the firm to buy medication so that people wouldn't know he was sick. I felt it, in a firm, with colleagues, that I was being labelled for being sick.*

PART 16: *I felt there was nowhere to go and ventilate. You know, just one colleague that you could go see and say "I'm freaking out right now; I don't know what to do," that would mean the world to me! Because it takes some of the load off you. But when you're in a firm where everyone acts like nothing's wrong, everyone looks perfectly fine and no one flinches in public... You know deep down, they often experience it, but unless you have someone you're closer to who's going to talk to you about it, you don't know that you have the right to do it.*

PART 17: *Then you went to the bathroom to cry and then you had to go back to work and be perfect, and... There was no room for that. And I think that's a huge problem, because once you start talking to people... most people experience stress with this job, and they question their decision to be in this..., you know, what the hours are, they question everything! But it's like a dirty secret; you're not supposed to say it, and then everybody always says "the legal community is so small, don't say that."*

PART 19: *I could see that I was more irritable; I could see that I was no longer myself... But I had no choice but to continue. Then, when my family doctor told me, Look... I'm going to take you off work for two months." Me, two months off work [...] That was impossible. I had to keep working at the same place, but taking my medication. Then when I told my boss, at the time, that I was taking medication... He said, "Make sure it doesn't interfere with your job," you know... He had no empathy for that. He just said, "your weaknesses... you're a complainer... go go go!"*

These few excerpts, from the many testimonies gathered during the first phase, show the extent to which those who practice the profession feel that it is impossible for them to show their weaknesses or talk about the difficulties they encounter.

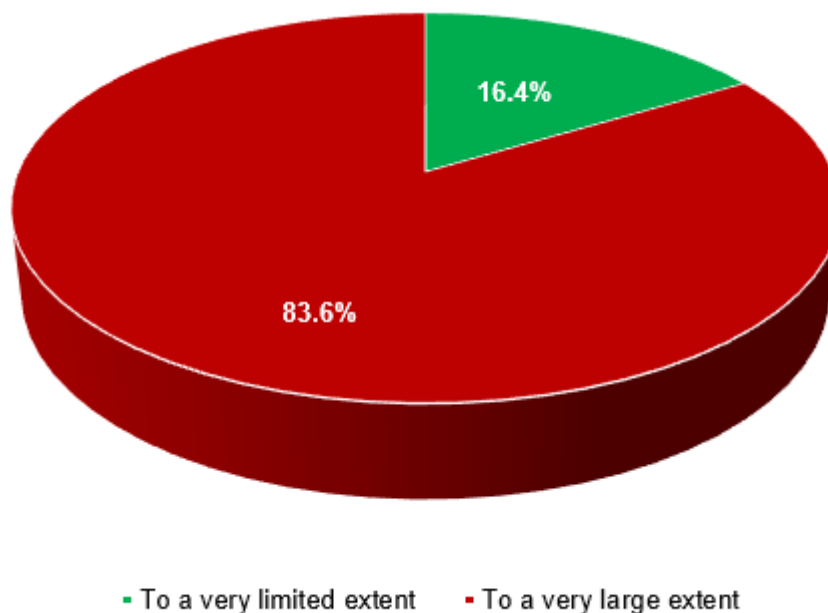
To support these qualitative findings, we asked participants the following question in Phase II: *Please indicate the extent to which the following characteristics describe the professional culture: (To a very limited extent (1) or to a very large extent (8)): "In my profession, it is difficult to show one's weaknesses to others."* We converted the answers from 1 to 4 inclusively to "to a very limited extent" and the answers from 5 to 8 to "to a very large extent." The results are shown in *Graph 32* below.

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Graph 32

Answers to the question “In my profession, it is difficult to show one’s weaknesses to others.”
N=1,776



These results reinforce the findings of Phase I of the project and highlight existing barriers to the ability of individuals to talk about the difficulties they encounter in their practice.

Such a context makes it difficult for individuals to seek support from colleagues or from their supervisor. Individuals thus isolated are forced to adopt other strategies to deal with the stress they face, such as talking about it with people outside of work, seeking outside professional help, changing jobs and even leaving the profession. It is important to note that despite the presence of PAMBA, many lawyers still do not use it. At least, this is what several participants noted in Phase I. The underlying reasons should eventually be surveyed among members.

Breaking taboos, slowly but surely, by informing and raising awareness

In view of the findings, one of the best ways to bring about a change in culture is through information and awareness-raising. In this context, it would be pertinent to develop a plan to communicate the results of this study. To do so, several means should be considered:

- publication of the research report on the Barreau’s website and on the PAMBA website;
- a presentation of the results of the study in the context of recognized training activities;
- information capsules should be prepared on specific health-related topics or on specific issues affecting various risk groups. These information capsules, one to two pages in length, in an

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accessible and fun format with supporting statistics, could be sent out one by one, at several times during the year. This should be done in order to gradually raise awareness within the profession. Here are some examples of capsules that could be prepared:

- Mental health among young lawyers: How to protect the next generation of lawyers.
- Women in the legal profession: What are the health issues?
- Work-life balance: What are the health issues?
- A snapshot of health issues in the public sector
- Area of practice of law: What are the health risks?
- Healthy lifestyle habits for a healthy professional practice
- Etc.

Beyond generating interest for the lawyers concerned, the ongoing nature of the message should also raise awareness of these issues in the legal community. These capsules may spark discussions in the workplace, breaking down barriers and facilitating local support for lawyers who are experiencing difficulties.

SECOND COURSE OF ACTION: DEVELOPING TRAINING CONTENT AND TARGETED INTERVENTIONS FOR RISK GROUPS

Mental health is everybody's business! This is why training content should be developed to be disseminated to lawyers. However, as seen in the results obtained, certain groups of lawyers are particularly at risk of experiencing mental health problems. In this regard, the study tends to show that young lawyers, lawyers in private practice, those working in a billable hours context and certain areas of law (family, litigation, criminal and penal, etc.) are particularly at risk of experiencing mental health problems. These findings should give rise to more intensive interventions for these groups.

Among young lawyers, for example, training should be provided as soon as they enter the École du Barreau in order to better prepare them to deal with the stressors of their professional life. Doing so would also make them aware of the importance of seeking help and of the resources available to them in order to commence their professional practice in the best possible conditions.

In private practice, we have noted the negative health impact of certain practices related to performance management, in particular the practice of requiring a certain number of billable hours. However, performance management can be a source of well-being, as it allows individuals to highlight their accomplishments, specify a training plan and, by extension, a career plan within the organization.

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Considering that all the analyses conducted have shown that billable hours are associated with higher levels of distress and burnout as well as lower well-being in the workplace, it is important to make the private sector aware of the harm caused by this mode of operation.

Lawyers practicing in certain areas of law, such as litigation, criminal and penal law, family law, etc., are more exposed to significant emotional demands in the course of their practice. As seen in this study, emotional demands are significantly associated with higher levels of distress and burnout and lower well-being. Thus, training content aimed at better managing emotional demands (e.g., training on emotional intelligence and self-knowledge) in the context of certain areas of practice certainly constitutes a promising avenue for these groups who are exposed to higher levels of distress and burnout.

It should also be noted that the results have shown that certain individual skills are particularly effective in terms of health. In this regard, think of the ability to set limits and assert oneself (assertiveness), the ability to psychologically detach oneself from work after office hours (psychological detachment), the ability to cope with stress and implement strategies to do so (coping) and finally the ability to self-manage (self-leadership). Training content aimed at developing these skills should therefore be given priority in order to facilitate the adoption of attitudes and behaviours conducive to better psychological health.

Finally, the results presented in Part III of this report highlight the contribution to health of sound management practices such as support from the supervisor, recognition at work, promotion of a healthy work climate based on cooperation, career management, etc. In such a context, specific training for managers should be developed to make them aware of the management levers available to them to promote a healthy professional practice.

The purpose of this training is not to make individuals responsible for their situation, but rather to propose an avenue that facilitates the acquisition of tools to improve mental health. In order to be effective, training should be accompanied by a series of other actions, including the transformation of practices in certain organizational settings, a gradual change in the professional culture and so on.

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THIRD COURSE OF ACTION: IMPLEMENTING A CENTRALIZED MENTORING PROGRAM

Among the courses of action to be contemplated and considering the significance of the psychological distress currently observed in young lawyers with ten years of practice or less, it appears that a centralized mentoring program could prove to be a very promising avenue for health. Many benefits can be derived from a mentoring relationship, both for young lawyers and for experienced legal practitioners. Some of the participants interviewed in the first phase said that playing a mentoring role was very rewarding experience.

Specifically, mentoring is defined as

“a means of learning and development, based on a voluntary, free and confidential interpersonal relationship (the mentoring relationship) in which an experienced person (the mentor) invests his or her acquired knowledge and expertise to foster the development of another person (the mentee), who has skills and abilities to acquire and professional and personal goals to achieve. The mentor and mentee thus form a dyad the benefits of which will flow from the quality and relevance of their mentoring relationship, the duration of which will vary according to the needs of the mentee or the characteristics of the mentoring program of which they are a part.”³⁶

Nevertheless, for the mentoring relationship to fully serve its purpose, the parties must be able to feel completely free to participate and also to terminate the relationship. Furthermore, as seen above, the current perception within the profession is that it is difficult to show one's weaknesses in a hierarchical culture of excellence and service to others. In this context, and considering that workplaces are often fraught with political issues, an approach aimed at protecting the mentoring relationship from these issues is to be preferred. Therefore, one of the avenues proposed is the implementation of a centralized mentoring program. The bar association could send out an invitation every year to develop a pool of mentors. Mentors should receive training in order to fully play their role. A guide should also be given to the mentor and mentee to explain the broad lines of the mentoring relationship. Training hours, like those devoted to the mentoring relationship, could be considered as mandatory annual training hours. As soon as they register on the roll of the order, young lawyers starting their practice could be invited to consult the directory and choose a mentor. A recognition activity for mentors could also be organized annually to underline their contribution to the training of the next generation of lawyers and thus to the future of the profession.

³⁶ Definition taken from Mentorat Québec, which can be accessed at the following address: <https://mentoratquebec.org/definition-mentorat/>, accessed on April 26, 2019.

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FOURTH COURSE OF ACTION: ENHANCING THE IMAGE OF THE PROFESSION IN THE PUBLIC EYE

In addition to the impact of the workplace, our study looked at the impact of society on the health of lawyers. The results show the importance of enhancing the professional image for the health of lawyers. Maintaining a positive image of the profession not only significantly reduces psychological distress, but it also increases participants' sense of well-being. This finding is consistent with Carter's (2006) study, which notes that a negative public perception of lawyers is likely to generate psychological distress. Thus, raising public awareness of the work of lawyers and highlighting the impact of their work on society, for example through advertising campaigns, is a promising avenue for health. In recent years, such campaigns have been used for the medical profession,³⁷ the profession of chartered professional accountant³⁸ and the profession of university professor/researcher.³⁹ While enhancing the status of the professions concerned, these campaigns communicate a favourable image to the public.

FIFTH COURSE OF ACTION: WORKPLACE-FRIENDLY MEANS TO PROMOTE HEALTH

There are several ways that organizations can promote a healthy professional practice. In the workplace, the main obstacles to health promotion are a lack of resources, risk aversion (in terms of return on investment), organizational culture, lack of information, lack of coordination among stakeholders, underestimation of the benefits or of the consequences of inaction, and the ease of the status quo (Castonguay et al., 2011). However, several examples of organizations, as well as research, tend to demonstrate that investments in organizational health are profitable, ranging from \$1.50 to more than \$3 for each dollar invested (IRSST, 2010). In addition, beyond investing money, the first step is undoubtedly related to adopting an organizational policy on occupational health, promoting healthy lifestyle habits and raising awareness of health issues within the organization. These measures do not cost anything, but they are conducive to a health-oriented organizational culture.

As discussed in the section on skills, coping strategies and psychological detachment are two important skills that may reduce the level of psychological distress among Quebec lawyers. Thus, the

³⁷ <https://www.fmoq.org/affaires-syndicales/communications/messages-aux-membres/nouvelle-campagne-televiseuelle/>

³⁸ <https://www.cpaatlantic.ca/en/benefits-of-becoming-a-cpa/new-cpa-canada-brand-campaign>

³⁹ <https://www.grenier.qc.ca/nouvelles/15288/la-theorie-cest-pratique>

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implementation of mindfulness activities in the workplace, such as yoga, meditation or zumba, could help workers to psychologically detach from work during lunch hours or after office hours and thus reduce the psychological distress they experience. Recent studies (Virgili, 2015) point to the contribution of such activities in reducing psychological distress among workers.

Similarly, in order to encourage support among colleagues, co-development sessions aimed at sharing difficult situations and eliminating certain stressors could be set up. Such sessions could lead to an increase in the level of well-being of participating lawyers due to the practice of self-observation, as well as the use of natural reward and constructive thought pattern strategies. It should also be noted that several of the lawyers interviewed in Phase I emphasized the satisfaction derived from solving problems as a team by holding such co-development sessions, sometimes formally, sometimes informally.

Finally, management practices conducive to health, whether in terms of performance management, the resources made available, practices aimed at a better work-life balance, effective work organization management, support from the supervisor, etc., are accessible means within the reach of organizations, regardless of the sector, size of the organization or area of practice. It should never be forgotten that mental health in the workplace is built on a daily basis and is everyone's responsibility.

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CONCLUSION

This study had four (4) main objectives. The first objective was to assess the intensity of certain indicators of mental health in the workplace among Quebec lawyers (psychological distress, burnout and well-being). This objective was achieved. As a result, the study made it possible, for the first time in Quebec, to make findings based on evidence regarding certain indicators of mental health in the workplace (distress, psychological burnout, well-being in the workplace).

The second objective was to determine the impact of certain determinants (risk and protective factors) on these indicators. The multidimensional approach used in this study, as well as the exceptional response rate of the lawyers, made it possible to provide a comprehensive picture of the risk and protective factors associated with mental health in the practice of law in Quebec. In addition, the construction of scales and their adaptation to the context of the practice of a regulated profession have led to numerous advances in knowledge, in particular by making it possible to better understand the contribution of stressors specific to regulated professions.

The third objective was to better understand the mechanisms by which these determinants lead to the development or aggravation of psychological distress among lawyers, or, conversely, act as protective factors (direct and indirect effects between constraints, resources and psychological distress in the workplace). The analyses carried out have made it possible to achieve this result, although much work remains to be done. In the context of this study, we were able to highlight several direct relationships, interactive relationships (e.g., between skills and certain stressors emanating from the workplace) and mediatory relationships (e.g., between billable hours objectives, consistency of values and distress; between performance requirements, work-family conflict and burnout). However, further analysis may be necessary for a more comprehensive modelling of the links between the different working conditions to which lawyers are exposed in explaining their mental health in the workplace.

Finally, the last objective was to provide a snapshot of the situation according to certain characteristics of the participants (e.g., experience, women vs. men, sectors, areas of practice, etc.). Section II of the results made it possible to achieve this last objective by providing specific pictures of health issues among young lawyers, according to gender, sector and area of practice, as well as among the self-employed. Other than the fact that certain groups appear to be more at risk (e.g., young lawyers with ten years of practice or less) and despite the heterogeneity that characterizes the practice of law,

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it appears that several of the analyses carried out nevertheless show a great deal of homogeneity in terms of health and working conditions that entail higher levels of distress and burnout and lower levels of well-being.

In addition to the achievement of these objectives, we must point out the limitations of this study. The first limitation is the cross-sectional nature of this study. It is merely a snapshot of the situation at a very specific point in time. The data does not allow us to make findings on the evolution of the situation or establish causal links between variables.

The second limitation concerns the methods used for the analysis, which are based on regression. Although this statistical method is particularly effective in identifying associations between risk factors, protective factors and health indicators, it does not allow conclusions to be drawn about the causality between variables.

The third limitation is the imputation of missing values. As seen earlier, some participants omitted certain answers to questions within a scale. Therefore, when a majority of questions (more than 70%) were completed, the average of the questions answered within the scale was imputed to the unanswered questions. As a second step, when more than 30% of the questions within a scale were missing, the missing data was imputed by regression. It should be noted, however, that despite this limitation, the methods used for imputation are in keeping with good research practice (Särndal, Swensson & Wretman, 1997).

The fourth limitation concerns the measuring instrument. As part of this study, and in order to advance knowledge, several new scales were created while other, existing scales were adapted. This choice was primarily aimed at better identifying the specific issues related to the practice of a regulated profession, whereas current studies tend to show that the tools used to date make it more difficult to identify the stressors that cause the development or aggravation of mental health problems in the workplace among these professionals (Cadieux, 2012; Cadieux & Marchand, 2015). Moreover, despite this limitation, it is important to note that all the new scales and those significantly adapted have been validated, in particular by conducting exploratory and confirmatory analyses. In the end, the tables presented in *Appendix B* of this report attest to the excellent psychometric qualities of the tool.

Finally, it is important to note that women are over-represented in the overall sample in comparison with the current population of lawyers in Quebec.

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In spite of these limitations, this study has been successful in achieving its objectives. Based on the data collected from a large sample, it has allowed us to make certain general observations about psychological health within the profession, while offering specific snapshots. We feel it is important to conclude this report by underlining the courage of the Barreau du Québec, but also of the participants for having collaborated in this study. We cannot improve what we do not measure. This report thus makes it possible to lift the veil on issues that are certainly of concern in legal workplaces; it is clearly a first step in the right direction. Measuring is about awareness and thus paving the way for advancing professional practice in the best possible direction, namely in the direction of health.

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APPENDIX A

Figure A1

Risk factors identified at the macro-social (societal) level during Phase I (2014-2016)

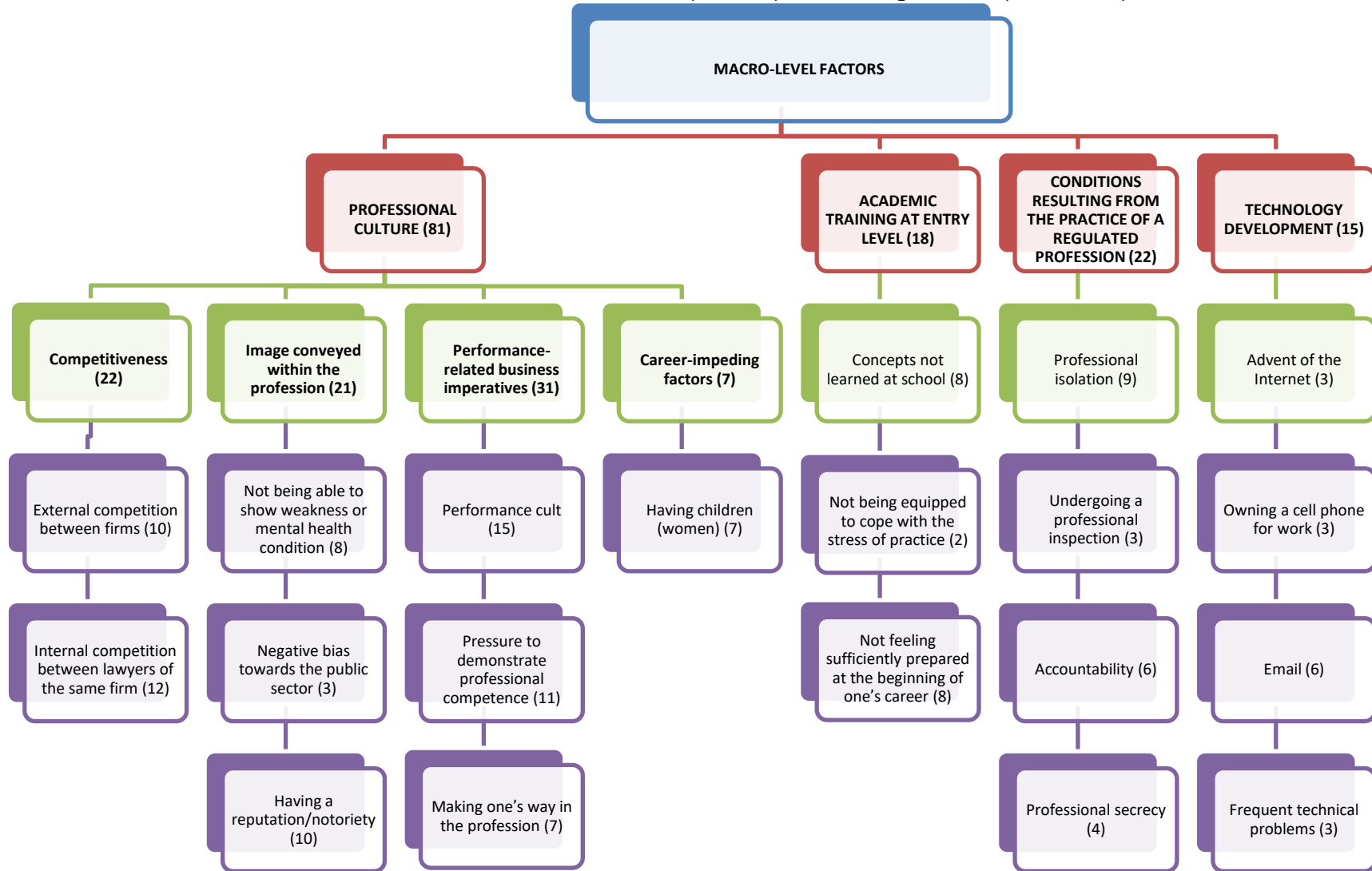


Figure A2

Presentation of the “social relations” and “rewards” factors identified by participants at the work level during Phase I (2014-2016)

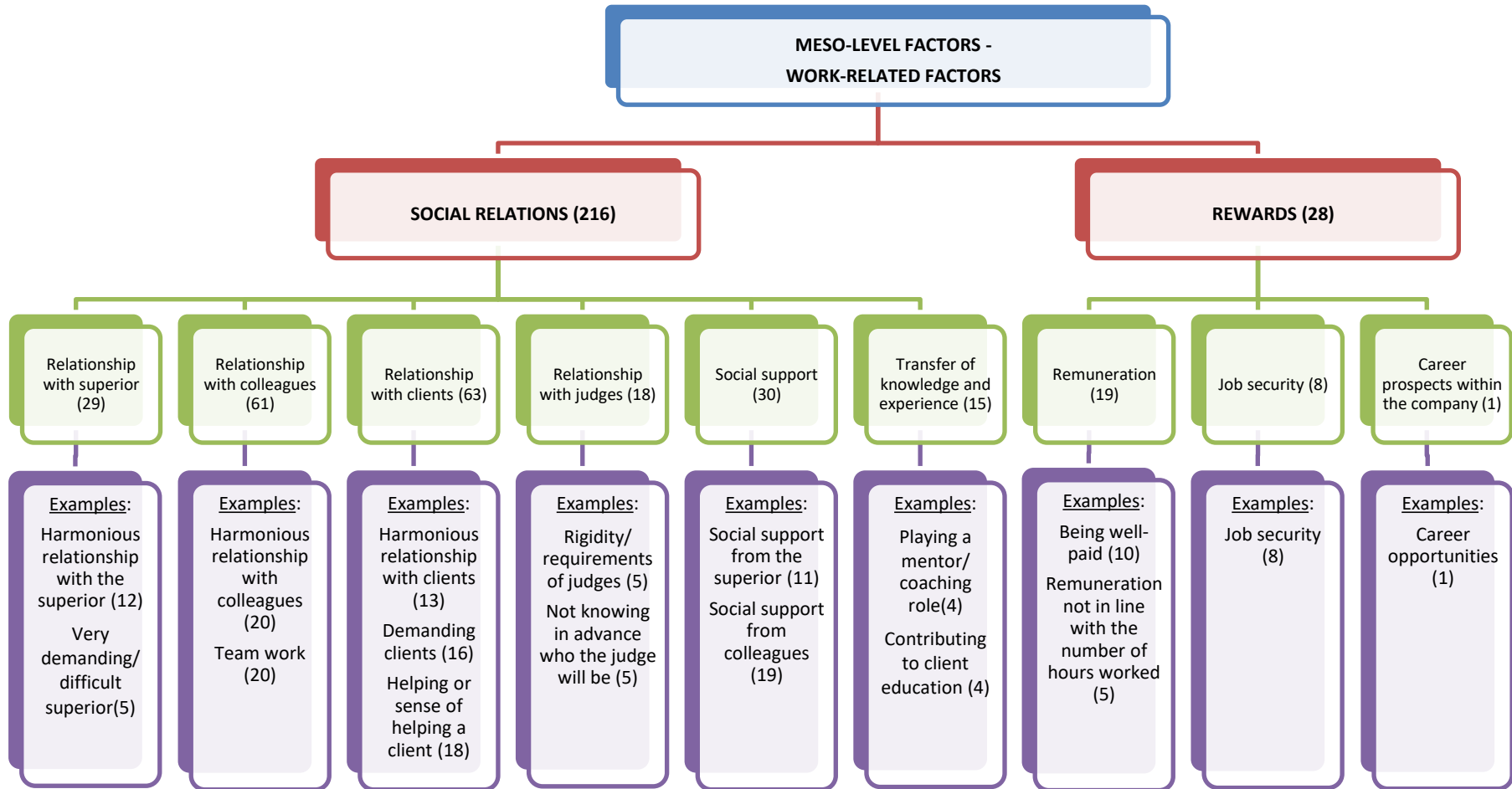


Figure A3

Presentation of the “job design,” “demands” and “violence” factors identified by participants at the work level during Phase I (2014-2016)

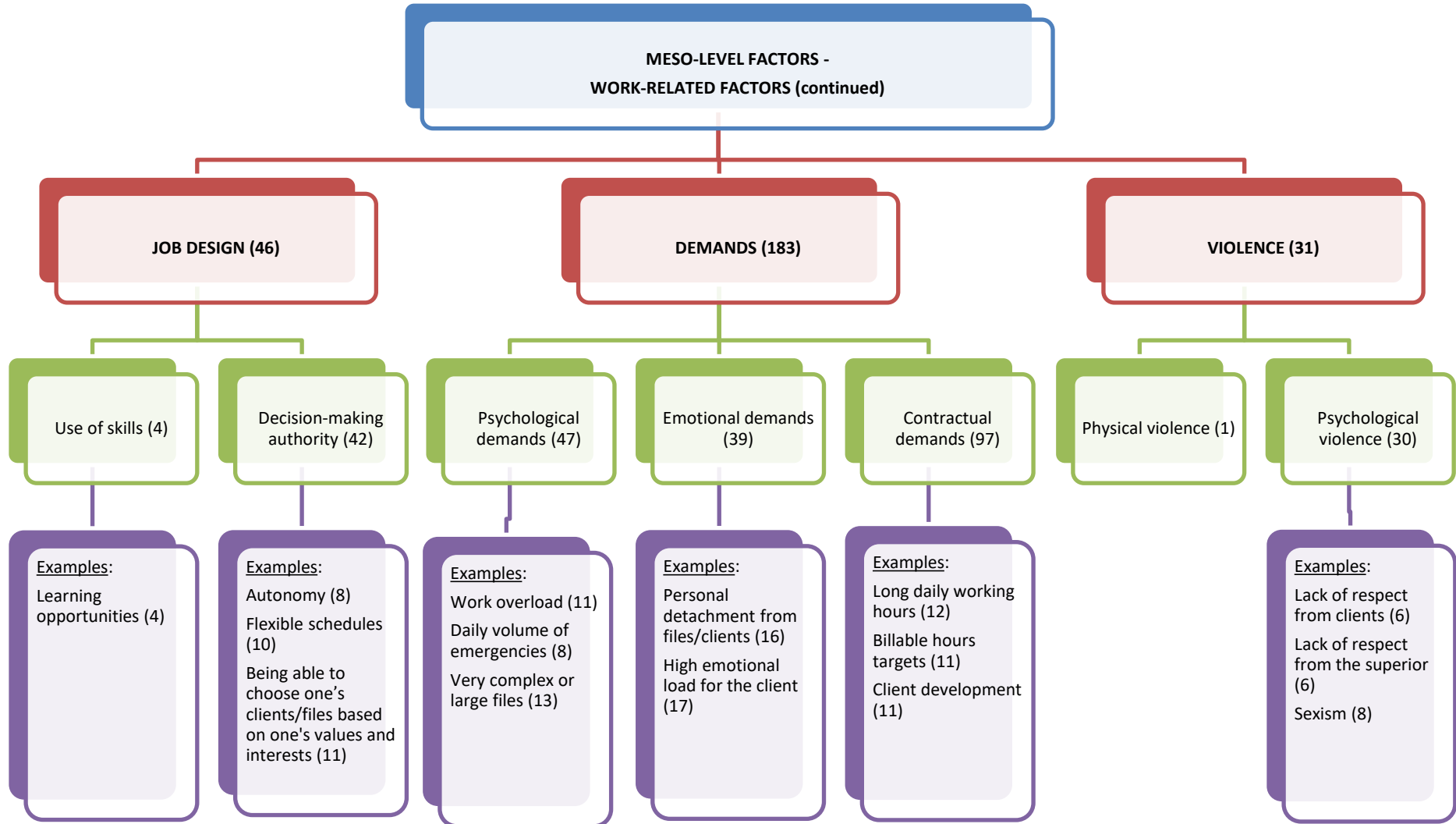


Figure A4

Presentation of the “tasks,” “resources,” “work environment” and “distance of work from home” factors identified by participants at the meso-social level during Phase I (2014-2016)

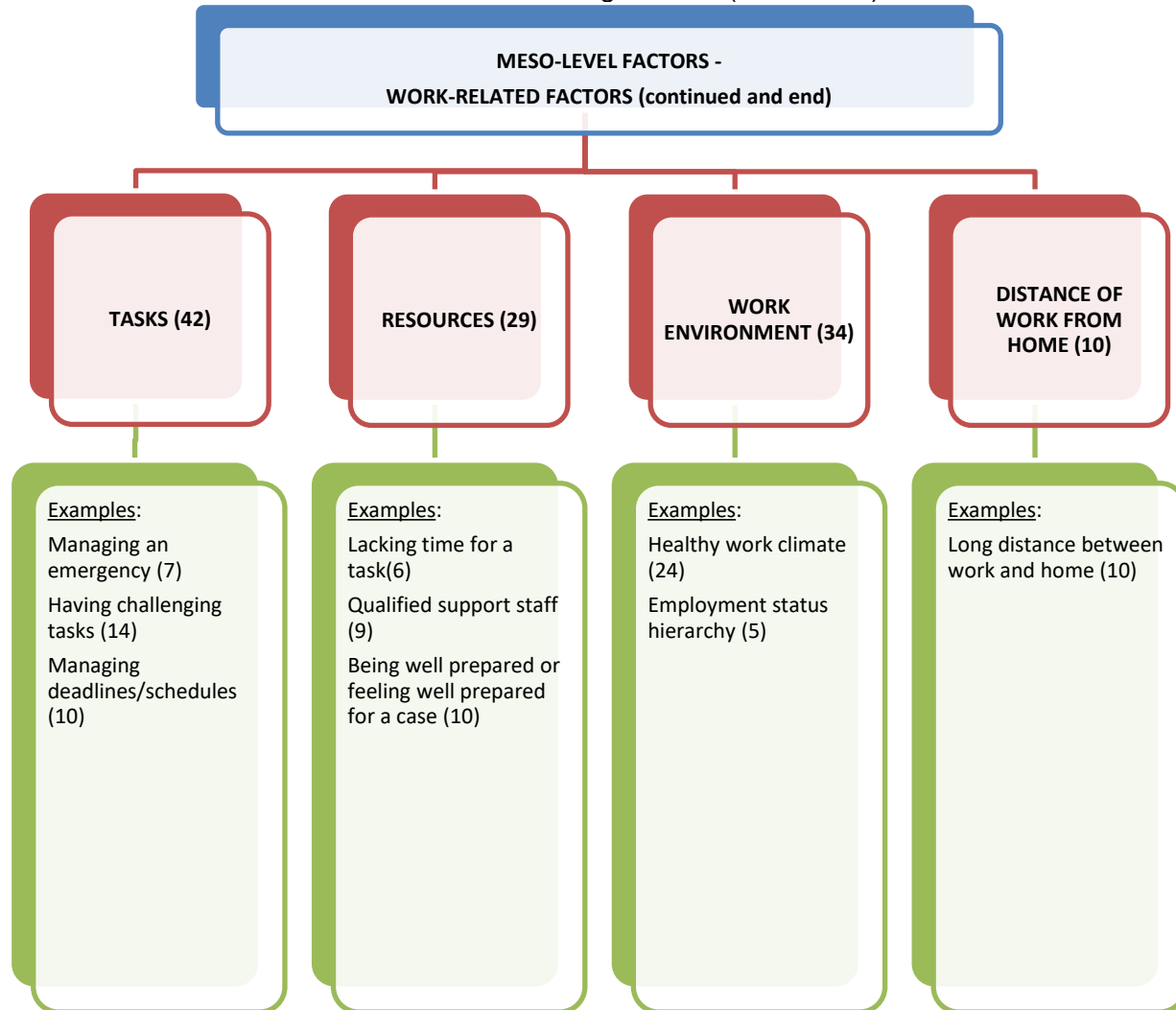


Figure A5

Presentation of the first factors identified within the family sphere and outside of work during Phase I (2014-2016)

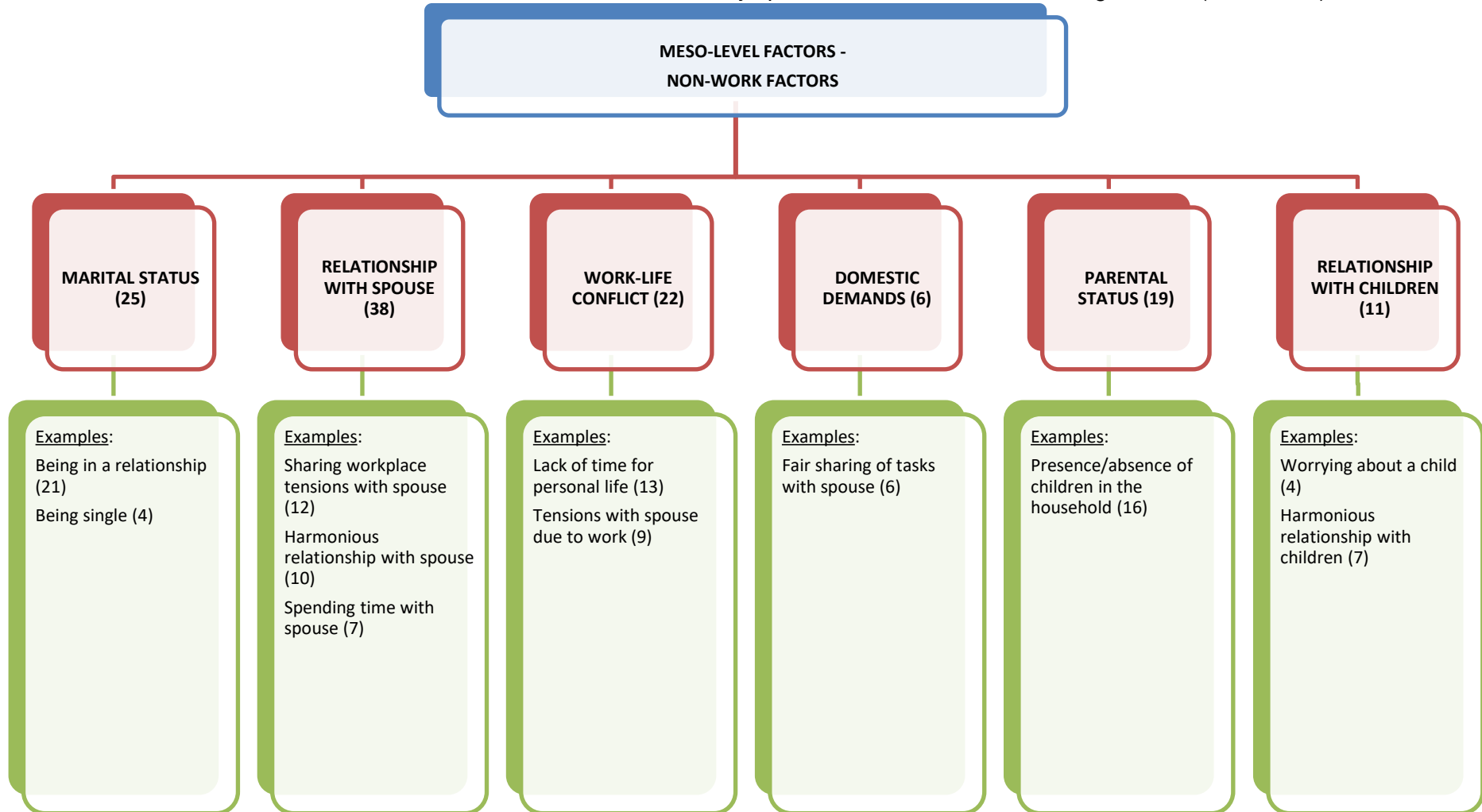


Figure A6

Presentation of other factors identified within the family sphere and outside of work during Phase I (2014-2016)

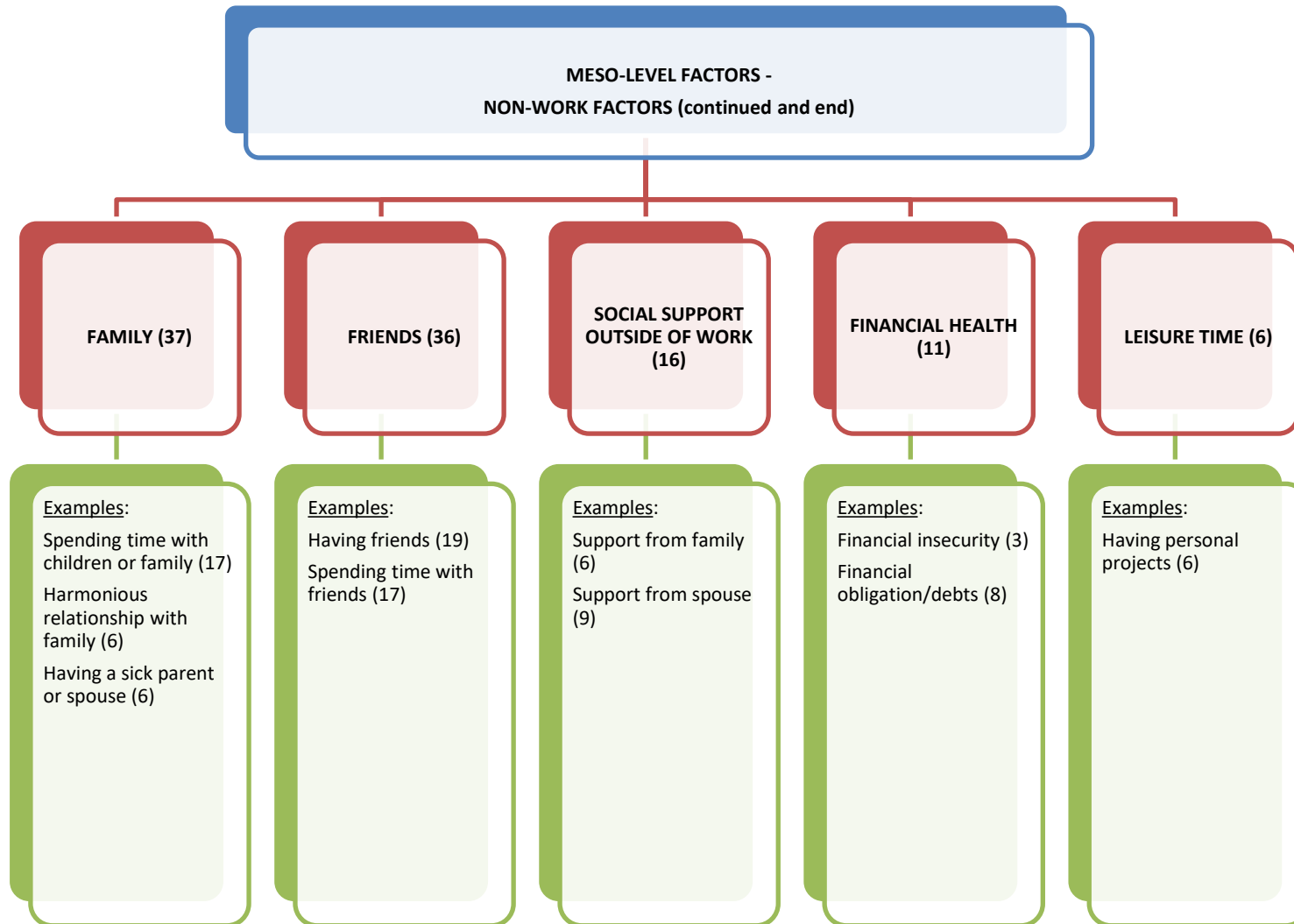
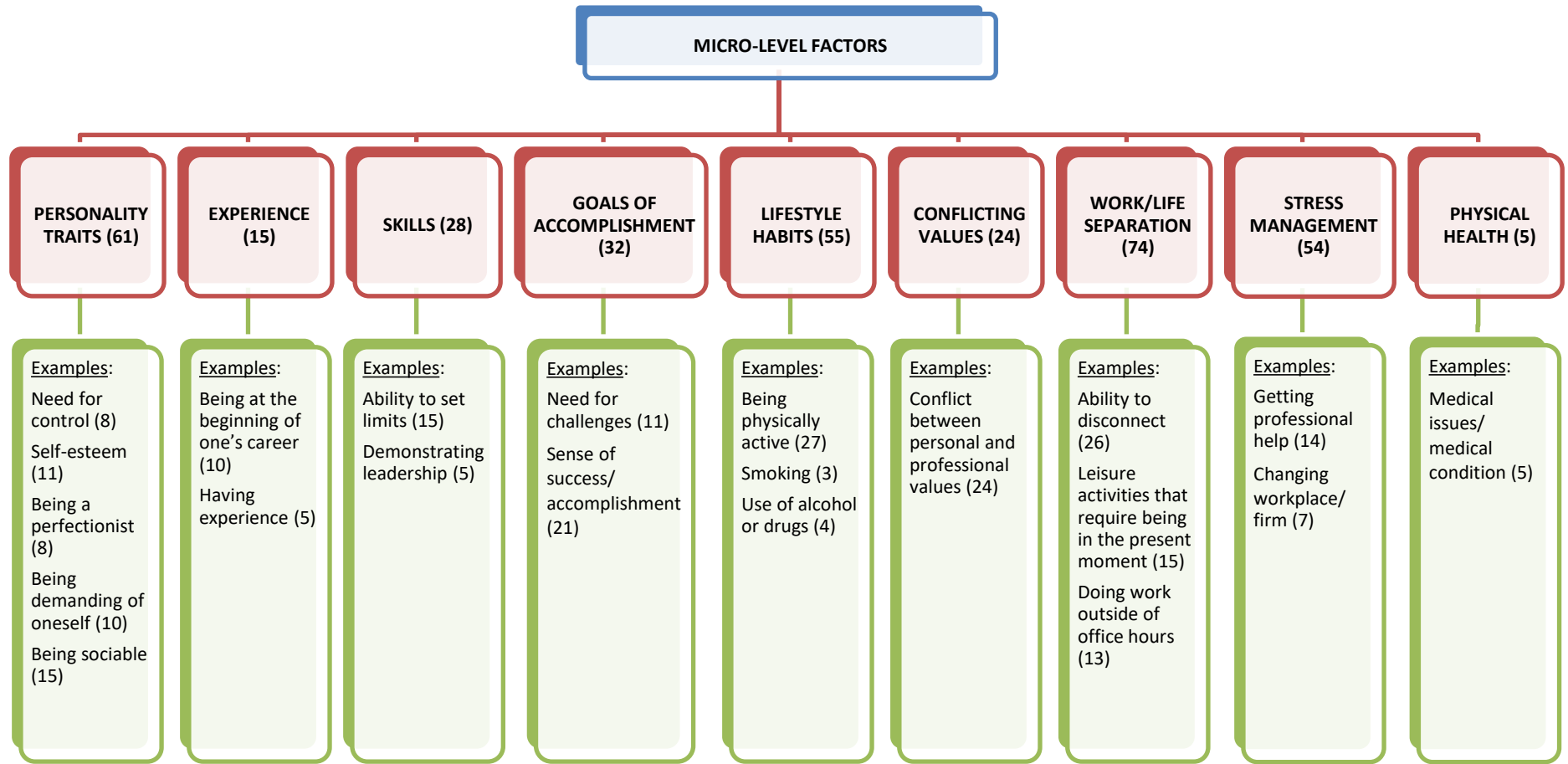


Figure A7

Presentation of the main factors identified by participants at the micro-social level during Phase I (2014-2016)



APPENDIX B

Table B1

Description of the measurement scales used – socio-demographic variables

Factors measured	Type	Dimensions	Number of questions (items)	Internal validity of scale (α)	New, adapted or existing scale
Gender	Rating	1	1	n/a	Existing
Age	Continuous	1	1	n/a	Existing
Areas of practice	Rating	1	1	n/a	Existing
Bar	Rating	1	1	n/a	Existing
Sector	Rating	4	Depending on the sector	n/a	Existing
Size of organization	Rating	1	1	n/a	Existing
Seniority	Rating	1	1	n/a	Existing

Table B2

Description of the measurement scales used and validation data: dependent variables related to mental health in the workplace

Factors measured	Type	Dimensions	Number of items	Internal validity of scale (α)	Jöreskog's rho	Concurrent validity	New, adapted or existing scale
<i>Psychological distress in the workplace</i>	Continuous	3	10	0.920	0.954	0.676	Adapted (reduced)
Irritability			3	0.814	0.830	0.628	Adapted
Disengagement			3	0.867	0.871	0.692	Adapted
Anxiety			4	0.899	0.902	0.700	Adapted
<i>Psychological distress (K6)</i>	Continuous	1	6	0.903	0.906	0.618	Existing
<i>Burnout</i>	Continuous	3	11	0.940	0.967	0.728	Adapted (reduced)
Personal			4	0.924	0.926	0.759	Adapted
Work-related			4	0.894	0.894	0.680	Adapted
Client-related			3	0.897	0.900	0.751	Adapted
<i>Well-being</i>	Continuous	3	12	0.922	0.957	0.653	Adapted (reduced)
Serenity			4	0.902	0.907	0.7145	Adapted
Commitment			4	0.904	0.904	0.706	Adapted
Harmony			4	0.826	0.821	0.539	Adapted

Table B3

Description of the measurement scales used – variables related to the macro-social sphere (society)

Factors measured	Type	Dimensions	Number of items	Internal validity of scale (α)	Jöreskog's rho	Concurrent validity	New, adapted or existing scale
Stressors related to regulated professions	Continuous	1	5 (initial 9)	0.823	0.820	0.488	New
Training upon entry	Continuous	3	12	0.906	0.976	0.712	New
Technology	Continuous	5	24	0.910	0.978	0.650	Adapted
Performance-oriented work culture	Continuous	1	8	0.927	0.929	0.621	New
Enhancement of professional image	Continuous	1	4	0.874	0.877	0.642	New

Table B4

Description of measurement scales used – work-related variables (meso-social)

Factors measured	Type	Dimensions	Number of items	Internal validity of scale (α)	Jöreskog's rho	Concurrent validity	New, adapted or existing scale
Social relations - colleagues	Continuous	1	3	0.763	0.850	0.658	Adapted
Social relations - superior	Continuous	1	3	0.842	0.875	0.706	Adapted
Social relations - clients	Continuous	1	3	0.710	0.769	0.554	Adapted
Social relations - judges	Continuous	1	3	0.811	0.822	0.619	Adapted
Social support at work - colleagues	Continuous	1	3	0.846	0.876	0.704	Adapted
Social support at work - superior	Continuous	1	3	0.900	0.908	0.768	Adapted
Recognition	Continuous	1	3	0.939	0.946	0.854	Adapted
Job security	Continuous	1	3	0.850	0.867	0.692	Adapted
Salary	Continuous	1	3	0.963	0.957	0.881	Adapted
Career opportunities	Continuous	1	3	0.956	0.956	0.880	Existing (translated)
Psychological demands – quantitative overload	Continuous	1	3	0.956	0.956	0.879	Adapted
Psychological demands – qualitative overload	Continuous	1	3	0.872	0.869	0.691	Adapted
Emotional demands	Continuous	1	3	0.899	0.973	0.918	Adapted
Contractual demands – hours worked	Continuous	1	4	n/a	n/a	n/a	New
Contractual demands – performance-related requirements	Continuous	1	3	0.916	0.906	0.828	New
Contractual demands – billable hours	Continuous	1	3	0.920	0.927	0.810	New

Table B4 (continued)

Description of measurement scales used – work-related variables (meso-social)

Factors measured	Type	Dimensions	Number of items	Internal validity of scale (α)	Jöreskog's rho	Concurrent validity	New, adapted or existing scale
Violence (incivility)	Binary and rating	1	7	n/a	n/a	n/a	Existing
Decision-making authority	Continuous	1	3	0.896	0.899	0.748	Adapted
Use of skills	Continuous	1	4	0.886	0.889	0.668	Adapted
Availability of resources at work	Continuous	1	3	0.827	0.830	0.623	New

Table B5

Description of measurement scales used – variables related to family and life outside of work (meso-social)

Factors measured	Type	Dimensions	Number of items	Internal validity of scale (α)	Jöreskog's rho	Concurrent validity	New, adapted or existing scale
Marital status	Binary	1	1	n/a	n/a	n/a	Existing
Parental status	Binary and continuous	1	3	n/a	n/a	n/a	Existing
Informal caregiver	Binary and continuous	1	2	n/a	n/a	n/a	Existing
Family-work conflict	Continuous	1	3	0.897	0.900	0.751	Existing
Work-family conflict	Continuous	1	3	0.893	0.901	0.754	Adapted
Social support outside of work	Continuous	2	7	0.914	0.966	0.802	Adapted (reduced)

Table B6

Description of measurement scales used – variables related to the individual (micro-social)

Factors measured	Type	Dimensions	Number of items	Internal validity of scale (α)	Jöreskog's rho	Concurrent validity	New, adapted or existing scale
Skill – assertiveness	Continuous	2	5	0.797	0.906	0.662	Adapted
Skill – coping	Continuous	1	3	0.705	0.708	0.448	Adapted
Skill – psychological detachment	Continuous	1	3	0.919	0.922	0.798	Adapted
Skill – self-leadership	Continuous	3	9	0.803	0.907	0.534	Adapted
Conflicting values	Continuous	1	3	0.804	0.812	0.606	Adapted (reduced by 1 item)
Alcohol consumption	Continuous	1	1	n/a	n/a	n/a	Existing
Smoking	Binary and continuous	1	2	n/a	n/a	n/a	Existing
Drug use	Binary	1	1	n/a	n/a	n/a	Adapted
Sleep	Continuous	1	1	n/a	n/a	n/a	New
Self-esteem	Continuous	1	10	0.883	0.895	0.463	Existing
Locus of control	Continuous	1	5	0.854	0.863	0.560	Adapted