



Work From Home: A Study on Adaptation Processes and Individual Differences in Remote Work Effectiveness

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Abstract: The rapid adoption of work-from-home arrangements has transformed employees' work experiences and highlighted the importance of psychological and environmental factors influencing remote work effectiveness. The present study examined the relationship between resilience, family functioning, work-life balance, and individual work performance among 100 working adults. A quantitative cross-sectional research design was employed using standardized measures, including the Brief Resilience Scale (BRS), Brief Family Inventory (BFI), Work-Life Balance Scale (WLB), and Individual Work Performance Questionnaire (IW PQ). Correlation and multiple regression analyses revealed that resilience, family functioning, and work-life balance were positively associated with work performance, with work-life balance emerging as the strongest predictor. The findings highlight the importance of promoting employee well-being, resilience, and supportive work-life practices to enhance workplace productivity and organizational effectiveness.

Keywords: *Resilience; Family Functioning; Work-Life Balance; Individual Work Performance; Remote Work; Working Adults*

1. Introduction

Organizations across the world are increasingly recognizing that employee performance depends not only on technical knowledge and professional skills but also on employee's psychological well-being and social environment. In today's highly competitive workplace, employees encounter numerous challenges, including increasing workloads, technological changes, role conflicts, and job insecurity. These demands often create psychological stress that

can negatively affect employees' productivity, motivation, and overall job performance (Çivilidağ & Durmaz, 2026). Consequently, researchers have begun focusing on personal and environmental factors that help employees cope effectively with workplace demands and maintain high levels of performance.

Among these factors, resilience has gained considerable attention in organizational psychology. Resilience refers to an individual's ability to recover from stressful situations, adapt positively to adversity, and continue functioning effectively despite challenges. Rather than avoiding difficulties, resilient individuals develop effective coping strategies that enable them to overcome obstacles and maintain psychological well-being. Employees with higher resilience are generally better able to manage occupational stress, adapt to organizational changes, solve workplace problems, and remain productive during difficult circumstances. Previous studies have consistently demonstrated that resilience is associated with higher job satisfaction, greater organizational commitment, lower burnout, and improved work performance (Wang et al., 2022).

Another important factor influencing workplace outcomes is family functioning. Family represents one of the primary sources of emotional, social, and psychological support throughout an individual's life. Healthy family functioning is characterized by effective communication, emotional closeness, mutual respect, problem-solving ability, and adaptability among family members. Individuals who experience supportive family environments often develop greater confidence, emotional stability, and better coping mechanisms, which positively influence their professional lives. Conversely, dysfunctional family environments may contribute to psychological distress, emotional exhaustion, and decreased occupational performance. Therefore, family functioning serves as an important contextual factor influencing employees' overall well-being (Di Vaio et al., 2026).

The concept of work-life balance has become increasingly important due to changing work environments and technological advancements that have blurred the boundaries between professional and personal life. Work-life balance refers to an individual's ability to effectively manage work responsibilities alongside family, social, and personal commitments without experiencing excessive conflict between these domains. Maintaining an appropriate balance helps employees reduce stress, prevent burnout, improve mental health, and enhance job satisfaction (Anwar et al., 2024).

Organizations that promote work-life balance through flexible working arrangements, supportive policies, and employee well-being initiatives often report higher employee engagement, reduced absenteeism, and better organizational performance. Individual work

performance represents the effectiveness with which employees complete their assigned tasks and contribute to organizational goals. Modern perspectives recognize that work performance extends beyond task completion to include adaptive performance, contextual performance, cooperation with colleagues, and organizational citizenship behaviours. Psychological factors such as resilience, supportive family relationships, and effective work-life balance may significantly influence these aspects of employee performance (Russo et al., 2021).

Although previous studies have independently examined resilience, family functioning, and work-life balance, relatively few investigations have explored their combined contribution to individual work performance (Ali et al., 2025). Understanding these relationships is important because employee performance results from the interaction of multiple personal and environmental factors rather than a single psychological characteristic. Identifying these factors may help organizations develop interventions aimed at improving employee well-being and productivity simultaneously (Spagnoli et al., 2020).

The present study therefore investigates the relationships among resilience, family functioning, work-life balance, and individual work performance. Specifically, it examines whether resilience, family functioning, and work-life balance significantly predict employees' work performance. The findings are expected to contribute to organizational psychology by providing evidence regarding the importance of psychological resilience, supportive family environments, and balanced lifestyles in promoting effective workplace functioning (Kasperczuk et al., 2025). Furthermore, the results may assist organizations in designing employee assistance programmes, resilience training interventions, family-supportive workplace policies, and work-life balance initiatives that enhance both employee well-being and organizational effectiveness.

2. Methodology

2.1 Research Design

The present study employed a quantitative, cross-sectional, correlational research design to examine the relationships among resilience, family functioning, work-life balance, and individual work performance. A quantitative approach was considered appropriate because it enables objective measurement of psychological constructs using standardized instruments and statistical analyses. The cross-sectional design involved collecting data at a single point in time, allowing the researcher to investigate existing relationships among the study variables without manipulating any conditions.

A correlational design was used to determine the direction and strength of the relationships between resilience, family functioning, work-life balance, and individual work performance. Furthermore, multiple regression analysis was conducted to determine whether resilience, family functioning, and work-life balance significantly predicted individual work performance.

2.2 Aim of the Study

To examine the relationship between resilience, family functioning, work-life balance, and individual work performance among working adults.

2.3 Objectives of the Study

1. To examine the relationship between resilience and family functioning among working adults.
2. To examine the relationship between resilience and work-life balance.
3. To examine the relationship between resilience and individual work performance.
4. To examine the relationship between family functioning and work-life balance.
5. To examine the relationship between family functioning and individual work performance.
6. To examine the relationship between work-life balance and individual work performance.
7. To determine whether resilience, family functioning, and work-life balance significantly predict individual work performance.

2.4 Hypotheses

H1: There is a significant positive relationship between resilience and family functioning.

H2: There is a significant positive relationship between resilience and work-life balance.

H3: There is a significant positive relationship between resilience and individual work performance.

H4: Family functioning positively correlates with work-life balance.

H5: Family functioning positively correlates with work performance.

H6: Work-life balance positively correlates with work performance.

H7: Resilience, family functioning, and work-life balance significantly predict work performance.

2.5 Participants

The study consisted of 100 working adults selected using a convenience sampling technique. Participants were recruited from different occupational backgrounds and represented a diverse workforce. Both male and female employees who were currently employed on either a full-time or part-time basis were included in the study.

The participants voluntarily agreed to participate after being informed about the objectives of the study. Confidentiality and anonymity were assured, and participation was entirely voluntary.

2.6 Inclusion Criteria

Participants were included if they:

- were between 18 and 60 years of age;
- were currently employed;
- were able to understand English;
- provided informed consent for participation.

2.7 Exclusion Criteria

Participants were excluded if they:

- were unemployed or retired;
- submitted incomplete questionnaires;
- declined to provide informed consent.

2.8 Sampling Technique

The study employed non-probability convenience sampling. Participants who met the inclusion criteria and were willing to participate were approached through online and offline platforms. Convenience sampling was selected because it allowed efficient access to working adults within the available time and resources.

2.9 Instruments

Demographic Information Form: A self-developed demographic sheet was used to collect background information including age, gender, marital status, educational qualification, occupation, and years of work experience. These variables were collected to describe the study sample.

Brief Resilience Scale (BRS): Resilience was measured using the Brief Resilience Scale (BRS) developed by Smith et al. (2008). The BRS is a six-item self-report instrument designed to assess an individual's ability to recover from stress and adversity. Responses are recorded on a five-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree).

Higher scores indicate greater resilience. The BRS has demonstrated good internal consistency and validity across different populations.

Brief Family Inventory (BFI): Family functioning was assessed using the Brief Family Inventory (BFI). The instrument evaluates the quality of family relationships, communication, emotional support, adaptability, and cohesion within the family environment. Participants respond to statements using a Likert-type response format, with higher scores indicating healthier family functioning. Previous studies have reported satisfactory reliability and construct validity for the scale.

Work-Life Balance Scale (WLB): Work-life balance was measured using a standardized Work-Life Balance Scale, which assesses the extent to which individuals successfully manage their professional responsibilities alongside their personal and family life. The instrument evaluates work-family conflict, personal well-being, and overall life balance. Higher scores indicate better perceived work-life balance. The scale has demonstrated acceptable psychometric properties in organizational research.

Individual Work Performance Questionnaire (IWPQ): Individual work performance was assessed using the Individual Work Performance Questionnaire (IWPQ) developed by Koopmans et al. (2014). The questionnaire measures employees' effectiveness across different aspects of workplace performance, including task performance, contextual performance, and adaptive performance. Higher scores indicate better work performance. The IWPQ has demonstrated good reliability and validity across occupational settings.

2.10 Procedure

Ethical approval was obtained before commencing the study. Participants meeting the inclusion criteria were invited to participate voluntarily. After obtaining informed consent, participants completed the demographic questionnaire followed by the Brief Resilience Scale, Brief Family Inventory, Work-Life Balance Scale, and Individual Work Performance Questionnaire.

Participants completed the questionnaires anonymously, and confidentiality of responses was maintained throughout the study. They were informed that participation was voluntary and that they could withdraw from the study at any stage without penalty. Completed questionnaires were screened for completeness before statistical analysis.

2.11 Ethical Considerations

The study adhered to established ethical guidelines for research involving human participants. Participants provided informed consent before participation and were informed about the purpose of the study. Confidentiality and anonymity of all responses were maintained,

and no identifying information was collected. Participation was voluntary, and participants were free to withdraw from the study at any stage without any negative consequences. The collected data were used solely for academic research purposes and stored securely to protect participants' privacy.

3. Results

Descriptive Statistics

Table 1. *Descriptive Statistics for Study Variables*

Variable	<i>N</i>	Min	Max	<i>M</i>	<i>SD</i>
Resilience (BRS)	100	9	30	19.11	5.48
Family Functioning (BFI)	100	12	50	31.24	9.17
Work–Life Balance (WLB)	100	18	74	46.73	14.18
Individual Work Performance (IWPQ)	100	14	72	44.65	14.55

Note. *N* = 100. *M* = Mean. *SD* = Standard Deviation.

The present study examined the relationship between resilience, family functioning, work-life balance, and individual work performance among 100 participants. Descriptive statistics were calculated to understand the overall distribution of scores before conducting inferential analyses. The variables were assessed using standardized psychological instruments, including the Brief Resilience Scale (BRS), Brief Family Inventory (BFI), Work-Life Balance Scale (WLB), and Individual Work Performance Questionnaire (IWPQ). These descriptive measures provide an overview of the participants' psychological characteristics and workplace functioning.

The mean resilience score was 19.11 (*SD* = 5.48), with scores ranging from 9 to 30, indicating moderate levels of resilience among participants. This suggests that while many individuals demonstrated the ability to recover from stressful situations effectively, there was considerable variability in coping capacity across the sample.

Family functioning yielded a mean score of 31.24 (*SD* = 9.17), with observed scores ranging between 12 and 50. These findings indicate substantial differences in participants' perceptions of family support, communication, and cohesion, reflecting diverse family environments.

The average score for work-life balance was 46.73 (*SD* = 14.18), with values ranging from 18 to 74. This finding suggests that although participants generally perceived a

satisfactory balance between their professional and personal lives, notable differences existed in their experiences of balancing multiple life roles.

Individual work performance showed a mean score of 44.65 (SD = 14.55), with scores ranging from 14 to 72. The relatively wide range indicates considerable variation in workplace effectiveness among participants, making the data appropriate for examining relationships between psychological variables and work performance.

Overall, the descriptive statistics demonstrate adequate variability across all study variables, providing a strong basis for subsequent correlation and regression analyses.

Correlation Analysis

Table 2. *Pearson Correlations Among Study Variables*

Variable	1	2	3	4
1. Resilience (BRS)	—	.281**	.257**	.379**
2. Family Functioning (BFI)	.281**	—	.041	.255*
3. Work–Life Balance (WLB)	.257**	.041	—	.464**
4. Individual Work Performance (IWPQ)	.379**	.255*	.464**	—

Note. N = 100. * $p < .05$, ** $p < .01$.

Pearson Product-Moment Correlation was performed to examine the relationships among resilience, family functioning, work-life balance, and individual work performance.

The findings revealed a significant positive relationship between resilience and family functioning ($r = .281$, $p = .005$), indicating that individuals with greater resilience tended to report healthier family environments. This suggests that supportive family relationships may contribute to the development and maintenance of resilience.

Resilience was also positively associated with work-life balance ($r = .257$, $p = .010$), demonstrating that individuals who effectively cope with stress are more likely to maintain equilibrium between their professional and personal responsibilities.

Furthermore, resilience showed a significant positive correlation with individual work performance ($r = .379$, $p < .001$). Participants who exhibited greater resilience also demonstrated higher levels of workplace effectiveness, suggesting that resilience contributes positively to occupational functioning.

Family functioning was positively associated with work performance ($r = .255$, $p = .011$), indicating that supportive family environments may enhance employees' productivity and overall effectiveness. However, the relationship between family functioning and work-life balance was not statistically significant ($r = .041$, $p = .686$), suggesting that family support alone may not determine an individual's ability to balance work and personal life.

Among all variables, work-life balance demonstrated the strongest positive relationship with work performance ($r = .464$, $p < .001$). This finding indicates that participants who successfully managed their work and personal responsibilities reported significantly better workplace performance. Overall, the correlation analysis supports the importance of both personal and environmental factors in enhancing employee effectiveness.

Multiple Regression Analysis

Table 3. *Model Summary for Multiple Regression Predicting Individual Work Performance*

R	R²	Adjusted R²	Std. Error
.562	.316	.294	12.22

Note. Dependent variable = Individual Work Performance.

Table 4. *ANOVA for Multiple Regression Model*

Source	SS	df	MS	F	p
Regression	6614.22	3	2204.74	14.77	< .001
Residual	14334.53	96	149.32		
Total	20948.75	99			

Note. Dependent variable = Individual Work Performance.

Table 5. *Regression Coefficients Predicting Individual Work Performance*

Predictor	B	SE B	β	t	p
Constant	5.354	6.279	—	0.853	.396
Resilience (BRS)	0.604	0.241	.228	2.502	.014
Family Functioning (BFI)	0.277	0.140	.174	1.982	.050
Work–Life Balance (WLB)	0.409	0.090	.398	4.559	< .001

Note. Dependent variable = Individual Work Performance.

Multiple linear regression analysis was conducted to examine whether resilience, family functioning, and work–life balance significantly predicted individual work performance.

The overall regression model was statistically significant, $F(3, 96) = 14.77$, $p < .001$, indicating that the predictor variables collectively explained a significant proportion of variance in individual work performance. The model yielded $R = .562$, $R^2 = .316$, and an adjusted $R^2 = .294$, suggesting that approximately 31.6% of the variance in individual work performance was explained by resilience, family functioning, and work–life balance. The standard error of the estimate was 12.22, indicating a reasonably good model fit.

Among the predictor variables, work–life balance emerged as the strongest significant predictor of individual work performance ($\beta = .398$, $B = 0.409$, $SE = 0.090$, $t = 4.56$, $p < .001$). This finding indicates that employees with better work–life balance tended to report significantly higher levels of work performance, even after controlling for resilience and family functioning.

Resilience also significantly predicted individual work performance ($\beta = .228$, $B = 0.604$, $SE = 0.241$, $t = 2.50$, $p = .014$). This suggests that employees with greater psychological resilience were more likely to demonstrate better workplace performance.

Family functioning showed a marginally significant positive effect on work performance ($\beta = .174$, $B = 0.277$, $SE = 0.140$, $t = 1.98$, $p = .050$). Although its contribution was weaker than that of resilience and work–life balance, the result suggests that healthier family relationships may still contribute to improved employee performance.

Overall, the findings indicate that resilience, family functioning, and work–life balance jointly contribute to individual work performance, with work–life balance emerging as the strongest predictor. These results highlight the importance of both personal psychological resources and supportive life circumstances in enhancing workplace effectiveness.

3.1 Summary of Findings

The study demonstrated that resilience, family functioning, and work-life balance were all positively associated with individual work performance. Work-life balance emerged as both the strongest correlate and the most significant predictor of work performance. Resilience also made a meaningful contribution to workplace effectiveness, while family functioning showed a smaller yet statistically significant influence. Collectively, these findings highlight the importance of maintaining psychological resilience, supportive family relationships, and a healthy balance between work and personal life in promoting employee performance.

4. Discussion

The present study examined the relationships among resilience, family functioning, work–life balance, and individual work performance among working adults. The findings indicate that both individual psychological resources and environmental support systems contribute significantly to workplace effectiveness. Overall, the results support the view that employees who possess greater resilience, experience healthier family functioning, and maintain a better work–life balance are more likely to demonstrate higher levels of work performance.

The first objective of the study was to examine the relationship between resilience and family functioning. The results revealed a significant positive correlation ($r = .281, p = .005$), indicating that employees who reported higher resilience also perceived healthier family functioning. This finding suggests that supportive family environments may strengthen individuals' ability to cope with stress and recover from challenging situations. Families characterized by effective communication, emotional support, and adaptability provide important psychological resources that help individuals develop resilience. These findings are consistent with previous research, which has shown that positive family relationships contribute to psychological well-being and adaptive coping mechanisms, thereby enhancing resilience in both personal and occupational settings (Wang et al., 2022; Di Vaio et al., 2026).

The study further demonstrated a significant positive relationship between resilience and work–life balance ($r = .257, p = .010$). Employees with greater resilience appeared better able to manage competing demands across work and personal life. Resilient individuals often possess effective coping strategies, emotional regulation skills, and psychological flexibility, enabling them to respond constructively to occupational stress while maintaining satisfactory personal relationships. This finding supports earlier studies suggesting that resilience serves as a protective factor against work-related stress and facilitates healthier work–life integration (Spagnoli et al., 2020). The result highlights the importance of resilience-building interventions within organizations to help employees maintain both well-being and productivity.

A significant positive relationship was also observed between resilience and individual work performance ($r = .379, p < .001$). This finding indicates that employees who recover more effectively from stressful experiences tend to perform better in their professional roles. Resilient employees are more capable of adapting to organizational changes, maintaining motivation during challenging situations, solving workplace problems efficiently, and sustaining high levels of performance despite adversity. These findings are consistent with previous organizational psychology research reporting that resilience enhances job satisfaction, employee engagement, adaptability, and overall work effectiveness (Wang et al., 2022). The moderate strength of the relationship further emphasizes resilience as an important psychological resource that contributes to occupational success.

The relationship between family functioning and individual work performance was also significant ($r = .255, p = .011$). Employees who perceived greater family support reported higher levels of workplace performance. Supportive family environments may reduce emotional strain, provide encouragement during periods of occupational stress, and enhance employees' psychological well-being, allowing them to remain focused and productive at work.

However, the association between family functioning and work–life balance was not statistically significant ($r = .041, p = .686$). This suggests that although healthy family relationships contribute positively to employee well-being, they may not independently determine an individual's ability to maintain balance between professional and personal responsibilities. Factors such as organizational policies, workload, job flexibility, supervisory support, and individual coping styles may play a more influential role in determining work–life balance than family functioning alone.

Among all study variables, work–life balance demonstrated the strongest positive association with individual work performance ($r = .464, p < .001$). Employees who successfully balanced their occupational responsibilities with personal and family commitments consistently reported better workplace performance. Maintaining work–life balance may reduce burnout, fatigue, and emotional exhaustion while improving concentration, motivation, job satisfaction, and psychological well-being. This finding supports previous studies that have identified work–life balance as an important determinant of employee productivity and organizational effectiveness (Russo et al., 2021; Kasperczuk et al., 2025). The result also emphasizes the importance of organizational policies that promote flexible work arrangements and employee well-being.

Multiple regression analysis further confirmed that resilience, family functioning, and work–life balance jointly predicted individual work performance, with the model explaining 31.6% of the variance ($R^2 = .316, F(3, 96) = 14.77, p < .001$). Among the three predictors, work–life balance emerged as the strongest predictor ($\beta = .398, p < .001$), followed by resilience ($\beta = .228, p = .014$). Family functioning demonstrated a marginally significant contribution ($\beta = .174, p = .050$). These findings suggest that while all three variables contribute to employee performance, maintaining an appropriate balance between work and personal life exerts the greatest influence. The regression model also indicates that approximately 68.4% of the variance in work performance remains unexplained, suggesting that additional factors such as leadership style, organizational culture, employee engagement, motivation, job satisfaction, workplace stress, and organizational support may also influence workplace effectiveness.

The findings have important practical implications for organizations. Employers should prioritize employee well-being by implementing resilience-building programmes, stress-management workshops, mental health initiatives, flexible work arrangements, and family-supportive workplace policies. Such interventions may not only improve employees' psychological well-being but also enhance productivity, reduce absenteeism, increase job

satisfaction, and strengthen overall organizational performance. Creating supportive organizational environments that encourage work–life balance and employee resilience may therefore contribute to sustainable workforce development and long-term organizational success.

Overall, the present study contributes to the growing body of organizational psychology literature by demonstrating that employee performance is influenced by a combination of psychological strengths and environmental support systems. The findings reinforce the importance of resilience, family functioning, and particularly work–life balance in promoting effective workplace functioning. Future research should continue exploring additional personal and organizational factors that influence employee performance to develop more comprehensive models of workplace effectiveness.

5. Conclusion

The present study concluded that resilience, family functioning, and work-life balance are significant factors influencing individual work performance. The findings revealed that employees with higher resilience demonstrated better adaptability to workplace challenges and maintained greater productivity under stress. Work-life balance emerged as the strongest predictor of work performance, indicating that individuals who successfully manage their professional and personal responsibilities are more likely to perform effectively in their jobs. Although family functioning showed a comparatively smaller contribution, supportive family relationships were found to positively influence employees' psychological well-being and occupational effectiveness. Together, these variables explained a meaningful proportion of variance in work performance, emphasizing the combined importance of personal strengths and environmental support. The study highlights the need for organizations to implement resilience-building interventions, promote healthy work-life balance, and encourage family-supportive policies. Such initiatives can enhance employee well-being, increase productivity, reduce occupational stress, and contribute to sustainable organizational growth.

5.1 Limitations

Despite providing valuable insights, the present study has several limitations. First, the study employed a cross-sectional research design, which limits the ability to establish causal relationships among resilience, family functioning, work-life balance, and work performance. Second, the sample consisted of only 100 participants, restricting the generalizability of the findings to broader occupational populations. Third, data were collected through self-report questionnaires, making the responses susceptible to social desirability bias, recall bias, and

common method variance. Fourth, participants were selected using convenience sampling, which may not accurately represent employees from different industries, organizational levels, or cultural backgrounds. Additionally, the regression model explained only 31.6% of the variance in work performance, suggesting that several other factors, such as leadership style, organizational culture, job satisfaction, motivation, and workplace stress, were not included. These limitations should be considered while interpreting and generalizing the study findings.

5.2 Future Scope

Future research can expand upon the present study by adopting longitudinal or experimental research designs to examine causal relationships among resilience, family functioning, work-life balance, and work performance over time. Studies involving larger and more diverse samples across different industries, professions, and cultural settings would improve the generalizability of the findings. Researchers may also investigate additional variables such as organizational support, leadership style, job satisfaction, employee engagement, emotional intelligence, burnout, and workplace stress to develop a more comprehensive model of work performance. Future studies could employ mixed-method or qualitative approaches to gain deeper insights into employees lived experiences regarding resilience and work-life balance. Furthermore, intervention-based research evaluating the effectiveness of resilience training programs, flexible work arrangements, mental health initiatives, and family-friendly organizational policies would provide practical recommendations for improving employee well-being, productivity, and overall organizational effectiveness in rapidly changing work environments.

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