



**THE IMPACT OF JOB STRESS ON KEY DIMENSIONS OF
EMPLOYEE RESILIENCE**

Miss Anuja Ashok Salgar^{1*}, Dr. Pranita Burbure²

^{1}Research Scholar at S. B. Patil Institute of Management, Nigdi, Pune affiliated to Savitribai Phule Pune University. Email id: anujaasalgar@gmail.com*

²Associate Professor and Research Guide at S. B. Patil Institute of Management, Nigdi, Pune Savitribai Phule Pune University, Email id: pranitaburbure@sbpatilmba.com

***Corresponding Author:** Manisha, Manishayaduvanshi26@gmail.com*

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Abstract:

In the modern organizational, employees are constantly subjected to various types of workplace stress related to increased workload, technology and organization changes. Stress at workplace has become an important issue for employee health and productivity. On the other hand, although employee resilience has been identified as a psychological resource to cope with work adversity and recover from stressful events. The present study is a systematic review of the empirical evidence concerning how job stress impact employee resilience in organizations. Relevant studies were identified by searching databases including Scopus, Web of Science and Google Scholar. Following application of predefined inclusion and exclusion criteria, 43 peer-reviewed empirical articles published between 2019 and 2024 were selected for in-depth analysis. Results show that job stress has a significant impact on several features of resilience in workers as follows: emotional stability, adaptability, ability to cope and event recovery. It also emphasizes that providing an environment that fosters resilience among improve employee resilience benefits from perceive organizational support, leadership behaviours at work, culture and relationships. The significance of the final review is to help to understand both existing links between job stress and resilience in order to direct new research towards justifying their connection.

keywords: Job Stress, Employee Resilience, Workplace Environment, Organizational Well-being

1. Introduction

Stress at work is an arousing phenomenon in modern life, and it has been recognized as one of the major issues facing all employees in the organizations. The workplace today is competitive and dynamic, which means that fulfilment of professional responsibilities along with personal life can put pressure on an employee, leading to extreme stress. As life has turned to be more complicated in workplaces and at home, stress cannot be avoided anymore.

Hans Selye (1936) defined stress as “a dynamic condition in which an individual is confronted with an opportunity, constraint, or demand related to what he or she desires, and for which the outcome is perceived to be both uncertain and important.” According to Selye, Stress also has a positive side, called eustress, which may cause that motivates an individual to pursue new learning ideas, innovations or changes. But, when stress exceeds a certain limit, then it becomes distress or negative stress that adversely affects the physical and mental health of an individual as well as his productivity in the organization.

Stressful scenarios often arise when there is a mismatch between employees’ skills and workplace demands. If individuals fail to cope with the stressors of their work environment, it will reflect many adverse effects such as: poor quality of work, lower productivity, decline in health and low morale. Thus, the role of controlling occupation-related stress has become a significant concern for organizations in terms of maintaining employees healthy and productivity.

Employee resilience plays an important role in analysing how individuals respond to workplace stress. Resilience refers to the ability of employees to adapt, recover, and maintain psychological stability during stressful situations. Employees who possess higher levels of resilience are more capable of performing effectively, managing job demands and maintaining emotional balance. Whereas, prolonged exposure to high levels of job stress may weaken certain dimensions of resilience such as emotional stability, adaptability, optimism, and self-efficacy.

Employees are widely recognized as the most valuable asset of any organization. The growth of an organization largely depends on the psychological strength and adaptability of its workforce. Resilient employees are those who can cope with the pressures of their workplace, overcome the challenges, and be productive even in challenging working environments. As such, building resilient employees has become another key area of focus for organizations, which can help improve the well-being of their employees.

In many industries, there has been an increase in job stress among employees due to various reasons such as rapid technological changes, increased competition, restructuring of organizations, and increased demands at work. These changes often create challenging working environments where employees are constantly expected to adapt to new demands and requirements of their work. This may cause role ambiguity, increased workload, job insecurity, and interpersonal relationship issues, which may cause increased levels of job stress.

The relationship between job stress and employee resilience is complex. For example, moderate levels of stress may aid employees in developing coping strategies, which can build their level of resilience. On the other hand, excessive levels of stress may impact crucial aspects of resilience, such as emotional stability, adaptability, self-efficacy, optimism, and problem-solving ability, in a negative manner. This may cause employees to experience decreased levels of psychological well-being, which may impair their ability to adapt to changes within the work environment.

Considering the above scenarios, it is vital for organizations to determine the significance of monitoring job stress levels among their employees, which can aid them in building their level of resilience. Organizations can aid their employees in managing their stress levels effectively, which can not only build their level of resilience but also create a healthy work environment.

The aim of this study is to examine the relationship that exists between job stress and employee resilience by identifying the stressors that the employees are subjected to. By understanding the relationship that exists between job stress and employee resilience, the organization can develop strategies that can improve the coping ability of the employees.

In addition, this study will also provide an academic contribution by focusing on the significance of the concept of resilience in dealing with job stress. Furthermore, the study will also focus on the significance of the moderating factors that influence the coping ability of the employees. By focusing on these aspects, the organization can create an environment that can support the sustainability of the organization.

1.1 Research Objectives

1. To understand the relationship between job stress and employee resilience in organizational contexts.

2. To understand the various important aspects of employee resilience that are affected in terms of job stress, which include emotional resilience, psychological adaptability, capacity for coping, and recovery.
3. To understand how organizational factors can contribute to enhancing employee resilience in stressful situations.
4. To understand how job stress can be managed in organizational contexts for the betterment of employee resilience.

1.2 Research Questions

1. What are the key sources of job stress for employees in the organizational context?
2. In what way does job stress shape the general resilience of the employees?
3. In what way does job stress shape the key aspects of the resilience of the employees, including emotional resilience, adaptability, coping, and recovery?
4. In what way do the organizational factors help the employees develop resilience in the context of job stress?

2. DEFINING JOB STRESS AND EMPLOYEE RESILIENCE

2.1 Job Stress –

The psychological and emotional pressure that workers go through when they are expected to perform tasks that are beyond their ability to handle is called job stress. Various factors, including workload pressure, time pressures, interpersonal problems, job insecurity, and organizational changes, can cause occupational stress.

Excessive stress can result in emotional distress, which affects the psychological and physical condition of the employees, while moderate stress can motivate the employees.

2.2 Employee Resilience –

Employee resiliency can be described as the ability of people to respond well to adverse situations and recover quickly from stressful working environments. Resilience in the workplace enables employees to cope with adverse working conditions while maintaining their well-being and productivity.

According to research, employee resilience has a number of important components, such as:

- Emotional Stability - The capacity to control feelings under pressure.
- Adaptability - Capacity to adjust to changing work conditions.
- Self-efficacy - Belief in one's capacity to carry out tasks successfully.
- Optimism - Maintaining a positive attitude despite difficulties.
- Problem solving ability - The ability to deal with difficulties and come up with solutions.

These factors support workers in maintaining positive functioning and managing workplace stress.

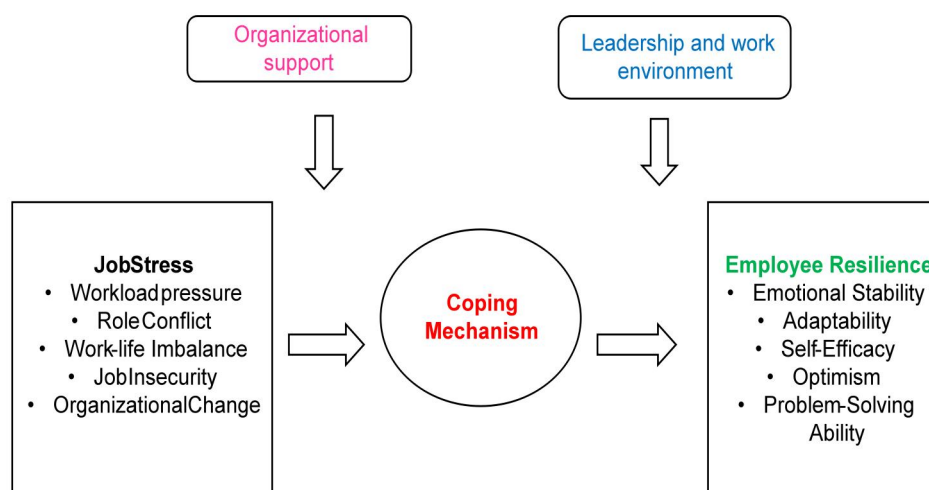


Figure 1: Conceptual Framework of Job Stress and Employee Resilience

3. Theoretical Foundation

3.1 Job Demands-Resources (JD-R) theory –

Demerouti and Bakker given the Job Demands-Resources (JD-R) theory, which contends that balancing job demands (stressors requiring effort) with job resources (tools supporting aims) leads to employee well-being and success. While high demands lead to burnout, high resources promote engagement by reducing stress and boosting motivation.

3.2 Conservation of Resources Theory –

According to Dr. Stevan Hobfoll's Conservation of Resources (COR) Theory, in 1989, stress arises when people perceive a threat of resource loss, actual resource loss, or lack of gain after investing resources. In order to manage stress and wellbeing, humans work to acquire, hold onto, and safeguard resources (items, circumstances, traits, and energy).

3.3 Stress and Coping Theory –

According to Lazarus and Folkman's Stress and Coping Theory, stress is a transactional process that occurs when an individual's coping capabilities are insufficient to meet environmental demands. It highlights that stress is a cognitive assessment of whether a situation is dangerous and how to handle it, rather than merely an occurrence.

4. Literature Review

4.1 Job Stress as an Antecedent of Employee Resilience –

Job stress was seen to have a substantial effect on employee resilience in earlier studies. High stress levels can lower the psychological strength of employees and make it even more difficult for them to cope with issues in their workplace. Working in a stressful environment can make employees emotionally drained, reduce their motivation levels, and lower their adaptability. Working in a stressful environment for a long period can lower an individual's ability to effectively cope with organizational issues.

The current empirical studies have shown that job stress can affect employee resilience in a direct and indirect manner. For instance, in a study on employees' resilience in their working environment, researchers found that employees experiencing high job stress tend to have lower psychological strength and adaptability when faced with issues in their working environment. Also, resilient employees tend to have higher coping power and are in a better position to deal with stress in their working environment (Puspaningrum et al., 2023).

Moreover, recent studies have indicated that resilience is one form of how job stress might affect other work outcomes. For instance, a study on academic professionals indicated that resilience can act as a mediator between job stress and job satisfaction. This implies that people who are resilient can better cope with job stress in terms of their job satisfaction (Chen & Xie, 2025).

Additionally, it was indicated that psychological flexibility is a key aspect in enhancing resilience and reducing the impacts of job stress. When employees are exposed to a situation where they can increase their level of psychological flexibility through training programs, their resilience is usually high, and thus they experience less burnout (Bond et al., 2024).

The above findings demonstrate a complicated relationship between job stress and resilience. Although excessive stress can reduce an individual's resilience, an individual can use stress as an opportunity for personal development and adaptation.

4.2 Organizational Factors Influencing Resilience -

The ability to cope with stress in the workplace depends to a great extent on how much support one receives in the organization. The availability of organizational resources and a healthy environment in the organization can all play a role in making employees resilient to stress.

For one to have a resilient workforce in any organization, leadership in the organization plays a critical role in instilling resilience in the employees. For example, transformational leadership in any organization plays a critical role in instilling self-confidence, positive thinking, and flexibility in employees—key components in building resilience in employees. The adverse effects of workplace stress can be reduced by leaders in any organization through effective communication, positive criticism, and emotional support.

Employee resilience is greatly boosted by human resource strategies in a company. The company can provide its employees with training on coping mechanisms, emotional intelligence, and stress management, all geared towards helping them overcome the challenges that they face in the workplace. Studies indicate that the resilience level of employees is greatly boosted by a company that has

programs aimed at improving its employees' emotional intelligence, support, and work-life balance (Genuba & Dura, 2024).

4.3 Outcomes of Employee Resilience –

Some of the good organizational outcomes that have been related to employee resilience include:

- Enhanced employee performance
- Increased level of employee engagement
- Improved mental health
- Decline in burnout
- Increased contentment

Employees who are resilient can sustain their productivity and adapt to a fluctuating work environment. When faced with barriers in their work environment, resilient employees display perseverance, emotional stability, and problem-solving skills.

Moreover, recent studies have shown that resilience is a powerful predictor of good work attitudes, such as work engagement and job satisfaction. For instance, resilience, work engagement, and job satisfaction were found to be very strongly positively related in a sample of engineers. Resilient employees had high job satisfaction and were engaged in their work (Ibrahim & Hussein, 2024).

4.4 Psychological Mechanisms Linking Job Stress and Resilience –

There are different psychological theories that can be applied to understand the relationship between job stress and employee resilience. According to the Job Demands-Resources theory, if an employee lacks resources to cope with work demands such as workload and time management, it may cause employee stress and burnout. However, if an employee has personal qualities such as resilience, it can enable them to cope with work demands.

Moreover, resilience can enable an employee to effectively manage their emotions and change a stressful situation into a more positive one. Psychological resources such as optimism, self-efficacy, and emotional intelligence are common qualities found among workers with high resilience. These qualities can enable an employee to reduce the effects of work stress and maintain a happy attitude.

4.5 Role of Coping Strategies in Managing Job Stress –

The response of employees to stress in the workplace is generally dependent on how well employees are able to cope with stress in the workplace. The behavioural and intellectual methods that employees use in coping with stressful situations are known as coping strategies.

Problem-focused coping and emotion-focused coping are the two main categories into which coping strategies are normally classified. Problem-focused coping strategies involve directly dealing with the source of stress, planning, solving problems, and decision-making, while emotion-focused coping strategies involve controlling emotional reactions to stress, seeking support, positive reframing, and relaxation. Employees who are able to use effective coping strategies are better able to handle stress in the workplace.

4.6 Individual Characteristics Affecting Employee Resilience –

Employee resilience is also greatly affected by individual characteristics. The perceptions of employees about stressful events, as well as their responses, are affected by their individual characteristics, such as personality, emotional intelligence, optimism, and confidence. Employees who possess high emotional intelligence can manage their emotions effectively, which is helpful for maintaining positive interpersonal relationships. Similarly, employees who possess high self-efficacy tend to approach challenging events with perseverance, which greatly contributes to the development of their resilience.

4.7 Organizational Strategies for Enhancing Employee Resilience –

To build the resilience of employees and reduce stress, there are various techniques that can be used by organizations. Building resilience among employees is mostly dependent on leadership support, communication, and training programs (Kuntz et al., 2017). Employees can build their capacity for coping with stress by taking training programs on how to handle stress, emotional intelligence, and mindfulness. Organizations can also encourage their employees to maintain work-life balance by supporting their workplace culture and flexible working arrangements. This can help the employees psychologically, enabling them to cope with challenges at work.

5. Methodology

The foundation of this paper is a systematic literature review of empirical research examining the impact of job stress on key dimensions of employee resilience. A keyword search was conducted across

major academic databases including Scopus, Web of Science, Wiley, Google Scholar, and other related scholarly databases. The search focused on peer-reviewed journal articles published in English between 2019 and 2024. Keywords used in the search included of terms such as “job stress,” “workplace stress,” “employee resilience,” “Well-being,” “work resilience,” and “resilience at work.” These keywords were searched within the titles, abstracts, and keywords of articles to find out studies addressing the relationship between job stress and employee resilience.

The initial search resulted in 864 research papers, which were screened based on their titles and abstracts. To ensure the relevance of the studies included in the review, the following exclusion criteria were applied:

- Studies that did not focus on job stress.
- Studies that did not examine employee resilience in the workplace context.
- Studies conducted outside the organizational setting.
- Non-empirical studies such as conceptual papers, editorials, conference abstracts, or book chapters.
- Articles not published in peer-reviewed Scopus-indexed journals.
- Articles not published in English between 2019 and 2024.

After applying these criteria, 147 research papers were selected for full-text screening. During the full-text review stage, 104 research papers were excluded because they either did not directly examine the relationship between job stress and employee resilience, focused primarily on intervention or training programs, or lacked sufficient empirical evidence

Finally, 43 peer-reviewed empirical articles met all the inclusion criteria and were selected for the final analysis. These studies provided valuable insights into how job stress influences different dimensions of employee resilience.

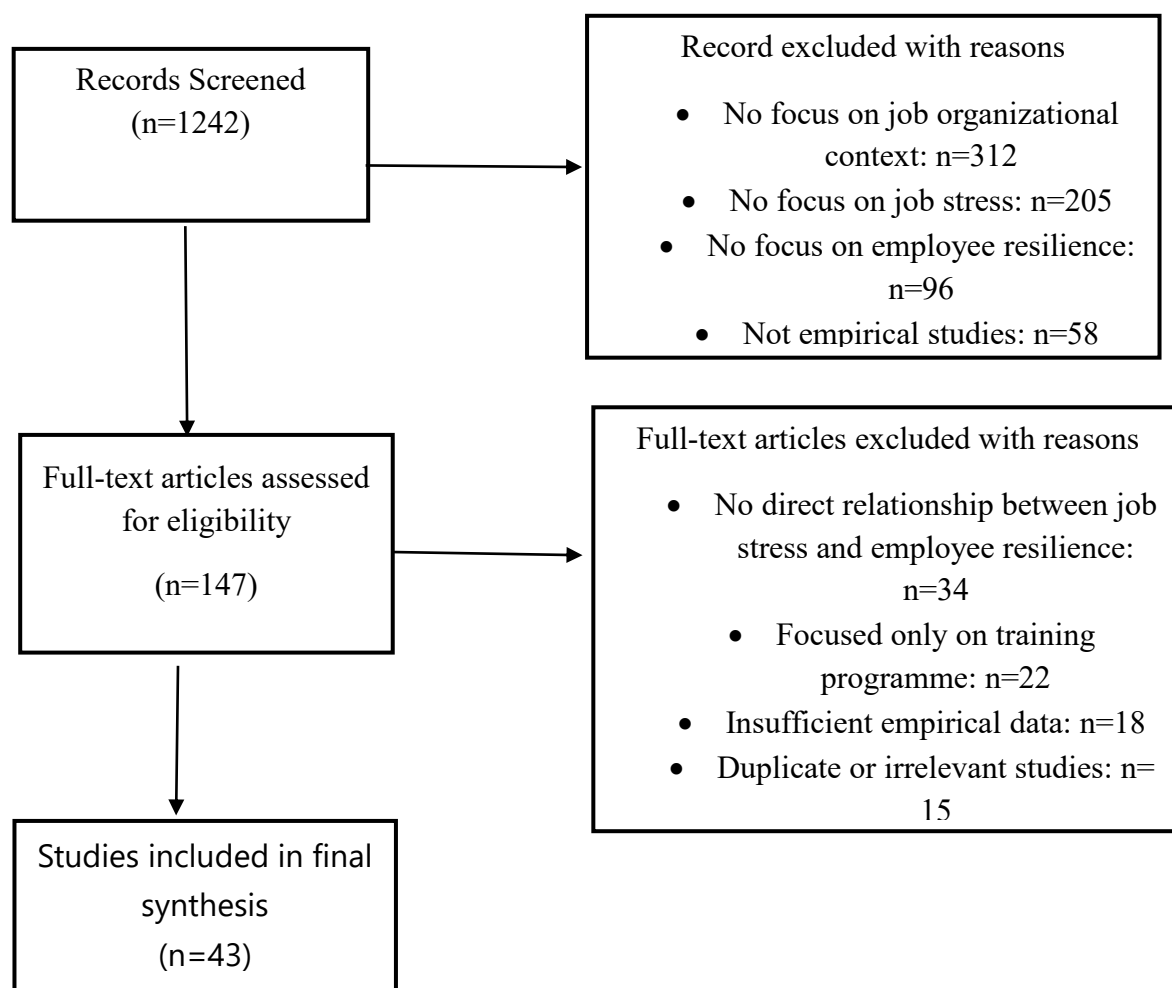


Figure 2: PRISMA Flow Diagram of literature Screening

6. Results And Findings

The reviewed studies show several important themes regarding the relationship between job stress and employee resilience.

6.1 Workload Pressure and Resilience - In much of the researched literature, time constraints and an excessive workload have been cited as important factors in creating stress in a work environment. Employees whose work demands include meeting tight deadlines or whose workload is heavy are often found to experience mental and emotional fatigue. Their ability to display psychological resilience and adapt favourably to setbacks in their work environment is compromised. Research suggests that when employees are continually exposed to workload demands, stress build-up is a resultant consequence that compromises their ability to cope and display resilience in their work environment. Employees whose work environment is characterized by high job demands are found to experience lower levels of resilience and burnout. However, literature suggests that an employee's workload can contribute to their ability to display resilience. When an employee is able to view issues related to their workload as opportunities for improvement and not threats, their ability to display resilience is enhanced through the development of resilience skills (Bakker & Demerouti, 2019).

6.2 Role Conflict and Adaptability - In the research that has been studied, role ambiguity and role conflict were mostly emphasized as a stress factor. Role ambiguity is the situation in which employees are unclear or ambiguous regarding their job roles, while role conflict is the situation in which employees receive conflicting roles from their superiors. Both factors cause a sense of uncertainty and confusion among employees, and this negatively impacts the adaptability and coping capacity of workers. Employees facing role ambiguity find it hard to make decisions and often feel insecure regarding their performance, and this negatively impacts their coping capacity. According to research, employees facing role ambiguity are likely to face more psychological stress and are unable to cope with problems in the workplace, while employees with clear roles are more confident and better equipped to cope with problems in the workplace, making them more resilient (Shin et al., 2020).

6.3 Work-Life Imbalance - Another important aspect of job stress, which affects employee resilience, is work-life imbalance. Stress and emotional exhaustion have been reported by employees who experience difficulties in balancing their work and personal or family responsibilities. Work-life conflicts have been more pronounced for many people in today's workplaces, characterized by increased working hours, the need to work from home, and the need to be constantly connected to digital technology. The resilience and mental well-being of employees have been negatively affected when they experience difficulties in balancing their work and personal life. Work organizations that promote wellness programs, employee assistance programs, and flexible work arrangements help employees to effectively balance their work and life, thus enhancing their resilience (Kossek & Lee, 2022).

6.4 Organizational Support - As per various research studies, it has been found that employee resilience can be developed through leadership, positive workplace relationships, and perceived support. Employees who work within such positive working environments can access tools, information, and emotional support, which can help them deal with stress within their working environments. By increasing the level of psychological security and membership among employees, perceived support has been found to be one of the most significant aspects of building employee resilience. Employees who feel appreciated and supported within their working environments can build positive coping strategies, which can help them become resilient during challenging situations. Building employee resilience can be achieved through leadership as well. Leaders who are transformational and supportive can encourage employees to speak up, provide positive criticism, and help their employees build confidence levels. Building employee resilience can be achieved through such leadership styles, which can create a culture of psychological safety among employees (Hartmann et al., 2020).

6.5 Psychological Resources and Coping Strategies - The significance of psychological resources in boosting resilience is another issue that emerged from the analysed studies. When under stress at work, employees with strong personal resources like optimism, self-efficacy, emotional intelligence, and psychological flexibility show more resilience. Hope, efficacy, resilience, and optimism are examples of psychological capital, which is widely acknowledged as a crucial component that helps workers get through difficult circumstances. Stressful situations are more likely to be seen by workers with high psychological capital as doable difficulties rather than insurmountable barriers. In addition, coping

skills are important in the cultivation of resilience in the workplace. Employees who practice problem-focused coping strategies, such as preparation, collection of information, and positive resolution of problems, are likely to handle stress better in the workplace. Avoidance coping strategies, on the other hand, may make people less resilient and stressed.

7. Discussion

The results of this systematic review also show how important the link between job stress and employee resilience is. Job stress can have a negative impact on the psychological and emotional health of employees. However, resilience acts as a protective mechanism for employees to overcome barriers in their workplace and continue working. Organizations can better respond to workplace stress and employee wellness when they focus on building resilience in their workforce through training programs and a good working environment.

8. Future Research Direction

Despite the fact that there has been a rise in studies on resilience and work-related stress, there are still a lot of gaps that limit our comprehension of these processes. Some of these gaps include:

- Longitudinal Studies:** There is a need to carry out studies on how resilience develops and changes over an employee's life span.
- Cross-Cultural and Contextual Studies:** There is a need to carry out studies on how resilience manifests itself across different organizational and global contexts. Culture has a huge impact on how stress is perceived and how it can be coped with.
- Leadership and Organizational Culture:** There is a need to carry out studies on how organizational culture and leadership can promote resilience among workers. The relationship between certain cultural characteristics and quantified levels of resilience is still not well understood.
- Multi-Level Integration:** There is a need to carry out studies on how organizational, group, and worker levels can mutually support each other.

9. Conclusion

The paper will provide an in-depth analysis of various empirical studies on the impact of job stress on employee's resilience. The results reveal that various facets of resilience, including emotional stability, adaptability, and self-efficacy, tend to be greatly influenced by job stress. Nevertheless, positive workplace cultures and leadership skills can increase employee's resilience to job stress.

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