



Interdisciplinaria

ISSN: 0325-8203

ISSN: 1668-7027

interdisciplinaria@fibercorp.com.ar

Centro Interamericano de Investigaciones Psicológicas y
Ciencias Afines

Argentina

García-Rubiano, Mónica; Díaz-Fúnez, Pedro A.; Forero-
Aponte, Carlos; Mañas-Rodríguez, Miguel Ángel

Resilience and the work-family balance: mediator effect
and influence over emotional exhaustion and performance

Interdisciplinaria, vol. 40, no. 3, 2023, September-, pp. 11-12

Centro Interamericano de Investigaciones Psicológicas y Ciencias Afines
Argentina

DOI: <https://doi.org/10.16888/interd.2023.40.3.11Resilience,work-family,exhaustion,performance>

Available in: <http://www.redalyc.org/articulo.oa?id=18075154014>

- How to cite
- Complete issue
- More information about this article
- Journal's webpage in redalyc.org

The Redalyc logo features the word 'redalyc' in a stylized, lowercase font, with a red dot above the 'i'. To the left of the text is a small, stylized red icon resembling a flame or a drop.

Scientific Information System Redalyc

Network of Scientific Journals from Latin America and the Caribbean, Spain and
Portugal

Project academic non-profit, developed under the open access initiative

**Resilience and the work-family balance: mediator effect and influence over
emotional exhaustion and performance**

**Resiliencia y equilibrio trabajo-familia: efecto mediador e influencia sobre el
agotamiento emocional y el desempeño**

Mónica García-Rubiano¹, Pedro A. Díaz-Fúnez², Carlos Forero-Aponte³ and Miguel
Ángel Mañas-Rodríguez⁴

¹Catholic University of Colombia. E-mail: mgarcia@ucatolica.edu.co

²University of Almería, España. E-mail: pfunez@ual.es

³University of La Laguna, España. E-mail: carlosforeroaponte@gmail.com

⁴University of Almería, España. E-mail: marodrig@ual.es

University of Almería.

Almería, España.

Abstract

Difficulties maintaining work-life balance have intensified in recent decades. Factors such as the emergence of new information technologies, cultural changes in attitudes towards the relationship between work and family, and the great diversity of family structures have led people to experience higher levels of tension, which derive in a greater feeling of emotional exhaustion and a reduction in job performance levels. Given this, many studies are focusing their attention on the development of individual strategies when regulating the interference between these factors. The objective of this study was to verify the possible modulating effect of a personal resource such as resilience, in the influence of work-family balance on emotional exhaustion and the perception of performance of employees in Public Administration. Data were collected

from 315 employees of a Spanish public university. The results confirm the effect of total modulation that transforms the influence of work-family balance on emotional exhaustion into a significant and negative one (direct effect: .599, ns; modulated effect -.182) and on intra-role performance (effect modulated mediation -.034). The results of the Johnson-Newman method reveal that it is from the value 4.25 in the resilience values on a scale between 1 and 5, when the sign of the relationship changes significantly. It concludes with a discussion of the practical implications of the study, along with limitations and suggestions for future research.

Keywords: resilience, work-family balance, emotional exhaustion, performance, psychosocial risks, personal resources, laboral demands

Resumen

En una sociedad cada vez más globalizada y conectada, las organizaciones tienen que hacer frente a multitud de cambios de manera permanente. Por lo tanto, resulta clave su capacidad para generar estrategias que permitan asumir los nuevos retos a los que se enfrentan, y a la vez, brindar a sus trabajadores y trabajadoras los recursos suficientes para hacer un uso efectivo de estos de tal manera que se convierta en ganancia para todas las partes (organizaciones y los trabajadores), y fortalecer el bienestar humano y organizacional. En este nuevo contexto cobran gran importancia dos factores poco estudiados: los recursos personales propios con los que cuenta el trabajador y la influencia del ámbito familiar del trabajador a la hora de asumir retos en el entorno laboral. Las dificultades por mantener el equilibrio entre la vida personal y laboral se están intensificando en las últimas décadas. Diversos factores como la tecnología, el relevo generacional, la multiculturalidad laboral, la escasez de mano de obra, los desafíos demográficos, la competencia global, la deslocalización, nuevas formas de trabajo y cambios culturales están generando una presión creciente en los empleados.

Esto se traduce en altos niveles de estrés, aumentando el riesgo de enfermedades físicas y psicológicas. Los empleados también se enfrentan a la necesidad de ser más productivos y comprender las demandas cambiantes del entorno laboral.

De igual forma, la gran diversidad de las estructuras familiares ha llevado a que las personas experimenten mayores niveles de tensión asociados a nuevas formas de atender sus funciones laborales que pueden afectar su cotidianidad personal, familiar y laboral, los cuales derivan en una mayor sensación de agotamiento emocional y a una reducción de los niveles de desempeño laboral. Ante ello, muchos estudios están centrando su atención en el desarrollo de estrategias individuales a la hora de regular la interferencia entre estos factores.

El objetivo de este estudio fue comprobar el posible efecto modulador de un recurso personal como la resiliencia, en la influencia de balance trabajo familia sobre el agotamiento emocional y la percepción de desempeño de los empleados en una Administración Pública. Los datos fueron recogidos de 315 empleados de una universidad pública española. El muestreo fue por conveniencia. Los resultados confirman el efecto de modulación total que transforma en significativa y negativa la influencia del balance trabajo-familia sobre el agotamiento emocional (efecto directo: .599; efecto modulado -.182) y sobre el desempeño intra-rol (efecto mediación modulada -.034). Los resultados del método Johnson-Newman revelan que a partir del valor 4.25 en el puntaje de resiliencia en una escala entre 1 y 5, el signo de la relación cambia de forma significativa. Los resultados respaldan la importancia de la resiliencia como recurso personal protector frente a las exigencias de la vida personal y profesional. Este recurso personal produce una reducción del nivel de agotamiento emocional. Esto implica la relevancia de los programas de desarrollo de los recursos personales en los empleados para atenuar los efectos negativos de las demandas

laborales en ellos. Se concluye con una discusión de las implicaciones prácticas del estudio, junto con las limitaciones y sugerencias para futuras investigaciones.

Palabras clave: resiliencia, balance trabajo familia, agotamiento emocional, desempeño, riesgos psicosociales, recursos personales, demandas laborales

Introduction

The changes that had been developing in the work environment in recent years were generating a significant increase in both personal and work demands for people (Kubicek & Tement, 2016). This situation has worsened in organizations since mid-2019 with the effects caused by the global pandemic started by COVID-19 (Wen et al., 2020). The fact of having to pass from an attending work to working from home, the lack of laboral stability or the loss of acquisitive power has caused an increase in demands, and un the effects that can evolve from them (Mañas-Rodríguez et al., 2020). These demands highlight the difficulty of reconciling and maintaining work-family balance, especially with the increase of telework (Kubicek & Tement, 2016; Major & Germano, 2006).

When changes are generated in an unforeseen way and require a greater dedication of time, limits between work and family start blurring (Furtado et al., 2016). The abrupt implementation of telework derivated from the pandemic associated with COVID-19; and the forced implantation of new technologies have eased the dimming between the limits of work and family (Belzunegui-Eraso & Erro-Garcés, 2020; Harris et al., 2011). Other of the aspects that are most affected by this imbalance between family and laboral life is employee performance. When the worker perceives the lack of balance between work and personal elements it causes a decline in the execution of their workplace objectives. One of the causes of this downgrade in the execution of the job functions is the increase in the employee emotional exhaustion levels. Emotional exhaustion has

been considered one of the fundamental negative consequences of the increase of organizational demands, and it affects, among other factors, the effort levels of the worker to fulfill their objectives (Liu et al., 2019).

A key factor when it comes to preventing and avoiding the degradation of employee performance is its personal resources. Personal capabilities are the elements that a person naturally has, that allow them to face the laboral context demands (Bakker & Demerouti, 2014). Resilience as a personal resource allows the worker to face properly both the organization and family demands. This enables the reduction of the impact of the work-family imbalance over their emotional exhaustion, making resilience a key resource in the model proposed for this manuscript (Cope et al., 2016; Ten Brummelhuis & Bakker, 2012).

For these stated reasons, the objective of the present study is to analyze a model centered on the capability of resilience, as a resource of the employees, when dealing with the possible consequences of the absence of work-family balance on their emotional exhaustion and performance. In other words, this study seeks to know if the ability to respond to adverse situations derived from resilience helps employees to cope with the stresses of a context of low work-family balance, especially in terms of their level of emotional exhaustion and their performance.

Theoretical framework

Effectively balancing the dedication to laboral and family roles is a key element that organizations must guarantee their collaborators (Rahim, 2011). However, most of the time the demands derived from both contexts can suppose an increase of the tension of that balance. Investigations developed by Haar and Bardoel (2008) and Wang et al. (2004), distinguish that some factors that affect work-family balance are related to the way of distributing work in organizations or the need of families to increase their

income, among other factors. Both positive and negative factors are included in the relationship between work and family elements (Ten Brummelhuis & Bakker, 2012). In a study carried out by Liu et al. (2019) it is concluded that the work-family balance derives from the perception that occurs simultaneously in two senses: through a low conflict in the work-family balance and a high job enrichment -family. Thus, the enrichment of the demands of one domain constitutes rewards and improves the functioning of the other domain, and vice versa (Aw et al., 2020).

The effort to maintain the balance between the work and family role shows on many occasions the lack of skills and resources, both personal and organizational (Gragnano et al., 2020). This effort to maintain the work-family balance has the implication of a cost for the employee, resulting in an increase in their emotional exhaustion (Rabenu et al., 2017). Emotional exhaustion occurs when employees perceive high levels of pressure and a high emotional charge, often caused by the nature of the task they perform and the lack of resources for the development of their work (Babayar, 2017).

Wright and Cropanzano (1998) point out that emotional exhaustion is a chronic physical and emotional state resulting from overwork over a long period of time (Schaufeli & Greenglass, 2001). Emotional exhaustion manifests itself in employees as a general loss of feeling of concern, trust and general interest (Maslach, 1982).

The influence between work-family balance and emotional exhaustion presume that they are interrelated variables and can have significant effects on the results of organizations (Karatepe & Tenkiskus, 2006). In this line, the research by Sirgy and Lee (2018) argues that improving the balance between work and personal life increases work performance and reduces emotional exhaustion. On the other hand, the lack of balance between work and personal life will have a significant influence that increases emotional exhaustion, which is reflected in a reduction in organizational performance

levels (Espinel Gadalupe et al., 2021; Yavas et al., 2008). This is corroborated with the approach of Cropanzano et al. (2003) who points out that emotional exhaustion has a detrimental effect on the employee's job performance. Likewise, in a study carried out by Wang et al. (2019), they show that the lack of work-family balance is positively related to emotional exhaustion.

From the foregoing, it follows that the influence between these three variables is not linear, but seems to be a mediation. The study by Pandey (2019) shows the relationship between emotional exhaustion and performance, the author points out that work performance highlights its multidimensional nature, classifying it based on two aspects: a) resources: individual, work, organizational, social, b) demands: individual, work. The demands that lead to affective stressors such as burnout is a key factor that weakens resources and reduces job performance (Prada-Ospina, 2019). In this way, the lack of balance between work and family aspects increases affective exhaustion and will be an inhibitor of work performance.

A theoretical perspective that allows us to understand the relationship between the study variables is the model of labor demands and resources (JD-R) (Bakker & Demerouti, 2014). This model focuses its attention on two concepts: demands and labor resources (Bakker & de Vries, 2021). If work demands are attended to, these are elements that involve a physical or psychological effort when faced and that reduce the potential of employees to achieve their goals (Cavanaugh et al., 2000; Demerouti & Bakker, 2011). From the JD-R Theory, it is understood that the demands are the starting point of the process of the deterioration of the health of the employees, for which the lack of balance between the family work can be considered a demand due to its effects on the emotional state of workers (Cropanzano et al., 2003).

Within labor resources, Bakker and Demerouti (2014) point out personal resources as the factors available to the worker individually to face the existing demands in the context. One of the personal resources that has the greatest positive effect when facing work demands is resilience. This can be defined as the ability to adapt to adversity of an individual or an organization (Luthar et al., 2000). For Sutcliffe and Vogus (2003), resilience is a state that develops over time, therefore, it is not static, and it is used when people face unforeseen negative situations, which makes them more resistant. Luthar and Cicchetti (2000), consider that resilience is a multidimensional process in which people present a positive adaptation after exposure to some type of adversity. Resilience is an important attribute of people in organizations because it allows them to face the lack of balance between work and family life (Kim & Windsor, 2015; Ten Brummelhuis, & Bakker, 2012).

A personal resource such as resilience can serve as a moderator between the demands of work-family imbalance and emotional exhaustion. When an employee develops positive coping strategies, stressors become opportunities for personal development (Greenhaus & Powell, 2006; Vicente De Vera & Gabari, 2019). Coping ability is one of the key elements in resilience. In this sense, authors such as Félix et al. (2018) found that the use of constructive coping strategies focused on the problem (seeking social support, positive reinterpretation and acceptance) prevent emotional exhaustion and allow a better balance between the work and family.

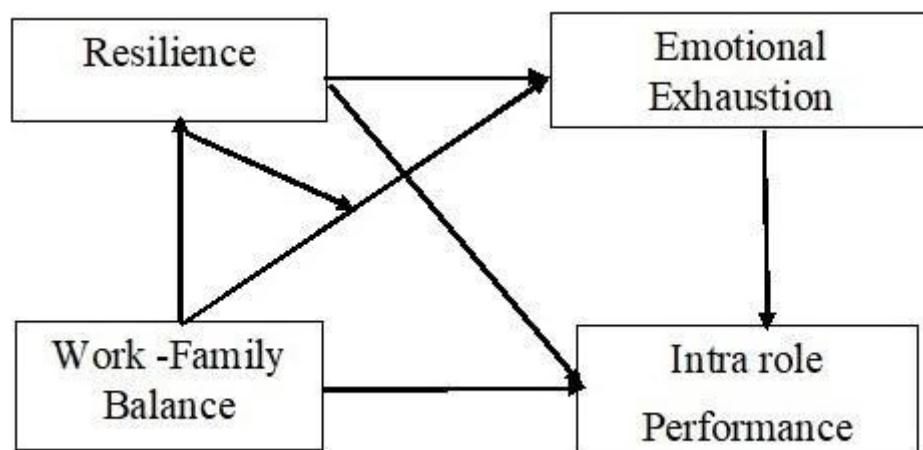
But the positive effect of resilience does not stop at improving employee health by reducing emotional exhaustion, a study by Wong et al. (2018) with young nurses showed that resilience also influences performance. The challenges these professionals face can affect their mental health, as well as their perseverance, which is reflected in a high number of resignations and high staff turnover. Furthermore, the study showed that

young nurses who coped with adversity in the workplace through resilience show constructive behavior to transform frustration from a negative situation into a positive one.

For all these reasons, resilience seems to be a capital element that allows facing the labor demands derived from the absence of the family work balance, in a synergistic and complementary way, that is, they go in a double sense (Greenhaus & Powell, 2006). Considering previous research, a simple relationship between these variables has been proposed, where their study has been carried out independently by combining them into dyads. The variables that have been studied in this research have not been evidenced in a single study. The JD-R model provides a general framework that allows taking the interactions raised between these variables and giving them a vision of unity. In this order of ideas, the analysis model shown in Figure 1 and the hypotheses described below are planned.

Figure 1.

Work-family balance, resilience, emotional exhaustion and performance



The hypothesis proposed for this study are:

Hypothesis 1. Work-family balance correlates positively with performance.

Hypothesis 2. Emotional exhaustion correlates negatively with performance.

Hypothesis 3. Work-family balance relates negatively with emotional exhaustion.

Hypothesis 4. Resilience refers to an intermediary effect with work-family balance.

Method

Design

This research has a cross-sectional, descriptive and correlation design.

Participants

Convenience sampling was used in the study.

Initially, the study participants were 315 people, however, the univariate and multivariate normality evaluations and the Mahalanobis distances resulted in the withdrawal of 60 cases. The sociodemographic characteristics of the 255 participants are presented in Table 1. As an inclusion criterion, it was considered that they were of legal age, active university officials and that they voluntarily agreed to participate in the research. Participants who did not meet the characteristics or who decided not to collaborate in the research voluntarily were excluded.

Table 1.

Sociodemographic characteristics of the study sample

Factor		Total sample	
		n	%
Gender	Male	136	53
	Female	119	47
Age	Under 36 years old	4	2
	Between 36 and 45 years old	36	14
	Between 46 and 55 years old	163	64
	Over 55 years old	52	20
Academic level	Elementary and Middle School	30	12
	High school	65	25
	Bachelor's degree	135	53
	Graduate and PhD	29	11
Employment status	Public officials	236	93
	Ordinary employees	19	7
Job positions	Managers	2	1
	Pre-managers	43	17

	Operating	210	82
Working hours	Morning	229	90
	Afternoon	26	10

Measures

Work- Family Balance (BWF)

This variable was evaluated using the questionnaire by Carlson et al. (2009) on the balance between work and family, which refers to the extent to which a person is meeting negotiated expectations related to both work and family functions. This questionnaire consists of six items (e.g., "I do a good job fulfilling the role expectations of critical people in my work and family life". The items are on a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). Cronbach's alpha: .97.

Resilience (RS)

Resilience has been measured with the Spanish version of the PCQ-12 translated by León-Pérez et al. (2017) from the reduced version of 12 items by Luthans et al. (2007). This consists of three elements (e.g., "I can handle difficult moments at work well because I already have experience in overcoming difficulties"). For the items, the responses presented a 6-point Likert-type format, with a range from 1 (totally disagree) to 6 (totally agree). Cronbach's alpha .87.

Emotional exhaustion (AE)

This dimension was measured using the adapted version of the Maslach Burnout Inventory (Maslach & Jackson, 1986), translated and validated by Gil-Monte and Peiró (1999), which consists of three items (e.g., "I feel like my work is wearing me out") is answered on a Likert scale with seven responses ranging from 0 (never) to 6 (every day). Cronbach's alpha: .96.

Performance

Was measured using the Goodman and Svyantek (1999) questionnaire. The performance dimension consists of three items (e.g., "We fulfill all the functions and tasks required by the position"). A 7-point Likert-type response scale was used for all of them, which varies from 1 (totally disagree) to 7 (totally agree). Cronbach's alpha: .87.

Procedure

The data were obtained from the non-teaching staff of a Spanish public educational organization. The research team contacted and explained the purpose of the project to the administration of the educational public administration. Once they agreed to collaborate, the workers in each service area were informed by management about the relevance of the study, achieve participation and guarantee confidentiality and anonymity. Participants completed the online questionnaires during their workday. In case they had any questions, some members of the research team were available to answer them. The authors' University Ethics Committee approved the study (UALBIO2018/027).

Data analysis

The analysis of results was carried out with the Statistics SPSS 25 and AMOS 25 programs. Initially, descriptive statistics were obtained for each of the items in each of the variables of interest and later univariate normality analyzes were performed with the Kolmogorov- Smirnov test, the bias and kurtosis coefficients and the experimental values (c.r. or critical ratio) and subsequently multivariate normality using the Mardia coefficient. The initial results with the 315 cases allowed the elimination of 50 atypical cases according to the identification made using the Mahalanobis distances.

Results

Subsequently, when evaluating the remaining 255, the normality results with the Kolmogorov-Smirnov test yielded significant results in each of the items, thus rejecting

the normality hypothesis in all cases. Subsequent analyzes with the c.f. both in asymmetry and kurtosis yielded significant values above a significance level of 5 %, that is, absolute values greater than 1.96. With respect to multivariate normality, the value of 66.360 and the c.r. of 23.492 show multivariate behavior different from normal. Based on the findings, it was decided to use the generalized least squares (GLS) method to perform the structural model analyzes.

Once the evaluation of normality of the variables had been carried out, the descriptive statistics were obtained and subsequently the causal model was established to proceed with the analysis (see below).

Table 2.

Descriptive statistics for each item of the variables intra-role performance, work-family balance, resilience, and emotional exhaustion

Variable	Item	Average	Standard deviation	Asymmetry	Kurtosis	c.v %
DES	Desemtra2	4.91	1.1	-.8	1	21
	Desemtra5	5.1	1.1	-.77	-.3	2
	Desemtra3	4.85	1.3	-.8	.89	21
BWF	BWF1	4.28	.75	-.9	.97	17
	BWF2	4.34	.72	-1	1.33	17
	BWF3	4.3	.72	-.91	1.16	17
	BWF4	4.29	.73	-.87	.93	17
	BWF5	4.23	.74	-.75	.71	17
	BWF6	4.26	.78	-.8	.24	18
RS	CPsych8	4.96	.92	-.33	-.84	18
	CPsych9	4.35	.96	.17	-.7	22
	CPsych1	4.72	.92	-.13	-.73	19
AE	Bur4	3.3	1.22	-.25	-.97	4
	Bur5	2.64	1.29	.9	-1.24	49
	Bur6	2.9	1.11	.66	-.6	53

Note:

DES: Intra-role Performance; BWF: Family Work Balance; RS: Resilience; AE:

Emotional Exhaustion.

The coefficient of variation (cv) in each of the cases shows that the responses to the items are homogeneous since they are less than 80 %; the average scores of the variables BWF, RS and DES show the tendency to values above the theoretical mean of each case (2.5, 3.0 and 3.5, respectively), while the variable AE shows scores below the theoretical mean (1.5), which coincides in the evaluation of the variables. An additional analysis allowed to establish the reliability of the data using Cronbach's alpha, which allowed to establish the internal consistency of the data. It was observed that the values fluctuate between .87 and .97.

Table 3.

Data reliability using Cronbach's alpha

Variable	N. of items	Cronbach's alpha
Family-Work Balance	6	.97
Resilience	3	.87
Desempeño Intra-role	3	.96
Emotional Exhaustion	3	.87

The data were analyzed using the structural equation model (SEM) and the estimation was made by GLS. The goodness of fit statistics and the decision criteria are shown in Table 4.

Table 4.

Goodness of fit statistics of the model

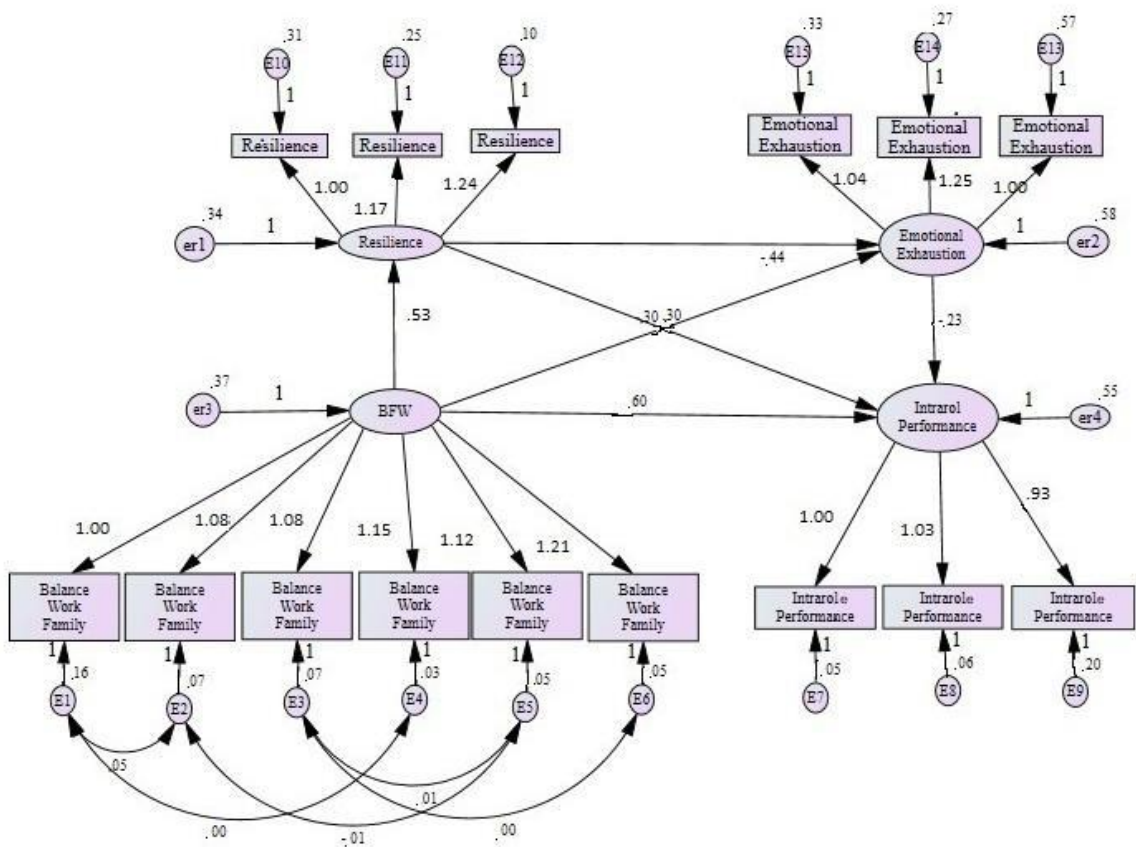
Index	Initials	Obtained value	Decision criteria
Absolute Fit			
Chi Squared	χ^2	87.14; $p = .249$	Significance $p > .05$
Chi square ratio / degrees of freedom	χ^2/gl	1.103	< 3
Comparative Fit			
Comparative goodness-of-fit index	CFI	.981	$\geq .95$
Tuker Lewis index	TLI	.975	$\geq .95$
Normalized fit index	NFI	.839	$\geq .95$
Parsimonious Adjustment			
Corrected by parsimony	PNFI	.629	Close to 1
Others			

Goodnes-of-fit index	GFI	.954	≥ .95
Corrected goodness-of-fit index	AGFI	.931	≥ .95
Root of the mean square residual	RMR	.048	Close to (zero)
Root of the mean square residual approximation	RMSEA	.020	< .08

The model obtained corresponds to the best fit according to the behavior of the data, the results show a good fit according to what was proposed by Escobedo et al. (2015), since the value of chi square / gl is lower than 3. The NPFI parsimony fit is medium fit and the GFI values show adequate model fits as well as TLI, RMR and RMSEA. The values of $p = .249$ and $RMSEA \leq .05$ show relationships between the constructs.

Figure 2.

Values of the general model



Note:

Chi square = 87.14, gl = 79, $p = .249$, RMSEA = .020

In relation to the first hypothesis, it is observed that the BFW have a magnitude of the effect of .60 on the intra-role performance ($p > .01$); against the second hypothesis, it was found that the magnitude of the effect of emotional exhaustion on intra-role performance was -.23 ($p < .002$). Regarding the third hypothesis, BFW has a magnitude of the effect on exhaustion was -.30 ($p < .006$) and compared to the fourth hypothesis, the mediator effect of resilience with BWF was .16 with intra-role performance; the effect of BFW on resilience is .53 ($p < .001$). The indirect effect between BFW and performance intra-role is .879 when BFW tends to 1.

Discussion

The objective of this research was to evaluate the capacity of resilience as a resource of workers to face the possible consequences of the work-family balance on emotional exhaustion. The results support the hypotheses. Regarding the first hypothesis about the positive relationship between the work-family balance and performance, the c.r. of 6.992 allows us to establish the work-family balance is an adequate predictor of resilience. Against the second hypothesis, from c.r. absolute of 3.077, it can be affirmed that emotional exhaustion is a predictor of intra-role performance and, as established in the results, when emotional exhaustion tends to 1, intra-role performance drops to .227. Faced with the third hypothesis, c.r. absolute of 2.754, shows a negative relationship between the work-family balance and emotional exhaustion. Evidence is also obtained in favor of the fourth hypothesis on resilience as a moderator of this relationship. The work-family balance presents positive direct effects with resilience (.533) and intra-role performance (.599) and negative with emotional exhaustion (-.297); Resilience has a positive direct effect on intra-role performance (.298), and a direct inverse effect with Emotional exhaustion (-.438).

The results support investigations such as those developed by Gragnano et al. (2020), Pandey (2019) or Yavas et al. (2008), who have shown the influence of work-family balance on emotional exhaustion and performance. For their part, Kim and Windsor (2015) postulated that it is important for the organization to have resilient workers in such a way that they can reconcile work and family. As both are key factors for the future of organizations, Karatepe and Tenkiskus (2006) consider that both emotional exhaustion and family balance conflict affect people's performance.

It can be established, on the one hand, the importance of organizations taking into account the balance between work and personal life of employees. The appearance of unexpected contextual situations such as the COVID-19 pandemic (Wen et al., 2020), adds to the constant evolution of the labor scenario caused by the volatility of economic environments, new technologies, the increase in competition, or the emergence of new forms of work and hiring (Kubicek & Tement, 2016; Major & Germano, 2006; Mañas-Rodríguez et al., 2020), which are elements that will influence the evaluation of the work-family balance of employees, and they have consequences both emotionally and performance. In this sense, it will be key for organizations to develop policies that facilitate the balance between professional and family roles, such as flexible hours, policies of conciliation or mandatory disconnection and rest from work.

A second implication of this work highlights the importance of developing personal resources such as resilience in employees. Sutcliffe and Vogus (2003) have shown that people's level of resilience is variable and can be modified. If organizations develop action plans that enhance the personal resources of their employees, they will be facilitating the resolution of conflicts associated with the demands of work and family life (Mañas-Rodríguez et al., 2018), which will reduce their levels of exhaustion

emotional and will make it easier for them to focus and pay more attention to their performance responsibilities in the organization.

Limitations of the study

First, there are limitations regarding the method used in this study, since the information has been collected through online questionnaires (self-reports), the responses could be affected by the variance of the common method (Wong et al., 2018; Wright & Cromptano, 1998). The second limitation comes from the sample, since it is specific and limited to public sector employees in Spain, so the results cannot be generalized to any other type of organization. The third limitation comes from the fact that the research design is cross-sectional in nature, which provides less information than other types of studies.

Future investigations

Considering the limitations found in this study, for future research it would be advisable to adopt a measurement method with more than the variables considered as intersubjective responses at the team level. In addition, a key element that would improve the validity of the data would be the use of complementary instruments such as direct observation, interviews with employees and managers, or the collection of objective data to determine productivity and performance. Second, it would be very interesting to compare samples between public and private sector organizations (Yavas et al., 2008) or expand the number of organizations from different public sector organizations (state, regional and local) or carry out cross-cultural studies. And, thirdly, it would be useful to carry out multilevel and longitudinal studies that allow us to analyze the effects of group membership, as well as the evolution of the variables studied to improve the attitudes, behaviors and group performance of work teams or

examine how they are doing. Variables affect performance and productivity and indirectly organizational behaviors such as cordiality or civic attitudes.

Conclusions

This study confirms the importance of the balance between work context and family context in organizational results, in addition to showing the protective effect of workers' personal resources when they are in situations with high demands. Thus, when public workers experience situations of imbalance between their work and their family, they will see their intra-role contribution reduced. This negative influence occurs in a double way. On the one hand directly on performance, and on the other hand through increased emotional exhaustion. In this context, the level of resilience of the employees will be key, since it will be key to reducing these negative influences, despite the fact that working conditions remain the same. For this reason, this work highlights the importance of strategies for reconciling work and personal life in organizations and shows the interest in increasing the resilience capacity of employees as strategies to increase performance.

References

- Aw, S. S., Ilies, R., Li, X., Bakker, A. B., & Liu, X. Y. (2020). Work-related helping and family functioning: A work-home resources perspective. *Journal of Occupational and Organizational Psychology*.
<https://doi.org/10.1111/joop.12331>
- Babyar, J. C. (2017). They did not start the fire: reviewing and resolving the issue of physician stress and burnout. *Journal of Health Organization and Management*, 31(4), 410-417. <https://doi.org/10.1108/JHOM-11-2016-0212>
- Bakker, A. B. & Demerouti, E. (2014). Job demands-resources theory. In P. Y. Chen & C. L. Cooper (Eds.), *Wellbeing: A complete reference guide. Work and wellbeing*

(pp. 37–64). Wiley Blackwell.

<https://doi.org/10.1002/9781118539415.wbwell019>

Bakker, A., & De Vries, J. (2021). Job Demands–Resources theory and self-regulation: new explanations and remedies for job burnout. *Anxiety, Stress & Coping*, 34(1), 1-21. <https://doi.org/10.1080/10615806.2020.1797695>

Belzunegui-Eraso, A. & Erro-Garcés, A. (2020). Teleworking in the Context of the Covid-19 Crisis. *Sustainability*, 12(9), 3662. <https://doi.org/10.3390/su12093662>

Carlson, D. S., Grzywacz, J. G., & Zivnuska, S. (2009). Is work-family balance more than conflict and enrichment? *Human Relations*, 62(10), 1459-1486. <https://doi.org/10.1177/0018726709336500>

Cavanaugh, M. A., Boswell, W. R., Roehling, M. V., & Boudreau, J. W. (2000) An empirical examination of self-reported work stress among U.S. managers. *Journal of Applied Psychology*, 85(1), 65-74. <https://doi.org/10.1037/0021-9010.85.1.65>. PMID: 10740957

Cope, V., Jones, B., & Hendricks, J. (2016). Why nurses chose to remain in the workforce: Portraits of resilience. *Collegian*, 23(1), 87-95. <https://doi.org/10.1016/j.colegn.2014.12.001>

Cropanzano, R., Rupp, D. E., & Byrne, Z. S. (2003). The relationship of emotional exhaustion to work attitudes, job performance, and organizational citizenship behaviors. *Journal of Applied Psychology*, 88(1), 160-169. <https://doi.org/10.1037/0021-9010.88.1.160>

Demerouti, E. & Bakker, A. (2011). The Job Demands–Resources model: Challenges for future research. *SA Journal of Industrial Psychology*, 37(2). <https://doi.org/10.4102/sajip.v37i2.974>

Escobedo, P. M., Hernández, G. J. A., Estevané, O. V., & Martínez, M. G. (2015).

Modelos de Ecuaciones Estructurales: Características, Fases, Construcción, Aplicación y Resultados. *Ciencia & Trabajo*, (55), 16-22.

<http://doi.org/10.4067/S0718-24492016000100004>

Espinel Gadalupe, J., Ruperti Lucero, E., Aguilar Pita, D., & Miranda Vera, W. (2021).

El compromiso como rasgo de personalidad y su relación con el burnout en docentes ecuatorianos. *Interdisciplinaria*, 38(2), 135-148.

<https://doi.org/10.16888/interd.2021.38.2.9>

Félix, R. O., García, C., & Mercado, S. M. (2018). El estrés en el entorno laboral.

Revisión genérica desde la teoría. *Revista Cultura Científica y Tecnológica*, 64(1), 31-42.

Furtado, L., Sobral, F., & Peci, A. (2016). Linking demands to work-family conflict

through boundary strength. *Journal of Managerial Psychology*, 31(8),

1327-1342. <https://doi.org/10.1108/JMP-11-2015-0408>

Gil-Monte, P. R. & Peiró, J. M. (1999). Validez factorial del Maslach Burnout Inventory

en una muestra multiocupacional. *Psicothema*, 11(3), 679-689.

Goodman, S. A. & Svyantek, D. J. (1999). Person–organization fit and contextual

performance: Do shared values matter. *Journal of Vocational Behavior*, 55(2),

254-275. <https://doi.org/10.1006/jvbe.1998.1682>

Gragnano, A., Simbula, S., & Miglioretti, M. (2020). Work-Life Balance: Weighing the

Importance of Work-Family and Work-Health Balance. *International Journal of Environmental Research and Public Health*, 17(3), 907.

<https://doi.org/10.3390/ijerph17030907>

Greenhaus, J. H. & Powell, G. N. (2006). When work and family are allies: A theory of work-family enrichment. *Academy of Management Review*, 31(1), 72-92.

<https://doi.org/10.2307/20159186>

Haar, J. & Bardoel, A. (2008). Positive spillover from the work—family interface: A study of Australian employees. *Asia Pacific Journal of Human Resources*, 46(3), 275–287. <https://doi.org/10.1177/1038411108095759>

Harris, K. J., Marett, K., & Harris, R. B. (2011). Technology-related pressure and work-family conflict: main effects and an examination of moderating variables. *Journal of Applied Social Psychology*, 41(9), 2077-2103.

<https://doi.org/10.1111/j.1559-1816.2011.00805.x>

Karatepe. O. & Tekinkus M. (2006). The effects of work-family conflict, emotional exhaustion, and intrinsic motivation on job outcomes of front-line employees. *International Journal of Bank Marketing*, 24(3), 173-193.

<https://doi.org/10.1108/0265232061065902>

Kim, M. & Windsor, C. (2015). Resilience and Work-life Balance in First-line Nurse Manager. *Asian Nursing Research*, 9(1), 21-27.

<https://doi.org/10.1016/j.anr.2014.09.003>

Kubicek, B. & Tement, S. (2016). Work intensification and the work-home interface. *Journal of Personnel Psychology*, 5(2), 76-89.

<https://doi.org/10.1027/1866-5888/a000158>

León-Pérez, J. M., Antino, M., & León-Rubio, J. M. (2017). Adaptation of the short version of the Psychological Capital Questionnaire (PCQ-12) into Spanish. *Revista de Psicología Social*, 32(1), 196-213.

<https://doi.org/10.1080/02134748.2016.1248024>

- Liu, P., Wang, X. T., Li, A., & Zhou, L. (2019). Predicting Work–Family Balance: A New Perspective on Person–Environment Fit. *Frontiers in Psychology, 10*, 1804. <https://doi.org/10.3389/fpsyg.2019.01804>
- Luthans, F., Avolio, B., Avey, J. B., & Norman, S. M. (2007). Positive psychological capital: Measurement and relationship with performance and satisfaction. *Personnel Psychology, 60*(3), 541-572. <https://doi.org/10.1111/j.1744-6570.2007.00083.x>
- Luthar, S. S., Cicchetti, D., & Becker, B. (2000). The construct of resilience: a critical evaluation and guidelines for future work. *Child Development, 71*(3), 543-562. <https://doi.org/10.1111/1467-8624.00164>
- Luthar, S. S. & Cicchetti, D. (2000). The construct of resilience: Implications for interventions and social policies. *Development and Psychopathology, 12*(4), 857-885. <https://doi.org/10.1017/S0954579400004156>
- Major, D. A. & Germano, L. M. (2006). The changing nature of work and its impact on the work-home interface. In F. Jones, R. J. Burke, & M. Westman (Eds.), *Work-life balance: A psychological perspective* (pp. 13-38). Psychology Press.
- Mañas-Rodríguez, M. A., Díaz-Fúnez, P. A., Pecino, V., López-Liria, R., Padilla, D., & Aguilar-Parra, J. M. (2018). Consequences of team job demands: Role ambiguity climate, affective engagement, and extra-role performance. *Frontiers in Psychology, 8*, 2292. <https://doi.org/10.3389/fpsyg.2017.02292>
- Mañas-Rodríguez, M. A., Estreder, Y., Martínez-Tur, V., Díaz-Fúnez, P. A. & Pecino-Medina, V. (2020). A positive spiral of self-efficacy among public employees. *Personnel Review, 49*(8), 1607-1617. <https://doi.org/10.1108/PR-09-2018-0364>

- Maslach, C. (1982). Understanding burnout: Definitional issues in analyzing a complex phenomenon. In W. S. Paine (Ed.), *Job Stress and burnout: Research, theory, and intervention perspectives*. Sage Focus Editions.
- Maslach, C. & Jackson, S. E. (1986). *MBI: Maslach Burnout Inventory*. University of California.
- Pandey, J. (2019). Factors affecting job performance: an integrative review of literature. *Management Research Review*, 42(2), 263-289.
<https://doi.org/10.1108/MRR-02-2018-0051>
- Prada-Ospina, R. (2019). Social psychological factors and their relation to work-related stress as generating effect of burnout. *Interdisciplinaria*, 36(2), 39-53.
<https://doi.org/10.16888/interd.2019.36.2.3>
- Rabenu, E., Tziner, A., & Gil, S. (2017). The relationship between work-family conflict, stress, and work attitudes. *International Journal of Manpower*, 38(8), 1143-1156.
<https://doi.org/10.1108/IJM-01-2014-0014>
- Rahim, M. A. (2011). *Managing conflict in organizations* (4th ed). London: Quorum Books.
- Schaufeli, W. B. & Greenglass, E. R. (2001) Introduction to special issue on burnout and health. *Psychology and Health*, 16(5), 501-510.
<https://doi.org/10.1080/08870440108405523>
- Sirgy, M. J. & Lee, D. J. (2018). Work-life balance: An integrative review. *Applied Research in Quality of Life*, 13, 229–254.
- Sutcliffe, K. M. & Vogus, T. J. (2003). *Organizing for Resilience*. In K. Cameron, J.E. Dutton, & R. E. Quinn (Eds.), *Positive Organizational Scholarship*. San Francisco: Berrett-Koehler.

- Ten Brummelhuis, L. & Bakker, A. (2012). A Resource Perspective on the Work-Home Interface. The Work-Home Resources Model. *American Psychological Association*, 67(7), 545-556. <https://doi.org/10.1037/a0027974>
- Vicente De Vera, I. & Gabari, I. (2019). La resiliencia como factor protector del estrés crónico en docentes. *European Journal of Investigation in Health, Psychology and Education*, 9(3), 159-175. <https://doi.org/10.30552/ejihpe.v9i3.332>
- Wang, P., Lawler, J. J., Walumbwa, F. O., & Shi, K. (2004). Work-family conflict and job withdrawal intentions: The moderating effect of cultural differences. *International Journal of Stress Management*, 11(4), 392-412. <https://doi.org/10.1037/1072-5245.11.4.392>
- Wang, I., Tsai, H., Lee, M., & Ko, R. (2019). The effect of work-family conflict on emotional exhaustion and job performance among service workers: the cross-level moderating effects of organizational reward and caring. *The International Journal of Human Resource Management*, 30(1), 1-22. <https://doi.org/10.1080/09585192.2019.1651373>
- Wen, J., Kozak, M., Yang, S., & Liu, F. (2020). COVID-19: potential effects on Chinese citizens' lifestyle and travel. *Tourism Review*, 76(1), 74-87. <https://doi.org/10.1108/TR-03-2020-0110>
- Wong, S. W. J., Che, W. S. W., Cheng, M. T. C., Cheung, C. K., Cheung, T. Y. J., Lee, K. Y., & Yip, S. L. (2018). Challenges of fresh nursing graduates during their transition period. *Journal of Nursing Education and Practice*, 8(6), 30-49. <https://doi.org/10.5430/jnep.v8n6p30>
- Wright, T. A., & Cropanzano, R. (1998). Emotional exhaustion as a predictor of job performance and voluntary turnover. *Journal of Applied Psychology*, 83(3), 486-493. <https://doi.org/10.1037/0021-9010.83.3.486>

Yavas, U., Babakus, E., & Karatepe, O. (2008). Attitudinal and behavioral consequences of work-family conflict and family-work conflict Does gender matter? *International Journal of Service Industry Management*, 19(1), 7-31.
<https://doi.org/10.1108/09564230810855699>

Received: December 27, 2021

Accepted: May 25, 2022