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Digital Presenteeism and Employee Resilience in Oil and Gas Companies in Nigeria

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Abstract: This study examined the relationship between digital presenteeism and employee resilience in oil and gas companies in Nigeria, with employee resilience proxied by adaptability and self-efficacy. The study adopted the cross-sectional survey design. Primary data were generated through a structured questionnaire administered to employees of selected oil and gas companies in Nigeria. The population of the study was 10,714; sample of 386 determined using Taro Yamane 1970 formula however, only data for 327 were completed and usable for data analysis. The reliability of the instrument was achieved by the use of the Cronbach Alpha coefficient with all the items scoring above 0.70. The hypotheses were tested using the Spearman's Rank Order Correlation Coefficient at a 0.05 significance level. Findings revealed a statistically significant and very strong negative relationship between digital presenteeism and both adaptability ($\rho = -0.864$, $p < 0.001$) and self-efficacy ($\rho = -0.857$, $p < 0.001$) among respondents. The study concludes that digital presenteeism is strongly associated with lower employee resilience, and recommends that oil and gas companies establish clear boundaries around digital availability outside working hours to protect employees' capacity to adapt and their confidence in managing work demands.

Keywords: *Digital Presenteeism, Employee Resilience, Adaptability, Self-Efficacy, Workplace Telepressure.*

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Introduction

Digital communication technologies, including email, instant messaging, and collaboration platforms, have fundamentally altered the boundaries between work and non-work time. Where earlier generations of employees left work behind at the close of business, contemporary employees remain reachable through smartphones and other always-on devices well beyond the formal working day. This has given rise to a phenomenon increasingly referred to as digital presenteeism: the expectation, whether externally imposed or self-generated, that employees remain available and responsive to work-related digital communications even during non-working hours, at weekends, or when unwell, often driven by a desire to demonstrate commitment or by fear of being perceived as replaceable. Digital presenteeism extends the older, well-established concept of presenteeism, defined by Johns (2010) as attending work while ill and consequently functioning at reduced capacity, into a domain where physical attendance is no longer the operative behavior; what is now demanded is not bodily presence but constant digital responsiveness.

The organizational behavior literature has approached the empirical study of this phenomenon primarily through the validated construct of workplace telepressure, defined by Barber and Santuzzi (2015) as the combination of a strong urge to be responsive to work-related messages through information and communication technologies with a preoccupation with response speed. Their foundational validation work established that telepressure is not a unidimensional experience but comprises two closely related yet empirically distinguishable facets, preoccupation with messages and the urge to respond to them, each capturing a different aspect of the compulsion toward constant availability. Barber and Santuzzi's original validation study found workplace telepressure to be a distinct construct from general workload or job demands, predicting recovery-related outcomes, including burnout and sleep quality, even after workload was accounted for. This paper adopts workplace telepressure, examined through both of its constituent dimensions, as the empirical operationalization of digital presenteeism, on the grounds that both constructs describe the same underlying phenomenon: the erosion of the boundary between work and recovery time through a self-perpetuating orientation toward digital responsiveness.

This paper is concerned specifically with the relationship between digital presenteeism and employee resilience. Employee resilience, defined broadly as an employee's capacity to adapt positively and maintain functioning in the face of adversity, has attracted growing research and practitioner interest as organizations confront increasingly frequent disruption, yet Britt, Shen, Sinclair, Grossman, and Klieger (2016), in a widely cited critical review, caution that the construct risks becoming what they term a 'quicksand' term, invoked inconsistently across studies without a settled account of its antecedents or a stable measurement structure. Responding to this concern, the present paper draws on a validated, replicated resilience factor structure rather than treating resilience as an undifferentiated global trait: Green, Hayward, Williams, Dennis, Bryan, Taber, and colleagues (2014), re-examining the widely used Connor-Davidson Resilience Scale (Connor & Davidson, 2003) in a large sample, found that a two-factor structure, comprising adaptability and self-efficacy, fit the data better than the scale's originally proposed five-factor structure. This paper adopts that two-dimensional structure, proposing that

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digital presenteeism, operating through impaired psychological detachment, undermines both an employee's adaptability, their capacity to adjust behavior and cognition in response to changing demands, and their self-efficacy, their confidence in their own capacity to manage those demands. This paper contributes to the organizational behavior literature by extending the workplace telepressure literature, which has primarily examined outcomes such as burnout, sleep quality, and work-life balance satisfaction, to employee resilience specifically, a construct of direct relevance to organizations seeking to build resilient systems rather than merely digitally connected ones. The objectives of this study are to:

- Examine the relationship between digital presenteeism and adaptability in oil and gas companies in Nigeria
- Examine the relationship between digital presenteeism and self-efficacy in oil and gas companies in Nigeria

Research Conceptual Model

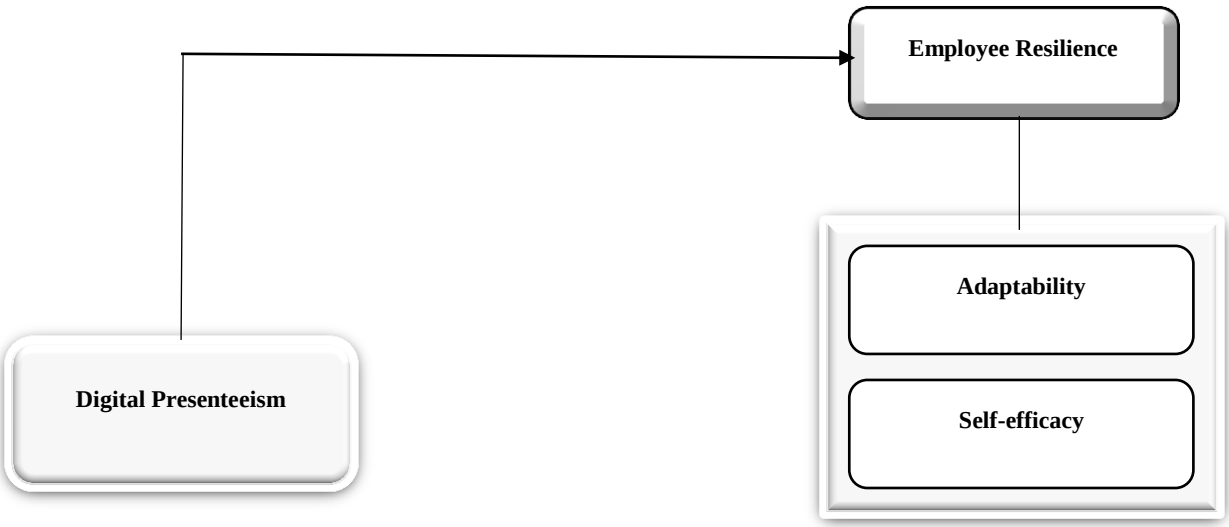


Figure 1: Conceptual model for digital presenteeism and employee resilience

Literature Review

Theoretical Foundation

Conservation of Resources Theory

Conservation of Resources (COR) theory, developed by Hobfoll (1989), proposes that individuals are motivated to obtain, retain, and protect resources that they value, including time, energy, and psychological wellbeing, and that psychological stress arises when these resources are threatened, actually lost, or fail to be replenished following their expenditure. COR theory further holds that resource loss tends to be more psychologically impactful than resource gain, and that individuals who lack sufficient resources are more vulnerable to further loss, a pattern Hobfoll termed a loss spiral. Applied to the workplace, COR theory has been widely used to explain how job demands that require sustained psychological or physical effort, without corresponding opportunities for recovery, deplete the resources employees need to function adaptively.

COR theory provides the first theoretical foundation for this paper's central argument. Digital presenteeism, by sustaining the psychological demand of responsiveness into time that would otherwise allow resource replenishment, is theorized here as a mechanism of resource depletion. Employees experiencing high digital presenteeism are, in COR terms, prevented from adequately recovering the psychological resources expended during the working day, leaving them progressively less equipped to adapt to subsequent demands or disruptions, the defining feature of low resilience. The theory further predicts that this depletion should operate through impaired recovery processes specifically, which motivates this paper's proposal of psychological detachment as the theorized mechanism (not tested in this study) linking digital presenteeism to resilience.

Boundary Theory

Boundary theory, developed by Ashforth et al. (2000), offers a complementary account of why digital presenteeism is psychologically consequential. Boundary theory holds that individuals construct and maintain psychological, temporal, and physical boundaries around their various life roles, including work and home, and that these boundaries vary along a continuum from high segmentation, where roles are kept sharply distinct, to high integration, where roles blend into one another. Ashforth et al. argue that while integration reduces the difficulty of transitioning between roles, it increases role blurring, making it harder for individuals to psychologically exit one role and fully enter another, a challenge they term boundary work.

Boundary theory adds a dimension to this paper's argument that Conservation of Resources theory alone does not fully capture: digital presenteeism is not merely a demand that depletes resources, but a specific boundary-integrating force that collapses the temporal and psychological separation between the work role and the personal role. Where COR theory explains why depletion without recovery is harmful, Boundary theory explains why digitally mediated presenteeism specifically undermines the boundary-crossing work that would otherwise allow an employee to exit the work role and enter a recovery-oriented personal role. Read together, the two theories predict that digital presenteeism should be associated with poorer psychological detachment, understood in Boundary theory terms as a failure of role exit, and that this impaired detachment should in turn erode the resource-dependent capacities that constitute employee resilience.

Digital Presenteeism

Digital presenteeism refers to the pressure employees feel to remain constantly available and responsive to work-related digital communications, including email and instant messaging, even outside standard working hours or when unwell, a pressure that has become more prevalent with the growth of remote and hybrid work arrangements. The construct is closely related to, and in this paper operationalized through, workplace telepressure, which Barber and Santuzzi (2015) define as a preoccupation with and urge to respond quickly to message-based work communications. In their scale development and validation work, Barber and Santuzzi identified two correlated but distinguishable dimensions underlying this construct. The first, preoccupation, captures the cognitive and emotional fixation on unanswered messages, including rumination about pending responses even when not actively working. The second, urge, captures the behavioral compulsion to check and respond to messages as quickly as possible, independent of the cognitive preoccupation that may or may not accompany it. Treating the two dimensions separately, rather than as a single composite score, would allow future research to examine whether the cognitive and behavioral facets of digital presenteeism relate differently to employee resilience, a distinction with practical implications, since interventions targeting behavioral response norms may not address the cognitive preoccupation dimension, and vice versa. Barber and Santuzzi's original validation study found workplace telepressure, assessed across both dimensions, to be a distinct construct from general workload or job demands, predicting recovery-related outcomes, including burnout and sleep quality, even after workload was accounted for. This distinguishes digital presenteeism from a simple proxy for how much work an employee has; it captures instead a psychological and behavioral orientation toward constant responsiveness that can persist independently of objective workload, and that, per Boundary theory, actively works against the role-exit processes recovery depends on.

Employee Resilience

Employee resilience is generally understood as an individual's capacity to maintain or recover psychological functioning in the face of adversity, setbacks, or sustained demands encountered in the course of their work. Britt et al. (2016), in their critical review of the construct, note that resilience has been defined in over a hundred distinct ways across the broader psychological literature, and argue that organizational research has often invoked resilience without adequate specification of its antecedents, its measurement, or the conditions under which it develops or erodes. Rather than treating resilience as a single, undifferentiated trait, this paper draws on the most widely used individual resilience measure, the Connor-Davidson Resilience Scale (Connor & Davidson, 2003), and specifically on Green et al.'s (2014) large-sample re-examination of its factor structure, which found that a two-factor model, comprising adaptability and self-efficacy, provided a better-fitting and more parsimonious account of the construct than the scale's originally proposed five-factor structure.

Adaptability: Adaptability, the first proxy of employee resilience adopted in this study, refers to an employee's capacity to adjust their behaviour, cognition, work strategies, and expectations in response to changing, uncertain, or adverse work circumstances. It is therefore an adjustment-oriented capacity, rather than simply a willingness to accept change. Recent research conceptualises work adaptability as the resources, habits, and skills that enable employees to adjust to changing work tasks and situations and use such adjustment to cope with workplace stressors (Zhou & Zheng, 2022). Adaptability is closely connected to resilience because resilient functioning often requires employees to modify established responses when circumstances change rather than merely persist with existing approaches (Näswall et al., 2019). Evidence from the employee resilience literature similarly treats the capacity to adjust to changing work conditions as a core component of resilient functioning at work (Kuntz et al., 2016; Näswall et al., 2019). In the context of digital presenteeism, adaptability is particularly relevant because continuous digital connectivity may require employees to repeatedly adjust priorities, work strategies, availability, and responses to competing demands. Thus, adaptability captures the extent to which employees can reconfigure their responses and continue functioning effectively when digitally mediated work demands change or intensify (Zhou & Zheng, 2022).

Self-efficacy: the second proxy of employee resilience, refers to employees' perceived capability to organise and execute the actions necessary to manage challenging situations and achieve desired outcomes. Unlike adaptability, which concerns the capacity to adjust one's response, self-efficacy concerns the confidence that one can successfully manage the demand. Recent research positions self-efficacy as an important psychological and motivational resource associated with employee resilience, indicating that employees' perceptions of their own capabilities can shape how they approach and persist through challenging circumstances (Prayag & Dassanayake, 2023). This is particularly relevant to digitally mediated work, where employees may need confidence in their ability to manage technological demands, multiple communication channels, interruptions, and changing work expectations. This is consistent with evidence that resilient functioning at work depends on the psychological resources employees are able to protect and deploy (Kuntz et al., 2016). Self-efficacy is therefore conceptualised here as the confidence-oriented dimension of employee resilience, reflecting employees' perceived ability to manage difficult work circumstances rather than resilience itself (Prayag & Dassanayake, 2023).

Empirical Review

Barber and Santuzzi (2015) conducted the foundational empirical study establishing workplace telepressure as a distinct, two-dimensional construct, surveying employed adults and finding that telepressure, encompassing both its preoccupation and urge dimensions, was associated with poorer work recovery experiences, increased emotional exhaustion, and poorer sleep quality, net of general job demands. Their study drew on the stress and recovery literature to argue that the defining features of telepressure directly interfere with the psychological detachment recovery from work requires. This paper extends their logic from the wellbeing outcomes they examined to employee resilience, examined through its adaptability and self-efficacy dimensions, an outcome with more direct organizational relevance to the theme of this conference.

Santuzzi and Barber (2018) extended the original telepressure research by explicitly testing psychological detachment as an intervening variable, finding that workplace telepressure was associated with lower psychological detachment,

which in turn predicted poorer worker wellbeing. Their study provides the direct theoretical and empirical basis for the theoretical mechanism invoked in the present paper (not tested empirically here): where digital presenteeism impairs psychological detachment, and psychological detachment is necessary for the recovery processes that sustain adaptive capacity, digital presenteeism should be expected to erode employee resilience indirectly, through its effect on detachment, rather than only through a direct path.

Ashforth et al. (2000), in the foundational statement of Boundary theory, established that role transitions between work and non-work domains are boundary-crossing activities that become more difficult to complete successfully as the boundary between roles becomes more integrated or blurred, a condition digital connectivity actively produces by making the work role continuously accessible. Although not an empirical study of digital presenteeism specifically, their theoretical framework has since become the standard lens through which subsequent researchers, including Barber and Santuzzi (2015), interpret the recovery-impairing effects of digital connectivity, providing the theoretical bridge this paper uses to connect digital presenteeism to impaired psychological detachment.

Green et al. (2014), examining the factor structure of the Connor-Davidson Resilience Scale in a large veteran sample and a replication subsample, found that a two-factor model of adaptability and self-efficacy fit the data significantly better than the scale's original five-factor structure, providing empirical grounds for treating employee resilience as a construct with at least these two distinguishable facets rather than as a single undifferentiated score. This paper adopts that two-factor structure directly, allowing digital presenteeism's relationship with resilience to be examined at a level of specificity that a single composite resilience score would not permit.

Johns (2010), in a widely cited review of the traditional presenteeism literature, established that attending work while unwell carries costs to subsequent health and productivity that are often underestimated relative to the more visible costs of absenteeism, and called for research attention to the boundary conditions under which presenteeism is more or less harmful. Aronsson, Gustafsson, and Dallner (2000), in one of the earliest large-scale empirical studies of sickness presenteeism, found that presenteeism was concentrated among employees with poor opportunities to influence their own work situation and among those in occupations characterized by understaffing, suggesting that presenteeism, in its original physical-attendance form, is shaped by organizational and job design conditions rather than purely individual disposition. This paper argues that digital presenteeism, as a technologically mediated extension of the same underlying phenomenon, is likely to be similarly shaped by organizational norms and expectations around responsiveness rather than by individual employees' personal choices alone, a premise that has direct implications for how organizations might intervene.

Britt et al. (2016) reviewed the state of employee resilience research broadly and concluded that the field lacks a settled account of resilience's antecedents at the level of specific, measurable job conditions, calling instead for research that connects resilience to identifiable organizational demands and resources rather than treating it as a general individual trait. This paper responds to that call by proposing a specific, theoretically grounded, and empirically precedented antecedent, digital presenteeism operating through impaired psychological detachment, consistent with Britt et al.'s recommendation that resilience research move toward specificity rather than remain at the level of broad trait description.

From the foregoing review, the following hypotheses are proposed:

- **Ho1**: There is no significant relationship between digital presenteeism and adaptability among employees of oil and gas companies in Nigeria.
- **Ho2**: There is no significant relationship between digital presenteeism and self-efficacy among employees of oil and gas companies in Nigeria.

Methods

The study adopted the cross-sectional research survey design. Primary data were generated through a structured questionnaire administered to employees of selected oil and gas companies in Nigeria.

The population of the study was 10,714; sample of 386 via the Taro Yamane 1970 formula. Copies of the questionnaire were distributed to employees of the participating companies, and 327 completed and usable copies were retrieved and used for the analysis reported below. The research instrument was validated by supervisors' vetting and approval, and the reliability of the instrument was achieved by the use of the Cronbach Alpha coefficient with all the items scoring above 0.70. The hypotheses were tested using the Spearman's Rank Order Correlation Coefficient. The tests were carried out at a 0.05 significance level.

Data Analysis and Results

The level of significance 0.05 was adopted as a criterion for accepting the null hypothesis ($p > 0.05$) or rejecting it ($p < 0.05$). The relationship between digital presenteeism and each measure of employee resilience, adaptability and self-efficacy, was examined to assess the extent to which digital presenteeism impacts on each outcome.

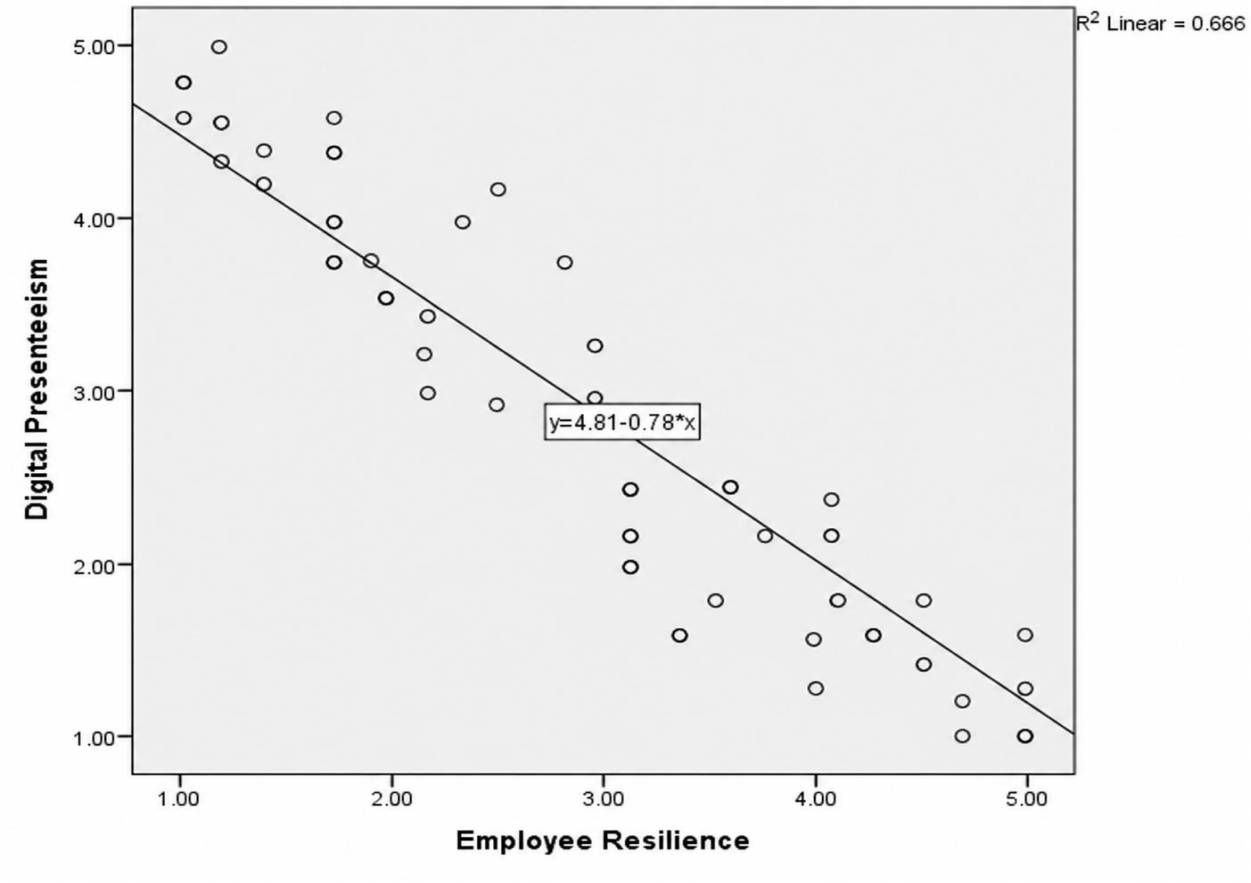


Figure 2: Scatter graph for the relationship between digital presenteeism and employee resilience

Figure 2 shows a very strong relationship between digital presenteeism (independent variable) and employee resilience (dependent variable). The scatter plot shows an R^2 linear value of 0.666, ,indicating that digital presenteeism accounts for about 66.6% of the variance in employee resilience, with the direction of the relationship being negative, consistent with the downward-sloping regression line shown. The implication is that an increase in digital presenteeism is associated with a corresponding decrease in the level of employee resilience.

The scatter diagram has provided a vivid evaluation of the closeness of the relationship between the pair of variables through the nature of their concentration. The negative relationship is evidenced by the pattern of the points moving downwards from left to right. This negative relationship indicates that a higher value of the independent variable (digital presenteeism) is associated with a lower value of the dependent variable (employee resilience). The closeness of the points to the regression line indicates the strength of the relationship between the two variables. As shown in Figure 2, the scatter plot shows a negative gradient, which means that digital presenteeism has a negative relationship with employee resilience among employees of oil and gas companies in Nigeria.

Table 1 Correlations for Digital Presenteeism and Adaptability

			Digital Presenteeism	Adaptability
Spearman's rho	Digital Presenteeism	Correlation Coefficient	1.000	-.864**
		Sig. (2-tailed)	.	.000
		N	327	327
	Adaptability	Correlation Coefficient	-.864**	1.000
		Sig. (2-tailed)	.000	.
		N	327	327

**. Correlation is significant at the 0.01 level (2-tailed).

- **Ho_1:** There is no significant relationship between digital presenteeism and adaptability among employees of oil and gas companies in Nigeria.

Table 1 presents the result of the Spearman Rank Order Correlation analysis examining the relationship between digital presenteeism and employee adaptability. The result shows a

Spearman's rho correlation coefficient of −0.864, indicating a very strong negative relationship between the two variables. This implies that higher levels of digital presenteeism are associated with lower levels of employee adaptability. In practical terms, employees who engage more frequently in digital presenteeism tend to report a reduced capacity to adjust their behaviour, strategies, and expectations in response to changing or demanding work circumstances. The result further shows a significance value of p = 0.000, which is less than the 0.05 level of significance (p < 0.001). Therefore, the null hypothesis is rejected and the alternative hypothesis upheld. The study consequently concludes that there is a statistically significant and very strong negative relationship between digital presenteeism and employee adaptability among the respondents. The magnitude of the coefficient (ρ = −0.864) indicates that the relationship is not only statistically significant but also substantively strong.

Table 2: Correlations for Digital Presenteeism and Self Efficacy

			Digital Presenteeism	Self-Efficacy
Spearman's rho	Digital Presenteeism	Correlation Coefficient	1.000	-.857**
		Sig. (2-tailed)	.	.000
		N	327	327
	Self-Efficacy	Correlation Coefficient	-.857**	1.000
		Sig. (2-tailed)	.000	.
		N	327	327

**. Correlation is significant at the 0.01 level (2-tailed).

- **Ho_2:** There is no significant relationship between digital presenteeism and self-efficacy among employees of oil and gas companies in Nigeria.

Table 2 presents the result of the Spearman Rank Order Correlation analysis examining the relationship between digital presenteeism and employee self-efficacy. The result indicates a Spearman's rho correlation coefficient of −0.857, signifying a very strong negative relationship between digital presenteeism and employee self-efficacy. This indicates that higher levels of digital presenteeism are associated with lower levels of employee self-efficacy. Thus, employees who experience higher levels of digital presenteeism tend to report lower confidence in their ability to manage difficult work situations and achieve desired outcomes despite challenges. The significance value reported in the table is p = 0.000, which is below the 0.05 significance threshold (p < 0.001). Accordingly, the null hypothesis is rejected and the alternative hypothesis upheld. The study therefore concludes that there is a statistically significant and very strong negative relationship between digital presenteeism and employee self-efficacy among the respondents. The correlation coefficient of ρ = −0.857 further demonstrates the substantial strength of the association between the two variables.

Discussion of Findings

The findings presented in Table 1 revealed a statistically significant and very strong negative relationship between digital presenteeism and adaptability among employees of oil and gas companies in Nigeria (ρ = −0.864, p < 0.001), such that employees who experience higher levels of digital presenteeism report a reduced capacity to adjust their behaviour, strategies, and expectations in response to changing work demands. Similarly, the findings presented in Table 2 revealed a statistically significant and very strong negative relationship between digital presenteeism and self-efficacy among employees of oil and gas companies in Nigeria (ρ = −0.857, p < 0.001), indicating that employees who experience higher levels of digital presenteeism report lower confidence in their ability to manage difficult work situations. Taken together, these findings suggest that digital presenteeism is strongly associated with lower levels of both dimensions of employee resilience examined in this study, consistent with the theoretical expectation, drawn from Conservation of Resources theory and Boundary theory, that sustained digital responsiveness depletes the psychological resources and impairs the role-exit processes employees need to remain adaptable and self-efficacious in the face of workplace demands.

Digital Presenteeism and Adaptability

The strong inverse association between digital presenteeism and adaptability is consistent with the recovery-based account offered by the workplace telepressure literature. Barber and Santuzzi (2015) demonstrated that employees with high telepressure report poorer psychological detachment, poorer sleep quality, and greater burnout, and Santuzzi and Barber (2018) showed that impaired detachment is the mechanism through which telepressure translates into diminished well-being. Barber et al. (2019) extended this finding by showing that telepressure undermines the recovery experiences that restore employees' resources between working periods. Adaptability, as conceptualised in this study, is precisely the capacity that such recovery protects: adjusting behaviour, priorities and work strategies to changing demands requires cognitive flexibility, attentional capacity and energy, all of which are depleted when work-related responsiveness continues into non-work time (Hobfoll, 1989). Where employees never fully disengage, the resource reservoir that adaptive adjustment draws upon is not replenished, and the pragmatic response is to repeat familiar routines rather than to reconfigure them. The present finding therefore locates a capability-level consequence of telepressure that earlier studies, focused mainly on health and affective outcomes, did not examine directly.

Digital Presenteeism and Self-Efficacy

The comparably strong inverse association between digital presenteeism and self-efficacy admits a related but distinct interpretation. Self-efficacy is a judgement about one's capability to organise and execute the actions a situation requires. Sustained digital availability supplies employees with repeated evidence that demands arrive faster than they can be met, that messages accumulate outside working hours, and that closure is rarely achieved. Kao et al. (2020) found that ICT availability demands relate to burnout and work-family conflict through telepressure, and Hu et al. (2019) showed that impaired recovery carries these effects into physical and psychological strain. Grawitch et al. (2018) further distinguished self-imposed urgency from organisational response norms, a distinction that matters here: where rapid response is an organisational expectation rather than a personal preference, employees have little scope to regulate the demand and may come to attribute the resulting shortfall to their own capability rather than to the demand structure. Boundary theory adds that the absence of a clear role exit deprives employees of the psychological segmentation through which competence in one domain is consolidated before another begins (Ashforth et al., 2000). Read alongside Prayag and Dassanayake (2023), who position self-efficacy as a resource that supports resilient functioning, the present finding suggests that continuous connectivity erodes the confidence dimension of resilience as well as its adjustment dimension.

Interpreting the Findings in the Nigerian Oil and Gas Context

The magnitude of both coefficients invites attention to the sectoral context in which the data were collected. Oil and gas operations in Nigeria run continuously, combine onshore and offshore rotations with head-office coordination, and depend on rapid escalation of operational and safety information across dispersed sites. Under these conditions, after-hours messaging is not an occasional intrusion but a routine feature of coordination, and the expectation of immediate response is reinforced by shift patterns that do not align neatly with conventional working hours. Labour-market conditions may sharpen this expectation further, since employees in a competitive employment environment have limited scope to decline availability without appearing uncommitted. These features plausibly intensify the mechanisms described above rather than introducing different ones. They also suggest why the associations observed here are stronger than those typically reported in studies conducted in settings where after-hours contact is more discretionary. This interpretation is, however, an inference from context rather than a tested proposition, and it would need to be examined directly by comparing groups with differing exposure to continuous operations.

Relationship to the Wider Presenteeism Literature

The findings also speak to the traditional presenteeism literature. Aronsson et al. (2000) established that attending work while unwell is widespread and patterned by occupational conditions, and Johns (2010) showed that such attendance carries downstream costs to health and performance. Digital presenteeism shares the defining logic of that phenomenon, namely the continuation of work when the resources required to perform it well are depleted, but relocates it from the workplace to non-work time and from illness to connectivity. The present results indicate that the consequences are similarly capability-eroding. Extending the presenteeism construct in this direction responds to Britt et al.'s (2016) observation that employee resilience research has paid insufficient attention to the situational conditions under which resilience erodes, as opposed to the individual attributes that constitute it.

Theoretical Implications

Three implications follow. First findings are consistent with treating employee resilience as a developable, situationally contingent capability rather than a stable trait, in line with Kuntz et al. (2016) and Näswall et al. (2019); a capability that can be eroded by chronic low-intensity demands is not adequately modelled as a fixed personal characteristic. Second, the results identify resilience capabilities as an outcome class for the telepressure literature, which has concentrated on recovery, well-being and health. Third, the convergent results for both dimensions indicate that Conservation of Resources theory and Boundary theory operate jointly rather than as competing explanations: resource depletion accounts for the loss of adjustment capacity, while failed role exit accounts for the loss of confidence in managing demands.

Practical Implications

For managers in the sector, the findings argue for governing digital availability rather than leaving it to individual discretion. Organisations can define response-time expectations by message urgency, so that routine communications carry no expectation of after-hours reply; schedule non-urgent messages for delivery within working hours; and reserve genuine escalation channels for operational and safety matters. Because Grawitch et al. (2018) show that telepressure reflects perceived norms as well as personal urgency, senior managers' own messaging behaviour is itself an intervention: visible after-hours contact from leaders establishes the norm that formal policy is meant to remove. For offshore and shift personnel, protected off-duty windows should be built into rotation planning rather than assumed. Given that both dimensions of resilience were affected, interventions that address availability demands directly are likely to be more effective than resilience training that places the burden of adjustment on employees.

Limitations and Directions for Future Research

Four limitations qualify these conclusions. First, the design is cross-sectional, so the direction of influence cannot be established; it is equally plausible that employees with lower adaptability and self-efficacy experience ordinary connectivity as more pressing. Second, both variables were measured by self-report from the same respondents at one point in time, so common method variance may have inflated the observed coefficients, which are unusually large for field research on work demands. Third, the analysed sample of 327 respondents from a single sector limits the precision of the estimates and their generalisability beyond the firms studied. Fourth, the study examined bivariate associations only, without controlling for workload, job autonomy, tenure or rank, each of which may shape both exposure to digital demands and resilience capabilities. Future research should therefore test the relationships longitudinally or through daily diary designs, which would allow within-person variation in after-hours connectivity to be linked to next-day adaptability; incorporate supervisor or peer ratings of adaptability to reduce single-source bias; test psychological detachment as a mediator and segmentation preference and response-time norms as moderators; and compare

onshore, offshore and head-office employees, whose exposure to continuous operations differs substantially.

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