



The Mediating role of Resilience between Employee's Self Evaluations towards the Job performance and Self Efficacy

Sathya R^{1*}, Dr. KC Arunadevi²

¹ Research scholar, Department of Management Studies, G.R.Damodaran Academy of Management, Coimbatore, Tamilnadu-641062, India

² Associate Professor, Department of Management Studies, G.R.Damodaran Academy of Management, Coimbatore, Tamilnadu-641062, India

* Corresponding Author: **Sathya R**

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Abstract

Purpose: The aim of the research is to examine the intricate connection that exists between an employee's resilience, self-efficacy, and job performance of the employees working in IT sector.

Design/methodology/approach: The literature review was conducted using peer-reviewed publications. A total of 45 studies were meticulously analysed for inclusion in the review, emphasising the correlation between job performance, self-efficacy, and resilience.

Findings: The study's findings have applications for businesses looking to improve worker performance through knowledge Upskilling and encouragement of resilience and Self efficacy. It can be achieved by identifying the mediating role of resilience and developing targeted interventions and training programs.

Practical implications: The study will facilitate Organizations to design training programs to enhance both self-efficacy and resilience. By providing employees with opportunities to succeed in small tasks, self-efficacy can be developed.

Originality/value: The paper examines a relatively underexplored domain and is one of the few review articles evaluating the interplay between employee job performance, self-efficacy, and the influence of resilience on human resource development techniques within an organisational context.

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Introduction

In the dynamic and competitive landscape of today's professional world, there are lot of psychological factors that influence an employee's job performance. Among these factors, self-efficacy has emerged as a crucial element that plays a pivotal role in shaping an individual's beliefs about their capabilities to perform effectively in the workplace. The Researcher (Suwati, Minarsih, and Gagah, 2016) have demonstrated that an individual's primary objective in their profession is not just to obtain a salary, but also to attain a sense of fulfilment. Numerous factors, including leadership within the organization, work environment, and motivation, affect an employee's performance. The researchers (Jiang, 2020; Abualoush *et al.*, 2018; Mangkunegara, 2017; Fuertes *et al.*, 2020) claim that the enhancement of organizational processes, particularly in terms of efficiency and productivity, is facilitated by the performance of employees.

According to the study (Hongxin *et al.*, 2022; Hang *et al.*, 2022), there are a number of beneficial effects on the businesses, including a rise in managerial success and economical improvement. Additionally, researcher suggests that employee Job performance in an organization is inclined by a number of attributes. Possessing self-efficacy is one of the most important qualities that employees should have. Self-efficacy boosts productivity and provides workers in an organization with the energy they need to succeed over the long term (Kumaran Kanapathipillai, 2021)^[9]. Furthermore the researcher (Guha & Chakraborty,

2021; Abdullah *et al.*, 2019) argues numerous studies on the subject of self-efficacy have revealed the impact of this trait of employee Job performance. A lot of research study have come to a conclusion that self-efficacy optimistically linked with job performance of an employee in an organizational outcomes

In the recent time a lot studies has been intent to find the influence of self efficacy on diversified sequels. Moreover, in business forum to achieve job performance of an employee self efficacy is not the only enough to attain the desired goals. In Accordance with (Carpini, Parker, and Griffin 2017), Employee Job performance is mainly the considerably researched factors in engineering management and managerial behaviour. Despite the fact that prior research (Carpini & Parker, 2017) suggests leveraging the similarities already present between the various job performance dimensions, The only behaviors at the individual level that provide value to businesses are covered by this study. The association between individual task capability and job performance is the main subject of this study. This study was undertaken in the highly automated information technology sector, where task proficiency is critical to obtaining optimal overall performance. Individual performance is necessary for the functioning of any team, organization, or economic sector, claim Campbell and Wiernik (2015). In the Deloitte (2018) survey, employee job performance (EJP) was examined across several industries. Important elements that affect employee job performance include organizational features, work environment, and personality qualities (Tisu *et al.*, 2020; Diamantidis and Chatzoglou, 2019). Hewett *et al.* (2018) pointed out that there is still a dearth of studies on the connection between psychological well-being and productivity at work. The foundation of leadership lies in self-efficacy. Leaders can undergo training to enhance their proficiency in problem-solving, decisiveness, communication, coaching, mentoring, and ensuring accountability among team members. (Sana Khalique, 2019)^[11]. Furthermore, the researcher adds Employee job performance (EJP) serves as a crucial gauge, mirroring the productivity of individuals, departments, and organizations. Company management anticipates efficient performance, aspiring for all employees to maximize their capabilities and consistently deliver the desired quantity and quality of output. The expectation for job performance necessitates substantial annual investment. (Ekkasit Sanamthong, 2019). Moreover, the authors (Abun *et al.* (2021) state that training and development are frequently conducted for both fresh joiners and current employees, either during the hiring process or as a strategy to enhance overall individual performance

The researchers suggest that exploring the mediating role of Resilience states that connection between resilience and other psychological factors is quite restricted. Li and Yang's (2016) investigation found that self-efficacy has the ability to forecast trait resilience. Additionally, self-efficacy, irrespective of cultural background, was identified as a predictor for active coping. They contended that resilience and self-efficacy are characteristics developed through positive experiences when confronting challenging life situation. Resilience enables a positive and successful adjustment following adversity. According to their research, resilience is essential for promoting positive feelings, optimism, and hope. The study focused on coping during COVID-19, the impact of social distancing, stress, anxiety, and psychological well-being. In the midst of the epidemic,

these elements support favorable adaptation and an improved sense of mental health. (Subhasmita Biswal, 2022).

Resilience plays a crucial role in fostering engagement by aiding individuals in bouncing back from adverse events. A poor performance assessment or an unanticipated project modification, for example, can symbolically stop an employee's progress, resulting in disengagement and lower output.

However, resilience assists such employees in recovering from potential disengagement, allowing them to either maintain or regain motivation, confidence, and satisfaction with challenging projects. (Aggarwal, Varnika, 2022)^[2]

According to the researcher the Positive attitude, reduced distress, and optimistic thought processes are among the various behavioural and psychological outcomes that exhibit a positive correlation with resilience, as indicated by studies such as those by Kumpfer (1999) and Utsey *et al.* (2008),(Thanki, Radhika Pestonjee, D. M.,2021)^[22]

In this examination, human resource development concepts and theories were scrutinized to enhance employee performance. To warrant substantial annual investments in staff, development models need to demonstrate consistency. The study is for effect of self-efficacy that influences the various factors that determine the employee job performance and Resilience is to how an employee bounces to overcome various obstacles in his work environment. Study samples included 372 employees who have gone through company induction development program. Resilience as a mediating factor is also measured on self efficacy on employee

Self Efficacy

Self-efficacy, as defined by Bandura in 1977, is an individual's confidence in their capacity to effectively carry out a particular behaviour necessary to get desired outcomes. Based on the findings of Rafiola *et al.* (2020), possessing a robust sense of self-efficacy can enhance employees' performance by increasing their confidence and self-awareness in their capacity to effectively plan and execute essential tasks, even in the face of challenges.

Self-efficacy refers to an individual's perceived ability and strong belief in their ability to successfully complete tasks associated with acquiring skills (Robbins & Timothy, 2013; Bandura, 1999). Additionally, the author contends that studies conducted by Alghamdi (2020) and Bandura (2012) provided evidence that employees with higher levels of self-efficacy exhibit more persistence in future pursuits.

According to Fathi *et al.* (2018) and Jung *et al.* (2017), a cognitive element that contributes to anxiety disorders is one's own self-efficacy, which indicates an individual's assessed degree of competence or lack thereof. If a someone has the conviction that they are unable to adequately handle the demanding obstacles faced in life, they are susceptible to experiencing more anxiety when faced with such challenges. According to Fathi *et al.* (2018) and Jung *et al.* (2017), self-efficacy is an intellectual factor that contributes to anxiety disorders. It represents an individual's perceived competency or lack thereof.

Job Performance

Job performance, as defined by (Somers and Birnbaum in 1998), is characterized as the proficiency in performing tasks within an organization. Furthermore, (Piercy *et al.* 2006) assert that work addictiveness involves full involvement of an employee in his job role behaviour. The significance of

higher official thoughts towards job performance of an employee purely dependent on how well the worker accomplish his job tasks on time with zero defect as highlighted by (Belogolovsky and Somech in 2010). According to the study findings state that little more understandings of the workers will reach the peak of their assigned job tasks.

Researchers Humphrey *et al.* (2007) and Parker, Morgeson, and Johns (2017) have previously investigated the relationship between work design and job performance. Job design, as described by Parker (2014), refers to the systematic preparation of job duties, execution of work, consistency, and their practical implementation in daily life

Employee Job Performance (EJP) is defined by Na-Nan *et al.* (2018) as the final result of activities carried out during work operations or commitments subsequent to training and development. A paradigm covering various person, process, and organizational performances was presented by Swanson (2007). The mission and objectives, system design, capabilities, motivation, and expertise all have an impact on these three performances.

According to Osibanjo *et al.* (2018), individual performance is the fundamental unit most closely tied to each employee's actions, which is why fields like industrial psychology and human resource development focus on it. Individual achievement reflects EJP's efficiency. EJP should be measured according to Dessler's (1983) recommendation, which calls for standardizing work processes or deliveries. As suggested by Ivancevich and Matteson, evaluating employee production is an additional method of evaluating EJP.

Resilience

The idea of resilience has been researched in a number of psychological domains, including formative psychology, developmental psychology, trauma healing, and competence under duress. Tugade and Fredrickson (2007) define resilience as the ability to face and overcome adversity with effectiveness. The ability to successfully adapt to difficult and hostile settings is the most accurate definition of resilience, according to Zautra, Hall, and Murray (2010). These findings emphasise the crucial importance of human traits in influencing an individual's capacity to effectively adjust to challenging circumstances.

Global Workplace Study 2020 by The ADP Research Institute reveals that India is in the forefront with a workplace resilience rate of just 15%, as reported by Rahul Goyal (2021). Comparatively, 20% of Indian workers indicate full engagement, which is higher than the global average of 14%, and 32% report feeling highly resilient in their work which ranks Indian workers as some of the most resilient in the world.

(Barends, E. & coworkers, 2021), Resilience is likely to enable workers to save and regain work-related resources while also reducing resource loss that may result in psychological pain, emotional exhaustion, and burnout, according to research in management and organizational studies. Numerous work-related attitudes and outcomes have been identified through a review of the literature, including emotional exhaustion, job satisfaction, task and organizational citizenship performance, creative behavior, proactive work attitude, commitment to change, and

psychological stress. The analysis also shows that social resources like high-quality leader-member interactions and coworker social support, as well as self-protective resources like self-efficacy, optimistic affect, and a work-related feeling of coherence, function as good predictors of employee resilience

Research Hypothesis

H1: Self-efficacy has a positive and significant impact on employee job performance.

H2: There is a significant link between resilience and job performance.

H3: There is a significant relationship between resilience and self-efficacy.

The objectives of the study are

1. Investigating the association between self-efficacy and resilience among IT industry employees.
2. Examining how self-efficacy affects employees' perceptions of job performance and resilience.
3. Investigate how resilience impacts self-efficacy and employee perceptions of job performance.

Methods

Participants in the study were 372 employees who are working in IT sector industries in the down south of Coimbatore Tidel Park. Out of 372 employees, 200 were male employees and 172 were Female employees. The data was collected among IT employees with their age ranges from 21-50 years in which most of the respondent's age group lies between 25-40 years. Workers were selected by a simple random sampling method and data compilation was made through the questionnaire survey method. Employees who are very determinant and bounce back from their hard times and faces difficulties in all means were the main focus of this study.

Measures Used

1. Self-Efficacy was measured using a Generalized Self-Efficacy Scale. Which ten items are included in J. Weinman, S. Wright, & M. Johnston's Measures in Health Psychology?
2. Job Performance: This measurement is based on Sonnentag, S., & Frese, M. (2002)'s Self Assessment Scale of Job Performance questionnaire, which consists of 10 items.
3. Resilience: Based on the Connor-Davidson Resilience Scale by Kathryn M. Conner and Jonathan R.T. Davidson, with 16 items.

Results and Discussion

Regression Analysis

Regression for Self efficacy on employee's Job performance

To quantify resilience's mediating role, first identify the relationship between the dependent and independent variables and test it under a fixed hypothesis.

H01: There is no substantial influence of self-efficacy on employee job performance.

HA1: Self-efficacy has a considerable effect on employee job performance.

Table 1:

Job Performance	Co-efficient	T-Statistics	P-Value	R Square	Adjusted R Square	F-Ratio
Constant	7.716	5.813	0.000	0.458	0.456	312.263
Self Efficacy	0.718	17.671	0.000			

The result presented in the table above is sufficient to indicate that the impact of self-efficacy on employee job performance is 0.458 (R square value). The correlation between the variables is substantial, with a p-value of $0.000 < 0.05$ for self-efficacy and employee job performance. As a result, the null hypothesis predicts a strong impact of self-efficacy on employee job performance. Thus, the null hypothesis has been rejected

Regression for Resilience with Self Efficacy

The relationship between self-efficacy and resilience is tested under a fixed concept, taking into consideration the mediating role of resilience.

H₀₂: There is no significant effect of Self Efficacy on Resilience.

H_{A2}: There is a significant effect of Self Efficacy on Resilience.

Table 2:

Resilience	Co-efficient	T-Statistics	P-Value	R Square	Adjusted R Square	F-Ratio
Constant	4.069	6.219	0.000	0.915	0.915	4005.747
Self Efficacy	1.267	63.291	0.000			

The R Square value (0.915) demonstrated that self-efficacy of an employee accounts for approximately 91.5% of the variation in resilience level. Furthermore, there is a significant association between the independent and mediating variables because the p-value of Self Efficacy is 0.000, which is less than the study's significance level of 0.05, and thus the null hypothesis is rejected.

Regression for Job Performance of an employee with Resilience.

Concentrating on the association between Job Performance and Resilience, this phase would test the under fixed hypothesis

H₀₃: There is no significant effect of Resilience on Job Performance of an employee.

H_{A3}: There is a significant effect of Resilience on Job Performance of an employee.

Table 3:

Job Performance	Co-efficient	T-Statistics	P-Value	R Square	Adjusted R Square	F-Ratio
Constant	1.720	1.552	0.122	0.657	0.656	709.850
Resilience	0.650	26.643	0.000			

The above table represent R square value is 0.657 thus illustrate 65.7% of the deviation in Employee Job Performance might be illustrate by allowing for deviation in the Resilience level. Resilience p value (0.000) influences the job performance of an employee.

Regression for Self efficacy on Job Performance of an employee with resilience as an mediating variable.

Herein, the effect of Self efficacy on employee's Job

Performance is analyzed by considering Resilience as a mediating variable.

H₀₄: There is no mediating role of Resilience on the relationship between Self efficacies on employee's Job Performance

H_{A4}: There is a mediating role of Resilience on the relationship between Self efficacies on employee's Job Performance

Table 4:

Job Performance	Co-efficient	T-Statistics	P-Value	R Square	Adjusted R Square	F-Ratio
Constant	1.413	1.566	0.118	0.458	0.456	312.263
Self Efficacy	-1.245	-13.780	0.000			
Resilience	1.549	22.707	0.000			

It clearly suggests that the value of R² and Adjusted R² has increased and differentiated from the results of Equation 1, namely that the R² value has increased from 0.458 to 0.915 and the Adjusted R² value has climbed from 0.456 to 0.915. This variation in employee job performance is more appropriate when resilience is considered as a mediating variable in connection to 65.7% of the difference in employee job performance is currently represented by the independent and mediating variables. Finally, the p-value of resilience is

0.000, indicating that it plays an important role in the model. Furthermore, the Self Efficacy p-value is analyzed primarily to determine the mediating influence. There is a substantial correlation between the variables in models 1, 2, 3, and 4, as evidenced by p values less than 0.05, indicating the presence of resilience in the model. As a result, the model designed to reflect the influence of self-efficacy on employee job performance while accounting for resilience's mediating role is highly important.

Correlation Analysis

Table 5: Correlations

		Self efficacy	Job performance	resilience
Self efficacy	Pearson Correlation	1	.677**	.957**
	Sig. (2-tailed)		0.000	0.000
	N	372	372	372
Job performance	Pearson Correlation	.677**	1	.811**
	Sig. (2-tailed)	0.000		0.000
	N	372	372	372
resilience	Pearson Correlation	.957**	.811**	1
	Sig. (2-tailed)	0.000	0.000	
	N	372	372	372

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

As a consequence of the preceding table, the significant value is 0.000 levels, implying that there is an optimistic and substantial correlation between self-efficacy, job performance, and resilience.

Discussion

A crucial area of study in organisational psychology is the correlation between self-efficacy and job performance. Albert Bandura defines self-efficacy as an individual's confidence in their own capacity to achieve objectives or carry out tasks in particularly defined situations. Analysing the impact of self-efficacy on an employee's job performance and the role of resilience as a mediator enhances the intriguing nature of the relationship. Employees experiencing elevated levels of self-efficacy and motivation to tackle challenges will exhibit superior performance in their work. Moreover, those who possess high levels of self-efficacy are anticipated to persist in the face of difficulties and improve their overall job performance.

The view of an employee regarding their ability to overcome challenges can be shaped by resilience acting as a mediator and strong self-efficacy. Resilience then acts as the mechanism via which they effectively engage with and overcome these challenges. High levels of self-efficacy are associated with perceiving stressors as challenges rather than threats, and resilience empowers individuals to cope with life's difficulties.

Practical Implication and Limitation for Future Research

Organizations can design training programs to enhance both self-efficacy and resilience. By providing employees with opportunities to succeed in small tasks, self-efficacy can be developed. Similarly, resilience can be fostered by teaching coping mechanisms and stress management techniques. Furthermore, Leadership Support promotes positive feedback, recognition, and support can enhance self-efficacy. Additionally, leaders can foster a culture that values resilience by acknowledging and addressing failures as learning opportunities.

It's critical to recognize the potential influence of individual differences. Certain people may possess innately high levels of resilience and self-efficacy, while others might need further help. The impact of resilience and self-efficacy on work performance may differ throughout industries and organizational cultures. Future studies could examine the interactions between these variables in a variety of job settings.

Conclusion

Ultimately, creating positive work environments necessitates a cognitive understanding of the interplay of resilience, self-efficacy, and job success. Organisations that promote resilience and facilitate the development of employees' self-efficacy are likely to observe improved levels of worker well-being and job performance.

Finally, the link between resilience-mediated employee job performance and self-efficacy reveals a complicated interplay that profoundly affects workplace dynamics.

An optimistic view of one's own talents, enhanced motivation, and task persistence are all influenced by high self-efficacy. Resilience becomes the primary mechanism by which the beneficial impacts of self-efficacy materialize in actual job performance when it is introduced as a mediator. Resilience serves as a protective barrier against setbacks, allowing people to adjust to difficulties, manage stress, and overcome setbacks. It plays a pivotal role in translating the confidence derived from self-efficacy into tangible outcomes within the workplace. As employees face various stressors and obstacles, a resilient mindset helps them navigate these challenges with a constructive approach.

From an organizational standpoint, recognizing the symbiotic relationship between self-efficacy, resilience, and job performance holds strategic importance. Investing in training programs that cultivate both self-efficacy and resilience can empower employees to not only believe in their abilities but also effectively overcome hurdles. Leadership styles that promote a positive, supportive environment further boost the expansion of self-efficacy.

The implications of this research extend to the broader context of employee well-being, organizational culture, and productivity. By fostering a workplace culture that values and nurtures both self-efficacy and resilience, organizations can create an environment where employees are not only more likely to perform well but are also equipped to thrive in the face of adversity.

While this conclusion highlights the positive aspects of the relationship, it is essential for future research to delve deeper into individual differences, contextual factors, and the long-term effects of interventions aimed at enhancing self-efficacy and resilience. Nevertheless, the current understanding underscores the importance of acknowledging and leveraging the interconnected nature of these psychological factors in shaping a resilient, high-performing workforce.

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