



REFINING THE MEASUREMENT OF INDIVIDUAL WORK PERFORMANCE: A DISCRIMINANT CONTENT VALIDITY APPROACH

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Abstract

Individual Work Performance (IWP) is often considered one of the principal factors influencing the effectiveness of an organization, encompassing three principal components which are Task Performance, Contextual Performance, and Counterproductive Work Behavior. Effective work functioning combined with maintained psychological well-being promotes employee flourishing, which subsequently contributes to stronger organizational performance. Previous instruments demonstrate constraints in comprehensively representing the constructs within IWP. Hence, These implications are bounded by the methodological scope of DCV, which focuses specifically on evaluating item–content alignment. It involved the panel that consists of ten experts (n = 10) in several different categories such as psychometrician, researchers, state civil and professional industrial organizational psychologists. The expert panel evaluated the item-theory congruence for item alignment with dimensions and concepts. The findings showed the Intraclass Correlation Coefficient (ICC) values, ranging from 0.772 to 0.96, reflected strong inter-rater agreement and consistency in judgment. Also, one-sample t-tests on DCV estimates of all 18 items met 16 criteria of discriminant content validity. These findings offer meaningful implications for practitioners and researchers seeking to enhance performance assessment and foster well-being in organizational contexts.

Keywords: discriminant content validity, individual work performace, workplace wellbeing

Abstrak

Individual Work Performance (IWP) dianggap sebagai salah satu faktor utama yang memengaruhi efektivitas organisasi, yang mencakup tiga komponen utama, yaitu Task Performance, Contextual Performance, dan Counterproductive Work Behavior. Meskipun instrumen pengukuran individual work performance telah beberapa kali digunakan, belum ada instrumen yang mampu menangkap seluruh aspek yang relevan secara komprehensif. Oleh karena itu, penelitian ini berfokus pada pengujian relevansi butir-butir IWP yang telah diadaptasi dengan menggunakan Discriminant Content Validity (DCV). Penelitian ini melibatkan panel yang terdiri dari sepuluh orang ahli (n = 10) dari berbagai kategori, seperti psikometri, peneliti, aparatur sipil negara, serta psikolog industri dan organisasi profesional. Panel ahli mengevaluasi kesesuaian butir dengan teori (item–theory congruence) untuk menilai keterpaduan butir dengan dimensi dan konsep yang diukur. Hasil penelitian menunjukkan bahwa nilai Intraclass Correlation Coefficient (ICC) yang berkisar antara 0,772 hingga 0,96 mencerminkan tingkat kesepakatan antarpemilai yang kuat serta konsistensi dalam penilaian. Selain itu, uji one-sample t-test terhadap estimasi DCV pada seluruh 18 butir memenuhi 16 kriteria discriminant content validity. Temuan ini memberikan implikasi yang bermakna bagi praktisi dan peneliti yang berupaya meningkatkan asesmen kinerja serta mendorong kesejahteraan dalam konteks organisasi.

Kata kunci: discriminant content validity, individual work performace, workplace wellbeing

1. Introduction

Individual work performance (IWP) is a critical factor for both organizational success and employee effectiveness, as organizations rely on high-performing employees to achieve goals and maintain a competitive edge. From a resource based perspective, flourishing roles as a psychological (personal) resource that empowering individuals to fulfill job demands more effectively. Hence, its contributing to both employee well-being and organizational functioning (Peiró et al., 2020). Consequently, organizations depend not only rely on the behavioral components of performance but also on employees psychological states that sustain ideal functioning. However, without adequate discriminant content validity, the empirical associations between flourishing, organizational performance and the specific dimensions of Individual Work Performance can misrepresented.

Individual Work Performance encompassing three principal components which are Task Performance, Contextual Performance, and Counterproductive Work Behavior (Koopmans et al., 2014). Task Performance refers to employee's competence in executing core job responsibilities, including proficiency in organizing and executing duties, focus on achieving outcomes, and task execution. Contextual performance refers to discretionary behaviors beyond core job tasks that indirectly enhance organizational performance, including taking on additional responsibilities, showing initiative, accepting challenging assignments, and fostering a positive work environment. Counterproductive work behavior refers to actions that against organizational goals and can negatively impact the organization. This includes harmful behaviors to the organization, such as theft, absenteeism, sabotage, bullying, or insubordination (Dwiliesanti & Yudianto, 2022a).

While many tools have been made to measure how well employee do their jobs, there are still some worries about how clear and adequate the items is used to assess individual work performance. Previous prior measures still demonstrate several issues such as inconsistency dimensional definition, inadequate item construct congruence, limited evidence of discriminant validity or restricted generalizability in different organizational contexts. At that time, performance appraisal is also one of the measurement tools used to evaluate employees work outcomes. The Individual Work Performance Questionnaire (IWPQ) constructed to address these issues (Dwiliesanti & Yudianto, 2022b) building on a systematic review of prior conceptualizations. According to these issues, discriminant content validity of this psychological tools can offers adequate and systematic approach for determining items

represents dimensions avoid overlap with other construct.

This study contributes to the literature by addressing persistent inconsistencies in the conceptualization of Individual Work Performance (IWP). Previous instruments often lacked clear construct boundaries or combined overlapping dimensions. This study clarifies the dimensional structure of IWP and refines item content to ensure stronger theoretical alignment and measurement precision. The adequate IWP items can give a well establish to conducting performance assessments and empowering organizations to provide accurate psychological tools to measure employee capabilities.

2. Research Method

Based on previous research by this study employs the Individual Work Performance instrument, which consists of 18 items organized into three main dimensions (Widyastuti & Hidayat, 2018). The first dimension is task performance, the second dimension is contextual performance and the final dimension is counterproductive work behavior. The DCV analysis was conducted with ten qualified panelists from industrial and organizational psychologist background and were invited through direct personal contact.

To assess the alignment of the items with the the core theoretical concepts, the researchers applied the Discriminant Content Validity approach, adapted from (Johnston et al., 2014). The DCV process consisted of five stages:

Step 1. Construct Definition and Items Preparation

Researcher has to make sure that definition based on the literature review, because the construct domain of IWP has been described through several frameworks in previous research.(Sireci & Benítez, 2023). As mentioned earlier, individual work performance encompassing three principal components The conceptual definitions and dimensions of individual work performance presented in Table 1

Items for the Discriminant Content Validity evaluation were generated through a literature review and adapted from (Koopmans et al., 2014). The adaptation process was subsequently a procedure to ensure linguistic accuracy and conceptual validity. A forward-backward translations process was conducted. Two independent bilingual translator provide forward translations, and then separated bilingual translator completed the backward translation into original language. In the next step, reconciliation was held to compare all

versions and make sure that adapted items retained conceptual definition of the original construct. Last, panelist were asked to provide feedback whether each items was understandable and or reflected the intended meaning

Step 2. Recruitment and Selection of Expert Panelists

Out of the twelve experts initially contacted, ten agreed to participate, which align with recommended DCV to ensure adequate judgement stability (Johnston et al., 2014). They followed purposive criteria to ensure content expertise. The final panel represented diverse occupational background, but relevant professional and disciplinary background, including psychometrician, academic researchers, state civil and professional industrial organizational psychologists. Each expert evaluated items theory congruence to assess whether the adapted items aligned with their conceptual definitions. Expert identify were documented including academic title, professional affiliations, educational and professional background and (when available) English Proficiency score (TOELF/IELTS) and research publications to further verify qualification. Explicit eligibility criteria included 1) advance in educational qualification (Master’s Degree, preferably PhD) in Psychology or related behavior sciences 2) at least five years of research experience, in psychometrics, organizational behavior, performance or scale 3) documented involvement in research or publication measurement related to industrial organizational and 4) familiarity with assessment methodologist or content validation procedure

Step 3. Development of the Construct IWP Scale

Panelists evaluated Individual Work Performance using a yes/no assessment combined with a confidence scale (0–100% in 10% increments). The researcher prepared the DCV format and consisted of two components: 1) Dimensional Classification. Panelists asked to classify items into target dimensions and had to give response “yes” to ensure that items are related to dimensions. Response “No” given to items does not clarify into target dimensions (non-dimension). This classification is to determine to which each item clearly reflects the construct being measured (Cheung et al., 2024).

2) Confidence Rating. Panelists asked to indicate their level of confidence in their classification using a numerical scale ranging from 0 to 100, after selecting the most appropriate dimension. A score of 0 indicated no confidence in the classification, whereas a score of 100 indicated complete confidence. The evaluation format was design by using Microsoft Excel, to compute t-scores and p-values also enabled categorization of items into DCV, non-DCV (wrong-dimension), and non-DCV non-dimension classifications.

Step 4. Execution of the Content Validity Assessment

After developing of construct, researchers executed statistical analyses inter-rater reliability and DCV analysis. The first step is quantify the extent to which panelists agreed on each item, with intraclass correlation (ICC) values above .900 reflecting strong reliability. The next step, a one-sample t-test was conducted to assess the panelists mean scores with predefined criteria. Ratings falling between (10) and (100) indicated that the panelists agreed with the item, while scores from (-10) to (-100) indicated disagreement about the item. The outcomes were grouped into three main categories: (1) DCV items, namely items that show a positive and significant t-score ($p < .05$). 2) non-DCV wrong-dimension items, namely items that exhibit a positive and significant t-score on a non-target construct and (3) non-DCV non-dimension items, namely items that do not show a significant t-score on any construct, whether target or non-target (Johnston et al., 2014).

Step 5. Examination of item-level Discriminant Content Validity

During the last stage, the researchers reviewed and interpreted the DCV findings for each item, classifying them into DCV and non-DCV. Reliability assessed using Intraclass Correlation Coefficient (ICC) and inter-rater agreement. The ICC is a statistical index that quantifies the degree of consistency or concordance in ratings. Its provided by multiple evaluators and across measurement conditions. Poor reliability for ICC values is $< .50$; moderate reliability for values is between $.50$ and $.75$ meanwhile good reliability for values between $.75 - .90$ and excellent reliability for ICC values is $> .90$.

Table 1. Definition and dimension Individual Work Performance

Construct	Definition
Task Performance	Refers to individuals’ competence in executing core job responsibilities, including proficiency in organizing and executing duties

Contextual Performance	Extra behavior beyond core job tasks that indirectly enhance organizational performance, including taking on additional responsibilities, showing initiative, accepting challenging assignments, and fostering a positive work environment
Counterproductive work behavior	Behavior that against organizational goals and can negatively impact the organization. This includes harmful behaviors to the organization, such as theft, absenteeism, sabotage, bullying, or insubordination

Participants

The panel consisted of ten experts from categories whose professional backgrounds were directly relevant to the evaluation of Work Performance, including psychometricians, academic researchers in organizational behavior, state civil servants specializing in human resource assessment, and certified industrial organizational psychologists.

Among the panelists, there were five experts in psychological measurement, three experts with experience in developing measurement tools in the fields of organizational development, mental health at work, or assessment center and two expert who were professional industrial psychologists including assessor of Government Employee. Expert selection focused on the relevance of their substantive expertise to the study objectives, particularly their experience with measurement development, performance assessment, and construct validation. Their combined theoretical and applied expertise strengthened the methodological credibility of the DCV procedure.

3. Result

The degree of agreement among panelists was assessed using SPSS Statistics. Reliability based on mean consistency was assessed using a two-way mixed-effects intraclass correlation (ICC) model (N = 10 average measures), with all panelists rating the same items. The ICC estimates for the Individual Work Performance subscales ranged from 0.772 to 0.96, indicating satisfactory reliability and consistent judgments among panelists.

Discriminant Content Validity was evaluated using a one-sample t-test. First dimension (Task Performance), all items showed positive and significant t-values ($p < 0.05$), indicating effective measurement. Second dimension (Contextual Performance) and third dimension (Counterproductive Work Behaviors), the majority of items were positive and significant ($p < 0.05$), and thus categorized as DCV items, as summarized in Table 2.

Table 2. DCV Analysis of the Individual Work Performance

No.	Item	Dimensions Target	t-score (target)	p-value	Conclusion of DCV
1	I am able to plan the work so that I can complete it on time	Dimension 1	55.66	0.00	DCV
2	I keep in mind the work targets I have to achieve.	Dimension 1	39.86	0.00	DCV
3	I am able to set priorities in my work	Dimension 1	51.54	0.00	DCV
4	I can get my work done efficiently.	Dimension 1	39.09	0.00	DCV
5	I am able to manage my work time well	Dimension 1	1.48	0.00	DCV
6	I took the initiative to start a new task after the previous task was completed.	Dimension 1	1.07	0.30	DCV
7	I am willing to carry out the challenging tasks offered to me	Dimension 2	-34.19	0.17	Non-DCV (Non Dimension)
8	I am trying to update my work-related knowledge.	Dimension 2	21.66	0.00	DCV
9	I try to keep updating my job-related skills.	Dimension 2	61.78	0.00	DCV
10	I find creative solutions in the face of new problems.	Dimension 2	21.66	0.00	DCV
11	I took on extra responsibilities.	Dimension 2	52.09	0.00	DCV
12	I am constantly looking for new challenges in my work.	Dimension 2	43.95	0.00	DCV
13	I actively participate in a meeting or and/or consultations.	Dimension 2	-21.48	0.24	Non-DCV (Non Dimension)
14.	I complained about minor problems in my work	Dimension 3	39.00	0.00	DCV
15	I tend to exaggerate problems in my workplace	Dimension 3	0.34	0.00	DCV

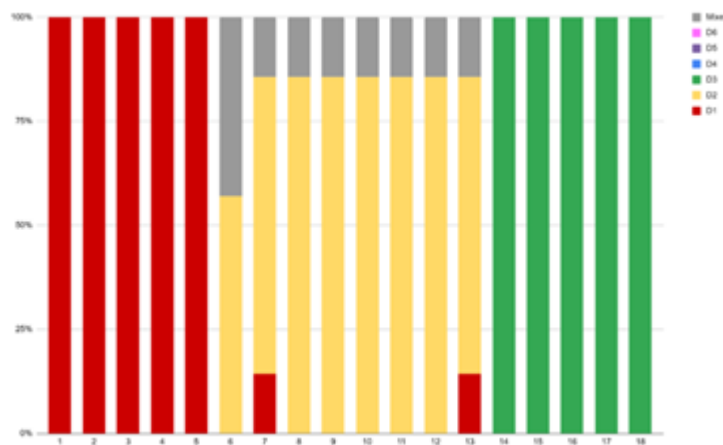
No.	Item	Dimensions Target	t-score (target)	p-value	Conclusion of DCV
16.	I tend to see the negative side rather than the positive side in my workplace	Dimension 3	0.21	0.00	DCV
17	I talk about negative things in my work with my colleagues	Dimension 3	21.66	0.00	DCV
18.	I talk about negative things at work with people outside my workplace	Dimension 3	6.18	0.00	DCV

In this study, a one-sample t-test was conducted to evaluate the Discriminant Content Validity (DCV) of the instrument based on the relevance ratings by the expert panel. All items in Dimension 1 show positive and statistically significant t-values ($p < .05$), that indicates a consistent expert judgment that each item appropriately demonstrated strong discriminant content validity represents the construct of task performance.

Most items in Dimension 2 also showed positive and statistically significant t-values ($p < .05$), that are suggesting that the majority of items were judged as theoretically congruent with the contextual performance construct. While most items demonstrated strong alignment with their intended dimensions, two items in the Contextual Performance dimension (Item 7: “I am willing to carry out the challenging tasks offered to me” and Item 13: “I actively participate in meetings and/or consultations”) produced non-significant t-values ($t = -34.19$, $p = 0.17$; $t = -21.48$, $p = 0.24$, respectively), indicating that experts were uncertain about their alignment with the intended construct. These non-DCV items were classified as non-dimensional, meaning they did not clearly represent the targeted performance domain. Expert feedback suggested that Item 7 could be interpreted as general willingness rather than specific contextual behavior, and Item 13 might reflect task-related responsibilities rather than contextual performance.

Similarly, most items in Dimension 3 produce positive and statistically significant t-values ($p < .05$), reflects a consistent expert evaluation that the items appropriately capture the domain of counterproductive work behaviors.

Figure 1 Fit Rating by Panelists Assessing of Items and Dimensions of Individual Work Performance



18 items of Individual Work Performance

Based on the data presented, the analysis of inter-rater agreement regarding item classification within each dimension revealed notable variations. First dimension highlighted in red (Task Performance), all items received a high level of agreement, with panelists indicating that the items appropriately represented the intended dimension. Second dimension highlighted in yellow (Contextual Performance), most items demonstrated adequate agreement, reflected in significant t-scores ranging from 21.66 to 61.78 and p-values $< .05$. However, Items 7 and 13 exhibited non-significant t-scores ($t = -34.19$, $p = 0.17$; $t = -21.48$, $p = 0.24$, respectively). These values indicate that experts did not consistently classify these items within the contextual performance dimension. Consequently, both items were categorized as Non-Dimension, as they failed to meet the statistical thresholds required for construct alignment. Consequently, these items were classified as non-dimensional, as they did not demonstrate a strong alignment with any specific construct. Last Dimension highlighted in green

(Counterproductive Behavior), the majority of panelists reached agreement that the items accurately reflected the measured dimension.

In the contextual performance items, although all items have good discriminant content validity, there are several inputs from the panelists which will later be used as a reference for the author to consider compiling the items. The item had a score of -34.19, which indicated that panelists were not sure that the item was included/in accordance with the intended dimension, are presented in Table 3.

Table 3. Items Recommendation from Panelist

Dimension	English Version	Translation in Bahasa Indonesia	Note from Panelist
Contextual Performance	I took on challenging tasks when they were available	<i>Saya bersedia menjalankan tugas-tugas yang menantang sesuai dengan tuntutan tempat saya bekerja</i>	<i>Challenging tasks may be classified as core responsibilities (Task Performance) rather than as aspects of Contextual Performance, as they primarily reflect an individual's effectiveness in fulfilling essential job duties</i>
	I actively participated in meetings and/or consultations	<i>Saya bersedia terlibat aktif dalam rapat dan/atau konsultasi tertentu</i>	<i>Participating in meetings should be regarded as a core responsibility (Task Performance) rather than a an extra behavior as it constitutes an essential aspect of fulfilling job duties.</i>
Counterproductive Work Behavior	I talked to colleagues about the negative aspects of my work	<i>Saya membicarakan hal-hal negatif dalam pekerjaan dengan rekan rekan kerja</i>	<i>It is acceptable to discuss or express work-related pressure or workload, provided that company confidentiality is upheld</i>

Furthermore, although all items demonstrated good discriminant content validity, several expert panel comments provided useful guidance for item refinement in Counterproductive Behavior dimension. Item number 18, "I talked to colleagues about the negative aspects of my work," translated as "*saya membicarakan hal-hal negatif dalam pekerjaan dengan rekan kerja*", received a DCV score of 6.18 ($p = 0.00$), indicating that panelists generally agreed the item aligns with the intended dimension. However, some panelists noted that discussing negative work-related aspects may be considered a normal human reaction, particularly when it relates to external stressors, organizational regulations, work load or unpredictable situation, as long as it does not involve disclosure of confidential company information.

Following this feedback, the author asked clarification from the panelists and requested recommendations for alternative wording that would clearly reflect counterproductive behavior. The same consideration applies to situations in which employees discuss work-related issues with family members at home as a form of emotional support, such instances should not be interpreted as counterproductive if they fall within socially acceptable and ethical boundaries. These insights will guide the refinement of Item 18 to ensure it accurately represents the construct of counterproductive behavior.

Table 4. Final Item Classification Based on Discriminant Content Validity (DCV) Analysis

Dimension	Item Number	Decision	Notes
Task Performance	1–5	Retained	All items showed significant t-values and strong discriminant validity.
Contextual Performance	7, 13	Eliminated/ Non-dimensional	Non-significant t-value; judged to reflect task- related responsibilities.

Dimension	Item Number	Decision	Notes
Counterproductive Work Behaviors	8–12, 14	Retained	Significant t-values; aligned with contextual performance.
	15–17	Retained	Strong alignment; significant t-values.
	18	Retained with revision	Requires refinement, may reflect normative coping in certain contexts.

A clear summary of the final item decisions based on the Discriminant Content Validity (DCV) analysis is presented in Table 4. Of the 18 items assessed, 16 items demonstrated positive and significant t-values ($p < 0.05$), confirming that they effectively discriminated their intended dimensions. These results indicate that the majority of items exhibit satisfactory content distinctiveness across Task Performance, Contextual Performance, and Counterproductive Work Behaviors.

4. Discussion

Of the 18 items analyzed, 16 items met the DCV criteria, indicating that these items consistently represented their targeted dimensions. Two additional items were classified as non-DCV because they were not significantly associated with any dimension (non-dimensional). Variations in the measurement of several items for the intended construct are consistent with previous research that reported inconsistent items. This discussion begins with items that lack discriminant content validity (non-DCV) and fall into the non-dimensional category. Overall, any non-dimensional items were identified as items that do not accurately represent the individual dimensions of work performance. This finding reinforces the need to revise or re-develop these items to better align with the constructs they are intended to measure

Regarding concerns that the measurement of *individual work performance* through self-report instruments may be subject to bias, this study considers the use of complementary measurement approaches, such as supervisor ratings or data triangulation, to strengthen validity. In addition, the contextual characteristics of the research participants will be more clearly specified, for example by focusing on particular sectors, given that job characteristics and organizational culture may influence the structure and expression of individual performance.

The two non dimensional items identified in this study (contextual performance) reinforce this theoretical concern. Items that fail to demonstrate discriminant content validity may reflect Cross-loading tendencies across performance domains (e.g., contextual vs. task performance). Ambiguities in the behavioral descriptions also appeared, especially when translated into local cultural contexts. Furthermore, cultural variability in interpreting discretionary and non-discretionary behaviors, particularly in collectivistic contexts such as Indonesia (Widyastuti & Hidayat, 2018)

Certain behaviors, such as discussing negative work experiences or participating in meetings, may be interpreted differently depending on cultural norms. In collectivistic societies such as Indonesia, discussing work problems with colleagues or family may serve as a normative coping mechanism rather than a counterproductive behavior (Rotundo, 2002). These interpretations underscore the need for culturally sensitive item formulations.

The study's findings can also be interpreted through the lens of job flourishing, which reflects a combination of positive psychological functioning, meaning, and vitality at work (Agenor et al., 2017). Task performance items align with the competence dimension of flourishing. Contextual performance items reflect prosocial contribution, growth, and engagement—core aspects of thriving. Counterproductive behaviors represent diminished flourishing or maladaptive coping (Ekşi et al., 2022). Well calibrated performance items are essential because accurate measurement of individual work performance is linked to organizational productivity, innovation, and long-term effectiveness (Juvonen-Posti & Vuorento, 2025). Performance behaviors that align with flourishing also predict higher organizational commitment, lower burnout, and improved team functioning. Therefore, refining ambiguous items enhances the tool's utility for both research and practice (A'yuninnisa et al., 2024)

5. Conclusion

This research enhance the comprehension of Individual Work Performance (IWP) measurement by investigating its discriminant content validity. The result indicate that most items show enough difference across dimensions, to justify the multidimensional structure of IWP. However, the presence of overlapping items suggests that certain dimensions remain conceptually close, which may affect the precision of performance assessment. These results highlight the importance of refining item content to ensure clearer dimensional

boundaries. From a practical standpoint, the revised IWP instrument provides a more structured and reliable basis for employee performance evaluation, while also emphasizing the need for cautious interpretation when applying self-report measures in diverse work contexts.

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