EXPLORING THRIVING AT WORK: A SYSTEMATIC LITERATURE REVIEW AND FUTURE RESEARCH DIRECTIONS

Yu Zhao
Universiti Kebangsaan Malaysia

Norhafizah Abu Hasan♣
Universiti Kebangsaan Malaysia

Rasidah Arshad
Universiti Kebangsaan Malaysia

Nur Atiqah Abdullah
Universiti Kebangsaan Malaysia

ABSTRACT

This systematic literature review provides a comprehensive examination of thriving at work, a construct characterized by its dual dimensions of vitality and learning. These signify employees' psychological well-being and capacity for growth. Synthesizing research from the past 15 years, this review identifies individual-level antecedents like emotional intelligence, job crafting, and resilience, while organizational factors such as leadership style, support systems, and work environments also play critical roles. The review demonstrates that thriving enhances individual outcomes such as job performance, well-being, and innovation while bolstering organizational effectiveness through adaptability and team cohesion. Drawing on theoretical frameworks like the socially embedded model of thriving, self-determination theory, this study proposes a robust framework for understanding thriving at work. It identifies critical research gaps, such as the need for cross-cultural and longitudinal studies, as well as investigations into digital work settings. Actionable insights are offered on fostering thriving through inclusive leadership and supportive organizational practices.

♣ Corresponding author: Centre for Value Creation & Human Well-Being Studies, Faculty of Economics and Management, Universiti Kebangsaan Malaysia, Bangi, 43600, Selangor, Malaysia.; +603-89215739; norhafizah1@ukm.edy.my.

1. INTRODUCTION

Thriving at work (TAW) is a multifaceted construct defined by the dual dimensions of vitality and learning (Spreitzer, Sutcliffe, Dutton, Sonenshein, & Grant, 2005). It captures an employee's psychological state of being energetic and continually acquiring knowledge and skills in the workplace. Beyond personal growth, thriving reflects adaptability and innovation in the face of professional challenges and opportunities. Vitality refers to high levels of energy and enthusiasm, while learning denotes continuous development through new experiences and knowledge acquisition.

In the context of today's rapidly changing work environment, TAW has emerged as a critical construct representing employees' ability to sustain vitality and learning despite the increasing demands and complexity of the workplace (Huang & Zhou, 2024). Research consistently indicates that thriving positively affects employee well-being, including happiness, job satisfaction, and career growth (Huo, 2021; Wang & Abu Hasan, 2024), while it also reduces burnout and turnover intention (Chang & Busser, 2020). These outcomes support broader organizational goals by fostering workforce stability, engagement, and performance (Fang et al., 2021). Thriving individuals demonstrate greater enthusiasm, creativity, and collaborative spirit, contributing to stronger team dynamics and collective outcomes (Christensen-Salem et al., 2021). Consequently, organizations are increasingly emphasizing employee thriving as a strategic predictor of job performance and organizational success (Elahi, Abid, Arya, & Farooqi, 2020).

In a market landscape characterized by uncertainty and technological disruption, thriving employees are more likely to adapt, seek challenges, and drive positive change. Their proactive pursuit of opportunities contributes to organizational innovation and resilience (Alwahhabi et al., 2023; Bhatti et al., 2022; Carmeli & Spreitzer, 2009). As hybrid work models become widespread and digital workspaces introduce new psychological stressors, thriving has also become essential for maintaining employee satisfaction, engagement, and retention(Raqeeb, 2024). Organizations that actively foster thriving cultures report lower burnout, higher productivity, and greater innovation capacity (Sharma, 2024; Surma, 2023). In addition, the rise of AI-driven work environments is reshaping how employees learn, exercise autonomy, and navigate their careers, making TAW increasingly relevant in digitalized workplaces (Pandey et al., 2024; Reitgruber, 2023). Against this backdrop, a systematic review of the literature is necessary to identify the key individual, team, and organizational factors influencing TAW, as well as the mechanisms and outcomes that define it. Such insights would be valuable for both academic research and managerial decision-making.

This review synthesizes relevant empirical and theoretical studies published from 2009 to 2024 across fields such as management, psychology, and organizational behavior. It includes quantitative, qualitative, and mixed-methods research to provide a comprehensive understanding of TAW. The review focuses on four main aspects: the definition and measurement of TAW; its antecedents across multiple levels; the mechanisms through which thriving influences outcomes such as performance and innovation; and the practical implications of thriving for organizations. Particular attention is given to the ways that mediating variables and contextual moderators shape the relationship between thriving and key outcomes such as job performance, innovation, and

career advancement. The goal is to combine the fragmented findings and offer an integrated understanding of how thriving functions in contemporary workplaces.

This paper contributes to the literature in several important ways. First, it offers a systematic synthesis of prior research, organizing the fragmented findings into a cohesive theoretical framework. In doing so, it clarifies the conceptual boundaries of TAW and differentiates it from related constructs such as engagement, resilience, and psychological well-being. Second, the review identifies important research gaps. While individual-level antecedents have been widely studied, less is known about team-level dynamics, cross-cultural variations, and the impact of emerging technologies. There has also been limited exploration of thriving among underrepresented groups, such as employees in non-Western settings or those facing systemic barriers. Third, the review highlights methodological limitations within the current studies. Much existing research relies on cross-sectional data, which limits causal inference and overlooks the dynamic nature of thriving. To address this, the review calls for longitudinal, experimental, and multi-level studies that can capture the evolving, context-dependent nature of thriving at work. Finally, the review outlines directions for future research, including the integration of TAW into broader frameworks such as diversity, equity, and inclusion (DEI), as well as environmental, social, and governance (ESG) goals. In doing so, it emphasizes the importance of thriving for not only individual outcomes but also organizational sustainability and strategic development. This review is, therefore, particularly relevant to scholars of organizational behavior, HR professionals seeking to enhance workforce effectiveness, and policymakers aiming to foster supportive work environments.

2.   METHODOLOGY

2.1 Qualitative Inquiry Approach

This study adopted a systematic literature review (SLR) approach (Snyder, 2019; Tranfield, Denyer, & Smart, 2003) to comprehensively synthesize research on thriving at work. The SLR methodology ensures a structured and transparent analysis of existing literature, facilitating the identification of key themes, research gaps, and methodological trends (Pati & Lorusso, 2018). Unlike traditional literature reviews, an SLR employs explicit, predefined criteria and systematic procedures to select, evaluate, and analyze relevant studies (Okoli, 2015). This method enhances the transparency and replicability of the review process, reducing bias and ensuring that findings are both reliable and evidence-based.

The rationale for adopting an SLR lies in the need to consolidate diverse research findings from multiple disciplines, such as management, psychology, and organizational behavior, on the topic of thriving at work. Given the field's recent growth and the variety of theoretical and methodological perspectives, a systematic approach was essential to integrate the insights into a cohesive overview. Additionally, an SLR facilitates the identification of research gaps and unresolved issues, guiding future research directions (Thomé, Scavarda, & Scavarda, 2016). Thus, employing an SLR provided both a thorough understanding of thriving at work and a robust foundation for advancing the field.

2.2 Data Collection and Search Strategy

To ensure a rigorous and replicable search process, this review employed Scopus and Web of Science (WoS) as the primary databases. They were selected for their multidisciplinary scope, inclusion of peer-reviewed literature, and robust citation-tracking capabilities. Scopus offers extensive coverage of management, psychology, and organizational behavior, while WoS indexes high-impact journals in the Social Sciences Citation Index, thereby ensuring both breadth and academic credibility. The use of these databases enhances the transparency and reproducibility of the review. Other databases, such as PsycINFO or PubMed, were excluded due to their limited filtering functions and weaker citation analysis tools for the topic under investigation.

Thriving at work, a construct encompassing vitality and learning (Spreitzer et al., 2005), was the core search term. To broaden the scope and capture conceptual variants, related terms such as "workplace thriving" and "employee thriving" were also included. "Workplace thriving" reflects both individual and contextual influences (Jiang, Jiang, & Nielsen, 2019), whereas "employee thriving" focuses on the individual level and is often linked to broader constructs concerning well-being (Zhu, Wei, & Moin, 2024). This inclusive strategy ensured comprehensive coverage of the relevant literature while maintaining a conceptual focus.

2.3 Search Formula

By using these keywords in combination, the search strategy aimed to be both comprehensive and focused. The formula used in WoS was "((TS= (thriving at work)) AND TS= (Workplace thriving)) AND TS= (Employee thriving)", and it was refined using "Articles" to focus on peer-reviewed literature and to choose works in "English". The formula used in SCOPUS was "TITLE (thriving AND at AND work OR workplace AND thriving OR employee AND thriving)", and it was refined using "Articles" to focus on peer-reviewed literature and to choose works in "English". These search strategies were designed to maximize the coverage of high-quality, peer-reviewed research on thriving at work across multiple disciplines. The search process and selection criteria are detailed in the following section (Figure 1).

Figure 1: The Flow Diagram of the Study
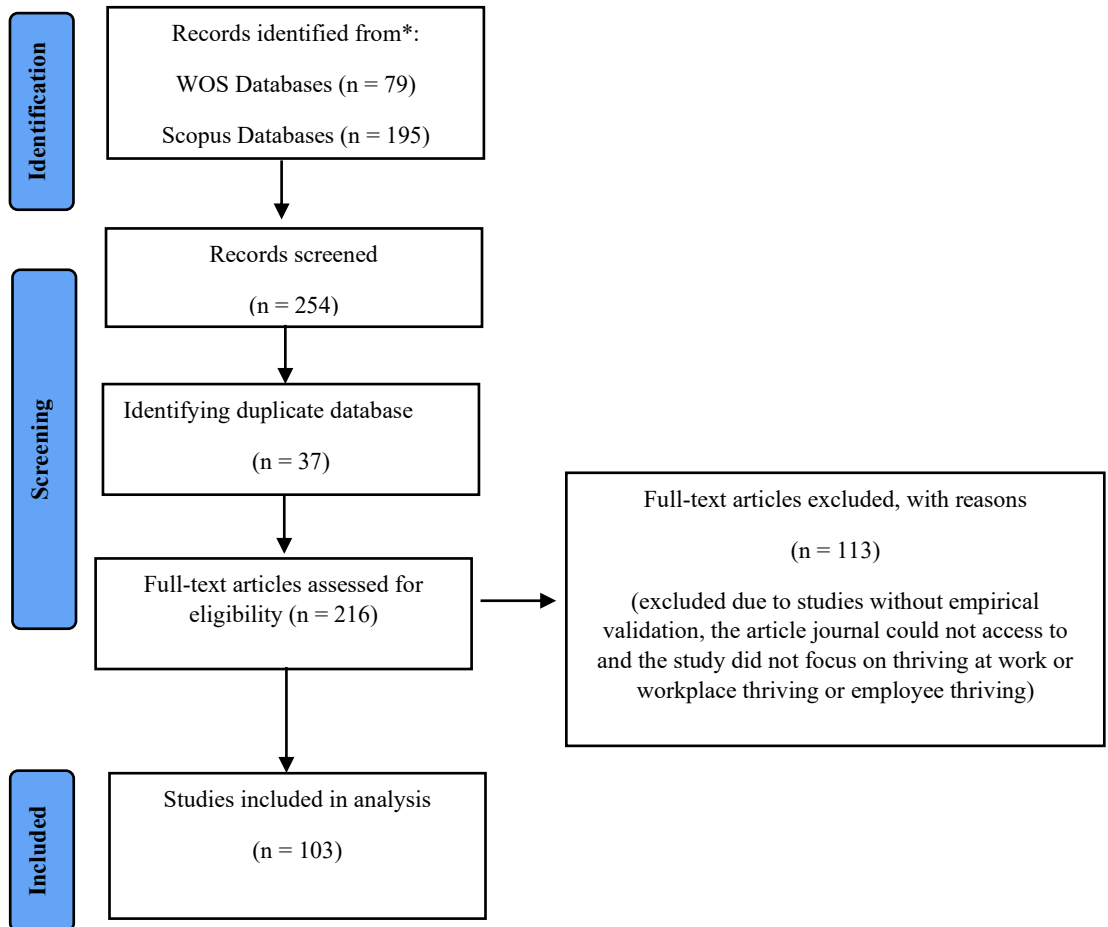
2.4 Data Analysis and Organization of Results

To systematically categorize and synthesize the identified studies, thematic analysis (Braun & Clarke, 2006) was used to classify key findings. Two independent researchers conducted the coding process to ensure rigor and consistency. Inter-coder reliability was assessed using Cohen's Kappa coefficient, which exceeded 0.8, indicating a high level of agreement between the coders. Themes were identified based on patterns in the literature, such as conceptual definitions, antecedents, consequences, and methodological trends. The results of this thematic synthesis were organized into major themes, reflecting the primary research findings on thriving at work. This structure ensures clarity and coherence, making it easier for future researchers to build upon the insights presented in this review.

3. CONCEPTUAL FRAMEWORK OF THRIVING AT WORK

3.1 Definition and Core Components

TAW is commonly defined as a positive psychological state encompassing two core components: vitality and learning (Spreitzer et al., 2005). Vitality, refers to the perceived energetic and dynamic state of an individual in their work, representing positive psychological emotions. Learning denotes the ongoing development of skills and abilities by an individual in their work, entailing a sense of personal growth and progress. Some original and newly developed definitions of thriving at work were identified in the articles reviewed.

Table 1: Definitions of Thriving at Work

Definition	Sources
Thriving at work is the positive psychological states that employees experience at work, including vitality and learning.	(Porath et al., 2012; Spreitzer et al., 2005)
A psychological state characterized by a combination of vigor and continuous learning at work.	(Sia & Duari, 2018)
Thriving at work refers to the positive cognitive (learning) and affective (vitality) dimensions that employees experience at work.	(Shen, Liu, Yang, Hu, & He, 2022)
Thriving a work is defined as a shared experience of vitality and learning; it conveys a sense of progress or forward movement in one's own self-development.	(Ren et al., 2022)

In summary, thriving at work is a psychological state that integrates vitality (the emotional dimension) and learning (the cognitive dimension). This state indicates that not only are employees energetic in their work, but they also continuously enhance their abilities, thereby achieving personal development.

3.2 Theoretical Models Underpinning Thriving at Work

Table 2: Theoretical Models Explaining Thriving at Work

Theory	Core Idea	Relevance to Thriving at Work (TAW)
Socially Embedded Model (Spreitzer et al., 2005)	Thriving is socially constructed, influenced by relationships and work culture.	Positive work interactions, supportive leadership, and organizational resources foster learning and vitality.
Conservation of Resources Theory (Hobfoll, 1989)	Individuals strive to acquire, retain, and protect valuable resources (e.g., time, energy, relationships).	Access to psychological and organizational resources (e.g., leader support, job challenges) enhances thriving (Hussain, Farid, Liu, & Abbass Shaheen, 2022).
Self-Determination Theory (Deci & Ryan, 2012)	Thriving is driven by the satisfaction of autonomy, competence, and relatedness needs.	Job autonomy, personal skill development, and social connections encourage motivation and engagement in work (Jiang & Wei, 2024; Jiang, Di Milia, Jiang, & Jiang, 2020; Li, Ge, & Li, 2022).
Job Demands-Resources Model (Bakker & Demerouti, 2007)	The balance between job demands and job resources determines employee well-being and performance (Mansour & Tremblay, 2020).	Supportive leadership, development opportunities, and job clarity enhance thriving at work (Huo, 2021; Zhang et al., 2021).
Broaden-and-Build Theory (Fredrickson, 2001)	Positive emotions expand cognitive flexibility and enhance personal growth.	Experiencing happiness and job satisfaction leads to higher resilience, adaptability, and skill acquisition at work (Sheng & Zhou, 2022).
Organizational Support Theory (Eisenberger, Armeli, Rexwinkel, Lynch, & Rhoades, 2001)	Employees thrive when they perceive organizational support and recognition.	Strong employer-employee relationships increase job satisfaction, commitment, and thriving (Goyal et al., 2023).
Social Exchange Theory (Blau, 1964)	Workplace relationships are based on reciprocity and mutual benefits.	Employees who feel valued and supported by their organization are more likely to engage, learn, and thrive (Abid, Contreras, Ahmed, & Qazi, 2019; Usman et al., 2021).
Work-Home Resources Model (Ten Brummelhuis & Bakker, 2012)	Family support and work-home balance impact workplace thriving.	Supportive family environments and reduced work-family conflicts enhance employees' energy and learning at work (Ren et al., 2022).
Boundary Theory (Ashforth et al., 2000)	Employees manage work-life balance by setting psychological and physical boundaries.	Thriving occurs when individuals maintain healthy boundaries between work and personal life (Ren et al., 2022).
Psychological Contract Theory (Conway & Briner, 2005)	Employees' implicit expectations from their employer influence job motivation.	When employees feel supported and developed, their engagement, vitality, and learning increase (He et al., 2023).
Challenge-Hindrance Stressor Framework (Lazarus, 1984)	Work stress can be challenge-driven (growth-enhancing) or hindrance-driven (goal-obstructing).	Employees who view stressors as challenges experience higher thriving levels (Prem et al., 2017; Yang & Li, 2021).
Person-Environment Fit Theory (Caplan & Van Harrison, 1982)	Employees thrive when their personal needs align with workplace resources.	A good fit between job demands and employees' skills/resources fosters motivation and well-being (Faiz, Safdar, & Mubarak, 2022).

4. ANTECEDENTS OF THRIVING AT WORK

4.1 Individual-Level Factors

Thriving at work is significantly influenced by individual dispositions and psychological attributes (Jiang, 2017). A proactive personality is a key antecedent, as individuals with this trait tend to initiate change, engage in self-development, and actively pursue learning and vitality (Alikaj et al., 2021). Proactive behaviors such as task focus and thoughtful care enhance the likelihood of experiencing thriving in dynamic work environments (Usman et al., 2021).

Emotional intelligence (EI) also positively correlates with thriving. Employees with higher EI are more capable of maintaining positive emotions, which energize them and promote mental readiness to learn. This emotional regulation fosters personal growth and motivates proactive action, contributing to sustained thriving (Wang, Jiang, & Blackman, 2024).

Job crafting, particularly efforts to enhance resources and engage in meaningful challenges, promotes thriving by aligning work characteristics with personal strengths and goals (Guan & Frenkel, 2021; Mansour & Tremblay, 2020). Job self-efficacy plays a similar role, especially among disabled employees, by enabling them to manage challenges and remain highly motivated to learn (Zhu et al., 2019).

High-activated positive affect (HAPA) encourages individuals to engage, innovate, and build strong interpersonal connections, thereby fostering thriving (Jiang, Hu, Wang, & Griffin, 2024). Additionally, core self-evaluations moderate the effect of servant leadership on thriving, as employees with higher self-worth perceive work contexts more positively (Usman et al., 2021).

Several moderating mechanisms shape these relationships. Job control influences how proactive innovation behavior translates into thriving (Nguyen & McGuirk, 2022), while career adaptability strengthens the link between EI and thriving (Wang et al., 2024). Self-leadership buffers the relationship between self-sacrificial leadership and well-being (Huang & Zhou, 2024). Meanwhile, resilience mitigates the adverse effects of stressors such as high workloads and role conflict (Hussain et al., 2022; Sun et al., 2022).

Regulatory focus (promotion vs. prevention) moderates how leader inclusiveness affects thriving (Li, Guo, & Wan, 2019). Furthermore, boundary management strategies help employees reduce work-family conflict and enhance their psychological energy (Ren et al., 2022). Finally, psychological capital mediates the link between volunteer motivation and thriving, reinforcing the importance of internal psychological resources (Li et al., 2022).

4.2 Organizational-Level Factors

Leadership styles play a pivotal role in fostering employees' thriving. Servant leadership promotes thriving by offering resources, emotional support, and developmental opportunities that enhance employee vitality and learning (Jang et al., 2023; Jiang & Wei, 2024; Usman et al., 2021; Wang, Ren, & Meng, 2022). Inclusive leadership contributes by cultivating a

psychologically safe environment in which employees feel valued, respected, and empowered to participate (Fang et al., 2021; Li et al., 2019; Zeng, Zhao, & Zhao, 2020). Self-sacrificing leadership, although less direct, enhances thriving by demonstrating a leader's willingness to prioritize employee well-being over personal gain (Huang & Zhou, 2024).

Organizational culture also significantly influences thriving. Perceptions of fairness, encompassing procedural, distributive, and interactional justice, enhance psychological safety, which is closely linked to thriving (Rahaman et al., 2022; Sia & Duari, 2018; Yang et al., 2020). Moreover, a workplace culture that emphasizes diversity, equity, and inclusion (DEI) reduces systemic bias and creates inclusive conditions that are conducive to thriving at work (Rice et al., 2024).

Organizational support mechanisms further reinforce thriving. Psychological ownership of strengths use (POSSU) fosters autonomy, competence, and relatedness, thereby satisfying core psychological needs (Guan & Frenkel, 2021). Family-supportive supervisor behavior (FSSB) reduces work-family conflict, enabling employees to balance responsibilities and maintain their well-being (Shen et al., 2022; Wang, Sun, & Wan, 2024; Zhao, Zhang, Choi, & Xu, 2024). Additionally, high-quality leader-member exchange (LMX) relationships build trust and support, enhancing engagement and personal growth (Bhatti et al., 2022; Di Milia & Jiang, 2024; Xu, Loi, & Chow, 2019).

Work resources and systems also serve as critical antecedents. Flexible work arrangements and access to resources like time, information, and training promote resilience and adaptability (Wang et al., 2024). Mental health resources help employees manage stress and sustain psychological well-being (Kleine et al., 2023). Finally, high-performance work systems (HPWS) foster psychological capital by offering structured challenges and developmental feedback (Wang et al., 2022; Yun, Zhou, & Zhang, 2022).

4.3 Team-Level Factors

Thriving at work is influenced by not only individual and organizational factors but also team dynamics. One critical factor is team cooperative goals, whereby members view personal success as interconnected with team achievement (Li, Peng, & Liu, 2022). Such alignment fosters collaboration, mutual support, and a psychologically safe space for growth. However, the impact of cooperative goals depends on team time consensus, or agreement on pacing and deadlines. A high level of time consensus minimizes coordination issues and stress, enabling focused engagement and learning within a structured yet flexible environment.

Another essential factor is team cohesion, which refers to the strength of psychological bonds among members (Jiang et al., 2024). Cohesive teams promote trust, knowledge sharing, and joint problem-solving, enhancing both vitality and learning. High-activated positive affect (HAPA) at the team level, which involves emotions like excitement and inspiration, further drives motivation and engagement (Fredrickson, 2001). HAPA reinforces cohesion, creating a positive emotional climate conducive to thriving.

Additionally, colleague strengths recognition (employees acknowledging each other's abilities) enhances psychological safety and motivation (Moore, Bakker, & van Mierlo, 2022). Feeling

valued increases vitality and fosters a culture of support and development. While strengths recognition strongly enhances energy, its effect on learning is indirect and often requires complementary developmental resources. Together, these team-level factors create a synergistic environment for sustainable employee thriving.

4.4 Contextual Level Factors

Workplace ostracism negatively impacts employee thriving, with this effect being more pronounced among employees with high organizational-based self-esteem (Zhang et al., 2023). Cross-cultural backgrounds are also a vital contextual antecedent (Ren et al., 2022), because factors influencing thriving at work may differ across cultural contexts, such as the influence of collectivist values in Chinese culture on employees' perceptions of organizational support.

The economic environment, specifically economic uncertainty, such as that which occurred during the COVID-19 pandemic, affects the work status and mental health of employees, thereby influencing thriving at work (Huang & Zhou, 2024; Huo, 2021; Li et al., 2022; Sun et al., 2022; Yi et al., 2022). The technological environment, that is, the use of enterprise social media, reduces challenging and hindering stressors, thereby enhancing the vitality and engagement of employees and fostering thriving at work. Social support networks, including those involving support from colleagues and friends, positively influence thriving at work (Zhu et al., 2024). The distinct roles of instrumental networks (providing work-related resources) and emotional networks (offering emotional support) are also discussed. Work environment designs, including physical spaces and work layouts, may influence the work experiences and psychological states of employees (Elahi et al., 2020), thereby affecting thriving at work.

5. CONSEQUENCES OF THRIVING AT WORK

5.1 Individual Outcomes

Thriving at work, defined as a psychological state encompassing vitality and learning (Jang et al., 2023), significantly enhances the well-being and happiness of employees (Faiz et al., 2022; Sia & Duari, 2018). By strengthening psychological resources, thriving fosters greater satisfaction and positive work attitudes.

Thriving is positively associated with job performance as employees who experience vitality and learning are more motivated and efficient when completing tasks (Elahi et al., 2020; Shahid & Muchiri, 2019). It also indirectly promotes performance by enhancing self-efficacy and work motivation (Christensen-Salem et al., 2021). Research suggests that thriving reduces job burnout, as it helps maintain enthusiasm and commitment. Employees with high levels of vitality and learning are less likely to experience fatigue and emotional exhaustion (Li et al., 2022; Yun et al., 2022).

Thriving at work also contributes to career satisfaction by promoting feelings of accomplishment and pride in one's work. Employees who thrive report a greater sense of career identity and a stronger sense of achievement (Huo & Jiang, 2021; Jiang et al., 2020; Lehtonen et al., 2022; Yi et

al., 2022; Zhang et al., 2021; Zhao et al., 2018). Additionally, thriving fosters personal growth and development by motivating employees to seek new learning opportunities and challenges (Carmeli & Spreitzer, 2009). It creates a foundation for continuous skill development and career advancement (Zhang et al., 2021).

Another benefit of thriving is enhanced psychological resilience. It boosts positive emotions and coping abilities, enabling employees to better adapt to stress and workplace challenges (Hussain et al., 2022; Shen et al., 2024; Sun et al., 2022; Yun et al., 2022). Thriving is also linked to innovative behavior: it encourages creativity, flexibility, and the generation of new ideas, often through increased intrinsic motivation and adaptability (Alwahhabi et al., 2023; Carmeli & Spreitzer, 2009; Li & Liu, 2023; Liu et al., 2020; Nguyen & McGuirk, 2022; Riaz et al., 2018, 2020; Wang, 2023; Zhao et al., 2022).

Moreover, thriving enhances work engagement, as employees become more absorbed and committed to their tasks. A stronger sense of purpose and mission reinforces their dedication and creates value for the organization (Abid et al., 2018; van der Walt, 2018). Although thriving may sometimes increase work-family conflicts through over-engagement, research has generally found that it helps employees manage both domains more effectively, thus reducing conflict (Ni et al., 2023; Zhao et al., 2024). Finally, thriving strengthens organizational commitment and loyalty, making employees more willing to contribute to their organization's success. This relationship is mediated by a heightened sense of belonging and identification with the organization (Abid et al., 2019; Nguyen & McGuirk, 2022).

5.2 *Organizational Outcomes*

TAW contributes to organizations' adaptability to change and promotes innovation. For instance, Sia and Duari (2018) mentioned that agentic work behavior and decision-making authority promote thriving at work, thereby enhancing the adaptability and innovation capabilities of organizations. TAW also has a positive impact on organizational sustainability. Research has shown that promoting thriving at work enhances team cohesion and task interdependence, thereby improving organizational sustainability (Jiang et al., 2024).

Overall, TAW contributes to improving an organization's overall effectiveness and competitiveness by enhancing employee performance, strengthening organizational commitment, and improving job satisfaction. Besides, employees who are thriving at work may also positively influence the organizational culture and atmosphere. When employees are full of vitality and learning at work, they are more likely to transmit this positive attitude and behavior to colleagues, thus fostering a positive organizational culture and atmosphere. An organization that supports employee thriving can often attract more talented individuals to join. Employees thriving at work can serve as a selling point for the organization, enhancing its reputation and attractiveness, as well as aiding its competitiveness in the talent market.

6. DISCUSSION

6.1 Key Findings

This review identifies key antecedents of thriving at work, encompassing family and organizational support, leadership styles (e.g., inclusive, transformational, and servant), individual traits and motivations (e.g., psychological capital, intrinsic motivation, and sense of calling), and job characteristics (e.g., job enrichment, challenges, and resources). These factors jointly shape employees' vitality and learning, which are the core components of thriving.

Thriving at work is associated with a wide range of positive outcomes, including higher job performance, innovative behavior, engagement, satisfaction, and reduced burnout and turnover intentions. Its influence also extends beyond the workplace, enhancing mental health, work-family balance, and overall quality of life.

Moreover, various mediating mechanisms, such as job crafting, organizational identification, and work-family enrichment, help explain how these antecedents foster thriving. Moderating factors like power distance, generational differences, leader-member exchange, and broader cultural or contextual elements shape the strength of these relationships.

This integrated perspective highlights how thriving is a multi-dimensional construct influenced by personal, organizational, and contextual factors, with both professional and personal benefits. Future research should further examine these mechanisms across different cultural and industry-specific settings.

6.2 Identification of Research Gaps

These findings are consistent with prior research emphasizing the importance of job resources, psychological capital, and related factors in fostering thriving (Porath et al., 2012; Wang et al., 2022). However, several gaps remain. Notably, the impact of digital transformation and AI-driven work environments on employees' perceptions of vitality and learning remains under-explored. Future research should examine how technological shifts reshape thriving at work.

Another key gap lies in the limited cross-cultural scope of existing studies, which often focus on Western contexts. Comparative research across diverse cultural settings is needed to enhance theoretical generalizability. Moreover, the dominance of cross-sectional designs limits causal inference. Longitudinal studies are essential to capture the dynamic nature of thriving over time.

Current research also under-represents diverse employee groups, such as persons with disabilities and ethnic minorities. Future studies should explore their unique experiences and challenges in achieving thriving at work. Additionally, while multiple theoretical models exist, an integrated framework remains lacking. Future work should aim to unify different perspectives into a cohesive model.

Finally, emerging evidence highlights the role of team-level dynamics in shaping thriving. Future studies should investigate how the team climate moderates individual thriving and interacts with organizational and personal factors.

6.3 *Implications for Theory and Framework*

This review expands the concept of thriving at work by addressing emerging dynamics in remote and hybrid work. It emphasizes how digital communication tools and individual resilience interact to influence well-being, and it proposes new directions for understanding thriving in digital contexts. DEI is highlighted as a core driver of thriving. Organizational case studies show that inclusive cultures foster engagement, well-being, and career growth, supporting sustained employee thriving.

The review also links thriving to organizational sustainability goals, particularly ESG outcomes. Thriving employees demonstrate greater motivation, creativity, and alignment with ESG principles, contributing to long-term performance and responsible organizational practices. By integrating digitalization, DEI, and sustainability, this review positions thriving as not only an individual experience but also a strategic resource for navigating contemporary workplace challenges.

6.4 *Implications for Practice*

This review offers several practical implications for fostering a thriving workforce. Organizations should support the work-family balance as it enhances job satisfaction and well-being. Inclusive and servant leadership are recommended to empower employees, and elevate organizational citizenship behavior (Ngah et al., 2022). Recognizing individual characteristics such as psychological capital and job self-efficacy enables more personalized management strategies that improve performance and engagement.

In a globalized workforce, cultural sensitivity is essential. Training programs that strengthen core self-evaluations and resilience—particularly in managing stress, anxiety, and depression—can enhance adaptive capacities. Positive work environments that reduce stress and promote belonging are critical for sustaining vitality and learning.

Furthermore, job enrichment and redesign offer employees greater autonomy and purpose. Transparent and fair compensation and promotion systems reinforce organizational justice and commitment. Encouraging innovation and continuous learning contributes to a sense of purpose and growth. Finally, clear career development pathways can strengthen employee retention and long-term engagement.

7. LIMITATIONS AND FUTURE RESEARCH DIRECTIONS

Despite the rigorous methodology of this SLR, several limitations warrant consideration. First, restricting the review to English-language publications may have introduced language bias and excluded culturally relevant perspectives. Future reviews should incorporate multilingual databases or translated sources to enhance inclusivity. Second, the reliance on Scopus and Web

of Science may have meant that valuable studies from regional or discipline-specific databases such as PsycINFO or Business Source Complete have been overlooked. Broader database coverage could offer a more comprehensive synthesis.

Empirical research on thriving at work remains limited. Future studies should adopt longitudinal and experimental designs to examine causal relationships between thriving and its antecedents. Mixed-methods approaches—including interviews and ethnographic case studies—could further enrich the understanding of thriving in diverse organizational contexts.

The current literature predominantly focuses on general workplace environments. However, thriving is likely shaped by industry-specific dynamics. Future research should explore high-stress sectors (e.g., healthcare or finance) and creative or tech-driven industries, using field experiments or longitudinal case studies to assess the impacts of leadership styles, job design, and workplace interventions.

The Western-centric nature of the existing studies also limits cross-cultural generalizability. Comparative research in non-Western and developing economies is needed. Applying frameworks such as Hofstede's cultural dimensions (Hofstede & Bond, 1984) could reveal how national cultures influence thriving. For instance, autonomy may be more predictive in individualistic cultures, while social support may play a stronger role in collectivist settings.

Emerging digital work environments present new opportunities and risks for employee thriving. Future research should investigate how virtual collaboration, AI-based performance systems, and digital tools affect autonomy, engagement, and well-being. Longitudinal studies could examine adaptation to remote or hybrid work, while experimental designs might test digital wellness interventions aimed at mitigating burnout and privacy concerns.

Finally, thriving is not solely an individual phenomenon. Future studies should examine team- and organizational-level drivers such as shared leadership, psychological safety, and flexible work policies. Quasi-experimental research is needed to evaluate the long-term effectiveness of organizational practices on fostering sustainable thriving.

8. CONCLUSION

This review explores the construct of thriving at work, defined by the dual dimensions of vitality and learning. Empirical evidence highlights the role of leadership styles and job characteristics in shaping thriving, which, in turn, positively influences employee performance, behavior, satisfaction, and commitment. Importantly, the manifestation of thriving is context-dependent and varies across organizational settings.

A positive work environment is critical to fostering both individual and organizational well-being. Key enablers include psychological safety, meaningful work, and resource availability. This review identifies psychological safety as a key mechanism linking inclusive leadership to enhanced employee well-being. Managers are encouraged to implement interventions—such as

structured feedback and collaborative practices—to cultivate environments in which employees feel safe to express themselves and engage in learning.

Despite the growing interest in workplace well-being, further inquiry is needed. Future research should examine the effects of digital transformation, remote work, and emerging technologies on thriving. Additionally, cross-cultural studies are essential for testing theoretical generalizability and informing practice in diverse contexts. A deeper understanding of thriving at work can guide evidence-based strategies to enhance well-being and performance across organizational landscapes.

ACKNOWLEDGEMENT

REFERENCES

Abid, G., Contreras, F., Ahmed, S., & Qazi, T. (2019). Contextual factors and organizational commitment: Examining the mediating role of thriving at work. *Sustainability (Switzerland)*, *11*(17), Article 4686. https://doi.org/10.3390/su11174686

Abid, G., Sajjad, I., Elahi, N. S., Farooqi, S., & Nisar, A. (2018). The influence of prosocial motivation and civility on work engagement:The mediating role of thriving at work. *Cogent Business and Management*, *5*(1), 1-19. https://doi.org/10.1080/23311975.2018.1493712

Alikaj, A., Ning, W., & Wu, B. (2021). Proactive Personality and Creative Behavior: Examining the Role of Thriving at Work and High-Involvement HR Practices. *Journal of Business and Psychology*, *36*(5), 857-869. https://doi.org/10.1007/s10869-020-09704-5

Alwahhabi, N., Dukhaykh, S., & Alonazi, W. B. (2023). Thriving at Work as a Mediator of the Relationship between Transformational Leadership and Innovative Work Behavior. *Sustainability (Switzerland)*, *15*(15), Article 11540. https://doi.org/10.3390/su151511540

Ashforth, B. E., Kreiner, G. E., & Fugate, M. (2000). All in a day's work: Boundaries and micro role transitions. *Academy of management Review*, *25*(3), 472-491. https://doi.org/10.2307/259305

Bakker, A. B., & Demerouti, E. (2007). The job demands-resources model: State of the art. *Journal of Managerial Psychology*, *22*(3), 309-328. https://doi.org/10.1108/02683940710733115

Bhatti, M. A., Khan, N. R., Hussain, S., & Ghaleb, M. M. S. (2022). LMX, thriving at work and creative performance: Mediating effect of knowledge hiding. *Przestrzen Spoleczna*, *22*(3), 196-225. https://www.scopus.com/inward/record.uri?eid=2-s2.0-85152795385&partnerID=40&md5=c6c040321b3983550bb43644db79c53a

Blau, P. (1964). Power and exchange in social life. In: New York: J Wiley & Sons.

Caplan, R. D., & Van Harrison, R. (1982). *The mechanisms of job stress and strain*. Wiley.

Carmeli, A., & Spreitzer, G. M. (2009). Trust, connectivity, and thriving: implications for innovative behaviors at work. *Journal of Creative Behavior*, *43*(3), 169-191. https://doi.org/10.1002/j.2162-6057.2009.tb01313.x

Chang, W., & Busser, J. A. (2020). Hospitality career retention: the role of contextual factors and thriving at work. *International Journal of Contemporary Hospitality Management*, *32*(1), 193-211. https://doi.org/10.1108/IJCHM-10-2018-0831

Christensen-Salem, A., Walumbwa, F. O., Hsu, C. I. C., Misati, E., Babalola, M. T., & Kim, K. (2021). Unmasking the creative self-efficacy–creative performance relationship: the roles of thriving at work, perceived work significance, and task interdependence. *International Journal of Human Resource Management*, *32*(22), 4820-4846. https://doi.org/10.1080/09585192.2019.1710721

Conway, N., & Briner, R. B. (2005). *Understanding psychological contracts at work: A critical evaluation of theory and research*. Oxford University Press.

Deci, E. L., & Ryan, R. M. (2012). Self-determination theory. *Handbook of theories of social psychology*, *1*(20), 416-436.

Di Milia, L., & Jiang, Z. (2024). Linking leader-member exchange and work-nonwork balance: the mediating role of thriving at work and the moderating role of gender. *Personnel Review*, *53*(1), 155-172. https://doi.org/10.1108/pr-03-2022-0211

Durrah, O., Charbatji, O., Chaudhary, M., & Alsubaey, F. (2024). Authentic Leadership Behaviors and Thriving at Work: Empirical Evidence From The Information Technology Industry in Australia. *Psychological reports*, *127*(4), 1911-1940. https://doi.org/10.1177/00332941221144601

Eisenberger, R., Armeli, S., Rexwinkel, B., Lynch, P. D., & Rhoades, L. (2001). Reciprocation of perceived organizational support. *Journal of Applied Psychology*, *86*(1), 42. https://doi.org/10.1037/0021-9010.86.1.42

Elahi, N. S., Abid, G., Arya, B., & Farooqi, S. (2020). Workplace behavioral antecedents of job performance: mediating role of thriving. *Service Industries Journal*, *40*(11-12), 755-776. https://doi.org/10.1080/02642069.2019.1638369

Faiz, S., Safdar, S., & Mubarak, N. (2022). Impact of thriving at work on eustress and distress: career growth as mediator. *European Journal of Training and Development*, *46*(1-2), 178-193. https://doi.org/10.1108/EJTD-08-2020-0130

Fang, Y. C., Ren, Y. H., Chen, J. Y., Chin, T., Yuan, Q., & Lin, C. L. (2021). Inclusive Leadership and Career Sustainability: Mediating Roles of Supervisor Developmental Feedback and Thriving at Work. *Frontiers in Psychology*, *12*, Article 671663. https://doi.org/10.3389/fpsyg.2021.671663

Fredrickson, B. L. (2001). The role of positive emotions in positive psychology: The broaden-and-build theory of positive emotions. *American psychologist*, *56*(3), 218–226. https://doi.org/10.1037/0003-066X.56.3.218

Goyal, S., Kaur, J., Qazi, S., & Bhalla, P. (2023). MODERATING EFFECT OF PERCEIVED ORGANIZATIONAL SUPPORT IN THE RELATIONSHIP BETWEEN THRIVING AT WORK AND WORK PERFORMANCE. *International Journal of eBusiness and eGovernment Studies*, *15*(2), 187-211. https://doi.org/10.34109/ijebeg.2023150210

Guan, X. Y., & Frenkel, S. (2021). Organizational support and employee thriving at work: exploring the underlying mechanisms. *Personnel Review*, *50*(3), 935-953. https://doi.org/10.1108/pr-10-2019-0569

He, C., Feng, T., Xiong, J., & Wei, H. (2023). The relationship between negative workplace gossip and thriving at work among Chinese kindergarten teachers: the roles of psychological contract breach and bianzhi. *Frontiers in Psychology*, *14*, Article 1198316. https://doi.org/10.3389/fpsyg.2023.1198316

Hobfoll, S. E. (1989). Conservation of resources: a new attempt at conceptualizing stress. *American psychologist*, *44*(3), 513. https://doi.org/10.1037/0003-066X.44.3.513

Hofstede, G., & Bond, M. H. (1984). Hofstede's culture dimensions: An independent validation using Rokeach's value survey. *Journal of cross-cultural psychology*, *15*(4), 417-433. https://doi.org/10.1177/0022002184015004003

Huang, D., & Zhou, H. (2024). Self-sacrificial leadership, thriving at work, workplace well-being, and work–family conflict during the COVID-19 crisis: The moderating role of self-leadership. *BRQ Business Research Quarterly*, *27*(1), 10-25. https://doi.org/10.1177/23409444231203744

Huo, M. L. (2021). Career growth opportunities, thriving at work and career outcomes: Can COVID-19 anxiety make a difference?. *Journal of Hospitality and Tourism Management*, *48*, 174-181. https://doi.org/10.1016/j.jhtm.2021.06.007

Huo, M. L., & Jiang, Z. (2021). Trait conscientiousness, thriving at work, career satisfaction and job satisfaction: Can supervisor support make a difference?. *Personality and individual differences*, *183*, Article 111116. https://doi.org/10.1016/j.paid.2021.111116

Hussain, Z., Farid, H., Liu, X., & Abbass Shaheen, W. (2022). Unveiling the Effects of Stressors on Task Performance: The Role of Thriving at Work and Resilience. *Frontiers in Psychology*, *13*, Article 896505. https://doi.org/10.3389/fpsyg.2022.896505

Jang, S., Yoo, S., Lee, J., & Lee, Y. (2023). Serving for thriving: a moderated mediation analysis of the relationship between servant leadership and thriving at work. *Personnel Review*, *52*(5), 1345-1361. https://doi.org/10.1108/PR-08-2021-0602

Jiang, X., & Wei, Y. (2024). Linking servant leadership to followers' thriving at work: self-determination theory perspective. *Frontiers in Psychology*, *15*, Article 1384110. https://doi.org/10.3389/fpsyg.2024.1384110

Jiang, Z. (2017). Proactive personality and career adaptability: The role of thriving at work. *Journal of Vocational Behavior*, *98*, 85-97. https://doi.org/10.1016/j.jvb.2016.10.003

Jiang, Z., Di Milia, L., Jiang, Y., & Jiang, X. (2020). Thriving at work: A mentoring-moderated process linking task identity and autonomy to job satisfaction. *Journal of Vocational Behavior*, *118*, Article 103373. https://doi.org/10.1016/j.jvb.2019.103373

Jiang, Z., Hu, X. W., Wang, Z. M., & Griffin, M. A. (2024). Enabling workplace thriving: A multilevel model of positive affect, team cohesion, and task interdependence. *Applied Psychology-an International Review-Psychologie Appliquee-Revue Internationale*, *73*(1), 323-350. https://doi.org/10.1111/apps.12481

Jiang, Z., Jiang, Y., & Nielsen, I. (2019). Workplace thriving in China. *International Journal of Manpower*, *40*(5), 979-993. https://doi.org/10.1108/IJM-08-2018-0256

Kleine, A. K., Rudolph, C. W., Schmitt, A., & Zacher, H. (2023). Thriving at work: an investigation of the independent and joint effects of vitality and learning on employee health. *European Journal of Work and Organizational Psychology*, *32*(1), 95-106. https://doi.org/10.1080/1359432X.2022.2102485

Lazarus, R. S. (1984). *Stress, appraisal, and coping* (Vol. 464). Springer.

Lehtonen, E. E., Nokelainen, P., Rintala, H., & Puhakka, I. (2022). Thriving or surviving at work: how workplace learning opportunities and subjective career success are connected with job satisfaction and turnover intention?. *Journal of workplace Learning*, *34*(1), 88-109. https://doi.org/10.1108/JWL-12-2020-0184

Li, J., Ge, C., & Li, S. (2022). The Association of Volunteer Motivation and Thriving at Work of College Students During COVID-19: Job Burnout and Psychological Capital as Mediators. *Frontiers in Public Health*, *10*, Article 923196. https://doi.org/10.3389/fpubh.2022.923196

Li, M., Peng, S., & Liu, L. (2022). How Do Team Cooperative Goals Influence Thriving at Work: The Mediating Role of Team Time Consensus. *International journal of environmental research and public health*, *19*(9), Article 5431. https://doi.org/10.3390/ijerph19095431

Li, N., Guo, Q. Y., & Wan, H. (2019). Leader inclusiveness and taking charge: The role of thriving at work and regulatory focus. *Frontiers in Psychology*, *10*(OCT), Article 2393. https://doi.org/10.3389/fpsyg.2019.02393

Li, Q., & Liu, M. (2023). The effect of family supportive supervisor behavior on teachers' innovative behavior and thriving at work: A moderated mediation model. *Frontiers in Psychology*, *14*, Article 1129486. https://doi.org/10.3389/fpsyg.2023.1129486

Lian, B. (2023). THE EMPLOYABILITY IN THE AGE OF ARTIFICIAL INTELLIGENCE FORM MANAGERIAL PERSPECTIVE.

Liu, Y., Xu, S., & Zhang, B. (2020). Thriving at Work: How a Paradox Mindset Influences Innovative Work Behavior. *Journal of Applied Behavioral Science*, *56*(3), 347-366. https://doi.org/10.1177/0021886319888267

Mansour, S., & Tremblay, D. G. (2020). How can organizations foster job crafting behaviors and thriving at work?. *Journal of Management and Organization*. https://doi.org/10.1017/jmo.2020.31

Moore, H. L., Bakker, A. B., & van Mierlo, H. (2022). Using strengths and thriving at work: The role of colleague strengths recognition and organizational context. *European Journal of Work and Organizational Psychology*, *31*(2), 260-272. https://doi.org/10.1080/1359432X.2021.1952990

Ngah, N. S., Abdullah, N. L., Ramdan, M. R., Yazid, Z., & Hasan, N. A. (2022). The Effect of Servant Leadership on Organizational Citizenship Behavior: Organizational Commitment as a Mediator. *Jurnal Pengurusan*, *64*. https://doi.org/10.17576/pengurusan-2022-64-03

Nguyen, N. P., & McGuirk, H. (2022). Evaluating the effect of multifactors on employee's innovative behavior in SMEs: mediating effects of thriving at work and organizational commitment. *International Journal of Contemporary Hospitality Management*, *34*(12), 4458-4479. https://doi.org/10.1108/IJCHM-11-2021-1354

Ni, X., Zeng, Z., & Zhou, J. (2023). The effect of thriving at work on work-family conflict: the mediating role of workaholism. *Frontiers in Psychology*, *14*, Article 1136470. https://doi.org/10.3389/fpsyg.2023.1136470

Okoli, C. (2015). A guide to conducting a standalone systematic literature review. *Communications of the Association for Information Systems*, *37*. https://doi.org/10.17705/1CAIS.03743

Pandey, A., Grima, S., Pandey, S., & Balusamy, B. (2024). *The role of HR in the transforming workplace: Challenges, technology, and future directions*. CRC Press.

Pati, D., & Lorusso, L. N. (2018). How to write a systematic review of the literature. *HERD: Health Environments Research & Design Journal*, *11*(1), 15-30. https://doi.org/10.1177/1937586717747384

Porath, C., Spreitzer, G., Gibson, C., & Garnett, F. G. (2012). Thriving at work: Toward its measurement, construct validation, and theoretical refinement. *Journal of Organizational Behavior*, *33*(2), 250-275. https://doi.org/10.1002/job.756

Prem, R., Ohly, S., Kubicek, B., & Korunka, C. (2017). Thriving on challenge stressors? Exploring time pressure and learning demands as antecedents of thriving at work. *Journal of Organizational Behavior*, *38*(1), 108-123. https://doi.org/10.1002/job.2115

Rahaman, H. M. S., Stouten, J., Decoster, S., & Camps, J. (2022). Antecedents of employee thriving at work: The roles of formalization, ethical leadership, and interpersonal justice. *Applied psychology*, *71*(1), 3-26. https://doi.org/10.1111/apps.12308

Raqeeb, A. (2024). *Retention and Retention strategies in technology driven work context* [Unpublished master's thesis]. Vaasan yliopisto.

Reitgruber, T. (2023). *Transforming Learning & Development: The Impact of Artificial Intelligence and Automation on Employee Motivation to Learn* [Unpublished master's thesis]. Universidade Catolica Portuguesa.

Ren, S., Babalola, M. T., Ogbonnaya, C., Hochwarter, W. A., Akemu, O., & Agyemang-Mintah, P. (2022). Employee thriving at work: The long reach of family incivility and family support. *Journal of Organizational Behavior*, *43*(1), 17-35. https://doi.org/10.1002/job.2559

Riaz, S., Xu, Y., & Hussain, S. (2018). Understanding employee innovative behavior and thriving at work: A chinese perspective. *Administrative Sciences*, *8*(3), Article 46. https://doi.org/10.3390/admsci8030046

Riaz, S., Xu, Y., & Hussain, S. (2020). Role of relational ties in the relationship between thriving at work and innovative work behavior: An empirical study. *European journal of investigation in health, psychology and education*, *10*(1), 218-231. https://doi.org/10.3390/ejihpe10010017

Rice, D. B., Young, N. C. J., Taylor, R. M., & Leonard, S. R. (2024). Politics and race in the workplace: Understanding how and when trump-supporting managers hinder black employees from thriving at work. *Human resource management journal*. https://doi.org/10.1111/1748-8583.12564

Saleem, S., Humayun, S., Latif, B., Iftikhar, U., & Sharif, I. (2020). Identities Hidden in Challenges: The Sequential Mediation of Thriving at Work and Employee Investment. *Frontiers in Psychology*, *11*, Article 555420. https://doi.org/10.3389/fpsyg.2020.555420

Shahid, S., & Muchiri, M. K. (2019). Positivity at the workplace: Conceptualising the relationships between authentic leadership, psychological capital, organisational virtuousness, thriving and job performance. *International Journal of Organizational Analysis*, *27*(3), 494-523. https://doi.org/10.1108/IJOA-05-2017-1167

Sharma, S. A. (2024). *Empowerment in Place: The Well-Being and Engagement Equation of Hybrid Work Environments* [Unpublished doctoral dissertation]. Hult International Business School.

Shen, C., Liu, R., Yang, J., Hu, S., & He, P. (2022). How Family Supportive Supervisor Behaviors Enhance Employees' Work-Family Enrichment? Thriving at Work as Mediator and Intrinsic Motivation as Moderator. *Psychology Research and Behavior Management*, *15*, 3133-3146. https://doi.org/10.2147/PRBM.S379000

Shen, Z. M., Wang, Y. Y., Cai, Y. M., Li, A. Q., Zhang, Y. X., Chen, H. J., Jiang, Y. Y., & Tan, J. (2024). Thriving at work as a mediator of the relationship between psychological resilience and the work performance of clinical nurses. *BMC nursing*, *23*(1), Article 194. https://doi.org/10.1186/s12912-024-01705-6

Sheng, X., & Zhou, H. (2022). The effect of decent work on voice behavior: The mediating role of thriving at work and the moderating role of proactive personality. *Current Psychology*, *41*(12), 8524-8537. https://doi.org/10.1007/s12144-020-01173-6

Sia, S. K., & Duari, P. (2018). Agentic work behaviour and thriving at work: role of decision making authority. *Benchmarking-an International Journal*, *25*(8), 3225-3237. https://doi.org/10.1108/BIJ-07-2017-0204

Snyder, H. (2019). Literature review as a research methodology: An overview and guidelines. *Journal of Business Research*, *104*, 333-339. https://doi.org/10.1016/j.jbusres.2019.07.039

Spreitzer, G., Sutcliffe, K., Dutton, J., Sonenshein, S., & Grant, A. M. (2005). A socially embedded model of thriving at work. *Organization science*, *16*(5), 537-549. https://doi.org/10.1287/orsc.1050.0153

Sun, T., Zhang, S. E., Yin, H. Y., Li, Q. L., Li, Y., Li, L., Gao, Y. F., Huang, X. H., & Liu, B. (2022). Can resilience promote calling among Chinese nurses in intensive care units during the COVID-19 pandemic? The mediating role of thriving at work and moderating role of ethical leadership. *Frontiers in Psychology*, *13*, Article 847536. https://doi.org/10.3389/fpsyg.2022.847536

Surma, M. J. (2023). *'Engaging'the workplace ecosystem post-COVID-19: an interplay of environmental factors and employee engagement in hybrid work practices* [Unpublished doctoral dissertation]. University of Reading.

Ten Brummelhuis, L. L., & Bakker, A. B. (2012). A resource perspective on the work–home interface: The work–home resources model. *American psychologist*, *67*(7), 545.

Thomé, A. M. T., Scavarda, L. F., & Scavarda, A. J. (2016). Conducting systematic literature review in operations management. *Production Planning & Control*, *27*(5), 408-420. https://doi.org/10.1080/09537287.2015.1129464

Tranfield, D., Denyer, D., & Smart, P. (2003). Towards a methodology for developing evidence-informed management knowledge by means of systematic review. *British Journal of Management*, *14*(3), 207-222. https://doi.org/10.1111/1467-8551.00375

Usman, M., Liu, Y. X., Li, H. H., Zhang, J. W., Ghani, U., & Gul, H. (2021). Enabling the engine of workplace thriving through servant leadership: The moderating role of core self-evaluations. *Journal of Management & Organization*, *27*(3), 582-600, Article Pii s1833367220000115. https://doi.org/10.1017/jmo.2020.11

van der Walt, F. (2018). Workplace spirituality, work engagement and thriving at work. *Sa Journal of Industrial Psychology*, *44*, Article a1457. https://doi.org/10.4102/sajip.v44i0.1457

Wang, H., Sun, H., & Wan, P. (2024). Beyond formal innovation: family supportive supervisor behavior promote employee bootlegging behavior through thriving at work. *Current Psychology*, *43*(24), 21422-21436. https://doi.org/10.1007/s12144-024-05848-2

Wang, L., & Abu Hasan, N. (2024). Exploring organizational career growth: a systematic literature review and future research directions. *Cogent Business & Management*, *11*(1), 2398728. https://doi.org/10.1080/23311975.2024.2398728

Wang, Z., Ren, S., & Meng, L. (2022). High-performance work systems and thriving at work: the role of cognitive appraisal and servant leadership. *Personnel Review*, *51*(7), 1749-1771. https://doi.org/10.1108/PR-10-2019-0561

Wang, Z. M. (2023). Linking innovative knowledge sharing and employees' innovative behaviour: the mediating role of thriving at work [Article; Early Access]. *Knowledge Management Research & Practice*. https://doi.org/10.1080/14778238.2023.2261411

Wang, Z. M., Jiang, Z., & Blackman, A. (2024). Why and when do emotionally intelligent employees perform safely? The roles of thriving at work and career adaptability. *Applied Psychology-an International Review-Psychologie Appliquee-Revue Internationale*, *73*(2), 723-747. https://doi.org/10.1111/apps.12497

Xu, A. J., Loi, R., & Chow, C. W. C. (2019). What threatens retail employees' thriving at work under leader-member exchange? The role of store spatial crowding and team negative

affective tone. *Human resource management*, *58*(4), 371-382. https://doi.org/10.1002/hrm.21959

Yang, Y., & Li, X. (2021). The Impact of Challenge and Hindrance Stressors on Thriving at Work Double Mediation Based on Affect and Motivation. *Frontiers in Psychology*, *12*, Article 613871. https://doi.org/10.3389/fpsyg.2021.613871

Yang, Y., Li, Z., Su, Y., & Zhang, X. (2020). The role of thriving at work and overall fairness in the future work self–employee creativity relationship. *International Journal of Manpower*, *41*(3), 289-302. https://doi.org/10.1108/IJM-08-2018-0268

Yi, M., Jiang, D., Wang, J., Zhang, Z., Jia, Y., Zhao, B., Guo, L., & Chen, O. (2022). Relationships among thriving at work, organisational commitment and job satisfaction among Chinese front-line primary public health workers during COVID-19 pandemic: A structural equation model analysis. *Bmj Open*, *12*(6), Article e059032. https://doi.org/10.1136/bmjopen-2021-059032

Yun, Z., Zhou, P., & Zhang, B. (2022). High-Performance Work Systems, Thriving at Work, and Job Burnout among Nurses in Chinese Public Hospitals: The Role of Resilience at Work. *Healthcare (Switzerland)*, *10*(10), Article 1935. https://doi.org/10.3390/healthcare10101935

Zeng, H., Zhao, L., & Zhao, Y. (2020). Inclusive Leadership and Taking-Charge Behavior: Roles of Psychological Safety and Thriving at Work. *Frontiers in Psychology*, *11*, Article 62. https://doi.org/10.3389/fpsyg.2020.00062

Zhai, Q. G., Wang, S. F., & Weadon, H. (2020). Thriving at work as a mediator of the relationship between workplace support and life satisfaction. *Journal of Management & Organization*, *26*(2), 168-184, Article Pii s1833367217000621. https://doi.org/10.1017/jmo.2017.62

Zhang, R., Kang, H. Y., Jiang, Z., & Niu, X. Y. (2023). How does workplace ostracism hurt employee creativity? Thriving at work as a mediator and organization-based self-esteem as a moderator. *Applied Psychology-an International Review-Psychologie Appliquee-Revue Internationale*, *72*(1), 211-230. https://doi.org/10.1111/apps.12374

Zhang, S., Shi, Y., Liu, B., Wang, H., Zhao, X., Wang, X., & Sun, T. (2021). Job demands and resources and their relationship with satisfaction and thriving at work in a sample of Chinese doctors: A cross-sectional study. *Bmj Open*, *11*(11), Article e045745. https://doi.org/10.1136/bmjopen-2020-045745

Zhao, L., Liu, P., Zhang, F., Xu, S., & Liu, Y. (2022). How does perceived respect affect innovative behavior? The role of thriving at work and spiritual leadership. *Frontiers in Psychology*, *13*, Article 978042. https://doi.org/10.3389/fpsyg.2022.978042

Zhao, S. H., Shi, Y., Sun, Z. N., Xie, F. Z., Wang, J. H., Zhang, S. E., Gou, T. Y., Han, X. Y., Sun, T., & Fan, L. H. (2018). Impact of workplace violence against nurses' thriving at work, job satisfaction and turnover intention: A cross-sectional study. *Journal of clinical nursing*, *27*(13-14), 2620-2632. https://doi.org/10.1111/jocn.14311

Zhao, X., Zhang, T., Choi, M., & Xu, J. (2024). Are different generations of female employees trapped by work-family conflicts? A study on the impact of family-supportive supervisor behavior on thriving at work. *Frontiers in Psychology*, *15*, Article 1339899. https://doi.org/10.3389/fpsyg.2024.1339899

Zhu, M., Su, R., Liu, L., & Contractor, N. (2024). Communicate or not: Exploring the different effects of instrumental and expressive networks on thriving at work. *Journal of Management and Organization*. https://doi.org/10.1017/jmo.2024.5

Zhu, Q. L., Wei, F., & Moin, M. F. (2024). Supervisor negative gossip and employees' thriving at work. *Service Industries Journal*, *44*(11-12), 900-917. https://doi.org/10.1080/02642069.2022.2117301

Zhu, X. J., Law, K. S., Sun, C., & Yang, D. (2019). Thriving of employees with disabilities: The roles of job self-efficacy, inclusion, and team-learning climate. *Human resource management*, *58*(1), 21-34. https://doi.org/10.1002/hrm.21920