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REVIEW ARTICLE

Thriving at Work: State of the Art and Looking Towards to Enhanced Employee Well-Being in the Future

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Abstract

Growing recognition of the importance of employee well-being and sustainable work environments has seen research on employee thriving flourish in recent years. Thriving is facilitated by a sense of learning and vitality, contributing significantly to employee development and well-being. The paper offers a comprehensive overview of the past, present, and future of research on thriving at work using bibliometric techniques. The in-depth literature review employs document citation analysis, bibliographic coupling, and thematic mapping, utilising data from the Web of Science database to present an inclusive overview of existing literature. A meticulous review led us to identify research streams, existing gaps, and potential areas for future exploration in the study of thriving at work. We outline key research trends and gaps, suggesting future research directions from various theoretical and contextual perspectives. Our contribution to the thriving literature is grounded in the use of bibliometric methods to ensure objectivity and detail in the review process. We also offer detailed future research propositions along with practical implications aimed at benefiting both scholars and the wider community by shaping the future of a sustainable workforce.

Keywords: Thriving at work, Sustainability, Bibliometric methods, Well-being, Future research

JEL classification: I31

Introduction

The concept of thriving at work was described by Spreitzer et al. (2005) as a “psychological state in which individuals experience both a sense of vitality and a sense of learning at work” (p. 538). Thriving is considered an individual’s internal attribute, fuelled by positive feelings of energy, giving a sense of progress in self-development (Spreitzer et al., 2005) and arising from self-determination theory (Ryan & Deci, 2000). According to the socially embedded model of Spreitzer et al. (2005), employees who feel active and purposeful at work will act agentically, which in turn increases their thriving. Unit contextual features (e.g., decision-making discretion, broad information sharing, a climate of trust

and respect) and resources produced during work (e.g., knowledge, positive meaning, positive affective resources, relational resources) all enable individual agentive work behaviours because individuals feel self-determined and produce resources—either within the individual (e.g., knowledge) or collectively (e.g., positive relationships at work). Thriving leads to increased employee well-being and development (Spreitzer et al., 2005).

Employers are keen to facilitate employee thriving due to the beneficial positive work outcomes it creates, such as higher performance (Ali et al., 2018; Elahi et al., 2020) or engagement (Abid et al., 2018). It enhances employee innovative (Wallace et al., 2016), organisational citizenship behaviour (Li et al., 2016), and taking-charge behaviours (Zeng et al., 2020).

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Research on thriving has recently gained significant momentum, particularly following the growing emphasis given to sustainable employee well-being in the workplace (Burke, 2019), especially since thriving is now viewed as a cornerstone of human sustainability at work (Barnes et al., 2023). For emerging research fields such as thriving, it is crucial to regularly reflect on their intellectual foundations. Such reflection adds to scholarly communication by highlighting the development of these fields and suggesting potential future directions (Culnan, 1987). Many authors have already reflected on the state of the field today (see Abid & Contreras, 2022; Goh et al., 2022), but with our review we contribute in a considered way, using bibliometric methods to address the field's past, present, and future. We therefore reflect on the existing intellectual body of thriving through bibliometric methods that provide methodological rigour for more quantified observations (Anand et al., 2020). This paper aims to answer the following research questions:

RQ1: What is the current state of the thriving at work field?

RQ2: In which direction(s) is the field headed?

The purpose of the paper is to comprehensively examine the field of research on thriving in terms of how it was developed, where it currently stands, and where it is headed. We provide answers to the first research question as part of the results stemming from our overview of the research field. The procedures of bibliometric methods suggested by Vogel et al. (2021) and Zupic and Čater (2015) were implemented. Data were collected through Web of Science and used for document citation, bibliographic coupling, and thematic mapping (cword analysis). Document citation helps to identify the most influential works, while bibliographic coupling introduces the research front (Zupic & Čater, 2015). Alongside bibliometric methods, we manually reviewed all the documents retrieved, which gave us detailed insights into the thriving research and enabled us to identify specific future research directions. The answer to the second research question is found in the Opportunities for Future Research section, where we describe propositions for advancing the thriving research.

A number of reviews of thriving research have been published (Abid & Contreras, 2022; Goh et al., 2022; Moloney et al., 2020; Shahid et al., 2020; Spreitzer & Hwang, 2019; Spreitzer et al., 2012), together with meta-analysis (Kleine et al., 2019; Liu et al., 2021). Most focused on a particular theme within thriving; here we address the manner in which we complement the latest reviews by Goh et al. (2022) and Abid and Contreras (2022). First, Goh et al. (2022) provide an integrative review of thriving research, outlining

important general recommendations to advance the field of thriving. We complement their review by setting out more specific recommendations supported by bibliometric techniques, which are recognised as being more objective (Vogel et al., 2021). Second, Abid and Contreras (2022) established the value of bibliometric methods and used them to review thriving research. Whereas Abid and Contreras (2022) give an interesting overview of the field, we additionally provide a comprehensive conceptual structure overview (by using bibliographic coupling and a thematic map) and focus on the added value of the thriving field in the future based on the content currently being researched. Further, we propose practical suggestions for businesses and individuals at work based on previous research from our analyses of literature on thriving.

We provide the following contributions to the literature on thriving: first, we answer the call of Vasconcelos (2018) for more profound research on concepts of positive organisational scholarship, such as thriving, which at the moment are still underresearched. This is accomplished with: (1) document citation, where we reflect on the pillars of research on thriving; (2) bibliographic coupling, where we identify current conversations about thriving; and (3) a thematic map (cword analysis), which informs us which themes are most relevant in the research field today. Second, we contribute by identifying research trends and gaps and offering suggestions for future research. Our recommendations are concentrated on improving the existing topics with extension either to other research domains or other research methods. By pinpointing unexplored new topics, we equip scholars with the option to continue the conversation and stimulate paradigm shifts in the field, recognising its potential and importance in the domain of positive scholarship. Moreover, our contribution is not only theoretical, but practical as well. Our detailed examination of research led us to detect gaps within aspects of thriving that are left out. We thus present practical suggestions for unaddressed aspects: how can leaders identify whether their employees are thriving; how can HR professionals help in blue-collar workers' thriving, and how can unconventional employees (such as digital nomads) utilise the self-leadership aspect to facilitate thriving? Finally, bibliometric methods are more effective compared to literature reviews in that they include primary and secondary documents, and analyse their strength and relationships. This approach gives the necessary objectivity to reviews given that traditional literature reviews typically include narrow inclusion criteria through a subjective selection of articles (Vogel et al., 2021).

In the section below, we introduce the methods used for our review before proceeding with the results and a discussion. In the discussion part, we present future research considerations as well as practical suggestions for those not yet addressed by thriving research.

1 Methodology

1.1 Analytical procedures and sample

We conducted a two-step procedure to gather the papers: (1) document identification; and (2) a manual examination of relevant documents. First, we identified relevant documents from the Web of Science database, which is recognised as the most frequently used database for bibliometric analyses (Zupic & Čater, 2015), known for its completeness, reliability, and quality (Shekarro et al., 2021). In the search engine we defined the topic with “thriv* at work” in all databases within Web of Science. Conducted in July 2021, the search yielded 1,807 results for the topic. We further constrained the results with: (1) specific document types: articles, review articles, editorial materials, and books; and (2) research areas (as provided by the Web of Science platform). In terms of research areas, we concentrated on those relevant to thriving (the areas written in brackets): it is defined as a psychological state of an individual (psychology), situated in the work context (business economics) of a social system (sociology) where the individual learns and feels vital via social interactions and relational connections (behavioural sciences, social sciences other topics; Spreitzer et al., 2005). Following this selection, 660 results remained.

Second, we read and manually reviewed the 660 abstracts of the documents arising from the previous step. Since we were examining the concept of thriving at work as defined by Spreitzer et al. (2005), we looked for sources containing this particular definition of thriving in their research. If this was not evident from the abstract, we further inspected the document to determine whether the definition was in line. In empirical studies it was important that the concept was used in the analysis, although being the main construct in the analysis was not obligatory. On the other hand, in theoretical studies, book chapters, or editorials, thriving at work had to be the main construct described. The majority of the excluded articles included the word thriving as an adjective

(e.g., thriving economies) or as a verb in the phrase “survive or thrive” (e.g., how organisations/people can survive and thrive in certain situations). Even though, in some articles, thriving was studied as positive psychological well-being in health terms by including measures of inventories of thriving (Strecker et al., 2020), we did not include such articles in the final sample¹. After this selection, 116 documents remained in the final dataset.

For initial screening of the sample, we used the R package bibliometrix (Aria & Cuccurullo, 2017). The dataset is composed in the following way: 89% are articles, 6% are book chapters, and the remaining 5% are proceedings papers, editorial material, and reviews, published between 2005 and July 2021. The average citation per document is 24.17, and average citation per year per document is 4.2. A total of 5,752 references were included. Fig. 1 shows the annual scientific production of documents (including January 2021–July 2021). The documents were published in 72 journals, most frequently in *Frontiers in Psychology* (10 articles—9%) and *Journal of Organizational Behavior* (7 articles—6%).

1.2 Methods

1.2.1 Citation analysis

Citation analysis relies on citation data to provide information concerning the influence of a document. If a document is highly cited, it is considered important in its field (Zupic & Čater, 2015). The unit of analysis is document citation since the goal was to identify the most influential works from the past. Several global citations (total citations of a document from indexed bibliographic databases) were used because the number of local citations only focuses on total citations of a document from the reference lists in selected documents (Aria & Cuccurullo, 2017). Although citation analysis is regarded as being biased towards older publications, we addressed this bias by conducting bibliographic coupling (see the description of the method below). For this analysis, we used the R package bibliometrix (Aria & Cuccurullo, 2017), describing the top 10 most-cited documents in the period between 2005 and mid-2021 in the results section.

1.2.2 Bibliographic coupling

Bibliographic coupling focuses on references shared by two documents as a measure of the similarity between them, which means that the more

¹ For the purpose of our review, we focused on thriving at work as defined by Spreitzer et al. (2005) because it refers to thriving in the workplace, which is our main interest. In the literature, psychological well-being in health settings is assessed differently, namely by the Inventory of Thriving, which is used in psychiatric and clinical practices (Su et al., 2014). Since this is not part of thriving at work, we did not include documents that examined psychological well-being.

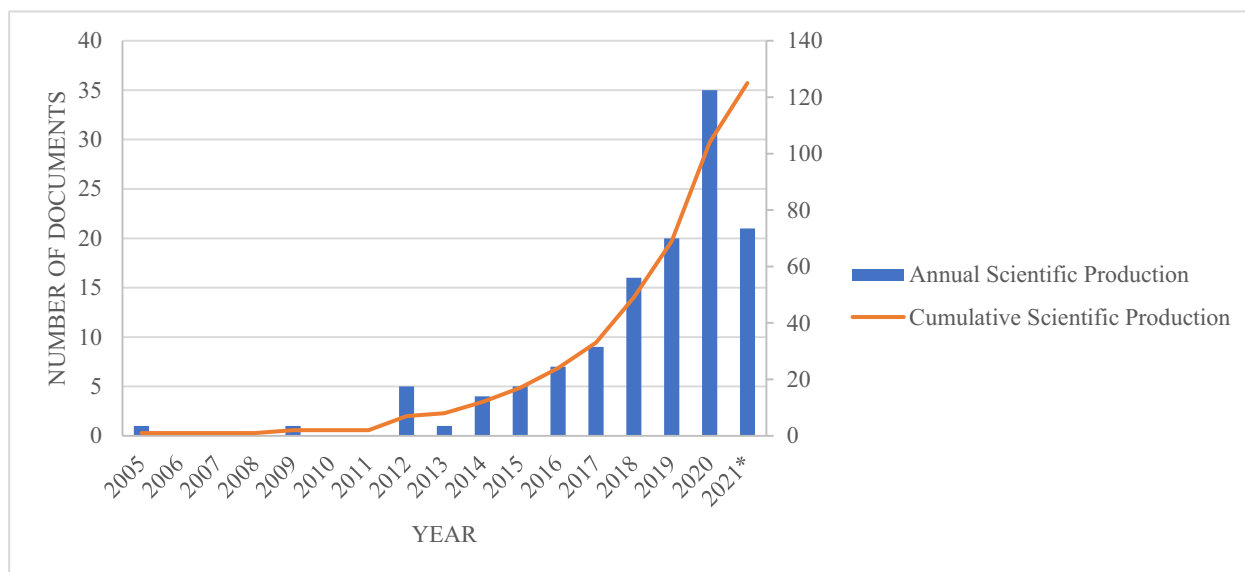


Fig. 1. Number of scientific documents produced per year (annual and cumulative). Note. Data were collected until 26 July 2021 and extrapolated until the end of 2021 to reflect the whole year.

two documents overlap, the stronger their bond is. It is viewed as best for assessing the present situation in a field of study and also helps to detect trending topics (Vogel et al., 2021; Zupic & Čater, 2015). It is suggested to concentrate on a limited timeframe for a realistic presentation given that citation habits change over time (Glänzel & Thijs, 2012). As recommended by Zupic and Čater (2015), we analysed a period of 5.5 years (2016–July 2021). Using VosViewer, we selected document as the unit of analysis, setting the minimum number of citations of a document to 0, to ensure an exhaustive representation of the present state. All 99 documents were therefore included in the visualised results. Besides analysing documents within each cluster, we examined the content of each document—we looked at which variables were examined within empirical papers, but also reviewed the concepts under study in theoretical papers or book chapters. Further, we prepared an overview of which theoretical backgrounds were used and how the empirical research was done (methods, sample characteristics, how thriving was positioned—as an independent/dependent/mediator/moderator variable). Thus, we comprehensively reviewed all 99 included documents. For understanding the content of thriving research, we also performed cword analysis using a thematic map, as presented in the next subchapter.

1.2.3 Thematic map

To fully understand the conceptual structure of the field of thriving and which the current trends for the

future are, we performed keyword analyses, specifically with the use of a thematic map, which is an example of cword analysis. Cword analysis is performed to connect keywords when they appear in the same title, abstract, or keyword list (Zupic & Čater, 2015). The unit of analysis is a word or a phrase and is beneficial for detecting the actual content of documents (Zupic & Čater, 2015). In the previous two methods, we examined the relationships between the documents and references, which helps to understand the intellectual base of the field. However, cword analysis provides textual information, leading to a conceptual overview of currently popular topics in the research field (Cobo et al., 2011). A thematic map is a strategic diagram representing a two-dimensional surface with two axes: centrality is on the x -axis, and density is on the y -axis (Cobo et al., 2011). Centrality provides information about relevance, whereas density provides information about development. We used the same period as for bibliographic coupling; 99 documents were included, and all author keywords were analysed ($n = 290$). The only keyword we eliminated was “thriving at work” because the node on the thematic map was disproportionately large, overshadowing other potentially significant keywords. This decision ensures a more balanced review that can better assess present developments and future prospects in the field, acknowledging that our initial selection already incorporates relevant papers addressing this construct. We provide an overview of the workflow for science mapping in Fig. 2.

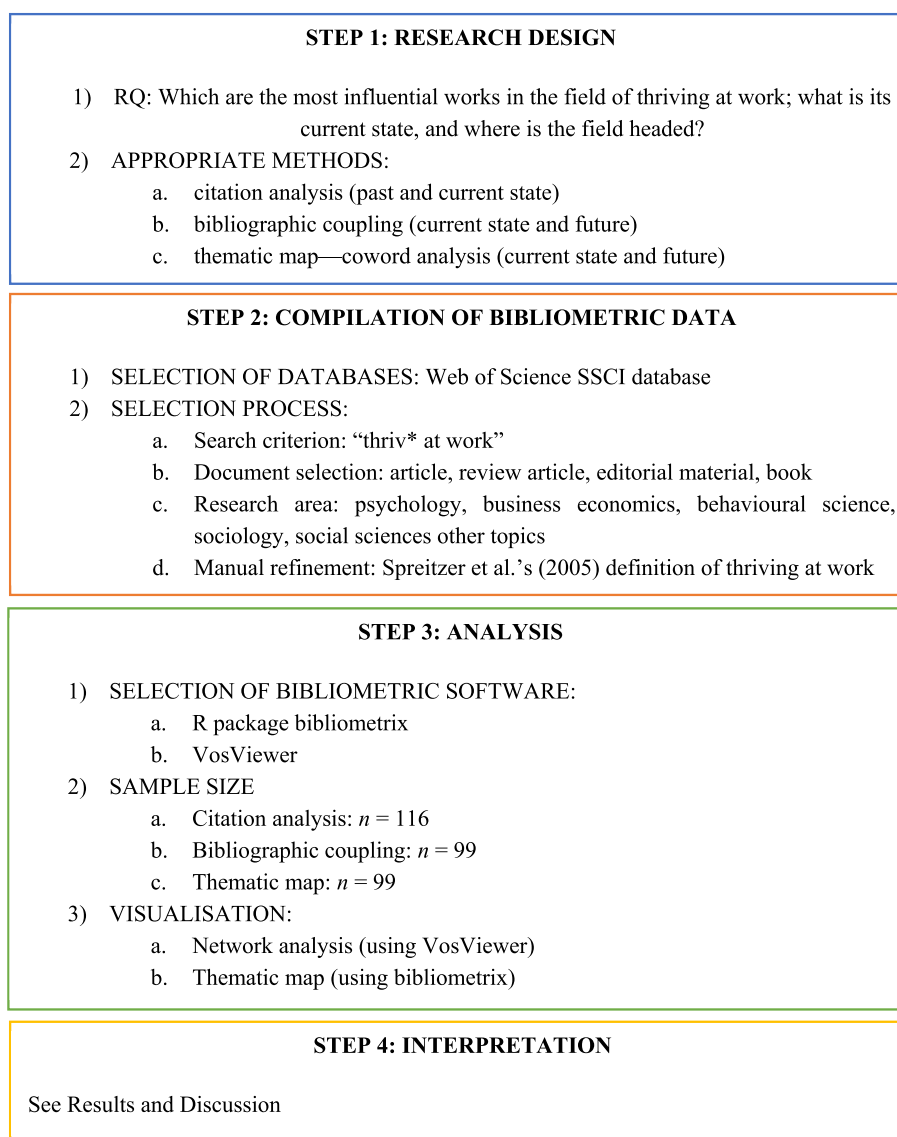


Fig. 2. Workflow for science mapping using bibliometric methods. Source: adapted from Zupic and Čater (2015).

2 Results of bibliometric analyses

In this section, we present the results of analysis conducted using the selected bibliometric methods. We start with the document citation analysis, before continuing with bibliographic coupling, where we introduce bibliographic coupling clusters, its characteristics, and contents. We finish with a thematic map (coword analysis), where we provide an overview of each quadrant and reflect on similarities related to the content analysis within the bibliographic coupling.

2.1 Citation analysis

We begin by outlining the most influential articles in the field based on the total global citations received

by the end of July 2021. The most influential is the first conceptual paper on thriving (Spreitzer et al., 2005) with 437 total global citations. The next article (238 citations) is about the development of a measurement scale for thriving by Porath et al. (2012). Third in the line (with 190 citations) is the first empirical article on thriving by Carmeli and Spreitzer (2009), examining how trust and connectivity affect innovative behaviours through thriving at work. Paterson et al.’s (2014) first empirical research on the effects of supervisor support and psychological capital on thriving is in fourth place with 144 total global citations. Pioneering multilevel research is fifth, with 123 citations, examining employee innovation through regulatory focus, thriving, and involvement climate (Wallace et al., 2016). Further, Spreitzer et al.’s (2012)

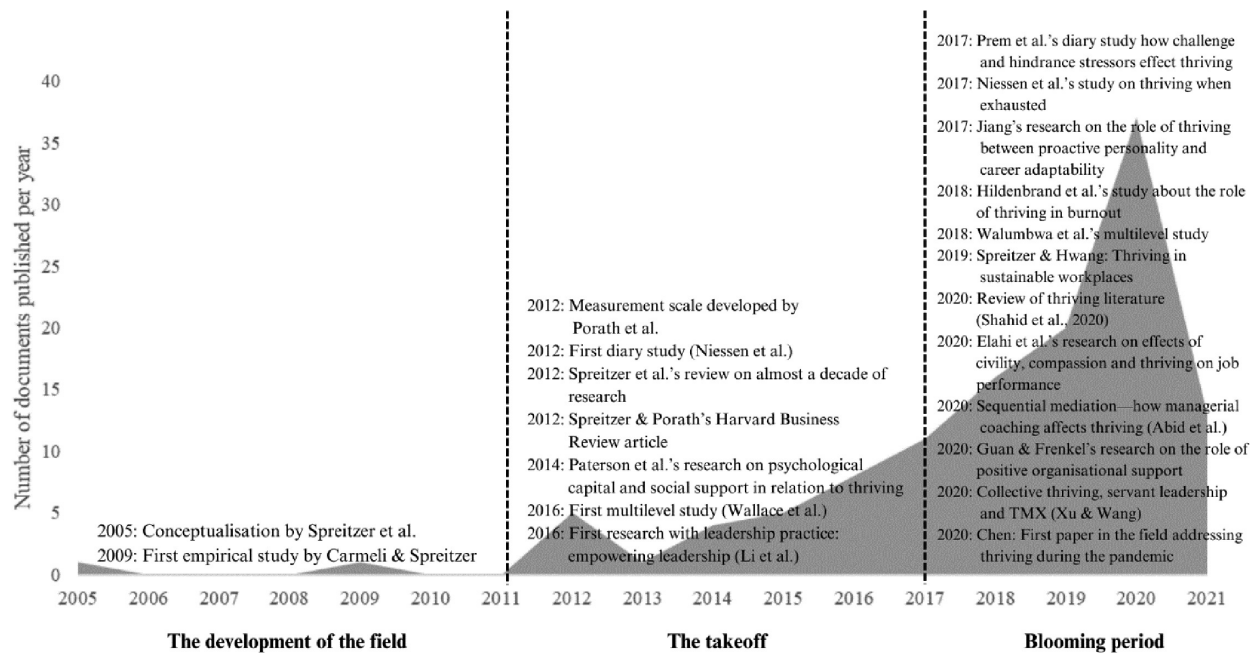


Fig. 3. Historical timeline of the field of thriving at work.

review of almost a decade of research with implications for sustainable workplace has 122 citations in total. Niessen et al. (2012; 103 citations) and Prem et al. (2017; 92 citations) are both diary studies, where the first study focused on testing the socially embedded model in a diary setting, while the second explored how time pressure and learning demands as challenge stressors affect thriving through cognitive appraisals. The last two documents in the top-10 list of most globally cited documents are Spreitzer and Porath's (2012) Harvard Business Review article on how managers can enable more thriving (76 citations) and Jiang's (2017) research on a proactive personality and its effect on career adaptability through thriving. We provide a historical overview of the most influential articles in Fig. 3 in three distinct periods: development of the field, the take-off, and the boom period. In the latter period, we included dominant documents from the next section due to their impact identified in the bibliographic coupling.

2.2 Bibliographic coupling

We continue by outlining: (1) the most important documents in the past 5 years as indicated by document citation strength; and (2) clusters that shape the current conversation. Visual results of the bibliographic coupling are presented in Fig. 4. The nodes in the figure represent our unit of analysis; namely, a document. The network ties represent the similarity connections between the documents, and thus nodes

which are closer together are more strongly connected (Zupic & Čater, 2015). We can see that the clusters are also quite close, which indicates that thriving research is strongly connected. The most influential document in the period 2016–2021 is the multilevel empirical research by Wallace et al. (2016) with a citation strength of 123. With a citation strength of 92, the next is Prem et al.'s (2017) research on challenge stressors. Quite close in citation strengths are Jiang (2017) on proactive personality and career adaptability (citation strength = 60) and Walumbwa et al.'s (2018) multilevel investigation of the antecedents and consequences of thriving (citation strength = 56). Evidently, multilevel research is the main topic in the field today.

2.2.1 Coupling cluster 1: Navigating workplace challenges

The largest cluster (red colour) contains 35 documents, mostly empirical articles. Thriving is mainly included as a mediator (15 documents) or an outcome (12 documents). The research generally leans on the conservation of resources theory (Hobfoll, 2011). Data are analysed with structural equation models, moderation and mediation models, hierarchical linear models, as well as through experimental designs. Most samples are based in China (57% of empirical documents in the cluster), followed by five different European countries (27%). The first authors to have two documents included in the cluster are Zhau Jiang, Stanimira K. Taneva, and Hao Zeng, which makes them the most influential authors for this cluster. The

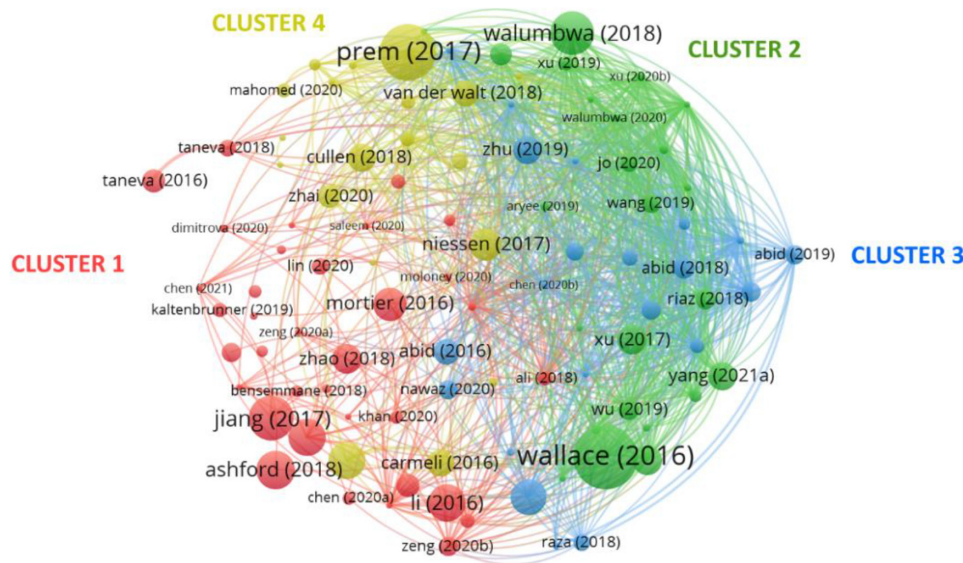


Fig. 4. The frontier of the research field on thriving at work (bibliographic coupling).

majority of documents is published in *Frontiers in Psychology* (6) and the *International Journal of Environmental Research and Public Health* (3).

Content-wise, most documents in the cluster focus on individual perspectives in challenging (negative) workplace environments and effects on individual careers, taking-charge behaviours, empowerment, prosociality, and employee well-being, especially burnout. For example, one of the top five documents by [Hildenbrand et al. \(2018\)](#) studied the role of transformational leadership in burnout through thriving and the effect of openness to experience. Moreover, [Ali et al. \(2018\)](#) researched how empowering leadership affects employee performance via thriving, and [Zeng et al. \(2020\)](#) addressed the effects of inclusive leadership on taking-charge behaviour through psychological safety and thriving. The remaining two articles concentrate on the growing debate on the work–family/home interface. [Xu et al. \(2019\)](#) looked at how thriving can positively affect the work–family interface when hotel employees are proactively engaged in the implementation of organisational changes, known as taking-charge behaviour. [Cheng et al. \(2021\)](#) discussed the effects of problems at home on the proactive customer service performance of hotel employees. This research also considered the effects of employee home–work segmentation, which weakens the effects of problems at home on thriving and proactive customer service performance.

2.2.2 Coupling cluster 2: Innovation, collective thriving, and well-being

The second largest cluster (green colour) by number of documents (24) contains empirical articles and

theoretical reviews. This research is based on self-determination theory ([Ryan & Deci, 2000](#)) and the socially embedded model of thriving ([Spreitzer et al., 2005](#)). Apart from the majority entailing a multi-level research design, the empirical studies also tested structural equation models. Overall, thriving is generally recognised as a mediator (18 studies), while the research was mainly done on employees from China (45%) and Pakistan (15%). Authors with the highest number of published studies in this cluster are Walumbwa (2-times first author, 1-time coauthor) and Muchiri (3-times coauthor). The most important sources in terms of publishing in this cluster are the *Leadership & Organization Development Journal* (2) and *International Journal of Organizational Analysis* (2).

The majority of the cluster's research focuses on employee innovation or creativity, high-performance working systems, and individual psychological perspectives (health, safety, capital). Key works in this cluster include interesting theoretical models: positivity in the workplace ([Shahid & Muchiri, 2019](#)), a (specific) framework of the antecedents and consequences of thriving ([Shahid et al., 2020](#)), and an identification-based framework ([Walumbwa et al., 2020](#)). Multilevel research and the concept of collective thriving are also dominant in this cluster. The resource-building experience between leader/team and employee is recognised as a supportive aspect in the workplace for making employees thrive. More specifically, leader–member exchange and team–member exchange are considered to be antecedents of thriving on both the micro and meso levels. The multilevel model of [Xu et al. \(2019\)](#) examines how employees thrive on the micro level, with the help of leader–member exchange

(micro level), store spatial crowding, and team negative affective tone (both meso level). In contrast, [Xu and Wang \(2020\)](#) concentrate their research on the team level (meso level) where they addressed the effect of servant leadership on collective thriving through team–member exchange and the conditional effect of the political climate.

2.2.3 Coupling cluster 3: Meaningful work and relations

This cluster contains 21 documents (blue colour) and is mainly represented by empirical research, as well as includes 2 book chapters: how thriving matters for creating psychological healthy workplaces ([Spreitzer & Hwang, 2019](#)) and coworking communities as enablers of thriving ([Spreitzer et al., 2017](#)). This research mostly pertains to social exchange theory ([Blau, 1968](#)) and the socially embedded model ([Spreitzer et al., 2005](#)). Overall, hierarchical linear modelling (i.e., diary data), structural equation models, and moderation or mediation models are used most frequently. Thriving is mainly recognised as an outcome (10 documents), with most studies again being based on samples from Pakistan (44%) and China (38%). Ghulam Abid's works dominate in this cluster (4-times main author, 5-times coauthor). Documents are most frequently published in *Frontiers in Psychology* (3), the *Iranian Journal of Management Studies* (2) and *Total Quality Management and Business Excellence* (2).

Topics covered in this cluster relate to meaningfulness, (in)civility, organisational support, and prosocial motivation. In the top 5 documents of the cluster, individual factors seem to be prevalent: core self-evaluations are a moderator in the mediating relationship of positive organisational support for strength use on thriving through job crafting and meaningfulness ([Guan & Frenkel, 2020](#)); self-efficacy and prosocial motivation mediate the relationship between managerial coaching and thriving ([Abid et al., 2020](#)); civility and compassion are predictors of in-role job performance through thriving ([Elahi et al., 2020](#)); and ethical leadership and thriving are predictors of well-being through employee voice behaviour. In addition, the book chapter by [Spreitzer and Hwang \(2019\)](#) further reviews how thriving could be enabled for employees who have flexible work contracts and work at different locations.

2.2.4 Coupling cluster 4: Positive work dynamics

Research in the yellow cluster (19 documents) mainly considers thriving an outcome variable (8 documents) and a mediator (7 documents). Although the majority of documents present empirical research, this cluster is special because it also includes a book

chapter on positive organisational scholarship [Rozk-witalska, 2017a, 2017b](#); a theoretical framework on regardful relationships for implications at work and at home ([Carmeli & Russo, 2016](#)), and a conversation with Gretchen Spreitzer on the positive perspectives of coworking and employee thriving ([Oswick & Oswick, 2020](#)). Overarching theories are the socially embedded model ([Spreitzer et al., 2005](#)), self-determination theory ([Ryan & Deci, 2000](#)), and the conservation of resources ([Hobfoll, 2011](#)). The studies conducted usually test structural equation models, moderations and mediations, and mixed methods. Once again, the largest group of participants in the research come from China (36%). The most influential first authors are Zhou Jiang and Fathima E. Mahomed (both 2 first authorships), with Abraham Carmeli and Marcello Russo both having 1 first and 1 co-authorship. The *Journal of Management* (3) and *Journal of Industrial Psychology* (2) as well as *Journal of Vocational Behavior* (2) have published the most articles in this cluster, while the book *Intercultural Interactions in the Multicultural Workplace: Traditional and Positive Organizational Scholarship* is represented with 3 book chapters within this cluster. An interesting fact about this cluster is that the works included were published in 2018 on average, which makes the cluster the oldest on average in publication year terms.

The main cluster theme is positive workplace factors and contexts. The strongest research in the cluster is that by [Jiang et al. \(2020\)](#), where they examined the effects of task identity autonomy on job satisfaction through thriving, with conditional effects of mentoring. [Zhai et al. \(2020\)](#), on the other hand, examined life satisfaction and how it is affected by supervisor and coworker support via thriving. Both [Prem et al. \(2017\)](#) and [Niessen et al. \(2017\)](#) researched the positive outcomes of stressors and exhaustion, more specifically how both can help with an employee's thriving. Finally, the theoretical framework by [Carmeli and Russo \(2016\)](#) stimulates a consideration of micro-moves and positive regard and how they can enable more thriving in the workplace.

To summarise, each cluster has its own distinct topic, which we identified through content analysis. These topics represent current conversations in the field of thriving and show the starting points for future research. More specifically, a topic with only a handful of studies in the thriving research and uniquely represented in cluster 1 is the work–family/home interface. Cluster 2 mostly focuses on the multilevel aspects of thriving by including the concept of collective thriving, although innovative behaviour research is also included here. Cluster 3 largely studies individual characteristics and the role of (supportive) organisations. Finally, cluster 4 is

Table 1. Summary of the contents of the four clusters (bibliographic coupling).

Cluster	Number of documents	Thriving tested as . . .	Main topics	Main theoretical backgrounds	Type of documents	Colour
1	35	Mediator (15 studies), outcome (12 studies)	Stressors, career, taking-charge behaviours, empowerment, prosociality, employee well-being (burnout)	Conservation of resources theory	Empirical, editorial, reviews	Red
2	24	Mediator (18 studies)	Innovation, creativity, high-performance working systems, individual psychological perspectives, collective thriving	Self-determination theory, socially embedded model of thriving	Empirical, theoretical	Green
3	21	Outcome (10 studies)	Meaningfulness, (in)civility, organisational support, prosocial motivation	Social exchange theory, socially embedded model of thriving	Empirical, theoretical, book chapter	Blue
4	19	Outcome (8 studies), mediator (7 studies)	Positive workplace aspects: job satisfaction, mentoring, support, positive regard	Socially embedded model of thriving, self-determination theory, conservation of resources theory	Empirical, theoretical, book chapter, review	Yellow

predominantly focused on positive contexts and challenges that enable employees to thrive.

However, it seems that all clusters have one thing in common: leadership practices. This indicates that leadership is key for thriving at work. While each cluster is represented by at least one of the practices, transformational leadership is dominant, occurring in three clusters (it is the most influential in the first cluster and also occurs in the second and fourth). Apart from transformational leadership, the first cluster also consists of research that includes authentic, empowering, and inclusive leadership. Servant and authentic leaderships prevail in the second cluster (both in four different studies), whereas managerial coaching is the most represented leadership perspective in the third cluster. In the latter, inclusive and ethical leaderships occur in two different studies. Cluster 4 includes both transformational and humble leadership.

In next section, we present additional content analysis based on author keywords, which gives an insight into which themes are becoming more important and relevant in the field. We first introduce the results of the analysis before commenting on the similarities of the content analysis with the bibliographic coupling and thematic map.

2.3 Thematic map

A thematic map is a visual overview of a field's research themes, which are mapped in two-dimensional space. In particular, within one theme author keywords and their interconnections provide a thematic network, which is labelled by the most significant keyword in the associated theme. Keywords stem

from documents (in our case 99 documents were included, between 2016 and July 2021, see the Methods subchapter) and can belong to more than one thematic network (Cobo et al., 2011). As already seen with bibliographic coupling, thriving research is highly interconnected, and thus we also expected keywords from different clusters identified within the bibliographic coupling to be interconnected, reflecting the highly integrated nature of this research field. In Fig. 5, a thematic map (as a strategic map) is presented, where we included only the most significant keyword in each associated theme (Cobo et al., 2011), whereas the other most-used keywords within clusters are presented in Table 2.

In the basic themes quadrant, themes are important for the research field but are not yet developed. They are general, basic themes (Cobo et al., 2011). Within this quadrant, there are six different nodes, which makes this quadrant the most populated one. The biggest node within the whole thematic map is the well-being one. Further, the keyword "well-being" has the largest number of occurrences (10); the next is "authentic leadership" (6) alongside "psychological safety" (6). Further, within the well-being node "leadership" has 6 occurrences; the keyword "China" has 5 occurrences; and the next is "burnout", which has 4 occurrences and is the main keyword of its own network, even though other keywords within this also have the same number of occurrences (learning, vitality, work engagement). In addition, "managerial coaching" has 4 occurrences, as does "proactive personality", which is in both motor and basic theme quadrants. Other keywords (3 occurrences or less) are shown in Table 2. These particular topics are considered to be highly relevant, but not yet developed.

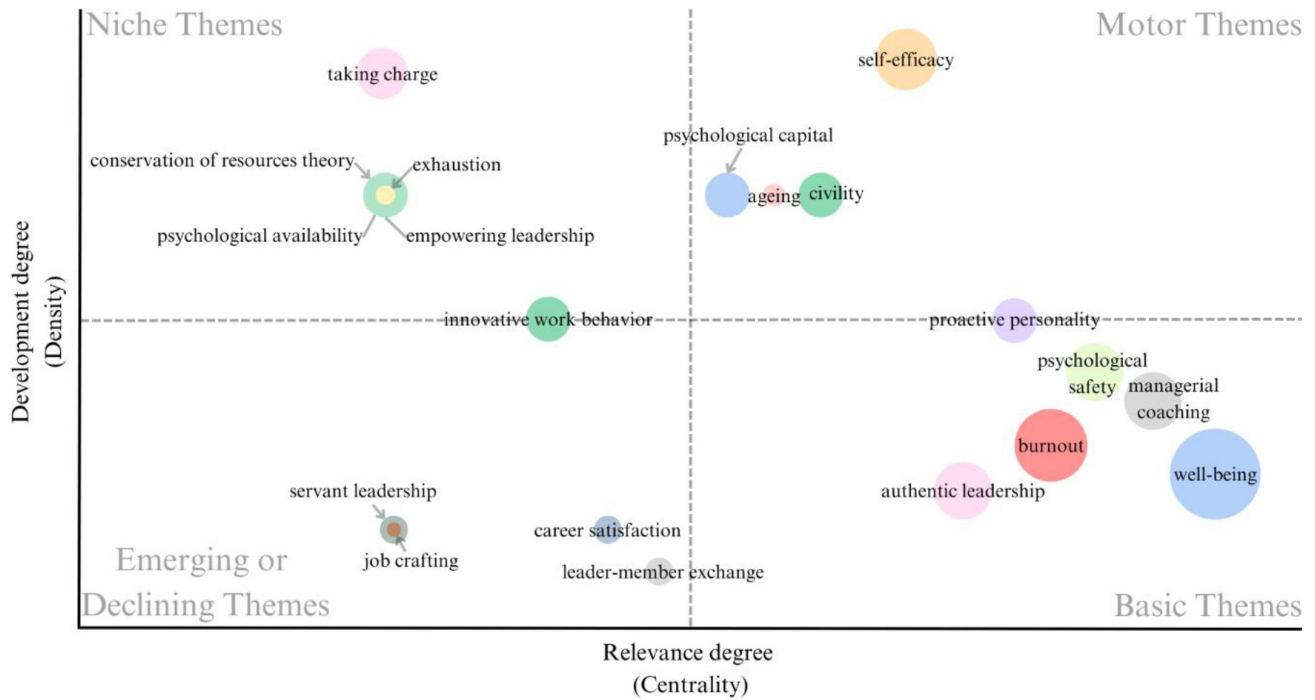


Fig. 5. Thematic map based on number of occurrences between 2016 and 2021 (author keywords). Note. The visualisation was redesigned in order to make each cluster more visible; the data source is bibliometrix (Aria & Cuccurullo, 2017).

Table 2. List of keywords within basic themes by clusters.

Cluster label (see Fig. 5)	Author keywords	Occurrences	Keyword included within bibliographic cluster
Managerial coaching	Managerial coaching	4	3
Managerial coaching	Perceived organisational support	3	1, 3
Managerial coaching	Fairness perception	2	3
Burnout	Burnout	4	1, 4
Burnout	Learning	4	1, 3, 4
Burnout	Vitality	4	1, 4
Burnout	Work engagement	4	1, 3
Burnout	Nurses	3	1, 3, 4
Burnout	Role ambiguity	3	4
Psychological safety	Psychological safety	6	1, 2, 3
Psychological safety	Self-determination theory	3	1, 2, 3, 4
Psychological safety	Inclusive leadership	2	1, 3
Authentic leadership	Authentic leadership	6	1, 2
Authentic leadership	Mindfulness	3	1, 2, 3, 4
Authentic leadership	High-performance work systems	2	2
Well-being	Well-being	10	1, 3, 4
Well-being	Leadership	6	General keyword
Well-being	China	5	General keyword
Well-being	Job satisfaction	4	1, 4
Well-being	Prosocial motivation	4	1, 3
Well-being	Transformational leadership	4	1
Well-being	Autonomy	3	2, 4
Well-being	Organisational support	2	1, 3
Well-being	Supervisor developmental feedback	2	1, 3
Well-being	Workplace incivility	2	1
Proactive personality	Proactive personality	4	1, 3
Proactive personality	Organizational citizenship behaviour	2	1, 2, 3

Table 3. List of keywords within motor themes by clusters.

Cluster label (see Fig. 5)	Author keywords	Occurrences	Keyword included within bibliographic cluster
Self-efficacy	Self-efficacy	4	1, 3
Self-efficacy	Challenge stressors	3	1, 4
Self-efficacy	Hindrance stressors	2	1, 4
Self-efficacy	Sequential mediation	2	1
Psychological capital	Psychological capital	3	1
Psychological capital	Empowerment	2	1, 4
Civility	Civility	3	1, 2
Civility	Social exchange theory	2	3
Ageing	Ageing	2	2
Proactive personality	Proactive personality	4	1, 3
Proactive personality	Organizational citizenship behaviour	2	1, 2, 3

Table 4. List of keywords within niche themes by clusters.

Cluster label (see Fig. 5)	Author keywords	Occurrences	Keyword included within bibliographic cluster
Exhaustion	Exhaustion	2	1, 2
Psychological availability	Psychological availability	2	1, 2
Empowering leadership	Empowering leadership	3	2
Empowering leadership	Service performance	2	1, 2
Conservation of resources theory	Conservation of resources theory	3	1, 2, 4
Conservation of resources theory	Mentoring	2	1, 4
Taking charge	Taking charge	3	1, 2
Taking charge	Innovation	2	2
Taking charge	Regulatory focus	2	1, 2
Innovative work behaviour	Innovative work behaviour	4	2
Innovative work behaviour	Heedful relating	2	2, 3

Motor themes, which are important for the structure of the research field, are well developed and also connect to external concepts relevant to other closely related themes (Cobo et al., 2011). The keywords with the most occurrences are “self-efficacy” (5), “psychological capital” (3), “civility” (3), and “ageing” (2). We found that self-efficacy, challenge, and hindrance stressors are highly developed² but also highly relevant for thriving research, albeit they are not the most relevant when we look at the basic theme quadrant. Further, psychological capital and empowerment, civility and social exchange theory, and ageing are the three nodes that remain within motor themes (see Table 3 for all keywords). These themes are evidently quite developed, but not relevant as themes in the basic theme quadrant.

Niche themes represent themes that are highly developed and isolated, but not very important (relevant) for the overall field. They are well studied but do not connect much with other important topics (Cobo et al., 2011). Most interestingly, “innovative work behaviour” has the most occurrences within

this theme (4), yet it is also part of the last thematic quadrant (emerging or declining themes—see Table 4). With 3 occurrences, “taking charge”, “empowering leadership,” and “conservation of resources” are the second-most-frequently used keywords by authors. Surprisingly, conservation of resources was identified as an important theoretical background within bibliographic coupling (it occurs in clusters 1 and 4), and it is interesting that it is considered to be a niche theme. Evidently, social exchange theory and self-determination theory prevail as basic theories (in addition to the socially embedded model) for thriving at work.

Finally, the emerging or declining themes quadrant gives an insight into weakly developed, marginal themes (Cobo et al., 2011). As shown in Fig. 5, the themes are low in the development stage, but not entirely irrelevant. Specifically, leader–member exchange is one of the most relevant, yet underdeveloped themes (4 occurrences), along with innovative work behaviour (4 occurrences). The latter has the highest degree of density, which makes it the

² An overview of the documents that include each specific keyword appearing in the thematic map is provided in the Appendix, Table A1, where a table lists the documents associated with each keyword and shows their contribution to its inclusion. Due to space limitations, we do not provide the references to the documents in this part.

Table 5. List of keywords within emerging or declining themes by clusters.

Cluster label (see Fig. 5)	Author keywords	Occurrences	Keyword included within bibliographic cluster
Career satisfaction	Career satisfaction	3	1, 3
Job crafting	Job crafting	3	1, 3
Servant leadership	Servant leadership	3	2
Leader–member exchange	Leader–member exchange	4	1, 2, 3
Innovative work behaviour	Innovative work behaviour	4	2
Innovative work behaviour	Heedful relating	2	2, 3

Table 6. Overview of findings for the bibliographic coupling and the thematic map.

	Bibliographic coupling	Thematic map
Leadership practices	Leadership practices occur in all clusters, and indicate leaders are pivotal for employees to thrive	Leadership as a keyword part of basic themes, but also within niche and emerging/declining themes
Psychological perspectives and well-being	Clusters 1 and 4 reflect negative and positive work dynamics, but also take employee well-being (either positive or negative) into account. Cluster 2 also takes the well-being aspect into consideration.	Well-being is a central theme in thriving research as the keyword itself is used the most. Further, psychological safety is used frequently along with other individual psychological perspectives (see above results)
Innovation and creativity	Cluster 2 mainly focuses on innovation and creativity	Innovation and creativity are recognised as niche themes for thriving at work
Work environment and support systems	Within all clusters there is at least one concept that reflects support for employees, indicating it is important for thriving employees (coaching, support, positive regard. . .)	Motor and basic themes highlight the importance of support systems and work environment for thriving employees
Theoretical frameworks	In addition to the socially embedded model, the self-determination theory, social exchange theory, and conservation of resources theory are mostly used	Self-determination theory, social exchange theory, and conservation of resources theory appear as keywords
Stressors and their effect on employees	Within cluster 4, research focuses on challenge and hindrance stressors and their relationship to thriving at work	Challenge and hindrance stressors form part of motor themes, indicating there is ongoing interest in understanding thriving in the presence of stressors

most developed. Moreover, career satisfaction is also marginally relevant, but also underdeveloped. Servant leadership and job crafting (3 occurrences each) represent what are currently the least relevant and underdeveloped fields of thriving (see Table 5 for other keywords). The position of the themes in Fig. 5 permits us to claim that these themes are emerging ones since they would be declining if found in the upper-left corner of the quadrant (higher development, lower relevance).

To summarise, well-being is central to the concept of thriving, supported by self-determination theory and social exchange theory, as shown by the basic themes. Further, stress and negative workplace factors are also highlighted throughout the themes, specifically occurring within motor and niche themes. Innovative work behaviours as well as creativity reflect somewhat specialised themes within thriving yet are obviously an important research stream of thriving. Finally, leadership and organisational support are crucial for fostering employee thriving, as also shown in the bibliographic coupling content analysis. Com-

paring the themes, topics, and patterns within both analyses allows us to identify key common points (see Table 6):

With the bibliographic coupling we identified that multilevel research is presently trending within thriving research, but based on author keywords alone we did not identify multilevel research as a trending topic (since this keyword was not used). On the other hand, the thematic map, which builds on the findings from the bibliographic coupling, gave an overview of which other topics are currently popular within the research field. Based on this, we provide future research suggestions in the following chapter.

3 Opportunities for future research

In this section, we describe opportunities for future research on thriving. These suggestions arose following the detailed review we performed, analysing almost two decades of research on thriving. As we identified different research streams within the field, we can provide directions concerning how to further

develop these streams and contribute to the literature on thriving. Accordingly, our recommendations for future research are based on the presented thorough literature review and are our own insights rather than being sourced directly from the documents analysed.

In the sections below, we identify research gaps that could in the future be addressed by scholars, starting with general future topics and concluding with understudied topics as identified within the bibliographic coupling clusters and the thematic map. We continue with practical recommendations for practitioners and employees, how thriving can improve their workplace as well as general well-being, and finish with concluding thoughts on how the paper contributes to the literature and wider community.

3.1 Leadership

As mentioned, “leadership” was present in all clusters of the bibliographic coupling but is also one of the most important author keywords. Leadership is largely present in the literature on thriving with the currently trending transformational leadership (mostly used in thriving research). We advise that future research could explore the effects of emerging leadership practices on thriving, such as respectful leadership (Van Quaquebeke & Eckloff, 2010), healthy leadership (Rudolph et al., 2020), compassionate leadership (Shuck et al., 2019), distant leadership (Busse & Weidner, 2020), or ambidextrous leadership (Rosing et al., 2011). Ambidextrous leadership positively affects innovative behaviours through thriving (Usman et al., 2022), yet it would be interesting to examine the unexplored influence of thriving employees via the theoretical framework of ambidextrous leadership (Rosing et al., 2011). Another interesting venue to explore in this context is self-leadership (Liu & Zhou, 2024). Moreover, we suggest measuring daily leadership behaviours and their effects on thriving on a daily basis. The time-lagged effects of leadership behaviours (Kelemen et al., 2020) on thriving, especially, could expand this area of research. In addition, because leadership has such an important role in employee thriving, we set out some practical suggestions for leaders, providing points to reflect on whether they enable their employees to thrive or how they can achieve this.

3.2 Work–family/home interface

Even though the work–family/home interface was introduced in cluster 1 (bibliographic coupling), in terms of the thematic map the keywords relating to that had not yet occurred. This means the topic is not yet relevant, but most importantly, not developed

enough at the moment. The new working arrangements taking place due to the pandemic shed more light onto employee thriving since now employees do not thrive only at work, but should also thrive at home, an aspect largely understudied in this field. Past research on thriving largely focused on employee thriving in the office, where family was not present, and thus the role of home environment should be considered while evaluating employee thriving. We suggest that future research evaluate whether alongside the workplace factors thriving at work is affected by the home environment. Past research identified in cluster 1 already addressed work–family conflict (Zhang et al., 2022), work–family enrichment (Russo et al., 2018), and home segmentation preferences (Cheng et al., 2021). We advise the further inclusion of other well-established but not yet explored constructs in this research domain, such as work–family/life balance, work–self facilitation, work–life boundary management, family–work resources spillover, to name a few. Scholars could also test the spillover or crossover effects of psychological states between partners, especially between dual-earning parent couples.

3.3 Collective thriving

Collective thriving is predominant in cluster 2 of the bibliographic coupling, but on the thematic map it did not occur specifically, indicating the topic is still in its infancy. In an organisational context, we recommend future research to address the underexplored avenue of collective thriving, as first presented by Keister (2014). The introduction of collective thriving represented a strong shift, notably in multilevel research on thriving. Collective thriving stems from individual employee thriving and was previously researched at the unit level (meso level; Walumbwa et al., 2018; Wu & Chen, 2019; Xu & Wang, 2020). We suggest that future research advance the field by examining how collective thriving on the meso level impacts organisational performance on the macro level (for a more comprehensive overview of potential future research on the multilevel aspect of thriving, see Goh et al., 2022).

3.4 Individual characteristics

This part reflects cluster 3, but also the quadrant with basic and motor themes (within the thematic map). Most past research focused on individual characteristics which enable thriving (e.g., self-efficacy and prosocial motivation; Abid et al., 2020). A few of the studies tried to capture the role of personality, for example, core-self evaluations (Guan & Frenkel, 2020; Kleine et al., 2019; Porath et al., 2012).

Another potentially fruitful avenue for future research is to include the Big 5 personalities: from proactive personality to negative personality traits such as narcissism or Machiavellianism. For instance, Carmeli and Russo (2016) suggest that individuals high in agreeableness or conscientiousness would experience greater thriving through positive responses at work and at home, in terms of their theoretical framework. We believe that a promising theoretical framework for research on the effect of personality traits on thriving is the personality trait activation theory (Tett & Burnett, 2003), which could provide evidence about within-person behavioural variations based on personality and thriving. Apart from personality, scholars could consider studying other individual characteristics such as nationality. Most of the research in the field examined thriving in the context of Asian employees (70% of identified samples in the empirical research), among whom 67% were employees from China. This is also confirmed by the thematic map as China appears as an author keyword in the basic themes quadrant. Samples from different European countries were represented in 20% of the empirical research considered (most were from Germany), whereas only 10% of the samples were based in the USA. Although some recent studies included cross-cultural samples (Jiang et al., 2020; Rego et al., 2020; Russo et al., 2018), we suggest that further studies include such samples to establish greater generalisability. As we reviewed all empirical papers in our sample of documents, we also identified that most participants are knowledge workers or belong to specific professions, such as nurses (Jiang et al., 2020), or are employees in different life stages (i.e., older workers; Taneva & Arnold, 2017; Taneva et al., 2016). We suggest that future research also examines the thriving of other work groups, such as blue-collar workers, or remote workers and digital nomads. For these cases in particular, we provide practical implications regarding how to enable their thriving based on research within the field. Upcoming research could also study how employees faced with different home situations (single parents, employees living alone) thrive. Further studies could also take account of the millennial and Gen Z perspectives on thriving, and how they differ from previous research.

3.5 Role of organisations

This section is based on cluster 3, while in terms of the thematic map, organisational impact is reflected in keywords such as “organisational support” (basic themes), albeit many aspects have yet to be researched. In order for employees to thrive, organ-

isations need to create sustainable working environments (de Jonge & Peeters, 2019). Spreitzer and Hwang (2019) provide interesting suggestions for future research in terms of flexible location and flexible employment contracts, addressing the forgotten group of gig or precarious workers (Ashford et al., 2018). We recommend that organisational inclusion and diversity (Barak, 1999) be included in the research stream of thriving. Moreover, until mid-2021 no published study had identified the role of the compensations and benefits provided by the organisation in employee thriving. We therefore encourage scholars to examine what/how compensations and benefits enable employee thriving in the organisation (examples of HR strategies for retaining top talent may be found in Bryant & Allen, 2013). Another suggested research question would refer to top talent’s thriving experience, especially in terms of which organisational perspectives and what kind of environment facilitates their thriving.

3.6 Positive contexts: hybrid workplaces

The research within clusters 3 and 4 addresses positive dynamics in the workplace, which has been changing in the past few years. The future of work is said to be hybrid (Microsoft, 2021) due to the sudden shift to work from home in 2020. This change is creating new challenges for organisations, which will also reshape the way in which employees thrive in the new world of work. The earliest published research on thriving during the COVID-19 pandemic largely focused on career self-management (Chen, 2020) and career sustainability (Fang et al., 2021), yet also addressed the role of a proactive personality in the performance of nurses and doctors (Yi-Feng Chen et al., 2021). In the years to come, employee thriving in the new reality will be a fruitful avenue for future research, especially because thriving is fuelled by positive relational factors, such as support (Zhai et al., 2020), and working relationships are affected the most due to the spatial separation (Yamaguchi et al., 2020). We suggest that scholars explore the relationships between thriving and the role of remote support and remote work relationships in hybrid workplaces, or new HR policies introduced due to the new working arrangements.

An overview of the proposed future research agendas and additional specific suggestions is presented in Table 7.

3.7 Recommendations for the business community

In this section, we look at how the world outside of academia can enhance thriving at work based

Table 7. Overview of opportunities for future research.

Micro level	Meso level	Situational perspective
<i>Individual personality</i> <ul style="list-style-type: none"> – Big 5 – Positive personality traits – Negative personality traits 	<i>Leadership practices</i> <ul style="list-style-type: none"> – Respectful leadership – Healthy leadership – Compassionate leadership – Distant leadership – (Further examination of) Ambidextrous leadership – Daily leadership behaviours 	<i>Work–home interface</i> <ul style="list-style-type: none"> – Work–family/life balance – Work–self facilitation – Work–life boundary management – Family–work resource spillover – Spillover and crossover effects between dual-earning (parent) couples
<i>Individual characteristics</i> <ul style="list-style-type: none"> – Nationality – Cross-cultural samples – Generations (Millennials and Generation Z) 	<i>Organisational factors</i> <ul style="list-style-type: none"> – Organisational inclusion and diversity – Compensation and benefits 	<i>Hybrid workplace</i> <ul style="list-style-type: none"> – Remote support – Remote working relationships – New HR policies
<i>Individual situations</i> <ul style="list-style-type: none"> – Flexible employment contractors (gig workers) – Top talent – Single (parents) employees – Employees living alone 	<i>Collective thriving</i> <ul style="list-style-type: none"> – Effect on the macro level 	

on our review. We identified that there are aspects and employees that have been omitted from thriving research. We use this review to provide food for thought, first for leaders: how to identify whether employees are actually thriving; second for blue-collar workers and HR professionals; and third for unconventional employees—digital nomads and gig workers.

3.7.1 For leaders and managers

Leadership is one of the most important aspects that influence an individual's thriving. Leaders and managers should be mindful of how they nurture the thriving of their subordinates. For future research, we propose that scholars take new leadership practices identified in current research (Busse & Weidner, 2020; Rosing et al., 2011; Rudolph et al., 2020; Shuck et al., 2019; Van Quaquebeke & Eckloff, 2010) into consideration, although we urge practitioners to first recognise the importance of employee thriving. Thriving is an important aspect for employee well-being (Goh et al., 2022), and hence we suggest leaders and managers rethink whether they are building a sufficient space for their employees to thrive. Our bibliometric analyses confirmed that the socially embedded model is the main theoretical framework for thriving (see Table 1), and that research done in the field leans on its propositions. As a result, we use the socially embedded model to create key questions to inspire leaders and managers for the thriving of their employees. Leaders should ask themselves (Spreitzer et al., 2005):

1. Does our organisation provide decision-making discretion? Do we support broad information sharing? Is there a climate of trust and respect?

2. Concerning my specific work group: is there a positive meaning within my work group? Do we share knowledge and build on relational positive resources?
3. Do I provide the opportunity to nurture agentic work behaviours for employees (such as task focus, exploration, heedful relating)?
4. How do I currently enable an employee's sense of learning and sense of vitality?

Based on these questions, leaders and managers can identify initial gaps that must be filled in order to enable employees to thrive. For example, if you are a team leader in a hospital and identify a lack of knowledge sharing within the team, quick sessions between team members could be organised. Senior nurses can teach newcomers how to do specific tasks. In turn, newcomers gain new knowledge, while indirectly building on their relational positive resources. Research has proven that coworker support enhances thriving (Zhai et al., 2020), and thus this could be a positive way of enabling more thriving within teams.

3.7.2 For HR professionals

Our bibliometric analyses show that the majority of research on thriving involves a sample of knowledge workers. We encourage HR professionals to look beyond white-collar employees and also think about the thriving of blue-collar workers. Those who work on the production line usually do the same work every day, but they could also benefit from enhanced feelings of learning and vitality. As per Spreitzer et al. (2005), employees thrive after they experience agentic work behaviours: task focus, exploration, and heedful relating. First, to facilitate positive meaning and

motivation through task focus (Spreitzer et al., 2005), HR professionals could organise a campaign where they vividly position the role of the blue-collar worker in the general picture of the organisation. For example, in pharmaceutical companies HR professionals could emphasise the role of the blue-collar worker in the impact on people's health. If the worker were not to do their work, some people might not receive the medicine they need. By placing blue-collar work tasks in a more general perspective, individuals would be more motivated to work due to the increased meaningfulness of their work and would consequently thrive (Guan & Frenkel, 2020), which is in line with the findings concerning cluster 2.

Second, thriving could be enhanced by exploring innovative ways in production. For example, an organisation could establish an option for blue-collar workers to send suggestions to the management. If a worker finds a way to improve a given aspect of their work, they could present it to managers who might consider implementing innovative solutions to their issues. This particular campaign could be led and advertised by the HR department. Those participating in sharing their innovative ideas could be rewarded, which would further encourage other employees to also explore issues in their workplace. Finally, heedful relating is reflected in the relationship between employees. As mentioned above, coworker support is important for thriving, and we believe that is true for blue-collar workers as well. Although they might not work in teams and each has a specific task, organisations should strive to ensure that no employee works in isolation. Even if working by themselves on a production line, employers should encourage regular breaks during which employees spend time with each other, while the production is affected in a minimal way. Regular breaks improve both employee well-being and performance (Lyubych et al., 2022), but they also help in initiating informal conversations. For example, during the COVID-19 pandemic employees missed the social interaction and informality of in-person meetings (Mihelič et al., 2021), meaning being present in the office would be beneficial.

3.7.3 For employees

Due to technological advancements, employees are able to work from anywhere (digital nomads) or have additional work apart from their formal contract (known as gig work). Digital nomads work digitally while they travel (Schlagwein, 2018). Their lifestyle differs significantly from a conventional employee, and thus their thriving might also differ significantly. On the other hand, gig workers can have an additional job apart from their regular job, from participating in online panel surveys to being a driver

for Uber (Watson et al., 2021). The main denominator in both cases is the important role of self-leadership. Among propositions for future research, we highlight the importance of addressing self-leadership in the context of thriving. Digital nomads and gig workers are a good example of self-leadership practices. We performed the bibliometric data analysis in 2021, and there was no study examining thriving in relation to those particular workers, but just recently one study addressed the effect of self-leadership on thriving among gig workers (Mao et al., 2024). Although Mao et al. (2024) focus on practical implications for online labour platforms, we think that in terms of self-leadership individuals hold most of the power. Therefore, for digital nomads and gig workers to thrive it is primarily important to think about the specific goals to be achieved, think about the resources, demands and barriers that could help/inhibit goal attainment, and put the plan into action (Hirschi et al., 2019). When feeling empowered through increased autonomy, individuals have better self-leadership (Klösel, 2022) and consequently thrive at work (Mao et al., 2024).

4 Conclusion

This paper aimed to capture the development and current state of the field of individual thriving at work. We did so with a comprehensive and inclusive overview through bibliometric methods with two aspects: across time and across sources (Vogel et al., 2021). In this part, we outline the contributions, continue with the limitations of the review, and finish with a conclusion.

The first theoretical contribution lies in the presentation of knowledge accumulated over almost two decades of thriving research. Through a review of the most influential documents via citation analysis, we addressed the past, reflecting on the pillars of the subject area. With bibliographic coupling, we further demonstrated the intellectual structure of the area, identifying the present trends shaping the domain of thriving. We complemented the contextual review of the bibliographic coupling clusters with a thematic map (coword analysis), adding to the understanding of the conceptual structure of the field. By categorising the current conversations with two analyses, we were able to identify the gaps that would help literature on thriving to take one step forward in development, providing considerations for the future.

The second contribution of this work is the informed and practical suggestions for future research. In this section, we present future recommendations for strengthening existing research and unexplored new topics, providing new paths for the development

of research. These recommendations are developed from the bibliographic coupling clusters, which provide the current intellectual structure. Here we particularly help researchers who desire to fully understand the mechanisms of thriving and seek future research agendas. Besides the theoretical contribution, we provide practical suggestions for practitioners. We specifically focus on suggestions for leaders/managers, HR professionals, and employees. While we address situations not yet highlighted in thriving research, we believe that wider society would benefit from these implications. Therefore, we connect what we know about thriving and introduce it to the work-related aspects that are largely ignored in the literature (such as blue-collar workers, digital nomads).

The last methodological contribution is the (relatively) novel adoption of bibliometric methods in research on thriving. This approach enabled us to produce an objective and comprehensive review as opposed to traditional reviews, which are typically limited by narrow inclusion criteria and subjective document selection (Vogel et al., 2021). Thriving has been already addressed by way of literature reviews (Abid & Contreras, 2022; Goh et al., 2022; Moloney et al., 2020; Shahid et al., 2020; Spreitzer & Hwang, 2019; Spreitzer et al., 2012) and meta-analysis (Kleine et al., 2019; Liu et al., 2021); however, not without limitations. Many times, limited aspects (i.e., a restricted set of journals or specific type of studies) are considered justifiable in traditional literature reviews (Glynn & Raffaelli, 2010). Nevertheless, prior reviews were either performed much earlier (Spreitzer et al., 2012), reviewed a limited set of studies (Shahid et al., 2020), or focused on a particular aspect such as nurses' thriving (Moloney et al., 2020) and flexible workers' thriving (Spreitzer & Hwang, 2019). We extend these reviews by utilising bibliometric analyses: citation analysis, bibliographic coupling, and a thematic map (cword analysis).

Apart from Goh et al. (2022) and Abid and Contreras (2022), previous literature reviews failed to be inclusive across all sources, concentrating either on studies that only measured thriving based on the Porath et al. (2012) scale (Shahid et al., 2020) or focused on a particular profession (Moloney et al., 2020). We observed and analysed a broad range of documents, most of which have not featured in existing reviews, including book chapters and other journal articles. Goh et al. (2022) overcome the mentioned limitations and review thriving literature in a more comprehensive way. They managed to address the antecedents and outcomes of thriving and provide an integrative multilevel review of the concept. The mentioned authors specifically focused on a level-specific conceptualisation of thriving, suggesting how future

research should address each level of thriving (i.e., individual, dyads, and collectives). We further extend the comprehensive review of Goh et al. (2022) by identifying clusters of research within the domain of thriving rather than addressing general aspects, such as antecedents and outcomes. While it is important to review the field in a general manner, we believe it is also important to address specific aspects of the field and provide some pointers for scholars as well as the community outside of academia.

Further, Abid and Contreras (2022) used bibliometric methods to analyse thriving research, focusing on the period between 2001 and 2021. Altogether they applied nine different bibliometric methods, which was the main focus of their review. While they provided interesting information concerning the field, our review differs in many ways. We only focused on the period from 2005 onwards (the year when thriving was introduced as a concept in the literature) and chose three bibliometric methods, focusing on the past, present, and future of thriving. Specifically, for future recommendations, we focused on the conceptual structure of the field, whereas Abid and Contreras (2022) also examined the intellectual and social structure, which is not the central focus of our review. Thus, our contribution lies in conceptual advancement for the thriving field in terms of both theoretical and practical perspectives.

Our study is not without limitations. We performed our research in July 2021 and thus did not take the whole of 2021 into account. Donthu et al. (2021) highlight the fact that bibliometric studies offer a short-term forecast of the field. We agree with this assertion and view it as a limitation. However, we believe that this is also the case with other examples of literature reviews since researchers can only make conclusions from the data they obtained and analysed. Moreover, a downside of citation analysis is that the measure of influence is biased toward older publications because they have had more time to accumulate citations compared to newer ones (Zupic & Čater, 2015). To overcome this limitation, we used bibliographic coupling, which is also not without limitations. Zupic and Čater (2015) stress that bibliographic coupling can only be used for a limited timeframe and does not identify the most important documents, making it difficult to determine whether mapped documents are important or not. In terms of the thematic map, we used author keywords, and some of the keywords have the same or similar meanings yet occur in different forms (for example: work engagement—engagement, innovation—innovative work behaviour). Still, we applied different approaches to restrain the limitations of each method.

Our bibliometric review provided an overview of the most influential thriving research through citation analysis and identified what the frontier research in thriving is (via the bibliographic coupling and the thematic map). With those analyses, we managed to address the past and present, but also the potential areas for future research. With rich recommendations within theory, we not only add to the thriving literature, but also extend recommendations to practice as we identified specific gaps within the literature. We thereby not only contribute to the research on thriving but to thriving in real life as well.

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Availability of data and material

The datasets generated for this study are available on request to the corresponding author.

Conflict of interest statement

The authors have no conflicts of interest to declare that are relevant to the content of this article.

Ethical approval statement and informed consent

This research did not involve human participants; thus, we did not collect informed consent.

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Appendix

Table A1. Overview of the documents included in thematic map analysis.

Authors	Title	Source	Year	Total citations (at the end of July 2021)	Assigned cluster
Taneva, S. K.; Arnold, J.	Thriving, Surviving and Performing in Late Career: A Mixed-Method Study of Pathways to Successful Aging in Organizations	<i>Work, Aging and Retirement</i>	2018	9	Ageing
Wu, C.-M.; Chen, T.-J.	Inspiring Prosociality in Hotel Workplaces: Roles of Authentic Leadership, Collective Mindfulness, and Collective Thriving	<i>Tourism Management Perspectives</i>	2019	13	Authentic leadership
Fendel, J. C.; Aeschbach, V. M.; Goritz, A. S.; Schmidt, S.	A Mindfulness Program to Improve Resident Physicians' Personal and Work-Related Well-Being: A Feasibility Study	<i>Mindfulness</i>	2020	3	Authentic leadership
Cao, M.; Zhao, Y. X.; Zhao, S. M.	Facilitating the Implementation Process of High-Performance Work Systems: The Role of Authentic Leadership	<i>Frontiers in Psychology</i>	2020	0	Authentic leadership
Xu, B. D.; Zhao, S. K.; Li, C. R.; Lin, C. J.	Authentic Leadership and Employee Creativity: Testing the Multilevel Mediation Model	<i>Leadership & Organization Development Journal</i>	2017	26	Authentic leadership; Psychological safety
Mortier, A. V.; Vlerick, P.; Clays, E.	Authentic Leadership and Thriving Among Nurses: The Mediating Role of Empathy	<i>Journal of Nursing Management</i>	2016	33	Burnout
Cullen, K. L.; Gerbasi, A.; Chrobot-Mason, D. van der Walt, F.	Thriving in Central Network Positions: The Role of Political Skill	<i>Journal of Management</i>	2018	23	Burnout
Sim, W. J.; Zanardelli, G.; Loughran, M. J.; Mannarino, M. B.; Hill, C. E.	Workplace Spirituality, Work Engagement and Thriving at Work	<i>SA Journal of Industrial Psychology</i>	2018	19	Burnout
Mahomed, F. E.; Rothmann, S.	Thriving, Burnout, and Coping Strategies of Early and Later Career Counselling Center Psychologists in the United States	<i>Counselling Psychology Quarterly</i>	2016	9	Burnout
Weigelt, O.; Gierer, P.; Syrek, C. J.	Strength Use, Training and Development, Thriving, and Intention to Leave: The Mediating Effects of Psychological Need Satisfaction	<i>South African Journal of Psychology</i>	2020	6	Burnout
Moloney, W.; Fieldes, J.; Jacobs, S.	My Mind Is Working Overtime—Towards an Integrative Perspective of Psychological Detachment, Work-Related Rumination, and Work Reflection	<i>International Journal of Environmental Research and Public Health</i>	2019	4	Burnout
Sahin, S.; Ozcan, N. A.; Babal, R. A.	An Integrative Review of How Healthcare Organizations Can Support Hospital Nurses to Thrive at Work	<i>International Journal of Environmental Research and Public Health</i>	2020	2	Burnout
Jiang, Z.; Jiang, Y. Q.; Nielsen, I.	The Mediating Role of Thriving: Mindfulness and Contextual Performance Among Turkish Nurses	<i>Journal of Nursing Management</i>	2020	1	Burnout
Xu, A. J.; Loi, R.; Chow, C. W. C.	Workplace Thriving in China	<i>International Journal of Manpower</i>	2019	1	Burnout
Chang, W.; Busser, J.; Liu, A. Y.	Can Taking Charge at Work Help Hospitality Frontline Employees Enrich Their Family Life?	<i>International Journal of Hospitality Management</i>	2020	2	Burnout; taking charge
	Authentic Leadership and Career Satisfaction: The Mediating Role of Thriving and Conditional Effect of Psychological Contract Fulfillment	<i>International Journal of Contemporary Hospitality Management</i>	2020	4	Career satisfaction

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Table A1. (Continued)

Authors	Title	Source	Year	Total citations (at the end of July 2021)	Assigned cluster
Jiang, Z.; Jiang, Y. Q.; Nielsen, I.	Thriving and Career Outcomes: The Roles of Achievement Orientation and Resilience	<i>Human Resource Management Journal</i>	2021	0	Career satisfaction
Chang, W.; Busser, J. A.	Hospitality Career Retention: The Role of Contextual Factors and Thriving at Work	<i>International Journal of Contemporary Hospitality Management</i>	2020	10	Career satisfaction; Managerial coaching
Elahi, N. S.; Abid, G.; Arya, B.; Farooqi, S.	Workplace Behavioral Antecedents of Job Performance: Mediating Role of Thriving	<i>Service Industries Journal</i>	2020	12	Civility
Khan, N. A.; Khan, A. N.; Soomro, M. A.; Khan, S. K.	Transformational Leadership and Civic Virtue Behavior: Valuing Act of Thriving and Emotional Exhaustion in the Hotel Industry	<i>Asia Pacific Management Review</i>	2020	5	Civility
Zhai, Q. G.; Wang, S. F.; Weadon, H.	Thriving at Work as a Mediator of the Relationship Between Workplace Support and Life Satisfaction	<i>Journal of Management & Organization</i>	2020	17	Conservation of resources theory
Zeng, H.; Zhao, L. J.; Ruan, S.	How Does Mentoring Affect Proteges' Adaptive Performance in the Workplace: Roles of Thriving at Work and Promotion Focus	<i>Frontiers in Psychology</i>	2020	1	Conservation of resources theory
Ali, M.; Shen, L.; Zheng, S. J.; Rahman, M. A.	Empowering Leadership and Employee Performance: A Mediating Role of Thriving at Work	<i>International Journal of Asian Business and Information Management</i>	2018	6	Empowering leadership
Aryee, S.; Kim, T. Y.; Zhou, Q.; Ryu, S.	Customer Service at Altitude: Effects of Empowering Leadership	<i>International Journal of Contemporary Hospitality Management</i>	2019	3	Empowering leadership
Li, M. Z.; Liu, W. X.; Han, Y.; Zhang, P. C.	Linking Empowering Leadership and Change-Oriented Organizational Citizenship Behavior: The Role of Thriving at Work and Autonomy Orientation	<i>Journal of Organizational Change Management</i>	2016	41	Empowering leadership; Well-being
Niessen, C.; Mader, I.; Stride, C.; Jimmieson, N. L.	Thriving When Exhausted: The Role of Perceived Transformational Leadership	<i>Journal of Vocational Behavior</i>	2017	30	Exhaustion
Kaltenbrunner, M.; Bengtsson, L.; Mathiassen, S. E.; Hogberg, H.; Engstrom, M.	Staff Perception of Lean, Care-Giving, Thriving and Exhaustion: A Longitudinal Study in Primary Care	<i>BMC Health Services Research</i>	2019	6	Exhaustion
Abid, G.; Zahra, I.; Ahmed, A.	Promoting Thriving at Work and Waning Turnover Intention: A Relational Perspective	<i>Future Business Journal</i>	2016	19	Innovative work behaviour
Riaz, S.; Xu, Y. S.; Hussain, S.	Understanding Employee Innovative Behavior and Thriving at Work: A Chinese Perspective	<i>Administrative Sciences</i>	2018	13	Innovative work behaviour
Riaz, S.; Xu, Y. S.; Hussain, S.	Role of Relational Ties in the Relationship Between Thriving at Work and Innovative Work Behavior: An Empirical Study	<i>European Journal of Investigation in Health Psychology and Education</i>	2020	2	Innovative work behaviour
Shah, S. I.; Afsar, B.; Shahjehan, A.	Unique Contextual Conditions Affecting Coworker Knowledge Sharing and Employee Innovative Work Behaviors	<i>Journal of Work and Organizational Psychology/Revista de Psicología del Trabajo y de las Organizaciones</i>	2020	0	Innovative work behaviour

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Table A1. (Continued)

Authors	Title	Source	Year	Total citations (at the end of July 2021)	Assigned cluster
de Jonge, J.; Peeters, M. C. W.	The Vital Worker: Towards Sustainable Performance at Work	<i>International Journal of Environmental Research and Public Health</i>	2019	17	Job crafting
Qi, J. P.; Zhang, K. Y.; Fu, X. F.; Zhao, X. F.; Wang, L. Guan, X. Y.; Frenkel, S.	The Effects of Leader-Member Exchange, Internal Social Capital, and Thriving on Job Crafting Organizational Support and Employee Thriving at Work: Exploring the Underlying Mechanisms	<i>Social Behavior and Personality</i> <i>Personnel Review</i>	2019 2021	3 0	Job crafting Job crafting
Guan, X. Y.; Frenkel, S.	Supervisor-Subordinate Guanxi and Employee Thriving at Work: The Key Role of Relation-Generated Resources	<i>Asia Pacific Journal of Human Resources</i>	2021	1	Leader-member exchange
Abid, G.; Contreras, E.; Ahmed, S.; Qazi, T.	Contextual Factors and Organizational Commitment: Examining the Mediating Role of Thriving at Work	<i>Sustainability</i>	2019	11	Managerial coaching
Raza, B.; Ali, M.; Ahmed, S.; Ahmad, J.	Impact of Managerial Coaching on Organizational Citizenship Behavior: The Mediation and Moderation Model	<i>International Journal of Organizational Leadership</i>	2018	9	Managerial coaching
Raza, B.; Ahmed, A.	Linking Managerial Coaching and Workplace Deviance: The Mediating Role of Thriving at Work	<i>Iranian Journal of Management Studies</i>	2020	1	Managerial coaching
Jiang, Z.	Proactive Personality and Career Adaptability: The Role of Thriving at Work	<i>Journal of Vocational Behavior</i>	2017	60	Proactive personality
Zhang, J. W.; Bal, P. M.; Akhtar, M. N.; Long, L. R.; Zhang, Y.; Ma, Z. X.	High-Performance Work System and Employee Performance: The Mediating Roles of Social Exchange and Thriving and the Moderating Effect of Employee Proactive Personality	<i>Asia Pacific Journal of Human Resources</i>	2019	14	Proactive personality
Chen, N. Y. F.; Crant, J. M.; Wang, N.; Kou, Y.; Qin, Y. H.; Yu, J. H.; Sun, R. J.	When There Is a Will There Is a Way: The Role of Proactive Personality in Combating COVID-19	<i>Journal of Applied Psychology</i>	2021	1	Proactive personality
Marchiondo, L. A.; Cortina, L. M.; Kabat-Farr, D.	Attributions and Appraisals of Workplace Incivility: Finding Light on the Dark Side?	<i>Applied Psychology: An International Review/ Psychologie Appliquee: Revue Internationale</i>	2018	11	Proactive personality; Well-being
Russo, M.; Buonocore, F.; Carmeli, A.; Guo, L.	When Family Supportive Supervisors Meet Employees' Need for Caring: Implications for Work-Family Enrichment and Thriving	<i>Journal of Management</i>	2018	41	Psychological availability
Zhang, Z. D.; Zhang, L.; Xiu, J.; Zheng, J. W.	Learning from Your Leaders and Helping Your Coworkers: The Trickle-Down Effect of Leader Helping Behavior	<i>Leadership & Organization Development Journal</i>	2020	1	Psychological availability
Shahid, S.; Muchiri, M. K.	Positivity at the Workplace: Conceptualising the Relationships Between Authentic Leadership, Psychological Capital, Organisational Virtuousness, Thriving and Job Performance	<i>International Journal of Organizational Analysis</i>	2019	3	Psychological capital
Oswick, R.; Oswick, C.	Positive Perspectives on Organizing and Organizational Change: A Conversation with Gretchen Spreitzer	<i>Journal of Change Management</i>	2020	0	Psychological capital
Shahid, S.; Muchiri, M. K.; Walumbwa, F. O.	Mapping the Antecedents and Consequences of Thriving at Work: A Review and Proposed Research Agenda	<i>International Journal of Organizational Analysis</i>	2021	0	Psychological capital
Jiang, Z.; Hu, X. W.; Wang, Z. M.; Jiang, X.	Knowledge Hiding as a Barrier to Thriving: The Mediating Role of Psychological Safety and Moderating Role of Organizational Cynicism	<i>Journal of Organizational Behavior</i>	2019	39	Psychological safety

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Table A1. (Continued)

Authors	Title	Source	Year	Total citations (at the end of July 2021)	Assigned cluster
Yang, Y.; Li, Z. Q.; Liang, L.; Zhang, X.	Why and When Paradoxical Leader Behavior Impact Employee Creativity: Thriving at Work and Psychological Safety	<i>Current Psychology</i>	2021	25	Psychological safety
Zeng, H.; Zhao, L. J.; Zhao, Y. X.	Inclusive Leadership and Taking-Charge Behavior: Roles of Psychological Safety and Thriving at Work	<i>Frontiers in Psychology</i>	2020	12	Psychological safety
Liu, Y. J.; Xu, S. Y.; Zhang, B. N.	Thriving at Work: How a Paradox Mindset Influences Innovative Work Behavior	<i>Journal of Applied Behavioral Science</i>	2020	5	Psychological safety
Lin, C. P.; Xian, J. L.; Li, B. X.; Huang, H. M.	Transformational Leadership and Employees' Thriving at Work: The Mediating Roles of Challenge-Hindrance Stressors	<i>Frontiers in Psychology</i>	2020	9	Self-efficacy
Bensemmane, S.; Ohana, M.; Singhlamber, F.	Team Justice and Thriving: A Dynamic Approach	<i>Journal of Managerial Psychology</i>	2018	4	Self-efficacy
Abid, G.; Ahmed, S.; Qaz, T. F.; Sarwar, K.	How Managerial Coaching Enables Thriving at Work: A Sequential Mediation	<i>Journal of Entrepreneurship Management and Innovation</i>	2020	2	Self-efficacy
Ding, H.; Chu, X. X.	Employee Strengths Use and Thriving at Work: The Roles of Self-Efficacy and Perceived Humble Leadership	<i>Journal of Personnel Psychology</i>	2020	1	Self-efficacy
Yang, Y.; Li, X.	The Impact of Challenge and Hindrance Stressors on Thriving at Work	<i>Frontiers in Psychology</i>	2021	0	Self-efficacy
Saleem, S.; Humayun, S.; Latif, B.; Iftikhar, U.; Sharif, I.	Work Double Mediation Based on Affect and Motivation Identities Hidden in Challenges: The Sequential Mediation of Thriving at Work and Employee Investment	<i>Frontiers in Psychology</i>	2020	0	Self-efficacy
Walumbwa, F. O.; Muchiri, M. K.; Misati, E.; Wu, C.; Meiliani, M.	Inspired to Perform: A Multilevel Investigation of Antecedents and Consequences of Thriving at Work	<i>Journal of Organizational Behavior</i>	2018	56	Servant leadership
Iqbal, A.; Latif, K. F.; Ahmad, M. S.	Servant Leadership and Employee Innovative Behaviour: Exploring Psychological Pathways	<i>Leadership & Organization Development Journal</i>	2020	3	Servant leadership
Xu, A. J.; Wang, L.	How and When Servant Leaders Enable Collective Thriving: The Role of Team-Member Exchange and Political Climate	<i>British Journal of Management</i>	2020	3	Servant leadership
Wallace, J. C.; Butts, M. M.; Johnson, P. D.; Stevens, F. G.; Smith, M. B.	A Multilevel Model of Employee Innovation: Understanding the Effects of Regulatory Focus, Thriving, and Employee Involvement Climate	<i>Journal of Management</i>	2016	123	Taking charge
Wang, Z. N.; Meng, L. J.; Cai, S. H.	Servant Leadership and Innovative Behavior: A Moderated Mediation	<i>Journal of Managerial Psychology</i>	2019	11	Taking charge
Li, N.; Guo, Q. Y.; Wan, H.	Leader Inclusiveness and Taking Charge: The Role of Thriving at Work and Regulatory Focus	<i>Frontiers in Psychology</i>	2019	6	Taking charge
Yan, A. M.; Tang, L. P.; Hao, Y. C.	Can Corporate Social Responsibility Promote Employees' Taking Charge? The Mediating Role of Thriving at Work and the Moderating Role of Task Significance	<i>Frontiers in Psychology</i>	2021	0	Taking charge
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.	Impact of Workplace Violence Against Nurses' Thriving at Work, Job Satisfaction and Turnover Intention: A Cross-Sectional Study	<i>Journal of Clinical Nursing</i>	2018	27	Well-being
Frazier, M. L.; Tupper, C.	Supervisor Prosocial Motivation, Employee Thriving, and Helping Behavior: A Trickle-Down Model of Psychological Safety	<i>Group & Organization Management</i>	2018	27	Well-being
Taneva, S. K.; Arnold, J.; Nicolson, R.	The Experience of Being an Older Worker in an Organization: A Qualitative Analysis	<i>Work Aging and Retirement</i>	2016	17	Well-being

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Table A1. (Continued)

Authors	Title	Source	Year	Total citations (at the end of July 2021)	Assigned cluster
Nawaz, M.; Abid, G.; Arya, B.; Bhatti, G. A.; Farooqi, S. J.; Di Milla, L.; Jiang, Y. Q.; Jiang, X.	Understanding Employee Thriving: The Role of Workplace Context, Personality and Individual Resources Thriving at Work: A Mentoring-Moderated Process Linking Task Identity and Autonomy to Job Satisfaction Thriving in a Multicultural Workplace	<i>Total Quality Management & Business Excellence</i> <i>Journal of Vocational Behavior</i> <i>Intercultural Interactions in the Multicultural Workplace: Traditional and Positive Organizational Scholarship Creating Psychologically Healthy Workplaces</i>	2020 2020 2017	11 6 6	Well-being Well-being Well-being
Basinska, B. A.					
Spreitzer, G.; Hwang, E. B.	How Thriving at Work Matters for Creating Psychologically Healthy Workplaces: Current Perspectives and Implications for the New World of Work	<i>Organizational Scholarship Creating Psychologically Healthy Workplaces</i>	2019	6	Well-being
Yousaf, K.; Abid, G.; Butt, T. H.; Ilyas, S.; Ahmed, S.	Impact of Ethical Leadership and Thriving at Work on Psychological Well-Being of Employees: Mediating Role of Voice Behaviour	<i>Business Management and Education</i>	2019	4	Well-being
Walumbwa, F. O.; Christensen-Salem, A.; Perreman-Graham, J.; Kasimu, P.	An Identification Based Framework Examining How and When Salient Social Exchange Resources Facilitate and Shape Thriving at Work	<i>Human Resource Development Review</i>	2020	2	Well-being
Rego, A.; Cavazotte, F.; Cunha, M. P. E.; Valverde, C.; Meyer, M.; Giustiniano, L.	Gritty Leaders Promoting Employees' Thriving at Work	<i>Journal of Management</i>	2021	2	Well-being
Spreitzer, G.; Bacevice, P.; Garrett, L.	Coworking Communities as Enablers of Thriving at Work	<i>Routledge Companion to Wellbeing at Work</i>	2017	2	Well-being
Rozkwtalska, M.	Job Satisfaction and Subjective Well-Being in the Multicultural Workplace	<i>Intercultural Interactions in the Multicultural Workplace: Traditional and Positive Organizational Scholarship Frontiers in Psychology</i>	2017	1	Well-being
Fang, Y. C.; Ren, Y. H.; Chen, J. Y.; Chin, T.; Yuan, Q.; Lin, C. L.	Inclusive Leadership and Career Sustainability: Mediating Roles of Supervisor Developmental Feedback and Thriving at Work	<i>Journal of Organizational Behavior</i>	2021	0	Well-being
Prem, R.; Ohly, S.; Kubicek, B.; Korunka, C.	Thriving on Challenge Stressors? Exploring Time Pressure and Learning Demands as Antecedents of Thriving at Work	<i>Research in Organizational Behavior</i>	2017	92	
Ashford, S. J.; Caza, B. B.; Reid, E. M.	From Surviving to Thriving in the Gig Economy: A Research Agenda for Individuals in the New World of Work	<i>Behavior: An Annual Series of Analytical Essays and Critical Reviews (Vol. 38)</i>	2018	43	
Hildenbrand, K.; Sacramento, C. A.; Binnewies, C.	Transformational Leadership and Burnout: The Role of Thriving and Followers' Openness to Experience	<i>Journal of Occupational Health Psychology</i>	2018	42	
Zhu, X. J.; Law, K. S.; Sun, C.; Yang, D.	Thriving of Employees With Disabilities: The Roles of Job Self-Efficacy, Inclusion, and Team-Learning Climate	<i>Human Resource Management</i>	2019	24	
Carmeli, A.; Russo, M.	The Power of Micro-Moves in Cultivating Regardful Relationships: Implications for Work-Home Enrichment and Thriving	<i>Human Resource Management Review</i>	2016	22	
Abid, G.; Sajjad, I.; Elahi, N. S.; Farooqi, S.; Nisar, A.	The Influence of Prosocial Motivation and Civility on Work Engagement: The Mediating Role of Thriving at Work	<i>Cogent Business & Management</i>	2018	13	

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Table A1. (Continued)

Authors	Title	Source	Year	Total citations (at the end of July 2021)	Assigned cluster
Mushtaq, M.; Abid, G.; Sarwar, K.; Ahmed, S.	Forging Ahead: How to Thrive at the Modern Workplace	<i>Iranian Journal of Management Studies</i>	2017	12	
Jo, H.; Aryee, S.; Hsiung, H. H.; Guest, D.	Fostering Mutual Gains: Explaining the Influence of High-Performance Work Systems and Leadership on Psychological Health and Service Performance	<i>Human Resource Management Journal</i>	2020	9	
Qaiser, S.; Abid, G.; Arya, B.; Farooqi, S.	Nourishing the Bliss: Antecedents and Mechanism of Happiness at Work	<i>Total Quality Management & Business Excellence</i>	2020	7	
Kim, M.; Beehr, T. A.	Making the Case for Procedural Justice: Employees Thrive and Work Hard	<i>Journal of Managerial Psychology</i>	2020	6	
Xu, A. J.; Loi, R.; Chow, C. W. C.	What Threatens Retail Employees' Thriving at Work Under Leader-Member Exchange? The Role of Store Spatial Crowding and Team Negative Affective Tone	<i>Human Resource Management</i>	2019	6	
Chen, I. S.	Turning Home Boredom During the Outbreak of COVID-19 Into Thriving at Home and Career Self-Management: The Role of Online Leisure Crafting	<i>International Journal of Contemporary Hospitality Management</i>	2020	5	
Silen, M.; Skytt, B.; Engstrom, M.	Relationships Between Structural and Psychological Empowerment, Mediated by Person-Centred Processes and Thriving for Nursing Home Staff	<i>Geriatric Nursing</i>	2019	5	
Mahomed, F. E.; Rothmann, S.	Strengths Use, Deficit Correction, Thriving and Performance of Academics at Universities of Technology	<i>SA Journal of Industrial Psychology</i>	2019	4	
Sia, S. K.; Duari, P.	Agentic Work Behaviour and Thriving at Work: Role of Decision Making Authority	<i>Benchmarking: An International Journal</i>	2018	3	
Dimitrova, M.	Of Discovery and Dread: The Importance of Work Challenges for International Business Travelers' Thriving and Global Role Turnover Intentions	<i>Journal of Organizational Behavior</i>	2020	2	
Gibson, C. B.; Dunlop, P. D.; Raghav, S.	Navigating Identities in Global Work: Antecedents and Consequences of Intrapersonal Identity Conflict	<i>Human Relations</i>	2021	2	
Yang, Y.; Li, Z. Q.; Su, Y. Y.; Zhang, X.	The Role of Thriving at Work and Overall Fairness in the Future Work Self-Employee Creativity Relationship	<i>International Journal of Manpower</i>	2020	2	
Rozkwitalska, M.	Intercultural Interactions in Traditional and Positive Perspectives	<i>Intercultural Interactions in the Multicultural Workplace: Traditional and Positive Organizational Scholarship Frontiers in Psychology</i>	2017	1	
Chen, L.; Zhang, Z. D.; Jia, W. T.	When and Why Leaders' Helping Behavior Promotes Employees' Thriving: Exploring the Role of Voice Behavior and Perceived Leader's Role Overload		2020	0	
Cheng, B.; Guo, G. X.; Dong, Y.; Peng, Y.	Examining the Spillover Effects of Problems at Home on Proactive Customer Service Performance in the Hospitality Industry: The Overlooked Side of the Work-Family Interface	<i>Journal of Hospitality Marketing & Management</i>	2021	0	
Guo, Y. Y.; Jin, K.	How Empowerment and Innovation Climates Influence Employees' Innovative IS Use: The Mediating Role of Thriving	<i>International Journal of Enterprise Information Systems</i>	2019	0	