

Four Calibrations, Three Paths, One Premise

Chungil Chae Boyoung Suh

Sun, 12 April 2026

Four Calibrations, Three Paths, One Premise

What 228 papers on thriving reveal about the real face of Institutional Thriving

Introduction: Four Questions

We asked the same 228 papers four times — changing the calibration with each round.

v1 — The First Question: “What are the conditions that produce a conceptual contribution to Institutional Thriving?” Four paths came out cleanly. **THEORY × LEVEL × METHOD** was dominant, and with coverage 0.578 it explained nearly 60% of the positive cases. It looked perfect. But the moment we computed $\text{cor}(\text{METHOD}, \text{OUTCOME})$ we realized — **this was a circular argument**. **is_conceptual** was reflected in both the **METHOD** condition and the **OUTCOME** determination, so we were in effect saying “conceptual papers produce conceptual contributions.”

v2 — The Second Question: “What appears if we make the conditions and the outcome fully independent?” We removed **is_conceptual** from the **OUTCOME**. $\text{cor}(\text{METHOD}, \text{OUTCOME})$ fell to 0.142 and independence was secured. But the result was bewildering. The maximum inclusion in the truth table dropped to 0.499, and at the standard threshold (0.75) no path emerged at all. The interpretation was this — **once we removed the circular argument, the solution itself vanished**.

v3 — The Third Question: “What happens if we extend the regular expressions of the automatic rules?” We added dozens of euphemistic academic-contribution phrases — “extends the literature,” “mechanism through which,” “plays a crucial role.” We also added an automatic **MULTI × mechanism promotion**. The **OUTCOME 1.00** band expanded from 10 to 36 papers, and at **incl.cut 0.75** a solution emerged. Yet that solution was a single one, **~LEVEL × MULTI**, covering only 2 cases (Abid, Jiang). Coverage was 0.036. **Of the 36 high-OUTCOME cases, 34 fell outside the solution**. And $\text{cor}(\text{MULTI}, \text{OUTCOME})$ rose to 0.351. A new weak tautology had been born.

v4 — The Fourth Question: “Let us push the automatic rules no further, and instead read each case directly together with the co-author. And let us remove the **MULTI** automatic promotion entirely.” After a manual override pass, the truth table changed. Three distinguishable paths emerged. Coverage was 0.372 — a tenfold improvement. The most dominant path was **THEORY ×**

30 LEVEL × MULTI × ~METHOD, encompassing 30 theory-based multilevel empirical studies. Xu(2020),
31 Walumbwa(2018), Shanafelt(2021), Sonis(2022), McHugh(2016), and Bohman(2025) were all
32 inside a single path.

33

34 Chapter 1. One Finding

35 All four runs point to the same single fact:

36 Conceptual contributions to Institutional Thriving do not converge onto a single com-
37 bination. Yet an institution-level framing is almost indispensable.

38 The inclN of the LEVEL quasi-necessary condition was 0.894, 0.894, 0.855, 0.852 from v1 through
39 v4 — reproduced four times. This is the single most robust finding of this study, unshaken even
40 after changing the methodology four times.

41 And that finding aligns exactly with the three paths of v4. All three paths require LEVEL = 1.
42 Whether or not there is theoretical extension, whether multilevel or single-level, whether medical
43 or non-medical — without an organizational/institutional unit of analysis, there is no conceptual
44 contribution.

45 The STM analysis tells the same story. In the phi-correlation network of the top 100 stems,
46 “organiz” recorded the highest centrality with a strength of 1,422. The entire semantic structure of
47 this corpus is organized around the hub of “organization.” The macro-level emergence proposition
48 of Framework 4 has been empirically and quantitatively confirmed.

49

50 Chapter 2. The Puzzle Pieces Come Together

51 Piece 1: The Real Meaning of “Theory Is Not Required”

52 In v1, THEORY was the core of the dominant path. In v2, after independence was restored,
53 THEORY inclN was not measured, and in v3 it dropped to 0.660. For a moment we nearly
54 concluded that “theoretical depth is a condition that does not matter much.”

55 What v4 showed: THEORY inclN rose again to 0.743. But this alone was not enough. Two of
56 v4’s three paths (Path 1: ~THEORY × LEVEL × MULTI × ~HEALTH; Path 3: ~THEORY ×
57 LEVEL × ~MULTI × METHOD × HEALTH) require ~THEORY. This means that a contribution
58 is possible without theory, but in that case other conditions (multilevel + non-medical / conceptual
59 method + healthcare) must compensate.

60 The dominant path (Path 2) still requires THEORY = 1. Among the 30 papers — Xu(2020)’s
 61 extension of the socially embedded model, Walumbwa(2018)’s integration of core self-evaluations +
 62 PsyCap, Shanafelt(2021)’s proposal of Wellness-Centered Leadership, Bohman(2025)’s development
 63 of the Stanford Model — all clearly use **theory-extension language**.

64 The two findings are not contradictory but complementary: **theoretical extension is the most**
 65 **powerful mode of production, but it is not the only path**. Non-theoretical multilevel exploration
 66 (Nielsen’s IGLOo) and healthcare commentary (Shanafelt’s Wellness-Centered Leadership) also
 67 contribute along separate paths.

68 Piece 2: Evidence That “Medical and Non-Medical Speak Different Languages”

69 v4 Path 2 includes 17 medical and 13 non-medical papers in near balance. When methodological
 70 coherence is present (theory + multilevel + empirical), the same mode of production is shared
 71 whether the context is medical or not. Xu(2020)’s multilayer model of servant leadership-TMX
 72 and Zhai(2023)’s mediation model of nursing organizational culture-thriving make **contributions**
 73 **of the same structure in different contexts**.

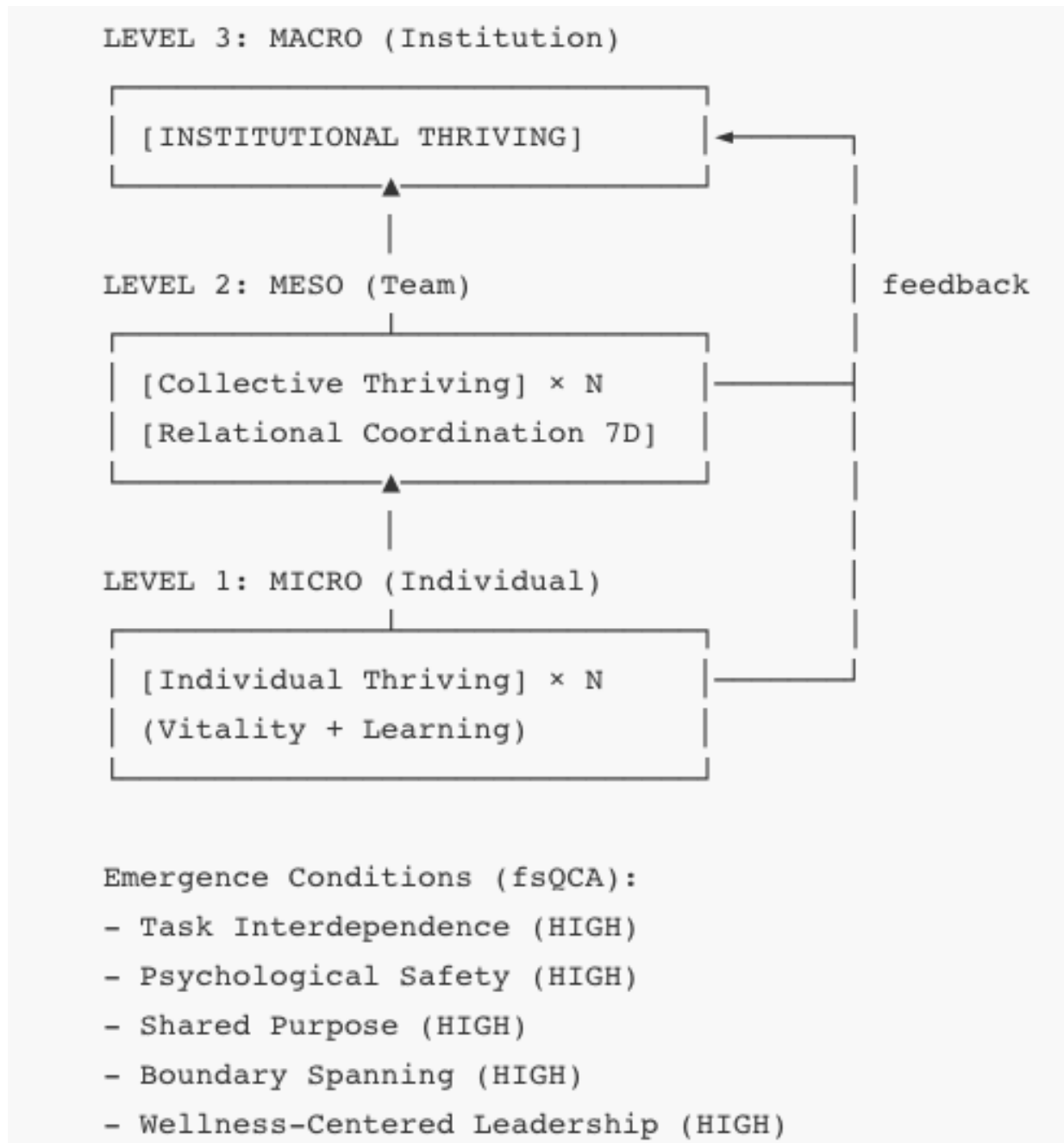
74 Yet STM reveals a separation at a different layer. In the medical context:

- 75 • T7 (Flourishing scale development): $\beta = \square 0.153$ *** — significantly under-represented in
 76 medicine
- 77 • T11 (Socially Embedded Model): $\beta = \square 0.126$ *** — significantly under-represented in
 78 medicine
- 79 • T6 (Job Crafting·HRM): $\beta = \square 0.081$ ** — significantly under-represented in medicine

80 Conversely, topics **significantly over-represented** in medicine: – T1 (COVID resilience): $\beta =$
 81 $+0.058$ * — concentration of pandemic literature – T5 (patient safety·climate): $\beta = +0.057$ * —
 82 healthcare-specific outcomes – T12 (Faculty Vitality·AcadMed): $\beta = +0.082$ ** — the Academic
 83 Medicine lineage – T15 (hospital management): $\beta = +0.067$ ** — the Magnet·HPWS discourse

84 The picture the two analyses draw together: **general organizational-thriving theory (the Flourishing**
 85 **scale, Spreitzer’s SEM, Job Crafting) is not actively adopted by the medical literature**. Instead, the
 86 medical literature has developed its own lineage (COVID resilience, patient safety, faculty vitality,
 87 hospital management). The two discourses converge only in the theory-based multilevel empirical
 88 mode of Path 2.

89 This reveals the **dual structure of Institutional Thriving research**: general theory and healthcare
 90 practice develop side by side, but their mutual penetration is limited. The empty space this study seeks
 91 to fill is precisely this intersection — Framework 4’s “multilevel emergence in a healthcare-institution
 92 context.”



93

94 Piece 3: The Meaning of “Shanafelt2021 Appears in Two Paths Simultaneously”

95 In v4, Shanafelt(2021)’s Wellness-Centered Leadership study appears in both Path 2 (theory × mul-
 96 tilevel × empirical) and Path 3 (healthcare conceptual commentary). In fsQCA, imperfect exclusivity
 97 between paths is sometimes read as a methodological weakness. But this case is different.

98 Shanafelt’s study has a **dual position**: - As a conceptual commentary, it proposes a strategic frame

99 for Academic Medicine (Path 3) – At the same time, it justifies organization–level theory within a
100 multilevel context (Path 2)

101 That Bohman(2025)’s Stanford Model appears as an empirical extension of the Shanafelt lineage is
102 further evidence of this duality. Path 2 contains Bohman, and Path 3 contains Shanafelt. **The process**
103 **by which a conceptual commentary begun by one person turns into another person’s empirical**
104 **study** is inscribed between the two paths.

105 This tells us where the Institutional Thriving concept currently stands. On one hand it is still
106 described as **practice–oriented conceptual commentary** (Shanafelt, Borden, Smith), and on the other
107 it is validated as **theory–based multilevel empirical research** (Xu, Walumbwa, Zhai, Bohman). The
108 cases at the intersection of the two lineages move back and forth between Path 2 and Path 3.

109 Piece 4: The Structure of “The Truth Table Is Dispersed”

110 The solution coverage of the three paths discovered by v4 is 0.372. Of the 47 positive cases, only
111 about 17 are explained by the three paths. The remaining 30 contributing cases are still dispersed
112 across the middle rows of the truth table (incl 0.3–0.65).

113 This can be read in two ways. Read as a **methodological weakness**: “we failed to find more
114 robust paths.” Read as a **theoretical finding**: “conceptual contributions to Institutional Thriving are
115 inherently a non–converging structure.” We choose the second interpretation.

116 STM supports this. None of the 15 topics exceeded a prevalence of 0.10 (the highest, T10, was
117 0.090). This literature is a **multi–topic literature**. Rather than a single dominant topic leading the
118 discourse, several topics coexist at similar magnitudes. The Louvain modularity of the keyword
119 network was also a mere 0.085 — the two communities are nearly a single mass.

120 The multiple–path nature of fsQCA, the multi–topic structure of STM, and the low modularity
121 of the network all say together: **this literature is an immature field not yet integrated under a**
122 **single theory**. And that is the empirical justification for what we are trying to do — **conceptually**
123 **integrating** Institutional Thriving.

124

125 Chapter 3. What the Theories Say

126 More than 16 theories appeared across the 228 papers. At first they looked like fragments. SDT in
127 28 papers, the Socially Embedded Model in 11, COR in 10, Positive Psychology in 9, JD–R in 6,
128 Thriving at Work Theory in 5, Magnet Hospital in 3, HPWS in 3, Wellness–Centered Leadership in
129 2, Quintuple Aim in 2, Organizational Flourishing Theory in 2, Systems Theory in 2, Relational
130 Coordination in 2...

131 Through four rounds of fsQCA and STM, these theories converge into a single integrated frame.

132 The Core Axis: Multilevel Emergence in Framework 4

133 In the SLR integrative review stage, among five alternative frameworks we chose Framework 4
134 — the Multilevel Emergence Framework (Systems Theory + Multilevel Theory + Organizational
135 Flourishing Theory + Relational Coordination) — as the PRIMARY lens. At the time it was a
136 theoretical choice. Now four rounds of fsQCA and STM empirically confirm that choice.

137 **Claim 1 — The institution level is a necessary premise:** – fsQCA LEVEL inclN reproduced four
138 times (0.852–0.894) – STM “organiz” highest centrality (strength 1,422) – All three v4 paths
139 require LEVEL = 1

140 **Claim 2 — The multilevel structure is the core of the dominant path:** – v4 Path 2 (THEORY × LEVEL
141 × MULTI × ~METHOD, covU 0.224) – v4 Path 1 also requires MULTI = 1 – MULTI = 1 in 86 papers
142 (3-layer detection, from v2)

143 **Claim 3 — Emergence is equifinality (multiple paths):** – The three v4 paths coexist, with no single
144 solution – The 15 STM topics are dispersed, with no dominant topic – Many cases remain in the
145 middle rows of the truth table (incl 0.3–0.65)

146 Framework 4 is now not a theoretical proposal but an empirical fact.

147 The Theoretical Integration Proposition

148 Institutional Thriving is a phenomenon characterized by multiple paths (equifinality):
149 presupposing an institution-level unit of analysis, it has as its principal mode of pro-
150 duction the combination of theoretical extension, multilevel structure, and empirical
151 method, while non-theoretical multilevel exploration and healthcare practice-oriented
152 conceptual commentary coexist as secondary paths. General organizational theory
153 and healthcare discourse are structurally separated, and the convergence of the two
154 discourses occurs only in the methodological coherence of theory-based multilevel
155 empirical research.

156 This proposition is the core claim of this conceptual paper.

157

158 Chapter 4. What the Methodology Taught Us

159 The four calibrations were not simply “iterations to obtain a better result.” Each taught us something
160 different.

161 The Lesson of v1: A Circular Argument Arrives Wearing the Face of a Clean Result

162 v1 showed a “successful” result with a solution coverage of 0.578. Four clean paths emerged, and
163 THEORY × LEVEL × METHOD was a logically sensible dominant path. Had we put this result
164 straight into the paper, reviewers might not have noticed. But we computed the correlation between
165 conditions and outcome, and discovered a circular argument.

166 The lesson: in fsQCA, the moment “the result looks good” is the moment most to be suspected. This
167 is why we built a protocol that automatically checks the operational independence of conditions
168 and outcome via cor.

169 The Lesson of v2: To Preserve Purity, You Must Accept an Empty Solution

170 When we removed the circular argument in v2, the maximum inclusion in the truth table fell to
171 0.499. At the normal threshold there was no solution. We built a fallback logic called “cascading
172 incl.cut” that descended to 0.40 in search of a solution. The solution that emerged was weak —
173 ~LEVEL × MULTI × ~HEALTH, explaining only a few sparse cases.

174 The lesson: that a pure solution is a weak solution is not failure but honesty. v2’s weak solution
175 shows that “v1’s strong solution was artificial.” Had we stopped at v2 and returned to v1, it would
176 have looked better but been wrong.

177 The Lesson of v3: A Patch Breeds New Problems

178 To resolve v2’s weakness, v3 extended the automatic rules. We added regular expressions matching
179 euphemistic academic language (identifies, highlights, extends the literature…) and introduced an
180 automatic MULTI × mechanism promotion. The result improved — the OUTCOME 1.00 band
181 went from 10 to 36 papers. But cor(MULTI, OUTCOME) rose to 0.351. It was a new weak
182 tautology.

183 The lesson: trying to capture nuance with automatic rules inevitably breeds a new bias. The more a
184 regular expression is extended as a principle-less patch, the more uncontrollable it becomes. v3
185 was a useful intermediate stage but could not be the destination.

186 The Lesson of v4: What a Machine Cannot Do, a Person Does

187 In v4 we removed the MULTI × mechanism automatic promotion entirely. Instead, we had
188 06_override_candidates.R automatically extract manual-review candidates from 5 signals. To-
189 gether with Boyoung Suh, we read and judged the main_findings of each case. The results of that
190 judgment were recorded in manual_outcome_overrides.csv, and the v4 calibration reflected that
191 judgment.

192 The result was three substantive paths. Solution coverage 0.372. A tenfold improvement over v3's
193 0.036. Reading 228 papers directly was more effective than adding dozens of patterns through
194 regular expressions.

195 The lesson: the limits of automation are not solved by the sophistication of automation. They
196 are solved by a transparent record of manual judgment. v4's audit trail (OUTCOME_auto /
197 manual_outcome / OUTCOME / is_manual / override_reason) makes it possible to report this
198 judgment transparently in the paper's supplement.

199 The Integrated Lesson

200 The four calibrations show that **methodological rigor is not linear improvement but spiral conver-**
201 **gence.** Each version, while solving the problem of the previous version, revealed a new problem. v4
202 became the final one not because it was "perfect," but because **we could no longer find structural**
203 **problems.**

204 This narrative itself becomes the methodological contribution of this paper.

205

206 Chapter 5. The Questions That Remain

207 Four calibrations, three paths, one premise. Yet unanswered questions remain.

208 Question 1: What Does Shanafelt's Dual Position Mean?

209 Shanafelt(2021)'s Wellness-Centered Leadership appears in both Path 2 and Path 3. Under fsQCA's
210 principle of exclusivity, this is a methodological weakness. Theoretically, however, it is a rich
211 interpretive resource. We interpreted this case as a **boundary case**, but a deeper qualitative analysis
212 is needed. Why exactly does this study belong to two paths at once? Does this reveal a fundamental
213 duality of the Institutional Thriving concept, or is it the dual position of the Shanafelt study itself?

214 Question 2: Are the 30 Papers of Path 2 Really the Same Mode?

215 The dominant path includes Xu(2020)'s empirical study of team-member exchange, Pololi(2015)'s
216 faculty vitality survey, and Sonis(2022)'s study of the impact of COVID policy — all together. They
217 are methodologically similar (theoretical extension + multilevel + empirical), but their academic
218 traditions differ. Should Mode A be further subdivided? If we reclassify the 30 papers by theoretical
219 lineage (SDT·SEM·COR·HPWS·Magnet), does a more delicate structure emerge?

220 **Question 3: Why Is the OUTCOME 0.67 Band Forever Empty?**

221 The manual overrides of v4 mostly converged onto a binary verdict of 0 or 1. Did the middle
222 value (0.67) almost disappear because of a tendency in the co-authors' judgment, or because the
223 conceptual contribution to Institutional Thriving is itself inherently binary (present or absent)? Can
224 a fuzzy middle value be restored through a more refined coding guide and double coding?

225 **Question 4: Why Is STM T3 (Collective Thriving) at the Very Bottom?**

226 Among the 15 topics, collective/team-level thriving is at the very bottom with a prevalence of 0.041.
227 Empirical cases such as Xu(2020) and Zhao(2024) exist, but the conceptual discussion is thin. If
228 this study intends to emphasize the meso-level (team, interprofessional collaboration) emergence of
229 Framework 4, it must explicitly address this **relative gap in the literature**. This may be the largest
230 contribution space of this conceptual paper.

231 **Question 5: Is the Separation of Medical and Non-Medical Temporary or Structural?**

232 Whether the separation of medical/non-medical discourse confirmed by the STM covariate effects
233 is a temporal phenomenon of the 2020s, or a structural characteristic of healthcare research, is
234 unclear. Can the Framework 4 this study proposes serve as a theoretical bridge that reduces this
235 separation? Or is it a more honest contribution to acknowledge the separation as is and organize
236 the distinctive paths of each domain?

237

238 **Chapter 6. Conclusion: What the Four Questions Gave Us**

239 We asked the same 228 papers in four different ways. The answers are these:

- 240 1. **Institution-level framing is almost indispensable** (LEVEL inclN 0.852–0.894, reproduced
241 four times)
- 242 2. **The principal mode of production for conceptual contribution is theory × multilevel ×**
243 **empirical research** (Path 2, n=30, covU 0.224)
- 244 3. **General organizational theory and healthcare discourse are structurally separated** (STM
245 covariate effect $p < 0.001$)
- 246 4. **This literature is not yet integrated under a single theory** (multiple paths + multi-topic + low
247 modularity)
- 248 5. **Methodological rigor is not a line but a spiral** (the v1→v4 redesign narrative)

249 These five become the foundation of this conceptual paper. The Multilevel Emergence Framework
 250 is no longer a theoretical choice but an empirical finding. The existence of Mode A means that the
 251 “Institutional Thriving in a healthcare–institution context” we propose is an extension of existing
 252 modes of research, not a rupture from them. The separation between medical and non–medical
 253 defines, with precision, the empty space this study seeks to fill.

254 The four calibrations are over. Now we move from the stage of reading the literature to the stage
 255 of writing it.

256

257 Appendix: The Journey of the Analysis in Numbers

Stage	Key Number	Meaning
SLR collection	228 papers (medical 157 + non–medical 71)	The population
v1	coverage 0.578 (circular)	First result — a suspicious perfection
v2	cor(METHOD, OUTCOME) 0.142 → 0.041	Independence restored
v3	OUTCOME 1.00 band 10 → 36	Effect of regex extension
v3 weakness	cor(MULTI, OUTCOME) 0.351	A new weak tautology
v4	paths 1 → 3, coverage 0.036 → 0.372	Effect of manual override
LEVEL inclN	0.894 / 0.894 / 0.855 / 0.852	Fourfold reproduction
Path 2	n = 30, covU 0.224	Principal mode of production
Medical vs non–medical separation	T7 $\beta = \square 0.153^{***}$	Structural separation of discourse
Manual override	47 papers OUTCOME = 1	Final positive set

258

259 Related Documents

- 260 • Detailed figures and statistics: 종합분석보고서_결과해석.md
- 261 • Per–version interpretations: fsQCA_v1/v2/v3/v4_결과해석_2026-04-12.md
- 262 • STM + network: STM_KeywordNetwork_결과해석_2026-04-12.md
- 263 • Redesign rationale: ../분석절차/calibration_rationale.md § 1– § 11
- 264 • Research setup: ../../00_연구설정/연구설정_2026-04-11.md

- 265 Abbas, Farrukh. 2026. "Empowering Structures and Thriving Minds: A Model of Organiza-
266 tional Performance Through Agility and Self-Evaluations." BRAZILIAN ADMINISTRATION
267 REVIEW 23 (1): 20. <https://doi.org/10.1590/1807-7692bar2026250043>.
- 268 Abid, Ghulam, and Francoise Contreras. 2022. "Mapping Thriving at Work as a Growing
269 Concept: Review and Directions for Future Studies." INFORMATION 13 (8): 20. <https://doi.org/10.3390/info13080383>.
- 270
- 271 Abraham, Jean, Bonnie Jerome-D'Emilia, and James W. Begun. 2011. "The Diffusion of Magnet
272 Hospital Recognition." HEALTH CARE MANAGEMENT REVIEW 36 (4): 306–14. <https://doi.org/10.1097/HMR.0b013e318219cd27>.
- 273
- 274 Adeyemo, Oluwatosin O., and John Encandela. 2025. "Collective Strategies to Equip Graduating
275 Medical Students from Racial/Ethnic Backgrounds Underrepresented in Medicine to Succeed in
276 Residency." TEACHING AND LEARNING IN MEDICINE 37 (4): 505–13. <https://doi.org/10.1080/10401334.2024.2382127>.
- 277
- 278 Aeschbach, Vanessa M., Johannes C. Fendel, Anja S. Goeritz, Charlotte Schulze-Marmeling, and
279 Stefan Schmidt. 2022. "The Effects of a Tailored Mindfulness-Based Program on the Positive
280 Mental Health of Resident Physicians—a Randomized Controlled Trial." MINDFULNESS 13
281 (5): 1292–1306. <https://doi.org/10.1007/s12671-022-01876-w>.
- 282 Afshin, Parisa, Barbara Rebecca Mutonyi, and Erlend Nybakk. 2026. "Digital Job Demands
283 and Healthcare Workers' Workplace Well-Being: The Mediating Role of Job and Personal
284 Resources." FRONTIERS IN HEALTH SERVICES 6: 18. <https://doi.org/10.3389/frhs.2026.1743364>.
- 285
- 286 Ahlstedt, Carina, Carin Eriksson Lindvall, Inger K. Holmstrom, and Asa Muntlin. 2020. "Flourishing
287 at Work: Nurses' Motivation Through Daily Communication – an Ethnographic Approach."
288 NURSING & HEALTH SCIENCES 22 (4): 1169–76. <https://doi.org/10.1111/nhs.12789>.
- 289 Ajmal, Muhammad, Azmat Islam, and Zeenat Islam. 2024. "Unveiling Organizational Con-
290 sciousness: A Conceptual Framework for Nurturing Thriving Organizations." JOURNAL OF
291 ORGANIZATIONAL CHANGE MANAGEMENT 37 (6): 1361–81. <https://doi.org/10.1108/JOCM-06-2023-0220>.
- 292
- 293 Al Riyami, Said, Mohammad Rezaur Razzak, and Maha Khamis Al Balushi. 2024. "Thriving
294 in Private Family Firms as a Non-Family Employee: An Empirical Study." JOURNAL OF
295 MANAGEMENT DEVELOPMENT 43 (3): 321–35. <https://doi.org/10.1108/JMD-09-2023-0284>.
- 296
- 297 Ali, Hebatallah Naim, Jody Hoffer Gittell, Sien Deng, Cheryl D. Stults, and Meghan et al. Martinez.
298 2023. "Relationships and Resilience at Work and at Home: Impact of Relational Coordination
299 on Clinician Work-Life Balance and Well-Being in Times of Crisis." HEALTH CARE MAN-
300 AGEMENT REVIEW 48 (1): 80–91. <https://doi.org/10.1097/HMR.0000000000000355>.
- 301 Alothmany, Reem, Zhou Jiang, and Ashokkumar Manoharan. 2023. "Linking High-Performance
302 Work Systems to Affective Commitment, Job Satisfaction, and Career Satisfaction: Thriving
303 as a Mediator and Wasta as a Moderator." INTERNATIONAL JOURNAL OF HUMAN
304 RESOURCE MANAGEMENT 34 (19): 3787–3824. <https://doi.org/10.1080/09585192.2022.2157681>.
- 305
- 306 Amini, Alireza, Moslem Alimohammadlou, and Yalda Sharafiyan. 2025. "Toward an Integrated
307 Model of Leadership Styles Contributing to Thriving at Work." INTERNATIONAL JOURNAL
308 OF SYSTEM ASSURANCE ENGINEERING AND MANAGEMENT 16 (8): 2817–31. <https://doi.org/10.1007/s13198-025-02835-z>.
- 309

- 310 Anderson, Erin, and James Ringer. 2024. "Equity-Oriented Improvement Science as Organizational
311 Resilience: A Cross-Case Comparison of Collective Thriving." *FRONTIERS IN EDUCATION*
312 9: 17. <https://doi.org/10.3389/feduc.2024.1310754>.
- 313 Angermeier, Ingo, Benjamin B. Dunford, Alan D. Boss, R. Wayne Boss, and Jr. Miller John A. 2009.
314 "The Impact of Participative Management Perceptions on Customer Service, Medical Errors,
315 Burnout, and Turnover Intentions." *JOURNAL OF HEALTHCARE MANAGEMENT* 54 (2):
316 127–41. <https://doi.org/10.1097/00115514-200903000-00011>.
- 317 Arnetz, Judith E., Eamonn Arble, Jackeline Iseler, Michelle Pena, and Nicolina et al. Evola. 2026.
318 "Development and Psychometric Evaluation of the Thriving in Nursing Questionnaire (THINQ)."
319 *JOURNAL OF ADVANCED NURSING* 82 (1): 466–78. <https://doi.org/10.1111/jan.16904>.
- 320 Atalla, Amal Diab Ghanem, Naglaa Abdelaziz Mahmoud Elseesy, Ayman Mohamed El-Ashry,
321 Loujain Saud Sharif, and Alaa et al. Mahsoon. 2024. "Unraveling the Synergy: How Organi-
322 zational Intelligence Fuel Soft Skills and Nurses' Thriving: A Cross-Sectional Study." *BMC*
323 *NURSING* 23 (1): 12. <https://doi.org/10.1186/s12912-024-01933-w>.
- 324 Baeker, Agnes, and Amanda H. Goodall. 2021. "Do Expert Clinicians Make the Best Managers?
325 Evidence from Hospitals in Denmark, Australia and Switzerland." *BMJ LEADER* 5 (3): 161–66.
326 <https://doi.org/10.1136/leader-2021-000483>.
- 327 Bai, Baoyu, and Chengzhi Bai. 2024. "Strength Use and Thriving at Work Among Chinese Nurses:
328 The Mediating Roles of Control Beliefs about Stress and Cognitive Reappraisal." *JOURNAL*
329 *OF NURSING MANAGEMENT* 2024: 11. <https://doi.org/10.1155/2024/5509059>.
- 330 Bai, Baoyu, Jinhui Qiao, and Chengzhi Bai. 2025. "Harnessing Strengths from Trauma: Examining
331 the Impact of Strength Use on Nurses' Job Satisfaction, Positive Mental Health, and Thriving
332 at Work Through Post-Traumatic Growth." *BMC NURSING* 24 (1): 10. <https://doi.org/10.1186/s12912-025-02936-x>.
- 333 Barnes, Christopher M., David T. Wagner, Kira Schabram, and Dorian Boncoeur. 2023. "Human
334 Sustainability and Work: A Meta-Synthesis and New Theoretical Framework." *JOURNAL OF*
335 *MANAGEMENT* 49 (6): 1965–96. <https://doi.org/10.1177/01492063221131541>.
- 336 Barry, Margot, Esther de Groot, Yvette Baggen, Martin Smalbrugge, and Nienke et al. Moolenaar.
337 2019. "Understanding the Broker Role of Clinician-Scientists: A Realist Review on How
338 They Link Research and Practice." *ACADEMIC MEDICINE* 94 (10): 1589–98. <https://doi.org/10.1097/ACM.0000000000002819>.
- 339 Bearman, Margaret, and Rola Ajjawi. 2025. "Artificial Intelligence and Gender Equity: An
340 Integrated Approach for Health Professional Education." *MEDICAL EDUCATION* 59 (10):
341 1049–57. <https://doi.org/10.1111/medu.15657>.
- 342 Berg, Joost W. van den, Nicole J. J. M. Mastenbroek, Renee A. Scheepers, and A. Debbie C. Jaarsma.
343 2017. "Work Engagement in Health Professions Education." *MEDICAL TEACHER* 39 (11):
344 1110–18. <https://doi.org/10.1080/0142159X.2017.1359522>.
- 345 Bickel, Janet. 2016. "Not Too Late to Reinvigorate: How Midcareer Faculty Can Continue
346 Growing." *ACADEMIC MEDICINE* 91 (12): 1601–5. <https://doi.org/10.1097/ACM.0000000000001310>.
- 347 Blake, Holly, Keir Scarlett, Sala Kamkosi Khulumula, and Niki Chouliara. 2025. "Mixed-Methods
348 Evaluation of Targeted Leadership Development Training to Support the Career Progression
349 of the Black and Minority Ethnic NHS Workforce." *BMJ LEADER* 9 (4): 470–73. <https://doi.org/10.1136/leader-2024-001175>.
- 350 Bland, CJ, BA Center, DA Finstad, KR Risbey, and JG Staples. 2005. "A Theoretical, Practical,

- 355 Predictive Model of Faculty and Department Research Productivity.” *ACADEMIC MEDICINE*
356 80 (3): 225–37. <https://doi.org/10.1097/00001888-200503000-00006>.
- 357 Bland, CJ, E Seaquist, JT Pacala, B Center, and D Finstad. 2002. “One School’s Strategy to
358 Assess and Improve the Vitality of Its Faculty.” *ACADEMIC MEDICINE* 77 (5): 368–76.
359 <https://doi.org/10.1097/00001888-200205000-00004>.
- 360 Boerner, Sabine, and Elisabeth Duetschke. 2008. “The Impact of Charismatic Leadership on
361 Followers’ Initiative–Oriented Behavior: A Study in German Hospitals.” *HEALTH CARE*
362 *MANAGEMENT REVIEW* 33 (4): 332–40. [https://doi.org/10.1097/01.HCM.0000318771.
363 82642.8f](https://doi.org/10.1097/01.HCM.0000318771.82642.8f).
- 364 Bohman, Bryan D., Maryam S. Makowski, Hanhan Wang, Nikitha K. Menon, and Tait D. et al.
365 Shanafelt. 2025. “Empirical Assessment of Well–Being: The Stanford Model of Occupational
366 Well–Being.” *ACADEMIC MEDICINE* 100 (8): 960–67. [https://doi.org/10.1097/ACM.
367 0000000000006025](https://doi.org/10.1097/ACM.0000000000006025).
- 368 Borden, William B., Alvin I. Mushlin, Jonathan E. Gordon, Joan M. Leiman, and Herbert Pardes.
369 2015. “A New Conceptual Framework for Academic Health Centers.” *ACADEMIC MEDICINE*
370 90 (5): 569–73. <https://doi.org/10.1097/ACM.000000000000688>.
- 371 Bronkhorst, Babette, Lars Tummers, Bram Steijn, and Dominique Vijverberg. 2015. “Organizational
372 Climate and Employee Mental Health Outcomes a Systematic Review of Studies in Health
373 Care Organizations.” *HEALTH CARE MANAGEMENT REVIEW* 40 (3): 254–71. <https://doi.org/10.1097/HMR.0000000000000026>.
- 374
375 Carlasare, Lindsey E., Hanhan Wang, Colin P. West, Mickey Trockel, and Liselotte N. et al. Dyrbye.
376 2024. “Associations Between Organizational Support, Burnout, and Professional Fulfillment
377 Among US Physicians During the First Year of the COVID–19 Pandemic.” *JOURNAL OF*
378 *HEALTHCARE MANAGEMENT* 69 (5): 368–86. [https://doi.org/10.1097/JHM-D-23-
379 00124](https://doi.org/10.1097/JHM-D-23-00124).
- 380 Chang, Heekyung, Youngjoo Do, Jinyeong Ahn, and Yumi Kim. 2025. “Impact of Structural
381 Empowerment, Thriving at Work, and Caregiver Reciprocity on the Psychological Empowerment
382 of Home Care Workers in South Korea.” *HEALTHCARE* 13 (15): 13. [https://doi.org/10.3390/
383 healthcare13151809](https://doi.org/10.3390/healthcare13151809).
- 384 Chang, Po–Chien, Shuyue Liu, Yuanli Guo, and Qihai Cai. 2025. “Coping with Job Resources for
385 Female Employees’ Thriving at Work: A Mediated Moderation Model of Benevolent Sexism and
386 Self–Efficacy.” *BEHAVIORAL SCIENCES* 15 (5): 16. <https://doi.org/10.3390/bs15050640>.
- 387 Cladis, Franklyn P., Mark Hudson, and Joel Goh. 2024. “Psychological Safety in the Perioperative
388 Environment: A Cost–Consequence Analysis.” *BMJ LEADER* 8 (4): 305–11. [https://doi.org/
389 10.1136/leader-2023-000935](https://doi.org/10.1136/leader-2023-000935).
- 390 Clark, Jonathan, Sara Singer, Nancy Kane, and Melissa Valentine. 2013. “From Striv-
391 ing to Thriving: Systems Thinking, Strategy, and the Performance of Safety Net
392 Hospitals.” *HEALTH CARE MANAGEMENT REVIEW* 38 (3): 211–23. <https://doi.org/10.1097/HMR.0b013e31825ba9ab>.
- 393
394 Connors, Cheryl A., Vadim Dukhanin, Matt Norvell, and Albert W. Wu. 2021. “RISE: Exploring
395 Volunteer Retention and Sustainability of a Second Victim Support Program.” *JOURNAL*
396 *OF HEALTHCARE MANAGEMENT* 66 (1): 19–31. [https://doi.org/10.1097/JHM-D-19-
397 00264](https://doi.org/10.1097/JHM-D-19-00264).
- 398 Cook, David A., Shiphra Ginsburg, Adam P. Sawatsky, Ayelet Kuper, and Jonathan D. D’Angelo.
399 2025. “Artificial Intelligence to Support Qualitative Data Analysis: Promises, Approaches,

- 400 Pitfalls.” *ACADEMIC MEDICINE* 100 (10): 1134–49. <https://doi.org/10.1097/ACM.0000000000006134>.
- 401
- 402 Coplan, Bettie, and Bronwynne C. Evans. 2021. “How Organizational Culture Influences Holistic
403 Review: A Qualitative Multiple Case Study.” *ADVANCES IN HEALTH SCIENCES EDUCA-
404 TION* 26 (5): 1491–1517. <https://doi.org/10.1007/s10459-021-10055-w>.
- 405 Cutter, Christina M., Lauren A. Szczygiel, Rochelle DeCastro Jones, Lydia Perry, and Christina et
406 al. Mangurian. 2023. “Strategies to Support Faculty Caregivers at US Medical Schools.” *ACA-
407 DEMIC MEDICINE* 98 (10): 1173–84. <https://doi.org/10.1097/ACM.0000000000005283>.
- 408 Dagenais–Desmarais, Veronique, and Andre Savoie. 2012. “What Is Psychological Well–Being,
409 Really? A Grassroots Approach from the Organizational Sciences.” *JOURNAL OF HAPPINESS
410 STUDIES* 13 (4): 659–84. <https://doi.org/10.1007/s10902-011-9285-3>.
- 411 Dalessandro, Cristen, and Alexander Lovell. 2025. “What It Means to Thrive: A Qualitative,
412 Interdisciplinary Exploration of Employees’ Understandings of “Thriving” at Work.” *INTER-
413 NATIONAL JOURNAL OF QUALITATIVE STUDIES ON HEALTH AND WELL–BEING* 20
414 (1): 15. <https://doi.org/10.1080/17482631.2025.2593081>.
- 415 Dankoski, Mary E., Janet Bickel, and Maryellen E. Gusic. 2014. “Discussing the Undiscussable with
416 the Powerful: Why and How Faculty Must Learn to Counteract Organizational Silence.” *ACA-
417 DEMIC MEDICINE* 89 (12): 1610–13. <https://doi.org/10.1097/ACM.0000000000000428>.
- 418 Dankoski, Mary E., Megan M. Palmer, Thomas F. Nelson Laird, Amy K. Ribera, and Stephen P.
419 Bogdewic. 2012. “An Expanded Model of Faculty Vitality in Academic Medicine.” *ADVANCES
420 IN HEALTH SCIENCES EDUCATION* 17 (5): 633–49. <https://doi.org/10.1007/s10459-011-9339-7>.
- 421
- 422 DePuccio, Matthew J., Alison Coates, Bill Auxier, and Erin E. Sullivan. 2025. ““This Stuff Matters”:
423 Rural Health Care Leaders and Meaningfulness at Work.” *HEALTH CARE MANAGEMENT
424 REVIEW* 50 (4): 262–70. <https://doi.org/10.1097/HMR.0000000000000457>.
- 425 Diaz, Tomas, J. Renee Navarro, and Esther H. Chen. 2020. “An Institutional Approach to Foster-
426 ing Inclusion and Addressing Racial Bias: Implications for Diversity in Academic Medicine.”
427 *TEACHING AND LEARNING IN MEDICINE* 32 (1): 110–16. <https://doi.org/10.1080/10401334.2019.1670665>.
- 428
- 429 Ding, He, and Xixi Chu. 2020. “Employee Strengths Use and Thriving at Work the Roles of Self-
430 Efficacy and Perceived Humble Leadership.” *JOURNAL OF PERSONNEL PSYCHOLOGY* 19
431 (4): 197–205. <https://doi.org/10.1027/1866-5888/a000262>.
- 432 Duke, Naomi N., Amy Gross, Antoinette Moran, Jill Hodsdon, and Nadir et al. Demirel. 2020.
433 “Institutional Factors Associated with Burnout Among Assistant Professors.” *TEACHING AND
434 LEARNING IN MEDICINE* 32 (1): 61–70. <https://doi.org/10.1080/10401334.2019.1638263>.
- 435 Dutt, Deepaysh D. C. S., Sandra E. Carr, Tabitha M. Scott, Constantinos Petsoglou, and John et al.
436 Grigg. 2024. “Educators’ Consideration of Learner Motivation in Ophthalmology Education in
437 Medical School: Influences on Teaching Practice and Course Design.” *MEDICAL TEACHER*
438 46 (3): 387–98. <https://doi.org/10.1080/0142159X.2023.2256956>.
- 439 Dyrbye, Liselotte N., William Harper, Christine Moutier, Steven J. Durning, and David V. et al.
440 Power. 2012. “A Multi–Institutional Study Exploring the Impact of Positive Mental Health on
441 Medical Students’ Professionalism in an Era of High Burnout.” *ACADEMIC MEDICINE* 87
442 (8): 1024–31. <https://doi.org/10.1097/ACM.0b013e31825cfa35>.
- 443 Engbers, Rik, Cornelia R. M. G. Fluit, Sanneke Bolhuis, Roderick Sluiter, and Paul M. J. et al.
444 Stuyt. 2015. “Relations Between Policy for Medical Teaching and Basic Need Satisfaction

- 445 in Teaching.” *ADVANCES IN HEALTH SCIENCES EDUCATION* 20 (4): 969–80. <https://doi.org/10.1007/s10459-014-9575-8>.
- 446
- 447 Engstrom, Maria, Annica Bjoerkman, Marit Silen, Anna Carin Wahlberg, and Bernice Skytt. 2025.
- 448 “Thriving at Work as a Mediator Between Nurses’ Structural Empowerment and Job Performance,
- 449 Work–Personal Life Benefits, Stress Symptoms and Turnover Intentions: A Cross–Sectional
- 450 Study.” *BMC NURSING* 24 (1): 11. <https://doi.org/10.1186/s12912-025-02828-0>.
- 451 Erikson, Clese E., Sana Danish, Karen C. Jones, Shana F. Sandberg, and Adam C. Carle. 2013.
- 452 “The Role of Medical School Culture in Primary Care Career Choice.” *ACADEMIC MEDICINE*
- 453 88 (12): 1919–26. <https://doi.org/10.1097/ACM.000000000000038>.
- 454 Farrell, Timothy W., Annette G. Greer, Scott Bennie, Heather Hageman, and Andrea Pfeifle. 2023.
- 455 “Academic Health Centers and the Quintuple Aim of Health Care.” *ACADEMIC MEDICINE*
- 456 98 (5): 563–68. <https://doi.org/10.1097/ACM.0000000000005031>.
- 457 Fassiotto, Magali, Caroline Simard, Christy Sandborg, Hannah Valentine, and Jennifer Raymond.
- 458 2018. “An Integrated Career Coaching and Time–Banking System Promoting Flexibility, Wellness,
- 459 and Success: A Pilot Program at Stanford University School of Medicine.” *ACADEMIC*
- 460 *MEDICINE* 93 (6): 881–87. <https://doi.org/10.1097/ACM.0000000000002121>.
- 461 Fernandez, Sofia B., Rachel D. Clarke, Diana M. Sheehan, Mary Jo Trepka, and Suzanna M. Rose.
- 462 2021. “Perceptual Facilitators for and Barriers to Career Progression: A Qualitative Study with
- 463 Female Early Stage Investigators in Health Sciences.” *ACADEMIC MEDICINE* 96 (4): 576–84.
- 464 <https://doi.org/10.1097/ACM.0000000000003902>.
- 465 Floridou, Georgia A., Freya Katre, and Emile Jeuken. 2025. “A Digital Tool for Assessing Well–Being
- 466 at the Workplace and in Personal Life: Development and Validation of the Quan Well–Being
- 467 Index.” *JMIR FORMATIVE RESEARCH* 9: 16. <https://doi.org/10.2196/73713>.
- 468 Fortuna, Pawel, Agnieszka Czerw, Barbara Ostafinska–Molik, and Agata Chudzicka–Czupala.
- 469 2025. “Flourishing at Work: Psychometric Properties of the Polish Version of the Workplace
- 470 PERMA–Profiler.” *PLOS ONE* 20 (5): 18. <https://doi.org/10.1371/journal.pone.0319088>.
- 471 Fuereder, Nina, and Charlotte Foerster. 2024. “In the Eye of the Storm: Hospital Leaders’
- 472 Resilience During the COVID–19 Pandemic.” *HEALTH CARE MANAGEMENT REVIEW* 49
- 473 (2): 139–47. <https://doi.org/10.1097/HMR.0000000000000399>.
- 474 Furtak, Aleksandra, and Antoni Barnard. 2021. “Flourishing in Trying Circumstances: A Hermeneu-
- 475 tic Phenomenological Exploration of Volunteer Well–Being.” *SA JOURNAL OF INDUSTRIAL*
- 476 *PSYCHOLOGY* 47: 12. <https://doi.org/10.4102/sajip.v47i0.1809>.
- 477 Garcia–Sierra, Rosa, Fermin Martinez–Zaragoza, and Jordi Fernandez–Castro. 2023. “Leadership
- 478 to Improve Nurse Engagement and Empowerment: Evidences to Improve the Training of
- 479 Nurses.” *BMJ LEADER* 7 (2): 96–101. <https://doi.org/10.1136/leader-2021-000537>.
- 480 Garman, Andrew N., Ann Scheck McAlearney, Michael I. Harrison, Paula H. Song, and Megan
- 481 McHugh. 2011. “High–Performance Work Systems in Health Care Management, Part 1:
- 482 Development of an Evidence–Informed Model.” *HEALTH CARE MANAGEMENT REVIEW*
- 483 36 (3): 201–13. <https://doi.org/10.1097/HMR.0b013e318201d1bf>.
- 484 Ge, Wen–Jie, Zhi–Min Cao, Xin–Yi Zhu, and Shou–Jun Zhu. 2025. “Analysis of Factors
- 485 Influencing Innovative Behaviors of Intensive Care Unit Nurses Using a Random Forest Model–a
- 486 Multicentre Cross–Sectional Study.” *BMC NURSING* 24 (1): 13. <https://doi.org/10.1186/s12912-025-04052-2>.
- 487
- 488 Gittell, Jody Hoffer, Caroline Logan, Jack Cronenwett, Tina C. Foster, and Richard et al. Freeman.
- 489 2020. “Impact of Relational Coordination on Staff and Patient Outcomes in Outpatient Surgical

- 490 Clinics.” HEALTH CARE MANAGEMENT REVIEW 45 (1): 12–20. <https://doi.org/10.1097/HMR.000000000000192>.
- 491
- 492 Goh, Zen, Nathan Eva, Kohyar Kiazad, Gavin A. Jack, and Helen et al. De Cieri. 2022. “An
- 493 Integrative Multilevel Review of Thriving at Work: Assessing Progress and Promise.” JOURNAL
- 494 OF ORGANIZATIONAL BEHAVIOR 43 (2): 197–213. <https://doi.org/10.1002/job.2571>.
- 495 Goot, Wieke E. van der, Sayra M. Cristancho, Marco Antonio de Carvalho Filho, A. Debbie
- 496 C. Jaarsma, and Esther Helmich. 2020. “Trainee–Environment Interactions That Stimulate
- 497 Motivation: A Rich Pictures Study.” MEDICAL EDUCATION 54 (3): 242–53. <https://doi.org/10.1111/medu.14019>.
- 498
- 499 Griffith, John R., Kathleen M. Fear, Eric Lammers, Jane Banaszak–Holl, and Christy Harris et al.
- 500 Lemak. 2013. “A Positive Deviance Perspective on Hospital Knowledge Management: Analysis
- 501 of Baldrige Award Recipients 2002–2008.” JOURNAL OF HEALTHCARE MANAGEMENT
- 502 58 (3): 187–203. <https://doi.org/10.1097/00115514-201305000-00007>.
- 503 Groves, Kevin S. 2011. “Talent Management Best Practices: How Exemplary Health Care Organi-
- 504 zations Create Value in a down Economy.” HEALTH CARE MANAGEMENT REVIEW 36
- 505 (3): 227–40. <https://doi.org/10.1097/HMR.0b013e3182100ca8>.
- 506 ———. 2019. “Examining the Impact of Succession Management Practices on Organizational
- 507 Performance: A National Study of US Hospitals.” HEALTH CARE MANAGEMENT REVIEW
- 508 44 (4): 356–65. <https://doi.org/10.1097/HMR.000000000000176>.
- 509 Guan, Xiaoyu, Stephen J. Frenkel, and Haibo Yu. 2025. “How Supervisor Thriving at Work Affect
- 510 Subordinates’ Well–Being and Behavior: Integrating Job Demands–Resources and Crossover
- 511 Theory.” LEADERSHIP & ORGANIZATION DEVELOPMENT JOURNAL 46 (2): 238–53.
- 512 <https://doi.org/10.1108/LODJ-03-2024-0157>.
- 513 Gupta, Reshma, Neil Steers, Christopher Moriates, Soma Wali, and Clarence H. et al. Brad-
- 514 dock. 2019. “High–Value Care Culture Among the Future Physician Workforce in Inter-
- 515 nal Medicine.” ACADEMIC MEDICINE 94 (9): 1347–54. <https://doi.org/10.1097/ACM.0000000000002619>.
- 516
- 517 Hoff, Timothy, and Leah Neff. 2023. “Resiliency–Based Adaptations Used by Primary Care
- 518 Physicians During the COVID–19 Pandemic.” HEALTH CARE MANAGEMENT REVIEW 48
- 519 (2): 110–19. <https://doi.org/10.1097/HMR.000000000000357>.
- 520 Hogstedt, Denice, Elisabet Eriksson, Inger Jansson, and Maria Engstrom. 2024. “Self–Rated
- 521 Professional Competence and Well–Being at Work After Obtaining a Swedish Nursing License:
- 522 A Longitudinal Mixed–Methods Study of Internationally and Domestically Educated Nurses.”
- 523 INTERNATIONAL JOURNAL OF NURSING STUDIES 157: 11. <https://doi.org/10.1016/j.ijnurstu.2024.104812>.
- 524
- 525 Huang, Huan, and Jiangyu Li. 2025. “Master or Escape: Digitization–Oriented Job Demands and
- 526 Crafting and Withdrawal of Chinese Public Sector Employees.” BEHAVIORAL SCIENCES 15
- 527 (3): 17. <https://doi.org/10.3390/bs15030378>.
- 528 Huey, Cheong Wei Terence, and Janice C. Palaganas. 2020. “What Are the Factors Affecting
- 529 Resilience in Health Professionals? A Synthesis of Systematic Reviews.” MEDICAL TEACHER
- 530 42 (5): 550–60. <https://doi.org/10.1080/0142159X.2020.1714020>.
- 531 Iqbal, Juman, Mohammad Nurul Alam, and Hamia Khan. 2024. “Does the Conflict Between
- 532 Work and Family Hinder Thriving? Role of Depersonalization and Intrinsic Motivation.”
- 533 INTERNATIONAL JOURNAL OF CONFLICT MANAGEMENT 35 (5): 1079–99. <https://doi.org/10.1108/IJCMA-10-2023-0199>.
- 534

- 535 Istiningtyas, Listya, Debora E. Purba, Elizabeth K. Poerwandari, Bagus Takwin, and Mirra N. Milla.
536 2025. "Systematic Literature Review on the Theory of Social Embeddedness of Thriving at
537 Work." SA JOURNAL OF INDUSTRIAL PSYCHOLOGY 51: 11. [https://doi.org/10.4102/
538 sajip.v51i0.2229](https://doi.org/10.4102/sajip.v51i0.2229).
- 539 Jackson, Jennifer. 2022. "I Love the Job ... " Thriving in Nursing: A Qualitative Interview
540 Study with Framework Analysis ..." INTERNATIONAL EMERGENCY NURSING 62: 7.
541 <https://doi.org/10.1016/j.ienj.2022.101172>.
- 542 Jacobs, Stephen, Willoughby Moloney, Daniel Terry, Peter A. Lewis, and Annie et al. Topping.
543 2025. "Creating Organisational Working Conditions Where Nurses Can Thrive: An Interna-
544 tional Action Research Study." NURSING REPORTS 15 (3): 18. [https://doi.org/10.3390/
545 nursrep15030095](https://doi.org/10.3390/nursrep15030095).
- 546 Jiang, Xiaoqun, and Yiyi Wei. 2024. "Linking Servant Leadership to Followers' Thriving at
547 Work: Self-Determination Theory Perspective." FRONTIERS IN PSYCHOLOGY 15: 14.
548 <https://doi.org/10.3389/fpsyg.2024.1384110>.
- 549 Jiang, Zhou, Lee Di Milia, Yiqi Jiang, and Xuan Jiang. 2020. "Thriving at Work: A Mentoring-
550 Moderated Process Linking Task Identity and Autonomy to Job Satisfaction." JOURNAL OF
551 VOCATIONAL BEHAVIOR 118: 16. <https://doi.org/10.1016/j.jvb.2019.103373>.
- 552 Jiang, Zhou, Xiaowen Hu, Zhongmin Wang, and Mark A. Griffin. 2024. "Enabling Workplace
553 Thriving: A Multilevel Model of Positive Affect, Team Cohesion, and Task Interdependence."
554 APPLIED PSYCHOLOGY—AN INTERNATIONAL REVIEW—PSYCHOLOGIE APPLIQUEE—
555 REVUE 73 (1): 323–50. <https://doi.org/10.1111/apps.12481>.
- 556 Jiang, Zhou, Chia-Huei Wu, Angela J. Xu, and Karina van de Voorde. 2026. "Thriving at Work:
557 A Synthesis of Human Resource Management Perspectives and a Future Research Agenda."
558 HUMAN RESOURCE MANAGEMENT 65 (1): 133–49. <https://doi.org/10.1002/hrm.70017>.
- 559 Johnson, Paula A., Ann Bookman, Lotte Bailyn, Mona Harrington, and Piper Orton. 2011. "Innova-
560 tion in Ambulatory Care: A Collaborative Approach to Redesigning the Health Care Workplace."
561 ACADEMIC MEDICINE 86 (2): 211–16. <https://doi.org/10.1097/ACM.0b013e318204618e>.
- 562 Jones, Rochelle DeCastro, Kent A. Griffith, Peter A. Ubel, Abigail Stewart, and Reshma Jagsi.
563 2016. "A Mixed-Methods Investigation of the Motivations, Goals, and Aspirations of Male
564 and Female Academic Medical Faculty." ACADEMIC MEDICINE 91 (8): 1089–97. <https://doi.org/10.1097/ACM.0000000000001244>.
- 565
- 566 Jordan, Joanne E., Kerryn Garner, Kate Bones, Lisa McKenzie, and Mark et al. Linzer. 2025.
567 "Improving Joy Atwork and Reducing Burnout in Health Care Workers in Victoria, Australia
568 Using the Institute for Healthcare Improvement Joy in Work Framework: A Mixed-Methods
569 Study." HEALTH CARE MANAGEMENT REVIEW 50 (1): 3–12. [https://doi.org/10.1097/
570 HMR.0000000000000420](https://doi.org/10.1097/HMR.0000000000000420).
- 571 Kaushik, Ruchi, Tracy McCallin, Daniel J. Sedillo, and Adam D. Wolfe. 2023. "Outcomes of a
572 Peer Mentoring Circle: An Innovation to Improve Academic Physician Career Advancement in
573 a Community Hospital Setting." ACADEMIC MEDICINE 98 (2): 214–18. [https://doi.org/10.
574 1097/ACM.0000000000005043](https://doi.org/10.1097/ACM.0000000000005043).
- 575 Kreitzer, Mary Jo, and Maryanna Klatt. 2017. "Educational Innovations to Foster Resilience in
576 the Health Professions." MEDICAL TEACHER 39 (2): 153–59. [https://doi.org/10.1080/
577 0142159X.2016.1248917](https://doi.org/10.1080/0142159X.2016.1248917).
- 578 Kua, Joanne, Winnie Teo, and Wee Shiong Lim. 2022. "Learning Experiences of Adaptive Experts:
579 A Reflexive Thematic Analysis." ADVANCES IN HEALTH SCIENCES EDUCATION 27 (5):

- 580 1345 – 59. <https://doi.org/10.1007/s10459-022-10166-y>.
- 581 Kuntz, Ludwig, Nadine Scholten, Hendrik Wilhelm, Michael Wittland, and Hendrik Ansgar Hillen.
582 2020. “The Benefits of Agreeing on What Matters Most: Team Cooperative Norms Mediate
583 the Effect of Co-Leaders’ Shared Goals on Safety Climate in Neonatal Intensive Care Units.”
584 HEALTH CARE MANAGEMENT REVIEW 45 (3): 217 – 27. [https://doi.org/10.1097/HMR.
585 000000000000220](https://doi.org/10.1097/HMR.000000000000220).
- 586 Kusmaul, Nancy, Mercedes Bern-Klug, Kevin Smith, and Dana Wickwire Cheek. 2023. “High
587 Quality Resident Care Increases Likelihood That Nursing Home Social Service Directors Report
588 Thriving at Work.” SOCIAL WORK IN HEALTH CARE 62 (5): 179 – 92. [https://doi.org/10.
589 1080/00981389.2023.2208174](https://doi.org/10.1080/00981389.2023.2208174).
- 590 Lagina, Madeline, Cyril Grum, Gurjit Sandhu, and Allison L. Ruff. 2024. “Sources of Joy in
591 Medical Educators as Described by the PERMA Model.” TEACHING AND LEARNING IN
592 MEDICINE 36 (1): 53 – 60. <https://doi.org/10.1080/10401334.2022.2131556>.
- 593 Lases, Lenny S. S., Onyebuchi A. Arah, Olivier R. C. Busch, Maas Jan Heineman, and Kiki M.
594 J. M. H. Lombarts. 2019. “Learning Climate Positively Influences Residents’ Work-Related
595 Well-Being.” ADVANCES IN HEALTH SCIENCES EDUCATION 24 (2): 317 – 30. [https://
596 doi.org/10.1007/s10459-018-9868-4](https://doi.org/10.1007/s10459-018-9868-4).
- 597 Leape, Lucian L., Miles F. Shore, Jules L. Dienstag, Robert J. Mayer, and Susan et al. Edgman-
598 Levitan. 2012. “Perspective: A Culture of Respect, Part 1: The Nature and Causes of
599 Disrespectful Behavior by Physicians.” ACADEMIC MEDICINE 87 (7): 845 – 52. [https://
600 doi.org/10.1097/ACM.0b013e318258338d](https://doi.org/10.1097/ACM.0b013e318258338d).
- 601 Lee, Yuna S. H., Nancy LaVine, Cheryl Rathert, Yulia Kogan, and Lusine Poghosyan. 2026.
602 “Team Creativity as a Catalyst for Care Effectiveness and Well-Being in Primary Care Teams.”
603 HEALTH CARE MANAGEMENT REVIEW 51 (2): 68 – 77. [https://doi.org/10.1097/HMR.
604 000000000000465](https://doi.org/10.1097/HMR.000000000000465).
- 605 Lei, Juanjuan, Huijing Lai, Siting Zhong, Xiaoli Zhu, and Dianyue Lu. 2024. “The Association
606 Between Intimate Partner Violence and Work Thriving/Work Alienation Among Chinese Fe-
607 male Nurses: The Mediating Impact of Resilience.” JOURNAL OF MULTIDISCIPLINARY
608 HEALTHCARE 17: 2741 – 54. <https://doi.org/10.2147/JMDH.S461895>.
- 609 Li, Cuicui, Xiaohong Hou, Xiaowen Cui, Yarui Zhao, and Yun Zhu. 2024. “Factors Influencing
610 the Thriving of Emergency Department Nurses in China.” INTERNATIONAL EMERGENCY
611 NURSING 74: 7. <https://doi.org/10.1016/j.ienj.2024.101441>.
- 612 Li, Fuda, Yating Zhou, and Pingting Kuang. 2024. “Thriving at Work, Career Calling, and Moral
613 Distress Among Nurses.” NURSING ETHICS 31 (5): 919 – 29. [https://doi.org/10.1177/
614 09697330231215948](https://doi.org/10.1177/09697330231215948).
- 615 Li, Jianing, Xiaolian Li, Yaoying Chen, Mei Chen, and Wen et al. Shi. 2025. “The Mediating
616 Role of Thriving at Work Between Emotional Labor and Presenteeism: A Comparison Between
617 Psychiatric Nurses with and Without Sleep Disturbances.” BMC PSYCHIATRY 26 (1): 10.
618 <https://doi.org/10.1186/s12888-025-07744-w>.
- 619 Li, Yingyang, Mengyuan Qiao, Linlin Hou, Xiumei Ding, and Xueying Shang. 2026. “Thriving at
620 Work Experiences Among Newly Registered Masters Prepared Nurses: A Qualitative Study.”
621 NURSE EDUCATION TODAY 162: 8. <https://doi.org/10.1016/j.nedt.2026.107040>.
- 622 Li, Zhong, Xia Wang, Xixi Chu, and Run Guo. 2025. “Strengths Use and Thriving at Work: The
623 Role of Job Crafting and Job Embeddedness.” JOURNAL OF PSYCHOLOGY IN AFRICA 35
624 (2): 173 – 78. <https://doi.org/10.32604/jpa.2025.065881>.

- 625 Liang, Yuan, Tung-Ju Wu, Ziqiong Zhang, and Yushu Wang. 2024. “A Systematic Review of
626 Thriving at Work: A Bibliometric Analysis and Organizational Research Agenda.” *ASIA PACIFIC*
627 *JOURNAL OF HUMAN RESOURCES* 62 (4): 17. <https://doi.org/10.1111/1744-7941.12419>.
- 628 Lim, Sandy, E-Yang Goh, Eugene Tay, Yew Kwan Tong, and Deborah et al. Chung. 2022.
629 “Disruptive Behavior in a High-Power Distance Culture and a Three-Dimensional Framework
630 for Curbing It.” *HEALTH CARE MANAGEMENT REVIEW* 47 (2): 133–43. <https://doi.org/10.1097/HMR.0000000000000315>.
- 631
- 632 Lin, Yung Kai, Chia-Der Lin, and Blossom Yen-Ju Lin. 2025. “Junior Doctors’ Workplace
633 Well-Being and the Determinants Based on Ability-Motivation-Opportunity (AMO) Theory:
634 Educational and Managerial Implications from a Three-Year Longitudinal Observation After
635 Graduation.” *MEDICAL TEACHER* 47 (1): 110–25. <https://doi.org/10.1080/0142159X.2024.2322719>.
- 636
- 637 Liska, Heather, Megan Bentzoni, Courtney Donovan, Ben Gaibel, and Alison et al. Hueth. 2025.
638 “Correlation of Mindfulness Practices, Resilience, and Compassion Satisfaction in Hospital-
639 Based Healthcare Workers: A Randomized Controlled Trial.” *JOURNAL OF HEALTHCARE*
640 *MANAGEMENT* 70 (1): 16–31. <https://doi.org/10.1097/JHM-D-23-00123>.
- 641 Liu, Danping, Siwen Zhang, Yanling Wang, and Yufei Yan. 2021. “The Antecedents of Thriving at
642 Work: A Meta-Analytic Review.” *FRONTIERS IN PSYCHOLOGY* 12: 19. <https://doi.org/10.3389/fpsyg.2021.659072>.
- 643
- 644 Liu, Ran, Wenhao Deng, Tianyu Wang, and Tianan Yang. 2026. “Enabler or Inhibitor? The
645 Effect of AI Crafting on Presenteeism Among Medical Staff.” *EUROPEAN JOURNAL OF*
646 *WORK AND ORGANIZATIONAL PSYCHOLOGY* 35 (2): 186–200. <https://doi.org/10.1080/1359432X.2025.2492632>.
- 647
- 648 Liu, Xin, Xuan Zhang, Zewen Pan, Yu Xu, and Zhongwen et al. Sun. 2026. “Professional
649 Self-Perception Among Critical Care Nurses in China: A Nationwide Cross-Sectional Survey.”
650 *JOURNAL OF NURSING MANAGEMENT* 2026 (1): 12. <https://doi.org/10.1155/jonm/6657778>.
- 651
- 652 Lyman, Bret, Marie M. Prothero, and Adrianna L. Watson. 2023. “Building Thriving Healthcare
653 Teams Through Organizational Learning.” *NURSE LEADER* 21 (3): 391–94. <https://doi.org/10.1016/j.mnl.2023.02.007>.
- 654
- 655 Mahomed, Fathima Essop, and Sebastiaan Rothmann. 2020. “Strength Use, Training and
656 Development, Thriving, and Intention to Leave: The Mediating Effects of Psychological
657 Need Satisfaction.” *SOUTH AFRICAN JOURNAL OF PSYCHOLOGY* 50 (1): 24–38.
658 <https://doi.org/10.1177/0081246319849030>.
- 659 Malheiros, Michel Barboza, Tais de Andrade, Gabrielle Loureiro de avila Costa, Vanessa Piovesan
660 Rossato, and Roger da Silva Wegner. 2023. “FLOURISHING AT WORK? A SYSTEMATIC
661 REVIEW AND RESEARCH AGENDA.” *GESTAO E DESENVOLVIMENTO* 20 (1): 224–51.
662 <https://doi.org/10.25112/rgd.v20i1.3199>.
- 663 Manfreda, Anita, Anastasia Kulichyova, and Amanda Ting. 2025. “”Thriving at Work” in Tourism
664 and Hospitality: An Integrative Systematic Literature Review and Research Agenda.” *CORNELL*
665 *HOSPITALITY QUARTERLY* 66 (4): 436–55. <https://doi.org/10.1177/19389655251318535>.
- 666 Masamba, Hilda, Liz Ryan, Tracey Tulleners, and Daniel Terry. 2025. “A Scoping Review of
667 the Key Drivers That Impact Early-Career Nurses’ Thriving at Work, Intention to Stay in
668 Employment, and Nursing Profession.” *NURSING REPORTS* 16 (1): 19. <https://doi.org/10.3390/nursrep16010002>.
- 669

- 670 Mattick, Karen, Anna Goulding, Daniele Carrieri, Nicola Brennan, and Bryan et al. Burford. 2023.
671 “Constraints and Affordances for UK Doctors-in-Training to Exercise Agency: A Dialogical
672 Analysis.” *MEDICAL EDUCATION* 57 (12): 1198 – 1209. [https://doi.org/10.1111/medu.
673 15150](https://doi.org/10.1111/medu.15150).
- 674 Maurana, Cheryl A., Jeffery D. Fritz, Alicia A. Witten, Sarah E. Williams, and Kimara A. Ellefson.
675 2024. “Advancing Flourishing as the North Star of Medical Education: A Call for Personal
676 and Professional Development as Key to Becoming Physicians.” *MEDICAL TEACHER* 46 (12):
677 1539 – 43. <https://doi.org/10.1080/0142159X.2024.2412791>.
- 678 McCormack, Brendan. 2024. “The Ecology of Human Flourishing Embodying the Changes We Want
679 to See in the World.” *NURSING PHILOSOPHY* 25 (3): 7. <https://doi.org/10.1111/nup.12482>.
- 680 McHugh, Matthew D., Linda H. Aiken, Myra E. Eckenhoff, and Lawton R. Burns. 2016. “Achieving
681 Kaiser Permanente Quality.” *HEALTH CARE MANAGEMENT REVIEW* 41 (3): 178 – 88.
682 <https://doi.org/10.1097/HMR.000000000000070>.
- 683 Mcqueen, Sydney A., Melanie Hammond, Aidan L. Mcparland, Ranil R. Sonnadara, and Carol-
684 anne Moulton. 2025. “Reigniting the Flame: An Exploration of Flow in Surgery.” *ACADEMIC
685 MEDICINE* 100 (3): 313 – 18. <https://doi.org/10.1097/ACM.0000000000005920>.
- 686 Meese, Katherine A., Alejandra Colon-Lopez, Jasvinder A. Singh, Greer A. Burkholder, and David
687 A. Rogers. 2021. “Healthcare Is a Team Sport: Stress, Resilience, and Correlates of Well-Being
688 Among Health System Employees in a Crisis.” *JOURNAL OF HEALTHCARE MANAGEMENT*
689 66 (4): 304 – 22. <https://doi.org/10.1097/JHM-D-20-00288>.
- 690 Miller, Christopher J., Jennifer L. Sullivan, Kimberly L. L. Harvey, Alicia K. Williamson, and Nicole
691 A. Stadnick. 2022. “Promoting High-Functioning Mental Health Treatment Teams in the
692 Context of Low Staffing Ratios.” *HEALTH CARE MANAGEMENT REVIEW* 47 (1): 12 – 20.
693 <https://doi.org/10.1097/HMR.0000000000000312>.
- 694 Mokoukolo, Rene, Alexandrine Ceschiutti, Helene Coillot, Evelyne Fouquereau, and Nicolas et al.
695 Gillet. 2022. “INTERCULTURAL INTERACTIONS, PSYCHOLOGICAL FLOURISHING AT
696 WORK AND INTERPERSONAL ORGANIZATIONAL CITIZENSHIP BEHAVIORS: THE
697 MEDIATING ROLE OF CULTURAL INTELLIGENCE.” *TRAVAIL HUMAIN* 85 (4): 267 – 87.
- 698 Moloney, Willoughby, Gordon Cheung, and Stephen Jacobs. 2024. “Key Elements to Support
699 Primary Healthcare Nurses to Thrive at Work: A Mixed-Methods Sequential Explanatory
700 Study.” *JOURNAL OF ADVANCED NURSING* 80 (9): 3812 – 24. [https://doi.org/10.1111/
701 jan.16058](https://doi.org/10.1111/jan.16058).
- 702 Moloney, Willoughby, Jessica Fieldes, and Stephen Jacobs. 2020. “An Integrative Review of How
703 Healthcare Organizations Can Support Hospital Nurses to Thrive at Work.” *INTERNATIONAL
704 JOURNAL OF ENVIRONMENTAL RESEARCH AND PUBLIC HEALTH* 17 (23): 19. <https://doi.org/10.3390/ijerph17238757>.
- 705
- 706 Moloney, Willoughby, Daniel Terry, Stephen Cavanagh, and Stephen Jacobs. 2026. “Comparing
707 Thriving at Work Among Trans-Tasman Early-Career Nurses: A Multinational Cross-Sectional
708 Study.” *HEALTHCARE* 14 (3): 19. <https://doi.org/10.3390/healthcare14030313>.
- 709 Mortier, Anneleen Viona, Peter Vlerick, and Els Clays. 2016. “Authentic Leadership and Thriving
710 Among Nurses: The Mediating Role of Empathy.” *JOURNAL OF NURSING MANAGEMENT*
711 24 (3): 357 – 65. <https://doi.org/10.1111/jonm.12329>.
- 712 Murray, Sadia, and Anita Bosch. 2021. “Courage and Equality Women Doctors’ Thriving at Work.”
713 *SA JOURNAL OF INDUSTRIAL PSYCHOLOGY* 47: 11. [https://doi.org/10.4102/sajip.v47i0.
714 1924](https://doi.org/10.4102/sajip.v47i0.1924).

- 715 Neidlinger, Stephanie M., Susan E. Peters, Daniel A. Gundersen, and Joerg Felfe. 2024. “Thriving
716 from Work Questionnaire: German Translation and Validation.” *BMC PUBLIC HEALTH* 24
717 (1): 12. <https://doi.org/10.1186/s12889-024-19037-0>.
- 718 Neufeld, Adam, Annik Mossiere, and Greg Malin. 2020. “Basic Psychological Needs, More Than
719 Mindfulness and Resilience, Relate to Medical Student Stress: A Case for Shifting the Focus
720 of Wellness Curricula.” *MEDICAL TEACHER* 42 (12): 1401–12. [https://doi.org/10.1080/
721 0142159X.2020.1813876](https://doi.org/10.1080/0142159X.2020.1813876).
- 722 Nguyen, Quan Hong, Chi Thi Quynh Tran, Han Ngoc Le, Ly Huong La, and Nhi Thi Yen et al. Tran.
723 2026. “How Startups Foster Change-Oriented Organizational Citizenship Behaviors: The Roles
724 of Thriving Andtask Complexity.” *JOURNAL OF ENTREPRENEURSHIP IN EMERGING
725 ECONOMIES* 18 (2): 603–24. <https://doi.org/10.1108/JEEE-07-2025-0423>.
- 726 Nielsen, Karina, and Jo Yarker. 2024. “Thrivers, Survivors or Exiteers: A Longitudinal, Inter-
727 pretative Phenomenological Analysis of the Post-Return-to-Work Journeys for Workers with
728 Common Mental Disorders.” *APPLIED PSYCHOLOGY-AN INTERNATIONAL REVIEW-
729 PSYCHOLOGIE APPLIQUEE-REVUE* 73 (1): 267–95. <https://doi.org/10.1111/apps.12479>.
- 730 Nishigori, Hiroshi, Yosuke Shimazono, Jamiu Busari, and Tim Dornan. 2024. “Exploring Yarigai:
731 The Meaning of Working as a Physician in Teaching Medical Professionalism.” *MEDICAL
732 TEACHER* 46 (11): 1486–93. <https://doi.org/10.1080/0142159X.2024.2316227>.
- 733 Nofal, Hanaa A., Amal E. Mohamed, Noura Almadani, Rasha Mahfouz, and Hibah Abdulrahim
734 et al. Bahri. 2025. “The Impact of an Artificial Intelligence Enhancement Program on Health-
735 care Providers’ Knowledge, Attitudes, and Workplace Flourishing.” *FRONTIERS IN PUBLIC
736 HEALTH* 13: 8. <https://doi.org/10.3389/fpubh.2025.1639333>.
- 737 O’Connor, Sean Anthony, Luke James Mulcahy, and Suzy Green. 2026. “Advancing the Role of
738 Temporal Experience in Relation to Workplace Thriving.” *INTERNATIONAL JOURNAL OF
739 ORGANIZATIONAL ANALYSIS* 34 (12): 1–17. [https://doi.org/10.1108/IJOA-11-2024-
740 5000](https://doi.org/10.1108/IJOA-11-2024-5000).
- 741 Oliveira, Eduardo Andre da Silva. 2024. “Every Coin Has Two Sides: The Case of Thriving
742 at Work.” *JOURNAL OF MANAGEMENT & ORGANIZATION* 30 (4): 1041–66. <https://doi.org/10.1017/jmo.2021.55>.
- 744 Oppel, Eva-Maria, and David C. Mohr. 2020. ““Paying It Forward”: The Link Be-
745 tween Providers’ Civility Climate, Civility Toward Patients and Patient Experience
746 Outcomes.” *HEALTH CARE MANAGEMENT REVIEW* 45 (2): 141–50. <https://doi.org/10.1097/HMR.000000000000209>.
- 748 Oppel, Eva-Maria, Vera Winter, and Jonas Schreyoegg. 2017. “Evaluating the Link Between
749 Human Resource Management Decisions and Patient Satisfaction with Quality of Care.”
750 *HEALTH CARE MANAGEMENT REVIEW* 42 (1): 53–64. [https://doi.org/10.1097/HMR.
751 000000000000087](https://doi.org/10.1097/HMR.000000000000087).
- 752 Osei, Hannah Vivian, Irene Aboagye Konadu, and Daniel Osei-Kwame. 2023. “The Relationships
753 Between Team Burnout and Team Psychological Safety and Civility Among Hospital Nurses
754 During the Covid-19 Pandemic: The Mediating Role of Team Thriving.” *INTERNATIONAL
755 JOURNAL OF HEALTHCARE MANAGEMENT* 16 (2): 176–87. [https://doi.org/10.1080/
756 20479700.2022.2085847](https://doi.org/10.1080/20479700.2022.2085847).
- 757 Papadopoulos, Irena, Steve Wright, Runa Lazzarino, Christina Koulouglioti, and Magdeline et
758 al. Aagard. 2022. “Enactment of Compassionate Leadership by Nursing and Midwifery
759 Managers: Results from an International Online Survey.” *BMJ LEADER* 6 (3): 186–91.

- 760 <https://doi.org/10.1136/leader-2020-000385>.
- 761 Parris, Ritika S., Zhiyong Dong, Alicia Clark, Margaret M. Hayes, and Amy M. et al. Sullivan. 2025.
762 “Effect of Coaching on Trainee Burnout, Professional Fulfillment, and Errors: A Randomized
763 Controlled Trial.” *ACADEMIC MEDICINE* 100 (8): 940–49. [https://doi.org/10.1097/ACM.
764 0000000000005999](https://doi.org/10.1097/ACM.0000000000005999).
- 765 Paterson, Ted A., Fred Luthans, and Wonho Jeung. 2014. “Thriving at Work: Impact of Psycho-
766 logical Capital and Supervisor Support.” *JOURNAL OF ORGANIZATIONAL BEHAVIOR* 35
767 (3): 434–46. <https://doi.org/10.1002/job.1907>.
- 768 Peethambaran, Meera, and Mohammad Faraz Naim. 2025a. “Employee Flourishing-at-Work:
769 A Review and Research Agenda.” *INTERNATIONAL JOURNAL OF ORGANIZATIONAL
770 ANALYSIS* 33 (8): 2592–2625. <https://doi.org/10.1108/IJOA-04-2024-4455>.
- 771 ———. 2025b. “Unleashing the Black-Box Between High-Performance Work Systems and Em-
772 ployee Flourishing-at-Work: An Integrative Review.” *INTERNATIONAL JOURNAL OF OR-
773 GANIZATIONAL ANALYSIS* 33 (4): 829–47. <https://doi.org/10.1108/IJOA-12-2023-4123>.
- 774 Person, Sharina D., C. Greer Jordan, Jeroan J. Allison, Lisa M. Fink Ogawa, and Laura et al.
775 Castillo-Page. 2015. “Measuring Diversity and Inclusion in Academic Medicine: The Diversity
776 Engagement Survey.” *ACADEMIC MEDICINE* 90 (12): 1675–83. [https://doi.org/10.1097/
777 ACM.0000000000000921](https://doi.org/10.1097/ACM.0000000000000921).
- 778 Phillips, Natasha, Luke Hughes, Cecilia Vindrola-Padros, Anika Petrella, and Lorna A. et al. Fern.
779 2023. “Impact of Leadership on the Nursing Workforce During the COVID-19 Pandemic.”
780 *BMJ LEADER* 7 (1): 21–27. <https://doi.org/10.1136/leader-2021-000588>.
- 781 Poghosyan, Lusine, Jianfang Liu, Jingjing Shang, and Thomas D’Aunno. 2017. “Practice Envi-
782 ronments and Job Satisfaction and Turnover Intentions of Nurse Practitioners: Implications
783 for Primary Care Workforce Capacity.” *HEALTH CARE MANAGEMENT REVIEW* 42 (2):
784 162–71. <https://doi.org/10.1097/HMR.0000000000000094>.
- 785 Pololi, Linda H., Arthur T. Evans, Janet T. Civian, Brian K. Gibbs, and Lisa D. et al. Coplit. 2015.
786 “Faculty Vitality-Surviving the Challenges Facing Academic Health Centers: A National Survey
787 of Medical Faculty.” *ACADEMIC MEDICINE* 90 (7): 930–36. [https://doi.org/10.1097/ACM.
788 0000000000000674](https://doi.org/10.1097/ACM.0000000000000674).
- 789 Poplau, Sara, Mark Linzer, Dominique Allwood, Victor Montori, and Ryan et al. Armbruster.
790 2022. “Designing the Careful and Kind Clinic: An Evidence-Based Approach.” *BMJ LEADER*
791 6 (2): 87–91. <https://doi.org/10.1136/leader-2021-000538>.
- 792 Porath, Christine, Gretchen Spreitzer, Cristina Gibson, and Flannery G. Garnett. 2012. “Thriving at
793 Work: Toward Its Measurement, Construct Validation, and Theoretical Refinement.” *JOURNAL
794 OF ORGANIZATIONAL BEHAVIOR* 33 (2): 250–75. <https://doi.org/10.1002/job.756>.
- 795 Prem, Roman, Sandra Ohly, Bettina Kubicek, and Christian Korunka. 2017. “Thriving on Challenge
796 Stressors? Exploring Time Pressure and Learning Demands as Antecedents of Thriving at Work.”
797 *JOURNAL OF ORGANIZATIONAL BEHAVIOR* 38 (1): 108–23. [https://doi.org/10.1002/
798 job.2115](https://doi.org/10.1002/job.2115).
- 799 Qeadan, Fares, Mindy J. Vanderloo, Megan Call, Rose Thornquist, and Benjamin et al. Tingey.
800 2025. “Association of Communication, Engagement, and Well-Being with Turnover Among
801 Faculty at a Large Academic Health Care and Research System.” *ACADEMIC MEDICINE* 100
802 (12): 1478–85. <https://doi.org/10.1097/ACM.00000000000006055>.
- 803 Rashid, Marghalara, Qi Guo, and Oksana Babenko. 2020. “The Influence of Students’ Perceptions
804 of Learning Environment on Coping with Academic Challenges: A Structural Equation Modeling

- Study.” *TEACHING AND LEARNING IN MEDICINE* 32 (2): 204–17. <https://doi.org/10.1080/10401334.2019.1667241>.
- Rathert, Cheryl, Ghadir Ishqaidef, and Douglas R. May. 2009. “Improving Work Environments in Health Care: Test of a Theoretical Framework.” *HEALTH CARE MANAGEMENT REVIEW* 34 (4): 334–43. <https://doi.org/10.1097/HMR.0b013e3181abce2b>.
- Rautenbach, Cindy, and Sebastiaan Rothmann. 2017. “Psychometric Validation of the Flourishing-at-Work Scale Short Form (FWS-SF): Results and Implications of a South African Study.” *JOURNAL OF PSYCHOLOGY IN AFRICA* 27 (4): 303–9. <https://doi.org/10.1080/14330237.2017.1347748>.
- Redelinghuys, Kleinjan, Sebastiaan Rothmann, and Elrie Botha. 2019. “Flourishing-at-Work: The Role of Positive Organizational Practices.” *PSYCHOLOGICAL REPORTS* 122 (2): 609–31. <https://doi.org/10.1177/0033294118757935>.
- Rensburg, Christine Janse van, Sebastiaan Rothmann, and Elsabe Diedericks. 2017. “Supervisor Support, Flourishing, and Intention to Leave in a Higher Education Setting.” *JOURNAL OF PSYCHOLOGY IN AFRICA* 27 (5): 412–19. <https://doi.org/10.1080/14330237.2017.1379661>.
- . 2018. “Job Demands and Resources: Flourishing and Job Performance in South African Universities of Technology Settings.” *JOURNAL OF PSYCHOLOGY IN AFRICA* 28 (4): 291–97. <https://doi.org/10.1080/14330237.2018.1501881>.
- Robleto, Emely, Ali Habashi, Mary-Ann Benites Kaplan, Richard L. Riley, and Chi et al. Zhang. 2024. “Medical Students’ Perceptions of an Artificial Intelligence (AI) Assisted Diagnosing Program.” *MEDICAL TEACHER* 46 (9): 1180–86. <https://doi.org/10.1080/0142159X.2024.2305369>.
- Rodriguez, Hector P., Lisa S. Meredith, Alison B. Hamilton, Elizabeth M. Yano, and Lisa V. Rubenstein. 2015. “Huddle up!: The Adoption and Use of Structured Team Communication for VA Medical Home Implementation.” *HEALTH CARE MANAGEMENT REVIEW* 40 (4): 286–99. <https://doi.org/10.1097/HMR.0000000000000036>.
- Roey, Tyler, Dorothy Y. Hung, Thomas G. Rundall, Pierre-Luc Fournier, and Athena et al. Zhong. 2023. “Lean Performance Indicators and Facilitators of Outcomes in US Public Hospitals.” *JOURNAL OF HEALTHCARE MANAGEMENT* 68 (5): 325–41. <https://doi.org/10.1097/JHM-D-22-00107>.
- Rosenthal, Jacob T., Frederic W. Hafferty, Kulamakan (Mahan) Kulasegaram, Claire L. Wendland, and Janelle S. Taylor. 2025. “Artificial Intelligence Meets Holistic Review: Promises and Pitfalls of Automating the Medical Education Admissions Process.” *ACADEMIC MEDICINE* 100 (5): 541–46. <https://doi.org/10.1097/ACM.00000000000005964>.
- Rossouw, Elsie Adriana, and Sebastiaan Rothmann. 2020. “Work Beliefs, Work-Role Fit, and Well-Being of Judges in South Africa: Effects on Intention to Leave and Organisational Citizenship Behaviour.” *JOURNAL OF PSYCHOLOGY IN AFRICA* 30 (4): 277–88. <https://doi.org/10.1080/14330237.2020.1777032>.
- Rundall, Thomas, Shelley Oberlin, Brian Thygesen, and Katharina Janus. 2012. “Success Under Duress: Policies and Practices Managers View as Keys to Profitability in Five California Hospitals with Challenging Payer Mix.” *JOURNAL OF HEALTHCARE MANAGEMENT* 57 (2): 94–111. <https://doi.org/10.1097/00115514-201203000-00005>.
- Savage, Nastassia M., Sally A. Santen, Meagan Rawls, David A. Marzano, and Jean H. et al. Wong. 2025. “Understanding Resident Wellness: A Path Analysis of the Clinical Learning

- 850 Environment at Three Institutions.” *MEDICAL TEACHER* 47 (2): 316–22. [https://doi.org/](https://doi.org/10.1080/0142159X.2024.2331038)
851 [10.1080/0142159X.2024.2331038](https://doi.org/10.1080/0142159X.2024.2331038).
- 852 Scheepers, Renee A., Lenny S. S. Lases, Onyebuchi A. Arah, Maas Jan Heineman, and Kiki M.
853 J. M. H. Lombarts. 2017. “Job Resources, Physician Work Engagement, and Patient Care
854 Experience in an Academic Medical Setting.” *ACADEMIC MEDICINE* 92 (10): 1472–79.
855 <https://doi.org/10.1097/ACM.0000000000001719>.
- 856 Schirle, Lori, Allison A. Norful, Nancy Rudner, and Lusine Poghosyan. 2020. “Organizational Facilitators and Barriers to Optimal APRN Practice: An Integrative Review.” *HEALTH CARE MANAGEMENT REVIEW* 45 (4): 311–20. <https://doi.org/10.1097/HMR.000000000000229>.
- 857
858
- 859 Schneider, Annika M., Eva-Maria Oppel, and Vera Winter. 2021. “Explaining Variations in
860 Hospitals’ Use of Strategic Human Resource Management: How Environmental and Organizational Factors Matter.” *HEALTH CARE MANAGEMENT REVIEW* 46 (1): 2–11.
861 <https://doi.org/10.1097/HMR.0000000000000242>.
- 862
- 863 Schuttner, Linnaea, Katie Coleman, James Ralston, and Michael Parchman. 2021. “The Role of
864 Organizational Learning and Resilience for Change in Building Quality Improvement Capacity
865 in Primary Care.” *HEALTH CARE MANAGEMENT REVIEW* 46 (2): E1–7. [https://doi.org/](https://doi.org/10.1097/HMR.0000000000000281)
866 [10.1097/HMR.0000000000000281](https://doi.org/10.1097/HMR.0000000000000281).
- 867 Schwitz, Fabienne, Jacqueline Torti, and Lorelei Lingard. 2023. “What about Happiness? A Critical
868 Narrative Review with Implications for Medical Education.” *PERSPECTIVES ON MEDICAL
869 EDUCATION* 12 (1): 208–17. <https://doi.org/10.5334/pme.856>.
- 870 Sekulova, Filka, Isabelle Anguelovski, and Lucia Arguelles. 2023. “Redefining Success in Organizing
871 Towards Degrowth.” *ENVIRONMENTAL INNOVATION AND SOCIETAL TRANSITIONS*
872 48: 14. <https://doi.org/10.1016/j.eist.2023.100764>.
- 873 Sgarbossa, Maira. 2023. “CONTRIBUTIONS OF PEOPLE MANAGEMENT PRACTICES FOR
874 FLOURISHING AT WORK: AN INTEGRATIVE REVIEW (2011–2021).” *GESTAO E DESENVOLVIMENTO* 20 (1): 101–29. <https://doi.org/10.25112/rgd.v20i1.3166>.
- 875
- 876 Sgarbossa, Moira, and Anetise Rebelato Mozzato. 2021. “Actions of the Management of People Who
877 Contribute to the Flourishing at Work: Integrative Literature Review.” *REVISTA ADMINISTRACAO EM DIALOGO* 23 (3): 133–52. <https://doi.org/10.23925/2178-0080.2021v23i3.52152>.
- 878
- 879 Shah, Darshana T., Valerie N. Williams, Luanne E. Thorndyke, E. Eugene Marsh, and Roberta E. et al. Sonnino. 2018. “Restoring Faculty Vitality in Academic Medicine When Burnout Threatens.” *ACADEMIC MEDICINE* 93 (7): 979–84. <https://doi.org/10.1097/ACM.0000000000002013>.
- 880
- 881
- 882 Shanafelt, Tait, Mickey Trockel, Ashleigh Rodriguez, and Dave Logan. 2021. “Wellness-Centered
883 Leadership: Equipping Health Care Leaders to Cultivate Physician Well-Being and Professional Fulfillment.” *ACADEMIC MEDICINE* 96 (5): 641–51. <https://doi.org/10.1097/ACM.0000000000003907>.
- 884
- 885
- 886 Shi, Yunsheng, Haibo Yu, Lei Gao, Muchuan Yang, and Shanghao Song. 2025. “Can Algorithms
887 Ignite the Flame of Thriving? Exploring How and When Gig Workers’ Perceived Algorithmic
888 Control Leads to Thriving at Work.” *JOURNAL OF SERVICE THEORY AND PRACTICE* 35
889 (1): 89–113. <https://doi.org/10.1108/JSTP-11-2023-0297>.
- 890
- 891 Silveira-Martins, Elvis, Michele Raasch, Camila Cabrera Gomes, Otavio Augusto Zanin Delevedo, and Felipe Kopp Leite. 2021. “Organisational Flourishing and Performance: Research with Professors from a Public University.” *INTERNATIONAL JOURNAL OF BUSINESS PERFORMANCE MANAGEMENT* 22 (1): 59–74.
- 892
- 893
- 894 Silverman, Michael J., Lacey Reimnitz, Kiran Dahlin, and Maeva Ngono. 2025. “Developing

- 895 and Maintaining a Thriving Music Therapy Department at a Senior Living Community: An
896 Exploratory Interpretivist Case Study.” *ARTS IN PSYCHOTHERAPY* 92: 9. <https://doi.org/10.1016/j.aip.2025.102265>.
- 897
- 898 Smeraglio, Andrea, Nilan Schnure, Matthew DiVeronica, Bryn McGhee, and Christopher et al. Tern-
899 drup. 2025. “Integrating Well-Being into a Health Systems Science Curriculum.” *ACADEMIC*
900 *MEDICINE* 100 (8): 950–59. <https://doi.org/10.1097/ACM.0000000000005984>.
- 901 Smith, Daryl G. 2012. “Building Institutional Capacity for Diversity and Inclusion in Academic
902 Medicine.” *ACADEMIC MEDICINE* 87 (11): 1511–15. <https://doi.org/10.1097/ACM.0b013e31826d30d5>.
- 903
- 904 Snowdon, David A., Fiona Kent, Melanie K. Farlie, Nicholas F. Taylor, and Owen et al. Howlett.
905 2024. “Access to and Effectiveness of Clinical Supervision for Allied Health Workers: A Cross-
906 Sectional Survey.” *MEDICAL TEACHER* 46 (5): 640–47. <https://doi.org/10.1080/0142159X.2023.2271158>.
- 907
- 908 Song, Keni, Ming Guo, Long Ye, Yunshuo Liu, and Shuzhen Liu. 2024. “Driverless Metros Are
909 Coming, but What about the Drivers? A Study on AI-Related Anxiety and Safety Performance.”
910 *SAFETY SCIENCE* 175: 13. <https://doi.org/10.1016/j.ssci.2024.106487>.
- 911 Sonis, Jeffrey, Donald E. Pathman, Susan Read, Bradley N. Gaynes, and Courtney et al. Canter.
912 2022. “Effects of Healthcare Organization Actions and Policies Related to COVID-19 on
913 Perceived Organizational Support Among US Internists: A National Study.” *JOURNAL OF*
914 *HEALTHCARE MANAGEMENT* 67 (3): 192–205. <https://doi.org/10.1097/JHM-D-21-00208>.
- 915
- 916 Sorour, Marwa Samir, Mona Gamal Mohamed, and Shimaa Abdelrahim Khalaf. 2026. “Nurses’
917 Sustainability Consciousness as a Catalyst for Green Creativity and Workplace Thriving.”
918 *INTERNATIONAL NURSING REVIEW* 73 (1): 11. <https://doi.org/10.1111/inr.70142>.
- 919 Spreitzer, G, K Sutcliffe, J Dutton, S Sonenshein, and AM Grant. 2005. “A Socially Embedded
920 Model of Thriving at Work.” *ORGANIZATION SCIENCE* 16 (5): 537–49. <https://doi.org/10.1287/orsc.1050.0153>.
- 921
- 922 Stillman, Martin, Erin E. Sullivan, Kriti Prasad, Christine Sinsky, and Jordyn et al. Deubel. 2024.
923 “Understanding What Leaders Can Do to Facilitate Healthcare Workers’ Feeling Valued: Im-
924 proving Our Knowledge of the Strongest Burnout Mitigator.” *BMJ LEADER* 8 (4): 329–34.
925 <https://doi.org/10.1136/leader-2023-000921>.
- 926 Sullivan, Erin E., Rebecca S. Etz, Martha M. Gonzalez, Jordyn Deubel, and Sarah R. et al. Reves.
927 2024. “You Cannot Function in ”Overwhelm”: Helping Primary Care Navigate the Slow
928 End of the Pandemic.” *JOURNAL OF HEALTHCARE MANAGEMENT* 69 (3): 190–204.
929 <https://doi.org/10.1097/JHM-D-23-00102>.
- 930 Sullivan, Erin E., Zara Ibrahim, Andrew L. Ellner, and Lindsay J. Giesen. 2016. “Management
931 Lessons for High-Functioning Primary Care Teams.” *JOURNAL OF HEALTHCARE MAN-*
932 *AGEMENT* 61 (6): 449–65. <https://doi.org/10.1097/00115514-201611000-00011>.
- 933 Sulphey, M. M. 2026. “Reconceptualizing Workplace Thriving and Setting Future Research Agenda.”
934 *PSYCHOLOGICA BELGICA* 66 (1): 1–17. <https://doi.org/10.5334/pb.1416>.
- 935 Sun, Tao, Shu-e Zhang, Hong-yan Yin, Qing-lin Li, and Ye et al. Li. 2022. “Can Resilience
936 Promote Calling Among Chinese Nurses in Intensive Care Units During the COVID-19 Pan-
937 demic? The Mediating Role of Thriving at Work and Moderating Role of Ethical Leadership.”
938 *FRONTIERS IN PSYCHOLOGY* 13: 16. <https://doi.org/10.3389/fpsyg.2022.847536>.
- 939 Tai, Teresa Wai Chi, and Sherry I. Bame. 2017. “Organizational and Community Factors Associated

- 940 with Magnet Status of US Hospitals.” *JOURNAL OF HEALTHCARE MANAGEMENT* 62 (1):
941 62 – 76. <https://doi.org/10.1097/00115514-201701000-00011>.
- 942 Tan, Emmanuel, Janneke Frambach, Erik Driessen, and Jennifer Cleland. 2024. “Opening the Black
943 Box of School–Wide Student Wellbeing Programmes: A Critical Narrative Review Informed
944 by Activity Theory.” *ADVANCES IN HEALTH SCIENCES EDUCATION* 29 (2): 663 – 87.
945 <https://doi.org/10.1007/s10459-023-10261-8>.
- 946 Terry, Daniel, Stephen Jacobs, Willoughby Moloney, Leah East, and Liz et al. Ryan. 2025. “The
947 Impact of Thriving at Work and Occupational Supports: Early Career Nurse Intentions to Leave
948 an Organisation and Profession.” *JOURNAL OF ADVANCED NURSING* 81 (12): 8608 – 19.
949 <https://doi.org/10.1111/jan.16817>.
- 950 Terry, Danielle L., Patricia Hui, and Shirley Buntoro. 2021. “The Initial Positive and Negative
951 Impacts of the COVID–19 Pandemic on Rural Healthcare Providers: Associations with Team
952 Culture and Leadership.” *JOURNAL OF HEALTHCARE MANAGEMENT* 66 (5): 396 – 406.
953 <https://doi.org/10.1097/JHM-D-20-00258>.
- 954 Thesen, Thomas, Wesley J. Marrero, Abigail J. Konopasky, Matthew S. Duncan, and Karen E.
955 Blackmon. 2025. “Towards Precision Well–Being in Medical Education.” *MEDICAL TEACHER*
956 47 (4): 630 – 34. <https://doi.org/10.1080/0142159X.2024.2357279>.
- 957 Thilagavathy, S. 2025. “Mapping the Landscape of Employee Flourishing: A Systematic Review
958 and Bibliometric Analysis for Sustainable HR Practices.” *SUSTAINABLE FUTURES* 10: 25.
959 <https://doi.org/10.1016/j.sftr.2025.101491>.
- 960 Tsoi, Sharon L. N. M. Tjin A., Anthonius de Boer, Gerda Croiset, Andries S. Koster, and Stephanie
961 et al. van der Burgt. 2018. “How Basic Psychological Needs and Motivation Affect Vitality and
962 Lifelong Learning Adaptability of Pharmacists: A Structural Equation Model.” *ADVANCES IN
963 HEALTH SCIENCES EDUCATION* 23 (3): 549 – 66. [https://doi.org/10.1007/s10459-018-
964 9812-7](https://doi.org/10.1007/s10459-018-9812-7).
- 965 Usset, Timothy J., R. Greg Stratton, Sarah Knapp, Gabrielle Schwartzman, and Sunil K. et al. Yadav.
966 2024. “Factors Associated with Healthcare Clinician Stress and Resilience: A Scoping Review.”
967 *JOURNAL OF HEALTHCARE MANAGEMENT* 69 (1): 12 – 28. [https://doi.org/10.1097/
968 JHM-D-23-00020](https://doi.org/10.1097/JHM-D-23-00020).
- 969 Vassbo, Tove K., Marit Kirkevold, David Edvardsson, Karin Sjogren, and Qarin et al. Lood. 2019.
970 “The Meaning of Working in a Person–Centred Way in Nursing Homes: A Phenomenological–
971 Hermeneutical Study.” *BMC NURSING* 18 (1): 8. [https://doi.org/10.1186/s12912-019-0372-
972 9](https://doi.org/10.1186/s12912-019-0372-9).
- 973 Vermette, David, Juliann L. Reardon, Hayley P. Israel, Shirley R. Zhen, and Donna M. et al.
974 Windish. 2023. “Development and Validation of a Novel Instrument to Measure the Community
975 Well–Being of Residency Programs.” *ACADEMIC MEDICINE* 98 (5): 614 – 22. [https://doi.
976 org/10.1097/ACM.0000000000004987](https://doi.org/10.1097/ACM.0000000000004987).
- 977 Wallick, WG. 2002. “Healthcare Managers’ Roles, Competencies, and Outputs in Organiza-
978 tional Performance Improvement.” *JOURNAL OF HEALTHCARE MANAGEMENT* 47 (6):
979 390 – 401. <https://doi.org/10.1097/00115514-200211000-00009>.
- 980 Walumbwa, Fred O., Michael K. Muchiri, Everlyne Misati, Cindy Wu, and Meiliani Meiliani.
981 2018. “Inspired to Perform: A Multilevel Investigation of Antecedents and Consequences
982 of Thriving at Work.” *JOURNAL OF ORGANIZATIONAL BEHAVIOR* 39 (3): 249 – 61.
983 <https://doi.org/10.1002/job.2216>.
- 984 Wan, Aston. 2025. “Physician Burn–Out, Transformational and Servant Leadership.” *BMJ*

- 985 LEADER 9 (4): 428 – 33. <https://doi.org/10.1136/leader-2024-001060>.
- 986 Wang, Wen, Jennifer Creese, Maria Karanika–Murray, Kevin Harris, and Mark et al. McCarthy.
987 2025. “Can Compassionate Leadership of Senior Hospital Leaders Help Retain Trainee Doctors?”
988 BMJ LEADER 9 (3): 225 – 29. <https://doi.org/10.1136/leader-2024-001010>.
- 989 Wicks, Angela M., and Lynda St. Clair. 2007. “Competing Values in Healthcare: Balancing the
990 (Un)balanced Scorecard.” JOURNAL OF HEALTHCARE MANAGEMENT 52 (5): 309 – 23.
991 <https://doi.org/10.1097/00115514-200709000-00007>.
- 992 Wilkie, Treena, Tania Tajirian, Anupam Thakur, Smit Mistry, and Faisal et al. Islam. 2023.
993 “Evolution of a Physician Wellness, Engagement and Excellence Strategy: Lessons Learnt in a
994 Mental Health Setting.” BMJ LEADER 7 (3): 182 – 88. <https://doi.org/10.1136/leader-2022-000595>.
- 995
996 Williams, LL. 2005. “Impact of Nurses’ Job Satisfaction on Organizational Trust.” HEALTH CARE
997 MANAGEMENT REVIEW 30 (3): 203 – 11. <https://doi.org/10.1097/00004010-200507000-00004>.
- 998
999 Wouters, A., G. Croiset, N. R. Schripsema, J. Cohen–Schotanus, and G. W. G. et al. Spaai. 2017.
1000 “A Multi–Site Study on Medical School Selection, Performance, Motivation and Engagement.”
1001 ADVANCES IN HEALTH SCIENCES EDUCATION 22 (2): 447 – 62. <https://doi.org/10.1007/s10459-016-9745-y>.
- 1002
1003 Wu, Chi–Min, and Tso–Jen Chen. 2019. “Inspiring Prosociality in Hotel Workplaces: Roles of
1004 Authentic Leadership, Collective Mindfulness, and Collective Thriving.” TOURISM MANAGE-
1005 MENT PERSPECTIVES 31: 123 – 35. <https://doi.org/10.1016/j.tmp.2019.04.002>.
- 1006 Wu, Jing, Zhenrong Shen, Zidan Ouyang, Yuxuan Xiang, and Ru et al. Ding. 2025. “Strengths
1007 Use and Thriving at Work Among Nurses: A Latent Profile and Mediation Analysis.” BMC
1008 NURSING 24 (1): 11. <https://doi.org/10.1186/s12912-025-02715-8>.
- 1009 Xiao, Qijie, Zen Goh, and Yujie Cai. 2025. “To Build a Thriving Workforce: Unpacking the
1010 Relationship Between Well–Being–Oriented Human Resource Management and Work Out-
1011 comes.” INTERNATIONAL JOURNAL OF HUMAN RESOURCE MANAGEMENT 36 (21):
1012 3971 – 4005. <https://doi.org/10.1080/09585192.2026.2615719>.
- 1013 Xu, Angela J., Zhou Jiang, Qin Zhou, and Chia–Huei Wu. 2024. “Dare to Thrive! How and
1014 When Do Development Idiosyncratic Deals Promote Individual Thriving at Work?” HUMAN
1015 RESOURCE MANAGEMENT 63 (5): 755 – 73. <https://doi.org/10.1002/hrm.22225>.
- 1016 Xu, Angela J., and Lei Wang. 2020. “How and When Servant Leaders Enable Collective Thriv-
1017 ing: The Role of Team–Member Exchange and Political Climate.” BRITISH JOURNAL OF
1018 MANAGEMENT 31 (2): 274 – 88. <https://doi.org/10.1111/1467-8551.12358>.
- 1019 Xu, Lijuan, Annika Nilsson, Kewen Zhu, and Maria Engstrom. 2025. “Direct and Indirect
1020 Relationships Between Structural Empowerment, Professional Competence, Thriving at Work
1021 and Perceived Stress Symptoms: A Cross–Sectional Correlational Study on Hospital Nurses in a
1022 Chinese Province.” BMJ OPEN 15 (12): 9. <https://doi.org/10.1136/bmjopen-2025-100696>.
- 1023 Xu, Yuanli, Keying Chen, and Ming Feng. 2023. “Can Career Calling Reduce Employee Silence?
1024 The Mediating Role of Thriving and the Moderating Role of Inclusive Leadership.” CURRENT
1025 PSYCHOLOGY 42 (34): 29928 – 42. <https://doi.org/10.1007/s12144-022-04002-0>.
- 1026 Yi, Mo, Di Jiang, Jingjing Wang, Zeyi Zhang, and Yuanmin et al. Jia. 2022. “Relationships Among
1027 Thriving at Work, Organisational Commitment and Job Satisfaction Among Chinese Front–Line
1028 Primary Public Health Workers During COVID–19 Pandemic: A Structural Equation Model
1029 Analysis.” BMJ OPEN 12 (6): 9. <https://doi.org/10.1136/bmjopen-2021-059032>.

- 1030 Yun, Zhe, Peng Zhou, and Bo Zhang. 2022. "High-Performance Work Systems, Thriving at Work,
1031 and Job Burnout Among Nurses in Chinese Public Hospitals: The Role of Resilience at Work."
1032 HEALTHCARE 10 (10): 10. <https://doi.org/10.3390/healthcare10101935>.
- 1033 Zerbe, Ellen, Gabriella Sallai, and Catherine G. P. Berdanier. 2023. "Surviving, Thriving, Departing,
1034 and the Hidden Competencies of Engineering Graduate School." JOURNAL OF ENGINEERING
1035 EDUCATION 112 (1): 147–69. <https://doi.org/10.1002/jee.20498>.
- 1036 Zhai, Yue, Shining Cai, Xiao Chen, Wenjuan Zhao, and Jingxian et al. Yu. 2023. "The Relationships
1037 Between Organizational Culture and Thriving at Work Among Nurses: The Mediating Role of
1038 Affective Commitment and Work Engagement." JOURNAL OF ADVANCED NURSING 79
1039 (1): 194–204. <https://doi.org/10.1111/jan.15443>.
- 1040 Zhang, Jian, Shuai Peng, Jingjing Li, and Na Zhang. 2025. "Bestowing Roses, Lingering Fragrance:
1041 How Mentor Autonomy Support Influences the Mentors' Thriving at Work." JOURNAL OF
1042 MANAGERIAL PSYCHOLOGY 40 (7): 919–34. <https://doi.org/10.1108/JMP-05-2024-0331>.
- 1044 Zhang, Junzhu, Myeongcheol Choi, Wongyu Lee, and Hann Earl Kim. 2026. "Influence of Leader
1045 Humility on Bootlegging Innovative Behavior—a Serial Mediation Model of Work Attention and
1046 Thriving at Work." FRONTIERS IN PSYCHOLOGY 17: 14. <https://doi.org/10.3389/fpsyg.2026.1775820>.
- 1048 Zhang, Shu'e, Yu Shi, Bei Liu, Hongni Wang, and Xin et al. Zhao. 2021. "Job Demands and
1049 Resources and Their Relationship with Satisfaction and Thriving at Work in a Sample of Chinese
1050 Doctors: A Cross-Sectional Study." BMJ OPEN 11 (11): 9. <https://doi.org/10.1136/bmjopen-2020-045745>.
- 1052 Zhao, Hui, Mengjiao Han, Zhenzhen Wang, and Bangdan Liu. 2024. "Team Perspective Taking
1053 and Collective Thriving in College Students' Innovation Teams." BEHAVIORAL SCIENCES 14
1054 (12): 17. <https://doi.org/10.3390/bs14121165>.
- 1055 Zhao, Hui, Zhenzhen Wang, Mengjiao Han, and Ying Huang. 2024. "Collective Thriving and Team
1056 Creativity in College Students' Innovation Teams: A Serial Mediation Model." THINKING
1057 SKILLS AND CREATIVITY 51: 14. <https://doi.org/10.1016/j.tsc.2024.101468>.
- 1058 Zhao, Shi-Hong, Yu Shi, Zhi-Nan Sun, Feng-Zhe Xie, and Jing-Hui et al. Wang. 2018. "Impact of
1059 Workplace Violence Against Nurses' Thriving at Work, Job Satisfaction and Turnover Intention:
1060 A Cross-Sectional Study." JOURNAL OF CLINICAL NURSING 27 (13-14): 2620–32.
1061 <https://doi.org/10.1111/jocn.14311>.
- 1062 Zhao, Yu, Norhafizah Abu Hasan, Rasidah Arshad, and Nur Atiqah Abdullah. 2025. "EX-
1063 PLORING THRIVING AT WORK: A SYSTEMATIC LITERATURE REVIEW AND FUTURE
1064 RESEARCH DIRECTIONS." INTERNATIONAL JOURNAL OF BUSINESS AND SOCIETY
1065 26 (2): 646–67. <https://doi.org/10.33736/ijbs.8367.2025>.
- 1066 Zhu, X., W. Kunaviktikul, S. Sirakamon, K. Abhichartitbutra, and S. Turale. 2021. "A Causal
1067 Model of Thriving at Work in Chinese Nurses." INTERNATIONAL NURSING REVIEW 68
1068 (4): 444–52. <https://doi.org/10.1111/inr.12671>.
- 1069 Zhuang, Jiehao, Xuanhao Fan, Niu Yang, Ziyi Xiong, and Zhongqing et al. Chen. 2025. "The Effect
1070 of Psychological Empowerment on Clinical Nurses' Thriving at Work: The Mediating Role of
1071 Voice Behavior." BMC NURSING 24 (1): 10. <https://doi.org/10.1186/s12912-025-03403-3>.
- 1072 Zoogah, Baniyelme D., William Y. Degbey, and Maria Elo. 2023. "Industrial Policy Environments
1073 and the Flourishing of African Multinational Enterprises." JOURNAL OF INTERNATIONAL
1074 BUSINESS POLICY 6 (4): 408–31. <https://doi.org/10.1057/s42214-023-00171-2>.