

# MASTER'S THESIS

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How and why should one cultivate employees experience of thriving at work?

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## **Abstract**

In the hospitality industry, which operates in a dynamic and rapidly changing environment, the employees are pivotal for the success of an organization. Despite the growing significance of research on hospitality in the economies of many countries, research on thriving at work (TAW) within the hospitality industry remains largely insufficient. This paper aims to propose a multilevel framework that explains the cultivation of employees' experience of thriving at work. Specifically, the three factors (i) leadership autonomy support, (ii) work as a team and (iii) employee engagement as antecedents of TAW (*how*), as well as the following two effects (i) service quality and (ii) organizational attractiveness as consequences of TAW (*why*).

The study gathered data from 346 employees working in the hospitality industry. PLS-SEM were used to maximize the explained variance of variables in a structural model. The results revealed that leadership autonomy support, work as a team and employee engagement have positive impacts on thriving at work. Moreover, thriving at work has positive effects on service quality and organizational attractiveness. Additionally, both work as a team and employee engagement were found to mediate the relationship between leadership autonomy support and thriving at work. This paper contributes theoretically to the field of hospitality research by enhancing our understanding and insights into the concept of thriving at work. As well as practical implications for managers.

### **Keywords:**

Thriving at work, leadership autonomy support, work as a team, employee engagement, service quality, organizational attractiveness.

## Sammendrag

Denne studien tar for seg begrepet thriving at work. Litteraturen viser at denne tilstanden er særdeles interessant, ettersom at organisasjoner med ansatte som opplever thriving på arbeidsplassen, viser seg å føre til store organisatoriske fordeler. Det er derfor ikke overraskende at begrepet har fått økt oppmerksomhet i flere sektorer, men studier på fenomenet i reiselivsnæringen viser seg å være manglende. Å se på thriving at work blant ansatte i reiselivsnæringen er spesielt spennende, ettersom de opererer i et dynamisk og raskt endrende miljø, hvor menneskelig kapital er avgjørende for organisasjonenes suksess. Formålet med denne studien har derfor vært å få bedre forståelse for *hvordan* og *hvorfor* man bør kultivere for ansattes opplevelse av 'thriving at work' blant ansatte i reiselivsnæringen.

For å studere dette ble en konseptuell modell med hypoteser utformet basert på litteraturen om årsaker og effekter, samt relasjoner på flere nivåer (*individuell, team, ledelse*), og mulige mediatoreffekter. For å unngå mistolking og begrensing av omfanget av begrepene er de i denne oppgaven bevart på engelsk. Med thriving at work (TAW) som hovedbegrep, inkluderer den konseptuelle modellen tre årsaker: i) leader autonomy support (LAS), ii) work as a team (TEAM) og iii) employee engagement (INENG). Samt to effekter: i) service quality og organizational attractiveness.

Hypotesene ble testet gjennom kvantitativ metode med et standardisert spørreskjema hvorav det var 346 respondenter og datamaterialet ble analysert i Stata med metoden PLS-SEM. Resultatene viser at employee engagement har betydelig positivt effekt på thriving at work, etterfulgt av leadership autonomy support og work as a team. I tillegg er det indirekte positiv effekt med work as a team og employee engagement som mediatorer i forholdet mellom leadership autonomy support og thriving at work. Disse tre årsakene viser seg å ha en forklaringskraft på 80% til ansattes thriving at work. Resultatene viser også at ansatte som opplever thriving at work har høy positiv effekt på organizational attractiveness, etterfulgt av service quality.

Funnene viser at lederne har makt i å kultivere for ansattes opplevelse av thriving at work ettersom autonomisk støttende ledelse påvirker både arbeid i team og individuelt engasjement, som begge også leder til økt thriving at work. Funnene viser også organisatoriske fordeler i form av at ansatte som thriver anser organisasjonen som attraktiv og presterer bedre, som igjen fører til at organisasjonen presterer bedre.

## Forord

Denne masteroppgaven ble skrevet som en del av studieprogrammet Master of Science in Business ved Nord Universitet, med spesialisering på Global Management. Det har vært en fantastisk lærerik prosess på flere nivåer. Jeg er stolt over å ha utfordret meg selv på en ny måte ved å skrive oppgaven som en artikkel med kappe, fremfor en tradisjonell masteroppgave. Jeg har hatt stor glede av å lære meg denne måten å jobbe på og ser virkelig frem til å forsøke å publisere artikkelen i The Journal of Tourism and Hospitality Management.

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Anette Knutsen Finstad

### **1. Teoretisk rammeverk**

I dette kapitlet vil det teoretiske rammeverket bli presentert for å danne fundamentet for de empiriske funnene i denne studien. For ordens skyld blir begreper og definisjoner i denne studien forbeholdt på engelsk i samsvar med litteraturen.

Studien responderer på behovet for mer forskning på thriving at work (Paterson, Luthans & Jeung, 2014, s.443), i tillegg til behovet for å forstå forholdet mellom thriving og dets årsaker og effekter på lederskapsnivå, i team og på individuelt nivå (Kleine, Rudolph & Zacher, 2019).

Formålet med studien er derfor å undersøke *hvordan* og *hvorfor* man bør kultivere for ansattes opplevelse av thriving at work i reiselivet. Dermed blir først hovedfenomenet thriving at work forklart, og deretter studiens utvalgte årsaker (*hvordan*) og effekter (*hvorfor*) i relasjon til thriving at work. Spesifikt blir årsakene (i) leadership autonomy support, (ii) work as a team, og (iii) employee engagement testet sammen med effektene (i) service quality og (ii) organizational attractiveness.

#### ***1.1. Thriving at work***

Hovedfenomenet i studien er thriving at work. I tråd med Spreitzer, Sutcliffe, Dutton, Sonenshein & Grant defineres thriving at work som «*a psychological state in which individuals experience both a sense of vitality and a sense of learning at work*» (2005, p.538).

Litteraturen viser at thriving har vært et fenomen av interesse over lenger tid, men også at begrepet har fått særdeles økt oppmerksomhet de siste årene. Begrepet har i psykologisk litteratur vært kjent som en dynamisk prosess som omhandler å tilpasse seg fysisk, psykologisk eller sosial motgang og kan lede til personlig vekst (Kleine et al., 2019). Innenfor organisasjonsadferd og ledelse har begrepet, som nevnt, blitt definert som en psykologisk tilstand hvor individer opplever vitalitet og læring på arbeidsplassen (Spreitzer et al., 2005). Forskingen bryter derfor med at tilstanden er avhengig av motgang for å oppstå, og tillegger forståelse for hvordan tilstanden er sosial forankret (Spreitzer et al., 2005), og dermed understreker viktigheten av å forstå arbeidskonteksten de ansatte opererer i. Dermed også, viktigheten av å inkludere relasjonelle karakteristikker i arbeidskonteksten for å forstå

begrepet thriving at work ytterligere (Kleine et al., 2019). Videre tilsier definisjonen at thriving at work er en psykologisk *tilstand* (state), som indikerer at thriving er dynamisk, kontra statisk, og kan dermed påvirkes. En slik tilnærming vil være verdifull for kultivering av organisasjoner, samt grunnlag for tilrettelegging for økt thriving på arbeidsplassen.

Porath et al. undersøkte hvorvidt thriving er dynamisk i form av å bli påvirket av arbeidskonteksten. Et viktig poeng ved denne studien var; *“if thriving scores were relatively constant across the two points in time, then we might infer that it is not influenced by the environment* (2012, p.269). Det de derimot fant, var at thriving både kan variere over tid, men også på tvers av arbeidslivet og livet utenfor (Porath m.fl., 2012). Slik bekreftes det at arbeidskonteksten påvirker de ansatte, både positivt og negativt, som viser til at vi må forstå hva arbeidskonteksten består av, for å kunne påvirke thriving at work.

Definisjonen forteller også at thriving på arbeidsplassen består av dimensjonene vitalitet og læring. Spreitzer et al. (2005) definerer den første dimensjonen som *“the positive feeling of having energy available, reflecting feelings of aliveness”*. Læring defineres som *“the sense that one is acquiring, and can apply, knowledge and skills”*. Ifølge Spreitzer et al. forklares dette ved at både vitalitet og læring er essensielle komponenter for progresjon i utvikling. Det hedonistiske perspektivet (subjektiv helse) viser seg gjennom vitalitet, ved at det legger vekt på at *“individuals seek out pleasurable experiences”* (Spreitzer et al., 2005, p.538). Mens læring viser seg gjennom det eudaimoniske perspektivet (personlig utvikling), som legger vekt på at *“individuals seek to realize their full potential as human beings”*. Ettersom man er avhengig av både vitalitet og læring for å kunne oppleve thriving, vil det si at selv om ansatte lærer og mestrer nye ting, kan de ikke oppleve thriving hvis de samtidig blir utslitt av arbeidet. Det samme gjelder hvis man føler seg energisk i arbeidet, men læringsutbyttet stagnerer, vil thrivingen være begrenset (Porath et al., 2012).

Spreitzer et al. så behovet for mer forskning på positiv organisasjonspsykologi ettersom *“much is known about the negative effects of work and work context on individuals, less is known about the positive influence that work contexts can have on employees, particularly in promoting employee development and health through individual thriving”* (2005, p.545). Som følge av dette, har flere forsket på hvilke årsaker (stimulus) som fører til thriving på arbeidsplassen (organisme), samt hvilke effekter (respons) som kommer av thriving på arbeidsplassen.

Spreitzer et al. (2005) så på hvordan vitalitet og læring har dype røtter i sosiale systemer, og at thriving derav ikke foregår isolert fra andre, men er avhengig av interaksjon. Slik som vitalitet defineres, vil den positive følelsen av å føle seg energisk, i praksis være avhengig av relasjonsbygging på arbeidsplassen. Læring innebærer søken etter å realisere sitt eget fulle potensial som menneske, og i praksis vil dette avhenge av sosiale interaksjoner på arbeidsplassen - under arbeid, snakk om arbeidet og observasjon av andres arbeid. Med en slik tilnærming ser man hvordan sosiale systemer er integrert i arbeidskonteksten, og hvordan individet blir påvirket av begge. Spreitzer et al. (2005) bidrar derfor til litteraturen med en utvidet forståelse for hvordan thriving på arbeidsplassen ikke bare er opp til organisasjonen, men også at individer selv har mulighet til å fremme det, og holder med andre ord nøkkelen til egen kapasitet til tilpasning - rett og slett ved å være bevisst på egen psykologisk tilstand, og tilpasse arbeidet deretter (for å øke følelsen av vitalitet og læring) (Spreitzer et al., 2005).

Tidligere forskning har funnet positive relasjoner med en rekke viktige organisatoriske faktorer (Shadid, Muchiri, Walumbwa, 2020, p.78) som career adaptability (Jiang, 2017), turnover intention (Chang, Busser & Liu, 2020), positive health (Walumbwa et al., 2018), job satisfaction (Zhou, Milia, Jiang & Jiang, 2020), task performance (Porath, Spreitzer, Gibson & Garnett, 2012) og til og med life satisfaction (Zhai, Wang & Weadon, 2020). Det er derfor ikke overraskende at organisasjoner har forsøkt å innføre metoder for å fremme thriving. Et eksempel på dette er Thrive@Hilton programmet som hjalp Hilton opp til toppen av Fortune 100 Best Companies to Work For. Dette beviser derfor at ledere kan skape en arbeidskontekst som fremmer thriving og tilpasse forhold for individuelle ansatte (Porath, Gibson, Spreitzer, 2022).

Basert på dette, forsøker denne studien å respondere på behovet for mer forskning på thriving at work (Paterson, Luthans & Jeung, 2014, s.443), i tillegg til behovet for å forstå forholdet mellom thriving og dets årsaker og effekter på lederskapsnivå, i team og på individuelt nivå (Kleine, Rudolph & Zacher, 2019). Også bygge ytterligere forståelse for thriving i reiselivskontekst, som viser seg å være manglende (Wu & Chen, 2019).

Studiens hovedfenomen thriving at work har blitt forklart, og nå skal studiens utvalgte årsaker (*hvordan*) og effekter (*hvorfor*) i relasjon til thriving at work forklares. Spesifikt blir årsakene (i) leadership autonomy support, (ii) work as a team, og (iii) employee engagement gjennomgått, og deretter effektene (i) service quality og (ii) organizational attractiveness.



## **1.2. Leadership autonomy support (LAS)**

For å reflektere lederskapsnivået er leadership autonomy support (LAS) inkludert som påvirker til thriving at work. LAS blir i denne sammenheng definert som «*employees' perceptions of the quality of their interpersonal relationship with their leader*» (Slåtten, Mutonyi & Lien, 2020, p.6). Som begrepet tilsier, innebærer LAS ledere som motiverer og oppmuntrer ansatte til å jobbe autonomt. LAS er bygd på 'self-determination theory' (SDT) som ser på opplevelsen av selvbestemmelse, og hvordan det fører til en indre driv og autonom motivasjon. Ansatte som er drevet av autonom motivasjon sies å "*behave with a full sense of volition and choice*" (Slåtten et al., 2020, p.6). Ledelsen er derav viktig ettersom det viser seg at det 'fyller' ansatte med indre motivasjon, og øker interessen og leder dem til å fokusere på deres prestasjon, ved å «*provide a meaningful rationale for doing the task, emphasise choice and acknowledge employees feelings and perspective*» (Gillet, Gagné, Sauvagère & Fouquereau, 2013, p.451).

Tidligere forskning har avslørt at når ansatte opplever det motsatte av autonomi på jobb, har det en skadelig innvirkning på thriving på arbeidsplassen. Chénard-Poirier, Morin, Boudrias & Gillet definerer 'destructive leadership behaviors' (DLB) som "*methods of influence directed towards followers and perceived as a sustained display of hostility and/or obstructiveness*" (2022, p.173). Ikke-autonome ledere gir minimal til ingen frihet, kontrollerer ansatte i alle steg, gir beskjeder i form av ordre, samt detaljerte beskrivelser som krav til hvordan arbeidet skal gjøres (Slåtten et al., 2020). Ifølge Chénard-Poirier et al. vil eksponering for DLB føre til "*lower levels of performance and organizational citizenship behaviors, family and life satisfaction, and work attitudes such as commitment and job satisfaction*" (2022, p.173), i tillegg til flere uønskede utfall som "*stress, negative emotions, counterproductive work behaviors, and turnover intentions*" (2022, p.173). Ikke-autonome ledere med destruktiv adferd har derfor lettere for å bli en kilde til stress blant ansatte, og begrenser dermed thriving.

Forskning på sosial læringsteori viser at menneskelig adferd blir påvirket av ens individuelle kognitive tanker, adferd og miljøet vi er i, samt interaksjonen mellom disse faktorene. Ansatte som følger sine ledere kan derfor oppleve endringer kognitivt og adferdsmessig når de observerer eller imiterer deres ledes adferd (Wu & Chen, 2019, p.123). Dette viser relevansen for å studere thriving på ledelsesnivå, og hvordan lederstilen kan påvirke de ansatte, og dermed også deres arbeid i team.

### **1.3. *Work as a team (TEAM)***

Work as a team er vist å kunne skape en kontekst for thriving at work, men hvorvidt det påvirker ansattes individuelle opplevelse av thriving kan variere (Porath et al., 2022). Det er derfor relevant å inkludere work as a team som studiens andre årsak til thriving at work. Basert på at thriving er sosialt forankret (Spreitzer et al., 2005) og at sosial læringsteori understreker hvordan ansatte kan bli påvirket av kollegers adferd (Wu & Chen, 2019), er det grunnlag for å undersøke om work as a team påvirker thriving. I denne sammenhengen er work as a team (TEAM) basert på Podsakoff, MacKenzie & Bommer (1996) og er definert som team bestående av kolleger som sammen setter forventninger til prestasjon, passende adferd og hvilken visjon man har av sine ledere.

Tidligere forskning viser at ansatte som har positivt forhold til teamarbeid opplever general satisfaction, commitment, trust, sportsmanship, og opplever lavere grad av role conflict. Arbeid i team har også vist seg å forbedre ansattes attitudes, role perceptions, og citizenship behaviors (Podsakoff et al., 1996).

I arbeid med høy sosial intensitet slik som i reiselivet, har forskere funnet at kollegaer har en effekt på ansatte (Tews, Michel & Ellingson, 2013). I slike sektorer må ansatte navigere seg i forhold til service-trekanten som omfatter komplekse maktforhold mellom dem selv, ledere og kunder (Sloan, 2012). Hvorvidt lederne påvirker team kan variere alt ettersom hvilke organisatoriske belønninger disse lederne kontrollerer (inntekt, arbeidsmengde, ansvarsområder) (Podsakoff et al., 1996). Det er derfor viktig å forstå relasjonen mellom støttende ledere og støttende ansatte, ettersom det kan påvirke arbeid i team, og derav ansattes individuelle opplevelse av thriving.

### **1.4. *Employee engagement (INENG)***

For å reflektere det individuelle nivået er employee engagement med som studiens tredje og siste årsak til thriving at work. Employee engagement (INENG) er i denne sammenheng definert som «*a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption*» (Schaufeli et al., 2005, p.522). Her menes det at *vigor* omhandler høyt energinivå under arbeid, hvor den enkelte må ha vilje til å investere innsats i arbeid og utholdenhet i møte med utfordringer. *Dedication* vil si følelse av entusiasme, inspirasjon, stolthet og utfordring. *Absorption* omhandler å være lykkelig oppslukt i arbeidet, hvor det oppleves som om tiden går fort og man vil ha vanskeligheter med

å skille seg fra arbeidet. Her regnes *vigor* og *dedication* som kjernedimensjonene for employee engagement, hvorav *absorption* er som en gunstig opplevelse og konsekvens av employee engagement (Schaufeli et al., 2005).

Forskning viser at mennesker som er entusiastiske over deres daglige arbeid har forutsetninger for å gjøre både arbeidet, men også arbeidslivet sitt bedre. Engasjement er tidligere også blitt løftet frem som suksesskriterium blant bedrifter (Slåtten & Mehmetoglu, 2011). For å kunne nå den positive arbeidsrelaterte sinnstilstanden av engasjement er det visse faktorer som må legges til rette for. Blant annet vil engasjement aktiveres når det er en psykologisk sikkerhet, som gjør det mulig for enkeltpersoner å uttrykke seg selv i en organisasjonssammenheng uten frykt for negative konsekvenser. For å få til dette må gode arbeidsrelasjoner være til stede. Dersom den ansatte opplever trygge omgivelser vil det tillate den ansatte til å være seg selv, og blir dermed i stand til å eksperimentere og utvikle relasjoner med andre organisasjonsmedlemmer (Fearon, McLaughlin & Morris, 2013).

Disse positive følelsene må til for å oppleve følelsen av vitalitet, altså det å føle seg tilstede og vital. Tidligere studier har også vist at engasjement tilrettelegger for høyere nivåer av thriving. Dette på bakgrunn av at engasjerte ansatte mer sannsynlig vil oppleve en følelse av thriving fordi de er kognitivt, fysisk og emosjonelt engasjerte i arbeidet sitt (Milosevic, Paterson & Bass, 2014).

Følelsen av å være verdifull og nyttig på arbeidsplassen er også viktig for å utvikle en følelse av personlig belønning og tilfredshet. Hvis ansatte oppfatter en tilpasning av personlige og organisatoriske verdier innenfor et klima av tillit, er det større sjanser for vellykket engasjement. Det å føle seg verdifull på arbeidsplassen vil dermed bidra til å øke følelsene av entusiasme og stolthet, som igjen bidrar til dedikasjonen til den ansatte. Opplevd organisasjonsstøtte er positivt linket til employee engagement, som igjen blir positivt linket til thriving at work. Dersom den ansatte føler seg verdsatt og fullt støttet av organisasjonen sin opplever de psykologisk, sosialt og følelsesmessig velvære. Denne tilstanden fører dem til et høyt engasjement i sitt arbeid (Fearon et al., 2013). Dette viser flere måter organisasjoner kan arbeide for å kultivere for thriving at work, gjennom å styrke employee engagement hos ansatte.

### **1.5. Service quality (QUAL)**

I denne studien er service quality testet som en av to effekter av ansattes thriving at work. Service quality (QUAL) blir her definert som *“an employee’s personal evaluation of the service quality that he or she delivers to customers”* (Slåtten et al., 2011, p.207). Det er derfor interessant å undersøke om thriving påvirker hvordan ansatte oppfatter kvaliteten på det arbeidet de selv utfører og leverer til kundene. I tillegg til den ansattes oppfatning av egen service kvalitet vil kundenes oppfatning av opplevd service quality være viktig å ta stilling til. Linken mellom disse to kan gi den ansatte en indikasjon om han eller hun passer til denne type jobb (Slåtten et al., 2011).

Tidligere forskning viser også at ansatte som oppfatter sin egen service som god er mer tilfreds, som igjen fører til økt service quality, og ytterligere customer satisfaction. Som igjen leder til customer loyalty, og dermed også øker potensialet for økt profitt og vekst for organisasjonen (Slåtten, 2008). Det er altså også en link mellom customer satisfaction og employee satisfaction, i tillegg til at ansattes job satisfaction har positiv effekt på service quality (Schneider & Bowen, 1993). Det vil derfor være viktig for potensielle kunder, at bedriften organiserer aktiviteter internt, som øker ansattes tilfredshet og derav leveranse av service kvalitet.

### **1.6. Organizational attractiveness (ORGATT)**

Videre i denne studien er organizational attractiveness testet som studiens andre og siste effekt av thriving at work. Organizational attractiveness (ORGATT) er her definert som *«current employees’ overall attitude concerning whether their organization is an attractive employer»* (Mutonyi, Slåtten, Lien & González-Piñero, 2022, p.5).

Tidligere forskning viser at ansatte som opplever organisasjonen som attraktiv er fire ganger mer villig til å legge inn ekstra arbeid i sin arbeidsrolle (Benioff M. Fortune). En slik oppfatning kan innebære både immaterielle og materielle attributter som relasjonelle og økonomiske. Det kan også avhenge av hvorvidt den ansatte føler på psychological contract til organisasjonen (Trybou, Gemmel, van Vaerenbergh & Annemans, 2014). Det vil si *“individual’s beliefs regarding terms and conditions of the exchange between the individual and his or her organization”* (Rousseau, 1990, p.1).

Lignende konsepter er job satisfaction som betyr *“a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experience”* (Milosevic, Paterson & Bass,

2014, p.8). Ansatte som opplever arbeidsplassen som et bra sted å jobbe og at de hører til, vil sannsynligvis resultere i lavere risiko for at de ønsker å forlate organisasjonen (Anjum, Marri & Khan, 2016).

### ***1.7 Litteraturoversikt***

For å finne litteraturen til denne studien, ble det elektroniske biblioteket som er databasen Oria tatt i bruk. I tillegg til dette, ble databasen Google Scholar brukt for å få ytterligere tilgang på relevant forskning. I databasene ble flere engelske søkeord brukt, slik som; thriving at work, engagement, leadership autonomy support, supportive coworker behavior, servicequality, job satisfaction, turnover intentions og burnout. Disse søkeordene hjalp å finne et stort utvalg artikler, som ble relevant både som inspirasjon, og til faktisk bruk i studien. Spreitzers (m.fl., 2005) modell ble naturligvis grunnmuren i studien, i likhet med mange andre studier på samme begrep i litteraturen (se Tabell 1). Meta-analysen av Kleine et al. (2019) var til stor hjelp for å få oversikt over hvilke forhold som allerede var blitt studert, samt sammenhengen mellom dem. Det samme gjelder Shadid et al. (2020) som bidro med en grundig gjennomgang av den eksisterende litteraturen om thriving, hovedsakelig basert på tidsskriftartikler publisert mellom 2005 og 2020. Disse studiene, sammen med flere andre, er illustrert i Tabell 1. nedenfor, som har vist seg å være essensielle for denne studiens gjennomførelse.

**Tabell 1. Litteraturoversikt**

Forfatter	Definisjon	Hva studeres	Funn
Spreitzer, Sutcliffe, Dutton, Sonenshein, Grant (2005)	«A positive psychological state characterized by a joint sense of vitality and learning at work”	Kvantitativ studie hvor thriving at work defineres, og hva som kan gjøres for å fremme thriving at work er diskutert for å bidra til bærekraftighet.	Individuell thriving fører til kollektiv thriving. Individuer kan bevare thriving over lengre tid ved å være med å forme arbeidskonteksten og fungere som motorer for thriving på arbeidsplassen.
Porath, Spreitzer, Gibson, Garnett (2012)	«A positive psychological state characterized by a joint sense of vitality and learning at work”	Kvantitativ studie som ser på thriving i korte perioder, over tid, og i ulike kontekster.	Thriving er skiller seg teoretisk fra <i>positive affect, core- self evaluations, proactive personality, learning goal orientation, performance prove-orientation</i> og <i>performance avoid orientation</i> . Thriving er positivt relatert til <i>career development initiative, individual job performance, general health, leadership effectiveness</i> . Thriving er negativt relatert til <i>strain</i> . Thriving varierer over tid ettersom aspekter av livet til individer endrer seg. Thriving varierer på tvers av arbeidsliv og livet utenfor.
Kleine, Rudolph, Zacher (2019)	«A positive psychological state characterized by a joint sense of vitality and learning at work”	Kvantitativ studie av teoretisk bakgrunn, metoder og resultater som har sammenheng med eksisterende studier på thriving at work.	Thriving på arbeidsplassen er assosiert med individuelle og relasjonelle karakteristikk som; <i>psychological capital, proactive personality, positive affect, work engagement, supportive co-worker behavior, supportive leadership behavior, perceived organisational support, burnout, commitment</i> og <i>performance-related outcomes</i> som <i>task performnace</i> .
Chang, Busser, (2019)	“Employees experiencing vitality and learning jointly at work are thriving”	Kvantitativ studie av employee career retention i serveringsindustrien.	Det er en kritisk ‘mediation role of thriving for workplace contextual factors and employee career tetention’. Både PCF og POS påvirker thriving positivt, som også påvirker ‘career satisfaction’ positivt, og ‘influenced career turnover intention’ negativt.
Shadid, Muchiri, Walumbwa (2021)	“The psychological state in which individuals experience both a sense of vitality and a sense of learning at work”	Årsaker og effekter av thriving at work, samt eksisterende gap i litteraturen.	Hvordan kontekstuelle faktorer (transformational leadership, organisational virtuousness) er årsaker til thriving, som foreslår en mulig retning for videre studier på thriving assosiert med psychological empowerment, psychological capital og innovative work behavior.
Riaz, Xu, Hussain (2019)	“psychological state in which individuals experience both a sense of vitality and learning at work”	Kvantitativ studie som fokuserer på thriving at work sin effekt på innovativ behaviour blant ansatte i en global investeringsfirma.	Thriving at work forbedrer innovativ behaviour. Individets thriving at work blir forbedret og svært effektiv når “weak ties relate heedfully. The reason is that weak ties have a less emotional attachment and interaction; the way to learn from weak ties can be heedful related work.”
Carmeli & Spreitzer (2009)	“the joint experience of a sense of learning (growing and getting better at what one does at work) and a sense of vitality (feeling energized and alive at work)”	Kvantitativ studie som undersøker hvordan tillit, ‘connectivity’ og thriving driver ansattes innovative behaviour på arbeidsplassen blant ansatte på tvers av en rekke jobber og bransjer	en sekvensiell meklingsmodell (mediation model) der ‘connectivity’ formidler forholdet mellom tillit og thriving, og thriving formidler forholdet mellom connectivity og innovativ arbeidsatferd.

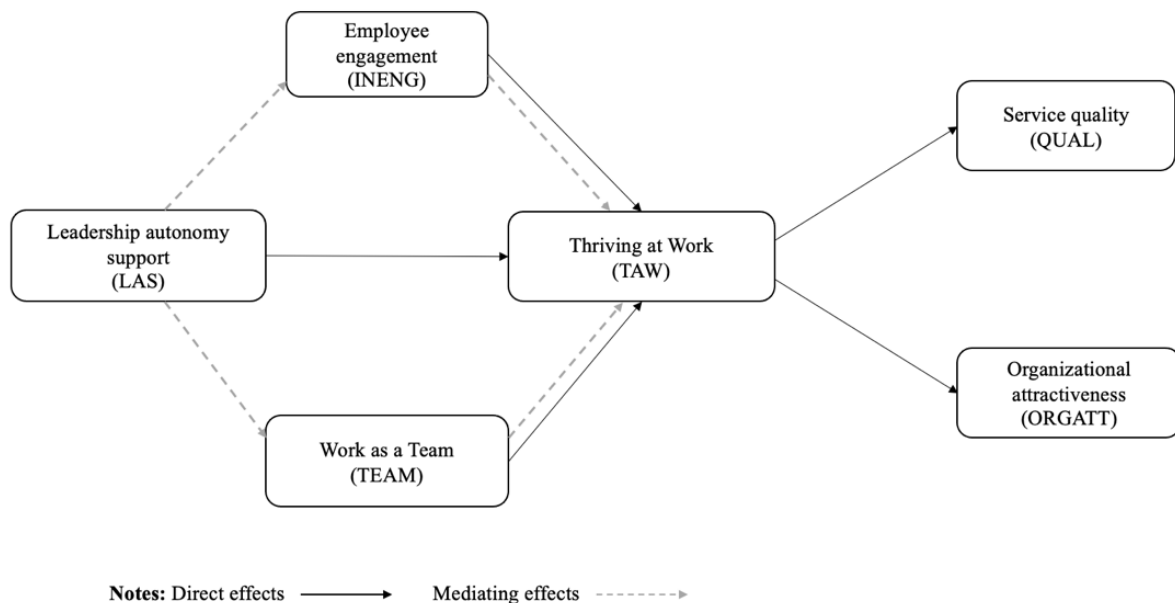
Xu, Loi & Chow	"positive psychological state in which employees experience both a sense of learning (i.e., acquiring and applying new knowledge and skills) and vitality (i.e., having energy and zest)"	Kvantitativ studie som utvikler en thriving modell for å redegjøre for dynamikken i proksimale og distale arbeidskontekster der butikkmedarbeidere er (embedded).	høykvalitets utvekslingsforhold mellom leder og medlemmer gjør det mulig for ansatte å føle fremgang og føle seg energiske på jobben. "
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### 1.8. Studiens konseptuelle modell

Basert på eksisterende teori og behovet for videre forskning (se Tabell 1), ble studiens konseptuelle modell (se Figur 1) utviklet. Modellen forsøker å besvare hvordan og hvorfor en bør kultivere for ansattes opplevelse av thriving.

På venstre side finner man de tre årsakene (hvordan) som testes som trigger til thriving at work: (i) leadership autonomy support, (ii) work as a team, og (iii) employee engagement. På høyre side finner man de to effektene (hvorfor) som testes som respons av thriving at work: (i) service quality og (ii) organizational attractiveness.

**Figur 1.** Studiens konseptuelle modell



## 2. Metode

I et forskningsprosjekt planlegger man prosjektet med utgangspunkt i problemstillingen. Det er viktig å finne ut av undersøkelsens hvem, hva, hvor og hvordan. Forskningsdesign er den faglige konteksten for en beskrivelse av akkurat dette (Thagaard, 2018).

Forskningsdesignet kan defineres som det overordnede rammeverket for en studie (Thrane, 2018). Det er ulike typer for forskningsdesign vi kan skille mellom; eksplorerende, deskriptiv og kausal design (Selnes, 1999). Eksplorerende design er et forskningsdesign som blir brukt dersom man står over et fenomen som man ønsker å vite mer om, men har ingen klare oppfatninger om hvordan det skal analyseres. Dette designet benyttes også dersom problemstillingens karakter er uklar og man ikke kan sette opp klare hypoteser. Det som kjennetegner eksplorerende design er at det ofte brukes som pilotundersøkelse, og gir data som ikke kan generaliseres (Selnes, 1999). Deskriptiv design har et formål om å finne sammenhenger mellom en eller flere variabler eller begreper. Hensikten er å få frem en kvantifisert beskrivelse av et fenomen, og forutsetter at problemstilling er klart definert, og det må være klare hypoteser om hvordan begrepene og variablene påvirker hverandre og en definert populasjon (Selnes, 1999). Kausal design er til for å måle årsakssammenhenger. Det vil si at en variabel påvirker en eller flere andre variabler. Årsakssammenhenger skjer når det kan påvises at en hendelse fører til at en annen hendelse inntreffer, eller at den virker inn på hvordan den andre hendelsen arter seg (Johannessen, 2016).

I denne studien undersøkes årsaker og effekter av thriving at work, og det undersøkes dermed en kvantifisert beskrivelse av fenomenet thriving at work i reiselivsnæringen, og dermed brukes det deskriptivt design.

Neste fase for undersøkelsen vil være å velge den metoden som er relevant i forhold til problemstillingen. Metode er en spesiell måte å stille spørsmål og samle inn informasjon på. Det er med andre ord det verktøyet man bruker for å få ny sann kunnskap. I samfunnsvitenskapelig metode kan det skilles i to tilnærminger, kvalitativ og kvantitativ metode (Johannessen, 2016).

Kvalitativ metode retter oppmerksomheten mot hvordan vi lever våre liv innenfor en sosial kontekst. Ved hjelp av kvalitativ metode oppnår man en dypere forståelse av sosiale fenomener, som eksempelvis menneskeskapte situasjoner som sosiale klasser og maktforhold i samfunnet. Ved hjelp av denne metoden oppnår forskeren ofte nær kontakt med informantene. Den kvalitative tilnærmingen vektlegger prosesser og mening som ikke kan måles i kvantitet eller



frekvens, men fokuserer mer på innsamling via tekst (Thagaard, 2018). I den kvalitative metoden er man mindre opptatt av årsakssammenhenger og mer opptatt av å forstå eller beskrive hvordan mennesker oppfatter verden. I kvalitative metoder skjer datainnsamling gjennom intervju eller observasjoner (Johannessen, 2016).

Kvantitativ metode studerer fenomeners utbredelse og antall, og kan omfatte store utvalg. Denne metoden er opptatt av statistisk samfunnsforskning og utføring av statistiske analyser for å kunne si noe om mønster. Resultatene i denne tilnærmingen kan uttrykkes ved tall og statistikk. Forskningen er et søk etter ny sann kunnskap, basert på empiri (Thrane, 2018). Kvantitative metoder dreier seg om tall, der det må bli benyttet kunnskap om statistiske prosedyrer for å analysere funnene. Spørreundersøkelser er eksempel på kvantitativ tilnærming (Johannessen, 2016).

Forskjellene på disse to metodene er at den kvantitative tilnærmingen har mange enheter, og en distanse til de som studeres. Det brukes en strukturert datainnsamling der alle får en lik presentasjon av spørsmålene. Det blir benyttet statistiske analyseteknikker, som SPSS eller Stata, som kan måle sammenhenger i datamateriale. Med andre ord vil den kvantitative tilnærmingen kartlegge at noe skjer. I motsetning til dette vil den kvalitative tilnærmingen kartlegge mer om hvorfor eller hvordan noe skjer. Her er det færre enheter og forskeren får en nærhet til de som studeres. Ved hjelp av denne metoden kan man få tak i informanter som gir relevante opplysninger i det temaet man undersøker. Datainnsamlingen er fleksibel og spørsmål kan tilpasses og justeres underveis (Johannessen, 2016). Den kvantitative metoden gir oss innsikt i at det er en sammenheng i form av tall ved hjelp av et representativt utvalg for reiselivsnæringen.

## ***2.1. Datainnsamling***

Valget av metode er fundamentet for valget av metode for datainnsamlingen. Det mangler studier på reiselivet i forbindelse med thriving at work. I tillegg er det, etter forfatterens erfaring, ikke forskning å finne på thriving at work både i skandinavisk kontekst og innad i reiselivsnæringen. Ettersom denne studien har som mål å forstå hvordan og hvorfor man bør kultivere for ansattes opplevelse av thriving at work i reiselivsnæringen, ble det valgt å undersøke ansatte som jobber i reiselivsnæringen som utvalgsstrategi. Innsamling av data fra reiselivsnæringen ble gjort ved hjelp av en kvantitativ metode, gjennom digitale spørreskjemaer basert på eksisterende litteratur. For å dekke reiselivsnæringen inkluderte

spørreskjemaet følgende syv kategorier: hoteller/overnatting, restaurant/kafé, transport, museer/attraksjoner, turistinformasjon/reisebyråer, aktivitetsbaserte bedrifter og andre. Denne kategoriseringen ble gjort for å inkludere så mange som mulig.

Spørreskjemaet ble utformet med forhåndsbestemte svaralternativer for å standardisere det. Dette er en måte å oppdage likheter og variasjoner i respondentenes svar (Johannessen, 2016), og derfor ble standardiserte spørreskjemaer valgt som tilnærming (se spørreskjema som vedlegg 10.). I tillegg er det en måte å samle data fra et stort antall enkeltpersoner på kort tid. Standardiseringen gir også muligheter for å generalisere resultater basert på utvalget hvis det er representativt for populasjonen (Johannessen, 2016).

På grunn av COVID-19 ble mange virksomheter i reiselivsnæringen tvunget til å permittere ansatte, og noen gikk til og med konkurs. Etter å ha kontaktet flere virksomheter, ble utfordringer møtt når det gjaldt viljen til å svare på spørreskjemaet. Pandemien COVID-19 begrenset også mulighetene for fysisk møte med ansatte og virksomheter, noe som førte til at spørreskjemaet ble delt online i sosiale medieplattformer som Facebook-grupper for ansatte i reiselivet (se Tabell 2). Målet var å få svar fra alle syv kategorier og omtrent 400 respondenter. Resultatet ble svar fra alle syv kategorier og totalt 346 respondenter (se resultatet fra bakgrunnsvariablene, vedlegg 2) . Med tanke på utfordringene med COVID-19-pandemien og den begrensede tiden, var dette et tilfreds resultat med svarprosent på over 80%.

**Tabell 2.** Oversikt over bedrifter/forum hvor spørreundersøkelsen ble delt

<b>Bedrifter</b>	<b>Forum / grupper</b>
<ul style="list-style-type: none"> <li>▪ Destinasjon Lofoten</li> <li>▪ Visit Ballstad</li> <li>▪ Visit Lillehammer</li> <li>▪ Sakrisøy Gjestegård</li> <li>▪ Reine Rorbuer</li> <li>▪ Ure Rorbuutleie</li> <li>▪ Hemmingodden Lodge</li> <li>▪ Solsiden Brygge</li> <li>▪ Kremmervika Havn</li> <li>▪ XXLofoten</li> <li>▪ Lofoten Links</li> <li>▪ Innovasjon Norge</li> <li>▪ Ove Gjesdal</li> <li>▪ Walaker Hotell</li> <li>▪ Eikum Hotell</li> <li>▪ Hofslund Fjord hotell</li> </ul>	<ul style="list-style-type: none"> <li>• Reiseliv og markedsføring på Høgskolen i Innlandet</li> <li>• Jobbe innenfor reiseliv?</li> <li>• Reiselivsledelse HINN</li> <li>• Storhove studenthjem</li> <li>• Reiseliv ved HINN 2018-2021</li> <li>• Reiseliv og markedsføring på Høgskolen i Innlandet</li> <li>• Reiselivsforum</li> <li>• Jobb i Reiseliv</li> </ul>

<ul style="list-style-type: none"> <li>▪ Quality hotell Sogndal</li> <li>▪ Leikanger Fjordhotell</li> <li>▪ Vesterland Feriepark</li> <li>▪ Timberlid Hytter</li> <li>▪ Visit Norway/Sognefjord</li> </ul>	
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Ansatte i reiselivsvirksomheter vil representere populasjonen, der respondentene på undersøkelsen er utvalget av populasjonen. For å sikre oss et mer sannsynlig representativt utvalg må sannsynlighetsutvalg til. Sannsynlighetsutvalg går ut på at utvelgelsen av representative utvalg er trukket med tilfeldighet eller randomisering. Det garanterer ikke representative utvalg, men gir stor sannsynlighet for at utvalget er representativt. Den sannsynlighetsutvelgelsen som ble tatt i bruk er enkel tilfeldig trekning, der respondentene har tilfeldig blitt trukket fra populasjonen, og har like stor sannsynlighet for å bli trukket ut (Johannessen, 2016). Som nevnt, endte det med 346 svar.

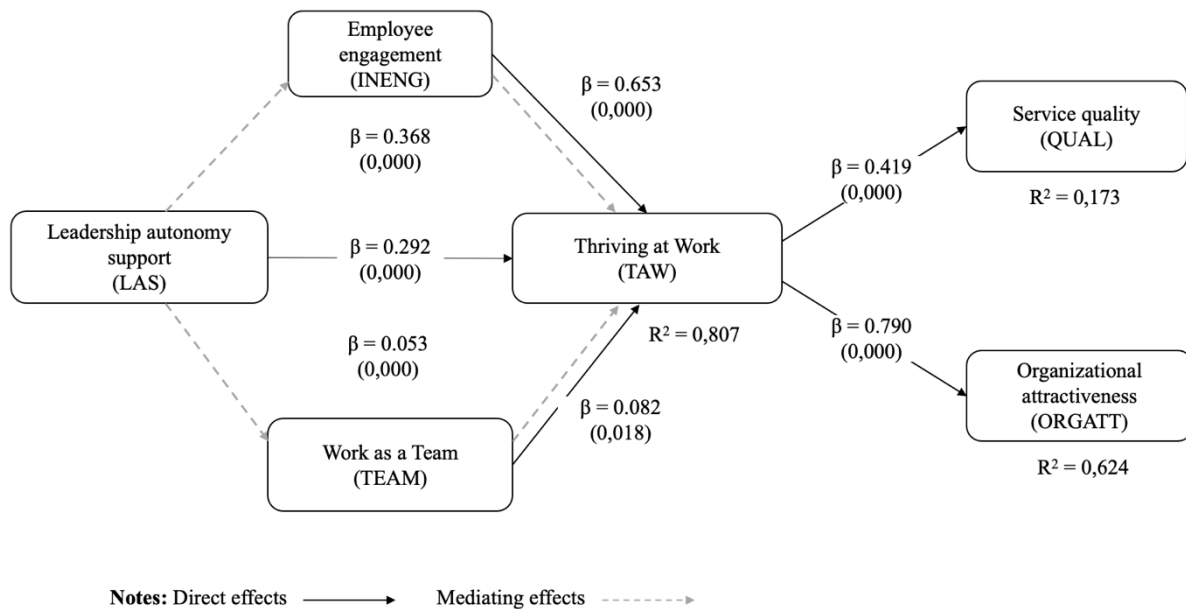
Blant respondentene var 71% av andelen kvinner, og de resterende 29% menn. Gjennomsnittsalderen blant utvalget er født i 1982, med en ekstremt spredt variasjon blant de eldste og de yngste som har deltatt på undersøkelsen. Den største andelen av respondentene (34.7%) jobber innenfor Hotell- og overnattingsbedrifter etterfulgt av ansatte i restaurant og kafe (18.8%). En av spørsmålene respondentene ble spurt om å ta stilling til var i hvor stor grad de har kundekontakt i arbeidet sitt. Hele 73.7% av respondentene svarte at de hadde høy grad av kundekontakt. 72.2 % av utvalget har heltidsstillingen, mens 18.8% jobbet deltid. Utfyllende og mer detaljert informasjon om bakgrunnsvariablene er å se i vedlegg 2.

## **2.2. Dataanalyse**

I utviklingen av spørreskjemaet ble engelsk litteratur oversatt til norske spørsmål, for å nå ut til norske ansatte i reiselivsnæringen. Resultatene av datainnsamlingen ble senere analysert ved bruk av partial least-squares structural equation modeling (PLS-SEM), ettersom studien ønsker å forstå flere relasjoner, på flere nivåer. PLS-SEM brukes for å teste konseptuelle modeller i SmartPLS 3 software. For å teste mediatoreffekter, blir en bootstrapping test gjort for å avgjøre hvorvidt det er direkte og indirekte effekter som er statistisk signifikant for å avgjøre slik mediatoreffekt. Ved bruk av bootstrapping øker reliabiliteten og validiteten av resultatene. Her er modellen kapasitet til å predikere resultater viktig, hvor resultatenes reliabilitet og convergent validity, i tillegg til discriminant validity anses som viktigst (Hair,

Hult, Ringle & Sarstedt, 2017). Flere av resultatene fra PLS-SEM analysen er presentert i Figur 2.

**Figur 2.** Resultatene fra studiens strukturelle modell



### 2.3. Metodekritikk og refleksjon

Ved forskning er det viktig å følge etiske prinsipper og juridiske retningslinjer. Spesielt innad samfunnsforskning hvor det direkte berører enkeltmennesker og forhold mellom mennesker, slik som informantens rett til selvbestemmelse og autonomi. Dette vil si at den som deltar på undersøkelsen skal kunne bestemme over sin deltakelse og gi frivillig samtykke til å delta (Johannessen, 2016). Det har derfor vært viktig å ta i bruk sikre plattformer som Nettskjema ([www.nettskjema.no](http://www.nettskjema.no)), hvor respondenten bli informert i forkant om undersøkelsens hensikt, samt at svarene forbeholdes anonyme. Dette grunnet at Nettskjema gjennomfører automatisk sletting av IP adresser som gjør det mulig å sikre komplett anonymitet. Respondenter kan ikke velge å gå videre før de har lest gjennom informasjonen og gitt sitt samtykke for å delta i spørreundersøkelsen.

Spørreskjemaet ble levert og godkjent av The Norwegian Centre for Research and Data (NSD) under prosjektnummer 694704, og studien kan derfor sies å følge de etiske retningslinjene satt av NSD (se vedlegg 1).

Ettersom studien møtte på utfordringer grunnet pandemien COVID-19, er det verdt å nevne at resultatene kan ha annet utfall hvis studien ble gjennomført i nyere tid hvor pandemien ikke er tilsynelatende like utbredt og færre er permittert, og tilbake eller tilsatt i arbeid i reiselivsnæringen. En slik pandemi kan tenkes å ha effekt på ansattes opplevelse av trivsel på arbeidsplassen, og det hadde dermed vært interessant å se forskjellene fra tidligere resultater og eventuelle nye resultater i nåtid.

Thriving at work er definert som en dynamisk tilstand, og det tilsier dermed at den kan endre seg, det er derfor relevant å vurdere flere tester på ulike tidspunkter. Her kunne det også vært vurdert å undersøke mulighetene for kvalitativ metode, for å gå enda mer i dybden på hvordan og hvorfor det bør kultiveres for ansattes opplevelse av thriving at work.

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# How and why should one cultivate employees experience of thriving at work?

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## **Abstract**

In the hospitality industry, which operates in a dynamic and rapidly changing environment, the employees are pivotal for the success of an organization. Despite the growing significance of research on hospitality in the economies of many countries, research on thriving at work (TAW) within the hospitality industry remains largely insufficient. This paper aims to propose a multilevel framework that explains the cultivation of employees' experience of thriving at work. Specifically, the three factors (i) leadership autonomy support, (ii) work as a team and (iii) employee engagement as antecedents of TAW (*how*), as well as the following two effects (i) service quality and (ii) organizational attractiveness as consequences of TAW (*why*).

The study gathered data from 346 employees working in the hospitality industry. PLS-SEM were used to maximize the explained variance of variables in a structural model. The results revealed that leadership autonomy support, work as a team and employee engagement have positive impacts on thriving at work. Moreover, thriving at work has positive effects on service quality and organizational attractiveness. Additionally, both work as a team and employee engagement were found to mediate the relationship between leadership autonomy support and thriving at work. This paper contributes theoretically to the field of hospitality research by enhancing our understanding and insights into the concept of thriving at work. As well as practical implications for managers.

## **Keywords:**

Thriving at work, leadership autonomy support, work as a team, employee engagement, service quality, organizational attractiveness.

## 1. Introduction

In an increasingly competitive and innovative workplace like in the hospitality industry, employees are often accompanied by stress, emotional exhaustion, and other negative outcomes due to low wages, heavy workload and emotional labor. Thus, leaders play a key role in encouraging and supporting employees to perform well at workplace (Wu & Chen, 2019, p.123). The literature focusing on services has largely emphasized the fundamental role of employees in service organizations such as the hospitality industry, as the employee's core activity is the interaction with the organizations customers. As frontline employees are "*the service, the organization, the brand and the marketers.. in the eyes of the customers*", they should be in the center of managerial tasks (Slåtten, Svensson & Sværi, 2011, p.270) to achieve effective and high-quality service (Wu & Chen, 2019).

Recently, literature has suggested that managers in organizations should proactively foster an environment that promotes employee thriving in the workplace. Thriving at work is understood as "*a psychological state in which individuals experience both a sense of vitality and a sense of learning at work*" (Spreitzer, Sutcliffe, Dutton, Sonenshein & Grant, 2005, p.538). Prior empirical research in the field of business management has revealed several favorable factors that contribute to thriving at work. These factors include organizational support (Abid, Zahra & Ahmed, 2015), proactive personality (Jiang, 2017), servant leadership (Walumbwa et al., 2018), unit contextual features and resources (Spreitzer et al., 2005), as well as fairness perception and trust (Abid, Contreras, Ahmed & Qazi, 2019).

In addition, previous studies have found positive associations with various outcomes, such as career adaptability (Jiang, 2017), turnover intention (Chang, Busser & Liu, 2020), positive health (Walumbwa et al., 2018), job satisfaction (Zhou, Milia, Jiang & Jiang, 2020), task performance (Porath, Spreitzer, Gibson & Garnett, 2012) and even life satisfaction (Zhai, Wang & Weadon, 2020). Therefore, organizations have been quick to adopt practices that promote employees thriving. An example of this is the Thrive@Hilton programme which helped Hilton rise to the top of Fortune 100 Best Companies to Work For. This confirms that managers can create a general climate that promotes thriving and customize conditions for individual employees (Portah et al., 2022).

In broader psychological literature, thriving is known as a dynamic process of adapting to physical, psychological, or social adversity (Kleine, Rudolph & Zacher, 2019). However, as mentioned, researchers within organizational behavior and management domain, thriving at

work is regarded as “a psychological state in which individuals experience both a sense of vitality and a sense of learning at work” (Spreitzer et al., 2005, p.538). Employees who thrive at work exhibit personal growth by feeling energized and alive (vitality), and continuously acquiring and applying knowledge (learning) (Kleine et al., 2019).

There is limited understanding of the role of thriving in the workplace, as highlighted by Paterson, Luthans, & Jeung (2014, p. 443), who state that thriving has been understudied. In this study, we aim to address this gap by focusing on both the antecedents and consequences. As thriving at work is socially embedded, we consider three levels as relevant. Specifically, the individual level will be reflected in employee engagement. The team level will be reflected in work as a team. Also, the leadership level will be reflected in leadership autonomy support. These three will be studied individually and in combination, in relation to thriving at work. Additionally, the process through which thriving at work leads to these outcomes (e.g. positive health) is also understudied (Walumbwa, Muchiri, Misati, Wu & Meiliani, 2018). We therefore seek to explore more effects of thriving at work to understand the process. Specifically, service quality and organizational attractiveness is to be examined.

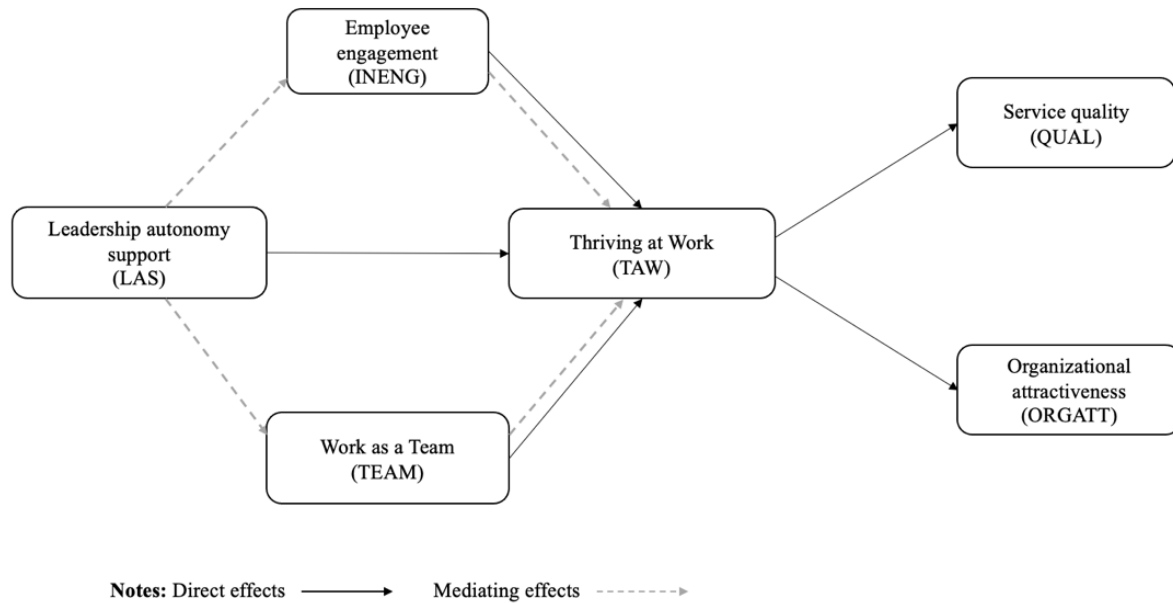
This article therefore responds to the need for research on the relationship between thriving and its antecedents and outcomes at leadership, team and individual level, as researchers have reported beneficial effects of thriving at both collective and individual level (Walumbwa et al., 2018; Kleine et al., 2019). This article focuses an individual level of thriving at work and examines the antecedents and effects to better understand how and why one should cultivate for employee’s experience of thriving at work.

Subsequently, the current study both responds to a neglected area in hospitality research and makes an overall contribution to the focus on thriving at work. While this study also makes a theoretical contribution, it is also practical, since it may advance managers’ understanding in hospitality organizations of what drives thriving at work from the employee’s perspective.

Based on existing theory and the need for further research, the conceptual framework in Figure 1 was created. There are three factors to be tested as antecedents (*how*), and two factors to be tested as consequences (*why*), for cultivating employees experience of thriving at work. To study factors on three levels (leadership, team, individual), the following three antecedents were chosen: (i) leadership autonomy support, (ii) team and (iii) employee engagement. In addition, the following two consequences (i) service quality and (ii) organizational

attractiveness were included to better understand the process through which thriving leads to such outcomes.

The introduced concepts and theories will be further elaborated along with the studies proposed hypothesizes and their reasoning. This article is therefore structured based on the conceptual model shown in Figure 1.



**Figure 1.** The conceptual framework.

## 2. Theory and hypotheses

The following structure is based on the need for research on the relationship between thriving and its antecedents and outcomes at leadership, team and individual level (Kleine et al., 2019, p.992). Moreover, firstly elaborating on the main concept thriving at work, before continuing to the three antecedents: (i) leadership autonomy support, (ii) work as a team and (iii) employee engagement, and then elaborating on the two consequences of the study: (i) service quality and (ii) organizational attractiveness. Finally, the hypothesizes of the study will be summarized.

## **2.1. The concept of thriving at work (TAW)**

As presented in Figure 1, the main focus of this study is thriving at work. Thriving at work is defined by Spreitzer et al. as “*the psychological state in which individuals experience both a sense of vitality and a sense of learning at work*” (2005, p.538). This vitality and learning are known in literature to root in psychological process of personal growth (Porath, Spreitzer, Gibson & Garnett, 2012). Vitality is defined as the positive feeling of having energy available, reflecting feelings of aliveness. Learning is defined as the sense that one is acquiring, and can apply, knowledge and skills (Spreitzer et al., 2005, p.538). The hedonic perspective (subjective health) is shown through vitality and includes that individuals seek out pleasurable experiences, whilst the eudemonic perspective (personal growth) is shown by individuals seeking to realize their full potential as human beings. This forms an image of employees experiencing thriving at work.

For employees to thrive, researchers have found several individual characteristics (e.g. psychological capital, core-self-evaluation, proactive personality, perceived stress, and work engagement) as influencing antecedents, as well as relational characteristics (e.g. heedful relating, supportive coworker behavior, empowering leadership, transformational leadership, perceived organizational support and trust) (Kleine et al., 2019).

The effects of whether employees experience thriving at work is shown in health-related outcomes (e.g. subjective health, burnout), job attitudes (e.g. job satisfaction, commitment, positive attitudes toward self-development, turnover intentions) and performance-related outcomes (e.g. task performance, organizational citizenship behavior, creative performance) (Kleine et al., 2019).

In relation to the study’s main concept of thriving at work, the following factors were chosen to test the relations between them.

## **2.2. Antecedents of thriving at work**

In this study, the following three antecedents (i) leadership autonomy support, (ii) work as a team, and (iii) employee engagement is proposed as important factors to how ones should cultivate for employees’ thriving at work.

### ***2.2.1. Leadership autonomy support (LAS)***

In relation to the leadership level as shown in Figure 1, the factor leadership autonomy support is presented. Leadership autonomy support (LAS) is defined as the employee's perceptions of the quality of their interpersonal relationship with their leader in the way they stimulate, motivate, and encourages them to work autonomously (Slåtten, Mutonyi & Lien, 2020, p.6). Such leaders contribute to safe work contexts in which employees feel encouraged to take risks and learn from the experiences they make (Kahn, 1990). Employees who are driven by autonomous motivation is according to literature behaving with a full sense of volition and choice (Slåtten et al., 2020). Employees experience individualized support generally trust their leaders more, are better sports, more satisfied, productive, altruistic, conscientious, courteous, experience more role clarity and less role conflict, and exhibit more civic virtue (Podsakoff, MacKenzie & Bommer, 1996).

LAS is built upon the self-determination theory (SDT) which means that employees who are motivated to be autonomous behaves with a full sense of volition and choice (Slåtten et al., 2020, p.6). It goes to show how leaders are important, as they can influence employee's motivation, increase interest and lead them to focus on their performance by providing a meaningful rationale for doing the task, emphasize choice and acknowledge employees feelings and perspective (Gillet, Gagné, Sauvagère & Fouquereau, 2013, p.451).

As mentioned in the introduction, hospitality employees are often affected by stress, emotional exhaustion and other negative outcomes. Literature on social learning theory shows that leaders can play a key role in preventing these outcomes, as human behaviors are influenced by individuals cognitive, behavioral, and environmental factors along with interactions between these factors (Wu & Chen, 2019). It is therefore reason to believe that there is an exchange in norm and reciprocity between the employees and the organization, and that autonomously supportive leaders engage employees and influence their work performance. Based on this, the following hypothesis is made:

**H1.** LAS is positively related to TAW.

### **2.2.2. Work as a team (TEAM)**

In relation to exploring antecedents to thriving at work on multiple levels, as shown in Figure 1, work as a team is included as a factor. Working in teams predicted as an opportunity to create a context for thriving at work, but whereas it influences the employees individual experience of thriving at work can vary (Porath et al., 2022). In this context, work as a team is defined based on Podsakoff, MacKenzie & Bommer (1996) as teams of colleagues who set expectations to performance, appropriate behavior, and the vision they perceive of their organization.

In work context employees often work with other people, more specific colleagues. Working in teams is based on group cohesiveness which moderates the impact of individualized support on employee satisfaction. Group members may set expectations for performance and appropriate behavior, and possibly even have different vision that of the leader. How much this group follows the leader may depend on in which extent this leader controls important organizational rewards (e.g. income, workload, responsibilities). Group cohesiveness is found to be positively related to employees' general satisfaction, commitment, trust, sportsmanship, and courtesy, and negatively related to employees' perceptions of role conflict. Literature shows that cohesive groups improve employees' attitudes, role perceptions, and citizenship behaviors (Podsakoff, MacKenzie & Bommer, 1996).

When work has high social intensity, researchers found that colleagues have an effect on employees (Tews, Michel & Ellingson, 2013), and in the context of hospitality industry, larger parts of the work is being in contact with individuals who either needs help, a product or a service. In addition, colleagues have several shared experiences at work which can lead to function as each other's source of support (Sloan, 2012). Supportive coworker behavior is the care and consideration that individuals receive from other organization members (Mossholder, Settoon & Henagan, 2005). As mentioned, some relational characteristics are shown to promote thriving at work, and these relations is shown to help individuals to follow opportunities for personal growth and development (Colbert, Bono & Purvanova, 2016). Based on this, the following hypothesizes are made:

**H2 a)** TEAM is positively related to TAW.

**H2 b)** TEAM mediates the relationship between LAS and TAW.

### **2.2.3. Employee engagement (INENG)**

In relation to the individual level of antecedents to thriving at work, as shown in Figure 1, employee engagement is included in this research. Employee engagement is defined as a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption (Langelaan, Bakker, van Doornen & Schaufeli, 2006, p.522). Engaged employees experience Employees who feel (i) *vigor* generally have high levels of energy while working, willingness to invest effort in their work, and have persistence in the face of difficulties. Employees who are (ii) *dedicated* feel a sense of enthusiasm, inspiration, pride, and challenge. Moreover, employees who are engaged experience (iii) *absorption* where they're being happily engrossed in one's work, time passes quickly, and they can have difficulties with detaching from their work. The latter can be compared to the state of *flow*, and is a consequence of employee engagement, whilst vigor and dedication are core dimensions of work engagement (Langelaan et al., 2006). In contrast to engagement, burnout is characterized by exhaustion, cynicism and reduced professional efficacy. Employees who experience burnout feel drained of mental energy, a negative attitude towards work and has lost their beliefs in meeting the requirements for their job responsibilities (Langelaan et al., 2006).

Employee engagement includes having a sense of energetic and affective connection with your work (Bakker, Schaufeli, Leiter & Taris, 2008). Research shows that employees who's engaged in their work will have better work performance, along with a better work life. Work engagement and thriving at work are states who has a lot in common as both are defined as work-related, positive, affective-motivational states (Kleine, Rudolph & Zacher, 2019).

Literature also shows that employees who are empowered by their leaders generally display greater trust in leadership, along with higher motivation and work engagement. Obstacles for such empowerment is leaders who run hierarchy, have a fear of retaliation and failure to identify with employee engagement (Tsaur, Hsu & Lin, 2019). In other words, a contrast to leadership autonomy support. In the hospitality industry literature shows that empowerment has positive effects on employees' work-related outcomes. It is therefore reason to believe that the level of support by one's supervisors can influence employees work engagement and thereby the following hypothesises are made:

**H3 a)** INENG is positively related to TAW.

**H3 b)** INENG mediates the relationship between LAS and TAW.



## ***2.2. Consequences of thriving at work***

In this study, service quality and organizational attractiveness is proposed as important factors to why ones should cultivate for employees' thriving at work.

### ***2.2.1. Service quality (QUAL)***

Organizations rely on the quality of their employee's work in the chase for success. The quality of the executed service can be perceived from a leadership perspective, but also from the working individual's perspective. In this research service quality means the personal evaluation employees make of their own delivery of service quality to customers (Slåtten, Svensson & Sværi, 2011). As stated earlier, work in the hospitality industry often includes a high degree of interaction with customers and in these situations can the employees read signals to indicate their own success. The link between the employee's perception of their own service quality and the reported perception from customers can affect the feeling of whether the employee considers themselves as qualified for the job (Slåtten et al., 2011). Consequences of service quality is shown to be job satisfaction, which then again strengthens the delivery of high value service and leads to customer satisfaction. This is beneficial for organizations as it leads to customer loyalty which in turn produces profit and growth (Slåtten, 2008). In other words, customer satisfaction is related to employee's job satisfaction, which shows why perceived service quality is important. According to literature job satisfaction is a predictor to service quality (Slåtten, 2008), and it is therefore reason to believe the following hypothesis:

**H4.** TAW is positively related to QUAL.

### ***2.2.2. Organizational attractiveness (ORGATT)***

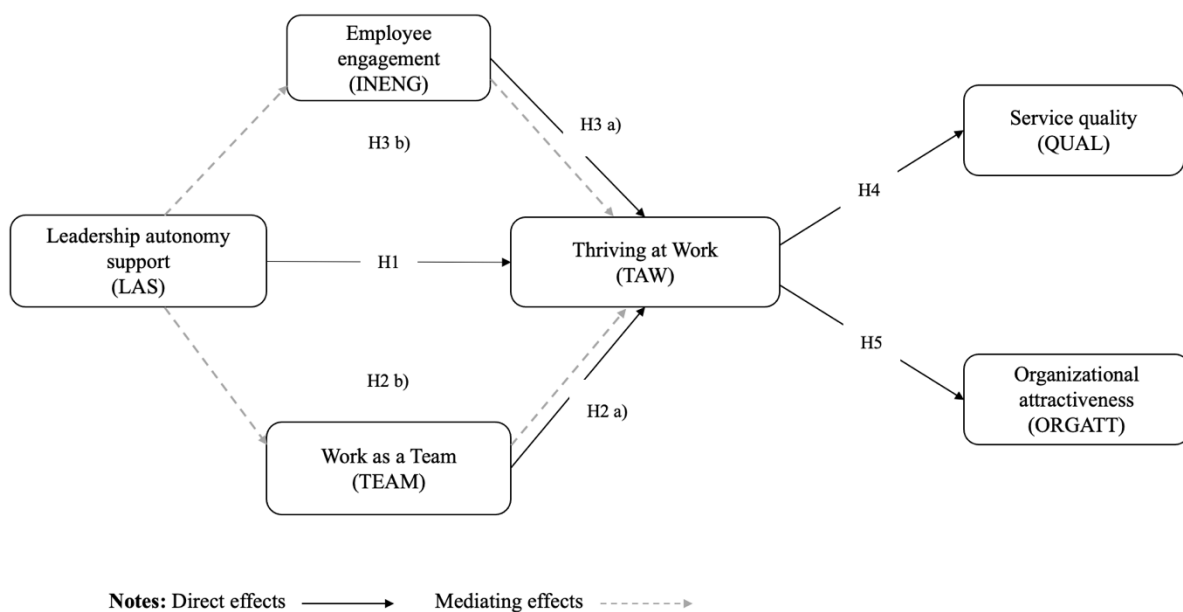
The organizational attractiveness depends on the organizations image which can include attributes (e.g. economic, relational, professional) who are tangible or intangible, can be symbolized in a trademark and be managed to create value and influence. This concept is closely related to psychological contract where individuals' beliefs regarding terms and conditions of the exchange between the individual and his or her organization (Trybou, Gemmel, van Vaerenbergh & Annemans, 2014, p.2) In this study, the concept of organizational attractiveness (ORGATT) centers on whether people perceive the hospitality organization to be

a great place to work. Specifically, ORGATT relates to current employees' overall attitude concerning whether their organization is an attractive employer (Mutonyi, Slåtten, Lien & Gonzáles-Pinero, 2022, p.5).

There are few empirical studies that have examined this issue and studies has mainly focused on potential applicants' impressions of organizations as employers in the recruitment process, and not on people already working at the organization (Trybou, Gemmel, van Vaerenbergh & Annemans, 2014). This study therefore seeks to increase insight on factors driving organizational attractiveness for people working in the organization:

**H5.** TAW is positively related to ORGATT.

### 2.3. Summarizing hypotheses and conceptual framework



**Figure 2.** The hypotheses summarized.

### **3. Method**

This paper aimed to understand how and why one should cultivate for employees thriving at work. The relationship between the following three antecedents (i) LAS, (ii) TEAM, (iii) INENG and TAW was tested as factors explaining how to cultivate for employees thriving at work. The relationship between TAW and the following two consequences (i) QUAL and (ii) ORGATT was tested as factors explaining why ones should cultivate for employees thriving at work.

A quantitative method was chosen for this data collection by a standardized digital questionnaire with items based in literature and set answers which respondents could answer in which degree they agree/disagree with the measurement. This method was chosen to be able to look at possible similarities and variations in the way they responded. In addition, this way it was possible to gather data from as many individuals as possible in a limited amount of time, and then it might allow for generalizations of results for the selection of the population (Johannessen, 2016).

#### ***3.1. Sample and data collection***

In this study, the research question was aimed to be tested on the hospitality industry. In February 2021, data were gathered as a part of a larger research project on employees working in the hospitality industry in Norway. A hospitality employee is understood to be any individual working in the industry, on all levels in an organization in the hospitality industry, as shown in Table 1.

Due to the COVID-19 pandemic the questionnaire was shared digitally through forums online for people working in the hospitality industry, along with contacting businesses who could share the questionnaire with all their employees online. The general goal was approximately 400 respondents, and considering the challenges with COVID-19, reaching 346 respondents was fulfilling. The respondent rate was above 80%.

As shown in Table 1, 71% of the respondents was female and the remaining 29% was men. The average age was born in year 1982, with a large spread from youngest to oldest amongst the participants. The largest part of the respondents worked with hotels and accommodation (34.7%), whilst the second largest worked in restaurant and cafés (18.8%). The majority of respondents worked full time jobs (72.2%), whilst some worked part time

jobs (18.8%). In one of the questions the respondents had to evaluate in what degree they had high contact with customers, and 73.7% of the respondents answered that they had a high degree of customer contact.

**Table 1.** Demographics

	<b>Frequency</b>	<b>%</b>	<b>Mean</b>
<b>Age</b>			
	346	100%	1982 (year)
<b>Gender</b>			
Female	246	71%	
Men	100	29%	
<b>Highest degree</b>			
High school	76	21.9%	
Apprenticeship	62	17.9%	
Bachelor/master	179	51.7%	
Others	29	8.4%	
<b>Sector in hospitality</b>			
Hotel/accommodation	120	34.7%	
Restaurant/café	65	18.8%	
Activity-based	32	9.2%	
Museum/attraction	7	2.0%	
Tourist info/travel agency	21	6.0%	
Transport	9	2.6%	
Others	92	26.6%	
<b>Work position</b>			
Full time	250	72.2%	
Part time	65	18.8%	
Temporary	17	4.9%	
Others	14	4.0%	
<b>Travel time to work</b>			
Less than 30 minutes	286	82.6%	
Between 31-60 minutes	47	13.6%	
Between 1-3 hours	10	2.9%	
More than 3 hours	3	0.87%	

### **Time as employee**

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Less than 1 year	47	13.6%
Between 1-5 years	157	45.3%
Between 6-10 years	55	15.9%
More than 11 years	87	21.1%

### **Degree of customer contact**

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Low	28	8.09%
Medium	63	18.2%
High	256	73.7%

This study used a platform called Nettskjema ([www.nettskjema.no](http://www.nettskjema.no)) for data collection. The participants were asked to consent to voluntary and anonymous participation. After several pretests and English-Norwegian back-translations had been completed, the questionnaire was distributed via a link sent to managers in the hospitality industry to distribute to their employees. The link was also shared in forums for individuals working in the hospitality industry. With the use of the Nettskjema platform, the collected data were imported to SmartPLS software for analysis.

This study was submitted to and approved by The Norwegian Centre for Research and Data (NSD) under the project No.694704, to comply with the research ethics guidelines set by the NSD. As mentioned, participants were asked to consent to voluntary participation prior to the commencement of the survey. Nettskjema offers autonomous deletion of IP addresses which made it possible to ensure complete anonymity.

### **3.2. Instruments**

When testing TAW there were used items from both learning and vitality, whereas “*I find myself learning something new often*” and “*I feel that my work gives me energy mentally*” (Porath, Spreitzer, Gibson, Garnett, 2012). On testing LAS, some of the following items were “*my leader gives me authority over issues within my area*”, “*my leader listens to me*” and “*my leader encourages me to take initiative*” (Slåtten, Mutonyi & Lien, 2020). TEAM was tested through items as “*the organization encourages employees to be ‘team players’*” (Podsakoff, MacKenzie & Bommer, 1996). To test INENG, respondents had to evaluate items as “*the job gives me energy*” and “*I view my job as being meaningful*” (Slåtten

& Mehmetoglu, 2011). As for QUAL, items as “*my service is good*” (Slåtten, 2008) was tested and for ORGATT “*this organization is an attractive employer*” (Trybou, Gemmel, van Vaerenbergh & Annemans, 2014) amongst others was tested. See the rest of the items along with results in Table 2.

## 4. Results

Partial least-squares structural equation modeling (PLS-SEM) was used to test the conceptual model, using the software SmartPLS 3. The first step in evaluating the PLS-SEM results involved examining the measurement model, then second step was to evaluate the structural model. Based on the PLS-SEM results, mediator effects were also estimated and analyzed. To test the mediator effect, the bootstrapping test of Zhao et al. (2010) was used to assess whether the direct and indirect effects were statistically significant, and the combination of these two tests determined the degree of mediator effect. The rules by Hair et al. (2017) were followed to ensure the quality of the measurement and structural model results.

### 4.1 Measurement model analysis

As shown in table 2, the convergent validity, internal consistency reliability and discriminant validity were examined in accordance with Hair et al. (2017). First, the convergent validity is the extent to which item scores correlate positively with those of alternative items measuring the same construct and was evaluated from loadings of the items and average variance extracted (AVE). Second, the internal consistency reliability was evaluated from the intercorrelations of the observed item scores within a construct and with composite reliability and Cronbach’s alpha. Third, the discriminant validity is the extent to which a construct is distinct from other constructs and is assessed in this study from the heterotrait-monotrait (HTMT) ratio of correlation between constructs. The HTMT reveals whether the HTMT value is significantly different from 1, or more precisely, whether the 95% confidence interval of the HTMT statistic did not include the value of 1.

As shown in Table 2, in accordance with Hair et al. (2017) the criteria’s have been met. All constructs had CR value of more than 0.7, verifying the internal consistency of all

the observation variable that were used to measure the latent variables. All standardized loadings are above 0.7. The AVE values are above 0.50. The combination of DG rho\_a and Cronbach alpha are above 0.7. This is done to ensure that the measurement model is both reliable and valid.

**Table 2.** Results of the measurement model analysis

Variable	Indicator	Standardized loadings	DG rho_a	AVE	<i>a</i>
INENG	I view my job as being meaningful	0.84	0.92	0.76	0.92
	I like to work intensely	0.87			
	I often become absorbed in the job I am doing	0.92			
	The job gives me energy	0.81			
	I persevere when I encounter challenges	0.89			
LAS	My leader gives me authority over issues within my area	0.82	0.94	0.79	0.93
	My leader listens to me	0.89			
	My leader encourages me to take initiative	0.89			
	My leader is concerned that my work is goal-oriented	0.92			
	My leader instils motivation	0.92			
TEAM	The organization develops a team attitude and spirit among the employees	0.89	0.86	0.78	0.85
	The organization encourages employees to be “team players”	0.90			
	The organizations employees work together for the same goal	0.85			
TAW	I am mostly looking forward to each new day at work	0.87	0.94	0.73	0.93
		0.81			
	I feel that my work gives me energy physically	0.87			
		0.85			
	I see myself continually improving	0.84			
		0.86			
	I find myself learning something new often	0.86			
		0.86			
I feel meaningful at work					
I feel that my work gives me energy mentally					
I continue to learn more which improves my work					
QUAL	My service is good	0.85	0.86	0.77	0.85
	I give a service of high quality	0.90			
	My overall service is excellent	0.88			
ORGATT	This organization is an attractive employer	0.93	0.93	0.89	0.93
	This organization is a good place to work	0.94			
	This organization I would recommend to my friends	0.95			

**Note:** DG rho\_a = Dillion-Goldstein Rho, AVE = Average variance extracted, *a* = Cronbach alfa

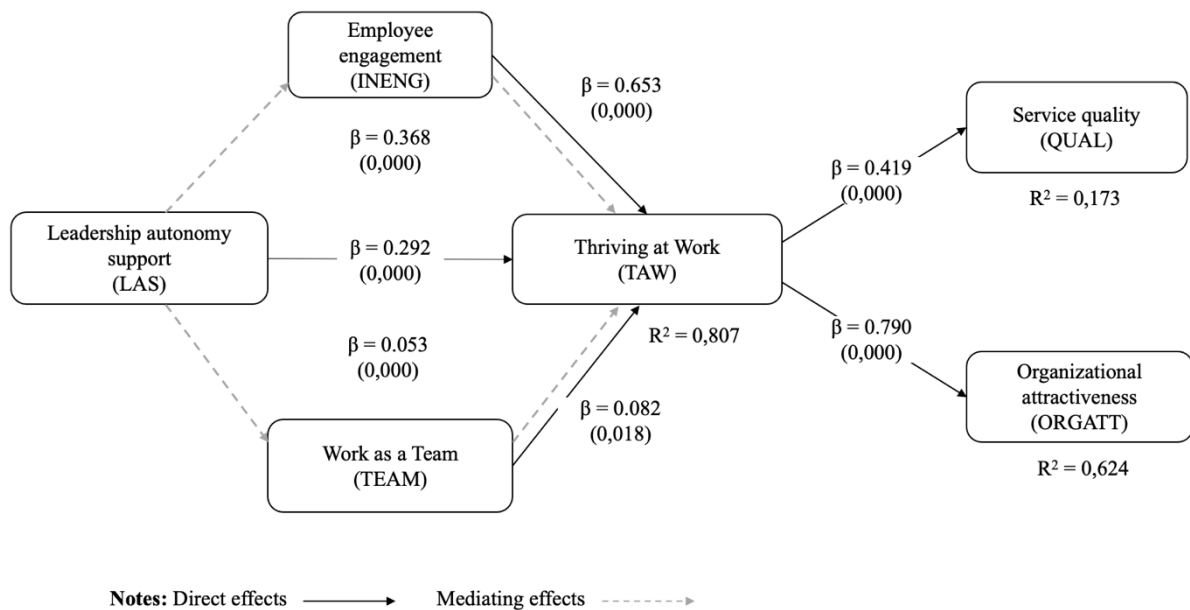
#### 4.2. Structural model analysis

The structural model shows both direct and mediating effects, and the direct-path relationships will be presented first. In addition, the structure of the model will be followed and therefore the results from the three antecedents (i) LAS, (ii) TEAM, (iii) INENG (*the how's*) are presented before the results from the two consequences (i) QUAL and (ii) ORGATT (*the why's*). Firstly, all standardized direct-path coefficients were statistically significant at the 1% significance level. Amongst the three antecedents, the direct-path coefficient relationship between INENG and TAW stands out as the highest ( $\beta = 0.65$ ), followed by LAS and TAW ( $\beta = 0.29$ ), and then TEAM and TAW (0.08). Showing that INENG is a high positive factor in relation to TAW, along with both LAS and TEAM has, although weaker effect. By this, the following hypothesis H1, H2 and H3 was supported.

Out of the two consequences, the direct-path coefficient relationship between TAW and ORGATT was high ( $\beta = 0.62$ ), whilst the relationship between TAW and QUAL was weaker ( $\beta = 0.17$ ), yet still positive effect. By this, the following hypothesis H4 and H5 was supported. As shown in Figure 3, the results of the hypothesized relationships, as suggested in Figure 2, all got support.

When analyzing the results of the structural model the in-sample predictive power ( $R^2$ ) was examined and the value was significantly high for TAW (0.80). Showing that INENG, LAS and TEAM together have a predictive power of 80% for TAW. Moreover, the results shows that TAW have a predictive power of above 60% on ORGATT (0.62). The predictive power between TAW and QUAL is weaker, but still in relation (0.17). Which  $R^2$  values that are acceptable depends on the context, and even the result of 0.10 can in some cases still be considered satisfactory.





**Figure 3.** Results of the structural model analysis

#### 4.3. Mediation analysis

In addition to the direct effects, this study also tested possible mediating effects between antecedents and their relation to TAW. As presented in Figure 3, the test shows complementary mediating effects in the relationship between LAS and TAW, whereas both TEAM and INENG operates as mediators in the relationship.

**Table 4.** Test of mediator effects

Hypothesis	Effect	Mediator	Direct effect	Indirect effect	Mediator effect
H2 b	LAS-TAW	TEAM	0.292	0.053	Complementary
H3 b	LAS-TAW	INENG	0.292	0.368	Complementary

**Note:** TAW Thriving at work, LAS Leadership autonomy support, TEAM Work as a team, INENG employee engagement.

TEAM has a significant indirect effect of  $\beta = 0.05$  in the relationship between LAS and TAW, which supports hypothesis 2 (b). INENG also has a significant indirect effect of  $\beta = 0.36$  in the relationship between LAS and TAW, which supports hypothesis 3 (b). This confirms that not only can TAW be researched on multiple levels, but also on multiple level

relations. A summary of the hypotheses leading this study and whether they were supported is shown in Table 5.

**Table 5.** Results of hypotheses leading this study

<b>Hypothesized relationships</b>		<b>Supported</b>
H1	LAS is positively related to TAW.	Yes
H2 a)	TEAM is positively related to TAW.	Yes
H2 b)	TEAM mediates the relationship between LAS and TAW.	Yes
H3 a)	INENG is positively related to TAW.	Yes
H3 b)	INENG mediates the relationship between LAS and TAW.	Yes
H4	TAW is positively related to QUAL.	Yes
H5	TAW is positively related to ORGATT.	Yes

**Note:** *TAW* Thriving at work, *LAS* Leadership autonomy support, *TEAM* Work as a team, *INENG* employee engagement, *QUAL* Service quality,

## 5. Discussion

The purpose of this study, in line with the conceptual model of the study, shown in Fig. 3, was to examine the role of employees thriving at work in the hospitality. Moreover, how and why one should cultivate employees experience of thriving at work in the context of hospitality industry. More precisely, this study explored the three antecedents LAS, TEAM and INENG, and the two effects QUAL and ORGATT, and the mediating role of TEAM and INENG.

This study helps address the knowledge gap on thriving at work as mentioned by Paterson et al. (2014). This study also responds to the call for more research on thriving at multiple levels (Kleine et al., 2019), and in the context of hospitality (Wu & Chen, 2019). Proposing a multilevel model with both antecedents and consequences. To the best of the authors' knowledge, this is yet to be done in hospitality research.

The results shows in Figure 3 that the study's three antecedents account for a substantial 80% of TAW ( $R^2 = 0.80$ ). This confirms the relevance emphasized by Kleine et al. (2019) by examining three levels: leadership, team, and individual. It also supports the notion that TAW is socially embedded (Spreitzer et al., 2005).

Among the three predictors, INENG emerges as the most significant, with a direct effect of  $B = 0.653$ . This underscores the importance of assigning tasks to employees in the hospitality industry that align with their interests and motivations, as it leads to INENG and subsequently has a significant positive effect on TAW.

The study also reveals that leadership has a substantial positive effect, with  $B = 0.292$ . This finding aligns with social learning theory (Wu & Chen, 2019) and highlights the significance of organizations hiring individuals with qualities that qualify them as autonomously supportive leaders, as it fosters employees' TAW.

The third and final predictor, TEAM, exhibits a weaker influence on TAW, with a small effect of  $B = 0.082$ . Nonetheless, this result sheds light on how employees operate in the hospitality industry. It is possible that many employees in the hospitality sector may not work closely with colleagues for extended periods, depending on the season, and therefore, colleagues may not have as significant an impact on their TAW as in other sectors (e.g., healthcare). Additionally, it is conceivable that the COVID-19 pandemic may have affected the responses, with employees potentially working more independently during the survey period.

Another interesting finding is that both INENG and TEAM serve as positive mediators in the relationship between LAS and TAW. In line with social learning theory, this suggests that leaders in such cases serve as role models for employees, and their behavior influences both TEAM and INENG, both individually and collectively impacting employees' TAW in the hospitality industry.

Thus, the study's predictors LAS, TEAM, and INENG provide a robust explanation of *how* organizations can cultivate employees' experience of TAW ( $R^2 = 80\%$ ).

Regarding *why* organizations should cultivate for employees' TAW, this study demonstrates that it has a significant positive influence on employees' perception of the ORGATT. Employees who experience TAW are likely to view the organization as appealing, a great place to work, and a place they would recommend to others (Mutonyi et al., 2022). This, in turn, enhances the psychological contract (Trybou et al., 2014), reduces burnout, and diminishes turnover intentions.

The study also reveals that employees who experience TAW deliver better QUAL, thereby enhancing the organization's overall work performance (Slåtten, 2008). Kleine et al. (2019) research was limited by their insufficient to conduct an in-depth examination and interpretation of the hotel management challenges caused by specific environmental problems faced by the hotel industry (Wu, Chen & Wang, 2022). The findings further extend the applicability of thriving into the context of hospitality industry. Specifically, with employees in the hospitality industry as samples, the positive effects of thriving at work on QUAL and ORGATT, and mediating effects of TEAM and INENG.

This academic article contributes to the existing knowledge by empirically examining the factors that impact thriving at work in the context of the hospitality industry. The findings provide valuable insights into the direct effects of LAS, TEAM, INENG, QUAL, and ORGATT, as well as the mediating roles of TEAM and INENG. This study addresses the research gap identified by Kleine et al. (2019) by conducting an in-depth examination of the challenges faced by the hotel industry, specifically related to environmental problems. Moreover, the data collection took place during the COVID-19 pandemic, allowing for an exploration of the effects of internal and external environmental threats on service behaviors within the hospitality industry.

From a practical perspective, hospitality managers can benefit from understanding the needs and potential of their subordinates, fostering a sense of value and trust in the decision-making process. This, in turn, enhances the manager-subordinate relationship and promotes professional competence and caring. Furthermore, organizations in the hospitality industry should emphasize the importance of learning at work to facilitate thriving among employees.

The data analyzed were collected during the COVID-19 pandemic, and the participating employees were engaged in service behaviors while coping with internal and external environmental threats caused by the pandemic. Which also could explain the low effect of work as a team, as employees might have worked alone.

In summary, this study contributes to the existing knowledge by focusing on thriving at work in the hospitality industry and discussing the individual findings in detail. It offers new insights and extends the understanding of the role of intangible resources in the context of hospitality research. The findings emphasize the importance of supportive leadership and effective communication in promoting thriving and provide practical implications for hospitality managers. Future research opportunities include exploring additional relationships

within the proposed model, such as the direct relationships between LAS and INENG, and LAS and TEAM, as well as further investigating the specific challenges and opportunities within the hospitality industry.

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## 7. Attachments

### *Attachment 1. – Approval from NSD*

## Mine meldeskjema

+ Nytt meldeskjema

Tittel	Status	Opprettet
<a href="#">Undersøkelse om trivsel på arbeidsplassen</a>	<span style="color: green;">●</span> Vurdert anonym	25.02.2021

### Melding

09.04.2021 14:02

Behandlingen av personopplysninger er vurdert av NSD. Vurderingen er:

Det er vår vurdering at det ikke skal behandles direkte eller indirekte opplysninger som kan identifisere enkeltpersoner i dette prosjektet, så fremt den gjennomføres i tråd med det som er dokumentert i meldeskjemaet 09.04.2021 med vedlegg, samt i meldingsdialogen mellom innmelder og NSD. Prosjektet trenger derfor ikke en vurdering fra NSD.

HVA MÅ DU GJØRE DERSOM DU LIKEVEL SKAL BEHANDLE PERSONOPPLYSNINGER?

Dersom prosjektopplegget endres og det likevel blir aktuelt å behandle personopplysninger må du melde dette til NSD ved å oppdatere meldeskjemaet. Vent på svar før du setter i gang med behandlingen av personopplysninger.

VI AVSLUTTER OPPFØLGING AV PROSJEKTET

Siden prosjektet ikke behandler personopplysninger avslutter vi all videre oppfølging.

Lykke til med prosjektet!

Tlf. Personverntjenester: 55 58 21 17 (tast 1)



## ***Attachment 2. - Demographics***

	<b>Frequency</b>	<b>%</b>	<b>Mean</b>
<b>Age</b>			
	346	100%	1982 (year)
<b>Gender</b>			
Female	246	71%	
Men	100	29%	
<b>Highest degree</b>			
High school	76	21.9%	
Apprenticeship	62	17.9%	
Bachelor/master	179	51.7%	
Others	29	8.4%	
<b>Sector in hospitality</b>			
Hotel/accommodation	120	34.7%	
Restaurant/café	65	18.8%	
Activity-based	32	9.2%	
Museum/attraction	7	2.0%	
Tourist info/travel agency	21	6.0%	
Transport	9	2.6%	
Others	92	26.6%	
<b>Work position</b>			
Full time	250	72.2%	
Part time	65	18.8%	
Temporary	17	4.9%	
Others	14	4.0%	
<b>Travel time to work</b>			
Less than 30 minutes	286	82.6%	
Between 31-60 minutes	47	13.6%	
Between 1-3 hours	10	2.9%	
More than 3 hours	3	0.87%	
<b>Time as employee</b>			
Less than 1 year	47	13.6%	
Between 1-5 years	157	45.3%	
Between 6-10 years	55	15.9%	
More than 11 years	87	21.1%	
<b>Degree of customer contact</b>			
Low	28	8.09%	
Medium	63	18.2%	
High	256	73.7%	

**Attachment 3 – Items**

<b>Variable</b>	<b>Indicator</b>	<b>Soruce</b>
INENG	<p>I view my job as being meaningful</p> <p>I like to work intensely</p> <p>I often become absorbed in the job I am doing</p> <p>The job gives me energy</p> <p>I persevere when I encounter challenges</p>	<p>Slåtten, T., &amp; Mehmetoglu, M. (2011). Antecedents and effects of engaged frontline employees: A study from the hospitality industry. <i>Managing Service Quality</i>, 21(1), 88–107. <a href="https://doi.org/10.1108/09604521111100261">https://doi.org/10.1108/09604521111100261</a></p>
LAS	<p>My leader gives me authority over issues within my area</p> <p>My leader listens to me</p> <p>My leader encourages me to take initiative</p> <p>My leader is concerned that my work is goal-oriented</p> <p>My leader instils motivation</p>	<p>Slåtten, T., Mutonyi, B. R., &amp; Lien, G. (2020). The impact of individual creativity, psychological capital, and leadership autonomy support on hospital employees’ innovative behaviour. <i>BMC Health Services Research</i>, 20(1), 1096–1096. <a href="https://doi.org/10.1186/s12913-020-05954-4">https://doi.org/10.1186/s12913-020-05954-4</a></p>
TEAM	<p>The organization develops a team attitude and spirit among the employees</p> <p>The organization encourages employees to be “team players”</p> <p>The organizations employees work together for the same goal</p>	<p>Podsakoff, P. M., MacKenzie, S. B., &amp; Bommer, W. H. (1996). Transformational Leader Behaviors and Substitutes for Leadership as Determinants of Employee Satisfaction, Commitment, Trust, and Organizational Citizenship Behaviors. <i>Journal of Management</i>, 22(2), 259-298. <a href="https://doi.org/10.1177/014920639602200204">https://doi.org/10.1177/014920639602200204</a></p>
TAW	<p>I am mostly looking forward to each new day at work</p> <p>I feel that my work gives me energy physically</p> <p>I see myself continually improving</p> <p>I find myself learning something new often</p> <p>I feel meaningful at work</p> <p>I feel that my work gives me energy mentally</p> <p>I continue to learn more which improves my work</p>	<p>Porath, C., Spreitzer, G., Gibson, C., &amp; Garnett, F. G. (2012). Thriving at work: Toward its measurement, construct validation, and theoretical refinement. <i>Journal of Organizational Behavior</i>, 33(2), 250–275. <a href="https://doi.org/10.1002/job.756">https://doi.org/10.1002/job.756</a></p>
QUAL	<p>My service is good</p> <p>I give a service of high quality</p> <p>My overall service is excellent</p>	<p>Slåtten, T. (2008). Antecedents and effects of emotional satisfaction on employee-perceived service quality. <i>Managing Service Quality</i>, 18(4), 370–386.</p>

		<a href="https://doi.org/10.1108/09604520810885617">https://doi.org/10.1108/09604520810885617</a>
ORGATT	<p>This organization is an attractive employer</p> <p>This organization is a good place to work</p> <p>This organization I would recommend to my friends</p>	<p>Trybou, J., Gemmel, P., Van Vaerenbergh, Y., &amp; Annemans, L. (2014). Hospital-physician relations : the relative importance of economic, relational and professional attributes to organizational attractiveness. <a href="https://doi.org/10.1186/1472-6963-14-232">https://doi.org/10.1186/1472-6963-14-232</a></p>

#### *Attachment 4 – Measurement model*

Measurement model - Standardized loadings

	Reflective: INENG	Reflective: LAS	Reflective: TEAM	Reflective: QUAL	Reflective: ORGATT	Reflective: THRIVE
ineng2	0.842					
ineng3	0.878					
ineng4	0.928					
ineng5	0.813					
ineng6	0.905					
las1		0.824				
las2		0.894				
las3		0.898				
las4		0.923				
las5		0.923				
team1			0.893			
team2			0.900			
team3			0.859			
qual1				0.855		
qual2				0.904		
qual3				0.889		
orgatt1					0.932	
orgatt2					0.946	
orgatt3					0.954	
thrive1						0.869
thrive2						0.811
thrive3						0.873
thrive4						0.855
thrive5						0.841
thrive6						0.865
thrive7						0.864
Cronbach	0.922	0.936	0.860	0.858	0.939	0.938
DG	0.942	0.952	0.915	0.914	0.961	0.950
rho_A	0.930	0.942	0.860	0.865	0.939	0.940

### Attachment 5 – Discriminant validity

Discriminant validity - Squared interfactor correlation vs. Average variance extracted (AVE)

	INENG	LAS	TEAM	QUAL	ORGATT	THRIVE
INENG	1.000	0.318	0.168	0.232	0.440	0.725
LAS	0.318	1.000	0.416	0.107	0.557	0.508
TEAM	0.168	0.416	1.000	0.089	0.436	0.289
QUAL	0.232	0.107	0.089	1.000	0.139	0.175
ORGATT	0.440	0.557	0.436	0.139	1.000	0.625
THRIVE	0.725	0.508	0.289	0.175	0.625	1.000
AVE	0.764	0.797	0.782	0.779	0.891	0.730

### Attachment 6 – Structural model – Standardized path coefficients

Structural model - Standardized path coefficients (Bootstrap)

Variable	INENG	TEAM	QUAL	ORGATT	THRIVE
INENG					0.653 (0.000)
LAS	0.564 (0.000)	0.645 (0.000)			0.292 (0.000)
TEAM					0.082 (0.018)
THRIVE			0.419 (0.000)	0.790 (0.000)	
r2_a	0.316	0.415	0.173	0.624	0.807

p-values in parentheses

### Attachment 7 – Correlation of latent variables

Correlation of latent variables

	INENG	LAS	TEAM	QUAL	ORGATT	THRIVE
INENG	1.0000					
LAS	0.5637	1.0000				
TEAM		0.6454	1.0000			
QUAL				1.0000		
ORGATT	0.6635	0.7463	0.6599		1.0000	
THRIVE	0.8513	0.7131	0.5380		0.7904	1.0000

**Attachment 8 – Mediator results**

Significance testing of (standardized) indirect effects (Bootstrap)

Statistics	THRIVE <- TEAM <- LAS	THRIVE <- INENG <- LAS
Indirect effect	0.053	0.368
Standard error	0.024	0.045
Z statistic	2.203	8.244
P-value	0.028	0.000
Conf. interval (N)	(0.006, 0.100)	(0.281, 0.456)
Conf. interval (P)	(0.010, 0.107)	(0.285, 0.457)
Conf. interval (BC)	(0.011, 0.110)	(0.287, 0.459)

confidence level: 95%

(N) normal confidence interval

(P) percentile confidence interval

(BC) bias-corrected confidence interval

**Attachment 9 – Commandments used in Stata 17.0**

```

plssem (INENG > ineng2 ineng3 ineng4 ineng5 ineng6) ///
      (LAS > las1 las2 las3 las4 las5) ///
      (TEAM > team1 team2 team3) ///
      (QUAL > qual1 qual2 qual3) ///
      (ORGATT > orgatt1 orgatt2 orgatt3) ///
      (THRIVE > thrive1 thrive2 thrive3 thrive4 thrive5 thrive6 thrive7), ///

      structural(THRIVE LAS TEAM INENG, TEAM LAS, INENG LAS, QUAL THRIVE, ORGATT THRIVE)
///
      correlate(lv cross, cutoff(.5)) boot(500)

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```

## Attachment 10 – Questionnaire from Nettskjema (in Norwegian)

### Din opplevelse av organisasjonen

Videre ønsker vi at du skal ta stilling til organisasjonen som helhet, og din opplevelse av de ansatte.

### Ta stilling til følgende påstander..

**(TEAM)**

#### Svar fordelt på antall

	Helt uenig	Uenig	Delvis uenig	Hverken uenig eller enig	Delvis enig	Enig	Helt enig
Bedriften fremmer samarbeid mellom de ansatte *	13	16	15	22	61	104	116
Bedriften oppmuntrer de ansatte til å være "team players" *	12	12	15	18	45	109	136
Bedriftens ansatte jobber sammen mot felles mål *	3	11	16	16	70	105	126

#### Svar fordelt på prosent

	Helt uenig	Uenig	Delvis uenig	Hverken uenig eller enig	Delvis enig	Enig	Helt enig
Bedriften fremmer samarbeid mellom de ansatte *	3,7 %	4,6 %	4,3 %	6,3 %	17,6 %	30 %	33,4 %
Bedriften oppmuntrer de ansatte til å være "team players" *	3,5 %	3,5 %	4,3 %	5,2 %	13 %	31,4 %	39,2 %
Bedriftens ansatte jobber sammen mot felles mål *	0,9 %	3,2 %	4,6 %	4,6 %	20,2 %	30,3 %	36,3 %

### Min nærmeste leder..

**(LAS)**

#### Svar fordelt på antall

	Helt uenig	Uenig	Delvis uenig	Hverken uenig eller enig	Delvis enig	Enig	Helt enig
.. gir meg myndighet over saker innenfor mitt område *	6	10	19	13	47	97	155
.. lytter til meg *	9	16	21	15	54	98	134
.. oppmuntrer meg til å ta initiativ *	8	12	13	24	41	108	141
.. hjelper meg å jobbe målrettet *	10	21	20	44	53	93	106
.. motiverer meg *	17	30	22	35	63	78	102

#### Svar fordelt på prosent

	Helt uenig	Uenig	Delvis uenig	Hverken uenig eller enig	Delvis enig	Enig	Helt enig
.. gir meg myndighet over saker innenfor mitt område *	1,7 %	2,9 %	5,5 %	3,7 %	13,5 %	28 %	44,7 %
.. lytter til meg *	2,6 %	4,6 %	6,1 %	4,3 %	15,6 %	28,2 %	38,6 %
.. oppmuntrer meg til å ta initiativ *	2,3 %	3,5 %	3,7 %	6,9 %	11,8 %	31,1 %	40,6 %
.. hjelper meg å jobbe målrettet *	2,9 %	6,1 %	5,8 %	12,7 %	15,3 %	26,8 %	30,5 %
.. motiverer meg *	4,9 %	8,6 %	6,3 %	10,1 %	18,2 %	22,5 %	29,4 %

## Din opplevelse av jobben

Videre ønsker vi at du skal ta stilling til følgende forhold om hvordan du vurderer jobben din.

### Ta stilling til følgende påstander..

(INENG)

#### Svar fordelt på antall

	Helt uenig	Uenig	Delvis uenig	Hverken uenig eller enig	Delvis enig	Enig	Helt enig
Jeg liker å ha mye å gjøre i jobben min *	4	1	2	5	42	129	164
Jeg blir stadig (positivt) oppslukt i jobben jeg holder på med *	7	9	15	19	70	118	109
Jeg oppfatter jobben min som meningsfull *	5	12	11	17	74	99	129
Jobben min motiverer meg *	5	14	21	27	70	98	112
Jeg ser utfordringer jeg møter i jobben som muligheter *	1	11	13	27	82	96	117
Jobben min gjør meg entusiastisk *	5	11	17	32	79	102	101

#### Svar fordelt på prosent

	Helt uenig	Uenig	Delvis uenig	Hverken uenig eller enig	Delvis enig	Enig	Helt enig
Jeg liker å ha mye å gjøre i jobben min *	1,2 %	0,3 %	0,6 %	1,4 %	12,1 %	37,2 %	47,3 %
Jeg blir stadig (positivt) oppslukt i jobben jeg holder på med *	2 %	2,6 %	4,3 %	5,5 %	20,2 %	34 %	31,4 %
Jeg oppfatter jobben min som meningsfull *	1,4 %	3,5 %	3,2 %	4,9 %	21,3 %	28,5 %	37,2 %
Jobben min motiverer meg *	1,4 %	4 %	6,1 %	7,8 %	20,2 %	28,2 %	32,3 %
Jeg ser utfordringer jeg møter i jobben som muligheter *	0,3 %	3,2 %	3,7 %	7,8 %	23,6 %	27,7 %	33,7 %
Jobben min gjør meg entusiastisk *	1,4 %	3,2 %	4,9 %	9,2 %	22,8 %	29,4 %	29,1 %

### Ta stilling til følgende påstander..

(TAW)

#### Svar fordelt på antall

	Helt uenig	Uenig	Delvis uenig	Hverken uenig eller enig	Delvis enig	Enig	Helt enig
Å gå på jobb er noe jeg stort sett ser frem til *	7	15	19	32	52	122	100
Jeg føler at jobben gir meg energi fysisk *	15	30	38	34	70	94	66
Jeg føler jeg stadig forbedrer meg *	7	15	17	41	90	90	87

#### Svar fordelt på prosent

	Helt uenig	Uenig	Delvis uenig	Hverken uenig eller enig	Delvis enig	Enig	Helt enig
Å gå på jobb er noe jeg stort sett ser frem til *	2 %	4,3 %	5,5 %	9,2 %	15 %	35,2 %	28,8 %
Jeg føler at jobben gir meg energi fysisk *	4,3 %	8,6 %	11 %	9,8 %	20,2 %	27,1 %	19 %
Jeg føler jeg stadig forbedrer meg *	2 %	4,3 %	4,9 %	11,8 %	25,9 %	25,9 %	25,1 %

**Ta stilling til følgende påstander..****(TAW)****Svar fordelt på antall**

	Helt uenig	Uenig	Delvis uenig	Hverken uenig eller enig	Delvis enig	Enig	Helt enig
Jeg lærer stadig noe nytt i jobben min *	5	14	17	29	79	112	91
Jeg føler meg meningsfull i jobben min *	6	14	19	17	80	108	103
Jeg føler at jobben gir meg energi psykisk *	21	22	31	44	64	85	80
Jeg lærer stadig noe som gjør meg dyktigere i min jobbutførelse *	7	16	18	25	89	108	84

**Svar fordelt på prosent**

	Helt uenig	Uenig	Delvis uenig	Hverken uenig eller enig	Delvis enig	Enig	Helt enig
Jeg lærer stadig noe nytt i jobben min *	1,4 %	4 %	4,9 %	8,4 %	22,8 %	32,3 %	26,2 %
Jeg føler meg meningsfull i jobben min *	1,7 %	4 %	5,5 %	4,9 %	23,1 %	31,1 %	29,7 %
Jeg føler at jobben gir meg energi psykisk *	6,1 %	6,3 %	8,9 %	12,7 %	18,4 %	24,5 %	23,1 %
Jeg lærer stadig noe som gjør meg dyktigere i min jobbutførelse *	2 %	4,6 %	5,2 %	7,2 %	25,6 %	31,1 %	24,2 %

**Jeg vurderer min jobbutførelse som..****(QUAL)****Svar fordelt på antall**

	Helt uenig	Uenig	Delvis uenig	Hverken uenig eller enig	Delvis enig	Enig	Helt enig
.. god *	0	1	2	7	32	172	133
.. utført med høy kvalitet *	0	1	2	8	41	164	131
.. utmerket *	2	4	7	39	78	128	89

**Svar fordelt på prosent**

	Helt uenig	Uenig	Delvis uenig	Hverken uenig eller enig	Delvis enig	Enig	Helt enig
.. god *	0 %	0,3 %	0,6 %	2 %	9,2 %	49,6 %	38,3 %
.. utført med høy kvalitet *	0 %	0,3 %	0,6 %	2,3 %	11,8 %	47,3 %	37,8 %
.. utmerket *	0,6 %	1,2 %	2 %	11,2 %	22,5 %	36,9 %	25,6 %

**For meg er denne organisasjonen..****(ORGATT)****Svar fordelt på antall**

	Helt uenig	Uenig	Delvis uenig	Hverken uenig eller enig	Delvis enig	Enig	Helt enig
.. et bra sted å arbeide *	14	12	24	30	38	105	127
.. en attraktiv arbeidsgiver *	19	19	27	33	47	90	115



.. en arbejdsgiver jeg vil anbefale til andre *	25	20	23	37	43	78	124
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## Attachment 11 – Guide for Authors



# JOURNAL OF HOSPITALITY AND TOURISM MANAGEMENT

## AUTHOR INFORMATION PACK

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• Guide for Authors	p.4



ISSN: 1447-6770

### DESCRIPTION

*Journal of Hospitality and Tourism Management* is the official journal of CAUTHE (Council for Australasian Tourism and Hospitality Education Inc.) The journal is committed to a broad range of topics including tourism and travel management, leisure and recreation studies and the emerging field of event management. It contains both theoretical and applied research papers, and encourages the submission of the results of collaborative research undertaken between academia and industry.

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You can use this list to carry out a final check of your submission before you send it to the journal for review. Please check the relevant section in this Guide for Authors for more details.

### Ensure that the following items are present:

One author has been designated as the corresponding author with contact details:

- E-mail address

- Full postal address

All necessary files have been uploaded:

#### Manuscript:

- Include keywords
- All figures (include relevant captions)
- All tables (including titles, description, footnotes)
- Ensure all figure and table citations in the text match the files provided

- Please do not embed figures and tables in the manuscript. Please upload them separately.
- Indicate clearly if color should be used for any figures in print

*Graphical Abstracts / Highlights files (where applicable) Supplemental files (where applicable)*

Further considerations

- Manuscript has been 'spell checked' and 'grammar checked'
- All references mentioned in the Reference List are cited in the text, and vice versa
- Permission has been obtained for use of copyrighted material from other sources (including the Internet)
- A competing interests statement is provided, even if the authors have no competing interests to declare
- Journal policies detailed in this guide have been reviewed
- Referee suggestions and contact details provided, based on journal requirements

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Please see our information on [Ethics in publishing](#).

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Submission of an article implies that the work described has not been published previously (except in the form of an abstract, a published lecture or academic thesis, see '[Multiple, redundant or concurrent publication](#)' for more information), that it is not under consideration for publication elsewhere, that its publication is approved by all authors and tacitly or explicitly by the responsible authorities where the work was carried out, and that, if accepted, it will not be published elsewhere in the same form, in English or in any other language, including electronically without the written consent of the copyright-holder. To verify compliance, your article may be checked by [Crossref Similarity Check](#) and other originality or duplicate checking software.

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## **Reporting sex- and gender-based analyses**

### **Reporting guidance**

For research involving or pertaining to humans, animals or eukaryotic cells, investigators should integrate sex and gender-based analyses (SGBA) into their research design according to funder/ sponsor requirements and best practices within a field. Authors should address the sex and/or gender dimensions of their research in their article. In cases where they cannot, they should discuss this as a limitation to their research's generalizability. Importantly, authors should explicitly state what definitions of sex and/or gender they are applying to enhance the precision, rigor and reproducibility of their research and to avoid ambiguity or conflation of terms and the constructs to which they refer (see Definitions section below). Authors can refer to the [Sex and Gender Equity in Research \(SAGER\) guidelines](#) and the [SAGER guidelines checklist](#). These offer systematic approaches to the use and editorial review of sex and gender information in study design, data analysis, outcome reporting and research interpretation - however, please note there is no single, universally agreed-upon set of guidelines for defining sex and gender.

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- a) You attach a copy of the questionnaire - this may be in the original language but where possible a translation in English is appreciated;
- b) A list of the items used in scaled data is required that shows the means, standard deviations, skew and kurtosis is requested. Many statistical techniques make assumptions of normality and referees and readers need to know that data does or does not conform to this requirement. The tables may be added as an appendix;
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- d) Testing of the adequacy of the sample size should be undertaken; and
- e) Details as to the means of collecting the sample should be provided.

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- b) A clear statement is made as to how respondents were selected;
- c) Testing of the adequacy of the sample size should be undertaken; and
- d) Details as to the means of collecting the sample should be provided.

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- b) Every attempt must be made to ensure transparency as to the nature of the data and its collection for the benefit of referees and potential readers.

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Divide your article into clearly defined and numbered sections. Subsections should be numbered 1.1 (then 1.1.1, 1.1.2, ...), 1.2, etc. (the abstract is not included in section numbering). Use this numbering also for internal cross-referencing: do not just refer to 'the text'. Any subsection may be given a brief heading. Each heading should appear on its own separate line.

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Immediately after the abstract, provide a maximum of 6 keywords, using American spelling and avoiding general and plural terms and multiple concepts (avoid, for example, 'and', 'of'). Be sparing with abbreviations: only abbreviations firmly established in the field may be eligible. These keywords will be used for indexing purposes.

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Powertech Systems. (2015). *Lithium-ion vs lead-acid cost analysis*. Retrieved from <http://www.powertechsystems.eu/home/tech-corner/lithium-ion-vs-lead-acid-cost-analysis/>. Accessed January 6, 2016

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[dataset] Oguro, M., Imahiro, S., Saito, S., & Nakashizuka, T. (2015). *Mortality data for Japanese oak wilt disease and surrounding forest compositions*. Mendeley Data, v1. <https://doi.org/10.17632/xwj98nb39r.1>.

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Reference to software:

Coon, E., Berndt, M., Jan, A., Svyatsky, D., Atchley, A., Kikinzon, E., Harp, D., Manzini, G., Shelef, E., Lipnikov, K., Garimella, R., Xu, C., Moulton, D., Karra, S., Painter, S., Jafarov, E., & Molins, S. (2020, March 25). *Advanced Terrestrial Simulator (ATS) v0.88 (Version 0.88)*. Zenodo. <https://doi.org/10.5281/zenodo.3727209>.

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