Enablers of Employees' Flourishing-at-work: A Study of Hospitality Industry in India

THESIS

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CERTIFICATE

This is to certify that the thesis entitled **Enablers of Employees' Flourishing-at-work: A Study of Hospitality Industry in India** and submitted by **Meera Peethambaran** ID No **2021PHXF0037P** for award of Ph.D. of the Institute embodies original work done by him/her under my supervision.

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Dedicated To My Beloved

Achan & Amma

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ABSTRACT

This study emphasizes the topic of employee flourishing-at-work, which encompasses the emotional, psychological, and social well-being of employees. The study extends across the landscape of the unprecedented challenges caused by the COVID-19 pandemic and the volatile, uncertain, complex, and ambiguous (VUCA) work environment. The impact of these challenges on employee well-being necessitates understanding the contributing factors for organizations to effectively support their workforce flourishing. Thus, the primary objective of this study is to identify organizational enablers that can foster employee flourishing in the workplace. The study also aims to construct a comprehensive framework that integrates constructs such as high-performance work system (HPWS), psychological capital (PsyCap), organizational trust (OT), work engagement, employee work passion (EWP), and flourishing-at-work (FAW). Rooted in the theoretical foundations of social exchange theory (SET), conservation of resource theory (COR), and signaling theory, the study develops an integrated framework to elucidate the intricate dynamics at play.

The study employed a time-lagged research design. Focused on the Indian hospitality industry, specifically the hotel industry, the research collected data from 457 hospitality employees working in 3-star, 4-star, and 5-star hotels. Moreover, the study utilized a purposive sampling technique to collect the data. Further, the gathered data was analyzed using structural equation modelling (CB-SEM) and PROCESS Macro. The results unveiled a positive relationship between HPWS and the PsyCap of employees, with organizational trust serving as a positive moderator in this connection. Additionally, positive associations were identified between PsyCap and both work engagement and employee work passion. Furthermore, significant relationships were found between work engagement-FAW and EWP-FAW. Moreover, the study also revealed the mediating role of PsyCap and EWP and PsyCap and work engagement between the relationship of HPWS and FAW solidifying the proposed model's significance as a novel contribution to FAW literature.

Moreover, the study offers insights into enhancing employee well-being and organizational effectiveness in the hospitality industry. Hospitality managers can leverage these findings to design targeted interventions that promote employee FAW. Notably, this study stands out as the first to explore contextual antecedents to employee FAW within the hospitality industry. The unique incorporation of work passion as a mechanism to enhance employee flourishing further distinguishes this research, marking a significant contribution to the existing

body of knowledge. Moreover, the serial mediating role of PsyCap, work engagement, and work passion also helps practitioners develop targeted interventions that enhance employee well-being. This understanding can enable hospitality managers to foster a supportive work environment that promotes employee flourishing and drives organizational success by boosting employee satisfaction, commitment, and productivity. The findings can guide the implementation of comprehensive human resource strategies that prioritize the cultivation of a positive psychological climate and encourage a passionate, engaged workforce.

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LIST OF ABBREVIATIONS & SYMBOLS

Abbreviation / Symbol	Description
ADO	Antecedents, decisions, and outcome
CB-SEM	Covariance-based structural equation modeling
COR	Conservation of resource theory
DEI	Diversity, equity, and inclusion
EAP	Employee assistance plans
EWP	Employee work passion
FAW	Flourishing-at-work
HPWS	High performance work system
HR	Human resource
HRM	Human resource management
JD-R	Job demand resource
LMX	Leader-member exchange
MHC	Mental health continuum
OCB	Organizational citizenship behaviors
OT	Organizational trust
PC	Psychological capital
PLS-SEM	Partial least square structural equation modeling
PsyCap	Psychological capital
RBV	Resource-based perspective
SDT	Self-determination theory
SEM	Structural equation modeling
SET	Social exchange theory
SF-FAW	Short form-FAW
SHRM	Strategic human resource management
WE	Work engagement

INTRODUCTION

Overview

The introduction chapter serves as an outline of this research. It delineates the context for this research initiative and offers an overview of the thesis. Commencing with a comprehensive introductory segment, it seamlessly transitions into the problem statement, research scope, and motivation for the current study. Subsequently, we move into the central research question and the research objectives. This is followed by, a concise overview of the methodology employed. Finally, the chapter concludes with an outline of the organization of subsequent chapters and the conclusion of this chapter.
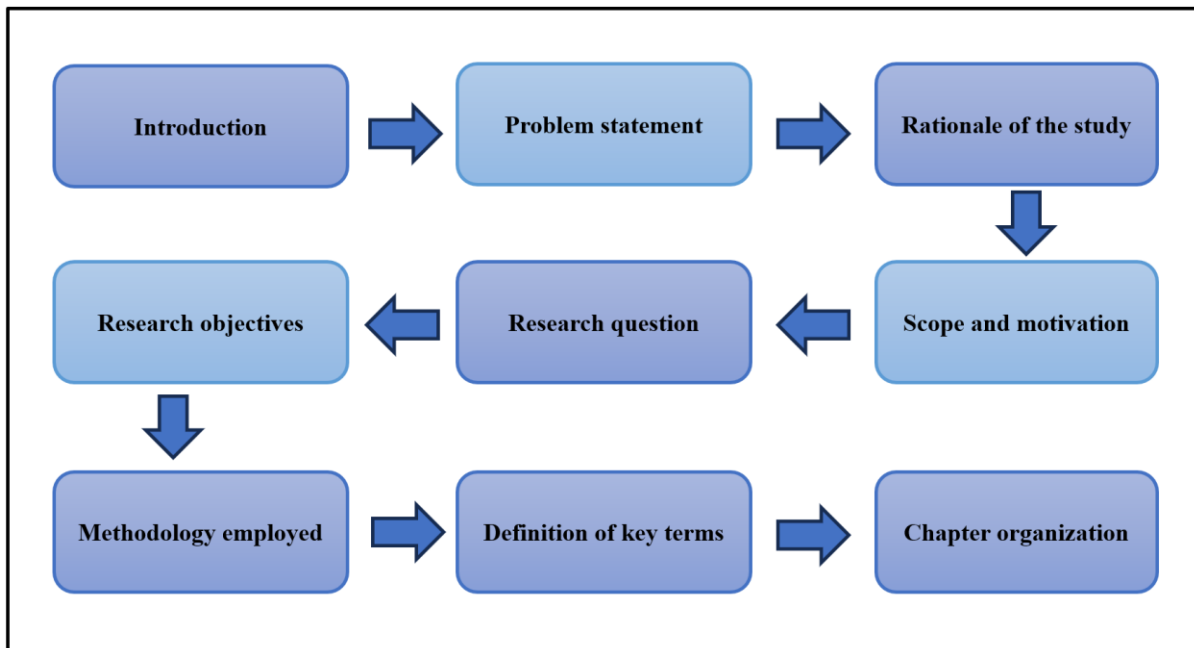
Figure 1.1 Chapter layout

1.1 Introduction

After 2020 the transformative events, notably the COVID-19 pandemic (coronavirus disease) and the rapid technological shifts have triggered a drastic change in the paradigm of employee well-being (McKinsey Health Institute, 2022). Employee well-being, which was once perceived as a discretionary benefit has now emerged as an indispensable business necessity (Yunus et al., 2023). As we delve into 2024, the significance of prioritizing employee well-being has only intensified.

In this era marked by volatility, uncertainty, complexity, and ambiguity (VUCA), organizations are compelled to view their workforce not merely as human resources but as a strategic cornerstone for driving a competitive edge (Collins, 2021). The trajectory from 2020 to 2023 has seen the stakes rise and the expectations soar. Ensuring, the holistic well-being of employees is not just a matter of an individual well-being; it emerges as a critical concern with far-reaching consequences for the global economy as a whole (Kohler, 2020). Global statistics indicate that nearly 60% of the world's population is actively employed across various industries (International Labour Organization, 2022). A workplace is often considered a second home due to the significant time individuals spend there (Jayasingam et al., 2020). Thus, it eventually plays a crucial role in shaping the mental health and overall well-being of the employees.

The World Health Organization (2022) emphasizes that poor working conditions, marked by excessive workloads, low job control, and job insecurity, pose a significant risk to the mental health of employees in the workplace. There is a pressing need to address and mitigate these factors, ultimately safeguarding the mental health of the workforce. The extant literature shows that one of the effective ways to tackle the rising mental health concerns is by providing explicit attention to the concept of well-being, exemplified by the establishment of the positive psychology movement (Seligman & Csikszentmihalyi, 2000). This scientific approach emphasizes individual traits, experiences, and conditions that contribute to happiness, fulfillment, and flourishing (Lee Duckworth et al., 2005; Rusk & Waters, 2013).

Since its inception, positive psychology has experienced a swift and expansive evolution, giving rise to specialized work domain movements. Notably, positive organizational behavior (Luthans, 2002) and positive organizational scholarship (Cameron & Dutton, 2003) have emerged, occasionally converging under the umbrella term - positive occupational health psychology (Bakker & Derks, 2010). This collective academic focus on the affirmative aspects of work has significantly heightened managerial priorities, directing efforts towards enhancing positive organizational outcomes and aligning with the overarching objective of positive psychology – the promotion of the concept of flourishing (Luthans, 2002; Seligman, 2011).

The notion of flourishing has its roots in the World Health Organization's definition of health, which stresses on complete physical, social, and mental well-being beyond the absence of any disease or infirmity (WHO, 1946). Over time, mental health has been defined as an effective cognitive function resulting in productive activities, satisfying relationships, and the

ability to adapt to changes (Keyes, 2002). Based on the two-continua model of the mental health spectrum, an individual's mental health ranges from mental illness/ disorders to flourishing (Huppert & So, 2009).

Flourishing is characterized by enduring positive emotions, positive psychological, social functioning, and optimal human functioning within the optimal range (Seligmen et al., 2005). It represents the pinnacle of mental health and goes beyond traditional measures of happiness or positive thinking (Pankow et al., 2023). Flourishing requires the development of traits at social and personal levels that demonstrate character strengths and values universally recognized across cultures (Fredrickson & Lahoda, 2005). Various studies have examined flourishing across different populations. In the United States, only 17.2% of midlife individuals were found to be flourishing, while a significant proportion had moderate mental health or were languishing (Keyes, 2002). Similar patterns were observed among American students. In Europe, Denmark exhibited the highest level of flourishing, contrasting with lower levels in the United Kingdom and the United States (Huppert & So, 2013; Keyes, 2006).

Flourishing is associated with numerous benefits both for individuals and society at large. It enhances psychological and emotional resilience, contributes to long-term happiness and well-being, strengthens social relationships, and promotes physical health (VanderWeele, 2017). Flourishing individuals demonstrate economic advantages including lower absenteeism, reduced healthcare expenditures, and less spending on the consequences of social disintegration (Anand, 2016). Recognizing the significance of flourishing in various aspects of life, including education and the workplace has become crucial (Hone et al., 2014). Organizations are increasingly exploring workplace flourishing due to its association with enhanced learning, better performance, healthier interpersonal relationships, and positive economic outcomes (Rothmann, 2013).

Workplace flourishing or flourishing-at-work (FAW) has become a focal point in various disciplines, including positive organizational scholarship (Rothmann et al., 2019). This emphasis on FAW is driven by the "happy-productive worker", highlighting the positive relationship between well-being and productivity. Notably, a substantial portion of individuals are not flourishing, underlining the need for rigorous research in this domain (Wright & Cropanzano, 2007).

Research in positive organizational psychology seeks to determine individual and contributing factors that augment workplace flourishing (Colbert et al., 2016). FAW is a

dynamic construct and encompasses both hedonic and eudemonic dimensions (Redlinghuys et al., 2022). The hedonic dimension defines well-being in terms of pleasure attainment and pain avoidance, whereas the eudemonic dimension focuses on meaning and self-realization. Thus, FAW is achieved when individuals experience positive emotions, satisfaction, a sense of purpose, meaning, optimism, competence, and life satisfaction at work (Rothmann & Redelinghuys, 2020).

The extant literature demonstrates that FAW is a multidimensional construct, and various scales such as Short Form-FAW (SF-FAW) have been developed and validated in different countries (Rothmann et al., 2019; Rautenbach et al., 2017). These scales include indicators of emotional, psychological, and social well-being. The last decade has seen a surge in the investment in measuring and fostering FAW, recognizing its critical role in physical health, motivation, commitment, retention, and overall performance (Oliver-Silva & Porto, 2021). Moreover, FAW is considered a job resource and has been linked to positive outcomes such as engagement, in-role performance, job satisfaction, organizational commitment, organizational citizenship behavior, creativity, contextual performance, team embeddedness, person-environment fit, and self-reported performance (Erum et al., 2020; van Rensburg et al., 2017). On the contrary, FAW negatively influences the intention to leave and counter-productive work behaviors (Naim & Ozylmaz, 2022).

1.1.1 Global Surveys emphasizing the need for employee flourishing-at-work

The insights derived from the America Survey (American Psychological Association, 2023) underscore the profound importance that employees place on emotional, psychological, and social well-being (flourishing). A staggering 92% of respondents expressed a strong desire to work for an organization that values their emotional and psychological well-being, with 57% considering it very important, and 35% somewhat important. Similarly, an overwhelming 92% indicated the importance of working for an organization that actively supports employee mental health, comprising 52% who deemed it very important, and 40% somewhat important. Furthermore, 95% of participants stressed the significance of feeling respected at work and having social well-being, with 66% stating it is very important, and 29% somewhat important. These findings emphasize a collective demand for workplaces that prioritize and actively support the emotional, psychological, and social well-being of employees while maintaining respectful boundaries between work and personal lives. This highlights the increasing recognition of employee flourishing in the contemporary workplace.

PERCENTAGE OF WORKERS REPORTING MENTAL HEALTH CONCERNS
BY HEALTHY VS. TOXIC WORKPLACE

■ Healthy Workplace ■ Toxic Workplace

Agree Employer Thinks Workplace is Mentally Healthier than It Is	Have Fair/Poor Mental Health
49%	21%
77%	58%

Agree Work Has Negatively Impacted Mental Health	Have Experienced Harm to Mental Health at Work
28%	15%
76%	52%

AMERICAN PSYCHOLOGICAL ASSOCIATION

Figure1.2 Percentage of workers reporting mental health concerns

Source: American Psychological Association (2023)

Meanwhile, a study conducted among 1360 Indian employees found that 59% of the Indian workforce is unhappy at work. The study analyzed employees' happiness quotient in terms of general well-being, mental health, stress, work-life balance, turnover intent, autonomy, belongingness, and innovation at work. Only 41% of the workforce reported feeling content in their work environments. The pandemic has underscored the importance of factors such as belongingness, autonomy, and a sense of meaning and purpose in fostering FAW. Moreover, maintaining mental well-being involves minimizing stress, necessitating a delicate balance between the professional and personal lives of employees.

A contented workforce not only contributes to workplace happiness but also extends positivity to their homes. Cultivating flourishing in the workplace involves fostering strong connections with colleagues and promoting a sense of belonging, as well as providing greater autonomy in job roles. The relationship between heightened work-related stress, intrusion into personal life, and the inclination to leave the workplace is evident (O'Connor, 2019; Peter et al., 2021). Even in remote work settings, organizations must prioritize granting employees increased autonomy, while respecting their personal time and private space (Happyness.me, 2022: HRK News Bureau, 2022).

Similarly, in a study conducted by the World Economic Forum (2021), 27% of people in India are facing mental health challenges due to various reasons. 27% prevalence among individuals in the age group of 16 to 64 is noteworthy within the workforce, and any uptick in

this percentage could have serious repercussions for the economy. Thus, employers must provide all the necessary resources for ensuring employees' holistic well-being. These studies further emphasize the need to focus on employee flourishing at workplace.
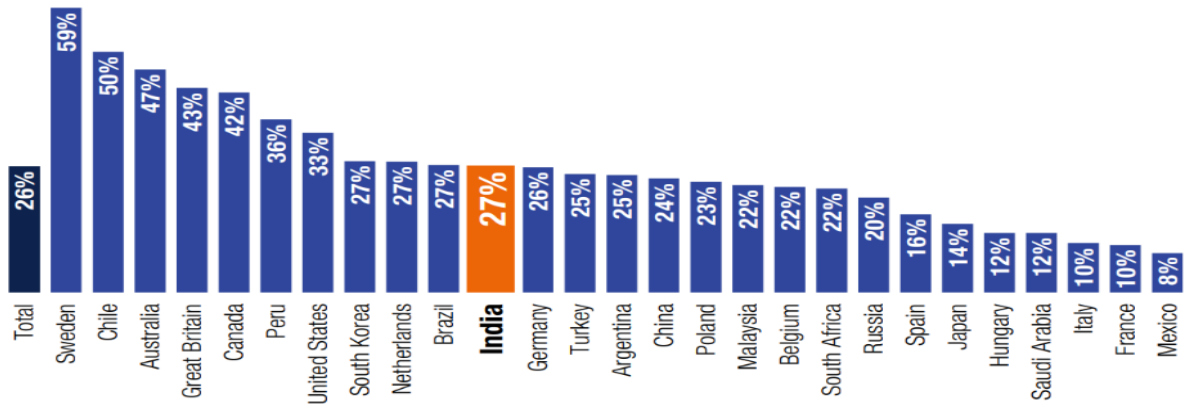
Figure 1.3 Percentage of people considering mental health as a key health problem faced in their country.

Source: Ipsos Global Health Monitor (2020)

1.1.2 Employee well-being trends in India

Interestingly, the Wellbeing Programmes India survey (WTW, 2022), which engaged 210 employers in the country, revealed the trends and best practices in holistic employee well-being. The study emphasizes the sustained focus on enhancing physical well-being, with employers transitioning to offsite work environments while intensifying support for employee fitness schemes. Notably, targeted programs addressing lifestyle risks and high-cost health issues, including cardiovascular diseases and diabetes have gained prominence, emphasizing the need for preventative care. In the realm of emotional well-being, employee assistance plans (EAP) and stress management programs were found to be widely adopted, reflecting an increased awareness of mental health's impact on organizational sustainability.

Companies are taking an inclusive approach by extending emotional support programs to dependent spouses, with an emerging need to expand such provisions to include parents and children. Social well-being is marked by a visible commitment to diversity, equity, and inclusion (DEI), with 84% of companies embracing inclusive benefits. DEI considerations extend to various aspects, including medical insurance, parental leaves, employee networks, and childcare support, reflecting a broader awareness of health and wealth inequities underscored by the COVID-19 pandemic.
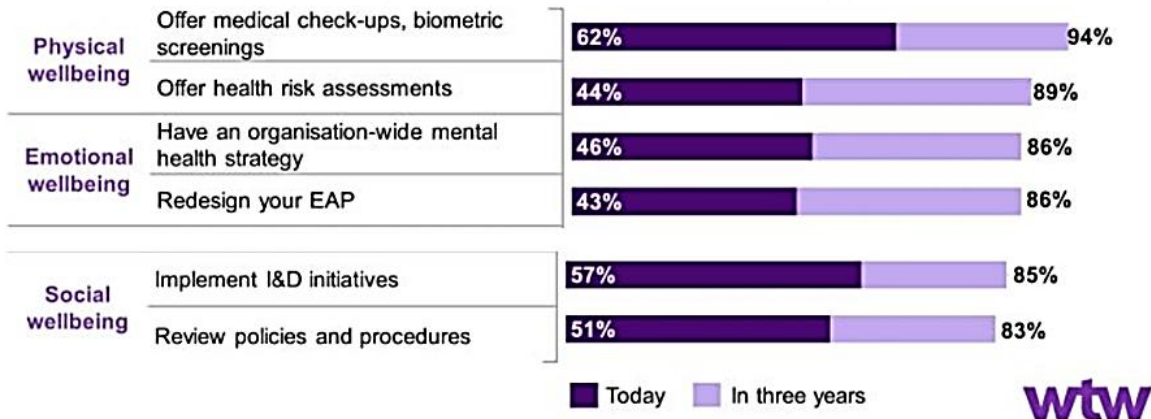
Figure 1.4 Employee well-being trends in India

Source: WTW (2022)

This study indicates that Indian organizations are earnestly prioritizing the holistic well-being of employees and have established comprehensive goals for the next three years. This underscores the paramount importance of fostering the flourishing of employees (emotional, psychological, and social well-being) in the workplace.

1.1.3 The hospitality industry and employee flourishing-at-work

The far-reaching effects of the COVID-19 pandemic on employee well-being in diverse industries are quite evident (Dimple & Kuriakose, 2023). The ramifications of the pandemic are particularly pronounced in "high-contact" industries, including wholesale and retail, transportation and storage, accommodation and food services, arts, entertainment, and recreation, as well as other services. Notably, the accommodation and food services industry, encompassing sub-industries such as beverage-serving and hotels, experienced a significant hike in turnover during the first half of 2020 (Dey Chowdary et al., 2022).

Amidst these challenges, the hospitality industry, a cornerstone of the global economy contributing over 10% to the global GDP and supporting one in every ten jobs worldwide (UN Environment Programme, 2023), finds itself grappling with unprecedented obstacles. The industry, once thriving, is now navigating a turbulent landscape marked by substantial financial losses, a decline in GDP contribution, heightened competition, and operational disruptions amidst dwindling demand (Majumdar, 2021). This tumultuous environment has sent shockwaves throughout the industry, profoundly impacting the well-being of its workforce

(Ngo et al., 2023). The gravity of the situation becomes even more crucial when considering the nature of the hospitality industry, which heavily relies on emotional labor. The strain on employee well-being has inevitably translated into tangible effects on the quality of service extended to guests or customers (Dimple & Kuriakose, 2023). To provide a WOW experience to the guests and to ensure a better competitive advantage employers must focus on the flourishing of their employees (Stevens, 2022). Investing in the emotional, psychological, and social well-being of the workforce not only fosters happier and more productive teams but also promotes a healthy work-life balance, instilling a sense of value among employees.

At the same time, the startling statistics (HSE, 2020) also signify the urgency of addressing holistic well-being concerns within the industry. In the hospitality industry stress, anxiety, and depression accounts for 51% of work-related health issues, and approximately three in five hospitality workers struggle with mental health issues during their careers due to decreased well-being. A staggering 72% express concerns about the emotional and mental well-being of their colleagues, while 44% lament the absence of someone to confide in about their well-being at work. With 84% of hospitality workers reporting increased stress directly linked to their jobs, it is imperative to address the most common issues affecting employee well-being in this industry. Creating a positive workplace environment where team members feel valued is crucial for overcoming challenges, as well as addressing common workplace issues (The Royal Society for Public Health, 2020).

1.1.4 Role of human resource management in ensuring flourishing-at-work

The World Health Organization report (2022) provides a comprehensive array of risks or factors that can compromise individual well-being in the organization. These risks span a spectrum of challenges, ranging from excessive workloads, understaffing, and underuse or mismatch of skills in a given role to issues related to work hours, job design control, and physical working conditions.

The past evidence reveals that the human resource management (HRM) of an organization plays a significant role in addressing these challenges and ensuring the well-being of the employees (Sorribes et al., 2021). HRM practices including strategic workforce planning, talent management, and employee engagement initiatives, serve as critical mechanisms for aligning organizational objectives with employee well-being (Ho & Kuvaas, 2020). Specifically, HRM interventions can target skill development and alignment, workload

management, and the cultivation of a positive organizational culture that discourages negative behaviors (Dixit & Sinha, 2021).

Further, HRM's involvement in addressing challenges related to job roles, promotions, job security, compensation, and career development is essential in fostering a supportive work environment (Islam et al., 2020). By implementing policies and practices that promote transparency, fairness, and employee involvement, HRM contributes to creating a workplace that not only recognizes and addresses well-being risks but actively works towards the holistic development and satisfaction of its workforce (Sypniewska et al., 2023).

Thus, the extant literature demonstrates that a strategic and well-implemented HRM framework is imperative for organizations aiming to systematically address and enhance employee well-being in the face of multifaceted workplace challenges identified by the WHO. One such strategic HRM practice is high-performance work system (HPWS). HPWS is defined as the implementation of a set of human resource management practices designed to enhance employee skills, motivation, and performance in alignment with the organizational goals (Boxall & Macky, 2004). These practices typically include selective hiring, extensive training, performance-based rewards, employee involvement in decision-making, flexible work arrangements, job security, and the establishment of a supportive organizational culture (Kim et al., 2023).

From the employees' perspective, HPWS seems to be a long-term investment in them and thus they reciprocate with positive behaviors (Heffernan & Dundon, 2016). HPWS provides all the necessary resources that are considered valuable and essential for meeting organizational expectations and individual growth (Padmata & Vangapandu, 2023). Therefore, individuals who can acquire and retain the essential resources for achieving success are keen to adjust effectively to their job environment, resulting in an elevated sense of well-being (Huang et al., 2016).

1.2 Problem statement

Despite the positive implications of FAW with notable benefits for both organizations and individuals, research in this field is still in its infancy. Approximately half of the studies concentrate on the South African context, with limited research conducted in India. Furthermore, only a few studies have investigated the contextual antecedents of employee FAW. Similarly, there is a dearth of research on the antecedents of FAW. Abid and colleagues

(2018) have specifically called for research on the underexplored enablers of this positive psychological construct.

In the current organizational landscape, the unforeseen repercussions of the COVID-19 pandemic, coupled with economic fluctuations, technological disruptions, and shifts in consumer preferences, have heightened the well-being challenges of employees worldwide. These challenges significantly affected employees' mental health, resulting in increased levels of stress, burnout, and depression (WHO, 2020). Moreover, these disruptions sparked a shift in employees' perspectives, emphasizing the significance of overall well-being and personal growth over monetary benefits. In response to this evolving mindset, employers globally are exploring interventions and strategies to retain their workforce. This shift compelled employers to prioritize the emotional, psychological, and social well-being (Flourishing) of their employees as their primary focus.

However, many studies focus on the link between HPWS and employee performance, it's equally important to explore the relationship between HPWS and employee well-being to refine practices that enhance both performance and well-being. Recognizing this connection helps organizations create holistic approaches that improve the work environment and drive success. Moreover, this underscores the complexity of the relationship between HR practices and employee well-being, highlighting the need to untangle these variable relationships rather than relying on aggregated and uniform assertions.

Meanwhile, the existing literature also asserts that the FAW studies have predominantly focused on education and the healthcare industry. Surprisingly, none of the FAW research has delved into the realm of the hospitality industry. Amid the post-pandemic landscape, numerous challenges confront this industry, ranging from labor shortages and heightened competition to regulatory compliance issues and escalating operational costs. These challenges, in turn, give rise to significant well-being issues among employees. The pivotal role of employee well-being in the hospitality industry cannot be overlooked, as the essence of the industry lies in the services provided by its workforce. Any lapses in addressing employee well-being can adversely impact their brand image and service quality, subsequently affecting competitive advantage. Hence, the imperative to explore employee FAW within this industry is paramount.

However, the hospitality industry is increasingly adopting strategic human resource practices, specifically HPWS, to increase employee performance and navigate through these challenges. HPWS plays a pivotal role in nurturing a skilled and motivated workforce that

excels in delivering exceptional services. Additionally, the coordination among various departments is crucial in this industry. HPWS efficiently creates this coordination by actively fostering teamwork and providing effective communication and collaboration. This further contributes to the overall cohesion of the organization and ultimately ensures a superior guest experience. Despite the positive association between HPWS and employee performance, research has not delved deeply into the association between HPWS and employee well-being, especially employee flourishing. Moreover, Kloutsiniotis and Minhail (2020) call for a thorough investigation into the relationship between HPWS and employee well-being within the hospitality industry.

The relationship between HPWS and employee well-being is complex, particularly with a multidimensional well-being construct like FAW. Thus, it requires a nuanced exploration involving moderators and mediators to elucidate the positive relationship between these two constructs. In light of these inconsistencies in the literature, our study aims to explore the organizational factors contributing to employee FAW in the hospitality industry. Specifically, the research delves into the impact of HPWS on FAW in this sector. Moreover, an integrated framework is proposed to address employee FAW, incorporating a positive psychological mechanism that connects HPWS and FAW. Such an integrated approach will essentialize the complex relationship between HPWS and FAW in the current industry context and highlight the relevance of this investigation amidst the ongoing debates in strategic HR literature.

1.3 Rationale of the study

Pursuing research on employee FAW in India is salient due to a confluence of factors shaping the work environment in the country. As the country undergoes rapid economic growth and transformation, studying flourishing becomes crucial to comprehend how these changes affect individuals in evolving work environments. Moreover, India plays a vital role in the global workforce, making it essential to investigate employee flourishing to gain insights into the well-being of a significant portion of the global workforce. The prevalence of workplace stress, burnout, and mental health issues in India underscores the importance of understanding factors that contribute to employee flourishing, enabling the development of interventions to address these concerns (World Economic Forum, 2021).

Similarly, FAW studies are pivotal for the revitalization of the hospitality industry, particularly in the aftermath of significant setbacks caused by the recent pandemic. Further, an in-depth research plays a crucial role in guiding the industry toward adopting strategic

interventions and practices aimed at cultivating and sustaining a flourishing workforce. Given the distinctive characteristics of the hospitality industry, including its service-centric nature, the intangibility of products, and extensive customer interactions, (Murphy et al., 2018) focusing on the well-being and positive mental state of employees becomes quintessential. The industry's ability to deliver exceptional services is intricately tied to the well-being of its workforce. Thus, unlike other industries, the notion of employee flourishing is exceptionally pronounced within the domain of hospitality, emphasizing its unparalleled significance in ensuring sustained success and resilience in the face of challenges.

Furthermore, in the contemporary era of strategic human resource management, understanding the impact of such strategies on employee well-being is of utmost importance. Aligned with the resource-based view (RBV), which posits that employees constitute a major source of competitive advantage, it becomes crucial to implement practices that not only engage employees but also ensure their well-being to achieve organizational objectives (Collins et al., 2021). While numerous studies have focussed on the relationship between HPWS and employee performance (Fragoso et al., 2022; Siddique et al., 2019; Shin et al., 2017), it is equally imperative to assess the relationship between HPWS and employee well-being. This examination is vital for refining and evaluating practices to ensure they contribute not only to enhanced performance but also to the overall well-being and satisfaction of the workforce. By recognizing the intricate connection between human resource strategies and employee well-being, organizations can develop more holistic approaches that foster a positive work environment and, in turn, elevate both individual and organizational success.

In order to achieve this objective, the current research developed a research framework consisting of HPWS, psychological capital, employee work passion, work engagement, organizational trust and FAW as the key constructs. The rationale for choosing these constructs was based on the gaps identified in the FAW literature. Moreover, the selection of PsyCap as a mediating variable in this research stems from its recognized role as a positive developmental state. As delineated by Luthans et al. (2008), PsyCap encompasses crucial dimensions such as self-efficacy, hope, resilience and optimism. Studies show that HPWS, if implemented from a human-centric perspective, has the unique ability to foster the psychological resources of employees (Miao et al., 2021). Employees with high levels of PsyCap are capable of navigating challenges and thriving amidst organisational transformations. Building upon the call for a nuanced exploration of the linkages between HPWS and the psychological states of individuals

(Abubakar et al., 2019), in the present research I initiate a comprehensive analysis, underscoring PsyCap as a mediating variable.

Likewise, employee work passion (EWP) occupies a pivotal position within our research framework. EWP transcends mere task involvement, encapsulating a continual emotional and meaning-based state of well-being wherein individuals internalise their activities, integrating their identity into their work endeavours (Zigarmi et al., 2011). Furthermore, recognizing the dearth of empirical inquiry into the antecedents and outcomes of EWP within organizational contexts, our study endeavors to fill this critical gap in the literature, shedding light on the nuanced dynamics underlying employees' passionate attachment to their work. In parallel, the research has also employed work engagement as a mediating variable, as prior research proposes a connection between engagement and the accessibility of resources (Schaufeli, 2013). This underscores the idea that the positive outcomes associated with HPWS can be linked to the provision of essential resources for employees, aligning with Schaufeli's conceptualization of engagement. Moreover, taking into account the indispensable relationship between work engagement and employee wellbeing from the extant literature I adopted work engagement as the mediating mechanism in the study. Work engagement is defined as "a positive, fulfilling, work-related state of mind characterized by vigor, dedication, and absorption" (Schaufeli et al., 2002, p. 74). According to the job demand-resource theory, increased resources (in the form of HPWS) will result in positive outcomes such as engagement and well-being of employees (Bakker & Demerouti, 2007).

Finally, the incorporation of OT as a moderating variable underscores its significant role in shaping the effectiveness of HPWS initiatives. OT is defined as the willingness of individuals to rely on organizational actions and decisions, underpinned by a belief in their alignment with organizational interests (Mayer et al., 1995). OT plays a prominent role in fostering collaborative and reciprocal exchanges within the organizational milieu. Notably, previous scholarship has overlooked the moderating influence of OT in the nexus between HPWS and employee outcomes, thereby accentuating the novelty and significance of our study's contribution. Through a nuanced examination of OT's moderating role, we seek to unveil the intricate mechanisms through which organizational trust augments the efficacy of HPWS practices, offering valuable insights into fostering a conducive organizational climate conducive to employee well-being and performance.

1.4 Scope and motivation

In the dynamic and challenging landscape of the VUCA work environment, the relentless barrage of challenges has taken a toll on employee well-being. This critical issue not only jeopardizes the immediate health and satisfaction of employees but also poses a pervasive and enduring threat to the broader economic landscape of a nation. The detrimental effects of compromised well-being reverberate across industries, amplifying in both scope and intensity over time. Recognizing the need for change, employees are actively seeking work environments that foster not only productivity but also the holistic flourishing of individuals. The pervasive nature of FAW and its non-trivial implications for organizations and other stakeholders present an urgent need for exploring the factors leading to employee FAW. Against this backdrop, this study delves into the specific question of how organizations can enhance employees' FAW.

The primary impetus behind this study stems from a conspicuous gap in research, particularly the scarcity of studies on employee FAW within the Indian context, with a specific focus on the hospitality industry. The dearth of comprehensive investigations in this crucial area poses a significant knowledge deficit that this study aims to address. This research is limited to the hospitality sector in India, focusing on a select number of hotels to provide in-depth insights. It has not encompassed any other industries or regions, which fails to prove its generalizability.

Furthermore, given the pivotal role played by the Indian workforce on the global stage, it becomes significant to unravel the dynamics of employee well-being, especially in the face of a rapidly evolving work environment. In addition to the localized need for such research, the study responds to a broader global challenge. The surge in mental health issues worldwide has created an alarming scenario, necessitating employers to develop proactive well-being strategies and interventions.

This study seeks to contribute not only to the understanding of employee flourishing in India but also to the larger discourse on mitigating the global mental health crisis through empirical insights and strategic recommendations. In doing so, it aspires to pave the way for evidence-based practices that foster a flourishing workforce in India's hospitality industry and, by extension, contribute to the broader international conversation on employee well-being.

1.5 Research question

A research question serves as a guide in addressing a research problem. In broad terms, research questions inquire about the effectiveness of the proposed framework in explaining the underlying relationships. For the present study, the research question framed is as follows: -

RQ$_1$: How organizations can enhance employees' flourishing at work?

1.6 Objectives of the study

Considering the significant gaps in the literature, we have formulated the research objectives as follows:

- To examine the role of high performance work system in fostering employee flourishing-at-work.
- To explore the mediating role of psychological capital, work passion and work engagement between high performance work system and flourishing-at-work in the hospitality industry.
- To explore the moderating role of organizational trust in the relationship between high performance work system and psychological capital.
- To empirically validate the proposed conceptual framework.

1.7 Methodology employed

The present research commenced with a comprehensive literature review focusing on the FAW construct, aiming to identify existing gaps in the current body of knowledge. Recognizing these gaps, we extended our inquiry to explore enablers such as *HPWS, psychological capital, work engagement, employee work passion, and organizational trust*. The literature review on these constructs further pinpointed voids, providing a holistic foundation for shaping the research questions and research objectives of our study.

Building on these objectives, we developed a conceptual framework designed to explore employees FAW within the specific context of the hospitality industry in India. To gather empirical data, we conducted a survey using a questionnaire adapted from existing scales with minor modifications in wordings. To mitigate common method bias, responses were collected at three different time points.

For data analysis, we employed statistical tools, specifically SPSS 25 and AMOS 21.0. Covariance-based structural equation modeling (CB-SEM) was chosen to assess the fit of our model to the collected data, allowing for a rigorous examination of the proposed relationships. Additionally, we utilized the SPSS PROCESS Macro (Model 1 & Model 6) to investigate moderation and mediation within the model.

1.8 Keys terms defined

Here we discuss the operational definition of the important constructs employed in the study.

- **Flourishing-at-work**

  Flourishing-at-work (FAW) is defined as *"an employee's perception that he or she is feeling and functioning well in the workplace"* (Redelinghuys et al., 2019, p.1).

  It is a *"multidimensional construct that focuses on employees' emotional, psychological, and social well-being"* (Redelinghuys & Rothmann, 2020, p.2).

- **High-performance work system**

  High-performance work system is defined as "*a bundle of human resource practices which are set for the purpose of enhancing the knowledge, skills, and ability of employees at a workplace for higher work productivity*" (Boxall & Macky, 2009, p.8)

- **Psychological capital**

  Psychological capital is defined as "*an individual's positive state of development that is characterized by self-efficacy, optimism, hope, and resilience*" (Luthans et al., 2004, p.46)

- **Employee work passion**

  Employee work passion is defined as "*a strong inclination toward an activity that people like, that they find important, and in which they invest time and energy*" (Vallerand et al., 2003, p.757).

- **Work engagement**

  Work engagement is defined as "*a positive affective-cognitive state, characterized by vigor, dedication, and absorption"* (Schaufeli & Bakker, 2010, p. 11).

- **Organizational trust**

  Organizational trust is defined as "*positive expectations individuals have about the intent and behaviors of multiple organizational members based on organizational roles, relationships, experiences, and interdependencies*" (Zalabak et al., 2000, p. 35).

1.9 Chapter organization of the thesis

Below given are the different chapters of this thesis:
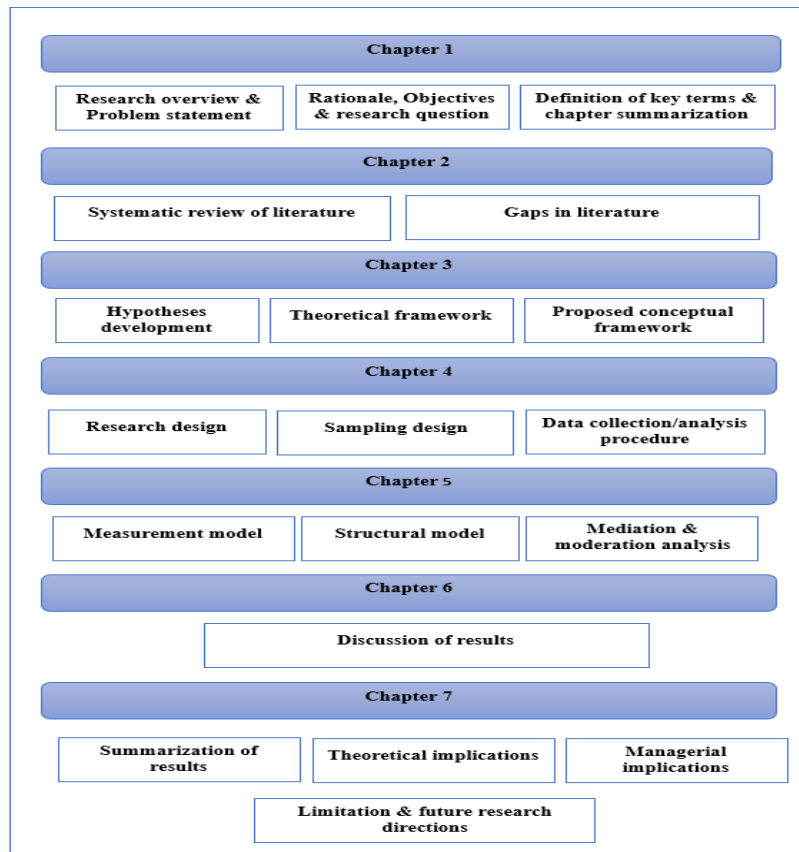
Figure 1.5: Chapter organization of the thesis

1.10 Conclusion

The concept of employee FAW stands out as a pivotal element with the capacity to impact both individual and organizational outcomes. In light of this, gaining a more profound understanding holds the key to developing customized approaches and interventions. Acknowledging the significance of this positive psychological construct, the present study introduces an integrative framework aimed at comprehensively addressing the domain of FAW. Furthermore, the research delves into the contextual and individual factors that contribute to employee flourishing at the workplace. This chapter serves as a succinct overview, providing a glimpse into the research covered in this thesis.

LITERATURE REVIEW

Overview

We begin with a comprehensive and systematic literature review to explore employee flourishing within the workplace. This rigorous process helped us to have an in-depth knowledge regarding the construct and enabled the identification of factors contributing to employee FAW, and the recognition of potential research gaps in the literature. Based on these gaps we further identified and reviewed various constructs involved in the study and identified the gaps in their literature as well. This guided us to develop an integrated framework for addressing employees' FAW.

Section 2.1 Section 2.2	• Methodology adopted • Review protocol (SPAR-4-SLR)
Section 2.3 Section 2.4	• ADO framework • TCM framework
Section 2.5 Section 2.6	• Gaps identified in FAW literature • Review of variables considered from the research gaps
Section 2.7 Section 2.8	• Further gaps identified • Conclusion
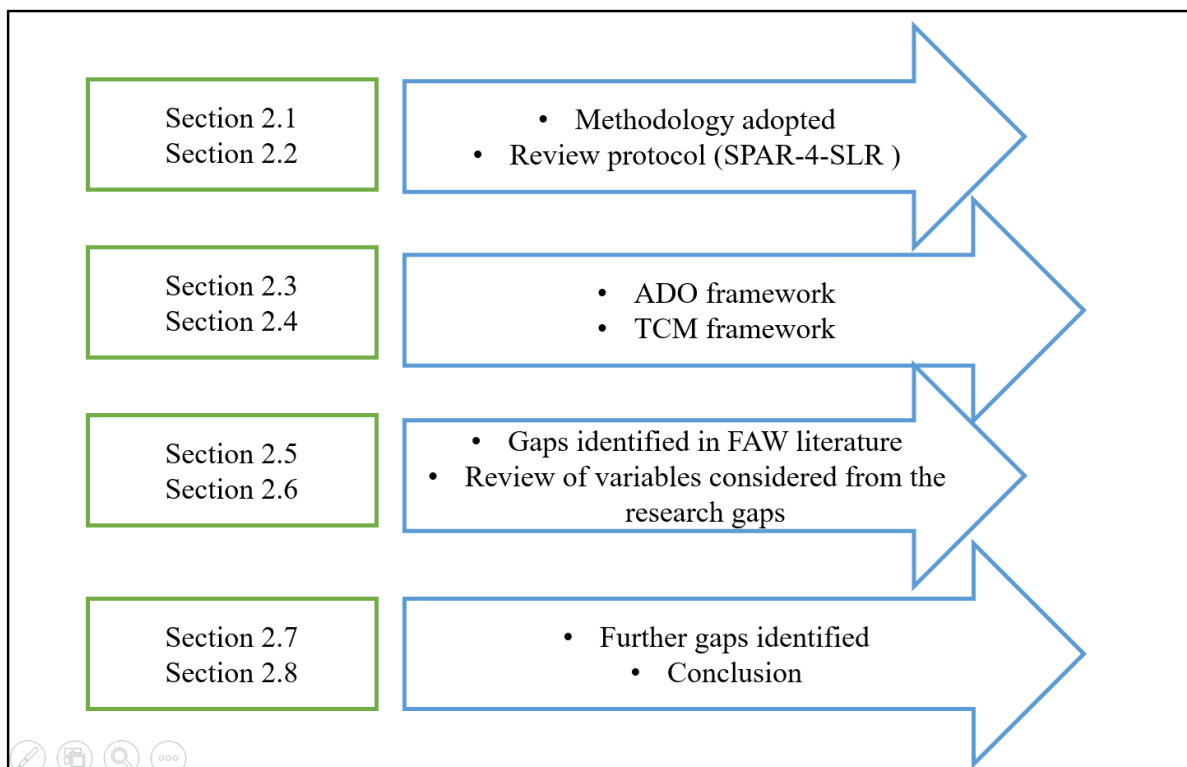
Figure 2.1: Chapter layout

2.1 Methodology adopted

We have adopted a systematic and framework-based review approach, specifically focusing on widely used methods, theories, and constructs in conjunction with the ADO framework (antecedents, decisions, and outcomes) of FAW research. The preference for framework-based

review is rooted in their inherent structural robustness. Notably, the study extensively utilizes two renowned bibliographic databases, *Web of Science* (WoS) and *Scopus* (Fabricio et al., 2022). These databases were selected to ensure the inclusion of high-quality peer-reviewed research articles in this study. The methodology adheres to the scientific procedures and rationales for systematic literature reviews (SPAR-4-SLR) framework (Figure 2.3) (Paul et al., 2021). This framework comprehensively outlines the systematic process followed, aligned with the ADO framework. This methodological rigor underpins the comprehensive analysis conducted in this study, ensuring a thorough exploration of the multifaceted construct of FAW. Figure 2.2 highlights the most influential bibliographic sources pertinent to the subject literature. The terminology "*flourishing*" within the workplace context, including phrases such as '*job flourishing*', '*employee flourishing*', '*flourishing at work*', and '*workplace flourishing*', is consistently employed throughout the article. The subsequent section provides a detailed illustration of the review protocol and literature review findings.
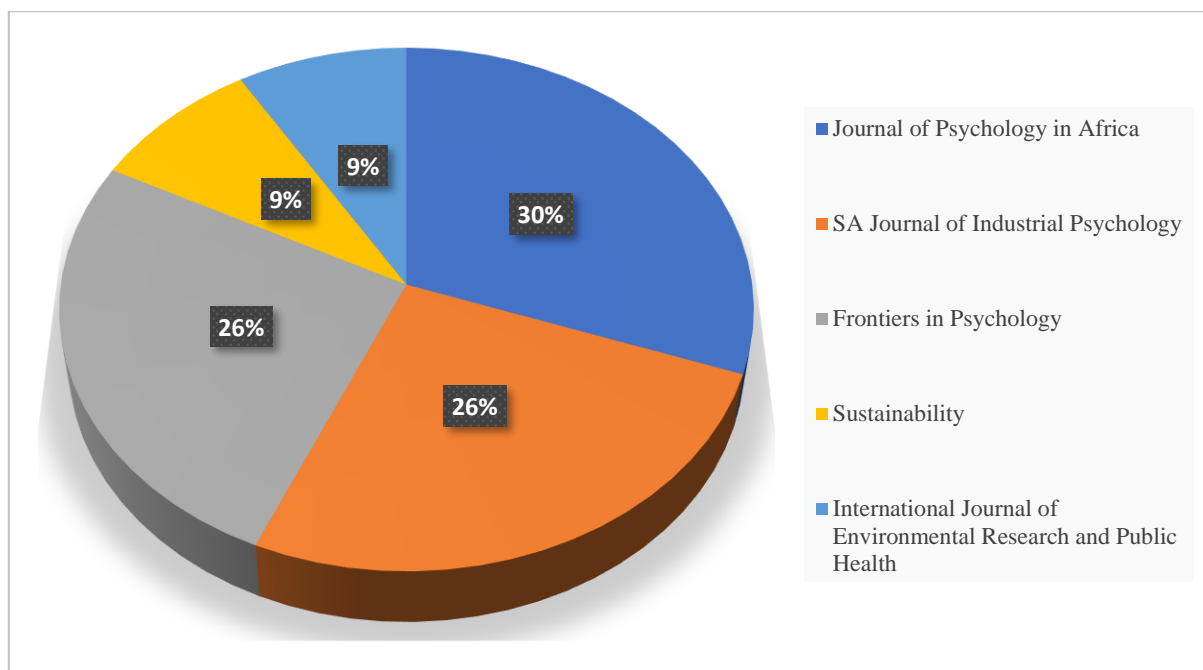
Figure 2.2: Top journals publishing FAW studies

2.2 Review protocol

In this state-of-the-art, we applied the robust SPAR-4-SLR protocol developed by Paul et al. (2021) to systematically and transparently synthesize the existing literature. The protocol involves three main stages (assembling, arranging, and assessing) and six sub-stages (identification, acquisition, organization, purification, evaluation, and reporting), which are summarized in Figure 2.3.

2.2.1 Stage 1: Assembling

This stage involves the identification and acquisition of relevant literature. In the identification sub-stage, the domain, research questions, source type, and source quality are ascertained. The domain of the study is employees flourishing at the workplace. For source type, only journal articles were included in this study. Conference papers, book chapters, editorials, and dissertations were excluded. We established our inclusion criteria based on the SJR Best Quartile – Q1 data provided by Scimago Journal and Country Rank in 2023. This criterion ensured the selection of articles published in journals belonging to the top 25% of citations, denoted as Q1, indicating the highest prestige in the respective subject category. This classification reflects the journal's outstanding reputation compared to others in the same field. To ensure the quality of the articles, we have only included articles listed under the quartile of Q1, Q2, and Q3 of Scopus. This served as a strict journal selection criterion.

In the acquisition sub-stage, a Boolean search using keywords such as *'Job flourishing', 'work flourishing', 'workplace flourishing', 'employee flourishing', 'flourishing at work',* and *'flourishing-at-work'* was run on *WOS* and *Scopus* database to include all relevant results. Our study ranges from January 2013 to September 2023 (see Figure 2.4 for number of publications per year). The last decade marks the introduction of the concept of flourishing in the organizational context. It was Rothmann (2013) who first introduced the notion of flourishing in the workplace domain. Our initial search returned a total of 116 records from both *Scopus* and *WOS*.

Assembling

Identification
Domain: Employee flourishing at work
Source Type: Only journal articles were included in the search. Conference abstracts, book chapters, editorials, dissertations etc. were excluded
Source Quality: WOS, Scopus indexed (Q1,Q2,Q3)

Acquisition
Search mechanism and Boolean search on Scopus and WOS acquisition: **Search Period:** 2013 January to 2023 September **Search Keywords:** 'Job flourishing', 'work flourishing', 'workplace flourishing',' Employee flourishing', 'Flourishing at work', 'Flourishing-at-work'. Total number of articles returned from the search: N= 75 (Scopus)+ 41(WOS) = 116

Arranging

Organization
Organizing Codes: Theories, geographical area, sample, type of article, the method used, definitions, dimensions, antecedents, and outcome (Khatri & Duggal, 2021) **Organizing Framework:** Combination of ADO (Paul and Benito, 2018) and TCM (Paul et al., 2017)

Purification
Article Type Excluded: After limiting to research articles written in only English language = 60+39 = **99,** removed duplicates from Scopus and WOS= 60, Removed review articles 60-2= 58, After reading abstract 58- 8= 50. **Article Type Included:** Only included those journal articles that have used flourishing as a key variable and not as a generic term b) Articles that have used flourishing in the work domain.

Assessing

Evaluation
Analysis Method: Descriptive analysis of the content (journals with the most articles published, the most popular theories used, contexts, methods, as well as the antecedents, decisions, and outcomes) **Agenda Proposal Method:** Gap Analysis

Reporting
Reporting Convention: Combination of discussion and summaries used. Limitations of the study have also been identified.

Figure 2.3: SPAR-4-SLR framework (Paul et al., 2021)
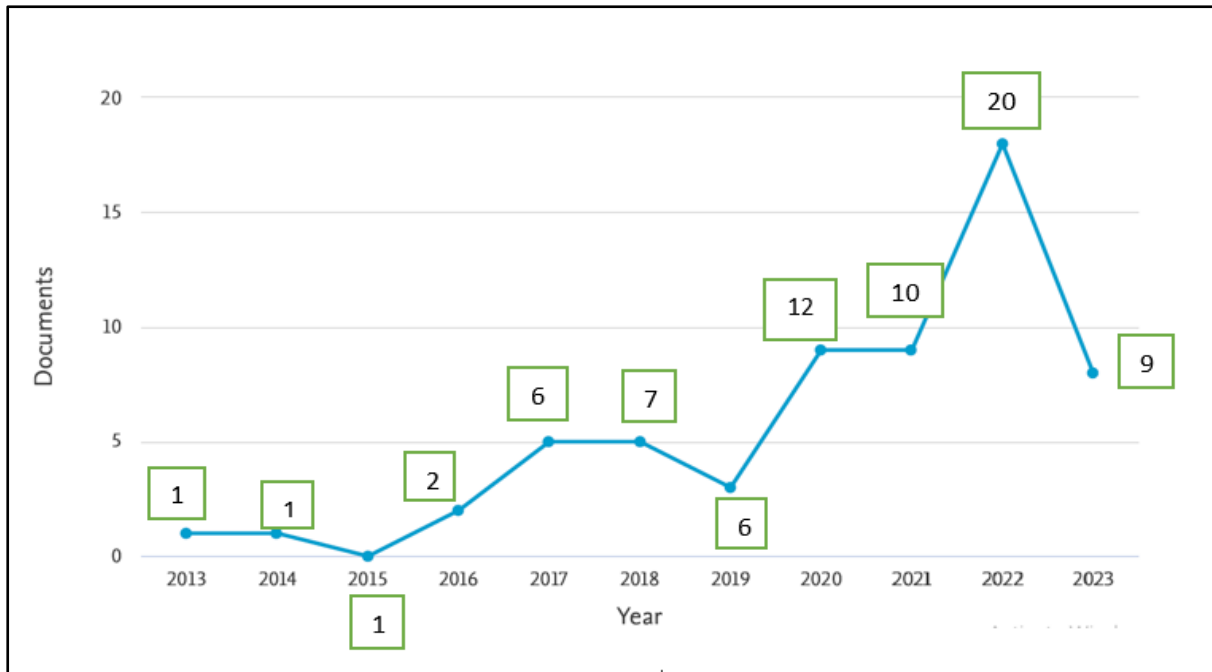
Figure 2.4: Articles published from January 2013 to September 2023

2.2.2 Stage 2: Arranging

In the subsequent phase, the literature was systematically categorized and refined (Paul et al., 2021). During the organizing phase, we identified organizing codes and frameworks. To maintain a systematic and objective approach, this study focuses on the aspects of (a) ADO and (b) TCM within the realm of FAW research. We adopted the codes used in the study of Khatri and Duggal (2021) as the study has its core theme of well-being. Nine codes were used: theories, geographical area, sample, type of article, methods used, definitions, dimensions, antecedents, and outcomes. These codes were then compared, combined, and organized in line with ADO (Paul & Benito, 2018) and TCM frameworks (Paul et al., 2017).

In the purification sub-stage, the selection process involved filtering articles to include only English-language research articles. Duplicates from Scopus and Web of Science (WOS) were removed, followed by further exclusions based on abstract reading and then followed by reading the full text. Finally, 50 pertinent articles were identified for inclusion in this study (refer to Table 2.1). Eligibility criteria included source quality, categorized as Scopus Q1, Q2 or Q3. Additionally, content relevance was determined by ensuring that the term ' FAW ' was used as a primary variable of the study and not as a generic term, along with a focus on flourishing within workplace contexts.

2.2.3 Stage 3: Assessing

In the final phase, the literature underwent evaluation and reporting. This review which is structured around the ADO-TCM framework, employed a content-focused approach involving descriptive analysis. Articles were scrutinized based on prevalent journals, popular theories, contextual settings, methodologies, and the ADO perspective in FAW research (Paul et al., 2021). Utilizing the ADO-TCM framework for organizing and evaluating existing literature bolstered the reliability of the findings. Further, we reported the identified research gaps in the literature.

Table 2.1: Summarized representation of the number of articles reviewed from a specific journal

Si No.	Source title	Article	No of articles	Scopus quartile
1	Frontiers in Psychology	Ariza-Montes et al., 2018; de Wet & Rothmann, 2022; Harunavamwe & Ward, 2022; Kleynhans, Heyns & Stander, 2022; Kleynhans, et al., 2022; Marques-Quinteiro et al., 2021	6	Q2
2	Industrial and Commercial Training	Peethambaran & Naim, 2023	1	Q3
3	Personality and Individual Differences	Schutte & Loi, 2014	1	Q1
4	Psychological Trauma: Theory, Research, Practice, and Policy	Srinivasan & Nachimuthu, 2022	1	Q1
5	Journal of Psychology in Africa	Diedericks & Rothmann, 2013; Heyns et al., 2021; Rautenbach & Rothmann, 2017; Rensburg & Marais, 2022; Rensburg et al., 2018; Rautenbach & Rothmann, 2017; van Rensburg et al., 2018	7	Q3

6	SAGE Open Medicine	Lezar L & van der Walt, 2023	1	Q2
7	Journal of Occupational Health Psychology	Du et al., 2018	1	Q1
8	Mental Health and Social Inclusion	Ragadu & Rothmann, 2023	1	Q3
9	South African Journal of Industrial Engineering	Stelzner & Schutte, 2016	1	Q3
10	Journal of Family Business Management	Razzak, 2023	1	Q2
11	Paideia	Gabardo-Martins et al., 2017	1	Q3
12	International Journal of Environmental Research and Public Health	Muñiz-Velázquez et al., 2022; Ho & Chan, 2022	2	Q2
13	SA Journal of Industrial Psychology	Furtak & Barnard, 2021, Marais-Opperman et al., 2021; Redelinghuys et al., 2019; Redelinghuys & Rothmann, 2020; van Rensburg & Rothmann, 2020	6	Q3
14	Academy of Management Journal	Colbert et al., 2016	1	Q1
15	Personnel Review	Naim & Ozyilmaz, 2022	1	Q1
16	Psychological Reports	Redelinghuys et al., 2019	1	Q2
17	DLSU Business and Economics Review	Kim & Beehr, 2020	1	Q3
18	Journal of Computer Information Systems	Mungra et al., 2023	1	Q1
19	Cogent Business and Management	Abid et al., 2018	1	Q2
20	Journal of Open Innovation: Technology, Market, and Complexity	Imran et al., 2020	1	Q1
21	Information Resources Management Journal	Shamout et al., 2022	1	Q2

22	Sustainability	Lange, 2021; Murangi et al., 2022	2	Q1
23	Journal of Leisure Research	Lacanienta et al., 2018	1	Q1
24	Iranian journal of Management Studies	Jaffery & Abid, 2020	1	Q3
25	South Asian Journal of Human Resources Management	Ramdas & Patrick, 2019	1	Q3
26	Journal of Business Ethics	Giolito et al., 2021	1	Q1
27	Revista de Administracao Mackenzie	Oliveira-Silva & Porto, 2021	1	Q3
28	Amfiteatru Economic	Sloan et al., 2020	1	Q2
29	Kybernetes	Mohamad Ibrahim et al., 2022	1	Q2
30	International Journal of Stress Management	Kim & Beehr, 2020	1	Q1
31	Employee Relations	Hunsaker & Ding, 2022	1	Q2
32	International Journal of Qualitative Studies on Health and Well-being	Rudolph & Barnard, 2023	1	Q1
Total			**50**	

2.3 Literature of flourishing-at-work

Flourishing is a multifaceted construct deeply rooted in positive psychology, has recently garnered substantial attention in scholarly discourse on well-being (Diener et al., 2010; Seligman, 2011). Keyes (2007) delineated "flourishing" as a pattern characterized by positive emotions and fulfilling life behaviors, constituting a state of emotional, psychological, and social well-being. Emotional well-being is a subjective evaluation encompassing life satisfaction and affective experiences, both positive and negative (Keyes, 2005). Psychological well-being incorporates essential aspects facilitating content and joyous life, including autonomy, mastery, relatedness, meaning, personal growth, and self-acceptance. The social dimension of well-being extends into public and social functioning, incorporating social acceptance, coherence, integration, contribution, and actualization (Keyes, 2007).

Keyes (2002, 2007) introduced the mental health continuum (MHC) to gauge flourishing levels, categorizing individuals into flourishing, moderately mentally healthy, and languishing. Notably, languishing represents an adverse state characterized by low emotional, psychological, and social well-being. Building on these foundations, researchers have proposed various frameworks, such as PERMA (Seligman, 2011) and the PROSPER model (Noble & McGrath, 2015), which emerged as significant paradigms in the domain. The PERMA model focuses on positive emotions, engagement, relationships, meaning, and accomplishment, while the PROSPER model emphasizes positivity, relationships, outcomes, strengths, purpose, engagement, and resilience (Forgeard et al., 2011; Noble & McGrath, 2015).

Intriguingly, Rothmann (2013) discerned a substantial variance of 54 percent between FAW and general life flourishing, prompting a nuanced exploration from an organizational standpoint. FAW, as elucidated by Rothmann (2013) and later refined by Rautenbach (2015), encapsulates an employee's emotional, psychological, and social state of well-being, providing invaluable insights into their workplace experiences (Luthans, 2002). This positive psychological construct has gained significant prominence in the field of work and organizational studies (A'yuninnisa et al., 2023). Job flourishing or workplace flourishing is known for its positive employee outcomes such as increased extra-role behaviors (Razzak, 2023), increased in-role performance (Botha, 2019, Redelinghuys & Rothmann), happiness at work (Muñiz-Velázquez et al., 2022), stronger work engagement (Imran et al., 2020), lesser withdrawal behavior (Ibrahim et al., 2022), higher organizational commitment (Stelzner & Schutte, 2016), stronger thriving at work (Lezar L & van der Walt, 2023), lesser intention to leave (Redelinghuys & Rothmann, 2020), and lesser power distance orientation (Giolito et al., 2021).

Despite its significant advantages, the comprehensive well-being concept of ' FAW ' remains relatively unexplored (Fabricio et al., 2022). Moreover, it is frequently misconstrued or vaguely defined by scholars in organizational psychology, as well as by industry practitioners. While flourishing is generally perceived as a multidimensional and holistic well-being construct (Seligman, 2011; VanderWeele, 2017), it has been conceptualized in multiple ways, each incorporating different dimensions, as outlined in Figure 2.5. Additionally, a few constructs share some common features with flourishing, leading to frequent misunderstandings (see Table 2.2). Moreover, the emergence of the flourishing concept in 2013 highlights the need for a thorough analysis to understand its full potential as a valuable construct. This is especially crucial in the contemporary context, where employee well-being plays a pivotal role in shaping the future and growth of organizations. It is essential for

organizations to harness the benefits associated with ensuring the overall well-being of their employees.

Table 2.2: Comparison of FAW with similar constructs

Related constructs	Definition	Similarities between FAW	Difference between FAW
Thriving at work	Thriving at work is a positive psychological state where employees experience vitality (positive energy) and learning (acquiring valuable knowledge and skills) at work, leading to a sense of motivation and personal growth (Spreitzer et al., 2005).	Both thriving at work and FAW involve positive psychological states in the workplace, focusing on employee well-being and personal growth. They both emphasize positive experiences and intrinsic motivation in the work environment.	FAW encompasses a broader range of positive states beyond vitality and learning, including emotional well-being and social connectedness. Thriving at work specifically emphasizes vitality and learning as its core dimensions. FAW may encompass a wider spectrum of positive emotions and experiences compared to the more focused aspects of thriving at work.
Work engagement	Work engagement is a state of mind characterized by vigor (high energy and mental resilience), dedication (intense involvement in work tasks, enthusiasm, and challenge), and absorption (full concentration and positive engrossment in work) (Schaufeli et al., 2002). Engaged employees are physically, cognitively, and emotionally	Both work engagement and flourishing-at-work highlight positive mental states and involvement in work activities. Both constructs emphasize the positive and fulfilling experiences employees can have in their jobs.	FAW encompasses a broader perspective, including psychological, social, and emotional well-being. It may incorporate a wider range of positive experiences beyond the specific dimensions of engagement (vigor, dedication, and absorption). FAW reflects overall well-being, not limited to work-related activities.

	involved in their work roles.		
Job satisfaction	Job satisfaction refers to an individual's positive or negative feelings and attitudes toward their job, including aspects such as work tasks, coworkers, supervisors, pay, and overall fulfillment (Spector, 1997). It reflects the extent to which a person likes or dislikes their job.	Both job satisfaction and FAW involve positive attitudes and feelings related to work experiences. Both constructs focus on the emotional and psychological states of employees in the workplace.	FAW encompasses a broader scope, including overall mental health, social well-being, and emotional fulfillment. Job satisfaction specifically pertains to the feelings about the job and its various aspects, while FAW includes a wider array of positive emotions and experiences beyond job-related factors. FAW is a more comprehensive construct that reflects holistic well-being.

2.3.1 What do we know: Exploring the antecedents, decisions, and outcomes of FAW in the ADO framework

Flourishing is known to be the higher-order construct of well-being (Diener et al., 2010; Keyes, 2002; Seligman, 2011). Keyes (2007) defined "flourishing" as a pattern of pleasant emotions and fulfilling life behaviors. An individual is said to be flourishing if he or she is in a state of emotional, psychological, and social well-being (Keyes & Annas, 2009). Interestingly, Rothmann (2013) brought the concept of flourishing into the organizational perspective. Rothmann studied the multi-dimensionality (emotional, psychological, and social) of flourishing from the organizational perspective and stated FAW as an employee's emotional, psychological, and social state of well-being, which provides clues to how employees feel and function at work (Noble & McGrath, 2015; Rothmann, 2013). Later on, Rautenbach (2015) defined FAW as an employee's desired state of well-being, achieved through positive experiences and effective management of job-related elements. A more elaborate list of definitions that have emerged so far on FAW has been noted in Table 2.3.

Table 2.3: Definitions of flourishing-at-work

Author and Year	Definition (Domain: Work)
Ho & Chan (2022)	Flourishing is defined as a composite measure of psychosocial well-being that encompasses important aspects of human functioning, including positive emotion, engagement, relationships, meaning, and accomplishments.
Gabardo-Martins et al. (2017)	Flourishing at work is characterized by the proper performance of the individual in the work environment, i.e., thriving and development achieved at work due to one's work
Rautenbach & Rothmann (2017)	Flourishing refers to individuals who experience a high level of mental health characterized by positive feelings and positive functioning in life, both personally and in the workplace.
Stelzner & Schutte (2016)	Flourishing, a term from positive psychology, describes the experience of 'the good life'. It refers to the experience of well-being and thriving in the workplace.
Schutte & Loi (2014)	Flourishing is a state characterized by good mental health and work engagement, which are markers of positive outcomes in the workplace.
Rothmann (2013)	A multi-dimensional concept that includes dimensions of both feeling well (i.e., emotional well-being) and functioning well (i.e., psychological and social well-being) in work contexts.

In the subsequent sections, we delineate the distinct features of FAW research by scrutinizing the ADO associated with this construct. Antecedents elucidate the varied factors contributing to employees' flourishing within the workplace. Decisions encompass the typology or dimensional framework characterizing FAW. Outcomes delineate the repercussions arising from the presence or absence of employee flourishing. These discoveries are succinctly summarized in Figure 2.7.

2.3.2 Antecedents

Based on our review, we have classified FAW antecedents into three major categories: individual level, team level, and organizational level (see Figure 2.7). One of the critical observations is the multifaceted nature of factors influencing employee flourishing. Notably,

individual-level antecedents such as proactive personality, autonomy, and emotional intelligence are crucial for fostering a sense of fulfillment and well-being among employees (Jaffery & Abid, 2020; Schutte & Loi, 2014; van Rensburg, Rothmann & Diedericks, 2017). Team-level factors, including positive leadership behavior, mentorship quality, and relatedness of employees, significantly impact flourishing, emphasizing the importance of supportive social environments (Ramdas & Patrick, 2019; Sloan, Mikkelson & Vduva, 2020). At the organizational level, elements such as organizational support, career development opportunities, and flexible work practices play pivotal roles in enhancing employee flourishing (Kleynhans, Heyns & Stander, 2022; Rautenbach & Rothmann, 2017; Shamout et al., 2022). Moreover, the presence of negative factors such as job overload, technostress, and precarious jobs signifies the challenges that can hinder flourishing (Kleynhans et al., 2022; Murangi, Rothmann & Nel, 2022; Shamout et al., 2022). This diverse array of antecedents highlights the complex interplay between individual traits, social dynamics, and organizational policies in shaping the work environment. Therefore, interventions and strategies aimed at promoting employee flourishing should consider this intricate web of factors to create holistic and effective approaches within the workplace.

2.3.3 Decisions

Figure 2.5 presents a comprehensive overview of the dimensions explored in various studies related to FAW. Predominantly, emotional well-being, psychological well-being, and social well-being (Rothmann, 2013) emerge as the central themes, collectively constituting over half of the literature. Specifically, the PERMA model components encompassing positive emotions, engagement, relationships, meaning, and accomplishment, stand out as widely studied aspects underscoring their significance in workplace flourishing (Seligman, 2011). Interestingly, while these dimensions form the core focus, there's a notable diversity in the research landscape, ranging from specific emotional states to nuanced aspects like resilience, self-worth, and meaningful work (Kim & Bheer, 2020). Additionally, examining the interconnections between these dimensions and exploring their contextual variations across different organizational settings could enrich the understanding of FAW, offering practical implications for creating conducive work environments that augment employee well-being. Prominent dimensions are discussed below:
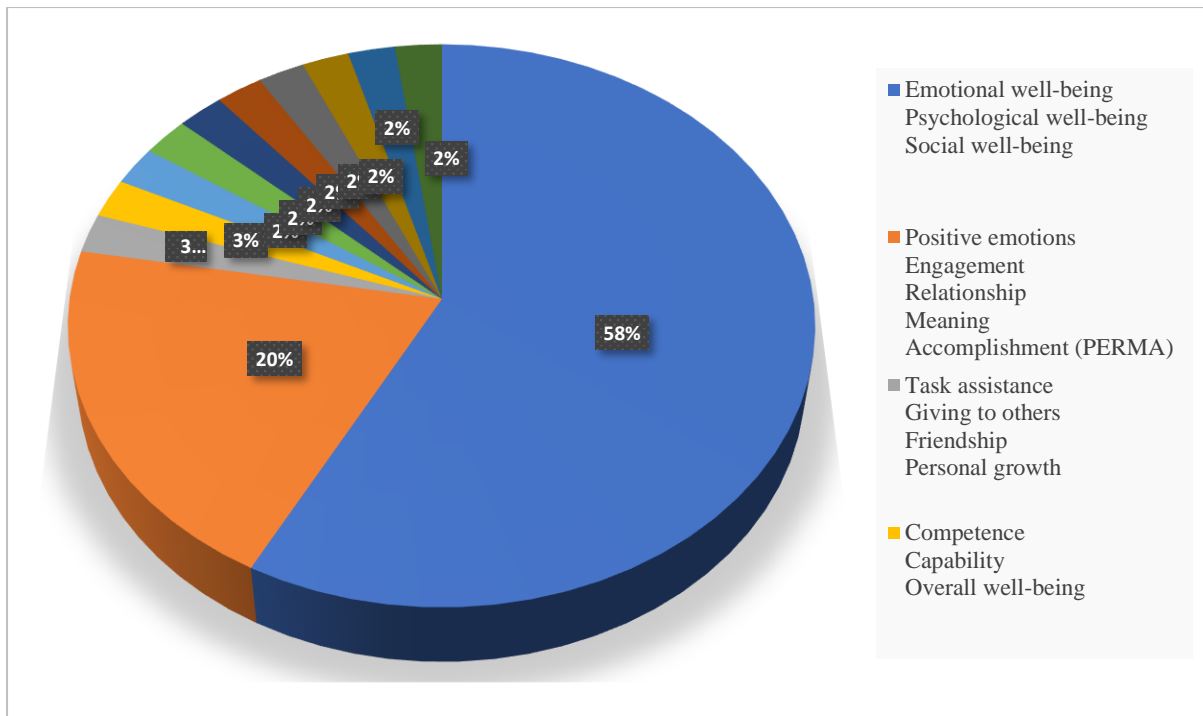
Figure 2.5: Dimensional coverage of flourishing-at-work

I. Emotional, psychological, and social well-being

i)Emotional Well-being

Emotional well-being encompasses employees' perceptions of job satisfaction, positive emotions, and negative emotions. Job satisfaction reflects the alignment between employees' perceptions and standards, signifying their wants are addressed (Weiss & Cropanzano, 1996). Positive affect such as joy and gratitude, indicates flourishing, while negative affect including sadness and anxiety highlights areas requiring attention. Both job satisfaction and affect focus on employee emotions, with job satisfaction addressing wants and affect addressing needs (Rojas & Veenhoven, 2013).

ii)Psychological Well-being

Psychological well-being encompasses various dimensions, as outlined in Ryff and Singer's (1998) model and Seligman's (2011) concept of engagement. Ryff and Singer's model includes autonomy (experiencing independence and choice in work tasks), mastery (feeling competent in work interactions), and positive relations (feeling connected to colleagues). Additionally, it encompasses meaning (the significance of work experiences) and purpose (having preferred outcomes related to work behavior) (Barrick, Mount, & Li, 2013). Learning, akin to personal growth in Ryff and Singer's model, involves acquiring and applying knowledge to one's job

(Spreitzer, Lam, & Fritz, 2010). Seligman's (2011) concept of work engagement involves being fully immersed in activities that provide a sense of flow and absorption. Moreover, work engagement comprises physical (involvement & vitality), cognitive (absorption & involvement), and affective (connection to the job and dedication) components (Kahn & Heaphy, 2014).

iii)Social Well-being

Social well-being consists of five dimensions: social acceptance (embracing colleagues' diversity), actualization (belief in team potential), coherence (meaningfulness and comprehensibility of social relations), contribution (value addition to team and organization), integration (sense of communal belongingness), and the mental health continuum (Keyes, 1998, 2005). Flourishing at the workplace is influenced by social acceptance, organizational belief, meaningful connections, perceived value addition, and communal belongingness, which in turn, recognizes the social elements in employee flourishing (Grant, 2008).
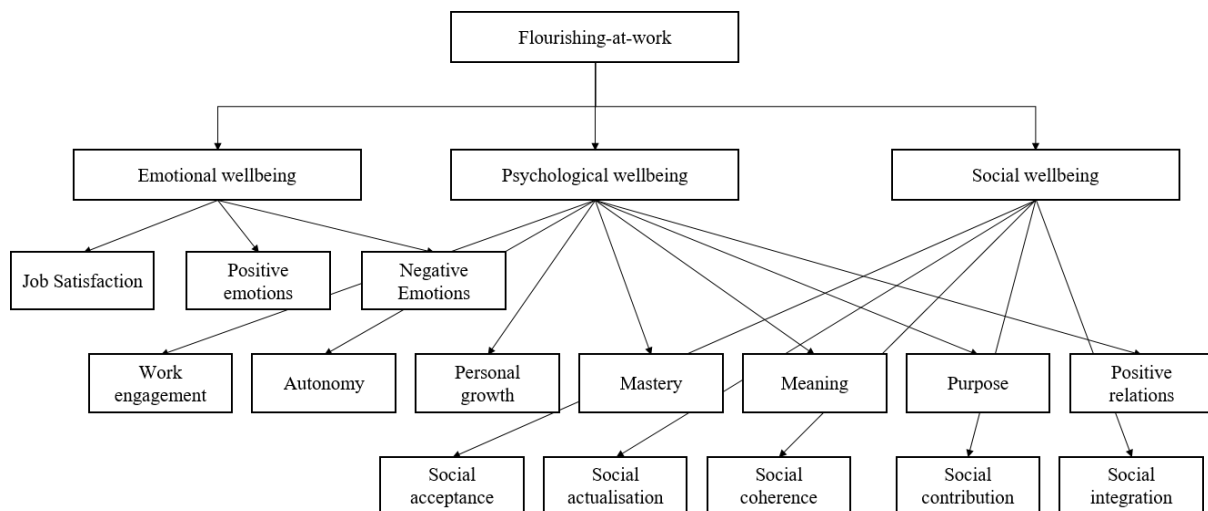
Figure 2.6: Dimensions of flourishing-at-work (Rothmann,2013)

II. PERMA model

The PERMA model is a framework for promoting workplace flourishing. It was developed by Seligman (2011), the founder of the positive psychology movement, and consists of five core elements that are essential for achieving a healthy sense of well-being, fulfillment, and satisfaction in life. These elements are as follows:

i)Positive emotions

This includes feelings of joy, hope, contentment, love, compassion, pride, amusement, and gratitude. Positive emotions are a prime indicator of flourishing and they can be cultivated or learned to improve well-being (Donaldson et al., 2022).

ii)Engagement

This refers to being fully absorbed and involved in activities that are meaningful and enjoyable. Engagement is characterized by a sense of flow, where time seems to fly by, and one is completely immersed in the task at hand (Stelzner & Schutte, 2016).

iii)Relationship

This includes having positive social connections with others, such as friends, family, and colleagues. Strong relationships are essential for well-being and can provide support, encouragement, and a sense of belonging (Ho & Chan,2022).

iv)Meaning

This refers to having a sense of purpose and direction in life. Meaning can come from a variety of sources such as work, hobbies, or personal values. Having a sense of meaning can provide motivation, direction, and a sense of fulfillment (Asis-Castro & Edralin, 2022).

v) Accomplishment

This includes achieving goals, mastering new skills, and experiencing a sense of accomplishment. Accomplishments can provide a sense of pride, confidence, and self-esteem (Giolito et al., 2021).

2.3.4 Outcomes

FAW leads to a range of positive outcomes, enhancing not only individual well-being but also organizational effectiveness and cohesion. Employees who flourish are not only more productive and also contribute significantly to the positive dynamics within their workplace. Some of the prominent outcomes of FAW are given below:

1. **Thriving at work:** Thriving at work signifies employees' holistic development and growth, both personally and professionally, within their work environment. Flourishing individuals not only excel in their roles but also experience a sense of vitality, learning, and progress, contributing to a thriving workplace culture (Lezar L & van der Walt, 2023).

2. **Extra-role behavior:** Flourishing employees often engage in extra-role behaviors, also known as organizational citizenship behaviors (OCB), wherein they voluntarily contribute

to the organization beyond their formal job requirements. This can include helping colleagues, suggesting improvements, and actively participating in organizational initiatives, thereby enhancing overall workplace effectiveness (Razzak, 2023).

3. **Turnover intention (-) / Intention to leave:** FAW is inversely related to turnover intention, indicating that employees experiencing high levels of well-being are less likely to consider leaving their jobs (Naim & Ozyilmaz, 2022). Job satisfaction, a component of flourishing, plays a crucial role in reducing employees' intention to leave, leading to higher retention rates (Redelinghuys & Rothmann,2020; van Rensburg et al., 2017).

4. **In-role performance:** Flourishing individuals exhibit superior in-role performance, excelling in the specific tasks and responsibilities outlined in their job descriptions. Their enhanced well-being positively influences their focus, creativity, and efficiency, leading to high-quality work outcomes (Redelinghuys &Rothmann, Botha, 2019).

5. **Happiness at work:** Flourishing employees experience happiness at work, deriving satisfaction and fulfillment from their tasks and workplace interactions. Their positive emotional state contributes to a harmonious work atmosphere and fosters positive relationships among colleagues (Muñiz-Velázquez et al., 2022).

6. **Power distance orientation:** FAW can influence power distance orientation, which refers to the extent to which employees accept hierarchical differences in authority. Flourishing employees often exhibit a reduced power distance orientation, indicating a more egalitarian, collaborative, and inclusive organizational culture (Giolito et al., 2021).

7. **Withdrawal behavior (-):** FAW is negatively associated with withdrawal behavior, implying that employees experiencing high levels of well-being are less likely to engage in detrimental behaviors such as absenteeism, and reduced effort, contributing to a more stable and productive work environment (Ibrahim, Emeagwali & Akkaya, 2022).

8. **Organizational commitment:** FAW is linked to high organizational commitment, reflecting employees' emotional connection and loyalty to their organization. Flourishing individuals experiencing positive well-being are more likely to feel dedicated and attached to the organization's values and goals. This commitment results in increased job satisfaction, reduced turnover intention, and a willingness to actively contribute, thereby fostering a stable and motivated workforce (Stelzner & Schutte, 2016).

Theory

Conservation of resource theory
Job-demand resource theory
Broaden and Build theory
Work home resources
Self determination theory
Social Exchange theory
Leader member exchange
Person-environment Fit
Path-goal theory
Theory of human values
Affective events theory

Context

Country
Brazil
Britan
China
European capital
Namibia
France
South Africa
Hong Kong
India
Jordan
Malaysia
North America
Oman
Pakisthan
Phillipines
Saudi Arabia
Spain
United states & Australia
United states

Population
Pastors
Tourism and hospitality employees
Nuns
Service and manufacturing employees
Employees in consumer goods company
Managers employed steel manufacturing organization.
Working adults
IT employees
Agricultural company
"Employees at South African organizations"
Early childhood development practitioners
Secondary school teachers
Non-family employees (NFEs) working in private family firms
Brazilian psychologists of both sexes
Working parents
Volunteers from an NPO
Female academicians
non profit organization and Students
communication agencies
academic employees
Four racial groups (black, white, coloured, and Indian)
Store employees
Women from different industries
Filipino seafarers in a maritime company
Service industry employees
lecturers
salaried employees in Britain
Nurses

Methods

Widely used methods
Regression analysis
CB SEM
PLS SEM
Correlation analysis
Thematic analysis

Research approaches used
Quantitative
Qualitative
Mixed methods
Conceptual

Antecedents

Individual level
Autonomy
Advancement
Competence
Capabilities
Capability set
Challenge Appraisal
Challenge Seeking
Core self-evaluations
Creative leadership
Cultural Intelligence
Curiosity
Decent work
Dispositional affect
Emotional intelligence
Employee work passion
Energy
Hindrance Appraisal
Job Overload
Job satisfaction
Linguistic ostracism
Human values
Perceived internal respect
Perceived power
Perceived supervisor support
Personal resources
Psychological capital
Resource Seeking
Satisfaction with social support
Social support from family
Superior relations
Technostress
Trust in leadership
Spiritual wellbeing
Stress
Trust in the organization
Vigorous work engagement
Work engagement
Work role fit
Work-home interaction (-)
Coping types
Gender
Generational Cohort
Proactive personality
Relatedness of employees
Parental Stress
Professional fulfillment

Team level
Leisure at work
Positive leadership behavior
Professional fulfillment
Servant leadership
Career Support
Digital competencies
Learning demands
Meaningful work
Mentorship quality
Organization-based self-esteem
Parental Stress
Precarious jobs
Psycho social support
Relatedness of employees
Responsibility
Role modeling
Supervisor support
Authentic leadership
Empowering leadership

Organizational level
Career Support
Digital competencies
Flexible work practices
Organizational identification (OID)
Job demands
Job resources
Learning demands
Mentorship quality
Organizational support
Organization-based self-esteem
Person-environment fit
Positive leadership behavior
Precarious jobs
Psycho social support
Responsibility
Role modeling
Supervisor support
Work life experience

Decisions

Emotional Wellbeing
Job satisfaction
Positive emotions
Negative emotions

Social Wellbeing
Social acceptance
Social coherence
Social integration
Social cohesion
Social contribution

Psychological Wellbeing
Autonomy
Mastery
Relatedness
Meaning
Purpose
Work engagement
Personal growth
Positive Relations

PERMA
Positive emotions
Engagement
Relationship
Meaning
Accomplishment

Self-Worth
Meaningful work

Mental wellbeing
Emotional wellbeing

Task assistance
Giving to others
Friendship
Personal growth

Competence
Capability
Overall well-being

Hedonic and Eudaimonic wellbeing

Wellbeing
Job Satisfaction

Good mental health
Work engagement

Happy
Engaged
Thriving a work

Work engagement
Organizational identification
Resilience

Outcomes

Work engagement
Thriving at work
Extra Role behaviour
Turnover intension(-)
Intention to leave
In-role performance
Organizational citizenship behaviour
Happiness at work
Power Distance Orientation
Withdrawal behavior(-)
Organizational Commitment

Figure 2.7: An integrative overview of findings from ADO-TCM framework of FAW

Source: Created by authors

2.4. Findings from the TCM Framework

In this section, we delve into the theoretical landscape of FAW research, spotlighting various theoretical frameworks such as Social exchange theory, Job demands and resources theory, Self-determination theory, and Conservation of resource theory. We then explore diverse contexts, encompassing different countries and populations, where flourishing research within the work domain has been conducted. Lastly, we evaluate key methodological aspects, including research approaches and analytical tools, employed to glean insights about FAW. A visual summary of the findings from this section is presented in Figure 2.7.

2.4.1 Theories

Researchers have drawn on various theoretical frameworks to explain and predict their findings related to employee FAW. Broadly, we have categorized these theories into two categories: frequently used theories and less frequently discussed theories. In this section, we discuss both these categories of theories.

i) Frequently used theories

Figure 2.8 depicts the widely used theories in the context of employee FAW. Social exchange theory (Blau, 1964) and Self-determination theory (Deci et al., 2017) come under the category of person-job interaction theories. Social exchange theory explores the interaction between employees and their job characteristics. It emphasizes how positive interactions and exchanges between employees and their work environment led to states of congruence and, subsequently, enhanced employee FAW (Diedericks & Rothmann, 2013). Meanwhile, self-determination focuses on meeting individuals' psychological needs and aspirations within their work context (Ryan & Deci, 1985). When these needs are fulfilled, individuals are motivated at work, leading to their flourishing and overall well-being (Peethambaran & Naim, 2023). Whereas, Conservation of resources theory (Hobfoll et al., 2003) and Job demands-resources theory (Bakker & Demerouti, 2014) come under the category of resources-based theories. Job demand-resource theory highlights the importance of job resources and demands in affecting employees' motivation, mental health, and well-being. It emphasizes the balance between job demands (stressors) and job resources (supportive factors) in influencing employee flourishing (Rautenbach & Rothmann, 2017). Similarly, the conservation of resource theory underscores the significance of resources (tangible and non-tangible) in shaping workers' motivation and outcomes. It suggests that the preservation and acquisition of resources are crucial for employees to flourish and maintain their well-being (Razzak, 2023).
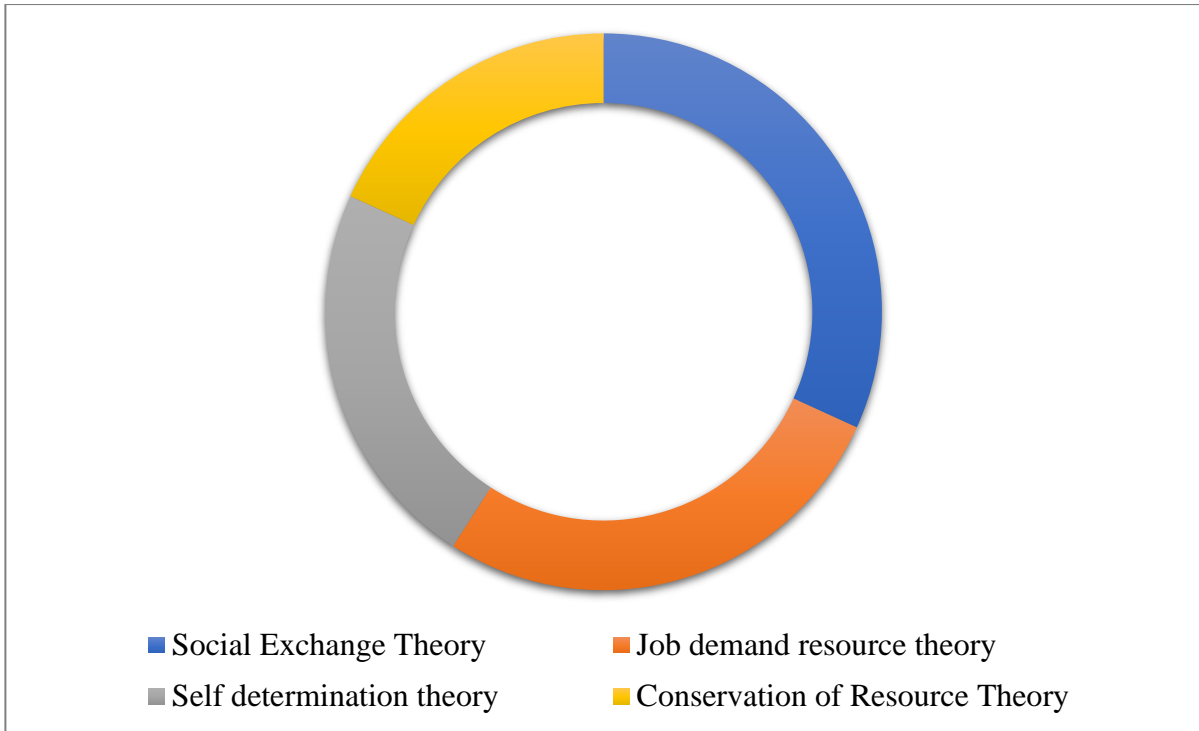
Figure 2.8: Frequently used theories

Social exchange theory, with seven articles, has been extensively studied, exhibiting its relevance in understanding FAW. Similarly, job demand-resource theory, with six articles, has garnered substantial research interest. The exemplary papers listed provide specific references for readers interested in exploring these theories in detail. Researchers and practitioners can refer to these articles for in-depth insights into how these theories have been applied and studied in the context of employee flourishing.

ii)Less frequently used theories

In the realm of employee FAW, several theories, often overlooked but immensely insightful, play a pivotal role. Among these, the leader-member exchange theory (Liden et al., 1997) delves into the unique relationships that leaders cultivate with their team members. By forming distinct connections with various individuals, leaders significantly influence outcomes such as job satisfaction and performance. Positive exchanges in this context can nurture a supportive working environment in turn, enhance employees' overall well-being (van Rensburg, Rothmann & Diedericks, 2017).

Similarly, the person-environment fit theory emphasizes the harmony between an individual's skills, values, and needs and the demands of their work environment. When this alignment occurs, employees experience heightened job satisfaction and a profound sense of

fulfillment, contributing significantly to their FAW (van Rensburg et al., 2017). Additionally, the theory of human values (Schwartz & Bilsky, 1987) categorizes human values into distinct groups. Understanding these core values enables organizations to create a work environment aligned with employees' beliefs, fostering a sense of meaning and well-being (Ariza-Montes et al., 2018). Lastly, the work-home resources model (Brummelhuis & Bakker, 2012) acknowledges the intricate balance between work and home life. Resources gained from one domain such as family support can positively influence outcomes in the other domain, like work engagement. This equilibrium and support between work and personal life are essential, promoting employees' well-being and flourishing in both spheres (Gabardo-Martins, Ferreira & Valentini, 2017).

These theories, though less frequently discussed, provide invaluable insights into the complex nature of employee flourishing. They underscore the significance of positive leadership, alignment between individual values and work context, emotional experiences, and the delicate balance between professional and personal lives. Understanding and integrating these theories can create a positive and flourishing work environment, nurturing the holistic well-being of employees.

2.4.2 Context

The context of this study is defined by the diverse range of countries and populations under examination, emphasizing the unique settings in which the research on employee FAW has been conducted. We explored the intersection of various nations and specific demographics to comprehensively understand the dynamics of flourishing within different contexts (see Figures 2.9 & 2.10).
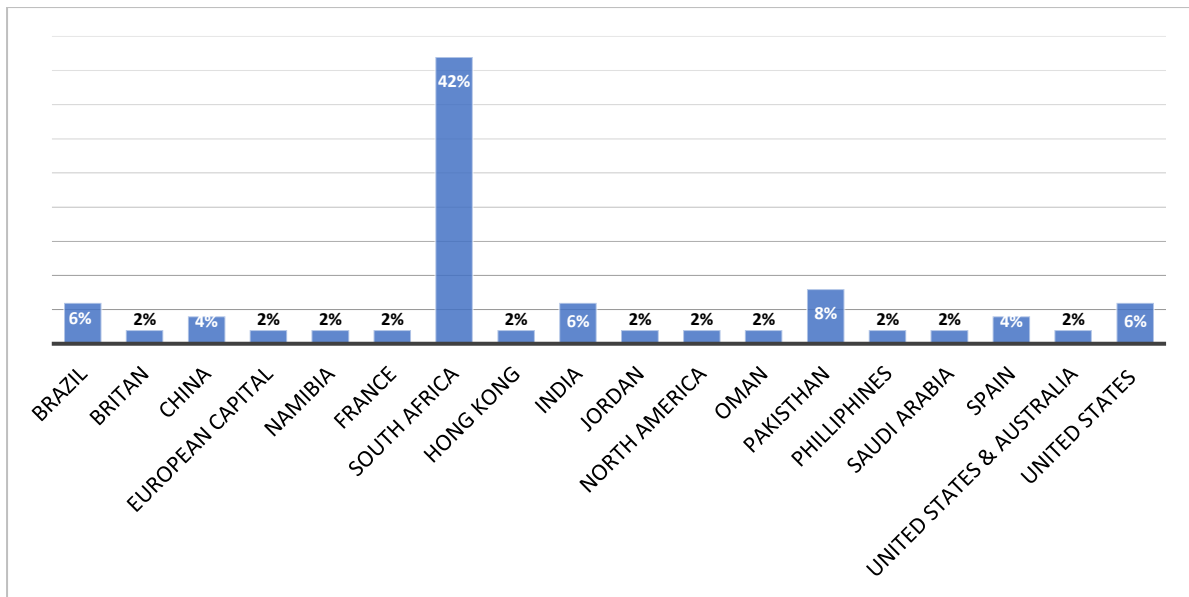
Figure 2.9: Country-wide distribution of FAW studies

Notably, a significant portion of the research (42%) has been centered in South Africa, covering various occupations and demographics within the country. The research also spans across other countries such as Brazil, Britain, China, India, and the United States, representing a global perspective. The populations studied vary widely, including professionals from multiple industries, specific job roles (such as IT employees, academic professionals, and nurses), and distinct demographic groups (like different racial groups and academic professionals). Additionally, 10% of the research includes conceptual articles where the specific population is not mentioned explicitly, indicating a broader conceptual exploration of employee flourishing.
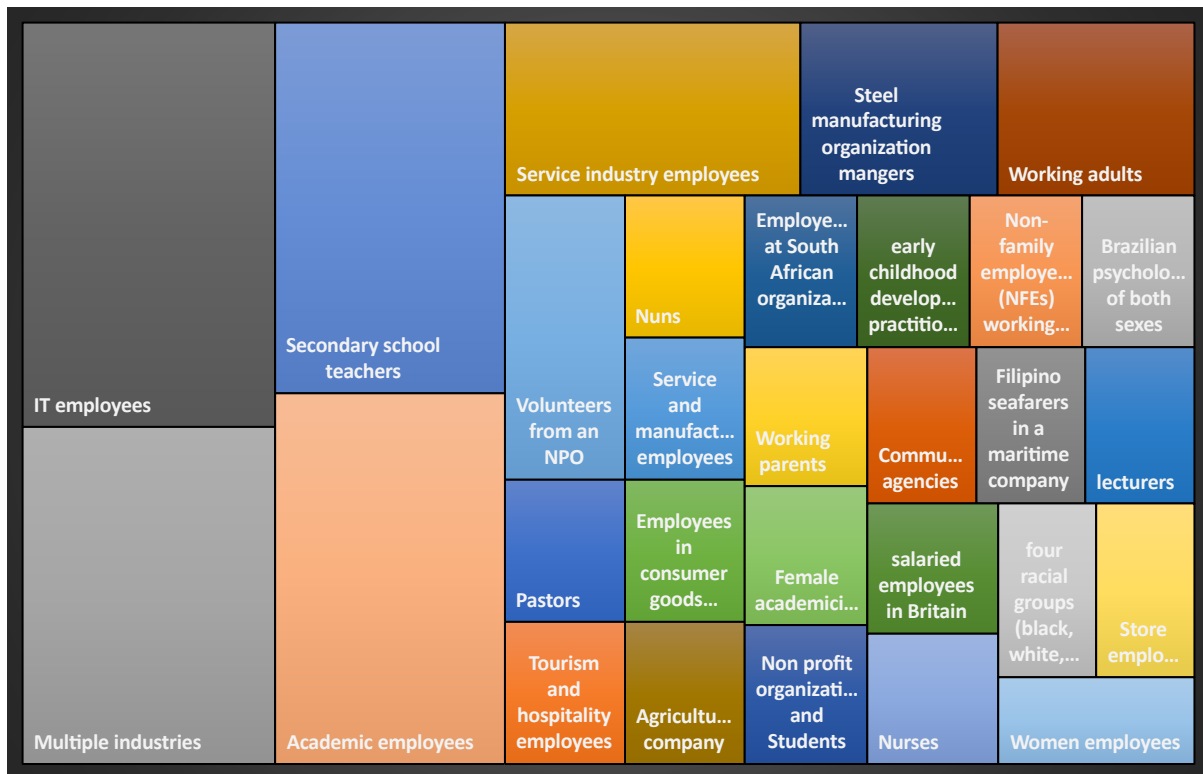
Figure 2.10: Different populations involved in FAW studies

2.4.3 Methods

Methods refers to the research approaches and analytical tools used by researchers. To assess the literature in terms of methods, we reviewed the selected 50 articles based on the research techniques and approaches used. The majority of studies (84%) utilized quantitative research methods, indicating a strong emphasis on numerical data collection, statistical analysis, and quantifiable findings (Ho & Chan,2022; Kleynhans, Heyns & Stander, 2022; Rautenbach & Rothmann, 2017; Redelinghuys & Rothmann, 2020). A smaller portion of the research (8%) employed qualitative methods, focusing on in-depth understanding, interviews, and textual analysis (Furtak & Barnard, 2021; Rensburg & Marais, 2022; Rudolph & Barnard, 2023; Stelzner & Schutte, 2016). Some studies (6%) used mixed methods, combining both quantitative and qualitative approaches to provide a comprehensive view (Colbert, Bono & Purvanova, 2016; Muñiz-Velázquez et al., 2022; Ramdas & Patrick, 2019). Additionally, a few studies (2%) adopted a conceptual approach, likely focusing on theoretical frameworks and conceptual models without extensive empirical validation (Peethambaran & Naim, 2023). Researchers primarily employed sophisticated statistical methods such as regression analysis and covariance-based structural equation modeling (CB-SEM), indicating a strong focus on analyzing complex relationships within their data (Kleynhans, Heyns & Stander, 2022;

Rautenbach & Rothmann, 2017). Partial least-structural equation modeling (PL-SEM), a method suited for predicting complex relationships in small sample sizes, was also used in specific studies (Lezar Land van der Walt, 2023; Mungra et al., 2023; Razzak, 2023). Correlation analysis was used to explore relationships between variables, while thematic analysis was employed to extract themes and patterns from qualitative data, emphasizing a qualitative understanding of employee flourishing (Furtak & Barnard, 2021; Rensburg & Marais, 2022; Rudolph & Barnard, 2023) (see Figure 2.11 and Table 2.4).
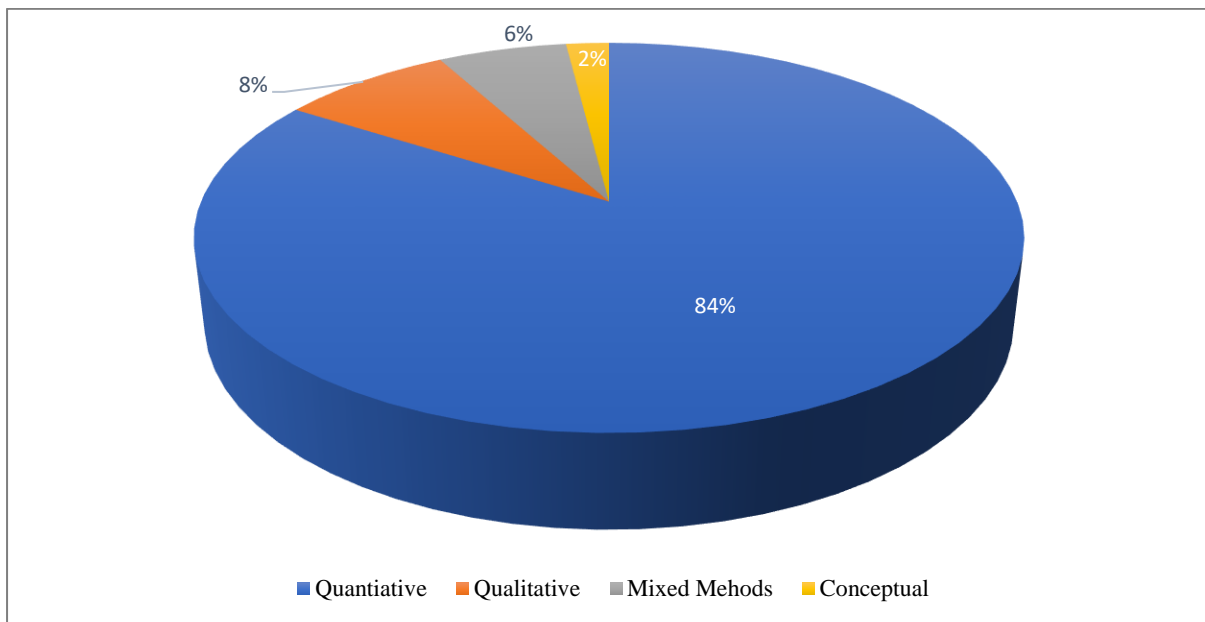
Figure 2.11: Research approaches used so far in FAW studies

Table 2.4: Summary of widely used methods

Methods	Exemplary papers
Regression analysis	Asis-Castro A.L. & Edralin D.M., 2022; Ariza-Montes et al., 2018; de Wet & Rothmann, 2022; Heyns, McCallaghan & Roos, 2021; Naim & Ozyilmaz, 2022; Oliveira-Silva & Porto, 2021

CB SEM	Abid et al. (2018); Diedericks & Rothmann 2013; Gabardo-Martins et al., 2017; Harunavamwe & Ward, 2022; Ho & Chan, 2022; Hunsaker & Ding, 2022; Imran et al., 2020; Jaffery & Abid, 2020; Kim & Beehr , 2020; Kleynhans, et al., 2022; Lacanienta et al., 2018; Marais-Opperman et al., 2021; Mohamad Ibrahim et al., 2022; Murangi et al., 2022; Ragadu & Rothmann, 2023; Ramdas & Patrick, 2019; Rautenbach & Rothmann, 2017; Redelinghuys & Rothmann, 2020, Redelinghuys Rothmann & Botha, 2019; Redelinghuys, Rothmann & Botha, 2019; Rensburg, et al., 2018; Sloan, Mikkelson & Vduva S, 2020; van Rensburg et al. (2017), van Rensburg, Rothmann & Diedericks, 2017; van Rensburg & Rothmann, 2020.
PLS-SEM	Lezar L & van der Walt, 2023; Mungra et al., 2023; Razzak, 2023; Shamout et al., 2022
Correlation Analysis	Graça et al., 2021; Muñiz-Velázquez et al., 2022; Marques-Quinteiro, Oliveira-Silva & Porto, 2021
Thematic Analysis	Furtak & Barnard, 2021; Rensburg & Marais, 2022; Rudolph & Barnard, 2023

Table 2.5: Critical observations regarding the methods and the analysis used

Points to be noted	Observations
Overemphasis on quantitative methods:	The prevalence of quantitative methods (84%) suggests a potential bias towards numerical data analysis. While quantitative approaches provide valuable statistical insights, an exclusive focus might overlook the richness of qualitative data, which can offer deeper context and understanding of the subjective experiences of employees.
Limited use of mixed methods:	While 6% of studies utilized mixed methods, there is a scope for more comprehensive studies that combine both qualitative and quantitative approaches. Employing mixed methods can provide a holistic understanding by triangulating data, allowing for a deeper exploration of employee experiences and perceptions alongside statistical analysis.
Heavy reliance on specific statistical techniques:	The extensive use of advanced statistical methods like CB-SEM and PLS-SEM suggests a sophisticated analytical approach. However, there is a need for caution. Over-reliance on complex statistical techniques might lead to overlooking simpler, yet effective, analyses. Researchers should balance sophistication with the appropriateness of the method for the research question at hand.

2.5 Gaps identified

Based on our thorough literature review, it is evident that there are notable gaps in the existing literature of employee flourishing in the workplace. These are as below.

Lack of contextual antecedents

- The literature lacks an in-depth exploration of how contextual factors, particularly high-performance work systems, contribute to employee flourishing (A'yuninnisa et al., 2023).

Motivational factors as antecedents

- There is a gap in the literature regarding motivational factors such as employee work passion, acting as antecedents of FAW (Redelinghuys et al., 2019).
- Exploring the motivational elements that drive employees to flourish can provide insights into designing interventions and strategies that foster a positive and engaged work environment.

Personal resources and interaction

- The literature lacks a comprehensive understanding of how personal resources, such as psychological capital, interact with other factors to promote employee flourishing (Freire et al., 2020).
- Investigating the interplay between personal resources and contextual or motivational factors can provide a nuanced understanding of the dynamics that contribute to employee flourishing at workplace.

Specific work settings:

- There is a scarcity of research on the flourishing of specific workforce segments, such as those in Information technology and hospitality industries (Fabrico et al., 2022).
- Different industries and job roles may have unique challenges and dynamics that influence employee well-being differently. Addressing these specific work settings can lead to tailored interventions and strategies.

Underrepresentation of countries

- Certain countries, notably India, are underrepresented in the existing body of literature on employee flourishing (Naim & Ozylmaz, 2022).

- Cultural, societal, and organizational differences can significantly impact the employees' experience of flourishing-at-work. Therefore, including diverse perspectives and contexts is essential for developing universally applicable theories and practices.

Table 2.6 Review of variables identified from the research gaps.

High-performance work system

S No.	Authors	Place/origin	Study type	Findings
1	Tripathi & Kumar (2023)	India	Quantitative	The study reveals that the positive association between HPWS and job involvement is mediated by both organizational justice and employee well-being. Additionally, the research highlights a direct and significant positive relationship between HPWS and job involvement.
2	Lin et al., (2022)	Taiwan	Quantitative	The findings highlight an interactive effect of HPWS and leader-member exchange (LMX) on both job engagement and proactive behavior. Furthermore, job engagement is identified as a crucial mechanism that connects the interactive impact of HPWS and LMX quality to the promotion of proactive behavior.
3	Pavlova (2022)		Conceptual	The major findings of the study are: different HRM systems are widely discussed across various scenarios, with a predominant focus on positive outcomes such as performance enhancement, employee engagement, and affective organizational commitment. However, it is crucial to recognize that new approaches may entail both positive and negative outcomes. While positive effects are often emphasized, the potential negative consequences may only become apparent and measurable over time.

4	Xi et al., (2021)	China	Quantitative	The study findings indicate that a firm's HPWS influences both individual and collective employee perceptions of HPWS. Subsequently, these perceptions lead to individual-level outcomes, such as affective commitment and turnover intention, and organizational-level outcomes, ultimately impacting organizational performance.
5	Kim et al., (2021)	South Korea	Quantitative	The interaction of employee perceptions regarding CEO competence plays a moderating role in the relationship between the utilization of HPWS and firm performance. Specifically, elevated levels of perceived CEO competence augment the effectiveness of HPWS.
6	Ramaprasad et al., (2021)	India	Quantitative	The study findings demonstrate that the relationship between HPWS and employees' turnover intention (TI) is entirely indirect. Specifically, work engagement (WE) and organizational commitment (OC), in sequential order, serve as full and serial mediators in this relationship.
7	Riaz et al., (2021)	Pakistan	Conceptual	The results suggest that a well-defined and articulated human resource management (HRM) philosophy is crucial for ensuring clarity in the formulation of HPWS, benefiting both managers and employees. Conversely, the absence of robust philosophical foundations for HPWS can lead to distorted HRM messages and create negative perceptions among employees.
8	Rani et al., (2021)	Malaysia	Quantitative	The results presented substantial evidence supporting the connection between perceived HPWS and employee performance. This association was found to be mediated by perceived organizational support and psychological empowerment.

9	Kloutsiniots & Mihail (2020)		Review	The major findings of this study are: it reveals a noteworthy gap in the advancement of HPWS research within the tourism and hospitality sector, in contrast to the existing research in the broader human resource management (HRM) literature. There is a need to develop more sophisticated conceptual and statistical models, with a particular emphasis on delving into the intricacies of the "black-box" process.
10	Miao et al., (2020)	China	Quantitative	Results indicates that HPWS are linked to positive individual work attitudes, specifically job satisfaction and affective organizational commitment, reflecting employee well-being. This relationship is mediated by employees' PsyCap. Further, the study identified a positive association between HPWS and both job satisfaction and affective commitment, with PsyCap partially mediating these relationships. Moreover, moderated path analysis revealed that an interactional justice climate enhances the direct impact of HPWS on PsyCap and work attitudes, as well as the indirect effects of HPWS on work attitudes.
11	Abubakar et al., (2018)		Integrative review	The proposed framework suggests the potential mediation effect of future time perspective (FTP) in the HPWS– psychological capital (PsyCap) relationship and PsyCap in the HPWS–FTP relationship.
12	Ananthram et al., (2018)	India	Quantitative	The results suggest a positive association between HPWS and job satisfaction, engagement, and well-being. Job satisfaction shows a positive correlation with engagement and presenteeism, and engagement is positively linked to presenteeism and well-being. Although there is no significant direct impact of HPWS on presenteeism, mediation analysis reveals an indirect effect on well-

				being through engagement, as well as through the combined pathways of job satisfaction and engagement.
13	Karadas & Karatepe (2018)	Italy	Quantitative	The study found that PsyCap mediates the impact of HPWS on work engagement. Additionally, both PsyCap and work engagement mediate the relationship between HPWS and outcomes like quitting intentions, creative performance, and extra-role performance.
14	Murphy et al., (2018).		Review	This study identifies a distinct set of 13 HPWS tailored to the unique characteristics of the hospitality industry. These recommendations are derived from a comprehensive review of empirical research and serve as an initial foundation for future research within the hospitality sector.
15	Huertas-Valdivia et al., (2018)	Spain	Quantitative	The findings of the study suggest that both empowering leadership and psychological empowerment were identified as distinct mediators in the relationship between HPWPs and engagement. Furthermore, these mediators, empowering leadership and psychological empowerment, were found to operate sequentially in mediating this relationship.
16	Aybas & Acar (2017)	Turkey	Quantitative	Results reveal that the impact of motivation and skill-enhancing human resource (HR) practices on work engagement is partially mediated by psychological capital, with no observed moderation. In contrast, the effects of opportunity-enhancing HR practices and favorable working conditions on work engagement are both partially mediated and moderated by psychological capital concurrently.
17	Kundu & Gahlawat (2016)	India	Quantitative	The study shows that implementing HPWS through practices like rigorous staffing, extensive training, performance-based appraisal,

				compensation, employee relations, self-managed teams, flexible work arrangements, and empowerment leads to improved work-related outcomes for employees and reduces their intention to leave.
18	Singh et al., (2016)	India	Quantitative	Results demonstrate that HPWS exhibits a positive relationship with employee attitudes and pro-social organizational behavior, indicating their integration into Indian organizations.
19	Jyoti & Dev (2016).	India	Quantitative	The findings indicate moderation of self-efficacy between HPWS and learning orientation, with learning orientation mediating the HPWS-Employee performance relationship. Additionally, learning orientation mediates the interaction effect of HPWS and self-efficacy on employee performance (moderated mediation).
20	Heffernan & Dundon (2016)	Ireland	Quantitative	Through cross-level analyses, it was identified that employees' perceptions of distributive, procedural, and interactional justice serve as mediating factors in the relationship between HPWS and job satisfaction, affective commitment, and work pressure.
21	Boxall & Macky (2009)		Review	Results revealed that HPWS promote relational coordination, thereby contributing to enhanced organizational performance.

Work passion

S No.	Authors	Place	Study type	Findings
1	Wang et al., (2021)	China	Quantitative	The study results demonstrate that spiritual leadership has a positive relationship with employees' harmonious passion.

2	Gao et al., (2021)	China	Quantitative	The findings indicate that financial support and social capital support exerted a more substantial impact on entrepreneurial passion compared to emotional support. Additionally, psychological capital was identified as a partial mediator in the connection between family support and entrepreneurial passion.
3	Pollack et al., (2020)		Meta-analysis	The three streams of passion (harmonious passion, obsessive passion, and role-based passion) offer insights into our feelings, thoughts, and actions in various aspects of life, such as our emotions about work, commitment to our occupation, and work performance.
				The current meta-analysis suggests future researchers explore and enhance passion across these three streams in the workplace.
4	Grobler & Powell (2018)	South Africa	Quantitative	Results reveal compelling evidence that authentic leadership has a direct impact on psychological capital. Furthermore, this influence is observed both directly and through the mediating role of passion for work.
5	Hubner et al., (2019)	Singapore	Mixed methodology	The results offer qualitative and empirical evidence supporting a contagion effect of entrepreneurial passion. The study sheds light on the unique characteristics of how entrepreneurs' passion influences employee outcomes.
6	Cherkowski & Walker (2016)	Columbia	Quantitative	The study found that there is no single definition of flourishing in the realm of school leadership, common descriptions from principals suggest that they experience a sense of flourishing when collaboratively working with teachers. This collaboration is driven by a shared sense of purpose and passion, coupled with a spirit of play, aimed at fostering learning climates that

				embody shared ownership for enhancing educational experiences for students.
7	Zigarmi et al., (2016)	Southern California	Quantitative	The findings suggest that the locus of control variables were significantly associated with all three forms of motivational regulation in employees. Among the work passion variables, three out of the five relationships with forms of motivational regulation were found to be significant. This partially supports the significance of autonomous regulation in the employee appraisal process for both harmonious passion and obsessive passion.
8	Hardgrove & Howard (2015)		Conceptual	The results indicate that intrinsic employee passion can be ignited in the workplace, fostering employee success.
9	Zigarmi & Roberts (2012)	USA	Quantitative	Results revealed that the perception of a leader's self-concern is significantly correlated with negative job-specific affect and negatively associated with the intent to stay. Conversely, leader other-orientation is significantly and positively correlated with positive job-specific affect and various work passion intentions, including endorsement, performance, stay, discretionary effort, and organizational citizenship.
10	Nimon & Zigarmi (2011)		Conceptual	This article outlines a method for evaluating employee engagement through an operational definition based on a social-cognitive model. The approach includes instrumentation that takes into account both job and organizational factors influencing employee engagement. By doing so, the described process addresses significant limitations commonly observed in employee engagement literature.

Psychological Capital

S No.	Authors	Place	Study type	Findings
1	Babu et al., (2023)	India & UK	Quantitative	Results suggest that psychological capital acts as a mediator in the relationship between trust in the senior leadership team's response to COVID-19 and employee well-being. Results support the proposed model and suggest potential country differences, emphasizing the crucial role of leadership at both senior and line management levels in safeguarding employee well-being during crises.
2	Cizrelioğulları & Babayiğit (2022)	North Cyprus	Quantitative	The findings indicate that psychological capital plays a mediating role in the relationship between HPWS and job satisfaction among migrant employees in the hotel sector of North Cyprus. Additionally, the results underscore the positive influence of psychological capital, with the majority of respondents expressing increased willingness to work under conditions fostered by psychological capital factors.
3	Miao et al., (2021).	China	Quantitative	An analysis of multi-source data involving 569 employees across 44 firms demonstrated a positive relationship between HPWS and both job satisfaction and affective commitment. These relationships were found to be partially mediated by psychological capital (PsyCap). Moreover, moderated path analysis revealed that interactional justice climate enhanced both the direct impact of HPWS on PsyCap and work attitudes, as well as the indirect effects of HPWS on work attitudes.
4	Clarence et al., (2021)	India	Quantitative	The study's findings elucidate that both individual differences (proactive personality and emotional intelligence) and contextual factors (perceived organizational support, servant leadership, and meaningful

				work) exhibit a positive relationship with psychological capital (PsyCap).
5	Luthans & Youssef-Morgan (2017).		Review	The article emphasizes practical implications, highlighting PsyCap development, positive leadership, and innovative applications like utilizing video games and gamification techniques.
6	Sahoo & Sia (2015)	India	Quantitative	The study confirmed a three-factor model over a four-factor one for psychological capital. Also, it confirmed the superiority of the three-factor measurement model compared to both a single factor and four factors.
7	Shukla & Rai (2015)	India	Quantitative	The findings indicated a positive relationship between perceived organizational support (POS) and both organizational trust and organizational commitment. However, the strength of these relationships decreased as psychological capital levels increased, albeit to varying degrees.
8	Newman et al., (2014).		Review	The study illustrates the need for exploring multi-level applications, understanding the mechanisms linking PsyCap to individual, team, and organizational outcomes, and identifying potential moderating factors.
9	Sweetman et al., (2011)	USA	Quantitative	Results suggest that PsyCap positively predicted creative performance, surpassing the predictive value of each of its four individual components.
10	Avey et al., (2010).	USA	Quantitative	The findings revealed a significant connection between employees' PsyCap and measures of well-being. Crucially, PsyCap accounted for additional variance in these well-being measures over time.
11	Luthans et al., (2010)	USA	Experiment	Results show that managers involved in the psychological capital interventions (PCI) training guidelines not only enhanced their PsyCap but also resulted in improved on-the-job

performance. These findings provide initial empirical support for the effectiveness of short training interventions like PCI in fostering PsyCap and enhancing performance.

12	Luthans et al., (2004).	Conceptual	Results show that acknowledging that "who I am" is as crucial as "what I know" and "who I know," shifting the focus from personal shortcomings to strengths allows leaders and their associates to cultivate confidence, hope, optimism, and resilience. This shift positively impacts both individual and organizational performance.

Work engagement

S No.	Authors	Place	Study Type	Findings
1	Zheng & Gunasekaran (2022)	Australia & Sri Lanka	Quantitative	The results indicate that cultivating positive emotions through mindfulness practices and sustaining a heightened level of psychological flourishing contribute to increased work engagement. The impact of mindfulness on workforce engagement is further moderated by organizational mindfulness training programs. These training programs influence the mediating role of psychological flourishing in the relationship between mindfulness and work engagement. Specifically, the indirect effect of mindfulness on work engagement through psychological flourishing is more pronounced when employees actively participate in mindfulness exercises and training programs.
2	Qin et al., (2021)	China	Quantitative	Results demonstrate significant relationships among psychological capital, work engagement, and safety citizenship behavior. Mediation analysis revealed that work engagement mediates the relationship

				between psychological capital and safety citizenship behavior in coal miners.
3	Goyal & Patwardhan (2021)	India	Quantitative	The results show that five high-performance human resource practices (extensive training, employment security, participation and communication, sensitive selection, and incentive compensation) positively influence the work engagement of employees in the service sector in India. However, internal career opportunities had a negative impact on work engagement.
4	Tsaur et al., (2019)	Taiwan	Quantitative	The findings indicate a significant positive impact of workplace fun on psychological capital. Furthermore, psychological capital acts as a partial mediator in the relationship between workplace fun and work engagement. Additionally, there is a significant moderating effect of psychological capital in the relationship between workplace fun and work engagement, highlighting its role in strengthening this association.
5	Robledo et al., (2019)	Spain	Quantitative	The study's results reveal that job crafting acts as a mediator between work engagement, job performance, and flourishing. Specifically, the job crafting component of 'increasing structural job resources' mediates the positive impact of work engagement on both flourishing and job performance. Additionally, the job crafting component of 'increasing challenging demands' mediates the positive effect of work engagement on job performance. However, no mediation through job crafting is found between work engagement and job satisfaction.
6	Knight et al., (2017)		Meta-analysis	Results reveal that work engagement interventions appear effective, as indicated by the meta-analysis. Group interventions show promise,

				with a medium to large effect on resources, work engagement, and well-being. Developing group interventions is recommended. Substantial heterogeneity suggests other important factors, but limited studies hinder detailed exploration.
7	Chaudhary & Rangnekar (2017)	India	Quantitative	The findings indicate noteworthy variations in the work engagement levels among employees, based on diverse demographic and job-related characteristics such as age, organization type, position in the hierarchy, and income. However, gender, education, and organizational tenure did not provide significant insights into work engagement.
8	Muduli et al., (2016)	India	Quantitative	The findings suggest that Indian corporate practitioners should consider adopting a high-performance work system, aligning it strategically with employee engagement to enhance organizational performance.
9	Demerouti et al.,(2015)	Netherlands	Quantitative	The findings indicate a positive indirect relationship between seeking resources and contextual performance through work engagement. Similarly, seeking resources demonstrated a positive indirect relationship with creativity through work engagement and flourishing. On the other hand, reducing demands showed negative indirect relationships with both contextual performance and creativity through work engagement.
10	Bakker et al., (2014)		Review	This article delves into the key definitions and conceptualizations of burnout and work engagement as found in the literature. The study found that both burnout and work engagement are linked to crucial job-related outcomes, burnout exhibits a stronger association with health outcomes, while work engagement is more closely tied to motivational outcomes. The article also considers

				daily and momentary fluctuations in burnout and work engagement as potential avenues for future research.
11	Bakker & Sanz-Vergel (2013)	Netherlands	Experiment	Hierarchical linear modeling results indicated that emotional job demands heightened the impact of personal resources on weekly well-being, while work pressure diminished this effect. These findings challenge the notion that the role of job demands as hindrances or challenges is uniform across all occupations and individuals.
12	Diedericks & Rothmann (2013)	South Africa	Quantitative	The study revealed that employees experiencing a lack of resources, a misfit in their work roles, and poor relations with supervisors demonstrated lower levels of work engagement, job satisfaction, and mental health (flourishing). Work engagement played a mediating role between work role fit, availability of personal resources, and flourishing.
13	Kataria et al., (2013)	India	Quantitative	This study offers the initial direct evidence concerning the psychometric properties and distinctive identification of the Utrecht work engagement scale (UWES-9) in the Indian context.

Organizational trust

S No.	Authors	Place	Study Type	Findings
1	Utomo et al., (2023).	Indonesia	Quantitative	The hypotheses test results reveal that: Perceived organizational support (POS) significantly affects organizational trust. Innovative work behavior (IWB) has a positive and significant impact on organizational trust. Perceived organizational support (POS) significantly influences performance. Innovative work behavior (IWB) has a positive and significant effect on performance.

2	Taştan et al., (2020).	Turkey	Quantitative	The findings reveal that both psychological capital and social capital significantly and positively influence employees' happiness at the workplace. Moreover, organizational trust was found to have a significant positive impact on happiness at the workplace. However, the results indicate that organizational trust does not play a significant moderating role.
3	Yildiz (2019)	Istanbul	Quantitative	The results suggest that positive psychological capital moderates the relationship between organizational trust and organizational citizenship behaviors. Specifically, the association is stronger when positive PsyCap is high.
4	Ozturk & Karatepe (2019)	Russia	Quantitative	The results suggest that trust in the organization fully mediates the relationship between psychological capital (PsyCap) and non-attendance intentions, as well as absenteeism. Additionally, PsyCap has a positive direct impact on creative performance and an indirect effect through its influence on trust in the organization. This study contributes to hospitality research by examining the underlying mechanism connecting PsyCap to non-attendance intentions, absenteeism, and creative performance.
5	Singh & Srivastava (2016)	India	Quantitative	The results indicate that antecedent variables positively influenced the level of organizational trust (OT). Moreover, the presence of OT is positively associated with all dimensions of organizational citizenship behavior (OCB) reported by organization members. Organizational trust also played a partial mediating role between organizational-level factors and OCB.

6	Shukla & Rai (2015)	India	Quantitative	The findings indicate a positive relationship between perceived organizational support (POS) and both organizational trust and organizational commitment. However, the strength of these relationships diminishes with higher levels of psychological capital, though to varying degrees.
7	Bidarian & Jafari (2012)	Tehran	Quantitative	The research findings demonstrate a significant positive relationship between organizational justice and organizational trust.
8	Schoorman et al., (2007)		Integrative review	The study found that the levels-of-analysis issue remains a significant discussion, with potential extensions to group and organizational levels needing attention. Time considerations in trust research have been overlooked, impacting predictability in short laboratory simulations. The interplay of trust, risk, and control systems has been debated, with trust seen as an alternative and sometimes compatible means for managing risk. Unlike relational leadership constructs, trust is not necessarily mutual or reciprocal.
9	Seppänen et al., (2007)		Review	The study found that despite the recognized significance of trust in inter-organizational relationships, the research highlighted substantial inconsistencies in how trust is conceptualized, operationalized, and measured.
10	Mayer et al., (1995)		Integrative review	This article defines trust and introduces a comprehensive model outlining its antecedents and outcomes. The model integrates insights from various disciplines and distinguishes trust from similar constructs.

2.6.1 High-performance work system

The concept of high-performance work system (HPWS) originated within the realm of strategic human resource management (SHRM), with its initial coinage in the United States (Boxall,

2012). The U.S. took a proactive stance in re-evaluating its advanced work system to compete effectively in the global market (Applebaum & Batt, 1995). The emergence of Japanese "lean production" systems in the 1970s and 1980s, incorporating methods such as quality circles, just-in-time inventory, and team-based manufacturing, spurred the U.S. to develop HPWS as a means to gain a competitive edge (Womack et al., 1990).

Huselid (1995) furthered the conceptualization of HPWS by integrating human resource practices into bundles aligned with organizational strategy. HPWS is perceived as a bundle of human resource practices that mutually reinforce each other within the organization, aligning externally with organizational strategy to enhance employee attitudes, behaviors, and abilities, as well as the organization's competitive advantages (Miao et al., 2014). Similarly, Datta, Guthrie and Wright (2005) define HPWS as a collection of internally consistent and coherent HR practices intended to enhance employee commitment, motivation, and competence.

Harley, Allen and Sargent (2007) elaborate on HPWS as the systematic application of mutually reinforcing human resource management (HRM) practices, emphasizing the selection of the right employees, skills enhancement, and delegated responsibilities to encourage innovative problem-solving. The core principles of HPWS encompass high-quality recruitment and selection practices, job security, teamwork, advanced training activities, professional career progression, information sharing, openness among organizational members, high levels of employee commitment, participation, performance evaluation, and contingent pay (Martí-Audí et al., 2013; Wood & de Menezes, 2008). The synergistic effect of these HR practices enhances the effectiveness of both work and the workforce in terms of skills, commitment, and productivity (Drummond & Stone, 2007).

In HPWS, human resource (HR) practices such as candidate selection, performance assessment aligned with organizational goals, performance-based compensation, extensive training in relevant skills, knowledge sharing, and keeping employees updated are strategically integrated with the organization's overarching strategy. These practices complement each other, contributing to organizational success (Kaushik & Mukherjee, 2021). Numerous studies affirm the effectiveness of HPWS over traditional HRM methods in enhancing employee productivity and business performance (Ma et al., 2021; Wei & Lau, 2010). Consequently, HPWS is perceived as a distinct but interrelated bundle of HR practices that elevate employees' skills, efforts, and overall well-being (Wahid & Hyams-Ssekasi, 2018).

According to Renee (2008), HRM practices can positively impact employees' well-being during work, subsequently enhancing productivity. HR practices such as autonomy, information sharing, compensation, and training development significantly affect employee well-being by increasing job satisfaction (Boxall & Macky, 2014). Additionally, Huang et al. (2016) found that employees exposed to HPWS are more likely to experience higher well-being, job satisfaction, and better performance, as they can acquire and retain long-term work-related resources.

Through HPWS, employees are provided with ample resources, including authority and flexibility, to mitigate the adverse effects of their jobs and improve their well-being (Bartram et al., 2012). Employee well-being, predominantly influenced by the availability of job resources, acts as a high-level motivator, leading to increased job involvement and higher resource gains, creating a positive feedback loop and ultimately enhancing employee well-being (Miao & Cao, 2019). Furthermore, an organization's investment in HPWS signals to employees that the organization values their well-being. Consequently, employees reciprocate with positive attitudes and behavior, such as high job satisfaction, engagement, and commitment, which are considered significant enablers of employee well-being (Hauff et al., 2022). The consultative features of HPWS enhance individuals' feelings of value, worth, and security, promoting job satisfaction and well-being (Wood & de Menezes, 2011).

To hypothesize the potential benefits of HPWS on employee well-being, researchers draw on various theories, including signaling theory (Spence, 2002), social exchange theory (Homans, 1958), conservation of resource theory (Hobfoll, 1989), self-determination theory (Deci, Connell & Ryan, 1989), and the job demands-resources model (Demerouti et al., 2001). The ability-motivation-opportunity framework is also employed in this context (Purcell et al., 2009). Scholars utilize the theory of planned behavior (Fishbein & Ajzen, 1975) to examine the effect of HPWS on employee abilities, motivation, intentions, and opportunities for engagement (Combs, Liu & Hall, 2006; Delery & Shaw, 2001; Lepak et al., 2006; Liao et al., 2009; Sun et al., 2007).

Several empirical studies underscore that HPWS negatively correlates with job burnout (Fan et al., 2014; Kilroy et al., 2016, 2017; Sun & Pan, 2008) and positively correlates with the quality of life (Shen, Benson & Huang, 2014). Research also indicates the relationship of HPWS with interactional climates and psychological resources (Psychological capital) (Abubakar et al., 2018; Miao et al., 2021). Workplace amenities and conditions, facilitated by

HPWS, contribute to increasing employees' psychological capital. In conclusion, HPWS is a mutually beneficial process, benefiting both the organization and employees (Carvalho & Chambel, 2014).

2.6.2 Psychological capital

Psychological capital (PsyCap) emerged from the positive psychological movement pioneered by Seligman & Csikszentmihalyi (2000). In contrast to traditional psychology, which focuses on negative aspects like mental ailments, positive psychology strives to unlock people's potential qualities, virtues, and skills—enhancing their lives and productivity. Building on this movement, Luthans and Youssef (2004) introduced the concept of psychological capital, identifying key psychological resources (self-efficacy, hope, resilience, and optimism) that collectively form the higher-order construct i.e. PsyCap (Luthans & Youssef, 2007; Luthans, Youssef, & Avolio, 2007).

PsyCap, as defined by Luthans, Youssef, and Avolio (2007), represents an individual's positively oriented workforce capabilities and psychological capacities. It is characterized by self-efficacy, hope, resilience, and optimism. Drawing from social cognitive theory (Bandura, 2012), self-efficacy reflects one's ability to undertake challenging activities and exert the necessary effort to accomplish them. Optimism involves making positive assumptions about current and future success (Scheier et al., 2001), while hope entails pursuing objectives with perseverance and adjusting one's course if necessary, comprising agency and pathways components (Snyder et al., 1996). Lastly, resilience refers to the ability to withstand and rebound from adversity (Luthans et al., 2006). In line with the broaden and build theory (Fredrickson, 2001), these psychological resources can be preserved and utilized according to a person's needs. The resource caravan approach by Hobfoll (2002) emphasizes the synergistic interaction of these four PsyCap components, producing positive manifestations during actions.

PsyCap is deemed "state-like" rather than "trait-like," making it assessable, developable, and manageable for performance enhancement (Luthans et al., 2007; Walumbwa et al., 2011). Positioned beyond human capital (What do you know?) and social capital (Who do you know?) PsyCap serves as a crucial element in defining the genuine self (Who are we?) (Luthans et al., 2006). This is primarily due to the fact that human capital, encompassing employee knowledge, skills, and abilities, can quickly become outdated in the face of rapidly evolving technology. In contrast, PsyCap enables employees to stay continuously updated at the peak of their potential

(Kim et al., 2017), ensuring their well-being and the sustainable competitive advantage of their organization.

The extant research indicates that the level of PsyCap varies among individuals based on their attitudes and positive emotions (Siu, Cheung & Lui, 2015). Individual-level antecedents of PsyCap encompass gender role orientation, ethnic identity, overall well-being, trust in organizations, and personal and cultural backgrounds. Team-level antecedents include leadership styles (transformational, authentic, ethical, abusive) and perceived supervisor support. Organizational-level antecedents encompass a positive and supportive organizational climate, social relationships in organizations, perceived external prestige, and a high-performance work system (Sahoo & Sia, 2015).

Furthermore, growing evidence demonstrates that PsyCap is positively associated with well-being, health, performance, satisfaction, and negatively associated with anxiety, depression, and other negative emotions (Babu et al., 2023). PsyCap has been explored in relation to various aspects such as bullying behavior, violent teen tendencies, and has shown positive significant relationships with desirable attitudes, behaviors, and employee performance, as well as negative relationships with undesirable attitudes and behaviors (Cizrelioğulları & Babayiğit, 2022).

PsyCap has been found to be a potential moderator and mediator in numerous studies. It moderates associations between climate for innovation and openness to change (Babu et al., 2023), teaching research conflict and job burnout (Cizrelioğulları & Babayiğit, 2022), occupational burnout and job performance (Luthans & Youssef-Morgan, 2017), job insecurity and subjective well-being (Miao et al., 2021), rudeness and psychological discomfort (Butt et al., 2021), and work-family conflict and symptoms of anxiety and depression(Rahimnia et al., 2013). In terms of mediating effects, PsyCap has been found to mediate the link between compassion at work and job performance, perceived family support and well-being, and the relationship between an autonomous work environment and an employee's self-directed behavior (Sahoo & Sia, 2015). Moreover, PsyCap has been explored as a mediator between high-commitment work systems and organizational results. Given its increasing relevance, PsyCap-related interventions have been considered a feasible solution for addressing mental and physical tensions among employees, especially in the context of the pandemic (Clarence et al., 2021). Research in various emerging contexts such as exogenous crises and employment

anxiety further emphasizes the global applicability and significance of PsyCap (Luthans & Youssef-Morgan, 2017).

2.6.3 Organizational trust

Organizational trust, as defined by Gilbert and Tang (1998, p. 99), is the "feeling of confidence and support in an employer," rooted in the belief that an employer will uphold commitments and act with transparency. This sentiment extends beyond individual relationships to encompass positive expectations regarding the intent and behaviors of various organizational members, shaped by roles, relationships, experiences, and interdependencies (Shockley-Zalabak et al., 2000). Organizational trust is also conceptualized as employees' overall belief in the climate of trust within an organization, encompassing positive expectations about the intent and behaviors of multiple relationships, experiences, and interdependencies (Joo et al., 2023).

Organizational trust can be broadly categorized into interpersonal and impersonal dimensions. Interpersonal trust is of two types lateral trust (among employees) and vertical trust (between employees and leaders). Vertical trust is grounded in perceptions of competence, benevolence, and reliability among organizational members (Ellwardt et al., 2012). On the other hand, impersonal trust, also known as institutional trust, encompasses the relationship between employees and the organization's mission, vision, technical viability, strategy, processes, structure, and HR policies (Nurhayati et al., 2018). Interpersonal trust focuses on relationships among employees (Guinot et al., 2014).

Institutional trust is often influenced by the efficiency and fairness of organizational-wide systems, particularly human resource policies (Ellonen et al., 2008). Two forms of institutional trust are identified—belief in situational normality and structural assurance. The former arises from the perception that circumstances are regular and in order, while the latter stems from confidence in contextual factors such as pledges, contracts, regulations, and guarantees (McCole, 2019).

The literature underscores that organizational trust is multi-faceted. Research has investigated trust in leadership, trust among co-workers, and the antecedents and consequences of trust within an organizational context. Numerous factors influence trust-building including positive psychological capital, personality traits, organizational justice, organizational support, a favorable organizational environment, transformational leadership, and effective human resource management practices (Arnold, Barling, & Kelloway, 2001; Flaherty & Pappas, 2000;

Hoy & Tarter, 2004; Hubbell & Chory-Assad, 2005; Petersen, 2008; Tschannen-Moran, 2001; Zeffane & Connell, 2003). Demographic factors, such as age, marital status, and workgroup cohesion, have been associated with organizational trust, while race and gender showed no significant impact (Gilbert & Tang, 1998). Leadership roles, structural rules, and cultural norms are identified as organizational-level antecedents of trust (Li, Bai, & Xi, 2012).

Organizational trust yields positive outcomes including perceived effectiveness, collaborative decision-making, organizational citizenship behaviors, team efficacy, job engagement, open communication, job satisfaction, achievement, organizational commitment, and innovative behaviors (Arnold et al., 2001; Flaherty & Pappas, 2000; Goddart, Tschannen-Moran, & Hoy, 2001; Hassan & Ahmed, 2011; Lee, 2004; Petersen, 2008; Shockley-Zabalak et al., 2000; Six, 2003; Ugwu et al., 2014; Wech, 2002). Additionally, organizational trust positively influences organizational learning and creativity (Jiang & Chen, 2016). Recent studies highlight the role of organizational trust in reducing stress among employees (Lambert et al., 2022; Seo & Kwon, 2021).

The research delves into the mediating and moderating role of organizational trust between various organizational and individual-level variables. It acts as a mediator between internal communication and employee psychological well-being, organizational-based self-esteem and turnover intention (Qin & Men, 2022), and organizational identification and turnover intention (Oguegbe & Edosomwan, 2021). Organizational trust also moderates relationships between organizational citizenship behavior and psychological well-being (Naami et al., 2020), person-organization fit and turnover intentions (Ramos et al., 2021), and job stress and employee intentions to leave (Khan et al., 2021). Notably, trust in an organization can buffer the effects of self-efficacy on turnover intentions, emphasizing its crucial role in shaping employee attitudes and behaviors (Ozyilmaz et al., 2018).

2.6.4 Employee work passion

Employee passion is characterized as a motivational state comprising affective, cognitive, and behavioral elements (Chen et al., 2015). In the 17th century, René Descartes defined passions as intense emotions with inherent behavioral tendencies, potentially advantageous if grounded in reason. Building upon this, Vallerand et al. (2003) in their pioneering work defined passion as "a strong inclination toward an activity that people like, find important, and invest time and energy" (p. 757). They introduced two types of passion through the dualistic model: harmonious passion, where individuals autonomously internalize an activity due to genuine

interest and challenge, and obsessive passion, where engagement is driven by external pressures (e.g., social persuasion and rewards) (Vallerand et al., 2003).

In essence, harmonious passion fosters healthy adaptation, while obsessive passion impedes it by inducing unfavorable emotions and strict persistence. Zigarmi et al., (2009) further advanced the understanding of employee passion through the Employee Work Passion Appraisal (EWPA) model, rooted in cognitive appraisal theory. According to this model, work passion is defined as "an individual's persistent, emotionally positive, meaning-based state of well-being stemming from recurring cognitive and affective appraisals of various job and organizational situations that result in consistent, constructive work intentions and behaviors" (Zigarmi et al., 2009, p. 310).

Researchers expanded the concept of passion into an organizational context, defining employee work passion as a strong inclination towards one's work and a positive, consistent state of well-being (Ho, Wong, & Lee, 2011; Liu et al., 2011; Zigarmi et al., 2009). This passion can be categorized into harmonious and obsessive, where harmonious passion reflects internal, autonomous internalization of work, and obsessive passion reflects external, controlled internalization (Chen, Liu & He, 2015).

It is crucial to differentiate harmonious passion from two related constructs: intrinsic motivation and work engagement. Intrinsic motivation aligns with harmonious passion but focuses solely on the cognitive element, while harmonious passion encompasses cognitive, affective, and behavioral elements. Work engagement emphasizes immediate enjoyment during the person-task interaction, whereas passion for work extends to everyday life beyond work hours (Vallerand & Miquelon, 2007). Employee work passion provides a comprehensive measure, assessing intention, affect, and cognition, offering a clearer picture of how individuals intend to behave on behalf of the organization (Zigarmi et al., 2011).

Scholarly evidence suggests that employee passion positively impacts learning and the development of creative behavior (Ramos et al., 2022). Passion, considered a personal resource, influences the demands, resources, and outcomes of an individual's work, contributing to positive attitudes and behaviors in the workplace (De Clercq & Belausteguigoitia, 2017; Gong et al., 2020). Employee passion not only aids in managing heavy workloads but also influences how individuals perceive and respond to organizational support (Trepanier et al., 2014).

Moreover, recent academic interest highlights the potential beneficial outcomes of passion for both employees and businesses (Gilal et al., 2019). Employee work passion significantly impacts work performance and well-being (Li et al., 2019), influencing job satisfaction (Alam & Shin, 2021), job engagement (Ye et al., 2019), and even workaholism (Lanzo et al., 2016). Therefore, understanding individuals' work passion is crucial for organizations (McAllister et al., 2017).

2.6.5 Work engagement

The concept has evolved significantly over the years, representing a broader shift in organizational psychology towards understanding positive aspects of the employee experience. In the early 1990s, William Kahn pioneered work engagement, emphasizing the psychological aspects of the employee's connection to their work and organization, marking a departure from traditional measures of job satisfaction. After years Scheaufeli & Bakker (2004), defined work engagement as a positive and fulfilling mental state related to one's work comprising three key dimensions: *Vigor*, which involves exhibiting high energy levels during work; *Dedication*, which entails a sense of purpose, enthusiasm, inspiration, pride, and challenge; and *Absorption*, denotes complete concentration leading to the subjective experience of time passing swiftly and unnoticed (Bakker and Demerouti, 2007; Schaufeli et al., 2002). The Utrecht Work Engagement Scale (UWES), developed by Schaufeli and Bakker (2003), became a widely used instrument for measuring work engagement, gaining global recognition in the 2000's. Aligned with positive psychology principles, work engagement became instrumental in organizational development and human resource management, influencing leadership practices and strategies for enhancing employee well-being and organizational success.

The robust association of work engagement with positive affective states points to its comprehensive nature and significance in capturing the holistic experience of individuals in the workplace (Naim & Lenka, 2018). Various job resources, including autonomy, social support, and feedback, have consistently been linked to higher levels of engagement (Bakker & Demerouti, 2007). Additionally, individual characteristics such as self-efficacy and optimism, have been associated with increased levels of engagement (Xanthopoulou et al., 2009). Research indicates that work engagement is positively related to desirable outcomes for both individuals and organizations. Engaged employees are more likely to experience higher levels of job satisfaction (Wei et al., 2023), organizational commitment (Schaufeli & Bakker, 2004), and task performance (Lammassaari et al., 2022). Furthermore, work engagement has

been shown to act as a protective factor against burnout and turnover intentions (Dong & Xu, 2022).

2.7 Significant gaps identified

We have further identified significant gaps in the literature on HPWS, Psychological capital, employee work passion, organizational trust, and work engagement. These identified gaps helped us in the formulation of an integrated framework aimed at addressing and advancing the understanding of employee FAW.

i) Mediating and moderating mechanisms between HPWS and employee holistic well-being:

Understanding the mediating and moderating mechanisms between HPWS and holistic employee well-being is a salient yet underexplored area in the extant scholarship. The current body of knowledge emphasizes the necessity for a more profound exploration of the intricate processes that mediate and moderate the relationship between HPWS and holistic employee well-being. Given that employees' ability to attain flourishing is intricately tied to their specific work context, it becomes imperative to delve deeper into the potential mediating and moderating pathways. This gap signifies an uncharted territory that warrants comprehensive investigation to unravel the nuanced impact of HPWS on the holistic well-being of employees i.e. FAW (Fabrico et al., 2022; Rubio-André et al., 2022).

ii) Antecedents and consequences of work engagement (WE):

Zheng and Gunasekara (2022) emphasize the need to advance the concept of engagement by delving into the relationships between engagement and flourishing. This highlights an unexplored area in the existing literature, suggesting a research gap in understanding the dynamics of engagement-flourishing relationships. Investigating these relationships is crucial not only for expanding the understanding of work engagement but also for gathering insights that can shape the development of a workplace environment conducive to promoting employee flourishing. Consequently, this proposed research would contribute significantly to the broader body of research on the antecedents and consequences of work engagement, offering valuable insights for organizations striving to enhance employee flourishing.

iii) Moderating role of organizational trust (OT):

The investigation of the moderating role of organizational trust (OT) in shaping an individual's well-being represents a critical area that merits further investigation. The study envisions the potential impact of OT as a moderator, aligning with the assertion made by Dricks and Ferrin (2001, 2002) that OT plays a moderating role in the relationship between motivational variables and employee behaviors. However, this avenue remains relatively unexplored in the existing literature. A comprehensive examination of how OT moderates the link between contextual variables and psychological states/resources can offer valuable insights into the intricate dynamics of organizational trust and its influence on individual well-being. Addressing this research gap holds the potential to enhance our understanding of the nuanced interactions within workplace environments, contributing to the broader field of organizational psychology and human resource management (Miao et al., 2021).

iv) Moderating effect of OT on HPWS outcomes:

The limited investigation of the moderating effect of OT in the relationship between HPWS and their outcomes underscores a significant gap in current research. Consequently, there exists a noteworthy research gap in comprehending how OT may moderate the impact of HPWS on individual and organizational outcomes. Future research endeavors that systematically explore and substantiate the moderating role of OT in the relationship between HPWS and its outcomes would not only contribute to filling this void but also provide practical insights for organizations aiming to optimize the effectiveness of their HPWS (Kloutsiniotis & Mihail, 2018).

v) Complex analyses in the HPWS domain:

In response to Tripathi and Kumar's (2023) call for more complex analyses in the HPWS- well-being domain, there is an evident gap in the current state of research. The call underscores the need for sophisticated analytical approaches to unravel the underlying mechanism explaining the relationship between HPWS and FAW.

vi) Empirical evidence linking SHRM to positive employee outcomes:

The study makes a significant contribution by providing empirical evidence that establishes a link between strategic human resource management (SHRM) practices and positive employee outcomes. This contribution directly addresses the call made by Heffernan and Dunoon (2016) for empirical analysis in this domain. Before this study, there may have been a gap in the

empirical evidence supporting the association between SHRM and positive employee outcomes. The presented research not only fills this void but also strengthens the theoretical underpinnings by grounding them in empirical findings. This empirical contribution enhances the credibility and applicability of SHRM practices, shedding light on their positive effect on employees and supporting the need for organizations to adopt SHRM practices to foster favorable employee outcomes.

2.8 Conclusion

This chapter offers a comprehensive review of the existing literature concerning employe FAW. Through a meticulous examination of research, articles focused on FAW, it provides a gestalt view of the current state of research in this domain. The chapter explores various aspects, including antecedents, decision-making processes, outcomes, theories applied, contextual considerations, and research methods employed in FAW literature.

The thorough analysis of past literature enables us to identify key gaps in the FAW literature. Building upon these identified gaps, we explore several variables, including high-performance work system (HPWS), psychological capital, work engagement, organizational trust, and employee work passion. This exploration helps uncover additional gaps in the literature related to these variables, paving the way for the development of an integrated conceptual framework. This integrated framework, which addresses these gaps, will be elaborated upon in the subsequent chapter.

HYPOTHESES DEVELOPMENT AND CONCEPTUAL FRAMEWORK

Overview

The preceding chapter provided a compelling rationale for the systematic inquiry, critical evaluation, and scrutiny of the causal nexus between FAW and its determinants. The comprehensive literature review emphasizes the pivotal significance of probing into the contextual antecedents of FAW. Furthermore, identification of notable gaps in the extant scholarship guided the development of a conceptual framework tailored to address the phenomenon of employee flourishing within the specific context of the hospitality industry. The subsequent sections of this chapter are dedicated to an in-depth analysis of the proposed conceptual framework, accompanied by the theoretical framework and formulation of hypotheses. Please refer to Figure 3.1 for the chapter structure. This chapter endeavors to explicate the intricate interplay among these components, thereby accentuating the scholarly significance of the undertaken research endeavors aimed at comprehending and enhancing employee flourishing within the ambit of the hospitality industry.
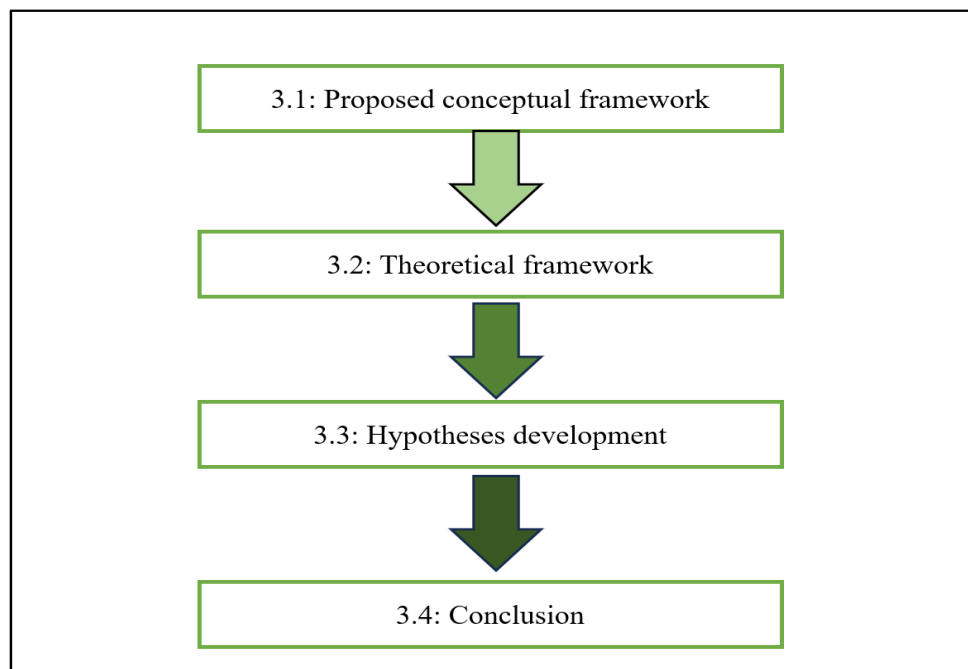
Figure 3.1: Chapter layout

3.1 Proposed conceptual framework

This study aims to identify organizational resources facilitating employee FAW. The proposed conceptual framework, outlines the relationships among HPWS, organizational trust (OT), psychological capital (PsyCap), employee work passion (EWP), work engagement (WE), and FAW . Eight hypotheses (H1 to H8) are formulated to examine these connections. Thus, based on the theoretical underpinnings of social exchange theory (SET), conservation of resource theory (COR), and signaling theory we present an integrated conceptual framework (See Figure 3.2).
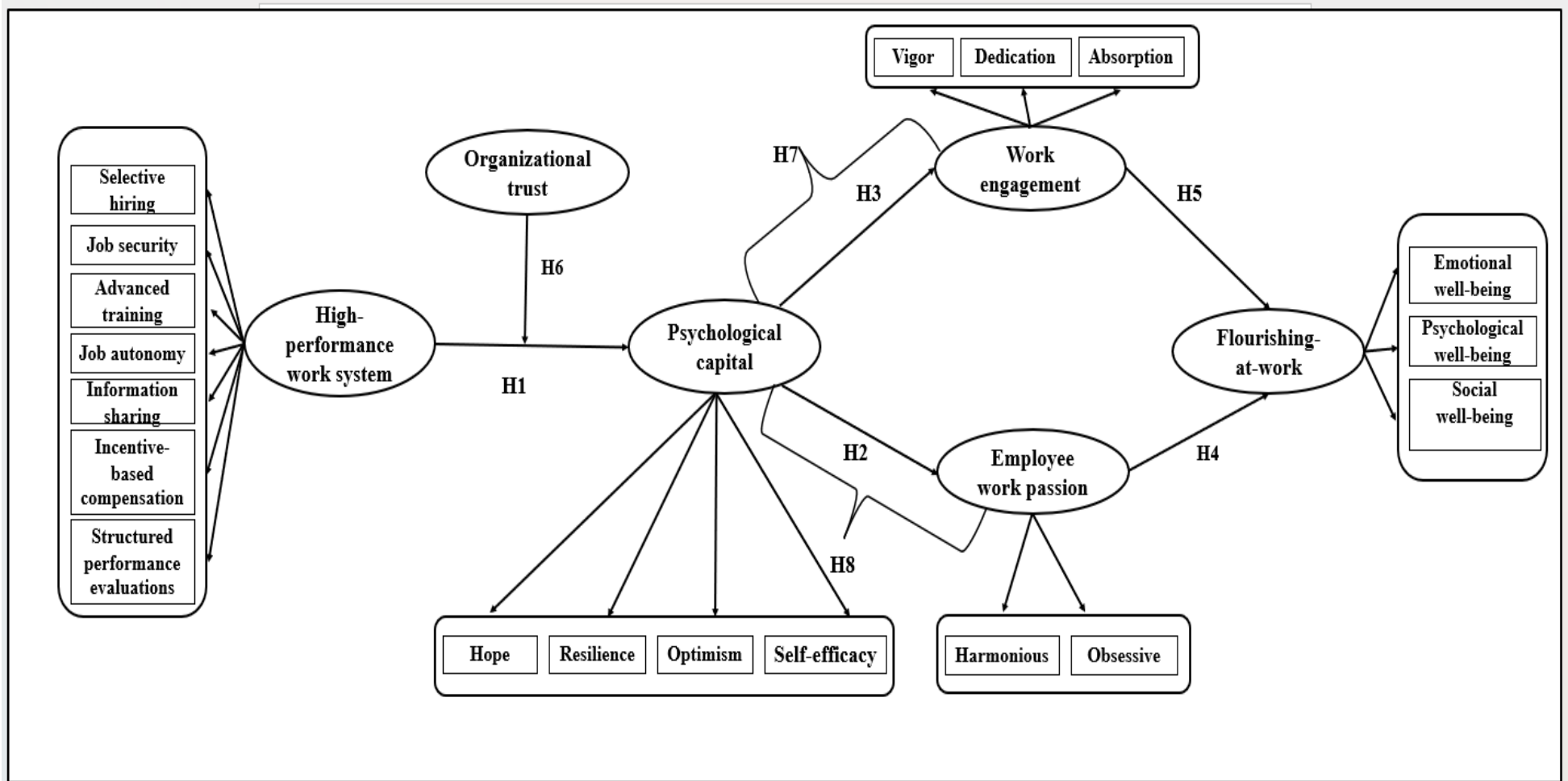
Figure 3.2 Proposed conceptual framework
(Note: H7 represents serial mediation hypothesis, HPWS →PsyCap→Work Engagement→FAW
H8 represents serial mediation hypothesis, HPWS →PsyCap→Work Passion→FAW respectively)

3.2 Theoretical background of the study

The study's framework is based on the theoretical underpinnings of social exchange theory (SET), conservation of resource theory (COR), and signalling theory.

3.2.1 Social exchange theory

This research is firmly rooted in the theoretical framework of social exchange theory, which elucidates how individuals participate in a sequence of interdependent interactions, fostering reciprocal obligations among the parties involved (Blau 1964; Emerson 1976). Central to this theory is the norm of reciprocity, which posits that individuals who receive favors from others are inclined to reciprocate, driven by a sense of obligation (Blau 1964). People assess the potential benefits and risks inherent in their social relationships, and when the risks outweigh the rewards, they may choose to terminate or abandon the relationship.

According to SET, employees who perceive the consistent and fair implementation of HR practices, particularly those enhancing skills, motivation, and opportunities (referred to as high performance work systems or HPWS), coupled with conducive working conditions, are likely to experience higher job satisfaction and overall well-being. Employees perceive HPWS as emblematic of trust, recognition, and investment, conveying a dynamic of social exchange (Shore et al., 2006). HR practices such as flexible job design, participative decision-making, and performance-based compensation show organizations' trust and recognition for employees (Liao et al. 2009). In other words, HPWS is interpreted by employees as expressing trust, recognition, as well as investment in the organization– all signaling a social exchange relationship (Shore et al. 2006).

Our study employs SET as a lens to expound on the positive effects of HPWS on employees' FAW. Investments in HPWS serve as signals to employees, conveying the organization's commitment to their well-being. In response, employees demonstrate positive attitudes and behaviors, such as heightened job engagement, psychological capital, and work passion. While SET implies that HPWS can foster a sense of overall well-being among employees, I hypothesize that HPWS influences FAW indirectly through mediators like psychological capital, work engagement, and work passion. This was based on the study on Zhang et al., 2013 who argue that the relationship between HPWS and the complex well-being constructs cannot be direct and requires an underlying mechanism.

3.2.2 Conservation of resource theory

The conservation of resources (COR) theory is an integrated theory centred on employee resources and their acquisition, maintenance, and loss (Hobfoll,1989). According to COR theory, individuals strive to acquire, retain, and protect various resources, including tangible resources like money and possessions, as well as intangible resources like social support and self-esteem (Hobfoll, 2001). The theory posits that individuals experience stress when they perceive a threat to their resources or when they experience actual losses of resources (Halbesleben, 2014). Moreover, COR theory emphasizes the role of resource gain cycles, wherein acquiring one resource can facilitate the acquisition of other resources, leading to a spiral of resource accumulation and increased well-being (Hobfoll, 2000). Conversely, resource loss cycles can occur, where the loss of one resource may lead to the loss of other resources, potentially leading to burnout and stress (Hobfoll, 2011). Thus, COR theory offers valuable insights into how individuals manage resources to cope with stress and promote resilience in the face of adversity. In the context of organizational studies, COR theory is frequently employed to elucidate the impact of HPWS on various employee outcomes (Haar & Brougham, 2020).

Drawing from COR theory, Sun and Pan (2008) emphasize that employees utilize HPWS as resources to effectively navigate workplace challenges. For instance, practices related to job security can instill confidence in employees, thereby enhancing their psychological capacity to handle tasks, resulting in reduced fatigue and lower job burnout. In our study, we also adopt the COR perspective (Hobfoll, 2002) as a theoretical underpinning to depict how HPWS contributes to the flourishing of employees within the workplace. The fundamental premise is that having more resources positively impacts well-being, as it equips employees with a richer arsenal to confront challenges arising in their work environment. HPWS, operating at the organizational level, represents resources that enhance well-being by not only fostering psychological resources (e.g., confidence), but also by mitigating workplace issues, such as improved employee selection processes. Stronger perceptions of HPWS thus signify valuable resources that bolster well-being through building psychological resources (e.g. hope) and addressing workplace challenges.

3.2.3 Signaling theory

Signaling theory, as articulated by Spence (2002), emphasizes the role of signals in mitigating information asymmetry between interacting parties. Widely applied in management contexts, this theory examines the communication of information between organizations and employees, as well as between leaders and subordinates. Bowen and Ostroff (2004) have advanced the concept of the HR system as a signaling mechanism, conveying messages to employees about expected and rewarded behaviors. These signals, in turn, prompt individuals to form self-evaluations of their value and significance within the organizational context.

This study not only leverages signaling theory but also adds a novel perspective to the application of signaling theory by unraveling the link between HPWS and FAW. HPWS practices, integral to the workplace environment, serve as crucial instruments through which signals conveying the organization's values and expectations are transmitted to employees (Bowen & Ostroff, 2004). The practices associated with HPWS such as training, promotion opportunities, involvement in decision-making, compensation, and job security, offer tangible benefits and socio-emotional resources to employees.

In essence, these practices signal the organization's commitment to investing in employees' development and well-being (Chuang & Liao, 2010). Employees interpret the implementation of staffing, training and development initiatives, and compensation and benefits as tangible evidence of management's respect for them. Thus, the adoption of HPWS not only aligns with signaling theory but also serves as a powerful means of expressing organizational values, fostering employee development, and cultivating a workplace culture that prioritizes the well-being of its workforce.

3.3 Hypotheses formulation

3.3.1 High performance work system and psychological capital

HPWS encompasses a set of interconnected HRM practices aimed at enhancing employee commitment, motivation, competence, and overall organizational outcomes (Abubakar et al., 2019; Kloutsiniotis et al., 2023). These practices encompass vital HR elements such as selective hiring, job security, incentive-based compensation, advanced training, job autonomy, information sharing, and structured performance evaluations (Datta et al., 2005; Xu et al., 2018). The foundational premise of HPWS research asserts that the combined effect of these diverse HR practices surpasses the sum of their individual effects (Aryee et al., 2012; Miao et al., 2021).

Researchers argue that HPWS holds a unique capability to transform employees into adept problem-solvers who exhibit optimism, self-confidence in their abilities, and competence (Cizrelioğulları & Babayiğit, 2022; Luthans & Youssef, 2004). Furthermore, the literature demonstrates that HPWS can yield positive states and positive psychological resources, including psychological capital (PsyCap) (Abubakar et al., 2019; Abbasi et al., 2021).

PsyCap represents "an individual's positive assessment of circumstances and their likelihood for success, rooted in motivated effort and persistence" (Luthans et al., 2007, p. 550). It comprises four key individual resources: self-efficacy, hope, optimism, and resilience. Following the resource caravan approach, these PsyCap components synergistically generate various positive outcomes in the workplace (Hobfoll, 2001). Prior research has highlighted a positive link between HR practices and employees' PsyCap (Beltrán-Martín et al., 2023; Chen et al., 2016).

Moreover, various components of HPWS have been shown to fulfill individuals' basic psychological needs, particularly competence, autonomy, and relatedness, thereby promoting employees' well-being and psychological growth in the workplace (Ryan & Deci, 2000). HPWS practices, including flexible job assignments, provide empowerment, and autonomy to the employees (Vilarino del Castillo & Lopez-Zafra, 2022). This further enhances self-awareness and self-assurance, fortifying self-efficacy and optimism (Elrehail et al., 2021). Additionally, well-structured training programs within HPWS stimulate hope (Luthans et al., 2008), resilience, and optimism (Bonanno, 2005; Masten & Reed, 2002). Career advancement, a key component of HPWS, is known to be an antecedent of optimism and hope in the workplace (Beltrán-Martín et al., 2023; Luthans et al., 2006). Furthermore, HPWS practices such as autonomy, emotional support, empowerment, and performance-based compensation contribute to higher levels of optimism (Agarwal & Farndale, 2017).

Drawing from signaling theory, HPWS signals a supportive work environment conducive to the development of employees' psychological capital (Luthans & Youssef-Morgan, 2017; McCallum et al., 2023). Organizations that implement rigorous hiring processes signal that they are looking for the best talent and are committed to ensuring a good fit between the employee and the organization. This can enhance an individual's sense of hope and efficacy, as they perceive that they are part of a highly valued workforce. Similarly, by involving employees in decision-making processes and encouraging participation, organizations signal that they trust and value employees' input. This can enhance psychological capital by fostering

a sense of ownership and control, contributing to hope, efficacy, and optimism. Moreover, by offering job security and opportunities for career growth signals that the organization is committed to the long-term success of its employees. This can build resilience by providing a stable and supportive environment and can foster hope and optimism by giving employees a clear pathway for advancement and personal development.

Additionally, social exchange theory (SET) suggests that HPWS enables employees to recognize the organization's concern and care for them, resulting in the cultivation of a stronger sense of hope and optimism (Shi et al., 2018). For instance, encouraging participation in decision-making processes builds a sense of ownership and responsibility, which enhances the psychological capital. Therefore, based on this rationale, we contend that HPWS enhances employees' psychological capital. Consequently, we propose that:

H1: High performance work system is positively related to employees' psychological capital.

3.3.2 Psychological capital and employee work passion

Employee work passion (EWP) is defined as "a strong inclination toward an activity that people like, find important, and invest time and energy in" (Vallerand et al., 2003, p. 757). EWP encompasses both 'harmonious passion' and 'obsessive passion.' Harmonious passion leads to a sense of satisfaction and fulfillment, motivating individuals to engage in an activity because of its intrinsic interest and challenge. In contrast, obsessive passion involves controlled internalization, where external factors like family pressure or social expectations drive individuals (Islam et al., 2023; Vallerand et al., 2003).

PsyCap offers a comprehensive understanding of human capabilities and sheds light on individual creativity and passion (Hosseini et al., 2023; Luthans et al., 2015). Individuals with higher levels of PsyCap tend to develop intrinsic motivation, persistence in achieving their goals, sufficient resources for effective task completion, and an inclination to engage intrinsically with job-related activities (Avey et al., 2011; Khandelwal & Khanum, 2017). They also demonstrate favorable organizational outcomes, including creative task completion (Peng & Chen, 2023; Rego et al., 2012). Multiple studies have affirmed the significance of employees' PsyCap in enhancing their job performance (Avey et al., 2011; Luthans & Avolio, 2014; Rego et al., 2012). Similarly, an increased level of PsyCap demonstrates greater commitment, enthusiasm, and dedication to their roles, leading to increased job satisfaction and engagement (Tian et al., 2023). Moreover, their resilient mindset enables them to navigate challenges with

confidence and adaptability, contributing to higher levels of performance and overall well-being (Anwar & Sarfraz, 2023; Sen et al., 2023).

EWP, on the other hand, comprises affective, cognitive, and behavioral elements (Chen et al., 2015; Smith et al., 2023). Literature suggests that fostering work passion involves allowing employees to experience accomplishment while working towards challenging yet attainable goals and providing a sense of purpose beyond mere profit (Grobler & Powell, 2018). Therefore, a high level of PsyCap can enhance an employee's capacity to experience work passion, as it equips them with a positive attitude and confidence in their abilities (efficacy), resilience to learn from adversity, and optimism to identify opportunities amid challenges (Kim et al., 2021; Mehmood et al., 2023). Additionally, prior research has established that increased PsyCap corresponds to greater energy and effort investment in one's work (Cardon et al., 2009). In particular, PsyCap provides essential psychological resources for developing EWP (Phuthong, 2019; Yang et al., 2022). As work passion is a motivational state, PsyCap indeed furnishes the necessary elements for individuals to feel at ease with their work and nurture intrinsic motivation for goal achievement (Gaan & Mohanty, 2019).

According to the transactional perspective of COR, the employees possessing PsyCap have a transactional relationship with their work environment and can influence the development of work passion in the abundance of resources (Heath et al., 2012). The continuous resource gain promotes emotional and psychological well-being and thus employees feel valued and supported, which contributes to their overall passion for work. Based on this discussion, we propose that:

H2: Psychological capital is positively related to employees' work passion.

3.3.3 Psychological capital and work engagement

The nexus between psychological capital (PsyCap) and work engagement is well-established, as evidenced by numerous empirical studies in organizational psychology (Lupsa et al., 2020; Niswaty et al., 2021; Peng & Chen, 2023b). Contantini and colleagues (2017) revealed that individuals with a higher level of PsyCap are more likely to exhibit heightened engagement in their professional endeavors. Additionally, Erbasi and Ozbek's (2016) findings emphasize the predictive power of specific PsyCap components, such as hope, and optimism, in significantly fostering an individual's level of work engagement. Notably, the study suggests that high

expectations and endurance play pivotal roles in amplifying work engagement levels, shedding light on the influential nature of PsyCap in shaping the work experience.

Moreover, the meta-analysis conducted by Avey et al. (2011) further supports this connection by demonstrating that PsyCap exerts a positive influence on employee attitudes. Higher levels of PsyCap are associated with aspirational goal pursuit (hope), perceived self-competence in achieving success (efficacy), optimistic thinking in the workplace, and enhanced resilience against obstacles. This meta-analysis underlines the role of PsyCap in fostering a positive psychological state that contributes to increased work engagement.

While Sweetman and Luthans (2010) initially introduced the potential link between PsyCap and work engagement in their conceptual paper, empirical evidence was lacking at the time. However, the intrinsic motivation of employees with high PsyCap is noteworthy, as demonstrated by characteristics such as fulfillment, vigor, dedication, and absorption (Giancaspro et al., 2022). Studies show that intrinsic motivation ultimately translates into heightened employee productivity, lower turnover rates, and reduced absenteeism (Toth et al., 2023).

Moreover, according to the COR theory, PsyCap represents a valuable set of psychological resources that individuals invest in their work endeavours. These resources, including hope, efficacy, resilience, and optimism, serve as buffers against workplace stressors and contribute to enhanced work engagement and well-being (Widianto & Wilderom, 2023). Individuals with higher PsyCap are better equipped to navigate challenges effectively thereby maintain a proactive stance, and engage more deeply in their work. This resourceful mindset fosters a sense of purpose, reduces anxiety, and enhances overall work engagement, leading to sustained motivation and commitment (Wang, 2024). Thus, we further argue that:

H3: Psychological capital is positively related to employees' work engagement

3.3.4 Employee work passion and flourishing-at-work

Keyes (2005) conceptualized FAW as the convergence of psychological, emotional, and social well-being. Emotional well-being, according to Keyes (2005), involves how individuals subjectively experience their lives, encompassing job satisfaction and affective experiences (both positive and negative). Psychological well-being focuses on activities contributing to a happy and content life, including fulfilling basic psychological needs like autonomy, mastery, and relatedness, as well as finding meaning, personal growth, and self-acceptance (Abdullah

et al., 2023). Social well-being, on the other hand, pertains to an individual's public and social functioning, comprising elements such as social coherence, social acceptance, social contribution, social actualization, and social integration (Keyes, 2007). In essence, FAW signifies an optimal state of well-being, growth, and success across all aspects of an employee's life, including work, relationships, and personal development (Naim & Ozylmaz, 2022). It serves as a holistic measure of an individual's overall well-being (Lee et al., 2021). The emerging field of FAW research asserts the importance of comprehensive employee well-being in the workplace and its potential to yield positive outcomes.

On the other hand, EWP comprises emotional and cognitive dimensions (Kasprzak & Mudło-Głagolska, 2022). The emotional aspect represents an individual's love for their job, while the cognitive aspects involve recognizing the significance of their work (Paquette et al., 2022). The extent research reveals that individuals with a strong passion for their job tend to be more actively engaged and experience greater joy in their work due to their genuine affection for it (Peethambaran et al., 2023; Vallerand & Miquelon, 2007). Harmonious passion involves aligning one's work passion harmoniously with other aspects of life (Curran et al., 2015; Philippe et al., 2009). EWP has been found to foster positive emotions and mental well-being (Vallerand, 2012) and is positively correlated with job satisfaction, self-efficacy, happiness, and positive affect (Halonen & Lomas, 2014). Recent research highlights that individuals with high levels of harmonious passion, which remains unaffected by success or failure, are more likely to find contentment and satisfaction in their professional lives (Yukhymenko-Lescroart & Sharma, 2019). Likewise, the literature consistently demonstrates a strong link between passion and satisfaction, thriving, and well-being across various work settings (Paquette et al., 2022; Zhou, 2021). Passion in the workplace serves as a determinant of intrinsic motivation and significantly influences employee flourishing (Guo & Qu, 2021; Peethambaran & Naim, 2023).

Moreover, COR theory explains the relationship between employee work passion and employee flourishing at work by emphasizing the role of resource gain and loss in influencing psychological well-being. According to COR theory, individuals strive to acquire, retain, and protect resources, such as energy, time, and personal characteristics, which are crucial for coping with stress and enhancing well-being. When employees experience work passion, characterized by a deep-seated enthusiasm and intrinsic motivation for their job, they are likely to invest more energy and time into their work, leading to the accumulation of valuable resources like skills, knowledge, and positive emotions. This resource gain fosters a positive

feedback loop, where the enhanced resources contribute to greater job satisfaction, resilience, and overall well-being, resulting in employee flourishing. Therefore, we posit that:

H4: Employee work passion is positively related to flourishing-at-work.

3.3.5 Work engagement and flourishing-at-work

Work engagement is considered as a multi-dimensional construct consisting of emotional, physical, and cognitive dimensions (Davis & Van der Heijden, 2023). Several studies have demonstrated the relationship between work engagement and well-being in the unique setting of work-life balance (Ariza-Montes *et al.*, 2018). In addition, researchers have connected work engagement with different parameters of well-being, such as job satisfaction (Lu *et al.*, 2016), thriving (Van der Walt, 2018), and decreased burnout (Lammassaari *et al.*, 2022). Similarly, research has considered work engagement and job satisfaction as the major dimensions of employees' affective well-being (Cropanzano & Wright, 2001).

Meanwhile, flourishing encompasses psycho-social functioning and the satisfaction of psychological needs for relationships, respect, self-esteem, competence, meaning, and purpose in life (Diener et al., 2010). It serves as an individual measure of overall well-being (Cebral-Loureda et al., 2022). Likewise, FAW refers to a state of high emotional, psychological, and social well-being (Kleynhans et al., 2022). Organizations increasingly prioritize employee flourishing due to its positive impact on individual and organizational outcomes. It is considered a valuable proposition for long-term organizational success (Marais-Opperman et al., 2021). Organizations adopt employee flourishing as a strategy to promote occupational health and ensure the long-term sustainability of the organization (Stelzner & Schutte, 2016).

Evidence stemming from the past shows that engaged employees experience positive emotions, such as enjoyment and satisfaction, which are key aspects of flourishing (Ampofo et al., 2022). Their commitment to work leads to greater job satisfaction and overall well-being (Jung et al., 2016). Work engagement has been found to have positive outcomes in various aspects of individuals' lives, including physical and mental health (Kim & Jung, 2022; Tisu et al., 2020). Engaged employees are less prone to burnout and have strong mental health, resulting in positive outcomes in other life domains (Bakker et al., 2014; Dai et al., 2021). Moreover, work engagement positively relates to emotional, psychological, and social well-being. It is associated with emotional well-being in terms of positive affect and contentment, while in terms of autonomy, mastery, purpose, and meaning, it contributes to employees'

psychological well-being as it aligns with their skills with task challenges. Additionally, work engagement enhances employees' social well-being, providing a sense of meaning, purpose, and belongingness (Diedericks & Rothmann, 2013).

Finally, engagement in work can also contribute to an employee's sense of personal growth and development (Bakker & Albrecht, 2018). Engaged employees tend to have more opportunities to learn and grow, which can lead to greater job satisfaction and overall well-being (De Beer *et al*., 2016). Also, Sheldon et al. (2010) reported that the quality of work engagement directly affects employees' mental health.

Grounded on the COR perspective individuals are motivated to acquire and maintain resources—such as time, energy, skills, and social support—that are essential for their well-being and resilience. Work engagement, characterized by high levels of enthusiasm, dedication, and absorption in one's work, leads to the investment of these valuable resources into the job. Engaged employees are more likely to experience resource gain cycles, where their positive energy and commitment lead to enhanced job performance, improved relationships, and personal growth. This accumulation of resources creates a reservoir that not only buffers against stress and resource loss but also promotes thriving, satisfaction, and a sense of purpose at work. As a result, engaged employees are more likely to flourish, as the continual replenishment and expansion of resources support sustained well-being and enable them to thrive in their professional environment. Thus, we argue that:

H5: Work engagement is positively related to flourishing-at-work.

3.3.6 Organizational trust as the moderator

Organizational trust refers to the confidence that employees have in the decisions made by the organization and the trust in the organization's ability to follow through on its commitments (Silva et al., 2023). OT can be defined as "a feeling of confidence and support in an employer; it is the belief that an employer will be straightforward and follow through on commitments" (Gilbert & Tang, 1998, p. 322). According to SET, the level of trust employees have in their employer positively influences their confidence in the organization's ability to fulfill its commitments in the future (Kloutsiniotis & Mihail, 2018).

Evidence stemming from past literature confirms a positive relationship between OT and individual resources, including PsyCap, among frontline hotel employees (Babu et al., 2023; Ozturk & Karatepe, 2019). Similarly, a study involving 214 Korean employees from the manufacturing industry, revealed a negative correlation between psychological capital and

perceived work overload. The strength of this relationship was found to be moderated by employees' trust in their supervisors (Choi & Rhee, 2017). Furthermore, OT has been identified as a significant moderator in the relationship between PsyCap and happiness at work (Taştan et al., 2020; Zhang et al., 2021).

The literature strongly suggests that the implementation of HPWS tends to foster higher levels of trust among employees, especially when they perceive these initiatives as a tangible demonstration of the organization's investment in them. Consequently, this reduces their feelings of vulnerability and threat (Jalali et al., 2023; Boxall & Macky, 2009). Importantly, research indicates that in situations where employees exhibit high levels of organizational trust, the relationship between HRM practices and employee outcomes becomes more stronger compared to situations with lower trust levels (Vuong, 2022).

Moreover, in alignment with the COR theory, obtaining resources helps counteract the negative impact of resource loss on employees (Hobfoll, 2001), thereby enhancing their individual resources, including psychological capital. Additionally, employees' trust in the organization plays a moderating role in the connection between high-commitment performance management practices and employee commitment (Farndale et al., 2011; Jalali et al., 2023). Based on this rationale, we propose that trust can function as a moderator in the relationship between HPWS and psychological capital. Therefore, we posit that:

H6: Organizational trust moderates the relationship between high performance work system and psychological capital.

3.3.7 *Mediating role of psychological capital, work engagement, and employee work passion*

HPWS provides a conducive and supportive workplace atmosphere, facilitating the enhancement of employees' psychological resources. Organizations adopting HPWS are perceived as making substantial investments in employees and offering ample resources to mitigate challenges. Consequently, HPWS elevates employees' levels of hope, optimism, resilience, and self-efficacy (Psychological capital) (Wang et al., 2023a). Previous studies show that PsyCap acts as the mediating mechanism between different organizational-level variables and employee attitudinal outcomes (Niswaty et al., 2021; Singh et al.,2023b). Employees with higher levels of PsyCap are more likely to be engaged at work (Peláez Zuberbühler et al., 2023). They have the belief that they can overcome challenges (resilience), set and achieve meaningful goals (hope and optimism), and perform their tasks with confidence (self-efficacy). Engaged

employees invest themselves more in their work, leading to a higher sense of purpose and enthusiasm (Giancaspro et al., 2022).

Further, work engagement is found to be a key driver of employee well-being (Sarwar et al., 2020). Several studies have shown a positive relationship between work engagement and emotional (Eriksen et al., 2023), psychological (Mishra & Venkatesan, 2023), and social well-being of the employees (Fisher, 2014). Similarly, engaged employees tend to experience higher job satisfaction, happiness, and a sense of personal growth (Geisler et al., 2019). They are more likely to view their work as meaningful and fulfilling, contributing to their overall well-being at work. Further, work engagement is found to be an enabler of employees' holistic well-being, such as FAW (Demerouti et al., 2015). The influence of PsyCap on work engagement has been explored by several researchers (Niswaty et al., 2021; Tsaur et al., 2019). Furthermore, based on the core principles of SET, HPWS furnishes employees with valuable resources like autonomy, training, and support, fostering the cultivation of various dimensions of psychological capital. Consequently, employees perceive an obligation to reciprocate this investment by amplifying their work engagement. This heightened work engagement, driven by psychological capital, enhances overall well-being. Thus, we propose:

H7: Psychological capital and work engagement serially mediates the positive relationship between HPWS and FAW.

Similarly, employees with heightened PsyCap are more inclined to develop a profound emotional connection to their work they are ready to face the challenges with their psychological resources (Islam et al., 2023). When employees are passionately engaged in their work, they experience heightened job satisfaction, happiness, and a profound sense of personal growth (Luthans & Avolio, 2014). This fervent dedication to their tasks not only enhances individual well-being but also contributes to overall organizational performance (Khandelwal & Khanum, 2017). Thus, the work passion, fueled by the psychological resources nurtured through HPWS, propels employees towards a state of FAW.

According to COR perspective, individuals strive to acquire, maintain, and protect valued resources (Hobfoll, 2001). In this context, employees perceive the resources provided by HPWS as valuable assets (Zhang et al., 2019). These resources contribute to the development and conservation of psychological capital as employees seek to protect and enhance their mental and emotional resources (Miao et al., 2021). The presence of PsyCap, in

turn, fuels work passion, as employees are motivated to invest their energy and enthusiasm in tasks aligned with their sense of purpose and self-efficacy (Anwar & Sarfraz, 2023). Increased work passion, can lead to greater FAW, as employees feel a stronger sense of responsibility and ownership over their work-related resources. Therefore, we posit that psychological capital and employee work passion serially mediate the positive association between HPWS and FAW.

H8: Psychological capital and employee work passion serially mediates the positive relationship between high performance work system and flourishing-at-work.

3.4 Conclusion

In this chapter, we have discussed the proposed conceptual framework and its theoretical underpinnings. We explored the relationships between the constructs through eight hypotheses. HPWS were identified as contextual antecedents influencing employee FAW. Additionally, we examined the motivational antecedents of flourishing, specifically considering employee work passion and work engagement. We also examined the interaction of psychological capital with other factors, highlighting its role in influencing employee flourishing. This chapter establishes a solid understanding of the theoretical framework guiding our study and the specific hypotheses of our research. In the upcoming chapter, we will describe the research design and methodology adopted in our study, providing a robust foundation for the empirical investigation that follows.

RESEARCH DESIGN AND METHODOLOGY

Overview

The chapter provides an overview of the research design and methodology, outlining the plan to address research questions and specifying the approach to data collection and analysis, as emphasized by Creswell (2009). It encompasses a thorough discussion of the data collection technique and survey instrument used for collecting responses. Additionally, it includes the statistical tools applied for data analysis and hypothesis testing. The rationale behind selecting the methodology and research design is also discussed. Subsequent sections offer comprehensive information on the sampling technique, data collection method, and statistical tools for hypothesis testing. A visual representation of the chapter 4 is depicted in Figure 4.1.

Section 4.1	Time-lagged research design
Section 4.2	Data collection method Scaling technique Questionnaire design Measures of constructs
Section 4.3	Sampling design Target population Sampling frame Sampling technique Sample size
Section 4.4	Data collection
Section 4.5	Data analysis
Section 4.6	Conclusion
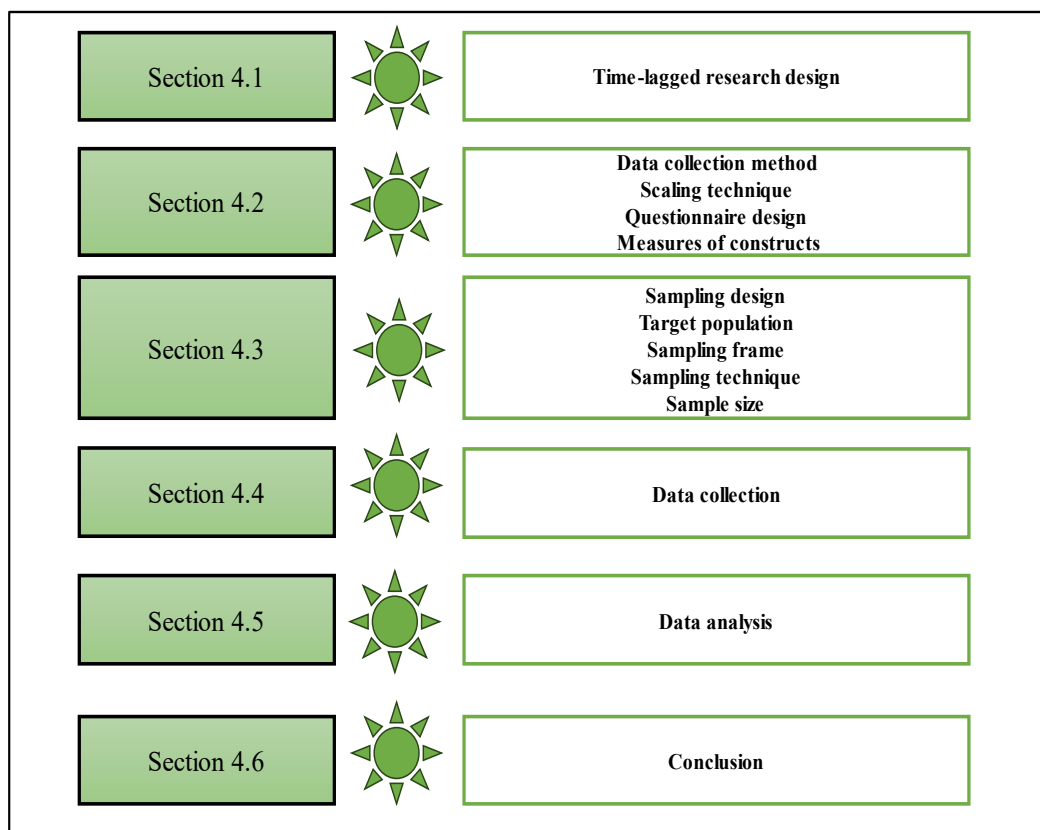
Figure 4.1: Chapter layout

4.1 Time lagged research design

Research designs encompass plans and procedures that guide the entire research process, from broad assumptions to detailed methods of data collection and analysis (Creswell, 2009). According to Yin (1994), research design establishes the logical sequence connecting empirical data to the study's initial research questions and ultimately, its conclusions. In essence, a research design provides a recommended course of action to achieve chosen objectives (Antony & Banuelas, 2002). For this research, a time-lagged research design was adopted to test the proposed relationships. The following paragraphs elucidate the rationale behind choosing a time-lagged research design and provide the context for this research.

4.2 Data collection method

Questionnaire surveys have been prevalent in various empirical studies focused on employee well-being and flourishing (Keemen et al., 2017; Nimmi et al., 2023; Ruotsalainen et al., 2023). Several factors support the decision to employ a questionnaire survey in this research especially:

i)   Convenience: It provides an easy and convenient means of data collection.

ii)   Cost-effectiveness: The method is cost-effective, accurate, and offers a broad scope for data collection.

iii)   Privacy and anonymity: By ensuring the privacy and anonymity of respondents, the likelihood of bias is minimized.

In addition, a questionnaire survey proves to be an efficient approach for collecting data from a sizable pool of respondents. Consequently, this research opted for the utilization of a self-administered questionnaire as the primary method for collecting data from employees within the hospitality industry in India.

4.2.1 Scaling technique

In this study, a non-comparative scaling technique was used to collect the data. The variables such as HPWS, psychological capital, organizational trust, employee work passion, and work engagement were assessed using a 5-point Likert scale. The scale ranges from 1- Strongly disagree to 5- Strongly agree. Meanwhile, the outcome variable FAW was measured using a 5-point Likert scale, ranging from 1- Never to 5- Every day.

4.2.2 Questionnaire design

This study employed a structured questionnaire administered to employees in the hospitality industry. Pre-validated scales, previously utilized in similar studies with minor adaptations, were employed to measure different constructs. The questionnaire, written in the English language underwent refinement through a pilot study. This iterative process aimed to enhance respondent ease in answering questions and ensure smooth data recording (Saunders et al., 2012). Additionally, the pilot study helped estimate the time required for completing the questionnaire. The initial questionnaire comprised 79 items, including 3 screening questions, 5 demographic questions, and 71 scale items. Utilizing convenience sampling, approximately 78 samples (hospitality employees) were collected for the pilot study, and the demographic details are presented in Table 4.1. Based on insights gained from the pilot study, semantic improvements were made in the questionnaire.

Consequently, for conducting a time-lagged study the final questionnaire was divided into three distinct questionnaires, derived from the 79 questions in the pilot study. The first questionnaire, distributed at time one, featured three sections: the first with 3 screening questions, the second with 5 demographic questions, and the third with scale items related to the independent variable HPWS and the moderator, organizational trust. Similarly, the second questionnaire, distributed at time two, comprised two sections: the first containing 5 demographic questions and the second containing scale items related to the mediators—psychological capital, employee work passion, and work engagement. Finally, the third questionnaire distributed at time three included 5 demographic questions in the first section and 17 scale items pertaining to employee FAW in the second section. The finalized questionnaire is provided in the Appendix I.

Table 4.1: Demographic characteristics of the pilot study respondents

Demographic Variable	Frequency
Gender	
Male	s31
Female	47
Prefer not to say	0
Age	
21-30	30

31-40	25
41-50	18
Over 50	5
Tenure in the current organization	
0-1	18
2-5	22
5-10	16
10-15	14
More than 15	8
Work experience	
0-1	31
2-5	24
5-10	10
10-15	8
More than 15	5
Job level	
Staff member	18
Skilled worker	9
Supervisor	12
Manager/team leader	10
Executive	14
Senior Executive	15

4.2.3 Measures of constructs:

This section explores the various scales adopted to measure the constructs employed in the proposed conceptual framework.

High-performance work system

HPWS was measured using a 12-item scale based on Combs et al. (2006) meta-analysis. The 12 HR practices comprising the HPWS construct were measured using a combination of 6-item and 5-item scales developed by Kehoe and Wright (2013) and Macky and Boxall (2007), respectively, and a one-item scale developed by Kooij et al. (2010) to measure flexible work arrangements. Respondents rated their level of agreement on a 5-point Likert scale. The scale

demonstrated satisfactory internal consistency with a Cronbach's alpha of 0.84. An example item is "My employer provides me with sufficient opportunities for training and development".

Psychological capital

We assessed psychological capital using a shortened version (12 items) of the original 24-item psychological capital questionnaire (PCQ) (Luthans et al., 2007). This 12-item PCQ consists of efficacy, hope (agentic capacity and pathways thinking), optimism, and resilience items (Avey et al., 2011; Luthans et al., 2008). The 12-item version has been previously utilized in published research. The scale exhibited a Cronbach's alpha of 0.92 in our study sample. An example item is "Sometimes I make myself do things whether I want to or not".

Employee work passion

The 14-item work passion scale, developed by Vallerand et al. (2003), encompassing two distinct dimensions: harmonious passion and obsessive passion was used to measure employee work passion. The internal consistency of each subscale was assessed using Cronbach's alpha, resulting in values of 0.886 and 0.883 for harmonious passion and obsessive passion, respectively. An example item of harmonious passion is "This activity is in harmony with the other activities in my life" and an example of obsessive passion is "I have a tough time controlling my need to do this activity".

Flourishing-at-work

The measurement of FAW was conducted using the FAWS-SF (Rautenbach & Rothmann, 2017), a validated and widely used measure of FAW based on Rothmann's (2013) FAW model. It includes 17 items that measure emotional well-being (EWB), psychological well-being (PWB), and Social Well-being (SWB). Each item is rated on a 5-point Likert scale, ranging from 1 (never) to 5 (every day). The internal consistency reliability of the scale was estimated using Cronbach's alpha and found to be 0.93. An example item is "During the past month at work, how often did you experience satisfaction with your job?"

Work engagement

Work engagement was measured using UWES-9, a shortened version of the Utrecht Work Engagement Scale developed by Schaufeli et al. (2006), comprising three items each for the three dimensions of vigour, dedication, and absorption. Each dimension consists of 3 items respectively with a 5-point Likert scale ranging from 1(strongly disagree) to 5(strongly

disagree). The items are all positively worded; a higher sum of the scores indicates a higher job engagement. The previous study demonstrated that the coefficient alpha was 0.84, 0.89 and 0.79 for vigor, dedication and absorption, respectively, indicating strong reliability (Schaufeli & Bakker, 2003). An example item is "I am enthusiastic about my job".

Organizational trust

Organizational trust was a measure using a 7-item scale by Robinson and Rousseau (1994), including three negatively worded items. Participants rated their responses on a 5-point Likert scale. The Cronbach's alpha of the scale is 0.83. An example item is "My employer is open and upfront with me".

Control variables

The present research focuses on employee flourishing at work (FAW) as the outcome variable and includes gender, age group, job level, experience, and tenure in the organization as control variables. These factors have been shown to significantly influence workplace experiences and overall well-being in prior studies (Naim & Ozylmaz, 2022; Rautenbach & Rothmann, 2017).

Gender: Research indicates that gender can shape workplace dynamics, affecting communication styles, support networks, and perceptions of recognition. These differences can influence overall well-being and flourishing.

Age Group: Age often correlates with varying expectations, coping strategies, and approaches to work-life balance. Younger employees may prioritize different aspects of work compared to older employees, impacting their sense of fulfillment.

Job Level: Higher job levels typically confer greater autonomy, responsibility, and recognition, which can enhance an employee's sense of purpose and well-being. Conversely, lower job levels may lead to feelings of undervaluation, affecting overall flourishing.

Experience: Greater experience can lead to increased resilience and better stress management, contributing positively to an employee's ability to flourish at work. Experienced employees may also have better coping mechanisms for workplace challenges.

Tenure: Longer tenure often correlates with increased organizational commitment and a sense of belonging, both of which are vital for flourishing. Employees who feel anchored in their organization are more likely to engage positively and thrive.

4.3 Sampling design

According to Churchill (1979) choosing an appropriate sample for data collection is an important step in the survey-based study. The steps involved in acquiring the sample for this study are given below
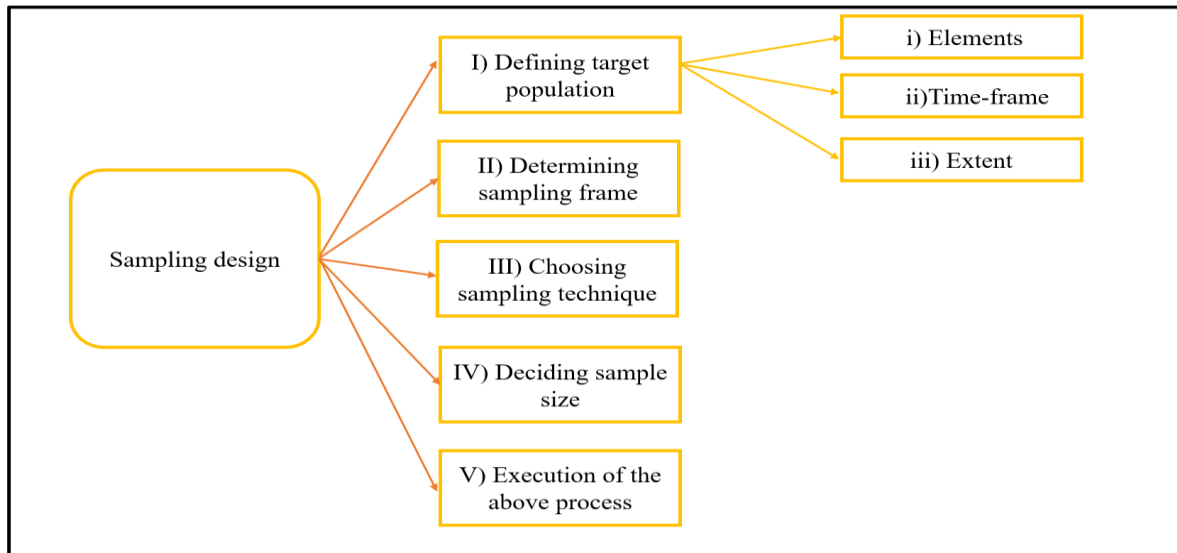
Figure 4.2: Steps suggested by Malhotra & Dash (2010)

4.3.1 Target population

The target population of this study centers on employees within the hospitality industry in India. The rationale behind selecting hospitality employees as the participants for this research is as under:

i)   The hospitality industry uniquely incorporates emotional labor, human interaction, and service delivery as integral components, thereby emphasizing the salience of ensuring the holistic well-being of its workforce (Dimple & Kuriakose, 2023).

ii)   Recognizing the substantial contribution of the hospitality industry, which constitutes over 10 percent of the global GDP (Wampler, 2021). The hospitality industry in India contributed $199.6 billion to India's GDP. Moreover, over the next decade, India's Travel & Tourism GDP is expected to grow at an average of 7.1% annually (Indian Brand Equity Foundation, 2024). Thus, safeguarding the well-being of employees in this industry translates to a positive impact on the overall economic landscape.

iii)   The sudden technological shift and the drastic pandemic hit have severely affected the hospitality industry in India and the well-being of the employees was compromised on a large scale (Gupta & Sahu, 2021).

iv)   The existing literature review emphasizes a significant research gap, urging exploration of the connection between high-performance work system and the holistic well-being construct in the hospitality industry in Indian context (Ananthram et al., 2018).

4.3.1.1 Elements

The target population comprised employees working in star hotels (3 to 5-star hotels). The selection of the employees of star hotels as the respondents for this study was based on these factors:

a)   Primarily the hotel industry is one of the pinnacles of the hospitality industry and employees working in this industry may experience a work environment that is highly competitive and demanding. Working in such an environment dealing with the high-pressure environment and at the same time sticking to the stringent service standards is a challenging task. Thus, studying their well-being provides insights that are highly relevant to this Industry (Kuriakose et al., 2023).

b)   Compared to normal budget hotels, star hotels are likely to have well-developed high-performance work system in place. This alignment makes them suitable for this research to investigate the effect of HPWS on employee flourishing (Dorta-Afonso et al., 2021).

c)   Star hotels typically have diverse employee roles, including front-line staff, management, and support functions. This diversity allows researchers to examine how HPWS affects employee flourishing across various job positions within the hospitality industry (He et al., 2019).

4.3.1.2 Time-frame

We undertook a sequential paper and pencil-based survey in three distinct phases. The data collection was carried out in 3 phases with a time gap of 2 months each. The first phase was conducted from April to June 2023, the second phase was conducted from July to September 2023 and the third phase was conducted from October to December 2023.

4.3.1.3 Extent

The geographical focus of this study includes Kerala, Karnataka, Goa, and New Delhi, chosen for their diverse tourism landscapes and demographic attributes. Each state offers a unique

blend of education levels, skill sets, and cultural backgrounds, which are crucial for gaining nuanced insights into the study variables. These regions were specifically selected due to their higher concentrations of skilled and educated workforces, aligning with the hospitality industry's demands for competent and knowledgeable staff. Additionally, conducting the study in India adds a valuable perspective, particularly in a developing country context where employee voices in the hospitality sector are often under-researched (Kuriakose et al., 2023). By sampling 16 hotels across these states, the study aims to capture a representative depiction of industry diversity, encompassing various star ratings and management strategies. This comprehensive approach enriches our understanding of the hospitality workforce and its dynamics within these distinct yet interconnected regions.

4.3.2 Sampling frame

Here in this study, the employees in the hospitality industry are the target population and the employees working in the star hotels are the elements. The Department of Tourism, Government of India, classifies hotels under the star system in India. The Hotel and Restaurant Approval and Classification Committee (HRACC) governed by the Ministry of Tourism, Government of India, is responsible for maintaining active participation through nominated members for inspection of hotels all over India, deciding classification and re-classifications of star categories at regular intervals. We retrieved the details of the star-listed hotels from the website of HRACC.

We considered 3-star, 4-star, and 5-star hotels as our sampling frame. We identified a few leading hotels in the targeted regions of India (Kerala, Karnataka, Goa, and New Delhi) and randomly chose a few well-known star hotels. This selection was based on the star rating of the hotels and support from the past literature and records. Few similar studies have been carried out in 5-star hotels (Jayasinghe, 2017; Kirillova et al., 2020; Saiful Bakhtiar, 2021) and a few other studies have considered hotels that come under all the star category hotels (Hashmi & Muff, 2017; Kuriakose et al., 2023). Thus, considering the capability of hotels to implement HPWS practices we chose the sampling frame from 3 to 5-star rating hotels.

4.3.3 Sampling technique

From the two broad ways of sample selection: probability and non-probability sampling, we have chosen the non-probability sample technique. We have used a purposive sampling technique which is a non-probability sampling technique. In this technique, researchers

intentionally choose participants based on specific characteristics or criteria that align with the research objectives.

4.3.4 Sample size

To ascertain the appropriate sample size for the study, the researcher conducted a priori analysis using G*Power 3.1.9.4 (Faul et al., 2007). Employing a priori analysis assists researchers in estimating the requisite number of participants to attain sufficient statistical power for the study's objectives. The term " priori" denotes a pre-emptive strategy where the sample size is determined based on statistical considerations and predetermined criteria, avoiding post hoc adjustments after data collection. In a priori analysis, researchers typically take into account factors such as the desired level of statistical power, expected effect size, significance level (alpha), and the complexity of statistical analyses (e.g., number of predictors in regression or SEM models) (Faul et al., 2007). By utilizing statistical software or formulas, researchers can compute the minimum sample size needed to achieve the desired statistical power and significance level, ensuring the study is adequately powered to detect meaningful effects or relationships.
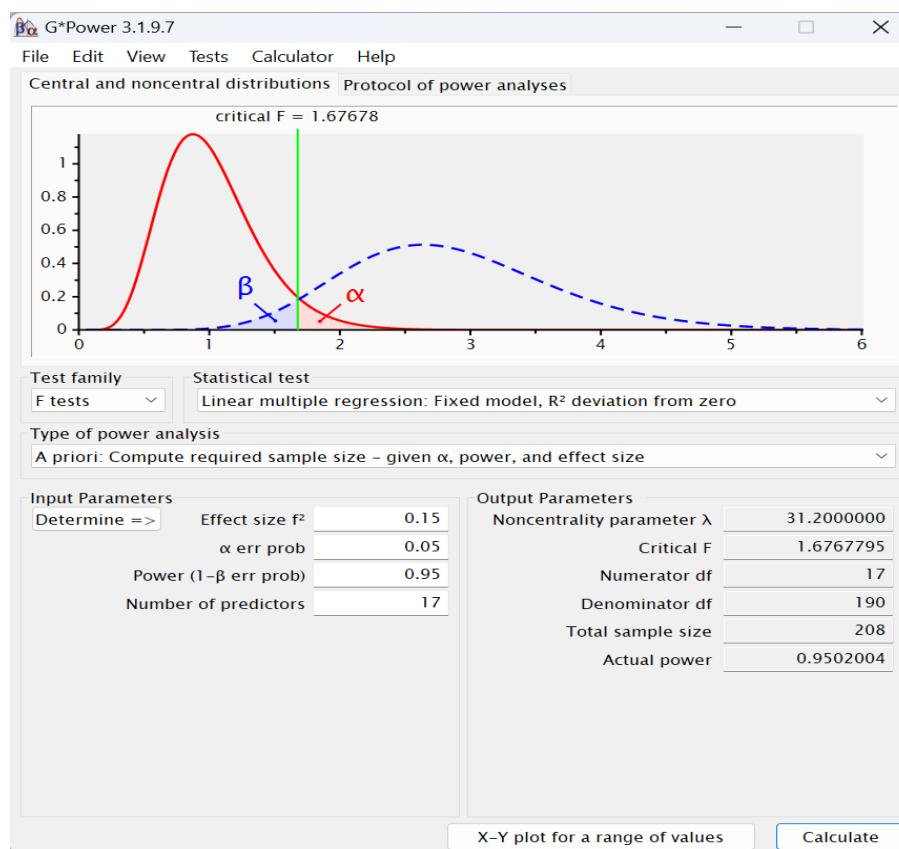
Figure 4.3 Results of a priori analysis

The analysis revealed that a minimum of 208 responses were required, considering seventeen predictors (maximum number of arrows pointing towards a single construct). This sample size aimed to achieve a statistical power of 95% for a medium effect size of 0.15 (Cohen, 1988) at a significance level of 5% for the proposed structural model. However, considering recommendations by Kline (2015), who suggests a sample size greater than 200 for conducting structural equation modeling (SEM), the required sample size for this study was set to be greater than 200 responses.

4.4 Data collection procedure

The study undertook a sequential paper and pencil-based survey in three distinct phases. The participants in this study consist of employees working in full-time service roles within hotels of varying star ratings (three-star, four-star, and five-star) situated across diverse tourism destinations in India—specifically, Kerala, Karnataka, Goa, and New Delhi. We obtained the consent of 16 hotels and their HR teams helped identify and code the eligible employees. Before conducting the survey, extensive communication took place with the leaders of the participating hotels. The rationale for adopting this specific approach stems from prior research indicating that obtaining consent and cooperation from higher authorities can yield favourable outcomes in terms of enhancing participation rates (Dilman, 2000).

Additionally, the research purpose was clearly explained to the participants. They were informed that their involvement should be entirely voluntary, would be anonymous, and used exclusively for academic purposes. They were also informed that the survey would happen in three different phases. We used three different questionnaires. All three questionnaires were structured into two to three sections to gather relevant data. The first section of the survey consisted of the screening questions, then the second section consisted of the demographic details along with the assigned code, and the third section assessed the research constructs using pre-validated measurement scales, ensuring the questionnaire's validity and reliability.

During the initial phase (at time 1), the participants responded to the screening questions, demographic information, independent variable (HPWS) and moderator (organizational trust) simultaneously. At time 2 (after two months), the participants responded to the mediators of the study (psychological capital, employee work passion & work engagement). At time 3 the outcome variable (flourishing-at-work) was measured. We separated the time period between the independent and dependent variables to reduce the common method bias (Podsakoff et al., 2012).

A total of 698 questionnaires were distributed at time 1, out of which we received 591 completely answered questionnaires. At time 2, the questionnaires were only distributed to these 591 employees, and 511 filled responses were received. Similarly, at time 3, the questionnaires were only distributed to these 511 respondents. After all these 3 phases, the responses were matched based on the assigned codes provided by the HR team. We excluded incomplete or invalid questionnaires to ensure data integrity. Specifically, participants who responded to only one of the three questionnaires were excluded from the analysis. After applying the exclusion criteria, the final dataset consisted of 457 valid responses. The effective response rate was calculated to be 65%.

4.5 Data analysis procedure

In this study, we employed SPSS 25.0 and AMOS 21.0 to analyze the data. To specifically evaluate how well our model fits the data, we utilized covariance-based structural equation modeling (CB-SEM). This choice was made based on its suitability for multivariate data, as indicated by recent research (Naim & Lenka, 2020; Sajid et al., 2023). Before conducting the analysis, we ensured the data was complete and free from outliers and followed a normal distribution. Further, we used the SPSS PROCESS Macro (Model 1 & Model 6) to scrutinize the moderation and mediation within the model, a method previously employed in similar studies (Fatima & Masood, 2023). These Macro were selected for their ability to address measurement errors and their superiority over the Sobel test in addressing limitations (Hayes et al., 2017).

4.5.1 Data screening and preliminary analysis

Data screening was conducted to detect missing entries and outliers as an initial phase of statistical data analysis. The normality of the constructs was assessed using skewness and kurtosis measures, following the approach outlined by Hair et al. (2010). Visual inspection was employed to scrutinize potential anomalies. Subsequently, upon confirming the data quality, the refined dataset underwent statistical analysis.

4.5.2 Descriptive analysis

Respondents were categorized using frequency distribution into distinct groups based on demographic variables such as age, gender, job level, work experience and tenure in the organization. Additionally, to provide an overview of the sample, descriptive statistical measures such as mean and standard deviation were calculated (Saunders et al., 2012).

4.5.3 Structural equation modelling

As this study examines the relationship between HPWS, psychological capital, employee work passion, work engagement, organizational trust, and FAW a confirmatory factor analysis was conducted to establish the uni-dimensionality of each construct and then structural equation modelling (SEM) was applied. SEM helps in better estimation of construct relationship and reduction in measurement error (Hair et al., 2010). This technique is appropriate to ascertain the extent to which the survey data fits in the proposed model. Tabachnick and Fidell (2006) have also recommended the use of SEM in testing theories and hypotheses. Moreover, several studies in FAW used SEM for analysis of data, which is clearly discussed in the literature review chapter. The study validated the measurement and structural assessment components of structural equation modelling through the prescribed reliability and validity test (Hair et al., 2010).

4.6 Conclusion

This chapter elucidates the research design and methodology implemented to achieve the study's objectives. It outlines the reasons behind opting for a time-lagged research design and provides in-depth insights into the data collection method, scaling technique, questionnaire selection, and sampling design employed in this research. The next chapter provides a comprehensive overview of the data analysis procedures and presents the findings of the study.

ANALYSIS & RESULTS

Overview

This chapter delves into the process of data analysis undertaken, and the research findings. The statistical analysis techniques, such as confirmatory factor analysis and structural equation modelling were employed to test the hypotheses. The chapter begins with the demographic profile of the respondents who were an integral part of this research endeavour. It is followed by tests for establishing the absence of common method bias. AMOS 21.0 is used to illustrate a detailed description of structural equation modelling, which includes confirmatory factor analysis and structural model. Finally, the chapter highlights the results of structural equation modelling and moderation analysis to validate the proposed model and various hypotheses.

Section 5.1	Demographic profile of the respondents
Section 5.2	Preliminary analysis
Section 5.3	Confirmatory factor analysis
Section 5.4	Structural model evaluation
Section 5.5	Testing of hypotheses
Section 5.6	Conclusion
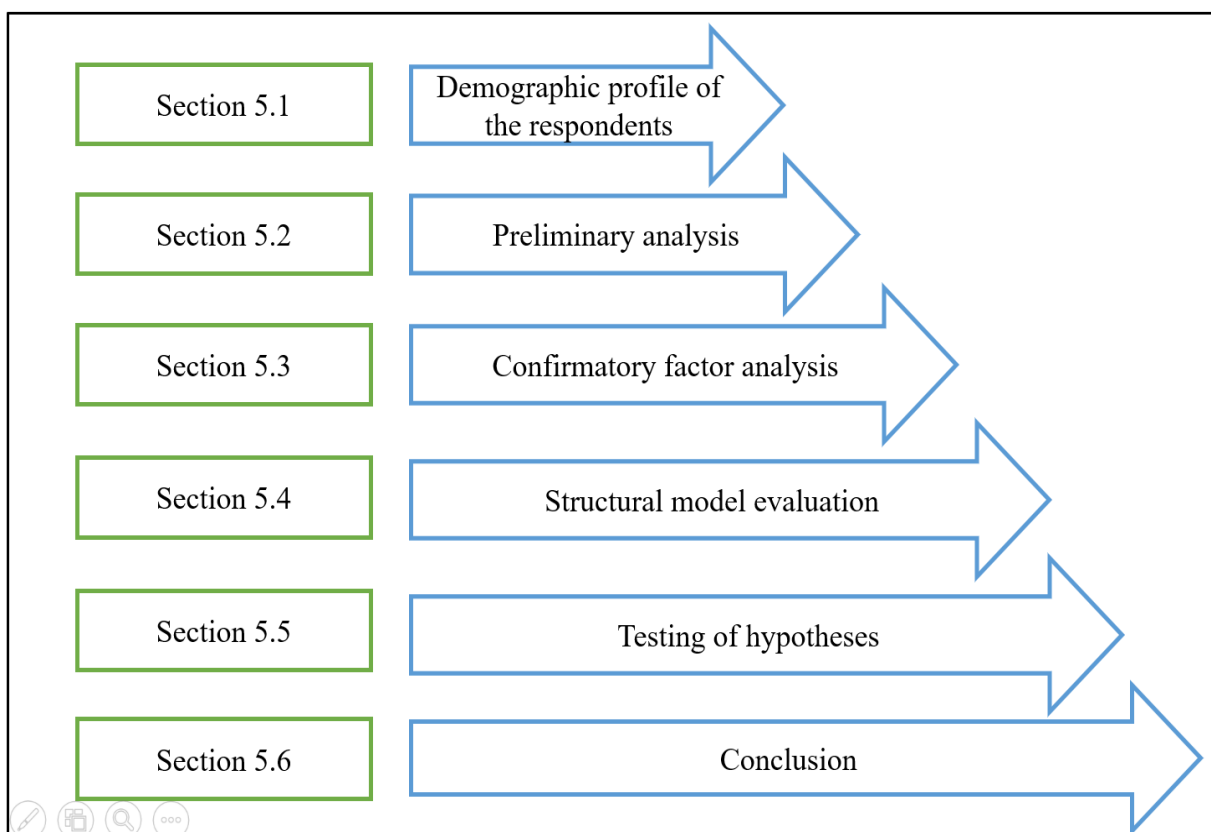
Figure 5.1: Chapter layout

5.1 Demographic profile of the respondents

Table 5.1: Demographic information

Variables	Characteristics	Frequency	Percentage %
Gender	Female	333	72.9
	Male	115	25.2
	Prefer not to say	9	2.0
Age-group	21-30	292	63.9
	31-40	111	24.3
	41-50	40	8.8
	Over 50	14	3.1
Work experience	0-1	144	31.5
	2-5	168	36.8
	5-10	79	17.3
	10-15	34	7.4
	More than 15	32	7.0
Tenure in the organization	0-1	182	39.8
	2-5	179	39.2
	5-10	47	10.3
	10-15	36	7.9
	More than 15	13	2.8
Job level	Staff member	106	23.2
	Skilled worker	139	30.4
	Manager/team leader	36	7.9
	Executive	136	29.8
	Supervisor	17	3.7
	Senior Executive	23	5.0

Table 5.1 outlines the demographic profile of the respondents, offering a comprehensive view into the composition of the surveyed population. In terms of gender, a majority of the respondents are females (72.9%), followed by males (25.2%), while a small percentage prefer not to disclose (2%). The age distribution indicates that a significant proportion falls within the 21-30 age group (63.9%), with diminishing numbers in older age-brackets. In terms of work experience, the majority of respondents have 0-5 years of experience, with 2-5 years being the most prevalent category (36.8%). Regarding organizational tenure, a substantial portion falls within the 0-5 years range (39.2%). Job level distribution shows a diverse workforce, with skilled workers and executives being prominent categories. Overall, this demographic

breakdown provides valuable insights into the characteristics of the respondents, aiding in a nuanced understanding of the surveyed population.

5.2 Preliminary analysis

A preliminary analysis that includes examining outliers, missing values, normality, common method bias (CMB), multicollinearity, and offending estimates is crucial for maintaining the quality of data (figure 5.2). This approach enhances the generalizability and consistency of the results.

Step 1
Examination of missing values

Step 2
Examination of outliers

Step 3
Test of normality

Step 4
Common method bias test

Step5
Step of multicollinearity

Step 6
Conclusion
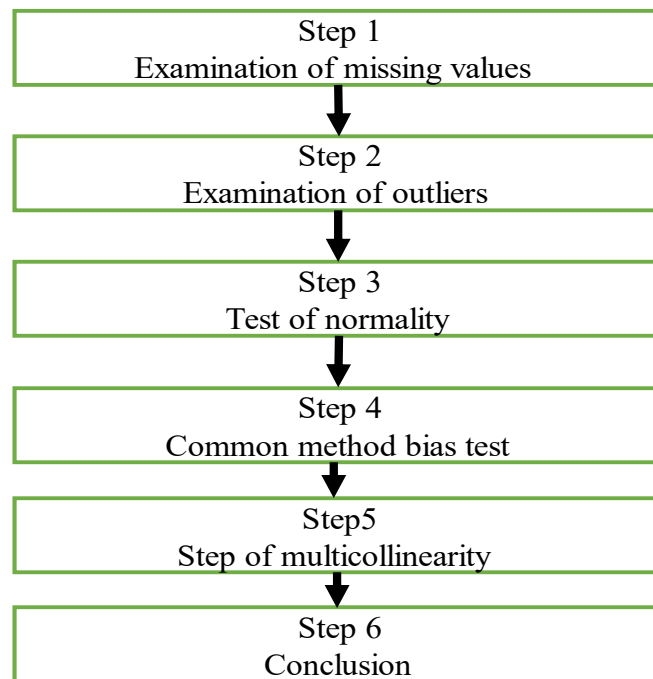
Figure 5.2: Steps involved in preliminary analysis

5.2.1 Examination of missing values

Ensuring the completeness of a dataset by testing for missing values is a crucial step in the process. Missing values can significantly compromise the accuracy and reliability of statistical analysis, potentially leading to skewed results and misleading conclusions. Addressing this issue is essential for maintaining the integrity of the research findings. It is against this backdrop of potential challenges that the researcher embarked on the critical task of identifying missing values within the dataset.

To achieve this, a frequency test was conducted following the initial data-cleaning phase. This methodical approach allowed for a thorough examination of the dataset, aiming to

detect any gaps or omissions in the data. The results showed zero missing values for all the constructs ensuring the absence of missing values. This outcome not only confirmed the dataset's readiness for further analysis but also emphasized the effectiveness of the data-cleaning efforts preceding the test.

5.2.2 Examination of outliers

Upon verification of the absence of missing values in the data, the researcher advanced to the evaluation of outliers. Outliers have the potential to distort statistical analyses, as they can significantly influence test results, skew distributions, and potentially lead to erroneous interpretations. To assess the presence of outliers, the researcher employed Cook's distance test, a reliable measure for detecting influential data points in regression analysis (Dhakal, 2017). The findings of this test indicated that all responses registered a Cook's distance of less than 1. This metric substantiates the conclusion that there are no considerable outliers within the data, ensuring the robustness of the statistical analyses to follow.

5.2.3 Test for normality

In the conducted analysis, the tests for skewness and kurtosis yielded values within the prescribed range of -3 to +3 (George & Mallery, 2019) (see figure 5.4). These results indicate that the data distribution aligns with the normality criterion essential for parametric statistical analysis, such as CB-SEM. This adherence to the normal distribution is fundamental for ensuring the accuracy of parameter estimates and the validity of inferential statistics derived from the analysis. The findings of skewness and kurtosis within these bounds confirm the dataset's suitability for CB-SEM and similar parametric tests, thereby safeguarding the integrity and credibility of the research outcomes.
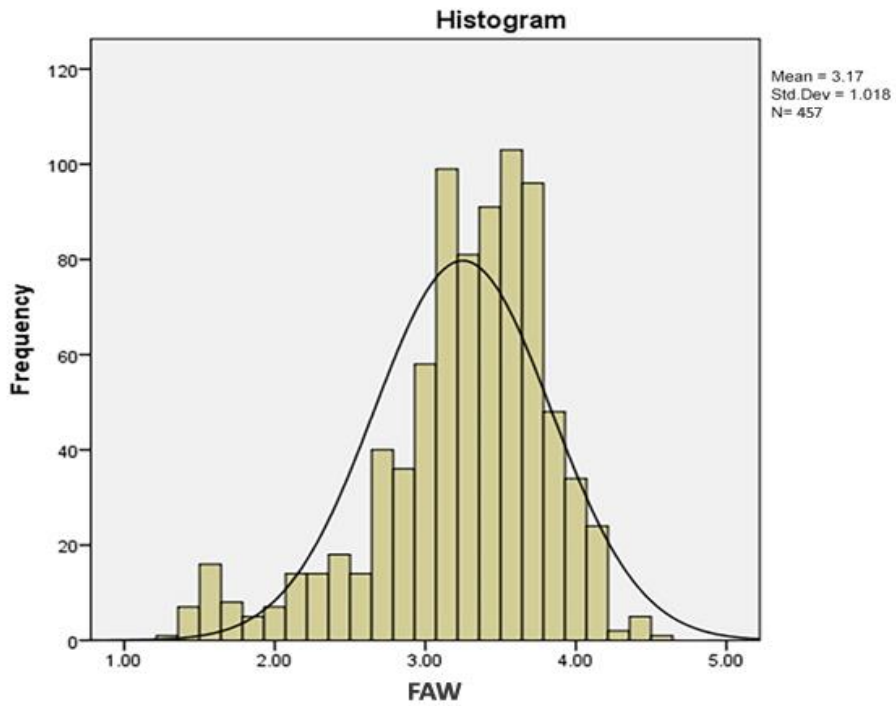
Figure 5.3: Normality plot
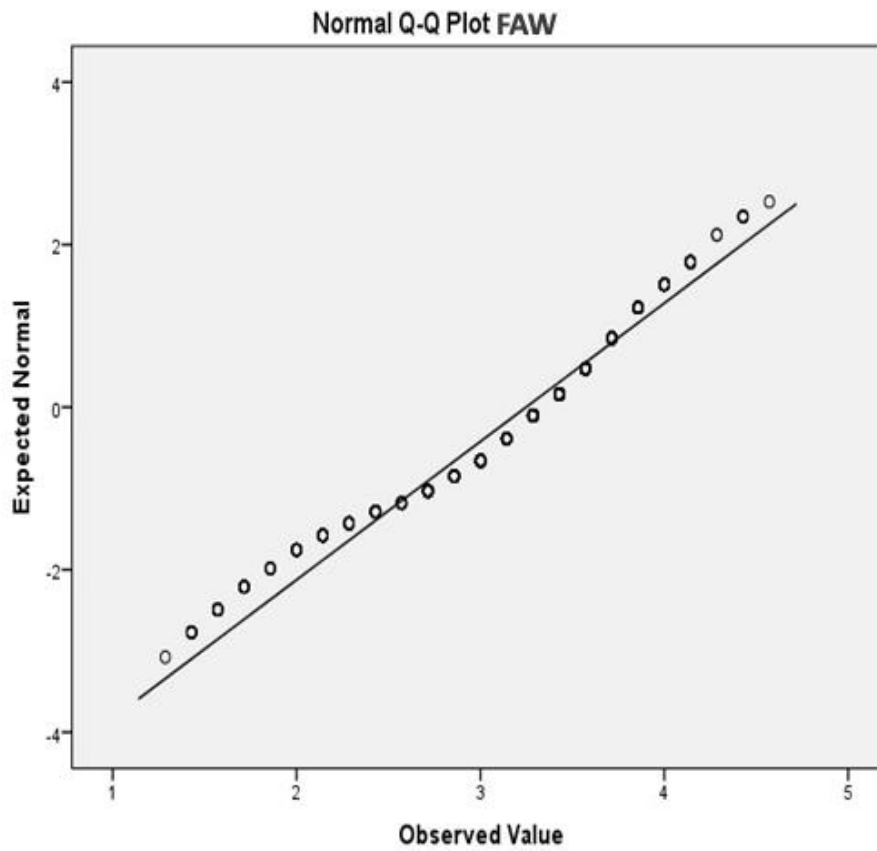
Figure 5.4: QQ-plot of FAW

5.2.4 Common method bias

Common method bias (CMB) refers to the amount of spurious covariance shared among variables due to the measurement method rather than the constructs the variables represent (Podsakoff et al., 2003; Podsakoff & Organ, 1986). This bias can significantly affect the validity of research findings, leading to misleading conclusions about the relationships between variables. CMB is a concern in research designs where data for both predictors and outcomes are collected from the same source at the same time, potentially inflating the observed relationships due to factors like social desirability, response styles, or context effects.

In order to reduce the common method bias, the study employed a time-lagged approach to data collection (Podsakoff et al., 2012). The data was collected at three different time points (Time 1, Time 2 & Time 3). To address and assess the extent of common method bias, researchers often employ diagnostic tests. In this case, two widely recognized methods are chosen: Harman's single-factor test and the common latent factor test. Both are employed to examine the presence and impact of common method bias, though they do not directly measure or eliminate it. These tests serve as preliminary checks to ensure the research findings' integrity by identifying potential biases introduced through the data collection process.

5.2.3.1 Harman's single factor test

In this investigation, Harman's single-factor test was applied by aggregating all items into a solitary factor through an Exploratory Factor Analysis (EFA) conducted without any rotational method. According to Podsakoff et al. (2003), if the variance accounted for by this unified factor does not exceed 50%, it suggests an absence of common method variance within the study. The findings from the EFA, constrained to a single factor, revealed that only 29.13% of the total variance was explained by this factor. Given that this percentage falls well below the 50% threshold, it implies the absence of a predominant factor, thereby indicating that the study is not subject to common method bias.

5.2.3.2 Common latent factor test

To address the contention surrounding the use of Harman's single-factor test for detecting common method variance, this research additionally employed the Common latent factor (CLF) test (Afthanorhan et al., 2021). Executed using SPSS AMOS 21.0, this involved configuring a latent variable linked to all observed variables within the dataset. The variance of this latent variable was fixed at one, with equal path values posited to each observed variable.

The criteria for confirming the absence of common method bias hinged on the squared CLF value being below the standard 50% benchmark. Further validation was sought by comparing the standardized regression weights between models with and without the CLF; a discrepancy less than 0.20 would further indicate bias absence. The study's findings, with a squared CLF value of 13.79% (CLF Value = .244), which is under the 50% threshold, and a negligible change in standardized regression weights, substantiate the absence of common method bias (Williams et al., 2010).

5.2.3.3 Test for multicollinearity

A vital condition for structural equation modeling is ensuring no multi-collinearity exists among the predictors. Multi-collinearity, a scenario where predictors exhibit a high degree of linear correlation (typically above 0.70), can compromise model validity. In this analysis, the inter-correlations among the predictors were between 0.182 and 0.311, well below the threshold, suggesting multi-collinearity is not present (Snee, 1983).

To further validate this, both tolerance levels and the Variance Inflation Factor (VIF) were assessed. Tolerance levels above 0.10 and VIF values below 3 suggest an absence of multi-collinearity (Belsley, 1991). Through linear regression analyses, where each independent variable was alternately treated as the dependent variable, the obtained tolerance levels ranged from 0.92 to 0.98, and VIF values spanned from 1.96 to 2.38 were found These results, falling within acceptable limits, confirming the absence of multi-collinearity in the model.

5.2.3.4 Test for offending estimates

In the sequence of this study's methodological rigor, the examination for offending estimates was conducted subsequent to the testing for multicollinearity. This process involved a thorough review of the measurement model for any values exceeding theoretical bounds, as reported by Hair et al. (2010). Such offending estimates include but are not limited to, large standard errors in estimated coefficients, negative error variances, and standardized loadings greater than one, as delineated by Reisinger and Turner (1999). Consistent with Cheng's (2001) recommendation, indicators that did not properly capture their respective constructs would necessitate model modification by removing them. This analytical step was carried out, and the investigation confirmed that no offending estimates were present, thus preserving the integrity of the measurement model in the study.

	Mean	EWP	FAW	HPWS	PC	WE	OT
EWP	3.15	-					
FAW	3.83	0.448	-				
HPWS	3.24	0.577	0.264	-			
PC	3.19	0.401	0.082	0.693	-		
WE	3.72	0.271	0.125	0.588	0.623	-	
OT	4.07	0.419	0.184	0.679	0.758	0.471	-

Table 5.2: Mean and Correlation Table

5.3 Confirmatory factor analysis

In CB-SEM, the testing of the measurement model is an imperative preliminary step (Thompson, 2006). The necessity for this arises from the need to ensure that the observed variables accurately reflect the latent constructs. This foundational verification is critical to ensure the model's structural integrity and the validity of the inferred relationships (Hair et al., 2010). The measurement model assessment is operationalized through Confirmatory Factor Analysis (CFA) (Wood, 2008), a statistical technique that confirms whether the data fits the hypothesized measurement theory.

The assessment encompasses four key tests:

1. **Unidimensionality:** This test verifies that each set of indicators represents one underlying latent construct, hence supporting the structure of the model by affirming that each construct is distinct and measurable by its respective indicators.
2. **Reliability:** This facet of the measurement model assessment scrutinizes the consistency of the indicators in representing the latent construct. It involves evaluating the internal consistency of items through measures such as Cronbach's alpha and composite reliability.
3. **Convergent validity:** This criterion assesses the extent to which multiple indicators of a single construct converge or share a high proportion of variance in common. It is typically gauged by examining the factor loadings and the Average Variance Extracted (AVE).
4. **Discriminant validity:** The discriminant validity test ensures that a construct is truly distinct from other constructs by virtue of the exclusive variance it shares with its indicators. This involves comparisons of the shared variances (squared correlations) between constructs against the average variance extracted for the individual constructs.

Each of these tests contributes to the rigorous validation of the measurement model, facilitating a robust and credible CB-SEM analysis. The application of these tests ensures that the constructs within the model are accurately and reliably measured, thereby laying a solid foundation for the structural model analysis.

5.3.1 Unidimensionality

Unidimensionality implies that each group of indicators measures a single construct. This concept is fundamental to measurement theory, ensuring that the relationships between variables in path modeling are not confounded (Anderson & Gerbing, 1988). While traditional methods like reliability and exploratory factor analysis have been used to assess unidimensionality, confirmatory factor analysis is regarded as a more robust technique for this purpose (Gerbing & Hunter, 1982). The investigation into unidimensionality within this CFA entailed scrutinizing the standardized residuals, with values exceeding 2.58 indicating potential concerns (Anderson & Gerbing, 1988). The analysis revealed that the standardized residual means did not surpass this critical value thereby confirming the unidimensionality of the constructs in question.

5.3.2 Convergent validity

The study progressed to assess convergent validity after confirming the unidimensionality of its constructs. Convergent validity is affirmed when all items or indicators within a measurement model exhibit statistically significant unstandardized factor loading. This criterion ensures that the construct is accurately measured by its items. In this analysis, the unstandardized loadings of all indicators were statistically significant ($p < .001$), validating their convergent validity. Further validation was achieved by evaluating the standardized factor loadings, which are recommended to surpass a 0.60 threshold (Hair et al., 2010). The standardized loadings in this study fell between 0.612 and 0.869, exceeding this benchmark and reinforcing convergent validity (see Table 5.2). Additionally, the measurement model's overall fit, as outlined in Table 5.3, further corroborates the convergent validity (Steenkamp & Trijp, 1991).

5.3.3 Reliability

In academic research, confirming the unidimensionality and convergent validity of constructs is a critical precursor to assessing the scale reliability. Following these prerequisites, the current study's reliability analysis revealed Cronbach's alpha coefficients between 0.90 and 0.946,

exceeding the recommended threshold of 0.70 (Bannigan & Watson, 2009). Furthermore, composite reliability measures were also considered, with all constructs displaying values well above the 0.60 benchmark (Barrett, 2007), thus confirming the reliability of the scale (see Table 5.2).

Table 5.3: Reliability and convergent validity

Construct	Items	Loadings	Alpha	CR	AVE
Employee Work Passion	EWP1	0.76	0.938	0.943	0.581
	EWP2	0.751			
	EWP3	0.734			
	EWP4	0.714			
	EWP5	0.757			
	EWP6	0.732			
	EWP7	0.773			
	EWP8	0.813			
	EWP9	0.784			
	EWP10	0.781			
	EWP11	0.748			
	EWP12	0.713			
	EWP13	0.801			
	EWP14	0.79			
Flourishing at Work	FAW1	0.72	0.946	0.953	0.547
	FAW2	0.773			
	FAW3	0.791			
	FAW4	0.772			
	FAW5	0.812			
	FAW6	0.763			
	FAW7	0.715			
	FAW8	0.729			
	FAW9	0.732			
	FAW10	0.734			
	FAW11	0.711			
	FAW12	0.726			
	FAW13	0.719			
	FAW14	0.728			
	FAW15	0.708			
	FAW16	0.715			
	FAW17	0.719			
HPWS	HPWS1	0.612	0.939	0.944	0.561
	HPWS2	0.786			
	HPWS3	0.799			
	HPWS4	0.735			

	HPWS5	0.719			
	HPWS6	0.731			
	HPWS7	0.715			
	HPWS8	0.732			
	HPWS9	0.825			
	HPWS10	0.716			
	HPWS11	0.756			
	HPWS12	0.836			
	PC1	0.715			
	PC2	0.682			
	PC3	0.709			
	PC4	0.815			
	PC5	0.739			
Psychological Capital	PC6	0.757	0.937	0.939	0.563
	PC7	0.719			
	PC8	0.737			
	PC9	0.775			
	PC10	0.768			
	PC11	0.801			
	PC12	0.781			
	WE1	0.78			
	WE2	0.768			
	WE3	0.724			
	WE4	0.745			
Work Engagement	WE5	0.74	0.923	0.924	0.578
	WE6	0.765			
	WE7	0.774			
	WE8	0.738			
	WE9	0.807			
	OT1	0.633			
	OT2	0.753			
	OT3	0.715			
Organisational Trust	OT4	0.869	0.9	0.912	0.56
	OT5	0.794			
	OT6	0.734			
	OT7	0.721			

5.3.4 Discriminant validity

Discriminant validity assesses whether concepts or measurements that are supposed to be unrelated indeed are. This form of validity confirms that distinct constructs differ from one another, ensuring that each construct uniquely captures its intended phenomenon. In this study,

discriminant validity was verified by using the Fornell and Larcker's (1981) method and the Heterotrait-Monotrait ratio (HTMT) as benchmarks. The Fornell and Larcker criterion requires that the square root of the average variance extracted (AVE) for each construct should be greater than the correlation between the construct and any other construct in the model. The HTMT criterion, on the other hand, suggests that values should be below 0.850 for constructs to be considered discriminately valid (Henseler et al., 2015). Both criteria were met in this analysis, thereby substantiating the study's discriminant validity (see table 5.3 & 5.4).

Table 5.4: Fornell and Larcker Method

	EWP	FAW	HPWS	PC	WE	OT
EWP	**0.756**					
FAW	0.448	**0.73**				
HPWS	0.577	0.264	**0.765**			
PC	0.401	0.082	0.693	**0.761**		
WE	0.271	0.125	0.588	0.623	**0.76**	
OT	0.419	0.184	0.679	0.758	0.471	**0.774**

Table 5.5: HTMT Ratio

	EWP	FAW	HPWS	PC	WE	OT
EWP						
FAW	0.695					
HPWS	0.718	0.603				
PC	0.579	0.602	0.639			
WE	0.106	0.141	0.112	0.24		
OT	0.116	0.114	102	0.11	0.126	

5.3.5 Measurement model fit

Measurement model fit indices are pivotal in CB-SEM as they objectively evaluate how well the data supports the hypothesized measurement structure. These indices gauge the congruence between the observed data and the model's predictions, offering insights into the adequacy of the model in capturing the constructs it is designed to measure. Ensuring an optimal model fit is essential for the credibility of the measurement process, as it directly affects the subsequent validation of the structural model's theoretical relationships. In this context, fit indices serve as critical benchmarks for model evaluation, guiding researchers in refining their models for better alignment with empirical data. By adhering to established thresholds for fit indices, researchers

can confidently assert the model's capacity to accurately reflect the underlying theoretical constructs. As indicated in Table 5.5, the model fit indices for this study fall within the accepted thresholds, affirming the measurement model's fit. This validation emphasizes the robustness of the measurement model, laying a solid foundation for the examination of structural relationships within the CB-SEM framework (see figure 5.5).

Table 5.6: Measurement model fit indices

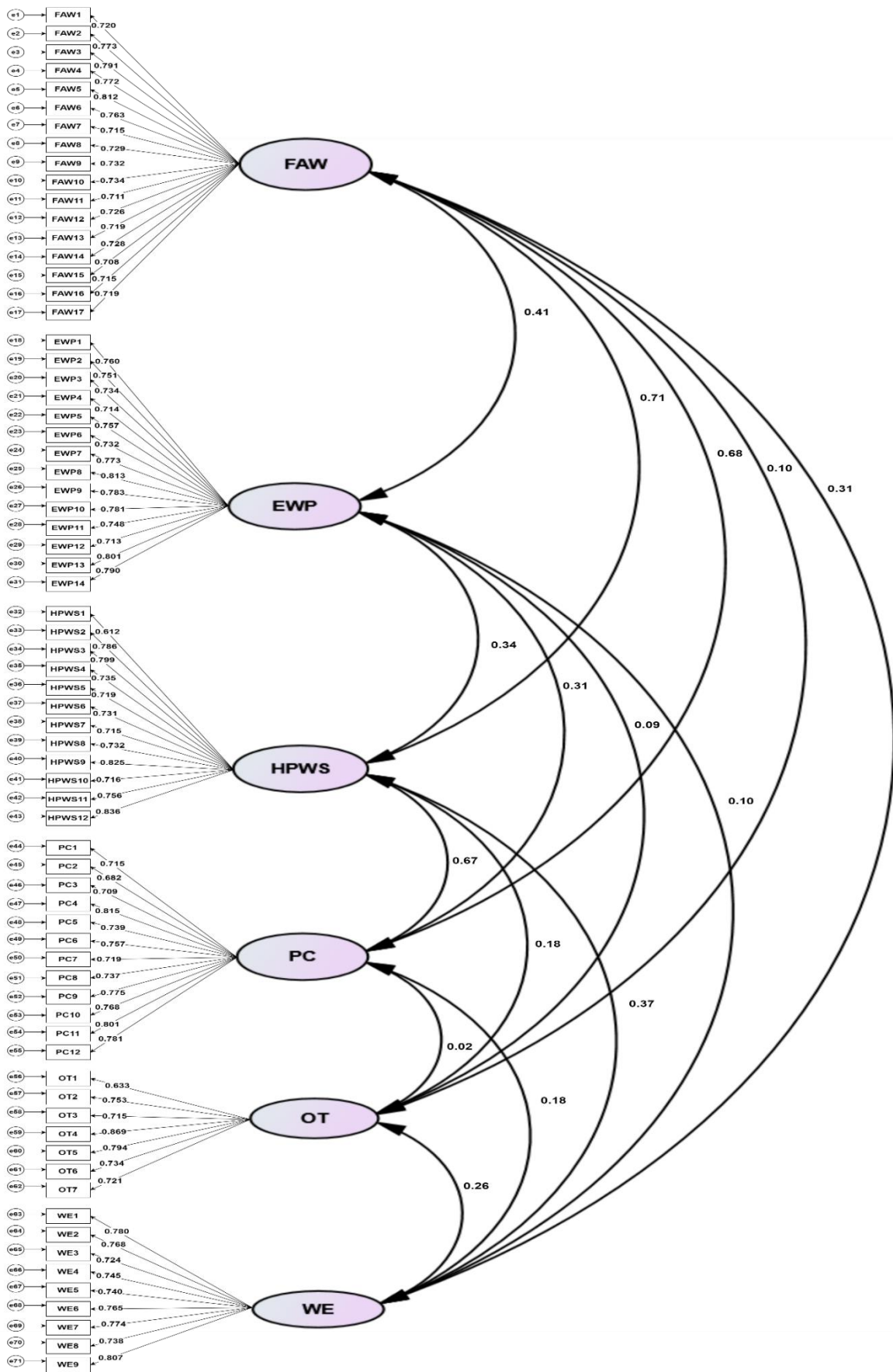| Fit Index	Threshold	Actual Value
CFI	≥ 0.92	0.975
TLI	≥ 0.92	0.951
NFI	≥ 0.90	0.933
RMSEA	≤ 0.08	0.056
CMIN/DF	≤ 3.0	2.037

Figure 5.5: Measurement model

5.4 Structural model evaluation

In CB-SEM, the evaluation of the structural model is conducted without incorporating moderating variables (Chin, 1998). This study followed the same approach. The fit indices for the structural model, detailed in Table 5.6, align with the pre-established benchmarks, thereby confirming the structural model's fit. This alignment indicates that the structural model is adequately specified and represents a reliable framework for testing the hypothesized relationships among constructs.

Table 5.7: Structural model fit indices

Fit Index	Threshold	Actual Value
CFI	≥ 0.92	0.977
TLI	≥ 0.92	0.954
NFI	≥ 0.90	0.933
RMSEA	≤ 0.08	0.051
CMIN/DF	≤ 3.0	1.992

5.5 Testing of hypotheses

Following the confirmation of both the measurement and structural models through an array of fit indices, the study moved forward to scrutinize the postulated direct and indirect relationships of the study variables. The examination of these hypotheses was undertaken in a sequential two-step approach. Initially, the investigation of direct effects was facilitated by employing Path analysis within the SEM framework, supplemented by bootstrapping techniques. These techniques are instrumental for generating standard errors and t-statistics for the model's estimates (Preacher & Hayes, 2008). The bootstrapping involved 5000 replications to obtain 95% bias-corrected confidence intervals, adhering to the guidelines (Hair et al., 2014). Subsequent to this initial analysis, the research delved into assessing proposed mediating and moderating effects, utilizing PROCESS Macro 4.0 for SPSS (Hayes, 2017).

5.5.1 Testing of direct hypotheses

The study examined five direct hypotheses. The first hypothesis investigated the relationship between HPWS and pyschological capital (PC), uncovering a significant positive association in line with the hypothesis (H1: $\beta = 0.77$; $p < 0.001$). Additionally, the relationship between PC and employee work passion (EWP) was tested, yielding significant positive findings consistent with the hypothesis (H2: $\beta = 0.65$; $p < 0.001$). The analysis also confirmed significant positive results for the hypothesis linking PC and work engagement (WE) (H3: $\beta = 0.25$; $p = 0.001$). Furthermore, the study supported the relationship between EWP and FAW (H4: $\beta = 0.76$; $p < 0.001$) and between WE and FAW (H5: $\beta = 0.38$; $p < 0.001$). Additionally, the model accounted for 48.8% of the variance in FAW ($R^2 = 0.485$) (see table 5.7; figure 5.7).

Table 5.8: Results of hypotheses testing

Hypotheses	Path	β	Standard deviation	T statistics	P values	Supported?
H1	HPWS > PC	0.77	0.076	10.095	0.000	Yes
H2	PC > EWP	0.65	0.052	12.517	0.000	Yes
H3	PC > WE	0.25	0.071	3.464	0.001	Yes
H4	EWP > FAW	0.76	0.059	12.942	0.000	Yes
H5	WE > FAW	0.38	0.053	7.17	0.000	Yes

5.5.2 Testing of indirect effect

The study also examined two indirect effects (H7 and H8). The mediating effect of PC, WE and EWP in the relationship between HPWS and FAW was tested using Hayes' (2017) model 6 in PROCESS Macro 4.0 with 5,000 resamples. The findings indicate that the hypothesized paths involving serial mediation are significant. However, since the direct relationship between HPWS and FAW remains significant even when mediators are present, this relationship is considered to be partially mediated.

Table 5.9: Results of indirect effect testing

Path	Estimates	Sig.	LLCI	ULCI
HPWS > PC > WE > FAW	0.072	0.00	0.5713	0.8153
HPWS > PC > EWP > FAW	0.377	0.00	0.0177	0.0773
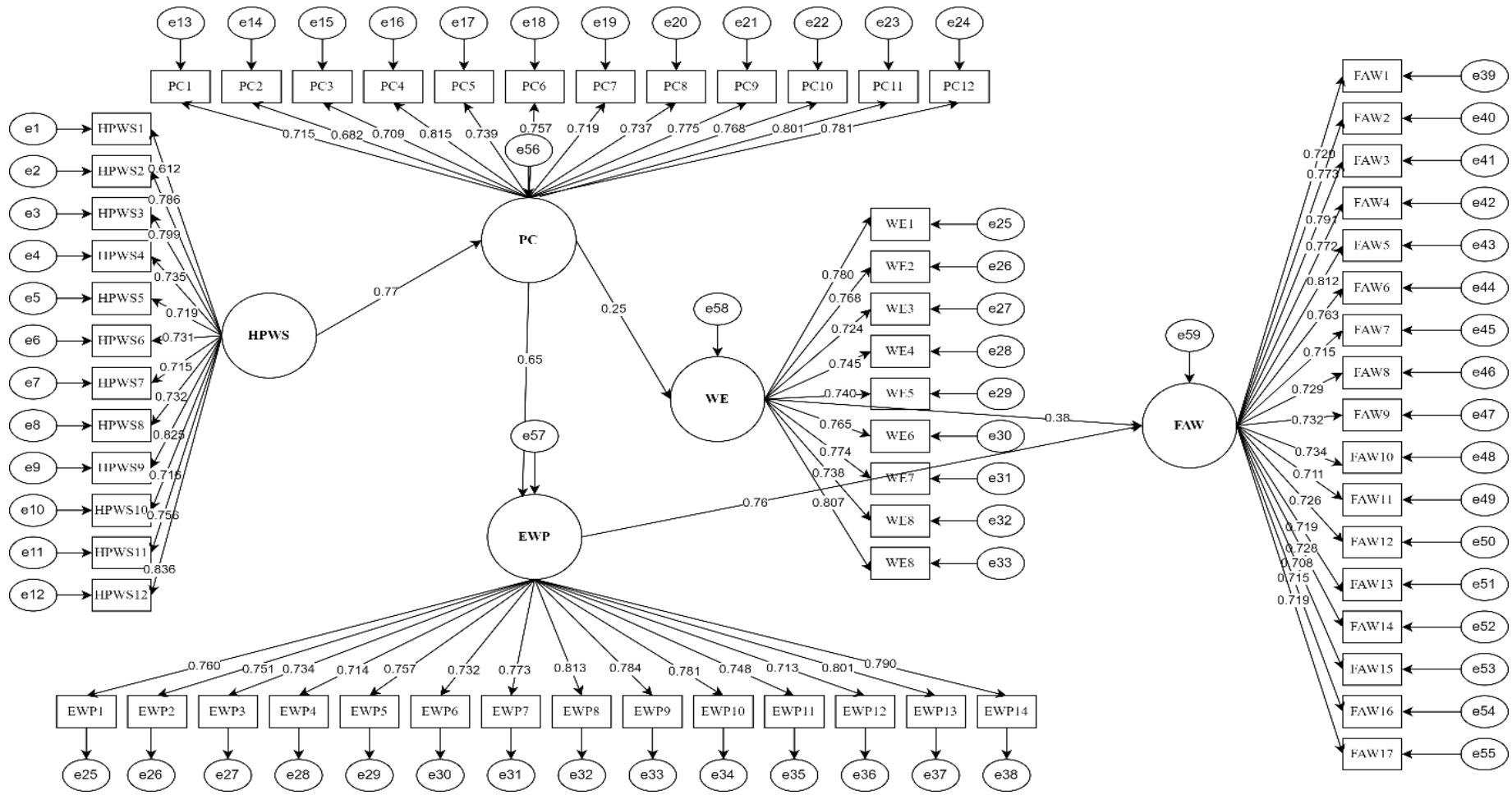
Figure 5.6: Structural model

5.5.3 Testing of moderating effect

The moderating effect of OT in the relationship between HPWS and PC was tested using Hayes' (2017) model 1 in PROCESS Macro 4.0 with 5,000 resamples. The results indicate a significant moderating effect of OT between HPWS and PC ($\beta = 0.170$; $t = 4.614$; LLCI= 0.118, ULCI= 0.276). Further, upon analyzing the moderation plot, it is evident that as the values of OT increase, the relationship between HPWS and PC also increases. This finding suggests that respondents with higher levels of the moderator variable (represented by +1 SD) exhibit a stronger relationship between HPWS and PC. Similarly, respondents with values at the mean of the moderator variable also show a significant relationship between HPWS and PC. Even those with values at -1 SD of the moderator variable also exhibit a significant relationship (see figure 5.7).
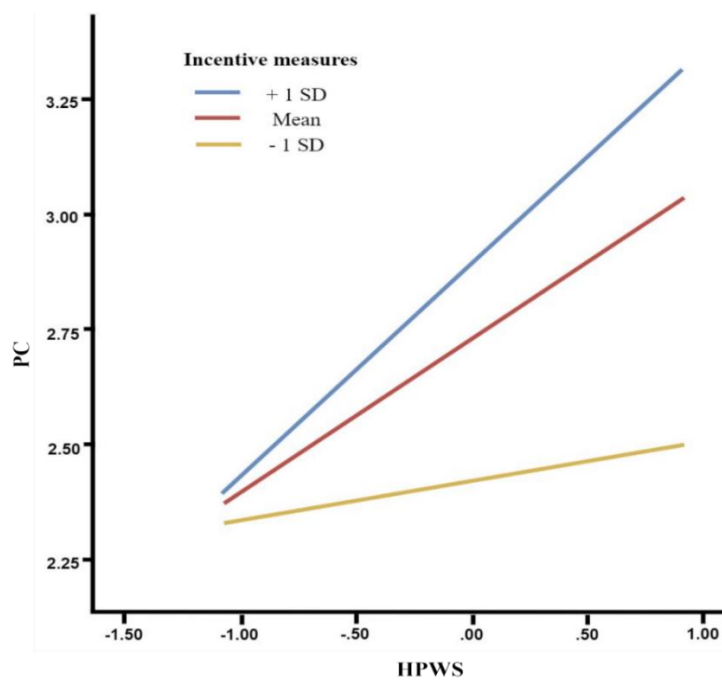
Figure 5.7: Simple slope analysis for moderating effect

5.6 Conclusion

This chapter has given a detailed account of the data analysis and results of this research work. The chapter began with the demographic profile of the respondents followed by the test for ensuring the absence of common method bias. This was further followed by the results of measurement and structural model. In the next chapter, we will carry out an in-depth discussion of the results found in this chapter.

DISCUSSION

6.1 Discussion

In this discussion chapter, we delve into the complex relationships between HPWS, PsyCap, OT, work engagement, EWP, and FAW in the hospitality industry. By synthesizing our findings, we aim to shed light on how these constructs interact to influence employee flourishing. This discussion provides a nuanced understanding of the factors that contribute to employee experiences in the unique context of India's hospitality sector.
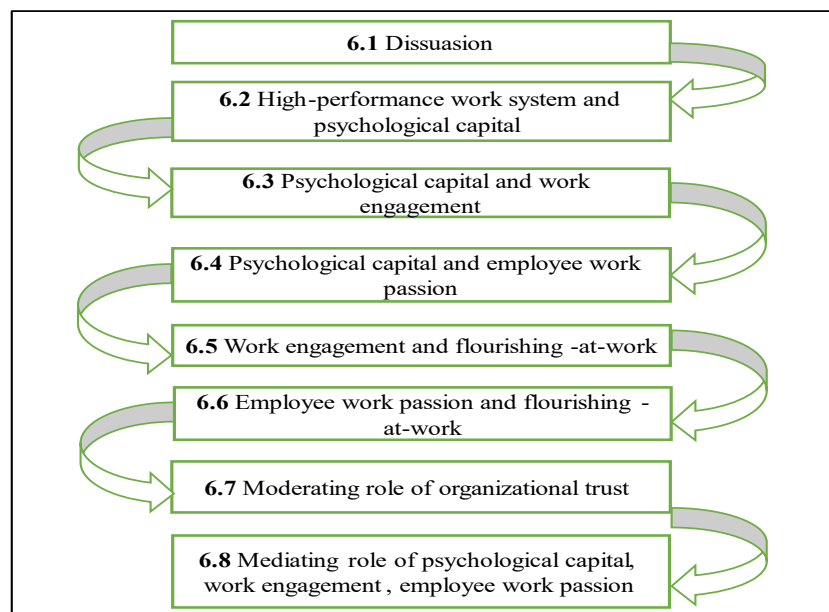
Figure 6.1 Chapter layout

This study seeks to enquire how organizations can enhance employees' flourishing in the workplace, with a specific focus on the hospitality industry in India. The research involved gathering data from 457 hospitality employees from 3 to 5-star hotels in the country. The primary objective was to explore the relationship between HPWS and FAW within the hospitality industry. Furthermore, the study delves into the underlying mechanisms connecting HPWS and FAW.

The extant literature shows a greater inconsistency regarding the relationship between HR practices and employee well-being. For instance, Our findings align with Grant et al. (2007), who define employee well-being as a multi-dimensional construct encompassing

psychological, physical, and social dimensions. By adopting this comprehensive framework, we can situate our research within the broader discourse on well-being and strategic human resource management (SHRM).

Previous studies have often focused primarily on psychological well-being, particularly in relation to HR practices that enhance job satisfaction and commitment (Van De Voorde et al., 2016). Our research contributes to this body of literature by not only confirming these relationships but also emphasizing the significance of emotional and social dimensions of well-being. This addresses a notable gap highlighted by Elorza et al. (2022) and Van De Voorde et al. (2012), who called for a more nuanced understanding of well-being that includes all three dimensions in a single model.

Furthermore, our findings resonate with the conflicting outcomes perspective in SHRM literature (Peccei & Van De Voorde, 2019), which suggests that HR practices can sometimes act as job demands that negatively impact employee well-being. For instance, Wood and Ogbonnaya (2018) found that HR practices focused on organizational involvement were linked to decreased job satisfaction. Our research extends this discussion by illustrating that, while HPWS can foster positive employee experiences, their impact is contingent on factors such as psychological capital and organizational trust.

By explicitly comparing our findings with prior studies, we highlight the complexity of the HPWS-well-being relationship. We show that HR practices should not be uniformly regarded as either job resources or job demands, as indicated by Kroon et al. (2009) and Guerci et al. (2019). Instead, a differentiated approach is necessary to fully understand how specific HR practices influence each dimension of well-being.

6.2 High-performance work system and psychological capital

The results revealed a positive relationship between HPWS and psychological capital. In the hospitality industry, HPWS encompasses practices like comprehensive training, performance-based rewards, employee involvement, and supportive management, all of which contribute to a more empowered and motivated workforce (Chillakuri & Vanka, 2022). By fostering positive psychological states, HPWS helps employees better manage star hotels' high-stress, demanding environment, leading to improved job satisfaction, reduced turnover, and enhanced service quality. Addressing challenges such as burnout, low morale, and high attrition, the integration of HPWS supports a resilient, optimistic, and engaged workforce, ultimately driving better organizational performance and customer satisfaction in the competitive hospitality sector

(Fatima et al., 2020). Furthermore, this result is consistent with the study of Miao et al. (2021). They conducted the study in six urban cities in northeast China. Moreover, this relationship was conceptually explored in the study of Abubakar et al. (2019). This positive association between HPWS and psychological capital of employees can be attributed to a synergistic effect these systems have on the work environment and employee perceptions.

HPWS, by design, enhances employee skills, motivation, and engagement through practices such as selective hiring, extensive training, performance-based compensation, and empowerment (Kloutsiniotis & Mihail, 2020). These practices contribute to an individual's psychological capital by improving self-efficacy, as employees feel more competent and capable of achieving their goals due to better training and development opportunities (Miao et al., 2021). Empowerment and autonomy, are key components of HPWS, which foster optimism and hope by giving employees control over their work and the belief in their ability to influence outcomes positively (Cizrelioğulları & Babayiğit, 2022). The supportive work environment and team-based structures encouraged by HPWS bolster resilience by providing a network of support, which is crucial for Indian hotel employees bouncing back from setbacks (Gupta & Singh, 2010).

Additionally, recognition and reward systems validate employees' efforts, enhancing their optimism and belief in future success. Job security, often associated with HPWS, reduces stress and allows employees to focus on personal and professional growth, further contributing to psychological capital (Elrehail et al., 2021). Lastly, the positive organizational climate cultivated by HPWS reinforces trust, fairness, and mutual respect, essential for nurturing a psychologically healthy and resilient workforce (Aybas & Acar, 2017). Through these mechanisms, HPWS significantly contributes to building and sustaining the psychological capital of employees, encapsulating hope, efficacy, resilience, and optimism, which are crucial for individual and organizational success (Vilarino del Castillo & Lopez-Zafra, 2022). Moreover, social exchange theory (SET) asserts that HPWS enables employees to recognize the organization's concern and care for them, resulting in the cultivation of a stronger sense of hope, resilience, optimism and self-efficacy (Shi et al., 2018) in turn spurring PsyCap. According to the theoretical underpinnings of signalling theory, a HPWSs can signal to employees that the organization values and invests in their development. This positive signal can enhance employees' psychological capital (e.g., hope, resilience, optimism).

6.3 Psychological capital and work engagement

The positive relationship between psychological capital and work engagement is deeply rooted in how psychological resources affect an individual's approach to their work (Tsaur et al., 2019). In the hospitality industry, particularly among star hotel employees PsyCap, which includes self-efficacy, optimism, hope, and resilience, equips employees with the mental and emotional resources needed to thrive in the high-pressure, customer-centric environment of star hotels (Bhutto et al., 2021). This positive psychological state fosters higher levels of work engagement, characterized by vigor, dedication, and absorption in work tasks. By enhancing work engagement, PsyCap helps employees manage the industry's inherent challenges, such as long hours, high customer expectations, and frequent stress. Engaged employees are more likely to deliver exceptional service, maintain a positive attitude, and show commitment to their roles, leading to lower turnover rates and higher guest satisfaction (Gupta & Shaheen, 2018). Thus, strengthening PsyCap among star hotel employees not only boosts their engagement but also addresses key challenges in maintaining a motivated and stable workforce in the competitive hospitality sector (Kanjanakan et al., 2023).

Moreover, this result is aligned with the findings of Lupsa et al. (2020) conducted in Rome. Similarly, the same results were reported by Niswathy (2021) among Indonesian organizations. Employees endowed with high levels of psychological capital possess a robust belief in their capabilities (self-efficacy), fostering a proactive and committed approach to their tasks (Zhen & Mansor, 2020). This belief is complemented by an optimistic outlook, where challenges are seen as opportunities rather than insurmountable obstacles, encouraging employees to engage more fully with their work (Ciftci & Erkanli, 2020).

Furthermore, the element of hope within psychological capital motivates employees to set ambitious goals and persistently strive towards them, thereby enhancing their engagement by instilling a sense of purpose and direction in their daily activities (Gupta & Shaheen, 2018). Resilience, another critical component of psychological capital, equips employees with the ability to withstand setbacks and stress, ensuring sustained engagement even in the face of adversities (Lupsa et al., 2020). Resilience also supports adaptability, enabling employees to navigate changes and uncertainties with less disruption to their engagement levels (Wardani & Anwar, 2019). Additionally, the positive psychological state engendered by high psychological capital creates a more fulfilling and satisfying work experience, naturally leading to higher engagement (Karatepe & Karadas, 2015).

The influence of psychological capital extends to social dynamics in the workplace; it fosters better relationships and collaborative environment, further amplifying engagement through supportive and positive interactions (Du Plessis & Boshoff, 2018). Psychological capital provides the mental and emotional foundation that empowers employees to be more engrossed and involved in work which in turn increases their engagement (Giancaspro et al., 2022). Additionally, in line with the COR theory, PsyCap embodies a significant collection of mental assets that individuals allocate towards their professional pursuits. These assets, comprising hope, efficacy, resilience, and optimism, act as protective shields against workplace stressors and bolster overall well-being (Widianto & Wilderom, 2023). Those with elevated levels of PsyCap are aptly prepared to confront obstacles with a positive outlook, thereby nurturing increased work engagement (Wang, 2024).

6.4 Psychological capital and employee work passion

The results highlight a positive relationship between psychological capital and work passion among employees. This can be attributed to the foundational role that psychological resources play in fostering a deep and enduring engagement and affection for one's work (Grobler & Powell, 2018). Among the hotel employees, PsyCap acts as a source of mental and emotional fortitude, necessary to excel in a demanding and dynamic environment. This robust psychological foundation fosters harmonious work passion, characterized by a strong and intrinsic drive to perform job tasks with enthusiasm and dedication. By enhancing work passion, PsyCap helps employees overcome industry-specific challenges such as high stress, irregular hours, and intense customer interactions (Yadav & Dhar, 2021). Passionate employees are more likely to be motivated, proactive, and committed, which not only improves their job satisfaction and performance but also leads to better guest experiences and higher retention rates (Uraon, 2018). Strengthening PsyCap and thereby boosting work passion among star hotel employees can address the sector's challenges by fostering a more resilient, dedicated, and satisfied workforce.

Moreover, studies have found a positive relationship between entrepreneurial passion and psychological capital (Gao et al., 2021; Hu et al., 2022). Similarly in the study of Hosseini et al. (2023), they found a positive relationship between academic passion and psychological capital. Interestingly none of the studies have explored the relationship between psychological capital and employee work passion particularly in the Indian context.

Psychological capital, with its components, essentially nurtures an environment where passion for work can cultivate (Ho & Chan, 2022). Self-efficacy instils confidence in employees about their abilities to meet and exceed work challenges, which is crucial for developing a passionate commitment to their roles (Neneh, 2022). This confidence, when coupled with optimism, enables individuals to maintain a positive outlook towards their career prospects and the impact of their work, further fuelling their passion (Fabelico & Afalla, 2020). Hope plays a vital role by motivating employees to set ambitious goals and persevere towards them, nurturing a sense of fulfillment and passion in the process of achieving these objectives (Hadizadeh et al., 2015). Moreover, resilience, by allowing employees to bounce back from setbacks and challenges, ensures that their passion for work is not dampened by temporary failures or difficulties (Salas-Vallina et al., 2022).

Additionally, psychological capital promotes an emotional and psychological attachment to one's work that goes beyond satisfaction or engagement, embodying a deeper, intrinsic motivation and passion (El-Zohiry & Abd-Elbaqy, 2019). This intrinsic motivation is key to work passion, as it drives employees to pursue excellence and find meaning in their tasks out of pure interest and commitment, rather than extrinsic rewards (Gkorezis et al., 2021). The positive psychological state engendered by high levels of psychological capital thus creates a fertile ground for work passion to develop, as employees feel more empowered, valued, and optimistic about their contributions (Wardani & Amaliah, 2020). Furthermore, the ability to recover from adversity and view challenges as opportunities for growth, inherent in resilient and hopeful individuals. It contributes to a sustained passion for work by fostering an environment where employees are continuously engaged and committed to their personal and professional development (Paquette et al., 2023). In essence, psychological capital lays the psychological and emotional groundwork necessary for work passion to thrive, making it a critical factor in transforming routine tasks into passionate endeavors (Hu et al., 2022).

6.5 Work engagement and flourishing-at-work

The results demonstrate a positive relationship between work engagement and employees' FAW. Work engagement, defined by vigor, dedication, and absorption, energizes employees and fosters a deep connection to their roles (Greenier & Fathi, 2021). This heightened engagement translates to a state of flourishing, where employees experience both high levels of well-being and superior performance (Maamari & Osta, 2021). For star hotel employees, who often face high stress, long hours, and demanding guest interactions, being engaged in

their work can lead to a more positive and fulfilling work experience (Mahmood et al., 2022). Engaged employees are more likely to develop a sense of purpose and accomplishment, which can mitigate burnout and turnover while enhancing job satisfaction and service quality (Mohammad Ibrahim et al., 2022). By fostering work engagement, star hotels can create an environment where employees not only thrive personally but also contribute to a more positive and effective workplace, ultimately addressing the challenges of maintaining a motivated and high-performing staff in a competitive industry (Sharma, 2022).

Similar results were found in the study of Ariza-Montes et al., (2018), Demerouti et al., (2015), Erum et al., (2020) and Imran et al., (2020). Surprisingly most studies were concentrated in the South African academic context and none of the studies so far have explored this relationship in the hospitality context. Flourishing employees exhibit high levels of psychological well-being, including positive emotions, personal growth, purpose in life, and quality social relationships, all of which are nurtured by the positive experiences and fulfillment derived from engaging work (Naim & Ozylmaz, 2023). Engaged employees tend to experience a higher sense of autonomy, competence, and relatedness in their jobs, aligning with the self-determination theory's key components for psychological well-being (Erum et al., 2020). This alignment significantly contributes to their flourishing by satisfying fundamental human needs that are essential for optimal psychological functioning and growth (Wang et al., 2020).

Moreover, the vigor associated with work engagement enables employees to tackle workplace challenges with resilience and optimism, which are conducive to flourishing by promoting adaptive coping strategies and a positive outlook to one's life (Martínez-Moreno et al., 2020). Based on the COR perspective, when individuals invest their resources (like time, energy, and skills) into their work and experience engagement, they tend to flourish because they are actively building and accumulating resources. Positive workplace experiences, such as task engagement and constructive social interactions, play a crucial role in acquiring and retaining resources, thus nurturing a beneficial cycle of well-being.

6.6 Employee work passion and flourishing-at-work

The research found a positive relationship between work passion of employees and their FAW. This is one of the unique contributions of this study. Work passion, which encompasses a strong, intrinsic motivation and enthusiasm for one's job, fuels a deeper commitment and satisfaction in daily tasks. This passion leads to a state of flourishing, where employees

experience optimal well-being and perform at their best. For star hotel employees, who often contend with high-pressure environments, irregular hours, and demanding customer service roles, cultivating work passion can be transformative (Yadav & Dhar, 2021). Passionate employees are more likely to find meaning and joy in their work, which helps them navigate stress and remain resilient (Kuriakose & Sreejesh, 2023). This positive state not only improves their personal well-being but also enhances their interactions with guests and colleagues, leading to better service quality and a more cohesive work environment (Gulyani et al., 2017). Thus, fostering work passion among employees can address key industry challenges by promoting a thriving, dedicated, and high-performing workforce.

The extant literature clearly shows a dearth of studies connecting employee work passion and FAW. This positive relationship can be explained through the profound impact that a deep and heartfelt commitment to one's job has on overall well-being and performance in the workplace (Peethambaran & Naim, 2023). Work passion, characterized by a strong inclination towards being absorbed in, dedicated to, and finding joy in one's work, acts as a powerful motivator that transcends mere job satisfaction or engagement (Cherkowski & Walker, 2016). This passion with work ensures that employees are not only more enthusiastic and invested in their tasks but also more likely to experience a sense of fulfillment and meaning in their roles (Erum et al., 2020). The perception of fulfillment is a key ingredient in the broader concept of flourishing, which encompasses experiencing positive emotions, engaging in fulfilling relationships, achieving one's potential, and contributing meaningfully to one's community (Chen et al., 2021).

When employees are passionate about their work, they are more likely to go beyond their job descriptions, thus driving innovation and excellence (Yukhymenko-Lescroart et al., 2019). This heightened level of contribution and achievement contributes positively into their sense of self-worth and efficacy, further enhancing their FAW (Peethambaran et al., 2023). Additionally, passionate employees often exhibit higher levels of resilience and optimism, which enable them to navigate workplace challenges more effectively and maintain a positive outlook despite experiencing setbacks (Gao et al., 2021). This resilience contributes to their ability to thrive in various circumstances, reinforcing the cycle of flourishing (Pathak & Joshi, 2021).

Moreover, work passion fosters a positive emotional state that spills over into all aspects of an employee's life, including their interactions with colleagues, leading to more supportive

and collaborative work environments (Chen et al., 2021). Such environments are conducive to individual and collective flourishing, as they provide a sense of belonging and support that is crucial for well-being (Yukhymenko-Lescroart & Sharma, 2019). In essence, the passion employees have for their work acts as a catalyst for a virtuous cycle of positive emotions, engagement, achievement, and relationships-all of which are fundamental components of FAW (Erum et al., 2020). Through this dynamic interplay, passionate employees not only find deeper satisfaction and joy in their work but also contribute to creating a thriving, vibrant workplace where everyone are more likely to flourish (Peethambaran & Naim, 2023). Furthermore, drawing from the COR perspective, it becomes apparent that organizations fostering an environment that nurtures employee passion, ultimately creating a positive and productive work setting conducive to employee flourishing.

6.7 Moderating role of organizational trust

A significant moderating role of organizational trust was found in the relationship between HPWS and psychological capital. HPWS, which include comprehensive training, performance-based rewards, and employee involvement, are designed to enhance employee capabilities and motivation. However, the effectiveness of these systems is significantly influenced by the level of trust employees have in their organization. When organizational trust is high, employees are more likely to perceive HPWS initiatives as genuine investments in their well-being, thereby enhancing their PsyCap. This increased PsyCap helps star hotel employees better cope with the stressful and demanding nature of their jobs, leading to improved job satisfaction, lower turnover, and higher service quality (Rai & Nayak, 2019). Therefore, fostering organizational trust can address key challenges in the hospitality industry by ensuring that HPWS effectively enhance employees' PsyCap (Rather et al., 2021).

Past studies have explored the moderating role of interactional justice climate and future time perspectives as boundary conditions in this relationship (Abubakar et al., 2019; Miao et al., 2021). Moreover, Abubakar et al. (2019) have called for research on the moderating role of organizational trust in the unique relationship between HPWS and psychological capital. This moderating role can be explained through the lens of social exchange theory and the foundational importance of trust in organizational contexts (Zhang et al., 2019). When organizational trust is high, employees are more likely to view HPWS practices as genuine efforts to support their development and well-being, rather than as manipulative tactics for solely enhancing productivity (Miao et al., 2019). This positive perception increases the

likelihood that employees will engage with these systems in ways that are conducive to their own psychological growth. For instance, training and development opportunities, a hallmark of HPWS, are more likely to be embraced by employees who trust their organization, thereby enhancing their self-efficacy and optimism (Kapoor, 2019).

Furthermore, organizational trust fosters a secure environment where employees feel safe to experiment, take risks, and embrace challenges—activities that are essential for developing resilience and hope (Kloutsiniotis & Mihail, 2018). In such an environment, the empowerment and autonomy promoted by HPWS can fully develop, as employees feel confident that their contributions are valued and that they have the support of their organization. This confidence, underpinned by trust, amplifies the positive effects of HPWS on psychological capital by ensuring that these practices are interpreted as supportive rather than exploitative (Li & Lin, 2021). According to the signalling theory, organizational trust can amplify the positive signal sent by HPWS. When employees trust the organization, they are more likely to perceive the HPWS as a genuine investment in their well-being, thereby enhancing their psychological capital. Moreover, in alignment with the COR theory, obtaining resources in the form of HPWS helps counteract the negative impact of resource loss on employees (Hobfoll, 2001), thereby enhancing their individual resources, including psychological capital (Farndale et al., 2011; Jalali et al., 2023).

6.8 Mediating role of psychological capital, work engagement, and employee work passion

Results found a serial mediation of psychological capital (PsyCap) and work engagement between HPWS and FAW. In the high-pressure environment of star hotels, this serial mediation addresses key challenges such as high stress, burnout, and turnover by fostering a resilient and dedicated workforce. By investing in HPWS, hospitality managers can create a positive cycle where enhanced PsyCap and work engagement lead to greater employee flourishing, ultimately improving service quality and guest satisfaction (Gupta et al., 2017). None of the so far studies have explored the serial mediation of Psycap and work engagement in the relationship between HPWS and a well-being construct. The reasons for this serial mediation are grounded in several empirical and theoretical foundations. Firstly, HPWS creates a supportive and conducive workplace environment, which nurtures employees' psychological resources (Wang et al., 2023a). This investment in employees elevates their levels of PsyCap. Previous studies have established PsyCap as a mediator between organizational-level variables and employee

attitudinal outcomes (Niswaty et al., 2021; Singh et al., 2023b). Employees with higher PsyCap are more likely to engage at work, driven by their belief in overcoming challenges, achieving goals, and performing effectively (Peláez Zuberbühler et al., 2023). Engaged employees experience higher job satisfaction, happiness, and personal growth (Geisler et al., 2019). Work engagement also serves as an enabler of holistic well-being, including FAW (Demerouti et al., 2015). The influence of PsyCap on work engagement is supported by existing literature (Niswaty et al., 2021; Tsaur et al., 2019; Wirawan et al., 2020). Moreover, based on the principles of social exchange theory (SET), HPWS provides valuable resources to employees, fostering the development of PsyCap and creating a sense of obligation to reciprocate through heightened work engagement. This proposition aligns with the core tenets of SET, where employees reciprocate organizational investments by increasing their engagement levels. Finally through the theoretical lens of signalling theory psychological capital and work engagement can be seen as responses to the signals sent by HPWS. The positive signals from HPWS enhance psychological capital, which in turn boosts work engagement, ultimately leading to flourishing at work.

Similarly, the findings revealed a sequential mediation pathway involving PsyCap and employee work passion between HPWS and FAW. In the demanding environment of star hotels, this sequential mediation helps address significant challenges such as high stress, burnout, and high turnover rates by fostering a workforce that is not only resilient but also deeply passionate about their work (Kanjanakan et al., 2023). By implementing HPWS, hospitality managers can cultivate an environment where enhanced PsyCap and work passion lead to a flourishing workforce, ultimately resulting in improved employee satisfaction, commitment, and overall service quality (Gulyani et al., 2017). To date, no prior research has investigated the serial mediation of PsyCap and work passion in the association between HPWS and a well-being construct. The rationale behind this sequential mediation lies in several factors. Individuals with elevated PsyCap demonstrate a propensity to forge deep emotional bonds with their work, bolstered by their belief in surmounting challenges, setting and attaining meaningful objectives, and executing tasks proficiently (Islam et al., 2023). This fervent engagement in their work fosters heightened job satisfaction, happiness, and a profound sense of personal development (Luthans & Avolio, 2014), thereby enhancing both individual well-being and organizational performance (Khandelwal & Khanum, 2017). Consequently, the cultivation of work passion, fuelled by the psychological resources nurtured through HPWS, propels employees toward a state of FAW. Drawing upon COR theory, individuals strive to

obtain, retain, and safeguard valued resources (Hobfoll, 2001). In the organizational context, employees perceive resources provided by HPWS as invaluable assets (Zhang et al., 2019), which contribute to the cultivation and preservation of psychological capital as employees endeavor to safeguard and augment their mental and emotional resources (Miao et al., 2021). This fortified PsyCap, in turn, ignites work passion, motivating employees to invest their vigor and enthusiasm in tasks aligned with their sense of purpose and self-efficacy (Anwar & Sarfraz, 2023). The resultant surge in work passion is conducive to greater flourishing at work, as employees develop a heightened sense of accountability over their work-related resources.

6.9 Conclusion

This chapter has discussed the intricate relationships among HPWS, psychological capital, work engagement, work passion, and FAW within the hospitality industry. The findings emphasize the transformative impact of well-crafted organizational practices, emphasizing the pivotal role of psychological capital as a catalyst for employee engagement and passion. Additionally, the moderating influence of organizational trust highlights the importance of a trusting environment in maximizing the benefits of HPWS. These insights offer valuable considerations for fostering holistic employee well-being in the unique context of the hospitality industry in India. The next chapter will discuss the theoretical, and managerial implications, limitations, and future scope of research.

EPILOGUE

Overview

The present chapter provides a comprehensive overview of the key findings of the study, accompanied by an in-depth discussion of the study's theoretical and practical implications. It is followed by a delineation of a research agenda for future scholarly endeavours.
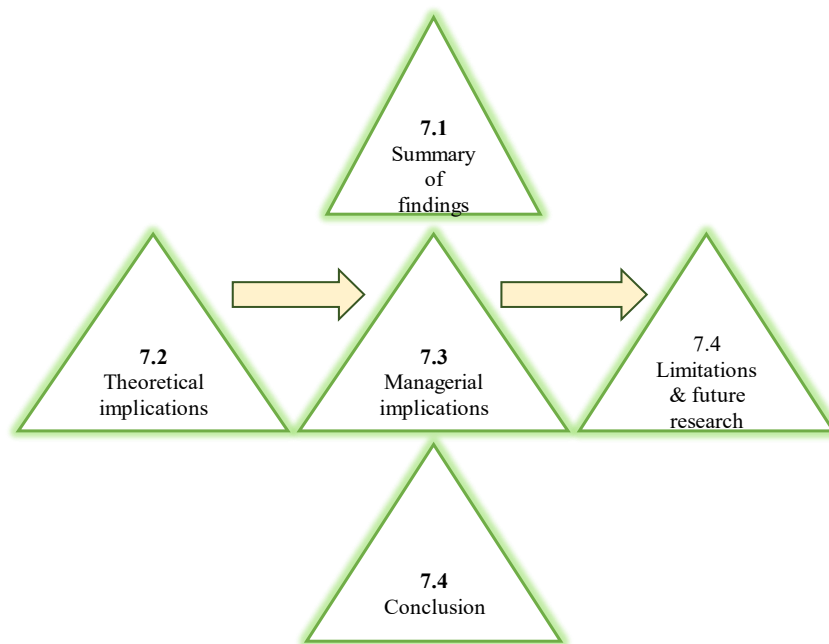
Figure 7.1 Chapter layout

7.1 Summary

The chapter provides valuable insights into the relationships between high-performance work system (HPWS), FAW, organizational trust, psychological capital (PsyCap), work engagement, and employee work passion. The study empirically discloses that an organization can achieve employee flourishing by carefully establishing HPWS. Thus, the study embarked on investigating the research model in the hospitality industry of India. It fills gaps in the existing literature by establishing causal mechanisms between HPWS and FAW and exploring mediating and moderating roles. The study contributes to strategic human resource management (SHRM) by integrating social exchange theory, conservation of resource theory, and signaling theory. It identifies organizational and individual resources influencing employees' FAW, enriching the understanding of well-being at the workplace. Moreover, it

advises organizations to prioritize employee flourishing for positive outcomes, offering actionable recommendations for creating a supportive work environment. Employee assistance programs, workload management, and promoting work-life balance are highlighted. The chapter concludes by acknowledging the study's limitations, emphasizing the need for testing the framework across diverse economies and exploring alternative enablers for FAW in various organizational contexts.

Table 7.1 Summary of findings

No	Hypotheses	Results
H1	High-performance work system is positively related to employees' psychological capital.	Supported
H2	Psychological capital is positively related to employees' work passion.	Supported
H3	Psychological capital is positively related to employees' work engagement.	Supported
H4	Employee work passion is positively related to flourishing-at-work.	Supported
H5	Work engagement is positively related to flourishing-at-work.	Supported
H6	Organizational trust moderates the relationship between high-performance work system and psychological capital.	Supported
H7	Psychological capital and work engagement will serially mediate the positive association between HPWS and FAW.	Supported
H8	Psychological capital and employee work passion will serially mediate the positive association between HPWS and FAW.	Supported

7.2 Theoretical implications

Theoretically, this study offers valuable insights into the broader implications of overall employee well-being outcomes of high-performance work system. It also advances the understanding of academicians and practitioners regarding the significant role of HPWS in fostering employees' FAW (emotional, psychological, and social well-being). To date, none of the academic studies has linked HPWS and FAW with organizational trust, psychological capital, work engagement, and employee work passion, providing the causal mechanism. Thus, by doing so the study further contributed to the literature on the "black box" mechanism between HPWS and employee holistic well-being i.e. FAW.

Moreover, by testing the direct impact of HPWS on the psychological capital of employees, the study revealed that HPWS can develop the psychological capacities of

employees over time and can result in positive individual and organizational outcomes (Luthans et al., 2007). Moreover, within the HPWS literature, psychological capital is acknowledged to mediate the impact of HPWS on employee outcomes (Abubakar et al., 2019). However, this study breaks new ground by exploring the mediating role of PsyCap between HPWS and employee work passion. It serves as a pioneering empirical investigation into this relationship, contributing to the antecedent literature on employee work passion. Similarly, by testing the direct relationship between psychological capital-work passion, and psychological capital-work engagement the study endeavours to unravel the intricate connections among these crucial variables. This examination serves as a critical step in understanding the nuanced interplay between psychological capital and the profound emotional and cognitive states that characterize both work passion and work engagement. By exploring the direct links between psychological capital and work passion, the study seeks to contribute to the burgeoning body of knowledge regarding the factors that fuel and sustain employees' passion for their work.

Furthermore, distinctions between passion and related constructs, such as personal interest, intrinsic motivation, and engagement, have been delineated in prior studies (Jachimowicz et al., 2022). Work engagement, a broader construct, is closely tied to employee work passion (Zigarmi et al., 2009). What sets work passion apart is its self-defining concept, of integrating work into an employee's identity. Additionally, our research model employs both work engagement and work passion, explicitly highlighting the distinction between these two constructs. Furthermore, we elaborate on how the collaborative influence of both constructs contributes to employee flourishing in the workplace. Moreover, the study's exploration of work passion as a motivational antecedent to FAW introduces a novel dimension to existing research and sets the stage for future investigations in this domain. Thus, the research reveals an uncharted realm involving individuals' passion for their work and their anticipated future work behaviors.

Meanwhile, previous studies have highlighted a positive moderating role of interactional justice climate and future time perspective in the relationship between HPWS-psychological capital (Abubakar et al., 2019; Miao et al., 2021). Thus, considering the importance of exploring the boundary conditions that affect this relationship, these studies have further called for testing the moderation of other factors such as organizational trust in this relationship. Thus, we answered the call for research by Miao et al. (2021) and Abubakar et al. (2019) by employing organizational trust as the boundary condition between the HPWS and PsyCap relationship. This boundary condition is further supported by the trust theory, which

promulgates a moderating role in the association between workplace attitudes and behaviors of employees (Lee & Li, 2021). Furthermore, our study contributes to the existing literature on trust in the organizational context. Previous research has indicated that trust in the organization directly affects employee attitudes, intentions, and behaviors (Colquitt et al., 2007). By envisaging the moderator role of organizational trust in influencing an individual's well-being, this study supports the assertion by Dricks and Ferrin (2001, 2002) that organizational trust has a moderating effect on the relationship between motivational variables and employee behaviors. To our knowledge, only a limited number of studies have investigated the moderating effect of OT in the relationship between HPWS and their outcomes (e.g., Kloutsiniotis & Mihail, 2018).

Moreover, we enriched the literature on strategic human resource management (SHRM) by investigating the impact of HPWS on employee well-being through an integrated perspective of social exchange theory (SET), conservation of resource theory (COR), and signaling theory. In the context of SET, the study contributes by examining how employees' perceptions of the organization's investment in HPWS can influence the reciprocity dynamic. It explores whether the positive investment by organizations, as reflected in HPWS, triggers a reciprocal response from employees in terms of increased work passion and engagement. Similarly, the study advances the COR theory literature by investigating how the resources embedded in HPWS contribute to the accumulation and conservation of employees' psychological capital. It explores whether HPWS acts as a resource-enhancing mechanism, fostering the development and preservation of employees' psychological capital, which in turn influences work passion and engagement leading to employee flourishing. Additionally, the study integrates signaling theory into the framework by examining how the implementation of HPWS serves as a signal to employees regarding the organization's commitment to their well-being and professional development. It explores whether the signals embedded in HPWS act as catalysts for employees' psychological responses, such as heightened work passion and engagement, leading to higher well-being based on the perceived positive signals from the organization.

In the same vein, the study put forward an integrated framework encapsulating a holistic view of employee well-being at the workplace, which is a unique and original contribution to the existing literature. Past literature provides convincing evidence that HPWS has a positive impact on the well-being of employees (e.g., Wang et al., 2022). However, research stressing a holistic well-being construct encapsulating different forms of well-being (psychological,

emotional, and social) was still needed. Relatedly, the proposed research framework answers the call for an inquiry into the effect of HPWS on FAW (overall well-being at work) (Huang et al., 2016).

To date, there has been no research exploring FAW in the hospitality industry, thus expanding the FAW and hospitality literature. This study validates the FAWS-SF scale within the Indian context, particularly in hospitality, which is crucial given the prevalent stress and mental exhaustion among hospitality employees. Finally, our study's focus on the hospitality industry not only enriches the literature on organizational behavior but also offers industry-specific insights that can inform formulation of practices and policies within the unique context of hospitality. This expansion of knowledge contributes to a more comprehensive understanding of how organizational dynamics play out in specific industries, aiding both researchers and practitioners in advancing the field and improving organizational outcomes in the hospitality industry.

7.3 Managerial implications

The hospitality industry faces significant employee well-being challenges that require urgent action from HR practitioners. This study outlines specific, actionable implications for enhancing employee well-being, by emphasizing the importance of prioritizing employees' flourishing. Research indicates that promoting well-being yields numerous benefits, including improved organizational citizenship behavior, increased performance, reduced burnout, and lower turnover intentions (Grant et al., 2007).

Firstly, organizations should foster a positive work environment. They should begin by conducting employee surveys to gather insights into workplace perceptions and identify areas for improvement. This feedback allows organizations to prioritize their interventions. Following this, establishing recognition programs that regularly celebrate employee achievements can significantly boost morale and engagement. However, potential obstacles such as budget constraints for recognition activities should be considered, and non-monetary rewards like public acknowledgment or time off can be effective alternatives.

Promoting work-life balance is crucial in terms for promoting employee flourishing. Organizations can introduce flexible working hours, allowing employees to choose their schedules, and can provide remote work facilities. By introducing them organizations can have an immediate positive impact on employee well-being. Challenges like management concerns over productivity can be addressed by implementing productivity tracking tools and clear

guidelines. Additionally, providing employees with time management resources, such as workshops or software tools, will help them manage their schedules effectively.

Moreover, enhancing emotional, psychological, and social well-being requires developing mental health resources, such as access to counseling services and wellness programs. After establishing these services, organizations can conduct informal social events to foster team connections, although scheduling conflicts should be managed by offering a range of event types and times. This can in turn lead to increasing employee morale as well as work passion of the employees. Implementing workload management systems is vital to safeguard psychological well-being of employees. Organizations should monitor employee workloads using software tools to identify those at risk of burnout and establish regular check-ins for managers to discuss workloads with employees and thus ensure workload balance.

Encouraging continuous professional development is another key implication. Organizations should create development plans in collaboration with employees to outline career paths and provide training programs that enhance relevant skills. Challenges may arise if employees feel overwhelmed by additional training requirements or if there are budget limitations for such programs. Budget limitations for training programs can be mitigated by starting with cost-effective solutions, such as online courses or internal skill-sharing sessions.

Tailoring HPWS strategies to different organizational contexts is essential. Conducting a needs assessment helps evaluate the specific needs and challenges of the organization type, such as luxury hotels versus eco-friendly accommodations. Customizing approaches based on organizational size and culture ensures that strategies are effective and relevant. Collecting accurate data through surveys, focus groups, or interviews can ensure the strategies are effective. Potential obstacles include collecting accurate data on organizational needs and mismatches between employee expectations and management objectives

Finally, conducting engagement surveys to measure employee satisfaction and implementing job crafting initiatives can significantly enhance work engagement. Regular engagement surveys allow organizations to identify areas for improvement, while job crafting empowers employees to modify their roles to align better with their skills and interests. While time constraints might limit the feasibility of job crafting, starting with high-impact changes can make the process more manageable. Challenges can also include hesitancy from employees to provide honest feedback. To overcome the challenge of hesitancy from employees in providing honest feedback, organizations should prioritize ensuring anonymity in the feedback

process. Using third-party platforms or anonymous survey tools can reassure employees that their responses are confidential and cannot be traced back to them. Additionally, fostering a culture of trust and open communication within the organization is crucial. Leaders should consistently communicate the importance of honest feedback for organizational improvement and emphasize that there will be no negative consequences for providing critical input. Offering incentives for survey participation can also encourage more genuine responses.

By implementing these tailored strategies and providing clear guidance, HR managers in the hospitality industry can create a thriving work environment that enhances employee well-being and drives sustainable success. Addressing potential obstacles and prioritizing initiatives will facilitate smoother implementation and greater impact across various organizational contexts, whether in small boutique hotels or large luxury chains.

7.4 Limitations and future avenues of research

This study is subject to limitations imposed by uncontrollable factors. The primary constraint is attributed to the study's time-lagged design, which was implemented to minimize common method bias but restricts the evaluation of cause-and-effect relationships among the constructs. Consequently, future researchers are encouraged to pursue longitudinal studies to gain a more robust understanding of these dynamics. Such methodologies could include multi-wave data collection to track changes over time, allowing for the exploration of causal relationships more effectively.

Secondly, a major limitation of this study is its predominant focus on positive outcomes, such as flourishing at work, while neglecting potential negative consequences of HPWS, including burnout or work-related stress. Future investigations should not only explore these negative outcomes but also utilize mixed methods to gather qualitative data that provides deeper insights into employee experiences. For instance, conducting interviews or focus groups could enrich the understanding of how HPWS impacts both positive and negative aspects of well-being.

Moreover, the study examined only the moderating role of organizational trust in the relationship between HPWS and psychological capital. Future researchers are encouraged to explore additional moderating constructs such as leadership styles, organizational culture, employee involvement, supervisory support, and individual differences. Incorporating these boundary conditions would provide deeper insights into the current model. Additionally, examining alternative mediating variables could elucidate the underlying mechanisms

connecting HPWS and flourishing at work. It may also be beneficial to develop a framework that outlines how these variables interact, providing a structured approach for future investigations.

The review also did not utilize the latest version of the PERMA model, known as PERMA-V (where V stands for Vitality). Future researchers should explore the current literature more comprehensively and consider incorporating PERMA-V into their investigations to assess its relevance in the context of HPWS.

Furthermore, the study was conducted in India's hospitality industry, which may constrain its generalizability. Replicating the study in varied work settings, particularly in developed nations with diverse cultural contexts, could enhance applicability (Huang et al., 2018). Future research could also benefit from larger sample sizes and diverse demographic representation to improve the robustness of findings. Additionally, cross-cultural comparisons between countries could yield insights into how cultural factors influence the effectiveness of HPWS. Exploring cross-sectoral studies among industries such as manufacturing, public services, or governmental organizations within a single country would also provide a broader understanding of the implications of HPWS.

An important constraint that warrants attention is the lack of perspective from top management. Future research might include insights from management to provide a more holistic view of how HPWS is perceived and implemented within organizations. Providing a step-by-step approach or checklist for researchers on how to gather these perspectives could enhance the practical relevance of future studies.

Lastly, the sample of this study was limited to hotel employees. To ensure the applicability of findings to the entire hospitality industry, future researchers should explore these relationships across different departments and types of establishments, helping hotel management make targeted HPWS investments. Addressing these limitations in future research will refine the conclusions drawn and further contribute to the literature as well as practitioners' insights. Furthermore, identifying potential obstacles to implementing these recommendations—such as resource constraints or resistance to change—would provide valuable guidance for future researchers and practitioners alike.

7.5 Conclusion

This chapter encapsulates the primary findings of the study and explores both theoretical and managerial implications. Additionally, it is essential to transparently acknowledge the study's limitations, including factors of generalizability and potential confounding variables. Addressing these limitations adds rigor to our findings and provides a foundation for future research to build upon and refine the current research.

Looking ahead, the directions outlined for future research hold significant promise for advancing our understanding of HPWS and employee well-being. By investigating the nuanced interactions among various constructs, including leadership styles and organizational culture, future studies can illuminate pathways that organizations can take to optimize HPWS implementation. This not only enhances employee satisfaction and productivity but also contributes to a more comprehensive understanding of the balance between positive and negative outcomes. Ultimately, these efforts will enrich both the academic discourse and practical applications within the hospitality industry and beyond, fostering environments that prioritize employee flourishing and sustainable organizational success.

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APPENDICES

Letter from supervisor

To whomsoever it may concern

This is to certify that Ms. Meera Peethambaran, a registered scholar of the Department of Management, BITS Pilani, Pilani campus is carrying out a survey on High-Performance Work System & Flourishing-at-Work: Towards an Integrated Framework in the hospitality industry. So, she needs to interact with employees in the hospitality industry. This study is a part of her Ph.D thesis and the responses will be kept confidential. Kindly cooperate with her for the smooth conduct of the process.

Thanks in advance,

Regards

Dr. Mohammad Faraz Naim
Assistant Professor
Department of Management
BITS Pilani, Pilani Campus
Rajasthan.

Consolidated Questionnaire

Dear Respondent,

I am **Meera Peethambaran,** a research scholar at the Birla Institute of Technology and Science, Pilani. I kindly request your participation in the research that I am conducting as a part of my PhD thesis. My research focuses on the role of high-performance work systems on the holistic well-being of employees.

I kindly request you to spare some time to fill out the questionnaire given below. This questionnaire, includes several statements, for each statement, please select the most appropriate option from a 5-point Likert scale. Your voluntary participation in this survey is greatly appreciated, and please rest assured that any information you provide will be kept confidential.

Regards
Meera Peethambaran
Department of Management
BITS Pilani, Pilani Campus

Section I

Kindly tick the appropriate responses

A) Gender: a) Male   b) Female   c) Prefer not to say

B) Age Group: a) 21-30   b) 31-40   c) 41-50   d) Over 50

C) Tenure in the current organization (in years):

   a) 0-1   b) 2-5   c)5-10   d)10-15   e) More than 15

D) Job level:

   a) staff member   b) Skilled worker   c) Supervisor   d)   Manager/team   leader
   e) Executive   f) Senior Executive

E) Work Experience:

   a) 0-1   b) 2-5   c)5-10   d)10-15   e) More than 15

Section II

Please read each statement and decide how much you agree or disagree with that statement. Select any one option from 1 to 5 (1 = STRONGLY DISAGREE, 2 = DISAGREE, 3 = NEUTRAL (NEITHER AGREE NOR DISAGREE), 4 = AGREE, 5 = STRONGLY AGREE). The findings will be used solely for academic research and anonymity of your responses will be assured.

S.No	Items	1	2	3	4	5
1	My employer provides me with sufficient opportunities for training and development.					

2	Employees in this organization are involved in formal participation processes such as quality improvement groups, problem-solving groups, or roundtable discussions.					
3	The pay raises for employees in this job are based on job performance.					
4	Employees in this job have the opportunity to earn individual bonuses (or commissions) for productivity, performance, or other individual performance outcomes.					
5	Total pay for this job is the highest for the type of work in the area.					
6	The company hires only the very best people for this job.					
7	When jobs become vacant, management normally first tries to fill them with people from inside the organization rather than by recruiting from outside.					
8	Employees in this job are allowed to make important work-related decisions such as how the work is done or implement new ideas.					
9	Flexible work arrangements are offered by the organization.					
10	Employees in this job regularly receive formal communication regarding company goals and objectives.					
11	I receive regular and constructive feedback on how well I do my job.					
12	My employer does not dismiss employees through compulsory redundancies.					
13	If I should find myself in a jam, I could think of many ways to get out of it.					
14	Right now, I see myself as being pretty successful.					
15	I can think of many ways to reach my current goals.					
16	I am looking forward to the life ahead of me.					
17	The future holds a lot of good in store for me.					
18	Overall, I expect more good things to happen to me than bad.					
19	Sometimes I make myself do things whether I want to or not.					
20	When I'm in a difficult situation, I can usually find my way out of it.					
21	It's okay if there are people who don't like me.					
22	I am confident that I could deal efficiently with unexpected events.					
23	I can solve most problems if I invest the necessary effort.					
24	I can remain calm when facing difficulties because I can rely on my coping abilities.					

25	I am not sure I fully trust my employer.					
26	My employer is open and upfront with me.					
27	I believe my employer has high integrity.					
28	In general, I believe my employer's motives and intentions are good.					
29	My employer is not always honest and truthful.					
30	I don't think my employer treats me fairly.					
31	I can expect my employer to treat me in a consistent and predictable fashion.					
32	This job allows me to live a variety of experiences.					
33	The new things that I discover with this job allow me to appreciate it even more.					
34	This job allows me to live memorable experiences.					
35	This job reflects the qualities I like about myself.					
36	This job is in harmony with the other activities in my life.					
37	For me this job is a passion, that I still manage to control.					
38	I am completely taken with this job.					
39	I cannot live without this job.					
40	The urge is so strong. I can't help myself from doing this job.					
41	I have difficulty imagining my life without this job.					
42	I am emotionally dependent on this job.					
43	I have a tough time controlling my need to do this job.					
44	I have almost an obsessive feeling for this job.					
45	My mood depends on me being able to do this job.					
46	At my work, I feel bursting with energy.					
47	At my job, I feel strong and vigorous.					
48	I am enthusiastic about my job					
49	My job inspires me					
50	When I get up in the morning, I feel like going to work.					
51	I feel happy when I am working intensely					
52	I am proud of the work that I do.					
53	I am immersed in my job.					
54	I get carried away when I am working.					

Section III

For the remaining questions, please select any one option from 1 to 5 (1 = NEVER, 2 = RARELY, 3 = SOMETIMES, 4 = ALWAYS, 5 = EVERY DAY).

S.No	Items	1	2	3	4	5
55	During the past month at work, how often did you experience satisfaction with your job?					
56	During the past month at work, how often did you feel happy?					
57	During the past month at work, how often did you feel interested in your work?					
58	During the past month at work, how often did you feel confident to think or express your own ideas and opinions?					
59	During the past month at work, how often did you feel good at managing the responsibilities of your job?					
60	During the past month at work, how often did you feel really connected with other people at your job?					
61	During the past month at work, how often did you feel your work is meaningful?					
62	During the past month at work, how often did you feel that the work you do serves a greater purpose?					
63	During the past month at work, how often did you focus a great deal of attention on your work?					
64	During the past month at work, how often did you get excited when you perform well on your job?					
65	During the past month at work, how often did you feel energised when you work?					
66	During the past month at work, how often did you experience satisfaction with your job?					
67	During the past month at work, how often did you feel happy?					
68	During the past month at work, how often did you feel interested in your work?					
69	During the past month at work, how often did you feel confident to think or express your own ideas and opinions?					
70	During the past month at work, how often did you feel good at managing the responsibilities of your job?					
71	During the past month at work, how often did you find yourself learning?					

List of publications from the thesis

Journal Publications

1. **Peethambaran, M**., & Naim, M. F. (2024) Unleashing the Black Box between High-Performance Work Systems and Employee Flourishing-at-work: An Integrative Review, *International Journal of Organizational Analysis*. 10.1108/IJOA-12-2023-4123 (ABDC: B, IF: 2.9).

2. **Peethambaran, M**., & Naim, M. F. (2024) Unlocking Employee Flourishing in the Hospitality Sector: Role of High-Performance Work Systems, Psychological Capital and Work Passion. *Journal of Hospitality and Tourism Insights*. 10.1108/JHTI-12-2023-0906 (Scopus; Q2, ABDC:C, IF:3.9)

3. **Peethambaran, M**., & Naim, M. F. (2024, in press) Moving towards employees' flourishing-at-work, an Indian perspective. *Evidence-based HRM: a global forum for empirical scholarship.* (ABDC: B, Scopus Q2, IF: 2.2) (Accepted)

4. **Peethambaran, M**., & Naim, M. F. (2024). The Workplace Crescendo: Unveiling the Positive Dynamics of High-Performance Work Systems, flourishing at work and Psychological Capital on Job Performance. *Industrial and Commercial Training*. 10.1108/ICT-01-2024-0008 (Scopus: Q3, IF: 1.4)

5. **Peethambaran, M**., & Naim, M. F. (2024, in press). Pathways to flourishing-at-work: An integrative framework. *International Journal of Business Excellence*. (Scopus: Q3) (Accepted)

6. **Peethambaran, M**., & Naim, M. F. (2023). Connecting the dots: linking empowering leadership, employee work passion, and flourishing-at-work. *Industrial and Commercial Training*, *55*(4), 544-557. (Scopus: Q3, IF: 1.4)

Book chapters

1. **Peethambaran, M**., & Naim, M. F. (2024, in press). Flourishing-at-work: A Framework to Nurture Employee Well-being in the Digital Age. Unlocking Sustainable Wellbeing in the Digital Age: Theory, Research, Strategies and Practices. Springer. (Accepted).

2. Naim, M.F., & **Peethambaran, M**. (2024). Humble Leadership and Employee Flourishing-At-Work: Towards a Novel Framework. In: Alareeni, B., Hamdan, A. (eds) Navigating the Technological Tide: The Evolution and Challenges of Business Model Innovation. ICBT 2024. Lecture Notes in Networks and Systems, 1083. Springer, Cham.

3. **Peethambaran, M**., Naim, M. F., & Sugha, S. (2023). An Integrative Framework of Employees' Flourishing-at-work. Handbook of Evidence-Based Management Practices in Business, 214 - 221.Taylor & Francis.

Articles under review

1. **Peethambaran, M**., & Naim, M. F. Linking high performance work systems and flourishing-at-work: An Indian perspective. *International Journal of Manpower* (ABDC: A, Scopus Q1).

2. **Peethambaran, M**., & Naim, M. F. Unleashing Employee Well-being: A Framework based Systematic Literature Review of Flourishing-at-work. *International Journal of Organizational Analysis* (ABDC: B) (Scopus: Q2)

International conferences

1. Naim, M. F. & **Peethambaran, M**. (2024, June 13-14). Navigating the uncertain landscape: How do High performance work systems foster employees' Flourishing-at-work, Sixth Global Conference on International Human Resource Management (6th GCHRM), University of Gothenburg, Sweden.

2. Naim, M. F. & **Peethambaran, M.** (2024, April 19 & 20) Humble Leadership and Employee Flourishing-at-work: Towards a novel framework, International Conference on Business and Technology (ICBTCAMBRIDGE'2024), Cambridge University, United Kingdom.

3. **Peethambaran, M**., Naim, M. F., & Rajneesh Choubisa (2024, Feb 26) Nurturing Employee Well-Being: The Synergistic Impact of High-Performance Work Systems, Psychological Capital, and Organizational Trust on Flourishing-at-Work. [Paper Presentation]. Birla Institute of Technology & Science, Pilani.

4. **Peethambaran, M.** & Naim, M. F. (2023, November 16) Enhancing Job Performance: The Interplay of Psychological Capital, Flourishing-at-work, and High-Performance Work Systems. ICMR, Indian Institute of Technology Madras, India.

5. **Peethambaran, M.,** Naim, M. F., & Sugha, S. (2023, Feb 24). An Integrative Framework of Employees' Flourishing-at-work. ICEBM. [Paper Presentation]. Birla Institute of Technology & Science, Pilani.

6. **Peethambaran, M.** & Naim, M. F. (2023, May 19.) Leveraging high-performance work systems for employees' flourishing-at-work: Towards a conceptualization, Management Education and Research Colloquium, Indian Institute of Management Kashipur.

7. **Peethambaran, M**. & Naim, M.F. (2022) A Conceptual Analysis of the Linkage Between Mindfulness and Workplace [Paper Presentation]. IRCM 2022: Indian Institute of Management Bodhgaya, Bihar, India

Recognition

Best paper Award:

Peethambaran, M. & Naim, M. F. (2023) Leveraging high-performance work systems for employees' flourishing-at-work: Towards a conceptualization, Management Education and Research Colloquium, Indian Institute of Management Kashipur, May 19.

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