Organizational Justice and Thriving at Work: Resilience as an Intervention Factor

Fury Retno Handayani[1*], Hanif Mauludin[2]

[1, 2] STIE Malangkucecwara Malang

***Corresponding author:** Fury Retno Handayani

STIE Malangkucecwara Malang

Abstract

This study aims to explore the influence of organizational justice on employee thriving at work, with resilience acting as a mediating variable. The approach used was quantitative with a survey method. Data collection was conducted by distributing questionnaires to 102 civil servants at the Pasuruan City Environment, Sanitation, and Parks Office, using a non-probability sampling technique with saturated samples. 97 questionnaires were returned and could be analysed. Validity and reliability tests were conducted on 45 questions, resulting in 34 items being declared valid and reliable. Data analysis was conducted using the Structural Equation Modelling (SEM) method to examine the direct relationship between variables. The results of the analysis showed that organizational justice significantly and positively influenced resilience, as well as thriving at work. In addition, resilience was shown to partially mediate the relationship between organizational justice and thriving at work. These findings indicate that perceptions of justice in the organization can strengthen individual resilience, which in turn encourages increased thriving conditions in the workplace. Overall, the results of this study emphasize the importance of building a fair and supportive work environment to improve employee well-being and performance by strengthening resilience aspects.

Keywords: *Organizational Justice, Resilience, Thriving at Work*

Introduction

Organizational dynamics that require long-term sustainability require its human resources to continue to adapt, learn, and develop (Fritz et al., 2011; Spreitzer et al., 2012). Thriving at work is an important indicator in human resource management, which describes a positive mental state in which employees show high energy in carrying out tasks and enthusiasm in learning (Spreitzer et al., 2012). The state of thriving at work reflects a combination of vitality and learning that occur simultaneously within an individual in the work environment (Jiang, 2017; Prem et al., 2018; Ren et al., 2015; Simone, 2014; Spreitzer et al., 2005). The dimensions used in measuring thriving are the affective dimension in the form of vitality and the cognitive dimension in the form of learning. According to Carver (1998), thriving reflects the way individuals

respond to challenges constructively, rather than seeing them as threats. Various previous studies confirm that thriving at work contributes positively to employee performance and satisfaction, reduces absenteeism, increases motivation, and facilitates a positive work environment (Abid et al., 2015; Abid et al., 2016; Carmeli & Spreitzer, 2009; Paterson et.al., 2013; Porath et.al., 2012; Spreitzer et.al., 2012).

Organizational justice plays a crucial role in creating a conducive work environment and encouraging employee growth and development. Organizational justice is an individual's subjective perception of the level of fairness they perceive in the treatment they receive in the workplace. The term organizational justice was first introduced by Greenberg (1987), which refers to employees' perceptions of the level of fairness they receive within the organization, based on the procedures used, the way they interact, and the outcomes they achieve in the work environment. The concept of organizational justice is based on equity theory proposed by Stacy Adams (1965), which explains that individuals tend to compare their contributions or efforts with the rewards or outcomes they receive as compensation from the organization or other parties. Although conceptually, organizational justice is considered ideal, its implementation in practice faces significant challenges. Not all employees respond to organizational justice in the same way, due to the complexity of organizations involving individuals with diverse backgrounds, needs, and goals that are not always aligned, making it difficult to meet everyone's perceptions of justice equally. Therefore, resilience is seen as an influential mediator because resilient individuals are more likely to process experiences of justice into opportunities for growth.

Resilience, as explained by Connor and Davidson (2003), enables a person to survive difficult situations and thrive as a consequence of effective adjustment. To objectively measure an individual's resilience level, Connor and Davidson developed a widely recognized measuring instrument called the Connor-Davidson Resilience Scale (CD-RISC), which consists of 25 items. In this scale, they identified several key aspects of resilience: 1. Personal Competence, High Standards, and Perseverance. 2. Trust in Intuition, Tolerance of Negative Emotions, and Strengthening Through Stress. 3. Positive Acceptance of Change and Secure Relationships. 4. Control. 5. Spiritual Influence.

In the context of workplace development, State Civil Apparatus (ASN) are often perceived as a stagnant workforce, although this view cannot be universally generalized. A more comprehensive assessment shows that the condition of ASN is strongly influenced by the work units in which they operate, the existing work culture, and the personal values held by each individual. Stagnation in this context is defined as a lack of competency development, the execution of tasks that only follow routines, minimal innovation, and low involvement in networking and collaboration. State Civil Apparatus (ASN), as human resources in government agencies, should experience thriving at work in line with bureaucratic reform policies that encourage ASN to be more innovative, adaptive, and productive, thereby improving the quality of public services.

Employees at the Pasuruan City Environment, Sanitation, and Parks Agency (DLHKP) play a crucial role in maintaining cleanliness, managing the environment, and improving the quality of the city's green spaces. This role requires not only excellent technical and physical skills, but also sufficient mental resilience to withstand various obstacles, such as limited resources, high community demands, and heavy workloads. Therefore, it is crucial

for organizations to ensure fair treatment and provide adequate support to keep employees motivated and able to thrive in their jobs. One factor influencing employee well-being and productivity is their perception of organizational justice, which encompasses aspects of resource distribution, decision-making processes, and treatment from superiors and the institution as a whole. Organizational justice is crucial because it contributes to employee job satisfaction, commitment, and motivation. Employees who feel treated fairly tend to have high work morale and develop professionally.

Wolfe et al. (2018) explored the importance of law enforcement officers being treated fairly by their superiors in their study. Their research examined the relationship between perceived organizational justice and job satisfaction, as well as the moderating effects of general uncertainty and the effects of negative publicity. The study's findings suggest that officers facing uncertain situations—such as unclear career paths, changes in work policies, or high workload pressure, tend to be more sensitive to the treatment they receive from their superiors. In such situations, perceptions of superior fairness become a crucial factor in shaping their level of job satisfaction. Studies have concluded that organizational justice plays an increasingly crucial role when the work environment is unstable or highly stressful. In such situations, when the organization or leadership demonstrates fair treatment, employees tend to experience higher levels of satisfaction and motivation because they feel they receive support and recognition from the organization.

Research conducted by Iqbal (2021) aimed to assess the contribution of organizational justice (OJ) and organizational citizenship behaviour (OCB) in improving employee performance in academic settings at various universities in Azad Kashmir, Pakistan. The study results showed that OJ and OCB were significant predictors of Employee Performance (EP) and concluded that when employees perceive fair treatment from the organization, they are more likely to exhibit complementary behaviours such as OCB, which further enhances work performance. Hameed & Anwar (2018) acknowledge that organizational factors such as fairness, culture, and internal management play a significant role in influencing employee behaviour and performance. Resilience refers to an individual's capacity to recover from pressure, stress, or adversity and adapt positively to the work environment. It is not strictly categorized as a direct work behaviour, but can be considered part of the psychological competencies that influence work behaviour. In other words, resilience is a predictor of positive work behaviour.

Connor & Davidson (2003) define resilience as an individual's ability to maintain resilience and optimal functioning despite facing stress, adversity, or trauma. Resilience is not only about the ability to survive, but also the ability to recover and grow stronger through adaptation to various challenges. Thus, resilience is a dynamic capacity that enables individuals not only to survive difficult situations but also to grow and increase their resilience through these experiences.

Although the concepts of organizational justice, resilience, and thriving at work have been extensively studied separately, research on the mediating role of resilience in the relationship between organizational justice and thriving remains limited, particularly within the context of Indonesian culture or within specific organizations. Furthermore, studies specifically examining the relationship between these three variables among government

employees, particularly in the environmental and sanitation sectors, are still very limited. The relationship between the variables used in this study can be explained using the following conceptual framework:
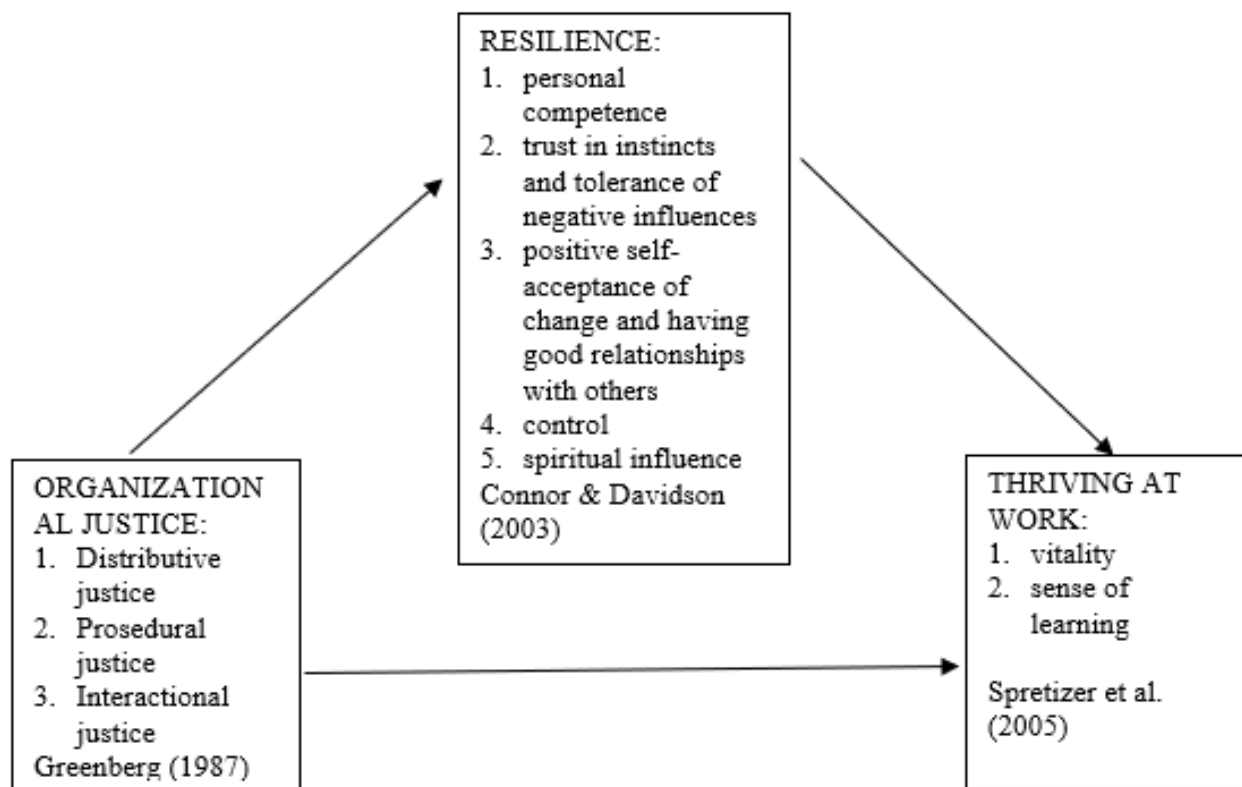

Figure 1: Conceptual Framework

Based on the identified problems, this study aims to determine the effect of organizational justice on thriving at work at the Pasuruan City Environment, Sanitation, and Parks Agency (DLHKP), the effect of organizational justice on resilience at the Pasuruan City Environment, Sanitation, and Parks Agency (DLHKP), the effect of resilience on thriving at work at the Pasuruan City Environment, Sanitation, and Parks Agency (DLHKP), and the effect of organizational justice on thriving at work through resilience at the Pasuruan City Environment, Sanitation, and Parks Agency (DLHKP).

The findings of this study are expected to contribute to strengthening theory regarding the role of organizational justice in shaping thriving at work through the mediation of resilience, as well as provide practical implications for human resource management in the government sector.

Research Method

This study uses a causal approach with a conclusive research design. The causal approach was chosen because this study aims to test previously formulated hypotheses and analyze the causal relationship between the independent and dependent variables studied. Causal research is systematic and structured, allowing researchers to obtain empirical evidence that supports the validity of the relationship between variables. Therefore, the results of this study are expected to provide scientifically sound information that is useful in drawing conclusions and making data-driven decisions.

The research paradigm used in this study is quantitative, with the aim of examining the relationship between variables and measuring the influence of organizational justice on thriving at work, with resilience as an intervening variable. The communication approach used in this study was a survey method with an intercept survey technique, which involved direct contact with Pasuruan City DLHKP employees during the survey at the research location.

This research was conducted at the Pasuruan City Environment, Cleanliness, and Parks Agency (DLHKP) located at Jalan Pahlawan No. 28, Pekuncen Village, Panggungrejo District, Pasuruan City. The Pasuruan City Environment, Sanitation, and Parks Agency is a Regional Technical Institution of Pasuruan City that has the task of formulating technical policies, coordinating, implementing management and control of environmental impacts and conservation of natural resources in Pasuruan City.

Determining the research population is the initial step in the sample selection process. The population of this study is all 102 State Civil Apparatus (ASN) DLHKP at the Pasuruan City. Based on the characteristics of the population, this study uses a homogeneous population, namely a data source whose elements have similar characteristics, so that the number is not the main focus quantitatively. This study applies a non-probability sampling design using saturated sampling. All 102 ASN at the DLHKP Pasuruan City were involved, so this study can comprehensively describe the effect of organizational justice on thriving at work with resilience as a mediator, without any bias originating from the limited sample size.

The research questionnaire was distributed to all 102 civil servants (ASN) of the DLHKP Pasuruan City, but the researchers received 97 returned. This was because two respondents experienced physical difficulties due to illness, preventing them from completing the questionnaires, and three other respondents did not return the questionnaires.

Researchers measured organizational justice variables by dividing organizational justice into four dimensions: distributive justice,

procedural justice, interpersonal justice, and informational justice. These four dimensions represent employees' perceptions of fairness in terms of the distribution of results, the decision-making process, interpersonal treatment, and the delivery of information by the organization. Each dimension was measured using two statement items, resulting in a total of eight items to measure the organizational justice variable. Validity test results showed that all items had a product-moment correlation coefficient above 0.30, indicating that all items were valid. Meanwhile, the reliability test produced a Cronbach's Alpha value of 0.909, indicating that the instrument has high reliability and excellent internal consistency.

The measurement of the thriving at work variable is vitality, which is a condition in which a person feels energetic, enthusiastic, and has high spirits in carrying out their work, and the sense of learning indicator which describes a feeling of continuing to develop, absorb new knowledge, and hone skills in the work environment. Each indicator is represented by 6 statement items, so there are a total of 12 statement items as a representation of the thriving at work variable. The results of the validity test show that 10 of the 12 instrument items show an item-total correlation coefficient above 0.30, so they can be declared valid. The remaining two items do not meet the validity criteria. In addition, the reliability value of 0.885 indicates good internal consistency.

The Resilience variable is described as the ability to survive, bounce back, and grow from experiences of stress, trauma, or adversity. The resilience variable is measured by 25 items. The 25 CD-RISC (Connor-Davidson Resilience Scale) items cover aspects such as the ability to cope with stress and bounce back, personal strength, spiritual fortitude, optimism and positive thinking, flexibility and adaptability, self-control and self-confidence. Based on the results of the validity test, 16 of the 25 instrument items showed an item-total correlation coefficient greater than 0.30, which met the construct validity criteria. Meanwhile, the other 9 items had coefficients below the threshold and were declared invalid. The instrument's reliability value of 0.857 indicates that the instrument is reliable with a good level of internal consistency.

Results

The cross-loading analysis results in the following table show that each indicator has the highest loading value on the construct it is intended to measure, compared to the other constructs. This indicates that these indicators more accurately represent the intended construct. Therefore, it can be concluded that the model's discriminant validity has been met, as each construct can stand alone without overlapping.

Table 1. Cross Loading

No	Item	OJ	R	TAW
1	X1.1	**0,808**	0,562	0,532
2	X1.2	**0,728**	0,459	0,513
3	X1.3	**0,708**	0,375	0,257
4	X1.4	**0,844**	0,549	0,426
5	X1.5	**0,715**	0,429	0,454
6	X1.6	**0,794**	0,467	0,540
7	X1.7	**0,822**	0,450	0,380
8	X1.8	**0,831**	0,580	0,428

No	Item	OJ	R	TAW
9	Z1.4	0,279	**0,604**	0,464
10	Z1.7	0,405	**0,633**	0,487
11	Z1.8	0,468	**0,754**	0,601
12	Z1.11	0,308	**0,637**	0,457
13	Z1.12	0,270	**0,557**	0,404
14	Z1.13	0,334	**0,507**	0,396
15	Z1.14	0,437	**0,667**	0,566
16	Z1.15	0,387	**0,525**	0,497
17	Z1.16	0,531	**0,640**	0,444
18	Z1.17	0,351	**0,542**	0,269
19	Z1.18	0,376	**0,614**	0,448
20	Z1.19	0,464	**0,570**	0,309
21	Z1.21	0,389	**0,614**	0,353
22	Z1.22	0,290	**0,616**	0,323
23	Z1.23	0,303	**0,537**	0,359
24	Z1.25	0,386	**0,655**	0,387
25	Y1.2	0,410	0,473	**0,760**
26	Y1.3	0,466	0,451	**0,730**
27	Y1.4	0,568	0,559	**0,615**
28	Y1.5	0,481	0,546	**0,740**
29	Y1.6	0,502	0,438	**0,620**
30	Y1.8	0,272	0,453	**0,715**
31	Y1.9	0,188	0,438	**0,529**
32	Y1.10	0,292	0,496	**0,682**
33	Y1.11	0,248	0,266	**0,552**
34	Y1.12	0,235	0,500	**0,653**

The reliability test showed that the three variables had Cronbach's Alpha and Composite Reliability values > 0.7, indicating that each construct was reliable, although for Thriving at Work and Resilience the Average Variance Extracted (AVE) value was < 0.5. Based on the results in the table 2 below, it can be concluded that all variables are reliable.

Table 2. Reliability Tests

Variabel	Cronbach's Alpha	Composite Reliability	AVE
Organizational Justice (X)	**0,909**	0,927	0,613
Thriving at Work (Y)	**0,885**	0,903	0,369
Resilience (Z)	**0,857**	0,886	0,441

The R^2 (R-square) value describes how much the endogenous construct is explained by the exogenous construct, with the results of all R^2 values > 0.20, then overall the model is considered quite

good or appropriate in explaining the relationship between variables in the model.

Table 3. Value of R-Square

Variabel	R Square	R Square Adjusted
Resilience (Z)	0.392	0.386
Thriving at Work (Y)	0.535	0.526

Based on the result in table 3, resilience has R-Square 0.392. It means that resilience is influenced by organizational justice as much as 39.2%, the other 60.8% is influenced by other variables that are not focused of this study. The R-Suare of thriving at work is 0.535. It can be said that 53.5 % of thriving at work is influence by resilience and organizational justice. Other 46.5% is influenced by other variable that are not discussed in this study.

The path coefficient which shows the direction and strength of the relationship between latent constructs in the SEM model, using the bootstrapping method, obtained the following results, along with the significance value of the p-value or t-statistic:

Table 4. Direct Effects

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
X -> Y	0,214	0,200	0,093	2,301	**0,000**
X -> Z	0,626	0,643	0,054	11,597	**0,021**
Z -> Y	0,579	0,598	0,080	7,230	**0,001**

Table 5. Indirect Effect

	Original Sample (O)
Organizational Justice (X) -> Resilience (Z) -> Thriving at Work	0,362

The results indicate that organizational justice (X) has a significant effect on resilience (Z), with a path coefficient value of 0.626. Organizational justice (X) has a significant effect on thriving at work (Y), with a path coefficient value of 0.214. Resilience (Z) shows a significant effect on thriving at work (Y), with a path coefficient value of 0.579. Organizational justice (X) has an indirect effect on thriving at work (Y) through resilience (Z) as a mediating variable, with a value of 0.362. This is because the indirect path only goes through one variable, namely resilience. For all constructs, it is significant because the value of each T-statistic is > 1.96 (for $\alpha = 5\%$) and P-value <0.05.

Discussions

Impact of organizational justice on thriving at work
The research data also showed a significant relationship between organizational justice and thriving at work, with a correlation value of 0.576 (57.6%). The results of path coefficient of 0.214, proving that organizational justice significantly influences thriving at work. Thriving at work reflects a positive psychological state, when individuals experience energy (vitality) and a simultaneous learning process (Spreitzer et al., 2005; Jiang, 2017; Simone, 2014; Ren et al., 2015; Prem et al., 2018). This response occurs when individuals face challenges and perceive them not as threats but as opportunities for growth (Carver, 1998). This concept is closely related to job satisfaction and motivation, which ultimately impact career development and promotion opportunities. In practice, employee behaviour and performance are strongly influenced by various factors, including organizational justice (Hameed & Anwar, 2018). Organizational justice provides a supportive work environment, where the organization's resources and energy assist individuals in decision-making and carrying out their daily tasks (Kira & Eijnatten, 2008).

Impact of organizational justice on resilience
The results of the hypothesis testing showed that organizational justice significantly influences resilience, with a path coefficient of 0.626, representing a percentage of 62.6%. Robbins and Judge (2018) divided organizational justice into three main dimensions: procedural justice, which relates to the decision-making process; distributive justice, which focuses on the distribution of resources; and interactional justice, which concerns how individuals are treated in daily interactions. The primary focus of organizational justice is individuals' subjective perceptions of the treatment they receive (Adamovic, 2023). Findings by Wolfe et al. (2018) indicate that when employees perceive fairness from their leaders and a fair leadership style within the organization, this has a positive impact on job satisfaction. This satisfaction ultimately makes it easier for them to adapt to various changes and challenges in the work environment.

In an organizational context, employee resilience can be strengthened through the implementation of organizational justice. This justice is perceived when employees feel the compensation that they receive is commensurate with the effort, role, responsibilities, and time they have devoted. This aligns with Busro's (2018) opinion, which states that income should reflect an individual's contribution. Resilience is an individual's capacity to face pressure and challenges positively and to adapt to difficult situations (Rutter, 2006; APA; Connor & Davidson, 2003). This ability has been shown to contribute to affective commitment to change and encourage the creation of an organizational culture that is adaptive to innovation and learning (Malik & Garg, 2017; Hartmann et al., 2019).

Impact of resilience on thriving at work
In this study, resilience also significantly influenced thriving at work. The path coefficient value of the resilience variable (Z) on thriving at work (Y) is 0.579, supporting the third hypothesis that resilience has a significant effect on thriving at work. Resilience is an individual's ability to remain resilient in the face of pressure and recover quickly from difficult situations (Connor & Davidson, 2017). Rutten and colleagues (2013) explained that resilience is a dynamic and adaptive process that allows an individual to remain stable or quickly return to their original state after experiencing stress or pressure. In the workplace context, resilience plays a crucial role because it is directly related to thriving at work, a condition in which employees feel developed and enthusiastic about their work.

Furthermore, previous studies have shown that thriving at work has a positive impact on both employees and organizations. These impacts include increased performance and job satisfaction, decreased absenteeism, increased work morale, and the creation of a healthy work environment (Abid et al., 2015, 2016; Porath et al., 2012; Spreitzer et al., 2012; Carmeli & Spreitzer, 2009). Furthermore, thriving at work also encourages proactive behaviour and adaptive career skills, which are generally found in individuals with high levels of resilience.

The impact of Organizational Justice on Thriving at Work through Resilience

The results of this study also show that resilience significantly mediates the influence of organizational justice on thriving at work. This indirect pathway had a value of 0.362, and was the only observed indirect pathway. This means that employees' perceptions of fairness can increase their resilience, which in turn leads to increased vitality and personal growth in the workplace. Resilience is an individual's ability to recover and adapt positively when faced with pressure or challenges. In the workplace, resilience plays a crucial role because it can help individuals thrive in difficult situations, not simply survive them (Connor & Davidson, 2003; Rutter, 2006). One factor that fosters resilience in the workplace is the perception of organizational justice. Organizational justice refers to how employees perceive the treatment they receive, whether it is fair or unfair. This perception is subjective, dependent on personal experience and judgment, rather than solely based on objective measures (Adamovic, 2023). According to Busro (2018), a person feels fairly treated when the rewards they receive are commensurate with the effort, position, and time they have devoted to the organization.

Conclusion

These research findings support the assertion that organizational justice plays a significant role in encouraging employees to feel comfortable and thrive in the workplace. When employees feel treated fairly, whether in the distribution of tasks, the decision-making process, or the way superiors communicate, they are more motivated to deliver their best performance. This sense of fairness also helps build resilience, the ability to remain strong and positive under pressure. With resilience, employees are more likely to stay motivated, continue learning, and feel empowered in their work. Therefore, organizational justice not only directly impacts thriving at work but also indirectly through increased individual resilience.

Recommendation

Based on the research results, several suggestions are available for further study. In the next stage, the research framework can be developed to be more systematic and measurable. Second, expanding the scope of respondent data is recommended by adding additional data collection locations or areas. Third, using a new, previously unused sampling method can improve the quality of the research. Finally, to gain a deeper understanding, especially regarding respondent opinions, further research can use a qualitative or mixed methods approach.

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