

**THRIVING IN WORK TEAMS:
AN INTEGRATIVE REVIEW AND MULTILEVEL FRAMEWORK**

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Summary of the developmental paper

Background:

Thriving at work has positive consequences for individuals and organisations. Due to relevant interactions between individuals and their local context for thriving, work teams, as the most local work context, should be investigated as an important context for thriving.

Purpose:

This research project presents an integrative review of thriving in work teams, focusing on the current state of research and directions for future research. Methodology: A systematic literature search on thriving in work teams will be conducted based on journal articles published since 2005.

Results:

A multilevel framework will be proposed, based on the job demand-resource model, highlighting factors that impact thriving in work teams and aspects that are influenced by it, at three levels: individual, team, and organisational.

Contribution:

The review will illustrate how thriving can be promoted at different levels and contribute to the integration of team stress research with the literature on thriving at work.

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1 Introduction

Thriving at work is considered as a positive psychological factor promoting individual development and growth, and enabling organisational performance (Spreitzer et al., 2012; Spreitzer and Porath, 2012). It is defined as “the psychological state in which individuals experience both a sense of vitality and a sense of learning at work” (Spreitzer et al., 2005, p. 538). The two key dimensions function in combination and enrich each other (Porath et al., 2012). Vitality means “the positive feeling of having energy available” (Nix et al., 1999, p. 266). Learning is the sense of acquiring and being able to apply skills and knowledge (Dweck, 1986; Elliott and Dweck, 1988).

As vitality and learning are experienced together, thriving at work is different from other growth-related concepts (Niessen et al., 2017), such as “resilience, flourishing, flow, subjective well-being, and self-actualisation” (Spreitzer et al., 2005, p. 538) but also from other related concepts such as resilience and growth, learning goal orientation, proactive personality, core self-evaluations and career development initiatives (Manfreda et al., 2025).

There are numerous positive outcomes for both individuals and organisations, for example, subjective health, positive attitudes such as job satisfaction or commitment, and performance-related outcomes such as task performance, creative performance or organisational citizenship behaviour (Kleine et al., 2019).

Thriving at work according to Spreitzer et al. (2005) is considered the predominant conceptualisation of thriving in organisational contexts (Abid and Contreras, 2022) and has been established as a legitimate research topic through previous research (Liang et al., 2024; Merkuž et al., 2024).

The Socially Embedded Model of Thriving (SEMT) is a model to explain thriving at work. It assumes that employees are socially embedded in proximal contexts, such as work teams or work units. In proximal work contexts that enable agentic work behaviours and thus thriving at work, positive spirals can arise through interactions between resources and agentic work behaviours. In this way, thriving at work can be self-sustaining. Due to the deep roots of thriving in social systems, resources that arise from relationships with others at work are particularly important (Spreitzer et al., 2005), as confirmed by a review (Goh et al., 2022) and a meta-analysis (Kleine et al., 2019).

In this context, it is expected that individuals are most likely to have an impact on their local work environment, whereby they can influence the conditions for agentic work behaviours and thus for thriving at work and positive spirals (Spreitzer et al., 2005). Conversely, the more local the context, the greater the context's influence on the individual's behaviour and perception (Gibson et al., 2019). Therefore, Porath et al. (2022) state that work teams, as the most local context at work, could be a strong organisational source of thriving. The work team should therefore be investigated as an important context for thriving at work.

Although there has been a lot of research on thriving at work in recent years (Liang et al., 2024), there is no review of the literature on thriving in work teams. So far, few reviews have considered work teams as a context for thriving at work. Goh et al. (2022) are pioneers here, conceptualising collective thriving, first introduced by Keister (2014), which “refers to variations or differences in thriving levels between collectives such as teams, groups, or departments” (Goh et al., 2022, p. 206), as opposed to individual thriving, defined according to Spreitzer et al. (2005).

The limited consideration of work teams as an important context is surprising because they are considered fundamental components of modern organisations (Mathieu et al., 2017). In this context, work teams are defined as at least two individuals who interact socially with each other

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and are interdependent in terms of work processes, results and goals that are relevant to the organisation in which they are embedded (Kozlowski and Ilgen, 2006). There is an ongoing trend to involve employees in such work teams, as complex tasks are expected to be mastered by integrating diverse knowledge and skills into the work team (Weiss and Hoegl, 2015).

2 Theoretical Background

For a deeper understanding of the matter, this section outlines the theoretical foundations of this integrative literature review for clarifying the key concepts and models that serve as the basis for this paper.

2.1 Socially Embedded Model of Thriving & Job Demand-Resource Model

Based on self-determination theory (Deci and Ryan, 1985), Spreitzer et al. (2005) developed the Socially Embedded Model of Thriving (SEMT), explaining thriving at work, consisting of the joint experience of learning and vitality of an individual. The sense of acquiring and being able to apply skills and knowledge (Dweck, 1986; Elliott and Dweck, 1988), together with “the positive feeling of having energy available” (Nix et al., 1999, p. 266) convey a feeling of progress or forward movement in one's own development. Accordingly, thriving at work “involves a positive state of human functioning” (Spreitzer et al., 2005, p. 538).

The SEMT is based on two core assumptions:

On the one hand, it assumes that employees are socially embedded in a proximal work environment instead of working in isolation. This includes, for example, work teams or work units. Due to this embedding in social systems, resources that arise from relationships with others at work are particularly important (Spreitzer et al., 2005), as confirmed by a review (Goh et al., 2022) and a meta-analysis (Kleine et al., 2019). Therefore, the proximal work context should be characterised by decision-making discretion, broad information sharing and a climate of trust and respect to promote thriving at work by supporting agentic and self-determined individuals (Spreitzer et al., 2005).

On the other hand, thriving at work can sustain itself when agentic work behaviours generate resources produced in the doing of work that, in turn, promote agentic work behaviours, creating a recursive loop. In this context, it is expected that individuals are most likely to have an impact on their local work environment, whereby they can influence the conditions for agentic work behaviours and thus for thriving at work and positive spirals (Spreitzer et al., 2005).

According to the SEMT, thriving at work has various positive outcomes, i.e. benefits, for both individuals and organisations, in particular employee development and employee health (Spreitzer et al., 2005), but also work performance, retention and firm financial success. In addition to these benefits, thriving at work can also mitigate negative factors, i.e. liabilities, such as burnout, isolation, deterioration of family or friend relationships, and lack of non-work thriving. These liabilities complement the benefits of thriving at work (Porath et al., 2022).

Given these positive effects, it is important to understand which resources lead to thriving at work. Similarly, it should be understood whether and which factors can hinder thriving at work. The Job Demand-Resource Model (JD-R model) is an appropriate tool for categorising the factors that enable or hinder thriving at work (Liang et al., 2024), as it outlines both the processes through which resources produced in the doing of work promote a motivational state and therefore positive behaviour, health and performance of employees, and the processes

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through which demands lead to strain and therefore hinder these outcomes (Demerouti et al., 2001).

The JD-R model assumes that all characteristics of a job can be divided into two main categories, namely job demands and job resources (Proposition 1). Job demands are job aspects that require sustained psychological and/or physical effort and therefore are associated with psychological and/or physiological costs (Demerouti et al., 2001). In contrast, job resources are defined as job aspects that are functional for the achievement of work goals, for reducing job demands and the associated psychological as well as physiological costs, or stimulate personal development, growth and learning (Bakker, 2011; Bakker and Demerouti, 2007).

Both categories may initiate two different processes (Proposition 2). Thus, job demands can trigger a process of health impairment if the daily workload leads to chronic overload over a long period of time. In contrast, job resources can trigger a motivational process. Job resources, therefore, contribute positively to work engagement and motivation, as they satisfy the basic needs of employees and provide meaning (Demerouti et al., 2001). Thriving at work, as a positive state of human functioning (Spreitzer et al., 2005), can be considered such a motivational state (Liang et al., 2024).

Despite the independent main effects of job demands and resources, both categories can also interact, since “job resources can buffer the impact of job demands on negative strain” (Bakker and Demerouti, 2018, p. 2; Proposition 3).

In particular, when job demands are high, job resources influence work engagement and motivation, which is why job resources are very important, especially when job demands are high (Bakker and Demerouti, 2018; Proposition 4). This is in line with the assumption of the SEMT that thriving at work is possible even under stressful conditions, “if the right enabling conditions and resources are present” (Spreitzer et al., 2005, p. 539).

In addition to job resources, there are also personal resources, which play a similar role and “refer to the beliefs people hold regarding how much control they have over their environment” (Bakker and Demerouti, 2017, p. 275). Personal resources, therefore, help individuals to actively engage with job demands and cope with them effectively (Proposition 5). In contrast, personal demands, defined as “the requirements that individuals set for their own performance and behaviour that force them to invest effort in their work and are therefore associated with physical and psychological costs” (Barbier et al., 2013, p. 751), play a similar role as job demands (Bakker and Demerouti, 2017).

The motivation that arises from personal resources in conjunction with job resources positively impacts job performance, as it helps employees to be goal-oriented and to focus all their energetic and cognitive resources on the tasks at hand. In contrast, job strain that arises from job demands negatively impacts job performance (Proposition 6; Bakker and Demerouti, 2017).

Therefore, the JD-R model aims to optimise job processes for employees using top-down approaches, by enabling managers to identify important job demands and resources to implement strategic and structural measures (Bakker and Demerouti, 2017). Thus, similar to the SEMT, the JD-R model assumes that employees are embedded in a social work context as they work in a hierarchical organisation (Bakker and Demerouti, 2018).

Likewise, in line with the SEMT, the JD-R model posits that positive spirals, namely gain cycles, may arise when proactive changes made by employees to their work tasks, their view of work and their working relationships lead to increased resources, which in turn promote proactive changes through the motivational state (Proposition 7; Bakker and Demerouti, 2017).

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2.2 Multilevel approach of the SEMT & of the JD-R model

Given that work teams are inherently multilevel (Kozlowski and Ilgen, 2006) a multilevel model is needed to study thriving in work teams.

Due to its two central assumptions, in concrete the embedding of the individual in a proximal work context and the possibility of positive spirals for the self-maintenance of thriving (Spreitzer et al., 2005), the SEMT is inherently multilevel. However, as Goh et al. (2022) noted a few years ago, these multilevel nuances highlighted in the SEMT have been less considered than the prevailing focus on differences at the individual level.

Nevertheless, some approaches consider thriving not only on the individual level, but also on the collective level. Keister (2014) were the first to examine thriving at the collective level using a referent-shift approach. Others aggregate the scores of the individual group members (e.g. Walumbwa et al., 2018; Xu and Wang, 2020), and thus assume isomorphism. This means assuming that the construct is functionally or structurally similar across levels (Bliese et al., 2007).

Based on these approaches from empirical research, Goh et al. (2022) expanded the SEMT to the collective level by inclusion of collective thriving to introduce thriving as a multilevel construct. This collective thriving is considered a property of the group, since the referent shifts from the individual to the group. Although the SEMT is rooted at the individual level and explains why individuals differ in their thriving, there are approaches to derive thriving at the collective level based on the SEMT.

Since the JD-R model also assumes that employees are embedded in a social work context, it also recognises the need for a multilevel approach. This multilevel approach of the JD-R model therefore recognises the interaction of various stakeholders representing different levels within an organisation.

Research has shown that employees can influence their job demands and resources, which logically leads to the recognition of the active role of various stakeholders within an organisation. This suggests a distinction between different levels within the organisation to clarify the interaction between these stakeholders. In this way, the top-down approach of the original JD-R model is complemented by the bottom-up approach.

Accordingly, the multilevel approach of the JD-R model is based on the level of the organisation as a whole or the management, the leader, the work team and the individual employee. In this context, the stakeholders may influence each other by interaction to enhance employee well-being and organisational performance, resulting in multilevel processes. For work teams, this means that team leaders in particular can influence both team and individual demands and resources, and thus ultimately team and individual behaviour, health and performance (Bakker and Demerouti, 2018).

Given the multilevel nature of the SEMT according to Spreitzer et al. (2005) in connection with the SEMT as a multilevel construct according to Goh et al. (2022), the multilevel approach of the JD-R model provides a good basis for categorising the interactions of various stakeholders representing various levels within an organisation in which teams are embedded, to clarify their influence on thriving in teams and conversely.

3 Goal of the paper

The goal of this paper is to address the call of Porath et al. (2022) to examine work teams as an organisational source and important context for thriving at work.

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For this purpose, this paper conducts a comprehensive integrative literature review to provide a nuanced understanding of the relationship between thriving in work teams, embedded in an organisation, and the interaction of the various stakeholders within this organisation. To do this, a multilevel framework of thriving in work teams is presented, including three levels - individual, team and organisational.

Therefore, the overall research question is: *What factors impact thriving in work teams, what aspects of individuals, teams and organisations are influenced then, and what are the most promising directions for future research?*

To answer the research question, the multilevel framework of thriving in work teams integrates the SEMT as a multilevel concept and the multilevel approach of the JD-R model, as it recognises the embedding of work teams, consisting of individuals, in organisations and the resulting interactions between these various stakeholders. Furthermore, it offers the possibility of distinguishing between job and personal demands and resources (Bakker and Demerouti, 2018) that have different effects on thriving at work and its outcomes (Liang et al., 2024).

Due to the interaction of the individual and the work team as a local work context, in conjunction with the possibility of positive spirals regarding thriving at work (Spreitzer et al., 2005), thriving at work at both the individual and team level, as well as its antecedents, mediators, moderators, and outcomes, are considered in this framework. As work teams and their members are embedded in an overarching organisational system (Kozlowski and Ilgen, 2006), and work teams are seen as an important link between employees and organisations (Mathieu et al., 2017), all three levels – individual, team and organisational – are taken into account regarding antecedents, mediators, moderators and outcomes. This corresponds to the multilevel approach of the JD-R model (Bakker and Demerouti, 2018)

This review aims to provide a comprehensive overview of the current literature to reveal how thriving in work teams can be influenced by the interaction of different stakeholders within an organisation and, conversely, how it impacts the various levels of the organisation in which the work team is embedded.

This offers potential for additional theorising in that the SEMT, which has already been extended by Goh et al. (2022) and Porath et al. (2022) including findings from current research, can be further developed to encompass these effects and concretised for the context of the work team. Porath (2016) found that a thriving workforce has a positive impact on the company and the people in it. Therefore, the call for future research to examine “the relationships between thriving and its antecedents and outcomes at the individual, team and organisational levels” (Kleine et al., 2019, p. 992) deserves to be addressed.

In addition, this comprehensive overview illustrates how thriving in work teams can be promoted at different levels. This may contribute to a better understanding of thriving at work and provide a basis for developing targeted practical interventions to promote thriving in work teams so that organisations can adapt their policies and strategies. For example, as research shows that individuals have different expectations of the work team depending on their culture (Gibson and Zellmer-Bruhn, 2001), work teams can create a context for thriving, yet employees differ in terms of the impact on their thriving (Porath et al., 2022). Thus, interventions must consider both the team context and the individual team member.

Thus, an integrative multilevel approach according to Torraco (2016) is used to reduce the potential risk of overgeneralisation of results from one level of analysis to another. Therefore, the literature is reviewed, criticised and synthesised focusing empirical studies of thriving in work teams at the individual level (e.g. Wang, T. et al., 2022) and at the team level (e.g. Xu and Wang, 2020), as well as research using multilevel designs (e.g. Walumbwa et al., 2018).

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Addressing the research question by integrating the multilevel approach of the JD-R model contributes to the academic discourse by introducing a framework for analysing multilevel interactions regarding thriving in work teams.

In this way, this paper also contributes to the integration of thriving at work research with team stress research, as the JD-R model is one of the four main theoretical perspectives on team stress (Liu and Liu, 2018). Although thriving at work has already been investigated several times using various stress models, e.g. the challenge-hindrance stressor framework (e.g. Prem et al., 2017; Yang and Li, 2021) or the origin JD-R model (e.g. Guan et al., 2025; Liang et al., 2024; Zhang et al., 2021) and has accordingly been associated with stress research (e.g. Lepine, 2022), there has so far been a lack of integration with team stress research (e.g. Razinskas and Hoegl, 2020) due to the limited focus on teams (Porath et al., 2022) and their multilevel nature (Kozlowski and Ilgen, 2006). Integrating the literature on thriving at work with team stress research using the multilevel approach of the JD-R model is important because bifurcation of the literature can hinder the advancement of knowledge (House et al., 1995) and create unnecessary pluralism (Goldspink and Kay, 2004). By integrating both streams of research, currently dormant synergies can be utilised in the future.

By introducing a framework for analysing multilevel interactions regarding thriving in work teams, the paper also identifies existing gaps in the literature and possible directions for future research. In this way, the call of Kleine et al. (2019) to examine the relationships regarding thriving at the individual, team and organisational levels can be further concretised.

4 Methodology

Since an integrative multilevel approach according to Torraco (2016) is applied, its requirements are met by conducting a systematic literature search. This is followed by a systematic process of assigning the empirically investigated variables to the predefined categories.

4.1 Searching Process

The searching process of an integrative review should be “as transparent as possible to the [...] reader” (Torraco, 2016, p. 419). Therefore, inclusion criteria were defined before the literature search to provide a systematic process. Inclusion criteria are listed in Table 1.

Table 1: Inclusion Criteria

Inclusion Criteria
English language to ensure ease of evaluation and language consistency
Publications since 2005 because of the introduction of thriving at work in this year (Spreitzer et al., 2005) in journals that are - at least 3-rated journals according to the latest version of the UK Academic Journal Guide (AJG 2024) by the Chartered Association of Business Schools (CABS) as a quality filter - or part of the journals in which most of the publications on the topic of thriving at work are published, according to Liang et al. (2024) or Merkuž et al. (2024), to ensure the inclusion of all relevant literature
Empirical studies investigating - thriving at work as a joint experience of vitality and learning (Spreitzer et al., 2005) - in the setting of a work team as a form of interdependent collective working embedded in an organisation (Kozlowski and Ilgen, 2006), ensured by using comparable definitions or mentioning the term <i>team</i> or <i>group</i>, as these are used interchangeably in today's research, sometimes without concrete definitions (McGrath et al., 2000)

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The Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) tool was used to ensure transparency and replicability of the systematic literature search. To maximise the comprehensiveness of the literature search, a forward and backward search is conducted, which is added to the PRISMA tool.

The selection of literature was based on recent reviews (Abid and Contreras, 2022; Liang et al., 2024) so that the literature in Web of Science, specifically the Web of Science Core Collection Database focusing on the categories *Business*, *Management*, *Psychology*, *Psychology Applied* and *Psychology Multidisciplinary*, was systematically searched using title and abstract searches.

A search string was created for a systematic research because the search process should be transparent to the reader (Torraco, 2016). On the one hand, the specified search string combined “thriving at work” and its potential synonyms such as “workplace thriving” (e.g. Jiang et al., 2024), “employee thriving” (e.g. Xu et al., 2025) or “job thriving” (e.g. Lin et al., 2022), resulting in *(thriv* AND (job* OR work* OR employ*))*. On the other hand, the desired team context was integrated with its potential synonyms based on a recent review of team stress research (Razinskas and Hoegl, 2020), resulting in *(team* OR group* OR collect* OR unit OR units)*. Overall, the search was performed with the following expression: *(TI=(thriv*) OR AB=(thriv*)) AND (TI=(job* OR work* OR employ*) OR AB=(job* OR work* OR employ*)) AND (TI=(team* OR group* OR collectiv* OR unit OR units) OR AB=(team* OR group* OR collectiv* OR unit OR units))*.

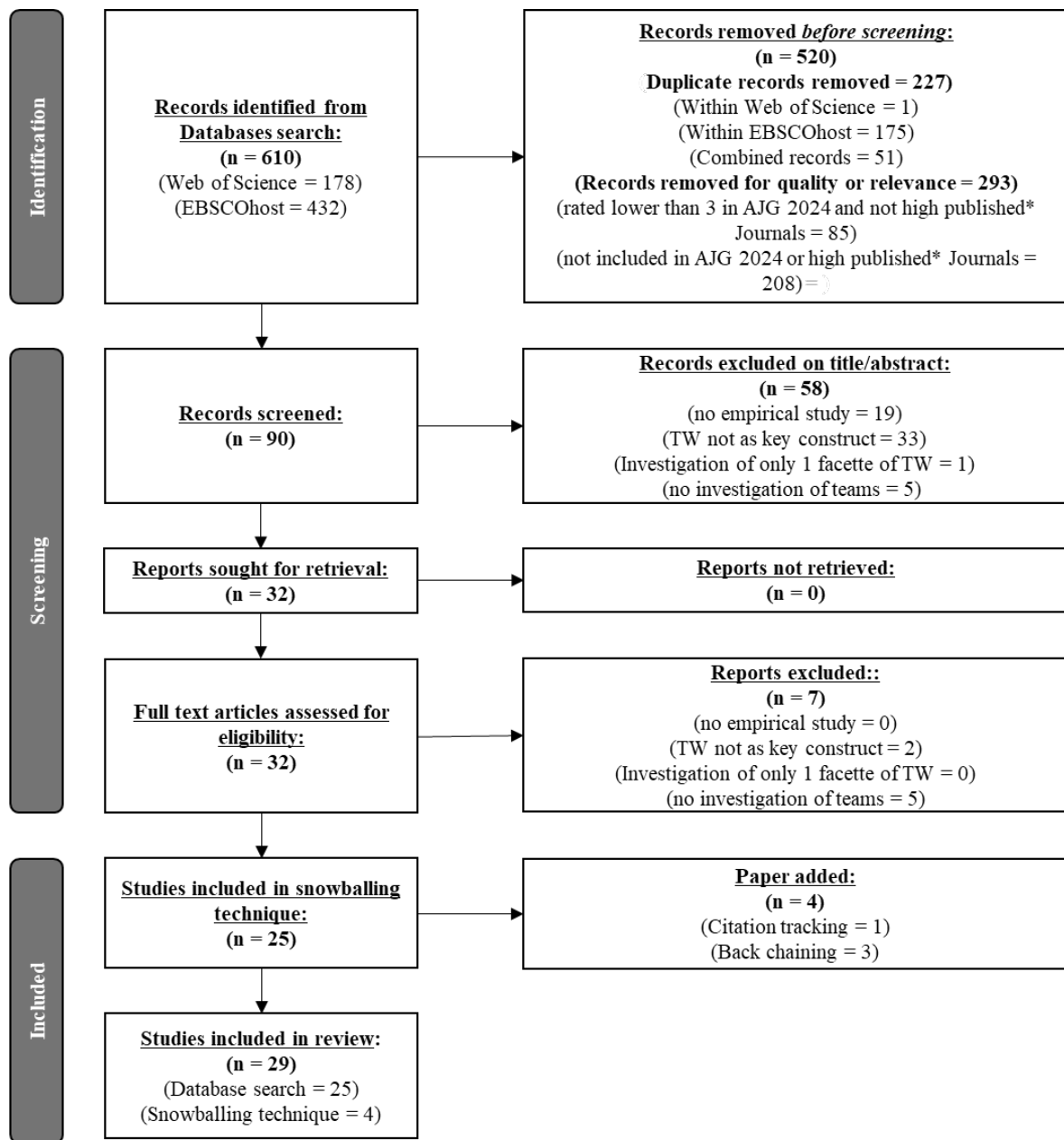
Following other recent reviews including EBSCOhost as an additional database (e.g. Goh et al., 2022; Shahid et al., 2021), a comparable search in EBSCOhost was performed to cross-check for additional hits. The categories *Business Source Complete*, *APA PsychInfo*, *MEDLINE*, *CINAHL*, *SocINDEX with Full Text*, *Psychological and Behavioral Sciences Collection*, *EconLit with Full Text*, *APA PsycArticles*, *PSYINDEX Literature with PSYINDEX Tests* were searched using the search string adapted to this database: *(TI (thriv*) OR AB (thriv*)) AND (TI (job* OR work* OR employ*) OR AB=(job* OR work* OR employ*)) AND (TI=(team* OR group* OR collectiv*) OR AB (team* OR group* OR collectiv*))*. An overview of the keywords and search strings is outlined in Table 2.

Table 2: Overview of keywords and search strings for the systematic literature search

Key words	Synonyms or related terms
thriving at work	thriv* AND (job* OR work* OR employ*)
work team	team* OR group* OR collect* OR unit OR units
Database	Search string
Web of Science	<i>(TI=(thriv*) OR AB=(thriv*)) AND (TI=(job* OR work* OR employ*) OR AB=(job* OR work* OR employ*)) AND (TI=(team* OR group* OR collectiv* OR unit OR units) OR AB=(team* OR group* OR collectiv* OR unit OR units))</i>
EBSCOhost	<i>(TI (thriv*) OR AB (thriv*)) AND (TI (job* OR work* OR employ*) OR AB=(job* OR work* OR employ*)) AND (TI=(team* OR group* OR collectiv*) OR AB (team* OR group* OR collectiv*))</i>

A total of 610 articles were relevant in the database search. Of these, a total of 227 duplicates were removed. In addition, 293 records were removed because of the low quality of the journal according to AJG 2024 or because of the low relevance of the journal according to Liang et al. (2024) and Merkuž et al. (2024). Subsequently, 90 articles were screened via title and abstract using the inclusion criteria. After excluding 58 articles, the full texts of the remaining 32 articles, which were all available, were again assessed based on the inclusion criteria. After excluding 7 full texts, a total of 25 articles remained included. In the following step, citation tracking and back chaining provided a further 4 articles, so that a total of 29 articles resulted in inclusion (Figure 1). The final list of papers is shown in Table 3 and Table 4.

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*according to Liang et al. (2024) and Merkúz et al. (2024)

Figure 1: PRISMA flow diagram

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Table 3: Overview of sample papers (part 1 of 2)

Authors (Year)	Title	Researched Levels	Type of study
Aryee et al. (2019)	Customer service at altitude: effects of empowering leadership.	Individual / team / organisational	Quantitative
Bensemmane et al. (2018)	Team justice and thriving: a dynamic approach	Individual / team	Quantitative
Cao et al. (2022)	How HR systems are implemented matters: high-performance work systems and employees' thriving at work	Individual / team	Quantitative
Cao et al. (2024)	Employees' HR attributions count: the effects of high-performance work systems on employees' thriving at work and emotional exhaustion	Individual / team	Quantitative
Cullen et al. (2018)	Thriving in Central Network Positions: The Role of Political Skill	Individual	Quantitative
Deng et al. (2025)	How leadership for Quality 4.0 affects thriving at work: a multilevel study from the identification perspective	Individual / team	Quantitative
Frazier and Tupper (2018)	Supervisor Prosocial Motivation, Employee Thriving, and Helping Behavior: A Trickle-Down Model of Psychological Safety	Individual / team	Quantitative
Gibson et al. (2021)	Navigating identities in global work: Antecedents and consequences of intrapersonal identity conflict	Individual	Mixed Methods
Hmieleski and Cole (2023)	The Contingent Effects of Intrateam Abusive Behavior on Team Thriving and New Venture Performance	Team / organisational	Quantitative
Jaiswal and Dhar (2017)	The influence of servant leadership, trust in leader and thriving on employee creativity	Individual / team	Quantitative
Jiang et al. (2024)	Enabling workplace thriving: A multilevel model of positive affect, team cohesion, and task interdependence	Individual / team	Quantitative
Kaur and Ren (2024)	Navigating Dissimilarity: How Motivational Cultural Intelligence Enhances Psychological Empowerment And Thriving At Work	Individual	Quantitative
Li et al. (2022)	How Do Team Cooperative Goals Influence Thriving at Work: The Mediating Role of Team Time Consensus	Team	Quantitative
Lyndon et al. (2022)	Emergence and outcomes of shared leadership: unraveling the role of transactive memory system and team mindfulness using mixed-methods approach	Team	Mixed Methods
Niu et al. (2024)	How does differential leadership affect team decision-making effectiveness? The role of thriving at work and cooperative goal perception	Team	Quantitative
Rego et al. (2021)	Gritty Leaders Promoting Employees' Thriving at Work	Individual / team	Quantitative
Wallace et al. (2016)	A Multilevel Model of Employee Innovation	Individual / team	Quantitative
Walumbwa et al. (2018)	Inspired to perform: A multilevel investigation of antecedents and consequences of thriving at work	Individual / team	Quantitative
Wang, T. et al. (2022)	Feedback-seeking from team members increases employee creativity: the roles of thriving at work and mindfulness	Individual	Quantitative
Wang et al. (2019)	Servant leadership and innovative behavior: a moderated mediation	Individual / team	Quantitative
Wang, Z. et al. (2022)	High-performance work systems and thriving at work: the role of cognitive appraisal and servant leadership	Individual / team	Quantitative

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Table 4: Overview of sample papers (part 2 of 2)

Authors (Year)	Title	Researched Levels	Type of study
Wang et al. (2023)	Team reflexivity, thriving at work and employees' work-to-family enrichment: a multilevel perspective	Individual / team	Quantitative
Xu et al. (2019)	What threatens retail employees' thriving at work under leader-member exchange? The role of store spatial crowding and team negative affective tone	Individual / team / organisational	Quantitative
Xu and Wang (2020)	How and When Servant Leaders Enable Collective Thriving: The Role of Team-Member Exchange and Political Climate	Team	Quantitative
Xu et al. (2025)	The double-edged sword effect of leader humor on employee thriving at work	Individual	Quantitative
Xu et al. (2017)	Authentic leadership and employee creativity: testing the multilevel mediation model	Individual / team	Quantitative
Yan and Hu (2025)	Burdening or enabling? The “double-edged sword” effect of multiple team membership on job performance	Individual	Quantitative
Zhao et al. (2023)	How and when inclusive leadership enhances team proactivity: the roles of collective thriving and team power distance	Team	Quantitative
Zhu et al. (2019)	Thriving of employees with disabilities: The roles of job self-efficacy, inclusion, and team-learning climate	Individual / team	Quantitative

4.2 Categorisation Process

The 29 articles included were systematically analysed to answer the research question. By screening the literature using the categories of the SEMT as a multilevel construct and the multilevel approach of the JD-R model, the empirical results of the individual studies can be categorised to gain a thorough understanding of the interaction between various stakeholders representing different levels within an organisation and thriving in work teams.

Since thriving in work teams can occur at both the individual and collective level, i.e. the team level, thriving was integrated as a multilevel concept. Individual thriving describes the thriving of the individual according to Spreitzer et al. (2005), whereas team thriving is based on the definition of collective thriving according to Goh et al. (2022), in that it represents the thriving of the work team and is therefore considered a property of the team.

In addition, both the categories of factors influencing the motivational state and the outcome-oriented categories of the multilevel approach of the JD-R model were considered. Accordingly, the categories *job demands* and *job resources*, as well as *personal demands* and *personal resources*, and *leadership*, were included to categorise the antecedents of thriving as a motivational state. On the other hand, the categories *behaviour*, *health* and *performance* were included to categorise the outcomes of thriving in teams.

In this context, the three levels relevant for work teams, in concrete the individual, team and organisational level, were considered within the various categories. The individual level represents individual team members, whereas the organisational level represents the organisation as a whole or the management. This means that factors affecting individual team members or perceived by individuals were classified at the individual level, whereas factors affecting the organisation as a whole or the management were classified at the organisational level. Furthermore, the team level was integrated. This level represents factors that affect the team as a whole (Bakker and Demerouti, 2018) and thus are collected either through referent shift approaches, aggregation of individual scores of team members or through the team leader.

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The systematic analysis of the included empirical studies was therefore carried out by assigning the specific variables to the various categories and levels. This assignment was conducted based on the definition, measurement and effect of these variables. The categorisation of the empirically investigated antecedents and outcomes of thriving in teams into the categories and levels is summarised in the appendix in Table 5 and Table 6.

Consequently, the key elements analysed include variables that influence thriving in work teams or are influenced by this motivational state. In addition to the antecedents and outcomes of individual and team thriving, moderators and mediators were also considered to comprehensively contextualise the interaction between the various stakeholders representing various levels within an organisation and thriving in work teams.

Overall, based on this categorisation, an integrative multilevel framework of thriving in work teams was developed, which primarily distinguishes between individual and team thriving according to the SEMT as a multilevel construct (Goh et al., 2022). It also includes the categories mentioned in the multilevel approach of the JD-R model and an assignment of the specific variables to the various levels of an organisation. The integrative multilevel framework of thriving in work teams is illustrated in Figure 2.

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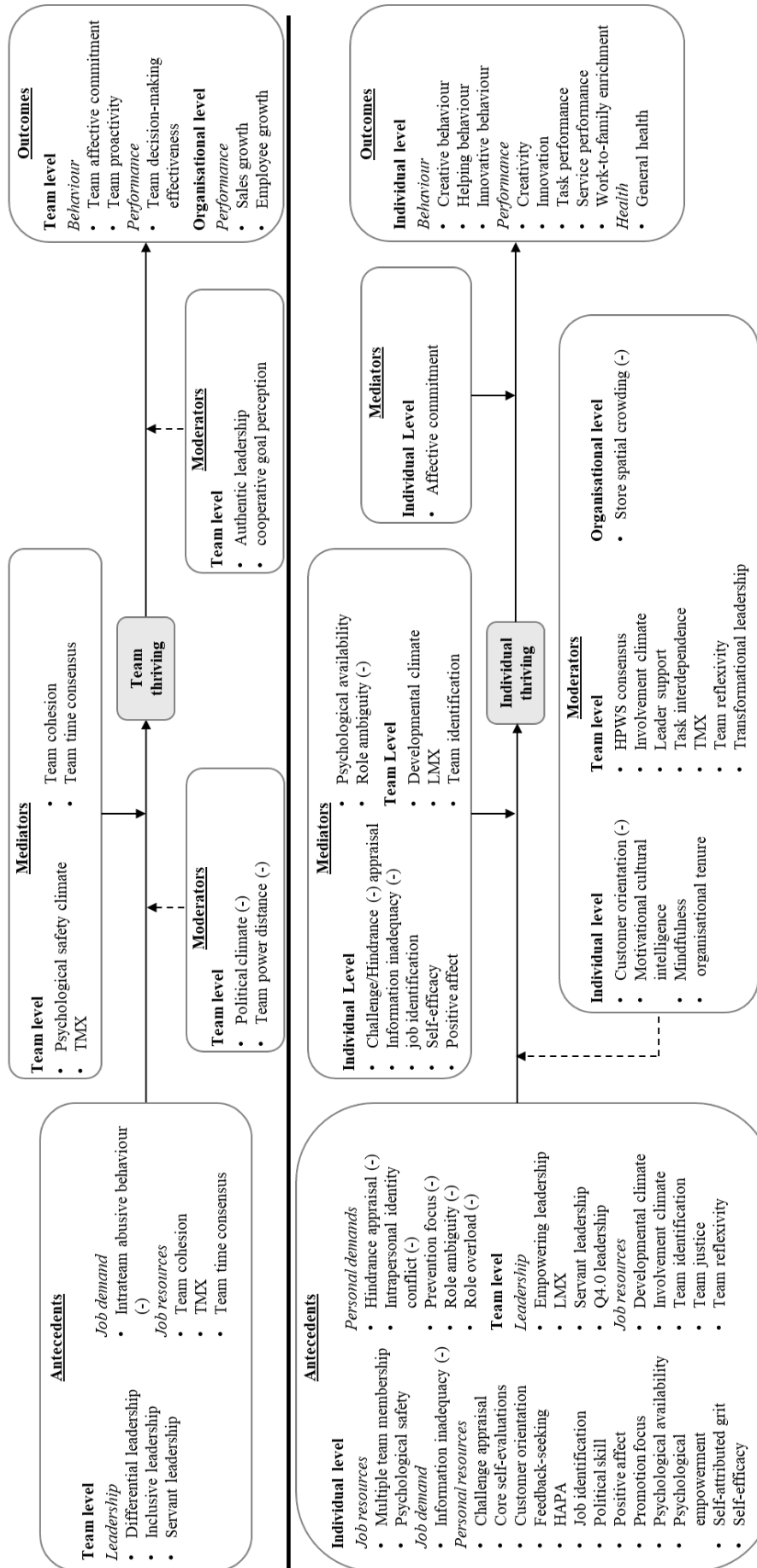


Figure 2: A multilevel framework of thriving in work teams

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5 Appendix

Table 5: Categorisation of antecedents and outcomes according to the multilevel JD-R, including the assignment to various levels (IL = individual level, TL = team level, OL = organisational level; part 1 of 2)

Authors (Year)	Levels of Thriving	Antecedents of Thriving in Teams				Outcomes of Thriving in Teams			
		Job demands	Job resources	Leadership	Personal demands	Personal resources	Behaviour	Health	Performance
Aryee et al. (2019)	Individual	-	-	Empowering leadership (TL)	-	Customer orientation (IL)	-	-	Service performance (IL)
Bensemmane et al. (2018)	Individual	-	Transient overall team justice (TL)	-	-	Self-efficacy (IL)	-	-	-
Cao et al. (2022)	Individual	-	Developmental climate (TL)	-	-	-	-	-	-
Cao et al. (2024)	Individual	-	-	-	-	Psychological availability (IL)	-	-	-
Cullen et al. (2018)	Individual	-	-	-	Role ambiguity / overload (IL)	Political skill (IL)	-	-	-
Deng et al. (2025)	Individual	-	Team identification (TL)	Q4.0 leadership (TL)	-	Job identification (IL)	-	-	-
Frazier and Tupper (2018)	Individual	-	Psychological safety (IL)	-	-	-	Helping behaviour (IL)	-	Task performance (IL)
Gibson et al. (2021)	Individual	-	-	-	Intrapersonal identity conflict (IL)	-	-	-	-
Hmieleski and Cole (2023)	Team	Intrateam abusive behaviour (TL)	-	-	-	-	-	-	Sales growth (OL), Employee growth (OL)
Jaiswal and Dhar (2017)	Individual	-	-	-	-	-	-	-	-
Jiang et al. (2024)	Individual / Team	-	Team cohesion (TL)	-	-	HAPA (IL)	-	-	-
Kaur and Ren (2024)	Individual	-	-	-	-	Psychological empowerment (IL)	-	-	-
Li et al. (2022)	Team	-	Team time consensus (TL)	-	-	-	-	-	-
Lyndon et al. (2022)	Team	-	-	-	-	-	-	-	-
Niu et al. (2024)	Team	-	-	Differential leadership (TL)	-	-	-	-	Team decision making effectiveness (TL)

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Table 6: Categorisation of antecedents and outcomes according to the multilevel JD-R, including the assignment to various levels (IL = individual level, TL = team level, OL = organisational level; part 2 of 2)

Authors (Year)	Levels of Thriving	Antecedents of Thriving in Teams					Outcomes of Thriving in Teams		
		Job demands	Job resources	Leadership	Personal demands	Personal resources	Behaviour	Health	Performance
Rego et al. (2021)	Individual	-	-	-	-	Self-attributed grit (IL)	-	-	-
Wallace et al. (2016)	Individual	-	Employee involvement climate (TL)	-	Prevention focus (IL)	Promotion focus (IL)	-	-	Innovation (IL)
Walumbwa et al. (2018)	Individual/ Team	-	-	Servant leadership (TL)	-	Core self- evaluations (IL)	Team affective commitment (TL)	General health (IL)	-
Wang, T. et al. (2022)	Individual	-	-	-	-	Feedback- seeking (IL)	-	-	Employee creativity (IL)
Wang et al. (2019)	Individual	-	-	Servant leadership (TL)	-	-	Innovative behaviour (IL)	-	-
Wang, Z. et al. (2022)	Individual	-	-	-	Hindrance appraisal (IL)	Challenge appraisal (IL)	-	-	-
Wang et al. (2023)	Individual	-	Team reflexivity (TL)	-	-	-	-	-	Work-to-family enrichment (IL)
Xu et al. (2019)	Individual	-	-	LMX (TL)	-	-	-	-	-
Xu and Wang (2020)	Team	-	TMX (TL)	-	-	-	-	-	-
Xu et al. (2025)	Individual	Information inadequacy (IL)	-	-	-	Positive affect (IL)	-	-	-
Xu et al. (2017)	Individual	-	-	LMX (TL)	-	-	Creative behaviour (IL)	-	-
Yan and Hu (2025)	Individual	-	MTM (IL)	-	-	-	-	-	Task performance (IL)
Zhao et al. (2023)	Team	-	-	Inclusive leadership (TL)	-	-	Team proactivity (TL)	-	-
Zhu et al. (2019)	Individual	-	-	-	-	-	-	-	-

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Comment on the planned development of the development paper before the conference:

The influence of the interaction of various stakeholders representing different levels within an organisation on thriving in work teams, and conversely, and therefore the results of the review are to be explained and discussed in detail before the conference. In this way, the research question can be answered until the conference, including the clarification of future research directions.