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THE PERFORMANCE TRIAD: WELL-BEING, RESILIENCE, AND THRIVING¹

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Organizations are inherently complex and so are the employees who drive their success. Therefore, academia and managers continue to explore new insights for sustaining a healthy, robust, and productive workforce. Over the past twenty-years, three constructs have dominated organizational literature: well-being, resilience and thriving at work. Despite the body of literature, there has been no clear winner, in fact there remains much ambiguity. If these three constructs were the making of a heavy-weight boxer, it can be imagined that for one to optimize performance the individual must have stamina, agility, and power, respectively. In our future research, we aim to explore employee engagement through the lens of well-being, resilience, thriving at work, and through this lens build an argument that all three constructs are required to optimize performance.

An article by Spreitzer et. al, proposed a socially embedded model of thriving at work that distinguished thriving from other related constructs such as well-being and resilience. In contrast, we aim to explore, how these constructs are complementary to one another rather than different. The construct of thriving at work has been defined as the psychological state in which individuals experience both a sense of vitality and a sense of learning (Spreitzer, Sutcliffe, Dutton, Sonenshein, & Grant, 2005). To further complicate this multidimensional view of oneself. It is thought that well-being can change over time and also fluctuate within weeks, days, or even hours that could be a result of age, task reaction, and social environment (Sonntag, 2015). Undoubtedly, it is nearly impossible to continuously be in a positive state of well-being and/or thriving at work. Organizations are becoming leaner and in return have less resources to meet job demands. Furthermore, if an employee had an acute fluctuation in elevated negative well-being but was resilient to rebound and bounce back from adversity it could explain the change in length and frequency of fluctuations. Thus, our contribution to the current body of literature will be to examine the casual relationship between these constructs as it relates employee engagement and performance.

The age-old question. What came first, the chicken or the egg? There is an overabundance of ways to explain the antecedents of an employee engagement and performance. We argue that an engaged

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employee cannot thrive at work without having a sense of positive well-being and cannot rebound effectively from fluctuations of negative well-being to positive well-being without resilience. Therefore, to optimize employee performance we propose a new model of employee well-being (stamina), resilience (agility), and thriving at work (power).