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HOW PSYCHOLOGICAL CAPITAL MEDIATES THE RELATIONSHIP  
BETWEEN THRIVING AT WORK AND HAPPINESS AT WORK? A  
CROSS-SECTIONAL RESEARCH FOR TOURISM SECTOR OF  
INDONESIA

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**Keywords: Psychological Capital, Thriving at work, Work Happiness, Tourism industry, Cross-sectional Study, SEM.**

**ABSTRACT**

The aim of this research investigation was to explore the relationship between the dimension of thriving at work and work happiness for the employees of the tourism sector of the Indonesian economy. In addition, the relationship between psychological capital and work happiness was also meant to explore. Finally, the role of psychological capital as a mediator between the relationship of work thriving and work happiness was also investigated for the tourism industry of the Indonesian economy. A total number of 250 questionnaires were sent to different tourism agencies working in Indonesia and 231 responded back accurately. The sampling technique used for this purpose was the combination of network as well as purposive sampling technique. The exogenous variable was Thriving at work, the endogenous variable for this study was happiness at work while the mediating variable of the study was psychological capital. This research investigation employed Smart-PLS software for estimation purpose. This study employed Smart-PLS version 3.0 for the estimation of outer loadings, construct reliability and validity, discriminant validity, SEM results in terms of total effect, specific indirect effects and indirect effects. The bootstrapping process was utilized in order to

assess the significance of association between the variables. Learning as the first dimension is positively and significantly related to both dimensions of work happiness; contentment and hedonic. Vitality is negatively and insignificantly related to both dimensions of work happiness. Psychological capital as an exogenous variable negatively and significantly related to work happiness in the tourism industry of the Indonesian nation. Vitality is only related to psychological capital positively. The psychological capital as a mediating plays a significant role in the relationship between learning and work happiness in a positive direction while the same plays a significant negative role in the relationship between vitality and work happiness. It is implied that the management and policymakers in the tourism industry of Indonesia should promote a learning environment in their tourism industries for creating work happiness in order to achieve maximum satisfaction of their employees. It will enable them to achieve organizational success through the happiness of their employees.

## 1. Introduction

The tourism sector plays an important part in the global community and world economy in the modern era. The share of tourism in the world's GDP is about 10.4 per cent with a comparable part of employment (Calderwood & Soshkin, 2019; Yakub, Sessu, Sjahrudin and Haryono 2020). The coming decade, the industrial leaders in the tourism sector has forecasted that the GDP contribution in this sector will increase by fifty per cent (Warokka, Sjahrudin, Reni and Nasution, 2020). The policymakers and the management of tourism industry have to tackle this prospective growth scenario by considering different elements that contribute for organizational growth which is possible through careful planning for employee happiness and by providing favourable work environment. The tourism sector of the Indonesian economy is an important element for this country for attracting revenues in the form of foreign exchange. According to Calderwood and Soshkin (2019), Indonesia ranked fourth out of one-forty nations of tourist industries around the world. According to the travel and tourism competitiveness report of 2019, the Indonesian economy is ranked at fortieth position in this sector with a score of 4.3 in the world economies for tourism purpose.

Kleine, Rudolph, and Zacher (2019) stated that the learning dimension of organizational employees is a vital source of accomplishing organizational as well as individual goals. Accomplishing the individual as well as the organizational goals through work thriving enhances the employee's happiness at work. The vitality as the other dimension of work thriving also contributes to boosting work happiness. The vital and energetic feelings in employees create more satisfaction and happiness in the workplace. Thriving refers to the growth and development of a person that enables him/her for achieving their work goals (Basinska & Rozkwitalska, 2020). It composed off two components; vitality and learning at work. The term 'vitality' is defined as the energy with positive feelings ad aliveness. The term 'learning' refers to the growth and development of a person through applicable advanced skills and knowledge (Porath, Spreitzer, Gibson, & Garnett, 2012; Santoso, Kessi & Anggraeni, 2020). Work happiness refers to the happy feeling of a person at work. The employees with proud at their workplace and happy feelings for their work and for their colleagues around is considered

as work happiness. It is composed off two components; affective and cognitive (Basinska & Rozkwitalska, 2020). The term cognitive component refers to the tendency of a person of achieving what he/she desires in life. The term effective component refers to the good feeling of a person in most of their time (Veenhoven, 2017). Basinska and Rozkwitalska (2020) reported that psychological capital contributes significantly to boosting work happiness. Prior evidence proved the relationship between work thriving and work happiness as well as psychological capital and work happiness. The present investigation tried to investigate the moderating role of psychological capital in the relationship between work thriving and work happiness. The term psychological capital is referred to as the positive development of an individual (Basinska & Rozkwitalska, 2020; Santoso, 2020). It comprises of the four elements; optimism, self-efficacy, resilience and hope. Optimism refers to the tendency of resolving challenges and problems that involves adverse situations. Self-efficacy refers to the belief of individuals that they are able execute successfully the specific task according to given scenario. Resilience refers to the ability of a person to deal with uncertainty and to adapt the change. Finally, hope refers to tendency of a person to follow the path of reaching goals and even changing the paths to reach at the goals for success (Basinska & Rozkwitalska, 2020).

### **Aim of Research:**

The present research is opted to achieve the following targets;

- (i) To explore the relationship between thriving at work (learning and vitality) and happiness at work (hedonic and contentment) for employees in the tourism sector of Indonesia.
- (ii) To investigate the mediating effect of psychological capital for the relationship between thriving at work (learning and vitality) and happiness at work (hedonic and contentment) for the employees of the tourism industry of Indonesia.
- (iii) To find out the policy implications for the tourism industry of Indonesia.

### **Research questions**

The above objectives are systemically required to be achieved through the following research questions;

- (a) How the work thriving (vitality and learning) is related to work happiness (hedonic and contentment) for the employees in the tourism sector of Indonesia?
- (b) Does the psychological capital mediate the relationship between work thriving (vitality and learning) and work happiness (hedonic and contentment) for the tourism industry of Indonesia? If yes then how it mediates this relationship?

(c) What are the policy implications of the current research for the tourism industry of Indonesia?

## 2. Literature Review

The historical evidences related the work thriving, work happiness and psychological capital gives the finding in the following manner;

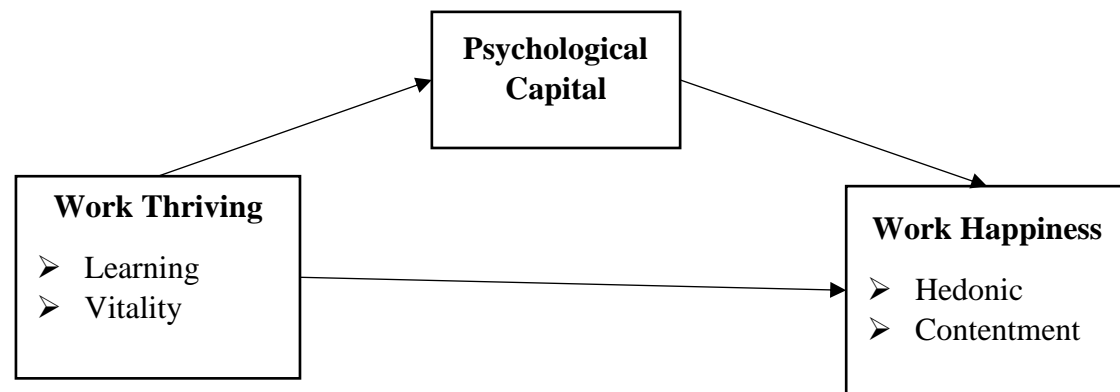
Avey, Luthans, Smith, and Palmer (2010) indicated that psychological capital is significantly enhancing the work happiness of employees. Culbertson, Fullagar, and Mills (2010) executed a panel data study for measuring the influence of psychological capital and workplace happiness of employees. They concluded with the findings that both measures of work-happiness; cognitive and affective, are significantly improved with psychological capital. Fisher (2010) documented research to explore the consequences and causes of work happiness by examining its relationship with positive psychological capital. The finding of his research evidenced the importance of workplace happiness at an organizational level as well as at an individual level. Dimotakis, Scott, and Koopman (2011) executed a study that reported sampling based on experience investigating the workplace effects within individuals for measuring the characteristics of interpersonal interactions at work happiness. The findings of their study revealed positive interpersonal interactions of psychological capital for work happiness. Niessen, Sonnentag, and Sach (2012) determined their research by investigating the work thriving of employees in the light of available resources for work happiness. They revealed that thriving strongly increases work happiness in the presence of required resources at work. Porath et al. (2012) reported differences in work thriving at different point of time for work happiness. Olsson, Gärling, Etema, Friman, and Fujii (2013) executed a survey on Sweden's three urban areas of largest population concluded with the findings that psychological capital causes overall workplace happiness. Strydom and Van Eeden (2013) also found the work happiness in terms of job satisfaction on the basis of different factors responsible for this purpose including work thriving and psychological capital.

Paterson, Luthans, and Jeung (2014) explored the support of thriving at work for increasing happiness at work through the interaction of psychological capital. Basińska, Gruszczyńska, and Schaufeli (2014) confirmed that the affective work-happiness is enhanced by psychological capital. Gerbasi, Porath, Parker, Spreitzer, and Cross (2015) concluded that job-performance is less vulnerable to the influence of de-energizing link through an individual's work thriving. Boyd (2015) discussed the work-thriving application on the psychological community domain for happiness at work. He tried to explore the possible application of thriving at work on community psychology. Youssef-Morgan and Luthans (2015) concluded with a discussion on psychological capital in relation to workplace happiness. They discussed that workplace well-being is enhanced by the intervention of psychological capital. Demo and Paschoal (2016) used both components of work-happiness; affective and cognitive. Their scales were valid for Brazilian nation but they suggested to expand it to other countries like Europe and Asia. Lorenz, Beer, Pütz, and Heinitz (2016) proved the validity of psychological capital construct for the German nation and verified their

measurements with previous researches in this domain. Stoia (2016) identified eight factors that predict workplace happiness for employees. These factors included organizational culture, positive work experiences, positive feedback, positive behaviour of leadership, development and use of strength, characteristics of job and employee performance.

Joo, Zigarmi, Nimon, and Shuck (2017) investigated the cognitive behavior of employees for work-happiness in South-Korean nation. The SEM results indicated a thirty-one per cent variance for cognitive engagement. In addition, they also concluded that happiness at work accounted for fifty per cent variance. Mathe, Scott-Halsell, Kim, and Krawczyk (2017) reported that with the intervention of customer's satisfaction and service quality, the psychological capital causes to increase the happiness at work. Veenhoven (2017) tried to explore the best measure of happiness at work. He concluded that not a single measure can be applied in all type of research in this domain. Infact, the measure of happiness can be customized according to the specific requirements of researchers. Alessandri, Consiglio, Luthans, and Borgogni (2018) reported that the performance of the job enhances psychological capital with the intervention of work engagement. Santana-Cárdenas, Viseu, Lopez Nunez, and Jesus (2018) explored that the factors like organizational health, climate, organizational culture and experience years as the sociodemographic factors are responsible for impacting the positive psychological capital. Walumbwa, Muchiri, Misati, Wu, and Meiliani (2018) discovered that work thriving is significantly affected by two imperative individual and contextual factors like core-self-evaluation and servant leadership. In addition, their results also specified that positive health is significantly related with positive work thriving with partial interaction of affective commitment which as a result is positively linked to total unit performance. Nawaz, Abid, Arya, Bhatti, and Farooqi (2018) concluded that employee thriving at work is negatively associated with incivility and the same is negatively associated with prosocial motivation. The interaction effect of psychological capital declines the negative association between employee thriving at work and incivility while the same boosted the positive association between employee thriving at work and prosocial motivations. Jiang, Jiang, and Nielsen (2019) confirmed that vitality and learning represent thriving at work as a construct of the higher-order for study conducted in a Chinese setting. Johari and Omar (2019) reported that workplace happiness is significantly enhanced by occupational stress. The psychological capital mediates this relationship significantly. Kleine et al. (2019) found that thriving at work displayed small but incremental validity in predictive form through relative analysis of weights over and above the positive influence and engagement of work. Basinska and Rozkwitalska (2020) found that thriving at work is positively associated in significant form with psychological capital. They concluded that psychological capital as the interaction variable did not moderate the relationship between work happiness and work thriving.

***Figure 1. Theoretical Framework***



### Hypothesis of the research

The following hypothesis was tested for the current research:

*H<sub>1a</sub> = Learning as a component of work thriving significantly enhances the hedonic dimension of work happiness in tourism industry of Indonesia.*

*H<sub>2a</sub> = Vitality as a component of work thriving significantly enhances the hedonic dimension of work happiness in tourism industry of Indonesia.*

*H<sub>1b</sub> = Learning as a component of work thriving significantly enhances the contentment dimension of work happiness in tourism industry of Indonesia.*

*H<sub>2b</sub> = Vitality as a component of work thriving significantly enhances the contentment dimension of work happiness in tourism industry of Indonesia.*

*H<sub>3</sub> = Psychological capital significantly boosts the work happiness in tourism sector of Indonesia.*

*H<sub>4</sub> = Psychological capital significantly mediates the influence of work thriving on work happiness in the tourism sector of Indonesia.*

## 3. Methodology

### 3.1 Data and technique

The researchers conducted this study on the basis of cross-sectional data obtained using a self-administrative questionnaire. A total number of 250 questionnaires were sent to different tourism agencies working in Indonesia and 231 responded back accurately. The sampling technique used for this purpose was the combination of network as well as purposive sampling technique.

### 3.2 Variables used

The exogenous variable was Thriving at work, the endogenous variable for this study was happiness at work while the mediating variable of the study was psychological capital. The detailed components and their relevant measures are given below under their specific head.

#### 3.2.1 Work Thriving

Thriving refers to the growth and development of a person that enables him/her for achieving their work goals (Basinska & Rozkwitalska, 2020). It composed off two components; vitality and learning at work. The term 'vitality' is defined as the energy with positive feelings ad aliveness. The term 'learning' refers to the growth and development of a person through applicable advanced skills and knowledge (Porath et al., 2012). A seven-point Likert scale was used to measure work thriving components; 1=SD, 2=D, 3=SWD, 4= N, 5=SWA, 6=A, 7=SA.

Where SD stands for strongly disagree, SWD stands for somewhat disagree, N stands for neutral, SWA stands for somewhat agree, A stands for agree and SA stands for strongly agree.

### **3.2.2 Work Happiness**

It refers to the happy feeling of a person at work. The employees with proud at their workplace and happy feelings for their work and for their colleagues around is considered as work happiness. It is composed off two components; affective and cognitive (Basinska & Rozkwitalska, 2020). The term cognitive component refers to the tendency of a person of achieving what he/she desires in life. The term effective component refers to the good feeling of a person in most of their time (Veenhoven, 2017). A seven-point Likert scale was used to measure the work happiness; 1= SNH, 2=NH, 3=SWNH, 4=N, 5=SWH, 6=H, 7=SH.

Where SNH stands for strongly not happy, NH stands for not happy, SWNH stands for somewhat not happy, N stands for neutral, SWH stands for somewhat happy, H stands for Happy and SH stands for strongly happy.

### **3.3.3 Psychological Capital**

The term psychological capital is referred to as the positive development of an individual (Basinska & Rozkwitalska, 2020). It comprises of the four elements; optimism, self-efficacy, resilience and hope. Optimism refers to the tendency of resolving challenges and problems that involves adverse situations. Self-efficacy refers to the belief of individuals that they are able to execute successfully the specific task according to the given scenario. Resilience refers to the ability of a person to deal with uncertainty and to adapt the change. Finally, hope refers to the tendency of a person to follow the path of reaching goals and even changing the paths to reach the goals for success (Basinska & Rozkwitalska, 2020). A six-point Likert scale was used to measure psychological capital's components; 1=SD, 2=D, 3=SWD, 4=SWA, 5=A, 6=SD.

Where SD stands for strongly disagree, D stands for disagree, SWD stands for somewhat disagree, SWA stands somewhat agree, A stands for agree, SD stands for strongly disagree.

## **4. Results and Discussion**

This research investigation employed Smart-PLS software for estimation purpose. The choice of using Smart-PLS software is based on better estimation performance ability as compared to AMOS due to the fact of the variance-covariance method and mediation estimation. The PLS-SEM

approach is the best approach for the assessment of the structural model and measurement model. Both categories of these models are depicted in figure 2 and 3. This study employed Smart-PLS version 3.0 for the estimation of outer loadings table 1, construct reliability and validity table 2, discriminant validity table 3, SEM results in terms of total effect, specific indirect effects and indirect effects are depicted in table 4.

*Table 1 Outer Loadings*

	Learning	Psychological capital	Vitality	WH-Contentment	WH-Hedonic
C1				0.973	
C2				0.970	
C3				0.924	
C4				0.773	
H1					0.948
H2					0.946
H3					0.906
H4					0.823
HP1		0.942			
HP2		0.922			
HP3		0.915			
HP4		0.914			
L1	0.895				
L2	0.903				
L3	0.765				
L4	0.942				
L5	0.997				
OPT1		0.761			
OPT2		0.764			
R1		0.715			
R2		0.803			
R3		0.762			
SE1		0.791			
SE2		0.809			
SE3		0.731			
V1			0.979		
V2			0.981		
V3			0.977		
V4			0.985		
V5			0.984		

As a first step, outer loading is estimated using smart-PLS. The above table indicates the number of items used for each construct and the way these items are related to their relevant construct. The value for each item greater than 0.70 indicates that the items are strongly related in the ideal range. The same outer loading is depicted in figure 2.



**Table 2 Construct Reliability and Validity**

	Cronbach's Alpha	rho_A	Composite Reliability (CR)	Average Variance Extracted (AVE)
<b>Learning</b>	0.772	0.914	0.837	0.745
<b>Psychological capital</b>	0.775	0.935	0.811	0.713
<b>Vitality</b>	0.990	0.990	0.992	0.963
<b>WH-Contentment</b>	0.707	0.943	0.852	0.700
<b>WH-Hedonic</b>	0.864	0.921	0.912	0.729

The table above indicates the reliability of constructs used in this research investigation in terms of Cronbach’s alpha value which is in an acceptable range for each construct (> 0.70). The same table shows the validity of each construct in the form of composite reliability and average variance extracted. The CR and AVE are the measures used for convergent validity of constructs. The acceptable range for CR value must be greater than .70 while for AVE it must be greater than .50 for the validity of constructs. As the values of CR and AVE are greater than the acceptable range, so it is inferred that the constructs of the study; learning, vitality, psychological capital, work happiness contentment and work happiness hedonic are valid convergently for this study.

**Table 3. Discriminant validity**

	Learning	Psychological capital	Vitality	WH-Contentment	WH-Hedonic
<b>Learning</b>	0.449				
<b>Psychological capital</b>	0.610	0.643			
<b>Vitality</b>	0.517	0.731	0.781		
<b>WH-Contentment</b>	0.857	0.590	0.482	0.737	
<b>WH-Hedonic</b>	0.892	0.625	0.514	0.753	0.754

Table 3 depicts the discriminant validity of the constructs of this research investigation; learning, vitality, psychological capital, work happiness, etc. It indicates how much consistent are the constructs externally. The discriminant validity requires the correlation values of constructs should be less than 0.80 for external consistency. The Table reported the values of all the constructs are less than 0.80, so the discriminant validity of the constructs is confirmed for this research investigation.

**Table 5 SEM Results**

Total Effect	Original Sample (O)	Sample Mean (M)	(STDEV)	T Statistics (O/STDEV)	Prob.
Learning -> Psy capital	-0.175	-0.183	0.032	5.45	0.000
Learning -> WH-Cont	0.830	0.797	0.059	14.07	0.000
Learning -> WH-Hedonic	0.855	0.820	0.053	16.19	0.000
Psy capital -> WH-Cont	-0.308	-0.333	0.139	2.22	0.027

Psy capital -> WH-Hedonic	-0.323	-0.340	0.103	3.14	0.002
Vitality -> Psy capital	0.840	0.838	0.026	32.63	0.000
Vitality -> WH-Cont	-0.053	-0.077	0.064	0.83	0.405
Vitality -> WH-Hedonic	-0.072	-0.101	0.053	1.37	0.171
<b>Specific Indirect Effect (Mediation)</b>					
Learning -> Psy capital -> WH-Cont	0.054	0.062	0.030	1.806	0.071
Vitality -> Psy capital -> WH-Cont	-0.259	-0.278	0.114	2.263	0.024
Learning -> Psy capital -> WH-Hedonic	0.057	0.061	0.019	2.963	0.003
Vitality -> Psy capital -> WH-Hedonic	-0.272	-0.285	0.089	3.043	0.002
R-square	0.88				
Adjusted R-square	0.81				

Table 5 indicates the total effects, specific indirect effects and total indirect effects of this research investigation. The table indicates the values of direct and indirect relationships using bootstrap analysis and taking 500 samples. The exogenous variables were work thriving which was indicated by its two dimensions; learning and vitality. The endogenous variable was work happiness which was indicated by contentment as an affective dimension and hedonic as a cognitive dimension. The mediating variable was psychological capital which was measured by the four components; self-efficacy, optimism, hope and resilience. The assessment of the inner model depicts the direct relationship between the exogenous and endogenous variables of this research investigation. The bootstrapping process was utilized in order to assess the significance of association between the variables using Smart-PLS version 3.0. The hypothesis of this investigation was tested on two phases; the first phase comprised off testing the direct relationship between the variables of the study while the second phase comprised off using psychological capital as a mediator. Maximum likelihood estimation technique was used for estimation of direct and indirect effect through bootstrapping process. The values of r-square and adjusted r-square showing the predictive power as 88% and 81% respectively. It indicates the variations in endogenous variable as explained by exogenous and mediating variables of this investigation. The total effect indicates that learning as a construct significantly determining psychological capital, work happiness contentment and work happiness hedonic at 1% level of significance. The psychological capital as a construct is significantly affecting work happiness contentment and work happiness hedonic at 5% significance level. Vitality as a construct of work thriving is significantly affecting psychological capital at 1% level but the same is not significant in relation to work happiness contentment and work happiness hedonic. The psychological capital significantly mediates the relationships between work thriving dimensions; learning and vitality and work happiness dimension; hedonic and contentment.

*Figure 2 Measurement Model*

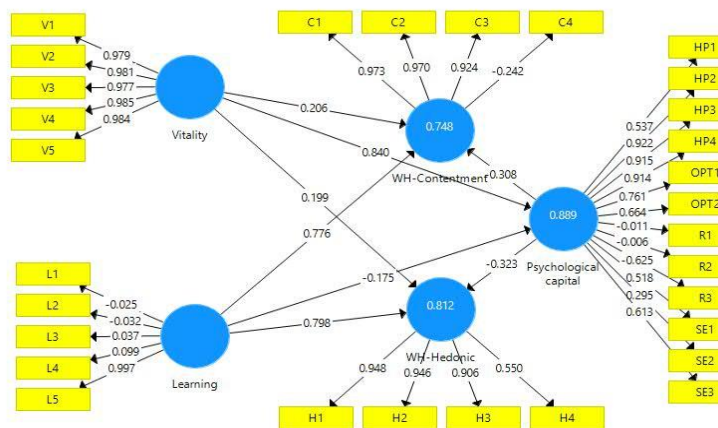
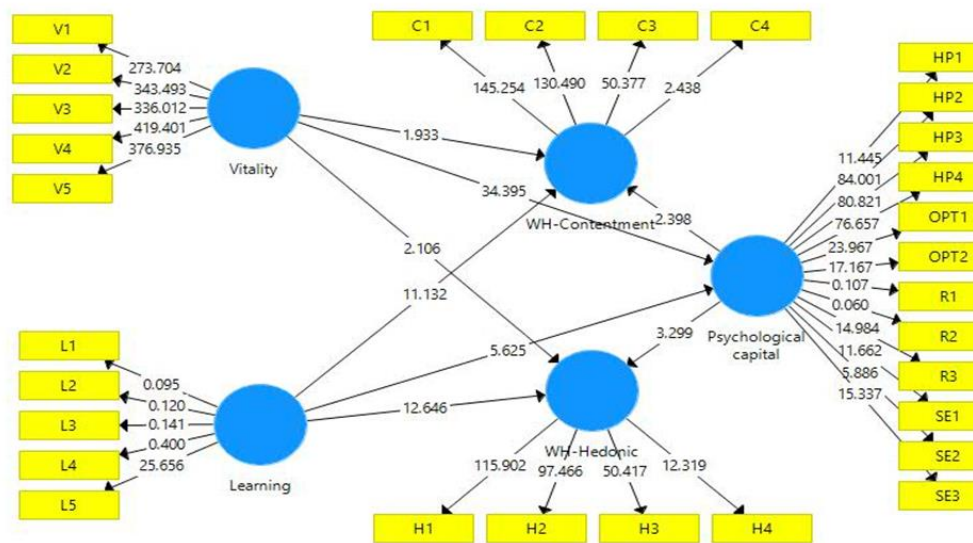


Figure 3 Structural Model



The figure 2 depicts the measurement model of this research investigation that indicate the factor values for outer loadings while figure 3 depicts the structural model of this investigation showing the estimated values using the bootstrapping process. Five factors were used for determining the construct of vitality as well as for learning. In the same way, four factors were used for the construct of contentment and hedonic dimensions of work happiness. Finally, 12 factors were used for determining the psychological capital dimension of optimism, self-efficacy, resilience and hope. Work thriving is used as exogenous while work happiness as the endogenous variable and the psychological capital was used as the mediator for the present investigation.

## 5. Conclusion

This research investigation contended that learning and vitality as the dimensions of work thriving plays an important part in the work happiness of employees in the tourism industry of the Indonesian economy. Employees in the tourism industry feel more happy, satisfied and relaxed when learning and vitality are the practices in the tourism industry for employee growth and development. The historical evidence proved this relationship for being positive between work thriving dimension; learning and vitality and work happiness; contentment and hedonic. The aim of this research investigation was to explore the relationship between the dimension of thriving at work and work happiness for the employees of the tourism sector of the Indonesian economy. In addition, the relationship between psychological capital and work happiness was also meant to explore. Finally, the role of psychological capital as a mediator between the relationship of work thriving and work happiness was also investigated for the tourism industry of the Indonesian economy. The researchers conducted this study on the basis of cross-sectional data obtained using a self-administrative questionnaire. A total number of 250 questionnaires were sent to different tourism agencies working in Indonesia and 231 responded back accurately. The sampling technique used for this purpose was the combination of network as well as purposive sampling technique. This research investigation employed Smart-PLS software for estimation purpose. This study employed Smart-PLS version 3.0 for the estimation of outer loadings, construct reliability and validity, discriminant validity, SEM results in terms of total effect, specific indirect effects and indirect effects. The bootstrapping process was utilized in order to assess the significance of association between the variables. The hypothesis of this investigation was tested on two phases; the first phase comprised off testing the direct relationship between the variables of the study while the second phase comprised off using psychological capital as a mediator. Maximum likelihood estimation technique was used for estimation of direct and indirect effect through bootstrapping process. The total effect indicates that learning as a construct significantly determining psychological capital, work happiness contentment and work happiness hedonic at 1% level of significance. The psychological capital as a construct is significantly affecting work happiness contentment and work happiness hedonic at 5% significance level. Vitality as a construct of work thriving is significantly affecting psychological capital at 1% level but the same is not significant in relation to work happiness contentment and work happiness hedonic. The psychological capital significantly mediates the relationships between work thriving dimensions; learning and vitality and work happiness dimension; hedonic and contentment. Learning as the first dimension is positively and significantly related to both dimensions of work happiness; contentment and hedonic. Vitality is negatively and insignificantly related to both dimensions of work happiness. Psychological capital as an exogenous variable negatively and significantly related to work happiness in the tourism industry of the Indonesian nation. Vitality is only related to psychological capital positively. The psychological capital as a mediating plays a significant role in the relationship between learning and work happiness in a positive direction while the same plays a significant negative role in the relationship between vitality and work happiness. It is implied that the management and policymakers in the tourism industry of Indonesia should promote a learning

environment in their tourism industries for creating work happiness in order to achieve maximum satisfaction of their employees. It will enable them to achieve organizational success through the happiness of their employees.

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