

Investigating the Fit of a Conceptual Model of Mediation in Thriving at Work: Organizational Antecedents and Educational Consequences

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Introduction

Manpower is considered to be the most valuable resource for organizations for the development of the organization. According to the history of thriving at work and the attention that has been paid to it during these ten years, and according to the results it has brought, theoretically designing a model like the proposed model can give a good picture of thriving at work. The present model can be used as a useful tool for future research. So, the purpose of this study is to investigate the fit of a conceptual model of mediation in thriving at work in relation to organizational antecedents and educational consequences in the Social Security staff of Ahvaz.

Method

The method of the present study is a correlational one, through the path analysis model. The statistical population included all employees working as Social Security staff in Ahvaz, in 2019. 330 employees were selected by convenience sampling method, and finally, 267 questionnaires were analyzed. The instruments used in the study were Porath and Erez Workplace Civility Questionnaire (2009), Ahearne et al. Empowering Leadership Questionnaire (2005), Spreitzer et al. Thriving at Work Questionnaire (2012), Xu Self-

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Development Behavior Questionnaire (2007), Noe & Wilk Training Motivation Questionnaire (1993), and Xiao Training Transfer Questionnaire (1996). Finally, the reliability coefficients, using Cronbach's alpha method, for these questionnaires were 0.73, 0.91, 0.91, 0.90, 0.81, and 0.79, respectively, which indicate the optimal reliability of the questionnaires.

Results

Results showed that the proposed model fitted the data properly. Results also showed that direct paths of empowering leadership, and civility at workplace to thriving at work were significant. In addition, paths of empowering leadership, civility at workplace, and thriving at work to training motivation, training transfer, and self-development behavior were significant. Also, the indirect effect of civility at workplace on self-development behavior through thriving at work ($p = 0.004$, $\beta = 0.69$), the indirect effect of civility at workplace on training motivation through thriving at work ($p = 0.0001$, $\beta = 0.64$), and the indirect effect of civility at workplace on training transfer through thriving at work ($p = 0.0001$, $\beta = 0.47$) were statistically significant. In addition, the indirect effect of empowerment leadership on self-development behavior through thriving at work ($p = 0.006$, $\beta = 0.87$), the indirect effect of empowerment leadership on training motivation through thriving at work ($p = 0.001$, $\beta = 0.56$) and the indirect effect was of empowering leadership on the training transfer through thriving at work ($p = 0.04$, $\beta = 0.13$) were statistically significant. Therefore, all indirect paths in the proposed model were confirmed.

Conclusion

A positive climate in the organization can lead to positive outcomes, such as knowledge sharing and self-development behaviors, by enhancing employee thriving. Therefore, it is suggested that managers provide an environment to facilitate the learning and promotion of employees by creating civility in the workplace. Also, it is suggested that organizations, by defining organizational standards of interpersonal interactions, clearly defining expectations and norms for interpersonal behaviors and interactions in the workplace, extend these standards to all levels of the organization.

Keywords: Civility at workplace, Empowering leadership, Self-development behaviors, Training motivation, Training transfer

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