

The Role of Thriving and Determinants of Adaptive Performance: A Moderated Mediated Model in the Health Sector of Pakistan

Muhammad Shahzad Aslam¹, Tajammal Hussain Awan², Nadia Nasir³, Malik Javied Anwar⁴

¹ Ph.D. Scholar, Superior University, Lahore, Pakistan. Email: aslamshahzad2011@gmail.com

² Ph.D. Scholar, Superior University, Lahore, Pakistan. Email: phd.tajammalhussainawan@gmail.com

³ Associate Professor, Superior University, Lahore, Pakistan. Email: nadia.nasir@superior.edu.pk

⁴ Program leader Aviation Management, Superior University, Lahore, Pakistan. Email: javied.anwar@superior.edu.pk

ARTICLE INFO

Article History:

Received: December 26, 2021
Revised: March 09, 2022
Accepted: March 11, 2022
Available Online: March 14, 2022

Keywords:

Abusive supervision
Workplace Incivility
Pro-Social Motivation
Thriving
Psychological Capital
Adaptive Performance
Healthcare Sector

ABSTRACT

Changes in organizational architecture (e.g., a change toward team-based management, downsizing) and technology innovation are becoming more complicated difficulties that workers must deal with. Opportunities and changing environmental demands that are required by the workers to adopt otherwise work processes have become less formalized. Finding and locating the "right person for the right job" has become extremely necessary for organizations. Nevertheless, who is the "right" choice? How should the capabilities of the employees be unbridled by the organization? Imprecise human solutions and uncertainty can lead which is a predicament. This study examined the determinants of adaptive performance in the healthcare sector of Pakistan. Also, examined the mediating role of the thriving and moderating role of psychological capital. Data were collected from 420 doctors working in private and government hospitals having experience in middle-level and upper-level management based on the convenience sampling technique. Statistical software SPSS and SMART PLS were used for data analysis. Results validates the hypothesis and question for the research to achieve the aims of the study. Based on the findings for direct and indirect hypothesized relationships found strong empirical support. This research contributes to a more in-depth understanding of the constructs, Abusive supervision, Workplace Incivility, Pro-Social Motivation, Thriving, Psychological Capital, and Adaptive Performance. Limitations suggested some guidelines for future studies. Research implications (theoretical and practical) were provided.



© 2022 The Authors, Published by iRASD. This is an Open Access article under the Creative Common Attribution Non-Commercial 4.0

Corresponding Author's Email: aslamshahzad2011@gmail.com

1. Introduction

Finding and locating the "right person for the right job" has become extremely necessary for organizations. Nevertheless, who is the "right" choice? How should the capabilities of the employees be unbridled by the organization? Imprecise human solutions and uncertainty can lead which is a predicament. Evaluating the employees thrive and adaptive performance in an organization researchers should examine the attitude, individual-level personality attributes, behaviors, transformational leadership climates, and individual performance of transformational leadership that was a help to learn organizational behavior. (Porath, Spreitzer, Gibson, & Garnett, 2012; Nawaz, Abid, Arya, Bhatti, & Farooqi, 2018; Violin, Akremi & Vandenderghu, 2010; Mushtaq, Abid, Sarwar, & Ahmad, 2017).

According to the researchers, firms may compete more efficiently in increasingly competitive marketplaces when their staff can flourish at work (Nawaz & et al., 2018; Abid & Ahmad, 2016; Abid & al, 2016; Paterson et al.,2014) Employees should be well-rewarded for learning new skills and adopting diverse viewpoints t(Abid, Ahmed, & Management, 2016; Nawaz et al., 2020; Porath, Spreitzer, Gibson, & Garnett, 2012)o fulfill the organization's objectives, as it becomes increasingly important to meet fast diversification like work. Researchers have discovered that adaptable performance is a component of overall performance that may distinguish between contextual and task performance (Pulakos et al., 2000; Vorin et al; 2010; Rosen et al., in the press, Johnson, 2001, & Han Williams, 2008). Prior research (Voirin et al.'2010; ployhart & Bliese, 2006; Pulakos, et al.'2006) has mostly focused on individual variation and deviation as determinants of individual adaptation performance. For example, abilities of general and specific cognitive abilities have been found to influence adaptability (Voirin et al.'2010; Allworth & Hesketh, 1999; Kozolowski et al.'2001). It has been demonstrated that the big five traits of conscientiousness, emotional stability, extraversion, and openness to experience are positively related to adaptive performance (Voirin et al.'2010; Allworth & Hesketh, 1999; Pulakos et al.'2006. It has been claimed that sociability, goal orientation, and self-efficacy would be required to develop this sort of performance (Voirin et al., 2010; e.g. Kozolowski et al., 2001; Pulakos et al., 2006). Pulakos et al., 2000; Vorin et al., 2010; & Ployhart & Bliese, 2006) established eight aspects of adaptive performance, which is significant work in this field.

Employees' capacity to (a) manage an emergency, unpleasant, stressful, and unpredictable event, (b) learn and work creatively and efficiently, and (c) accommodate varied cultural and social contexts are commonly characterized as these components (Allworth & Hisketh, 1999; Vorin et al; 2010; Mossetal et al.2009; Johnson et al; 2010). Generally, (Voirin et al.'2010; Johnson (2001; p.985) described the adaptive performance as "the proficiency with which a person modifies his or her behavior to satisfy demands of the environment, an event, or a new scenario." Individuals who feel learning and energy at work are said to be flourishing, which is a psychological condition (Nawaz et al., 2018; Spreitzer, Sutcliffe, Dutton, Sonenshein, & Grant, 2005). Sense of learning relates to acquiring information and skills (Nawaz et al., 2018; Spreitzer et al., 2005) and using them to gain confidence (Nawaz et al., 2018; Porath et al., 2012), while vitality refers to a sense of being alive and a feeling of positive energy. Individuals who are proactive, career-oriented, lifelong learners, healthier, perform better, and are resilient have been identified (Nawaz et al., 2018; Vivek & Raveendran, 2017). The nature of work is changing fast, according to organizational research, and this is visible at all levels of study from global business (Howard, 1995; conger & Benjamin, 1999; Tae Young Han & Kevin J. Williams, 2008). Acquisitions, frequent commercial mergers, and the internationalization of organizations have all contributed to the creation of a fluid and dynamic work environment.

Consumer demand for personal services in a variety of industries, including healthcare, has increased as a result of improving socioeconomic levels of living (Kim et al;2017; Barret et al;2015; O'Cannon & O'Reilly, 2016; Mouth et al; 2012; & Ravi Thambus & Prashant palvia, 2018). Unique difficulties and possibilities are presented in the setting of healthcare. Physical examinations, hospital insurance company integration (Agarwal et al; 2010), improved organizational performance (Kilbridge & Classen, 2008), and improved patient data access for diagnosis (PCAST 2010) are all examples of specific possibilities in health care (Ravi et al; 2018). In the healthcare environment, particular potential includes better transparency between the patient and the provider (Agrawal et al; 2010), improved quality of treatment (Overtveit et al; 2007), and higher patient safety (Agrawal et al; 2010). (Baes & Gawande, 2003). Despite the tremendous potential advantages, the healthcare business has experienced several hurdles, including end-user reluctance, service delivery, regulatory compliance requirements, and resource allocation concerns (Ravi et al; 2018).

Changes in organizational architecture (e.g., a change toward team-based management, downsizing) and technology innovation are becoming more complicated difficulties that workers must deal with (Tae Young et al; 2008). Opportunities and changing environmental demands that are required by the workers to adopt otherwise work processes have become less formalized. Accordingly, determinant of job performance is cognitive skills of workers are placed that required a greater emphasis (National Research Council, 1999; Tae et al; 2008). More and more, the judgment of workers, inferences, and diagnoses are those elements on which work effectiveness is dependent (Smith, Ford, & Kozlowski, 1997;

Tae et al; 2008; Lipnack, & Stamps, 2000). In addition, to becoming the major work unit organization are diverting from individuals to teams and adopting a team-based structure. Adopting the environment changing an organization that reflects the efforts of the organization to change towards team-based work (Tae et al; 2008; DeNisi, 2000).

Because of these organizational changes, theoretical models of job performance have lately been developed to move beyond concentrating on individual workers and their jobs. For effective performance management in an organization, it is becoming necessary that there should be alignment between goal interdependence and individual performance with the task (Tea et al; 2008; Day, Gronn, & Salas, 2006). The need for the adaptive worker has become increasingly important by changing, dynamic environment in today's organization (Pulakos and Sharon Arad, Michelle A. Donovan & Kevin E. Plamondon, 2000; Ilgen & Pulakos, 1999; Smith, Ford, & Kozolowski, 1997; Edwards & Morrison, 1994). Academic researchers, sponsors, and practitioners are increasingly interested in enhancing and understanding adaptability in the workplace.

Even though it is not a new idea, we are seeing the sorts of shifts that are occurring, and the phase-only continued to expand. Because the nature of work tasks has continued to change as a result of changing automation and technology (Pulakos et al; 2000; Thach & Woodman, 1994; Patrickson, 1987), employees are forced to acquire new methods to accomplish their duties. Individuals must learn new skills to compete for diverse occupations, and mergers and corporate restructuring must be "rightsized" (Pulasko et al; 2000; Kinicki & Lack, 1990). In many countries, a variety of jobs require individuals to operate or learn successfully with individuals who have a variety of orientations and values than themselves (Pulakos et al; 2000; Black, 1990; Noe & Ford, 1992). To operate effectively in these varying and changing environments employees require to be versatile, progressively adaptable, and tolerant of uncertainty. In psychological literature versatility, adaptability and flexibility are elusive concepts that have not been well defined yet which is why it is hard to predict, measure, or teach effectively (Pulasko et al; 2000). This study aimed to find out the answer for, "what are the determinants of adaptive performance in the health sector of Pakistan?", "Is there any relationship among thriving and adaptive performance?", "What is the mediating role of thriving?", and "What is the moderating role of psychological capital?"

Researchers are defining adaptable performance in occupations and the idea of adaptive performance in work situations more accurately. Individuals in companies should grasp the process of adaptation, as well as the necessity to be adaptable. It is our view, and we are attempting to forecast, but it is impossible to explain precisely how this adaptability occurs and what traits contribute to adaptive performance until we have a strong grasp of job performance requirements (Pulakos et al; 2000).

2. Literature review

The researchers used appraisal theory to better explain anti-social conduct, violence, and incivility at work (Cortina & Magley, 2009; Sinclair, Martin & Croll, 2002; Porath, MacInnis & Folker, 2010; Nawaz et al, 2018). Appraisal theory suggests that appraisal of the stressor is necessary to understand the impact of an interpersonal or organizational stressor on employees (Cortina & Magley, 2009; Nawaz et al; 2018). Since appraisal theory states that in situations that are judged as unpleasant, negative feelings such as sadness, rage, and fear are elicited, exhibiting incivility, which includes negative emotions like sadness, anger, and fear, is expected (Nawaz et al; 2018; Porath et al; 2010). Employees find it challenging to prosper in a company when incivility is pervasive (Spreitzer et al; 2005; Nawaz et al; 2018; Spreitzer & Porath, 2012). When the work atmosphere becomes unfavorable as a result of such activities, it is not conducive to learning (Spreitzer & Porath, 2012). (Sliter, Sliter & Jex, 2012). Employees who are subjected to uncivil behavior are less likely to be delighted about their jobs (Nawaz et al; 2018). In addition, social discouragement (Pagon, Duffy, & Ganster, 2000; Nawaz et al; 2018) is caused by incivility, which results in a lower sense of vitality, reducing employees' capacity to flourish at work.

Many writers have examined the impact of uncertain employment and a range of unpredictable conditions on adaptation. These scenarios have arisen as a result of a variety of causes, including the relocation of corporate premises, the formation of new organizational groupings, formal organizational restructuring, and resource cutbacks or changes (e.g. Edwards & Morrison, 1994; Ashford, 1986; Goodman, 1994; Dix & Savickas, 1995; Pulakos et al;2000, Weiss, 1994; Hall & Mirvis,1995). The key aspects of performance that relate to such events are how workers deal with and adjust to unpredictable situations, how they can take action, to what extent they can focus when necessary or shift their orientation efficiently and smoothly, and take reasonable action, despite ambiguity and uncertainty in the situations (Pulakos et al;2000).

Although his aspect of adaptive performance is undoubtedly related to the problem-solving components discussed above, the effectiveness and ease with which one deals with and confronts uncertainty, in general, is conceptually distinct from how effectively and creatively one solves novel problems, creative problem-solving may be used in unpredictable and uncertain situations (Pulakos et al;2000). Furthermore, the different predictors have proven relatively suggestive of these two main categories of performance. For example, research has found that problem-solving structures, general intelligence, and issue comprehension all play a role in creative problem solving (Owen,1969, Hoover & Feldhusen,1990 & Pulakos et al;2000). Personality traits like locus of control, self-esteem, and self-efficacy, on the other hand, have been proven to be good indicators of how well people cope with changing and unpredictable situations (e.g. Jones 1986, Pulakos et al;2000, Callen, Terry &Schweitzer 1994, Andreson,1977). Individual performance may be divided into two categories: task performance and contextual performance (Campbell, 1999, Tea Young et al; 2008, Borman & Motowidlo, 1993).

Task performance relates to in-role conduct and defined task responsibilities (i.e., the technical core of jobs). Contextual performance refers to behavior that adds to the organization's social culture or environment (i.e., task performance is conducted in which context). Representing the combination of task and contextual behavior viewed combined that adds to organizational performance. According to the current study, adaptable performance may be an essential component of work performed on its own. Allworth & Hesketh (1999) as "behaviors exhibiting the ability to cope with change and transfer learning from one task to another when work demands change" (p.98) described adaptive performance. This concept argues that an individual's capacity to adjust to changes in the workplace is proof of adaptability (Tea Young et al;2008). Adaptive performance is more precisely operationalized than normatively right decision and individual decision (i.e., accuracy). Technological developments at work reflect the increased involvement of cognitive components in the decision-making environment (Tea Young et al;2008, Colquitt & Erez,2000). However, the majority of researchers use Allworth and Hesketh's (1999) definitions, such as developing new task configurations for non-routine tasks (Kozolowski,2000; Chan,1998) or learning that takes place in a complex and unfamiliar context.

Typically, skills acquired during training and training transfer are characterized in terms of knowledge retention and generalization (Sales & Cannon-Bowers, 2001; J Craig Wallance, 2005; Baldwin & Ford, 1988). Most scholars lately suggested that in today's dynamic, complicated, and unexpected post-training environment, the generalization component of training transfer is increasingly important (Kozlowski et al; 2001; J Craig Wallance, 2005; & Ford et al; 1998). The foundation of the generalization component of training transfer is adaptive expertise (J Craig Wallance, 2005; Smith, Ford & Kozolowski, 2001). Other traits developed throughout training include the capacity to modify knowledge skills, the capability of adaptive performance, and the ability to effectively face challenging, unique, and complicated situations (Schmidt & Bjork, 1992; J Craig Wallance, 2005).

In the current study, transfer criteria that indicate adaptive performance or by the following training was being studied to see how trainees perform and manage unique and complicated circumstances efficiently. Individual differences in transfer performance may be predicted using trainee attributes (e.g. personality, ability), work environment (supervisor assistance), and learning outcomes, according to Baldwin and Ford (1988). Kraiger, Ford, and Salas (1993) and J Craig Wallance (2005) established a taxonomy of training results: (a) knowledge (i.e. cognitive learning outcomes), (b) skills (e.g. behavioral learning outcomes),

and (c) affective learning outcomes (i.e. outcomes of affective & motivational learning). Individual-level thriving produces declarative and procedural knowledge (i.e., information about how to do a specifically trained task what and how), skill acquisition (the ability to do a specifically trained task actually), and self-efficacy (belief in one's ability to complete a specifically trained task successfully).

Two individual-level studies (Ford et al; 1998; Kozlowski et al; 2001; & J Craig Wallace, 2005) investigated the extent of consequences of various training. Individual decision-making computer tasks were employed in this research, in which participants were forced to perform work in a more complicated and unfamiliar context than the training environment. Even when individual training and learning strategies (e.g., to what extent the training program consisted of identical elements learning during the activity of self-regulation) and differences (goal orientation and academic learning) were controlled in both studies, declarative knowledge, skills, and self-efficacy acquired during the transfer of declarative knowledge, skills, and self-efficacy acquired during the transfer of declarative knowledge, skills, and self-efficacy acquired Colquitt et al. (2000) conducted a recent meta-analysis that backed up these findings. As a result, several aspects of flourishing contribute to individual adaptive performance.

Incivility is on the rise in organizations (Nawaz et al; 2018; Abid et al; 2015), which is defined as "insensitive behavior that shows a lack of care for others" (Porath et al;2012; Anderson & Pearson,1999). Employees are likely to experience workplace incivility, which is becoming an increasingly inescapable practice (Porath et al;2012; Pearson et al;2005; Cortina et al;2009; Cortina, Magley, Williams & Langhhout;2001; Nawaz et al,2018). The empirical investigation discovered that incivility has negative repercussions for employees as well as for enterprises (Day, Leiter, Oore, Laschinger, 2011). Incivility, for example, has been shown to reduce job performance (Porath& Pearson,2010), job satisfaction (Lim& Lee,2011; Cortina & Magley,2009), organizational citizenship behavior (Poarth & Erez,2006), productivity (Porath & Pearson,2013; Porath & Erez, 2006), creativity (Porath et al;2012; Cortina et al;2009), organizational commitment (Pearson, And (Porath & Pearson, 2013).

Pro-social motivation is a psychological condition in which people are motivated by the welfare and benefit of others (Batson, 1987; Nawaz et al; 2018). The individual's contact and development of connections with persons impacted by their profession are determined by pro-social motivation (Grant, 2008; Nawaz et al; 2018). Individuals that are pragmatically driven have been observed to have collaborative, expressive, pleasant, and sympathetic concerns for others (Nawaz et al; 2018; Grant & Berg, 2011). Prosocial motivation has three components: situational prosocial motivation, (ii) contextual prosocial motivation, and (iii) global prosocial motivation (Vellerand, 1997). Situational prosocial motivation, on the other hand, arises when a single individual is directly assisted, for example, when the supervisor assists only one subordinate in completing his or her daily responsibilities. A certain set of persons benefits from contextual prosocial motivation. For instance, all subordinates receive assistance from their supervisor in completing assignments.

The objective of the employee alluded to in global prosocial motivation is to contribute to the organization's goodwill. Employees who aid their colleagues without prejudice and contribute to the company's progress via hard effort are an example of the global prosocial drive (Abid & Ahmad, 2016; Nawaz et al; 2018). Prior research has shown that high-level prosaically driven employees may assist colleagues to accept negative feedback (Meglino, Korsgarrd, & Laster, 1997), boost performance and perseverance (Grant, 2008), and take significant initiative (Rioux & Penner, 2001; Nawaz et al; 2018). (De Dreu & Nautra, 2009). As a result, this person has a greater sense of energy (Paterson et al; 2014). Because learning does not occur in isolation, pragmatic incentive promotes the formation of inter-personal relationships (Spreitzer et al; 2005). Employees communicate with one another, which refines and enhances their current knowledge and stimulates innovation, allowing their capabilities and innovative talents to emerge (Nawaz et al; 2018; Paterson et al; 2014). In this way, the pragmatic motivator has established a safe cocoon in which employees may be oriented to learning and energized, which supports flourishing (Nawaz et al; 2018; Tella, 2007).

Effective leadership monitoring is an unavoidable element of most employment. Supervisors are in charge of not only assigning and completing tasks, but they also play an important role in integrating and orienting employees to and within the business. Subordinates regard supervisors as representatives of the organization in a variety of settings. The supervisors are the symbolic representation of what the organization believes in and stands for. Any action or treatment that supervisors undertake with their subordinates is considered as an example of how a corporation chose to utilize its people resources. To begin, the researcher looked into leadership and supervision to see what attributes and successful leadership and supervision make a supervisor a good and effective leader (Tepper, 2007). However, during the last two decades, scholars have increasingly focused and directed their attention to studying workplace interaction and the negative or dark side of leadership. "Subordinates' judgments of the amount to which supervisor engage in a persistent display of hostile verbal or nonverbal conduct, excluding physical contact" has been classified as abusive supervision (Tapper, 2000, p. 178).

Three distinct parts of this are developed to set it apart from other unfavorable workplace interactions. It first relates to the supervisor's consistent behavior. If the supervisor is persistent and long-term, it may be considered abusive. Once in a blue moon, a supervisor behaving harshly or a boss yelling at a subordinate is not deemed abusive supervision. Second, it relates to a person's view of his or her boss's actions. Finally, it is about. Supervisory conduct is only deemed abusive when it has a detrimental influence on subordinates, such as when supervisors intentionally and actively participate in bad behavior, such as being oblivious of her behavior or refusing to make nasty comments (Tepper, 2000). Employees find it challenging to prosper in an environment when harsh monitoring is common. When the work atmosphere becomes unfavorable as a result of such activities, it is not conducive to learning (Spereitzer & Porath, 2012). (Sliter, Sliter & Jex, 2012). Employees who are subjected to uncivil behavior are less likely to be delighted about their jobs (Nawaz et al;2018). Furthermore, abusive supervision causes social discouragement (Pagon, Duffy, & Ganster, 2000; Nawaz et al; 2018). As a result, employees' sense of vitality is likely to be diminished, reducing their potential to flourish at work.

A positive psychological state is represented by positive psychological capital that contributes to high levels of flourishing and effectiveness in organizations. Higher-order psychological capital can be measured by an employee's psychological resources (psyche), the positive psychological state is represented by positive psychological capital that contributes to high levels of flourishing and effectiveness in organizations (Rachal Clapp-Smith, Gretchen R.Vogelgesang and James B. Avey, 2009; Luthan & Youseef, 2007). There was four dimensions: (1) self-efficacy (having faith in one's ability to complete tasks and overcome challenges (Lopez & Synder, 2009; Nawaz et al; 2018; Avey, Reichard, Luthans &Mhatre, 2011), (2) hope (to achieve objectives where necessary redirecting the way and showing diligent attitude toward this), (3) optimism (hopefulness and confidence about the events), and (4) resilience (capacity to bounce back quickly from difficulties; toughness (Nawaz et al; 2018; Luthans & Youssef, 2004; Luthans, 2002). "An individual's faith in his or her capacity to devise methods to realize their goals and self-confidence that they achieved their goals" is characterized as self-efficacy (the first part of psyche) (Bandura, 1977). The main premise underpinning self-efficacy theory is that individuals must execute tasks effectively in a certain context.

To do so, they must determine the path of action and confidence that allows them to mobilize their cognitive resources (Nawaz et al;2018; Luthans and Youssef, 2007; Stajkovik & Luthans,1998) Hope (the second component of the psyche) was characterized as a positive motivating mood based on (1) pathways (a method for accomplishing certain objectives) and (2) activities (action or intervention producing particular effects). The motivation and competence to accomplish, simplify, and identify achievement and pursue the road to reach it symbolize hope. Hopeful employees are required to have a positive attitude and be mentally stronger to encourage learning and be the most enthusiastic at work (Luthans & Youssef,2007). The third component of psychological capital is optimism, which encompasses an individual's internal and external dispositional features. People infer that an occurrence or a person's conduct is attributable to personal qualities such as features, talents, or sentiments in internal or dispositional attribution people infer that a person's conduct is attributable to situational conditions in an external or situational attribution (Nawaz et al;2018; Scheier and Carver, 1985). Because this description of what might be accomplished in the given scenario

was not based on objective evaluation (Nawaz et al;2018; Luthans, Avolio, Norman, and Avey,2008). To encourage personal development, positive change, and increased responsibilities, resilience is the fourth component of psychological capital. Resilience is the ability to bounce back in times of conflict, uncertainty, and hardship (Luthans, 2002). It is beneficial in stressful and difficult situations (Luthans et al;2007). In a nutshell, resilience refers to a person's capacity to thrive in the face of adversity and other unfavorable circumstances (Nawaz et al; 2018; Avey, Nimincht, Norman & Graber Pigeon, 2010).

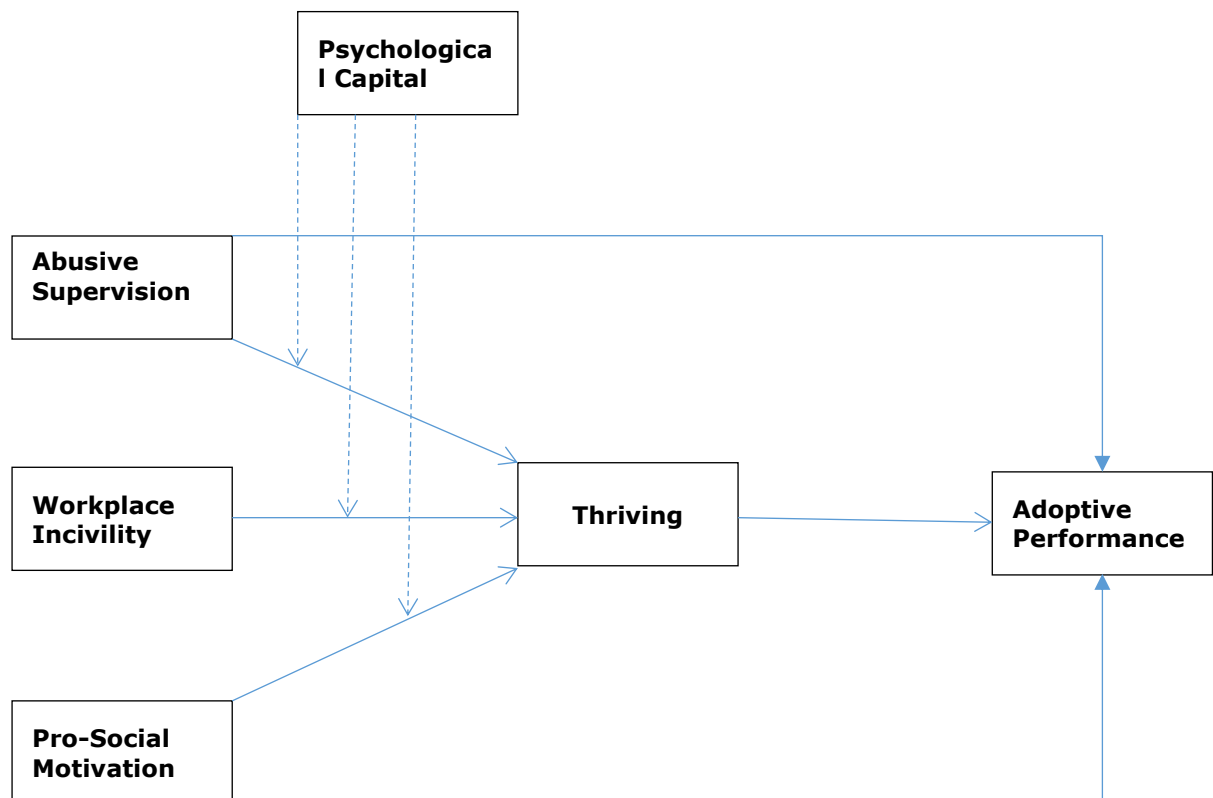
Positive workplace conduct has been linked to high levels of psychological capital, according to the research on psychological capital. Life satisfaction, better job performance (Luthans et al; 2007), greater subjective wellbeing (Luthans, Smith, Palmer & Avey, 2010), organizational citizenship behavior (Avey, Luthans & Youssef, 2010), leadership effectiveness, creativity (Rego, Sousa, Marques & e Cunha, 2012), and organizational commitment have all been shown to promote PsyCap in empirical studies (Nawaz et al; 2018). Other research has found that psychological capital lowers undesirable workplace behaviors such as organizational cynicism and workplace deviance (Norma et al; 2010), unproductive work behavior (Avey et al; 2010), and so on (Nawaz et al; 2018). With a reduced amount of psychological capital, workplace vitality and learning are improbable. Employee vitality and learning are predicted to be strong when there is a high degree of psychological capital (Nawaz et al;2018). We hypothesize that

A hostile and unproductive work environment created by incivility was demonstrated in past research (Tayler, Kluemper & Bedeian, 2012). Employees thrive negatively with the impact of a negative work environment. The harmful consequences of uncivil behavior on thriving can be mitigated with the impact of psychological capital. Decrease in the probability of being negatively affected by a deviant behavior of colleagues and the counterproductive environment with the high level of psychological capital (Avey, Luthans & Youssef, 2010; Nawaz et al; 2018). Employees with a high amount of psychological capital (self-efficacy, hope, optimism, and resilience) are hopeful even in difficult conditions and strive to focus on the good when they find themselves working in unpleasant settings (Nawaz et al;2018). They have faith in their talents to overcome such challenges and are positive about the future, as well as a resilient mindset and the capacity to bounce back from unpleasant emotional experiences (Roberts et al; 2011). Thus, we hypothesize that

"Subordinates' judgments of the amount to which supervisor engage in a persistent display of hostile verbal or nonverbal conduct, excluding physical contact" has been classified as abusive supervision (Tapper, 2000, p. 178). Managerial power and authority are used indiscriminately and arbitrarily to abuse employees (Ashforth, 1997; Marie S. Mitchell & Maureen L. Ambrose, 2007). Employees are suffering as a result of the poor work environment. The influence of psychological capital can help to offset the negative effects of abusive conduct on flourishing. With a high amount of psychological capital, there is a lower chance of being negatively influenced by deviant conduct by coworkers and a counterproductive workplace (Avey, Luthans & Youssef, 2010; Nawaz et al; 2018). Employees with a high amount of psychological capital (self-efficacy, hope, optimism, and resilience) are hopeful even in difficult conditions and strive to focus on the good when they find themselves working in unpleasant settings (Nawaz et al;2018). They have faith in their talents to overcome such challenges and are positive about the future, as well as a resilient mindset and the capacity to bounce back from unpleasant emotional experiences (Roberts et al; 2011).

Early on, the effects of employee success are expected to be good, with pragmatic behavior. Employees that participate in helpful behavior are more likely to form better bonds with coworkers and exchange ideas. Psychological capital has been demonstrated to improve the positive relationship between practical motivation and flourishing at work because individuals with high levels of psychological capital evaluate both people and situations more positively (Nawaz et al;2018; Newman, Ucbasaran, Zhu, & Hirst, 2014). Employees with a good attitude assist their colleagues to achieve their goals by extending their efforts to advise and encourage them.

2.1 Conceptual Model



2.2 Hypotheses

- H1: there is a significant relationship between the thriving and the adaptive performance
- H2: the relationship between workplace incivility and thriving is significantly negative
- H3: the relationship between pro-social motivation and thriving is significantly positive
- H4: the relationship between abusive supervision and thriving is significantly negative
- H5: the relationship between psychological capital and thriving is significantly positive
- H6a: Thriving mediates the relationship of Workplace incivility and adaptive performance
- H6b: Thriving mediates the relationship of Abusive Supervision and adaptive performance
- H6c: Thriving mediates the relationship of Pro-Social Motivation and adaptive performance
- H7a: The relationship between incivility and thriving is being moderated by psychological capital such that the relationship weakens by both high and low levels of psychological capital
- H7b: The relationship between abusive supervision and thriving is being moderated by psychological capital such that the relationship weakens by both high and low levels of psychological capital
- H7c: The relationship between pro-social motivation and thriving moderated by psychological capital such relationship strengthens with both high and low levels of psychological capital.

3. Methodology

3.1. The sampling designs

Generally, there are two types of sampling one is probability and the other one is non-probability sampling. Convenience sampling, a sort of non-probability sampling, was used in our study. This research explored the adaptive performance effects through mediated and moderated variables. This study is considered descriptive.

3.2 Population and sampling

Our population was doctors of public and private hospitals, which operate in Lahore Pakistan. Sample size 620 was be selected for the study. As large and unknown number of the population, we could not study the whole population. Because of the unknown population, the number of respondents as a sample for our research study is estimated and based on the response of the item theory (Lord, 1980). The number of items in the questionnaire was

multiplied by 20 to get the number of samples respondent in the case of (unknown population).

3.3 Data Collection

The data of 620 respondents were be collected to use through the survey method. To collect the responses of the respondents personally questionnaires were dispersed among the doctors of the public and the private hospitals of Lahore Pakistan. With various sources and different research, studies a questionnaire is constructed.

3.4 Analysis Strategy

The collected data was be analyzed using SPSS and AMOS software for structural equation modeling. Specifically, descriptive analysis was be done through mean, Standard deviation, frequencies, and histograms. Reliabilities correlations measurement model and structure model was be tested for the hypothesis. Mediation analysis was be done boot stepping in AMOS.

3.5 Research Questionnaire

Your precious time and valuable participation were be a great contribution towards the noble cause of knowledge creation. I ensure you that any information obtained in connection with this study was remain highly confidential. In any written report or publication, no one was identified and only aggregate data was presented.

4. Results

For this research data analysis, the PLS-SEM was used by using the SMART-PLS version 3.3 as it is considered the most advanced and accurate technique for the data analysis, especially in the social sciences including hotel, tourism, and hospitality industries (Ali et al., 2018). Therefore, by using SMART-PLS initially algorithm was conducted to estimate the outer model, and then bootstrapping techniques were employed to estimate the path coefficients along with the level of significance for direct, indirect/medication, and moderation analysis.

4.1 Demographics

According to the demographic table, there were a total of 420 respondents who filled the questionnaire correctly out of which 381 male respondents represents 90.7% of the data while 39 females represent 9.3% of the data.

Table 1
Measurement model assessment results

	Categories	Frequency	Percentage
Gender	Male	381	90.7
	Female	39	9.3
Age Level	21-30	50	11.9
	31-40	257	61.2
	41-50	108	25.7
	51 Above	5	1.2
Designation	Middle	395	94.0
	Upper	25	6.0
Experience	Upto 10	78	18.6
	11 to 20	304	72.4
	20 above	38	9.0

According to the age levels 50 respondents from age group 21-30 years represents 11.9%, 257 from age group 31-40 represents 61.2%, 108 people from age group 41-50years represents 25.7%, and 5 from the age group of 51 years and above represents 1.2% of an entire sample size of 420. The designation was divided into middle and upper-level doctors

out of 420 doctors 395 middle-level doctors represent 94.0% of the data while 25 upper-level doctors represent 6.0% of the data set. According to the table, 78 doctors were having experience of up to 10 years which represents 18.6% of the data, 304 having 11 to 20 years of experience represents 72.4% of the respondents while 38 from 20 years and above experience represents 9.0% of the data.

4.2 Convergent Validity

To evaluate the measurement model, the convergent validity was assessed through the construct items loadings, Alpha value of each construct, AVE (average variance extracted), and the CR (composite reliability), the below table indicates results for convergent validity. According to the results table, all the loading values are above the minimum recommended value of 0.60 for all six constructs' items. As loading values less than recommended value was deleted from the model. Hair et al. (2016) recommended a threshold value for CR 0.70 while the CR value in the table is above the recommended values. AVE values are also greater than the recommended value of 0.50 (Hair et al., 2016).

Table 2
Convergent Validity

Construct	Items	Loadings	Alpha	CR	AVE
Adaptive Performance	AP1	0.91	0.94	0.954	0.805
	AP2	0.89			
	AP3	0.908			
	AP4	0.871			
	AP5	0.907			
Abusive Supervision	AS1	0.852	0.92	0.926	0.643
	AS10	0.738			
	AS2	0.89			
	AS4	0.775			
	AS5	0.725			
	AS6	0.699			
	AS7	0.906			
Psychological Capital	PC1	0.87	0.886	0.927	0.81
	PC2	0.921			
	PC3	0.909			
Pro-Social Motivation	PM1	0.759	0.925	0.936	0.596
	PM2	0.741			
	PM3	0.756			
	PM4	0.73			
	PM5	0.776			
	PM6	0.818			
	PM7	0.796			
	PM8	0.772			
	PM9	0.787			
	PM10	0.777			
Thriving	THR1	0.89	0.943	0.955	0.778
	THR2	0.866			
	THR3	0.879			
	THR4	0.879			
	THR5	0.883			
	THR6	0.893			
Workplace Incivility	WI1	0.85	0.912	0.928	0.617
	WI2	0.722			
	WI3	0.799			
	WI4	0.77			
	WI5	0.764			
	WI6	0.813			
	WI7	0.774			
	WI8	0.784			

According to Hair et al. (2010), Cronbach's Alpha (α) value is poor if it is <0.60 , acceptable if $=$ or >0.70 , and good if >0.80 which is above 0.80 for all five constructs given below.

4.3 Discriminant Validity

The discriminant validity represents the degree to which a variable is different from the other studied variables (Hair et al., 2010). In this research to measure discriminant validity HTMT (Heterotrait-Monotrait) Ratio and the Fornell Larcker criterion were used as recommended by the Henseler et al. (2015) and Fornell and Larcker (1981).

4.4 HTMT (Heterotrait-Monotrait) Ratio

Henseler et al. (2015) present a new and advanced criterion (HTMT) to analyze discriminant validity and agree that the FLC is one of the effective approaches for evaluating discriminant validity. The FLC, on the other hand, fails to examine the absence of discriminant validity in a variety of study circumstances. As a result, the HTMT was employed to examine the discriminant validity of the constructs, and the results are shown in the table below. Because all of the values were less than 0.90, as indicated by Gold et al. (2001), discriminant validity was demonstrated for all constructs.

Table 3
HTMT

	Abusive Supervision	Adaptive Performance	Pro-Social Motivation	Psychological Capital	Thriving at work	Workplace Incivility
Abusive Supervision						
Adaptive Performance	0.048					
Pro-Social Motivation	0.224	0.273				
Psychological Capital	0.067	0.559	0.127			
Thriving at work	0.036	0.27	0.39	0.175		
Workplace Incivility	0.073	0.178	0.265	0.05	0.26	

4.5 Structural Model Assessment (PLS-SEM)

Following the evaluation of the measurement model, the PLS-SEM was performed. The model's significance was determined using path coefficients, t-values, and standard errors. The bootstrapping approach was used to test the hypotheses for the main and indirect effects using Smart PLS 3. (Ringle et al., 2005). According to the table below Thriving had a significant positive relationship with Adaptive Performance ($\beta = 0.178$, $t = 4.014$; LL = -0.271, UL = -0.069); thus, the H1 was supported as the lower limit and upper limit does not include zero. Workplace incivility had a significant negative impact on the Thriving ($\beta = -0.163$, $t = 3.194$; LL = 0.068, UL = 0.259); thus, the H2 was supported as the lower limit and upper limit does not include zero. According to the table below Pro-Social Motivation had a significant positive relationship with Thriving ($\beta = 0.327$, $t = 6.169$; LL = 0.231, UL = 0.413); thus, the H3 was supported as the lower limit and upper limit does not include zero. According to the table below Abusive Supervision had no significant negative relationship with Thriving ($\beta = -0.081$, $t = 1.2$; LL = -0.192, UL = 0.059); thus, the H4 was not supported as the lower limit and upper limit included zero. According the table below Psychological Capital had significant positive relationship with Thriving ($\beta = 0.128$, $t = 3.489$; LL = 0.048, UL = 0.200); thus, the H5 was supported as lower limit and upper limit does not include zero.

According to table 4 Thriving mediates the relationship of Workplace incivility and adaptive performance ($\beta = -0.029$, $t = 2.516$; LL = -0.054, UL = -0.008), thus, results indicate Hypothesis H6a was supported. Thriving had no significant mediating effect on the relationship of Abusive supervision and adaptive performance ($\beta = -0.014$, $t = 1.122$; LL = -0.013, UL = 0.008), thus, hypothesis H6b was not supported. Results show that the Thriving significantly mediates the relationship of Pro-social motivation and Adaptive performance ($\beta = -0.058$, $t = 3.516$; LL = -0.096, UL = -0.026), thus hypothesis H6c was supported.

According to moderating results Psychological Capital had insignificant moderating effect on the relationship of Abusive supervision and Thriving ($\beta = -0.014$, $t = 1.122$; LL = -0.013, UL = 0.008); thus, H7a was not supported. moderating effect on relationship of Pro-social motivation and thriving was also insignificant ($\beta = -0.052$, $t = 1.064$; LL = -0.140, UL = 0.045); thus, H7b was also not supported. While moderating effect on relationship of Workplace incivility and Thriving was significant ($\beta = 0.091$, $t = 2.434$, LL = 0.0176, UL = 0.174); thus, H7c was supported.

Table 4
Relationship of Workplace Incivility and Adaptive

Hypothesis	Paths	Beta-Value	T-Value	P-Value	LL	UL	Result
H1	Thriving at work Adaptive Performance	-> 0.178	4.014	0	-0.271	-0.069	Supported
H2	Workplace Incivility Thriving at work	-> -0.163	3.194	0.001	0.068	0.259	Supported
H3	Pro-Social Motivation Thriving at work	-> 0.327	6.169	0	0.231	0.413	Supported
H4	Abusive Supervision Thriving at work	-> -0.081	1.2	0.231	-0.192	0.059	Not Supported
H5	Psychological Capital Thriving at work	-> 0.128	3.489	0.001	0.048	0.200	Supported

Table 5
Moderating Results

Hypothesis	Mediated Paths	Beta-Value	T-Value	P-Value	LL	UL	Result
H6a	Workplace Incivility -> Thriving at work -> Adaptive Performance	-0.029	2.516	0.012	-0.054	-0.008	Supported
H6b	Abusive Supervision -> Thriving at work -> Adaptive Performance	0.014	1.122	0.262	-0.013	0.036	Not Supported
H6c	Pro-Social Motivation -> Thriving at work -> Adaptive Performance	-0.058	3.516	0	-0.096	-0.026	Supported

Table 6
Moderating Results

Moderated Paths	Beta	T-Value	P-Value	LL	UL	Result
Psychological Capital -> Thriving at work	0.121	2.694	0.007	0.048	0.200	Supported
Abusive Supervision -> Thriving at work	-0.065	0.991	0.322	-0.192	0.059	Not Supported
PCXAS -> Thriving at work	0.007	0.155	0.877	-0.083	0.103	Not Supported
Pro-Social Motivation -> Thriving at work	0.321	6.411	0.000	-0.262	-0.072	Supported
PCXPM -> Thriving at work	-0.052	1.064	0.288	-0.140	0.045	Not Supported
Workplace Incivility -> Thriving at work	0.166	3.336	0.001	-0.190	-0.011	Supported
PCXWI -> Thriving at work	0.091	2.434	0.015	0.0176	0.174	Supported

4.6. Discussion

Although several studies have discussed the adaptive performance through thriving previously none of the researches consider the adaptive performance's determinants in the health sector. To fill this existing gap, the current research study proposes six constructs, Abusive supervision, Workplace Incivility, Pro-Social Motivation, Thriving, Psychological Capital, and Adaptive Performance, and develops a framework for a research study to check their relationship in the field of healthcare of Pakistan. The results supported the objectives of this research study partially. The study was aimed to examine the relationships between Abusive supervision, Workplace Incivility, Pro-Social Motivation, Thriving, Psychological

Capital, and Adaptive Performance by testing 5 direct, 3 Mediation, and 3 moderation hypotheses. All 11 hypotheses were developed based on proofs in the existing literature.

The first hypothesis examines the role of thriving in an adaptive performance. The results of this study indicate that thriving has a significant positive effect on adaptive performance in the health sector. The finding of this study authenticates the claim of previous researchers that skills acquired during training and training transfer are characterized in terms of knowledge retention and generalization (Sales & Cannon-Bowers, 2001; J Craig Wallace, 2005; Baldwin & Ford, 1988). The results are also in line with a couple of individual-level studies by (Ford et al; 1998; Kozlowski et al; 2001; & J Craig Wallace, 2005) in which they investigated the extent of consequences of various training programs at the workplace to make the employee more productive and skillful. The findings of this research are quite different and unique as it focuses on the health care industry while most of the researchers examined the same relationship in other industries and scenarios.

The second hypothesis examines the role of Workplace Incivility on Thriving. Results of this study show that Workplace Incivility has a significant negative relationship with Thriving. The finding of the study are validating existing findings by previous researchers in different industries and scenarios than the healthcare sector as suggested by the Nawaz et al. (2018) Incivility is on the rise in organizations which is defined as "workplace incivility is the insensitive behavior that shows a lack of care for coworkers" (Porath et al; 2012). The findings of Day et al. (2011) also suggested that incivility has negative repercussions for employees as well as for enterprises. Several researchers resulted that workplace incivility raises conflict which results in employee despair and cognitive distraction which ultimately affects the thriving of coworkers, as suggested by Yamada (2000) that the Employee despair, anxiety, work-family conflict, and by Line & Lee (2011) cognitive distraction by Cortina & Magley (2009) are all on the rise as a result of workplace incivility (Nawaz et al; 2018).

The third hypothesis examines the role of Pro-Social Motivation on Thriving. Results of this study show that Pro-Social Motivation has a significantly positive relationship with Thriving. The finding of the study is validating existing findings by previous researchers in different industries and scenarios than the healthcare sector as suggested by Nawaz et al. (2018), The individual's contact and development of connections with persons impacted by their profession are determined by pro-social motivation (Grant, 2008; Nawaz et al; 2018). Individuals that are pragmatically driven have been observed to have collaborative, expressive, pleasant, and sympathetic concerns for others (Nawaz et al; 2018; Grant & Berg, 2011).

The fourth hypothesis examines the role of abusive supervision on Thriving. Results of this study show that abusive supervision has an insignificantly negative relationship with the Thriving. The finding of this study was quite different in that abusive supervision in the workplace demotivates the employee and ultimately reduces the thriving. Results were in line with previous findings in various fields and scenarios. during the last two decades, scholars have increasingly focused and directed their attention to studying workplace interaction and the negative or dark side of leadership. "Subordinates' judgments of the amount to which supervisor engage in a persistent display of hostile verbal or nonverbal conduct, excluding physical contact" has been classified as abusive supervision (Tapper, 2000, p. 178). Finding also validates that the Employees who are subjected to uncivil behavior are less likely to be delighted about their jobs (Nawaz et al; 2018). Furthermore, abusive supervision causes social discouragement (Pagon, Duffy, & Ganster, 2000; Nawaz et al; 2018).

The fifth hypothesis examines the role of psychological capital on Thriving. Results of this study show that psychological capital has a significantly positive relationship with Thriving. Finding suggests that the Organizational and personal resources offered by the organization can help employees thrive at work while some empirical research (Rozkwiitalska & Basinska, 2016; Paterson et al; 2014) on personal resources suggest that psychological capital encourages an upward cycle of optimism, which promotes employees thriving at work. Thriving happens when both emotive (vitality) and cognitive (learning) components are present. Employees with strong psychological capital have higher levels of self-efficacy, hope,

resilience, and optimism, which enhances both dimensions of flourishing (Nawaz et al; 2018; Luthans, Walumbwa, Avolio & Li, 2005).

The sixth hypothesis was divided into three parts H6a, H6b, and H6c to examine the Mediating role of Thriving in the prelateship of Abusive Supervision and Adaptive Performance, Workplace Incivility, and Adaptive Performance, Pro-Social Motivation, and Adaptive performance. Results of this study indicate that the Thriving reduces the negative impact of Workplace Incivility on the Adoptive supervision, thus hypothesis H6a was supported. While according to findings, Thriving does not have a significant mediating effect in the relationship of Abusive Supervision and Adaptive Performance, thus the hypothesis H6b was not supported. According to results, Thriving significantly reduces the negativity of Pro-Social motivation and in other words, Thriving enhances the Positivity of Pro-Social Motivation on Adaptive Performance in the healthcare sector.

The seventh hypothesis was also divided into three parts H7a, H7b, and H7c to test the Moderating role of psychological capital on the relationships of Abusive Supervision and Thriving, Workplace Incivility, and Thriving, and Pro-Social Motivation and Thriving. Results for this study indicate that there is no significant moderation of Psychological Capital on the relationships of Abusive Supervision with Thriving, and Pro-Social Motivation with Thriving, while Psychological Capital significantly moderates the relationship of Workplace Incivility and Thriving.

5.1 Implications

5.1.1 Academic Research Implications

Current research provides a theoretical framework to understand the association among six constructs (Abusive supervision, Workplace Incivility, Pro-Social Motivation, Thriving, Psychological Capital, and Adaptive Performance) to enhance the adaptive performance in the healthcare sector of Pakistan, which was not explored previously so far. Although several researchers investigated these constructs in various fields, the healthcare sector was not highlighted in the research. According to the researchers, firms may compete more efficiently in increasingly competitive marketplaces when their staff can flourish at work (Nawaz & et al., 2018; Abid & Ahmad, 2016; Abid & al, 2016; Paterson et al.,2014) Employees should be well-rewarded for learning new skills and adopting diverse viewpoints to fulfill the organization's objectives, as it becomes increasingly important to meet fast diversification like work. Researchers have discovered that adaptable performance is a component of overall performance that may distinguish between contextual and task performance (Pulakos et al., 2000; Vorin et al; 2010; Rosen et al., in the press, Johnson, 2001, & Han Williams, 2008). Prior research (Voirin et al.'2010; ployhart & Bliese, 2006; Pulakos et al., 2006) has mostly focused on individual variation and deviation as determinants of individual adaptation performance. For example, abilities of general and specific cognitive abilities have been found to influence adaptability (Voirin et al., 2010; Allworth & Hesketh, 1999; Kozolowski et al., 2001).

The fundamental goal of this study was to define and contribute to adaptive performance in the workplace. Many writers use various definitions and labels for adaptability at the individual, team, and organizational levels (Pulakos et al, 2020). The findings of this research study contributed to the existing literature through the examinations of novel prelateships which were ignored or left unexplored previously. This research also contributes to investigating the key determinants of adaptive performance in the healthcare sector of Pakistan.

5.1.2. Practical Implications

The current research provides valuable insight for the healthcare professionals and management of the healthcare sector to understand and promote adaptive performance in a better way to enhance and innovate the performance in the healthcare sector with the help of framework developed in this research study which provides significant information for the management of healthcare sector and officials who are responsible for policy-making and working on the betterment of the performance in this sector. Consistent with the thriving, the findings of this research provide several significant insights for the healthcare sector. The finding was to provide officials and management with a clear understanding of thriving and

adoptive performance in this sector through mediating role of thriving and moderation of the psychological capital. The findings provide information to better understand the determinants of adaptive performance and the role of thriving and psychological capital to reduce and eliminate the negative impacts of Workplace incivility, Abusive supervision, and the positive role of Pro-Social motivation on Adaptive performance.

The findings indicate and guide healthcare officials to understand the determinants of adaptive performance by eliminating the negativity of workplace incivility by providing on job training and skills to make employees thrive and perform better. Abusive supervision raises demotivation in employees which leads to a reduction in thriving and ultimately reduces employee adaptive performance. To avoid this challenge at the workplace management should provide training to the managers and seniors, establish a better working environment, and introduction of rules and regulations for both managers and employees.

5.2. Limitations and Future Direction

Although this study has yielded innovative insights into the subject matter discussed above, it still has a few limitations, which could be better utilized as future research opportunities. First, the study examines the determinants of adaptive performance in the healthcare sector of Pakistan. It also needs to consider various other factors which are mandatory to enhance adaptive performance. Along with workplace incivility, abusive supervision, and pro-social motivation another variable should also be considered as the determinant of adaptive performance. As the strategies and ideas remain open in the phenomenon; therefore, patents and copyright should be used to protect the latest ideas. Therefore, in future research, psychological capital should also be considered as a separate variable. Second, this study is limited to the lower-level and upper-level doctors only. Future studies may focus on other healthcare departments which capture higher markets in Pakistan. Third, on-the-job training and skills providing are generally expensive, requiring a large number of activities related to the development which increases the cost. Therefore, if all of the healthcare fails to adopt open innovation strategies, thus, financial constraints should also be considered while considering healthcare sector performance.

Reference

- Abid, G., & Ahmed, A. (2016). Multifacetedness of thriving: Its cognitive, affective, and behavioral dimensions. *International Journal of Information, Business and Management*, 8(3).
- Abid, G., Khan, B., Rafiq, Z., & Ahmed, A. (2015). Workplace incivility: Uncivil activities, antecedents, consequences, and level of incivility. *Science International*, 27(6), 6307-6312.
- Andersson, L. M., & Pearson, C. M. (1999). Tit for tat? The spiraling effect of incivility in the workplace. *Academy of management review*, 24(3), 452-471.
- Avey, J. B., Luthans, F., Smith, R. M., & Palmer, N. F. (2010). Impact of positive psychological capital on employee well-being over time. *Journal of occupational health psychology*, 15(1), 17.
- Avey, J. B., Luthans, F., & Youssef, C. M. (2010). The additive value of positive psychological capital in predicting work attitudes and behaviors. *Journal of management*, 36(2), 430-452.
- Avey, J. B., Reichard, R. J., Luthans, F., & Mhatre, K. H. (2011). Meta-analysis of the impact of positive psychological capital on employee attitudes, behaviors, and performance. *Human resource development quarterly*, 22(2), 127-152.
- Charbonnier-Voirin, A., El Akremi, A., & Vandenberghe, C. (2010). A multilevel model of transformational leadership and adaptive performance and the moderating role of climate for innovation. *Group & Organization Management*, 35(6), 699-726.
- Chen, G., Thomas, B., & Wallace, J. C. (2005). A multilevel examination of the relationships among training outcomes, mediating regulatory processes, and adaptive performance. *Journal of applied psychology*, 90(5), 827.
- Cortina, L. M., & Magley, V. J. (2009). Patterns and profiles of response to incivility in the workplace. *Journal of occupational health psychology*, 14(3), 272.

- Cortina, L. M., Magley, V. J., Williams, J. H., & Langhout, R. D. (2001). Incivility in the workplace: incidence and impact. *Journal of occupational health psychology, 6*(1), 64.
- De Dreu, C. K., & Nauta, A. (2009). Self-interest and other-orientation in organizational behavior: implications for job performance, prosocial behavior, and personal initiative. *Journal of applied psychology, 94*(4), 913.
- Ercantan, O., & Eyupoglu, S. (2022). How Do Green Human Resource Management Practices Encourage Employees to Engage in Green Behavior? Perceptions of University Students as Prospective Employees. *Sustainability, 14*(3), 1718. Retrieved from <https://www.mdpi.com/2071-1050/14/3/1718>
- Ferrinho, P., Van Lerberghe, W., Fronteira, I., Hipólito, F., & Biscaia, A. (2004). Dual practice in the health sector: review of the evidence. *Human resources for health, 2*(1), 1-17.
- Grant, A. M., & Berg, J. M. (2011). Prosocial motivation at work. In *The Oxford Handbook of Positive Organizational Scholarship*.
- Han, T. Y., & Williams, K. J. (2008). Multilevel investigation of adaptive performance: Individual-and team-level relationships. *Group & Organization Management, 33*(6), 657-684.
- Johnson, J. W. (2001). The relative importance of task and contextual performance dimensions to supervisor judgments of overall performance. *Journal of applied psychology, 86*(5), 984.
- Luthans, F. (2002). The need for and meaning of positive organizational behavior. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior, 23*(6), 695-706.
- Luthans, F., Avey, J. B., & Patera, J. L. (2008). Experimental analysis of a web-based training intervention to develop positive psychological capital. *Academy of Management Learning & Education, 7*(2), 209-221.
- Luthans, F., Avolio, B. J., Avey, J. B., & Norman, S. M. (2007). Positive psychological capital: Measurement and relationship with performance and satisfaction. *Personnel psychology, 60*(3), 541-572.
- Mikkelsen, A., & Olsen, E. (2019). The influence of change-oriented leadership on work performance and job satisfaction in hospitals—the mediating roles of learning demands and job involvement. *Leadership in Health Services*.
- Mitchell, M. S., & Ambrose, M. L. (2007). Abusive supervision and workplace deviance and the moderating effects of negative reciprocity beliefs. *Journal of applied psychology, 92*(4), 1159.
- Nawaz, M., Abid, G., Arya, B., Bhatti, G. A., & Farooqi, S. (2020). Understanding employee thriving: The role of workplace context, personality and individual resources. *Total Quality Management & Business Excellence, 31*(11-12), 1345-1362.
- Pulakos, E. D., Arad, S., Donovan, M. A., & Plamondon, K. E. (2000). Adaptability in the workplace: development of a taxonomy of adaptive performance. *Journal of applied psychology, 85*(4), 612.
- Shoss, M. K., Witt, L. A., & Vera, D. (2012). When does adaptive performance lead to higher task performance? *Journal of organizational behavior, 33*(7), 910-924.
- Stokes, C. K., Schneider, T. R., & Lyons, J. B. (2010). Adaptive performance: A criterion problem. *Team Performance Management: An International Journal*.
- Thambusamy, R., & Palvia, P. (2020). US healthcare provider capabilities and performance: The mediating roles of service innovation and quality. *Information Systems Frontiers, 22*(1), 91-111.
- Youssef, C. M., & Luthans, F. (2007). Positive organizational behavior in the workplace: The impact of hope, optimism, and resilience. *Journal of management, 33*(5), 774-800.