Enhancing Workplace Well-Being: Employee Perspective

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ABSTRACT

The primary purpose of the research is to analyze the factors associated with the nurses' Eudaimonic Workplace Well-being. Firstly, the study examines the influence of shared values on eudaimonic workplace well-being, and the potential for perceived organizational justice and emotional exhaustion to act as mediators in this relationship. Also, the research analyses the effect of perceived organizational support on eudaimonic workplace well-being, while exploring how emotional exhaustion and job satisfaction serve as mediators in this relationship.

Using data collected from three hundred nurses in Turkish healthcare institutions during the COVID-19 pandemic (Male=113, Female=187). The age of participants ranged from 19 to 58 and the average age was 34. The snowball sampling method was used to form our sample and self-administered surveys that could be completed online were delivered to the sampled nurses.

Our analysis using Partial Least Square Structural Equation Modelling (PLS-SEM) supported the expected relationship between shared values and eudaimonic workplace well-being as well as the mediating role of perceived overall justice and emotional exhaustion. We also show a serial mediation where perceived organizational support is related to emotional exhaustion which in turn negatively related to job satisfaction which subsequently related to higher levels of eudaimonic workplace well-being. The present study contributes to nursing and management literature by examining antecedents of eudaimonic well-being. Furthermore, our findings provide implications for the mental health of frontline employees in health organizations to have higher

levels of eudaimonic well-being which is especially important in times of intense pressure such as the period during the COVID-19 pandemic.

ÖZ

Araştırmanın birincil amacı, hemşirelerin Eudaimonik İşyeri İyi Oluşu ile ilişkili faktörleri analiz etmektir. İlk olarak çalışma, paylaşılan değerlerin eudaimonik işyeri refahı üzerindeki etkisini ve algılanan örgütsel adalet ile duygusal tükenmenin bu ilişkide arabulucu olarak hareket etme potansiyelini incelemektedir. Ayrıca araştırma, algılanan örgütsel desteğin eudaimonik işyeri refahı üzerindeki etkisini analiz ederken, duygusal tükenme ve iş tatmininin bu ilişkide nasıl aracılık ettiğini araştırıyor.

Çalışmada kullanılan veriler, COVID-19 salgını sırasında, Türk sağlık kurumlarında çalışan üç yüz hemşireden toplanmıştır (Erkek=113, Kadın=187). Katılımcıların yaşları 19 ile 58 arasında değişmekte olup, yaş ortalaması 34'tür. Örneklemimizi oluşturmak için snowballing (kartopu) örnekleme yöntemi kullanılmış ve örneklemi oluşturan hemşirelere online olarak doldurulabilen kendi kendine uygulanan anketler ulaştırılmıştır.

Kısmi En Küçük Kareler Yapısal Eşitlik Modellemesini (PLS-SEM) kullanarak yaptığımız analiz, paylaşılan değerler ile eudaimonik işyeri refahı arasındaki beklenen ilişkiyi ve algılanan genel adalet ve duygusal tükenmenin aracı rolünü destekledi. Ayrıca, algılanan örgütsel desteğin duygusal tükenme ile ilişkili olduğu ve bunun da iş tatmini ile negatif olarak ilişkili olduğu ve daha sonra daha yüksek eudaimonik işyeri refahı ile ilişkili olduğu bir dizi arabuluculuk gösteriyoruz. Bu çalışma, eudaimonik iyi oluşun öncüllerini inceleyerek hemşirelik ve yönetim literatürüne katkıda bulunmaktadır. Ayrıca, bulgularımız, sağlık kuruluşlarındaki ön saflarda çalışanların ruh sağlığının, özellikle COVID-19 salgını dönemi gibi yoğun baskı zamanlarında

önemli olan daha yüksek düzeyde eudaimonik iyi oluşa sahip olması için çıkarımlar sağlıyor.

Anahtar Kelimeler: paylaşılan değerler, duygusal tükenme, algılanan genel adalet, algılanan örgütsel destek, iş doyumu, eudaimonik işyeri refahı

DEDICATION

To Myself and My Family

ACKNOWLEDGMENT

I am incredibly grateful to have had the opportunity to complete my doctoral thesis and would like to express my sincere appreciation to all those who have supported me throughout this journey.

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My final thanks go to myself. I appreciate the perseverance, dedication, and hard work I put into this research. I am proud of what I have accomplished, and it demonstrates my own strength and determination. Hopefully, this acknowledgment will serve as a reminder that self-appreciation and self-compassion are critical elements of any academic journey, and that recognizing one's own contributions is essential for personal growth.

TABLE OF CONTENTS

LIST OF TABLES

LIST OF FIGURES

LIST OF ABBREVIATIONS

AVE   Average Variance Extracted

BCa   Bias-Corrected and Accelerated

CI   Confidence İnterval

COR   Conservation of Resources Theory

EE   Emotional Exhaustion

EWW   Eudaimonic Workplace Well-being

HTMT   Heterotrait-Monotrait

JD-R   Job Demand Resource

JS   Job Satisfaction

LM   Linear Model

MAE   Mean Absolute Error

PLS-SEM   Partial Least Squares Structural Equation Modelling

POJ   Perceived Overall Justice

POS   Perceived organizational support

RMSE   Root Mean Squared Error Of Prediction

SD   Standard Deviation

SEM   Structural Equation Model

SRMR   Standardized Root Mean Square Residual

SV   Shared Values

SWB   Subjective Well-Being

VIF   Variance Inflation Factor

WHO   World Health Organization

Chapter 1

INTRODUCTION

1.1 Introduction to Background of the Research

Chapter 1 provides information about the research background. Also, the main aim of the research will be explained. Throughout the thesis, there are specific research questions that we investigated, and these research questions are mentioned in the first chapter. We describe the particular problem that we intend to tackle with our research. Additionally, we highlight the importance and relevance of the problem. Lastly, the sample context of the research was chosen as Turkey, and the reason for the choice was stated.

Chapter 2 covers the literature review and how the research hypotheses are developed. Firstly, the theoretical framework of the hypotheses was described, and it followed what earlier researchers found.

In chapter 3, we have described the research method. Firstly, the sample and data collection procedure will be explained. Also, the questionnaires will be explained regarding the items and type of scales. We obtained ethical approval before data collection; details are explained beside the statistical software that we used for analysis.

The findings of the research will be presented in Chapter 4. Descriptive statistics on the sample will be provided first, and key findings related to the research questions and hypotheses will follow. The chapter will also highlight any notable differences among the participants' answers, such as higher levels of shared values and higher well-being.

The last chapter contains both a summary and a discussion of the results, as well as a mention of the study's theoretical contributions, policy implications, and limitations. In addition, recommendations for future studies are given.

1.2 Statement of the Problem & Significance and Contribution of the Study

Sustaining and protecting a healthcare system to meet the rising need for healthcare personnel is a local and worldwide challenge (World Health Organization, 2020). Gaining insights into the health of nurses, particularly during the COVID-19 pandemic, allows for the enhancement of both existing and future healthcare systems. Given the pandemic's consequences, employee well-being has been recognized as one of the most significant topics in industrial/organizational psychology. Employee well-being was consistently reported in the annual reports of the Society for Industrial and Organizational Psychology among the most popular workplace trends on the "Top 10 Work Trends" list, based on data from member questionnaires in 2018, 2020, 2021, and 2022 (Stark, 2022).

Rochefort and Clarke (2010, p. 2214) defined a work environment as "*a set of concrete or abstract features of an organization, related to both the structures and processes in that organization that is perceived by nurses as either facilitating or constraining their*

professional practice". When nurses work in a pleasant environment with sufficient support that is in line with professional discipline, they are allowed to fully practice their expertise, talents, and capabilities in patient care (Gottlieb et al., 2012). In this type of workplace, the level of job satisfaction (JS) and quality of the provided treatment is higher (Rochefort & Clarke, 2010). Also, previous research has already shown how the work environment is related to employees' job satisfaction, and emotional exhaustion (EE) (Aiken et al., 2002; Rochefort & Clarke, 2010; Van Bogaert et al., 2013; Van Bogaert, et al., 2014).

An important research topic for organizational psychology and human resources is the general well-being of nurses. Despite the fact that there is not any consensus on the definition of well-being, literature has used two different definitions. The first view derives its foundations from the hedonic perspective, which claims that a person's sense of wellness is correlated with their level of well-being. Diener (1999) defined subjective well-being (SWB) as having a low level of negative emotions, a high level of pleasant emotions, and a high degree of life satisfaction. SWB is widely used as a synonym for happiness. Although it shares some characteristics with happiness, well-being is a distinct concept (Carlquist et al., 2017). However, the second view, the eudaimonic approach contends that well-being is more than just having a good mood or being satisfied with one's life (Deci & Ryan, 2001). The researchers emphasized that it is a process of "...fulfilling one's virtuous potentials and living as one was essentially intended to live" instead of reaching the outcome immediately (Deci & Ryan, 2001 p. 2). Happiness comes after a pleasant experience, but well-being is a process that is influenced by positive assessments (Deci & Ryan, 2001). According to Bartels et al. (2019), EWW refers to individuals' subjective assessments of their ability

to advance and perform at work. Eudaimonic workplace well-being was divided into two parts: interpersonal and intrapersonal. The social factors that influence people's psychological development are covered by the interpersonal dimension, whereas the intrapersonal dimension includes how their job makes them feel as meaning or importance of the job. The current study assesses both dimensions to investigate eudaimonic well-being.

The main mission of healthcare organizations is to improve the health and well-being the society, however, how sensitive are these institutions to the well-being of their staff? Well-being at work has emerged as an important topic in the fields of organizational psychology and human resource management (Bartels *et al*., 2019). To understand and explain well-being, researchers refer to hedonic and eudaimonic perspectives (Chia and Kern, 2021; Ryan and Deci, 2001). However, most studies investigating well-being at work have focused on the hedonic perspective. The hedonic point of view is described as the idea of maximizing one's enjoyment of life and minimizing pain (Bartels *et al*., 2019). However, eudaimonic well-being focuses on personal development and the realization of capabilities (Waterman, 1993). Therefore, eudaimonic well-being is a crucial topic for both human resources management and organizational psychology. But there is limited research on the factors affecting eudaimonic well-being within the workplace (Bartels *et al*., 2019). Although, research and theory state that well-being is related to having consistency in an individual's attitudes, values, beliefs, and behavior (Chia & Kern, 2021; Ryan & Deci, 2001), previous research has not investigated how the alignment of values between the organization and the employee may relate to their eudaimonic well-being (Blanchard et al., 2019).

We believe that shared values will strengthen positive perceptions of organizational justice and reduce emotional exhaustion. These factors will subsequently lead to improved well-being in the workplace. Our contribution to the literature is important because understanding how shared values lead to eudaimonic well-being can help us to understand how eudaimonic well-being can be enhanced in the organization. Furthermore, we believe that shared values can serve as an antecedent that can change the employee perceptions of organizational justice which in turn can impact their attitudes and well-being. This study explores the hypothesis that when employees share the same values with their organization, they perceive themselves as part of the organization. When their social belongingness to the workplace increase, this facilitates self-actualization and flourishing which are the main components of eudaimonic workplace well-being.

Earlier research showed that people who are not flourishing are more likely to have a lower level of functioning and suffer poor mental health (Keyes, 2002). Therefore, it is important to understand the shared values and well-being relationship to prevent possible negative outcomes such as languishing among employees, increased turnover costs, and loss of effectiveness. Especially in the health sector, the psychological state of the nurses does not only influence themselves or the organization, but at the same time, it has a negative effect on the provided quality of care. Eudaimonic workplace well-being allows not only serves employees but also contributes to their organization. Identifying the factors that can influence nurses' well-being is crucial for both policymakers and healthcare managers.

1.3 Study Context

Our study context was Turkey, a country that has invested heavily in health infrastructure over the last decade, however, the number of healthcare staff is still insufficient (İştar, 2016; Sag & Zengul, 2018). A report by the Turkish Medical Association states (Türk Tabipleri Birliği, 2022) that the workload of healthcare workers is already a matter of concern, many healthcare staff express their dissatisfaction with their working conditions, and this issue has become even more important with COVID-19. According to the World Health Organization (WHO) data, Turkey was the 6th country in the European region in reporting the highest number of COVID-19 cases. On November 25, 2022, Turkey reported 16,919,638 COVID-19 cases in total and 101,203 deaths (WHO, 2022). Turkey was one of the countries with a high number of COVID-19 cases that directly led to an increase in both the emotional and physical burden on healthcare professionals (Cerit & Uzun, 2022). Thus, it is important to understand the factors that affect the well-being of healthcare staff in Turkey.

The inadequate number of staff, long working hours, insufficient protective equipment, lack of rest and cleaning areas, failure to meet the financial losses of employees, and circumstances that force chronically ill or pregnant healthcare employees to work in risky areas have been expressed as factors lowering well-being of health staff in Turkey (Türk Tabipleri Birliği, 2022). Furthermore, Turkey has introduced a model where private investors are building and operating hospitals, and the government's social security system financially supports the patients that use private healthcare providers (Erus & Aktakke, 2012). This has resulted in more heterogeneity among the hospitals with varying visions, objectives, and values. Thus,

in this context, there may be cases of congruity or incongruity between nurses' values and the values of the institutions where they are employed. Therefore, it is important to study the possible consequences of shared values between healthcare organizations and their employees in Turkey.

1.4 Research Aims and Objectives

The current study aims to explore the factors relating to the nurse Eudaimonic Workplace Well-being. The study first investigates the role of shared values on eudaimonic well-being and how perceived justice and emotional exhaustion may mediate this relationship. Subsequently the study investigates the role of perceived organizational support on eudaimonic wellbeing and the mediating roles of emotional exhaustion and job satisfaction. The current paper aims to fill the gaps in the eudaimonic well being literature since earlier research primarily focuses on subjective well-being (for example, Jia et al., 2021; Zou et al., 2020) and not the eudaimonic elements of well being such as meaningful work and having constructive relationships with colleagues.

The research questions of this study are: (1) Are shared values between nurses and their work positively related to their well being? (2) Do perceived overall justice (POJ) and emotional exhaustion serially mediate the relationship between shared values and well being? (3) Is perceived organizational support positively related to their well being among nurses? (4) Do job satisfaction and emotional exhaustion serially mediate the relationship between perceived organizational support and well-being?

1.5 Research Hypotheses

H1: There is a positive relationship between shared values and well-being.

H2: Shared values are positively related to perceived overall justice.

H3: Perceived overall justice is positively related to well-being.

H4: Perceived overall justice mediates the relationship between shared values and well-being.

H5: Shared values are negatively related to emotional exhaustion.

H6: Emotional exhaustion is negatively related to well-being.

H7: Emotional exhaustion mediates the relationship between shared values and well-being.

H8: Perceived overall justice and emotional exhaustion serially mediate the relationship between shared values and well-being.

H9: Perceived organizational support of nurses is positively related to their workplace well-being.

H10: Perceived organizational support of nurses is negatively related to their emotional exhaustion.

H11: Emotional exhaustion is negatively related to workplace well-being.

H12: Emotional exhaustion mediates the relationship between perceived organizational support and well-being.

H13: Perceived organizational support of nurses is positively related to their job satisfaction.

H14: Job satisfaction of nurses is positively related to workplace well-being.

H15: Job satisfaction mediates the relationship between perceived organizational support and well-being.

H16: Emotional exhaustion is negatively related to nurses' job satisfaction.

H17: Job satisfaction mediates the relationship between emotional exhaustion and well-being.

H18: Emotional exhaustion mediates the relationship between perceived organizational support and job satisfaction.

H19: Emotional exhaustion and job satisfaction serially mediate the relationship between perceived organizational support and well-being.

Chapter 2

LITERATURE REVIEW

2.1 Theoretical Background and Hypotheses

2.1.1 Social Identity Theory

Social identity theory was developed by Henri Tajfel and John Turner in the 1970s as a psychological theory that explains how people form and retain their sense of self through their involvement in social organizations (Hogg, & Terry, 2000). According to the theory, people categorize themselves and other people into different social groups based on shared traits including gender, race, nationality, ethnicity, and organizational affiliation (Tajfel, & Turner, 2004).

According to the theory, a person's identity and self-image are shaped by their engagement with certain social groups (Tajfel, & Turner, 2004). When someone identifies as belonging to a particular group, they are likely to think of the group as having desirable qualities and to see similarities between themselves and other members of the group (Ashforth, & Mael, 1989). Positive uniqueness is a phenomenon where people want to think of themselves as better than other people (Hogg, & Terry, 2000). For instance, someone with a strong sense of national identity may think their country is superior to other countries.

Another process that the theory suggests individuals engage in is social comparison; it is the practice of evaluating oneself through comparison to others (Tajfel, & Turner,

2004). People judge their relative standing and develop a sense of social identity by comparing themselves to other members of their social group (Ashforth & Mael, 1989; Brown, 2000). Employees, for example, may compare their job titles or salaries to those of their coworkers in order to determine their condition within the organization.

According to Social Identity Theory, people are also encouraged to preserve a constructive self-image, which can be accomplished by elevating the status of their in-group or undervaluing the status of out-groups (Hogg, & Terry, 2000). As groups compete for resources or status, this can lead to intergroup conflict (Tajfel, & Turner, 2004).

Finally, social identity theory describes how people establish their self-esteem and identity through their participation in social groups (Brown, 2000). Positive distinctiveness, social comparison, and intergroup conflict are also important in shaping individuals' social identities, according to the theory (Hogg, & Terry, 2000). Understanding social identity theory can help you understand human behavior in groups and develop strategies to manage intergroup relations.

2.1.2 Job Demand Resource Model

The Job Demand Resource (JD-R) model which was established by Bakker and Demerouti (2007) has also been used to explain the proposed hypotheses of this paper. A JD-R is a psychological model which explains the interaction between job demands, resources, and individual factors to affect employee outcomes such as performance and well-being. The model suggested that organizations can use the demands and resources of the job in order to create a positive workplace that promotes employee engagement and productivity. Furthermore, the way employees respond to job demands and resources can also be influenced by individual characteristics such as

personal traits and values. Excessive workload, ambiguous job expectations, and time pressure are examples of job demands that require employees' efforts (Bakker & Demerouti, 2007). However, job resources, such as autonomy, organization support, and constructive feedback, can help employees cope with job pressures. The support received from the organization can serve as a resource that can mitigate the negative job consequences such as emotional exhaustion and foster positive consequences such as the well-being of employees.

2.1.3 Conservation of Resources Theory

According to the Conservation of Resources Theory, resources can be defined as anything valuable for employees to achieve their goals (Hobfoll, 2011). These resources can be items (e.g., work equipment), individual characteristics (e.g., respect, self-confidence), social situations (e.g., support, satisfaction), and drives (e.g., time, money, knowledge) (Hobfoll, 2011). The threat of losing resources stresses people and makes them more vulnerable compared to people who are not under the threat of losing resources (Hobfoll, 2011). Based on our research model, POS and JS are the resources for nurses. When there is a potential risk of losing these or if they lack these resources, we expect that nurses are going to feel emotionally exhausted. Nurses with higher perceived organizational support will feel that they have adequate resources which helps them to perceive their workplace more optimistically and they carry out their work activities without feeling these activities threaten their available resources. On the other hand, those who have low perceived organizational support already have depleted resources. Therefore, such employees will be anxious that any additional task may lead to reducing their limited resources further.

2.2 Shared Values and EWW

According to the eudaimonic perspective, well-being is more than happiness, and when people report that they are emotionally happy, it does not mean that they are also psychologically well (Deci & Ryan, 2008). This viewpoint suggests that well-being is about living well and realizing one's potential (Waterman, 1993). The state of well-being is in every aspect of the individual's life, as well as in the working area of the individual. Bartels *et al*. (2019) described the employee EWW as the subjective assessment of an employee in the workplace and it is particularly relevant to the development and ability of the employee to perform effectively. There are two dimensions of employee EWW; interpersonal and intrapersonal (Bartels et al., 2019). The interpersonal component involves the effect of social experiences in the work, and these experiences are related to the ability of the employees to accomplish "psychosocial development" (Bartels et al., 2019). According to Gillespie and Mann (2004), when values are shared in the workplace, employees can predict each other's reactions or requirements and it prevents unexpected behavior within the work context. Shared values help employees to have a better understanding of what is expected of them. Especially, in cultural settings where uncertainty avoidance is high, employees will be more comfortable when they have a clear understanding of what they need to do and when there is less ambiguity (Hofstede & Hofstede, 2001). Therefore, employees' shared values help them to flourish contributing to eudaimonic well-being. On the other hand, the intrapersonal dimension of work well-being represents feelings of inner importance and purpose in a work environment. These feelings might be felt due to the job itself or an employee's development (Lewis et al., 2014). Wolter et al. (2019) carried out a study among police officers. They concluded that shared values might be a component of occupational resources that promote positive outcomes and

hence influence employees' general well-being. Therefore, in this study, we examine whether having shared values with the organization will have a positive effect on the employee's eudaimonic well-being in the workplace and we expect that:

H1: There is a positive relationship between shared values and well-being.

2.3 Shared Values, Perceived Overall Justice, EWW

Justice is often referred to as "fairness" and has been described a "virtue of social institutions" (Ambrose & Schminke, 2009; Rawls, 1958). According to Suurd Ralph and Holmvall (2016), organizational justice is defined as fairness experienced by employees in the workplace. Thus, such attitudes strongly impact the beliefs and actions of employees. According to Scott et al. (2007), organizational justice is mostly discussed in the justice literature as an independent variable that affects the emotional states, actions, and attitudes of employees. Ambrose and Schminke (2009) provided a description of the mediating role of general justice in the relationship between certain forms of justice and outcomes. Employees experience a sense of belonging to the company they work for when they believe their values align with those of the company. This belongingness can be explained by Social Identity Theory (Tajfel & Turner, 1979). The theory has 3 stages: the first stage is a categorization that people understand and identify the values in their environment to categorize them. In the second stage, people socially identify themselves with a group when they perceive the values of the group match their values. Lastly in the third stage, people compare their groups with other groups. Therefore, the feeling of 'us vs. them' arises. When employees share values with the organization, they perceive the organization and themselves as an in-group. On the other hand, when there is a mismatch between the values of an organization and employee values, employees perceive that they do not belong there and see the organization as an out-group. As Islam (2014) stated that

people are more likely to perceive the group they belong to with a positive bias and perceive the outgroup with a negative bias. Thus, when there is a match between the value of the organization and the employee, employees perceive the work environment as a fair place due to their positive bias. Therefore, in the current study, we expect that nurses who share values with their organization are more likely to report higher POJ.

Additionally, earlier research stated that there is a relationship between POJ and well-being (Ibrahim et al., 2019). According to research (Wood et al., 2013), when mental health workers see discriminatory acts, their well-being decreases. People are more prone to feel psychosomatic and depressive symptoms when they believe that the legislation is not being applied fairly (Majumdar & Kumar, 2022). Therefore, employee perception of justice in the workplace is related to their well-being.

When the employees have a higher level of shared values, they experience higher eudaimonic well-being as shown by Wolter et al., (2019). This relationship is facilitated by the perception of justice which is fostered by shared values. Because people are more likely to seek positive causes instead of negative causes of the events in their workplace when they share common values. However, if they have conflicting values, they may perceive decisions as attacks against themselves personally and thus perceive low organizational justice. Therefore, we expect that organizational justice plays a mediating role between shared values and employee eudaimonic well-being as explained by the Social Identity Theory (Tajfel & Turner, 1979).

H2: Shared values are positively related to perceived overall justice.
H3: Perceived overall justice is positively related to well-being.

H4: Perceived overall justice mediates the relationship between shared values and well-being.

2.4 Shared Values, Emotional Exhaustion, EWW

According to a number of studies (Cropanzano et al., 2003; López-Cabarcos et al., 2019; Rajendran et al., 2020), emotional exhaustion is a key component of burnout. Baeriswyl et al. (2016) stated that one of the most often utilized measures of a person's mental health and well-being in occupational psychology is burnout. According to Maslach & Leiter (2017), emotional exhaustion, detachment, and a perception of lower personal success are the outcomes of burnout. Symptoms of emotional exhaustion include energy loss, chronic tiredness, and a sense of depression (Schwarzer et al., 2000). Earlier research has shown that emotional exhaustion is related to psychological pressure and excessive workloads (Hakanen et al., 2006; Rajendran et al., 2020). For instance, Hakanen and colleagues (2006) showed that in Finland, the workload has a considerable impact on emotional exhaustion and actually makes it worse for teachers. According to Bolton et al. (2012), burnout and emotional weariness were linked to detrimental outcomes such lower motivation and performance, absence due to sickness, psychological problems, decreased work satisfaction, and desire to resign. Employees are more likely to suffer emotional exhaustion when given a work that contradicts their values, according to the Conservation of Resources (COR) the theory (Hobfoll, 1989). However, higher shared values lead employees to perceive job demands as meaningful challenges to accomplish the task instead of exhausting them emotionally (Lages et al., 2020). The literature on services has also revealed outcomes that are similar. According to Maxham and Netemeyer (2003), frontline workers are more likely to feel exhausted and worn out while engaging with clients at work if they sense less shared values. Shared values are essential for nurses to suffer less emotional

exhaustion, execute their duties more effectively, and experience higher well-being. We will feel less emotional exhaustion if we have shared values because we are likely to see job demands as meaningful challenges when our values are aligned with the values of our organization. Thus, we hypothesize that :

H5: Shared values are negatively related to emotional exhaustion.

H6: Emotional exhaustion is negatively related to well-being.

H7: Emotional exhaustion mediates the relationship between shared values and well-being.

2.5 Serial Mediation of POJ and EE

Employees are more likely to work as a team when they perceive that organization treats them with fairness (Akram et al., 2017). Furthermore, Cole et al., (2010) studied the mediating role of emotional exhaustion between types of justice and turnover intentions; based on the COR theory (Hobfoll, 1989) emotional exhaustion has a mediating effect on the relationship between distributive and interpersonal justice and employee turnover intentions. Employees are more prone to feel stress and emotional tiredness if they believe there to be unfairness. Furthermore, according to Barclay et al. (2005), organizations without a sense of justice will place greater demands on their employees, which will result in a loss of shared values between the employee and the organization and increase people's susceptibility to psychological distress (Tepper, 2001). According to Cropanzan et al. (2007), the term "well-being at work" indicates "emotional exhaustion." Since employees are more likely to see their company as fair when they sense higher shared values, we anticipate that this will result in less emotional exhaustion along with enhanced well-being for employees. We hypothesize that;

H8: Perceived overall justice and emotional exhaustion serially mediate the relationship between shared values and well-being.
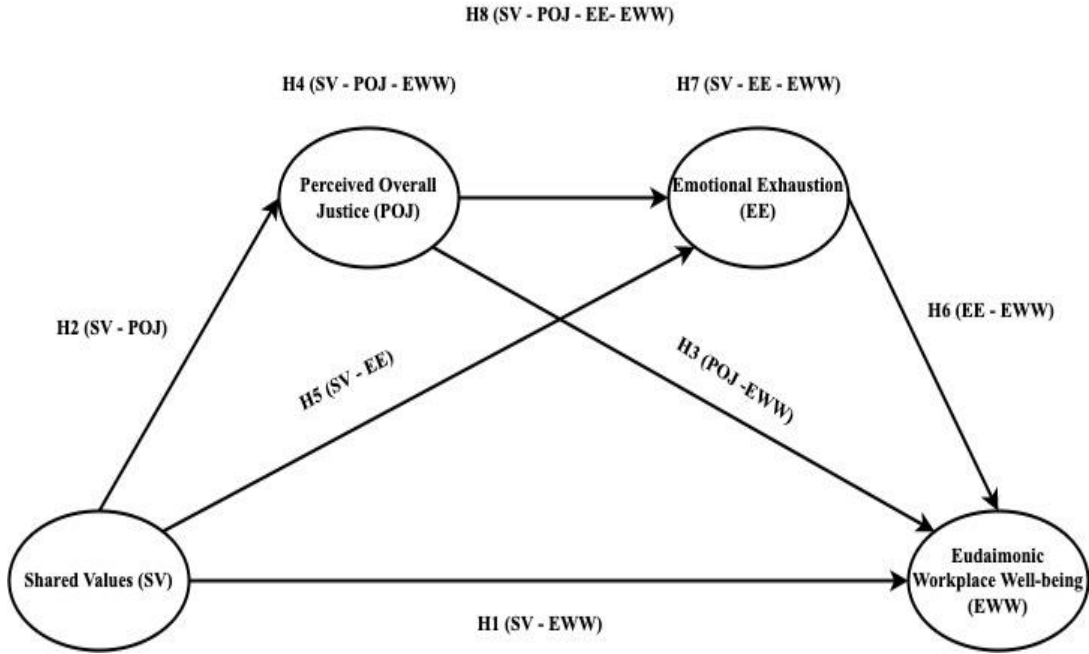
Figure 1: Research Model for Hypothesis 1 to Hypothesis 8

2.6 Perceived Organizational Support – Well-being

Perceived organizational support is the idea that employees have about how much their employer values their contributions and cares about their welfare According to (Eisenberger et al., 1986). Previous research (Kurtessis et al., 2017; Chen & Eyoun, 2021) has shown the benefits of organizational support for both people and businesses Additionally, the literature review of Eisenberger and Stinglhamber (2011) stated that outcomes of organizational support can be divided into three categories. The first part covers having positive attitudes toward the job and organization such as work engagement, and job commitment. The second part consists of having beneficial behavioral results such as high performance. The last category is concerned with the well-being of employees such as job satisfaction.

Li and colleagues (2020) stated that the nursing profession has serious risks, heavy emotional burdens, and high work pressure; therefore, nurses need more support from their families, workplaces, and society when they are dealing with high stress. Additionally, when nurses sense the organization's support and have a positive experience at work, they are more likely to commit to their profession and care about the organization's success (Rockstuhl et al., 2020). According to Hobfoll et al., (2018), when employees' resources are not threatened, such as the support they receive from their organization, they may focus on their jobs and personal growth. The eudaimonic perspective of well-being concerns individual flourishment and finding maximum potential with achievements. Therefore, we expect that when employees perceive higher support from their organization, they will have higher eudaimonic workplace well-being since they can accomplish their duties more effectively. Previous research has already demonstrated evidence for the positive relationship between support and well-being (Jarden et al., 2021). Therefore, we hypothesize that:

H9: Perceived organizational support of nurses is positively related to their workplace well-being.

2.7 Perceived Organizational Support – Emotional Exhaustion – Well-being

Emotional exhaustion is one of the characteristics of burnout. The other characteristics are depersonalization, and reduced individual success (Maslach & Leiter, 2016). Burnout in nursing negatively impacts both the employees who suffer from it and the organizations and patients for whom those nurses care (Kelly et al., 2021). And burnout affects up to 50% of nurses, besides increasing the risk of negative personal consequences, as well as occupational inefficiency, and inadequate care to the patients

(Dyerbye et al., 2017). According to Hobfoll et al., (2018), organizational support is a work resource that helps employees to develop personal resources such as self-encouragement to work better and emotional attachment. These resources result in positive consequences such as EE that concern the employees' psychology and organization (Karatepe, 2015). According to the COR theory, people try to acquire new resources while reserving their current ones to deal with stress (Hobfoll et al., 2018). According to Chiang and Hsieh (2012), POS serves as a resource for employees by providing them with emotional support, a sense of respect, care, and encouragement. This reduces the emotional exhaustion of employees (Anomneze et al., 2016). As a result, we anticipate a nurses' perceived organizational support negatively related to their emotional exhaustion.

Nurses who suffer from emotional exhaustion believe that they are not performing their occupational duties to the best of their capabilities, they feel discouraged, and they have reduced self-esteem toward their job (Kelly et al., 2021). All these negative symptoms are related to decreased eudaimonic workplace well-being. According to Bartels and colleagues (2019), eudaimonic workplace well-being focuses on how employees feel about their jobs, individual progress toward the goal, and employees' vitality. Additionally, they found that EE is one of the antecedents of well-being. According to well-being research, emotional exhaustion is a significant element that reduces nurses' well-being (Garzaro et al., 2021; Kelly et al., 2021). This can be explained by care workers' well being being threatened by emotional exhaustion due to a lack of personal resources as a result of their frequent exposure to work stress (Mata & Tarroja, 2022). Therefore, we expect that decreased emotional exhaustion leads to an increase in the well-being of the nurses at work.

H10: Perceived organizational support of nurses is negatively related to their emotional exhaustion.

H11: Emotional exhaustion is negatively related to workplace well-being.

H12: Emotional exhaustion mediates the relationship between perceived organizational support and well-being.

2.8 Perceived Organizational Support – Job Satisfaction – Well-being

Job satisfaction is a subjective positive reaction to work and reflects how employees seem to like their work (Cavanagh, 1989). It can be affected by a person's beliefs, goals, and pleasure, which can change how they feel about themselves, their families, and an institution (Cavanagh, 1989). The positive correlation between organizational support and the job satisfaction of nurses has been demonstrated in previous studies (Chevalier et al., 2017; Sharif et al., 2018; Li et al., 2019). Nursing staff feels a greater sense of security when they perceive higher levels of organizational support. In addition, perceiving a higher sense of organizational support creates a work environment that makes nurses feel respected, cared for, and concerned about themselves. These favorable job feelings help to increase job satisfaction (Li et al., 2019). In conclusion, we expect there to be a positive relation between nurses' job satisfaction and their perception of organizational support.

Other important research findings showed that job satisfaction fosters the employees' well-being (Corcoran et al., 2005; Gurková et al., 2012; Kassa & Bedada, 2021). Well-being and job satisfaction have been found to be positively correlated in these studies. Perceived organizational support decreases occupational stress and may have a role in coping with job fatigue, and depression (Liu et al., 2013). Supportive workplaces are the most essential component in increasing job satisfaction among nurses, which

affects the well-being of employees (Liu et al., 2013). Therefore, we expect that when nurses are satisfied with their job, they are more likely to have higher well-being. And with the evidence given above, we expect that JS plays a mediation role between POS and well-being. The JD-R model explains the link between how POS is related to JS and positive job (Bakker & Demerouti, 2008). Especially, Xanthopoulou et al., (2017) stated that work resources motivate people to achieve their aims, leading to favorable work outcomes. Workplace assets also increase personal resources. And, increased personal resources lead to increased job satisfaction, job performance, or reduced turnover intentions (Bakker & Demerouti, 2008). Perceived organizational support is a job resource that can reduce work-related stress and emotional exhaustion (Chen & Eyoun, 2021). Consequently, a supportive workplace or a workplace that values its employees' mental health may increase personal resources, which has positive effects on work outcomes such as better job satisfaction and decreased emotional exhaustion. Accordingly, such workplaces may encourage the development of personal resources which is leading to enhanced well-being. We expect that:

H13: Perceived organizational support of nurses is positively related to their job satisfaction.

H14: Job satisfaction of nurses is positively related to workplace well-being.

H15: Job satisfaction mediates the relationship between perceived organizational support and well-being.

H16: Emotional exhaustion is negatively related to nurses' job satisfaction.

H17: Job satisfaction mediates the relationship between emotional exhaustion and well-being.

H18: Emotional exhaustion mediates the relationship between perceived organizational support and job satisfaction.

H19: Emotional exhaustion and job satisfaction serially mediate the relationship between perceived organizational support and well-being.

Figure 2: Research Model for Hypothesis 9 to Hypothesis 19

Chapter 3

RESEARCH METHODOLOGY

3.1 Research Philosophy

The underlying ideas and rules that guide the procedure of carrying out research are known as research philosophies (Ryan,2018). They influence how researchers gather and interpret data as well as the overall research plan (Bryman, 2008). The basic assumptions and study methodologies of various research philosophies differ, such as positivism, interpretivism, and pragmatism (Bryman, 2008). A key step in the research process is choosing a research philosophy because it has an impact on the research questions, methodology, and overall accuracy and validity of the study findings (Delanty, 1997). A positivist philosophical approach is chosen based on the following arguments and the fact that the aim of this study is to assess the elements that predict employee well-being in the healthcare sector.

Positivism, with its emphasis on the use of quantitative and objective data, is suited for a study that seeks to measure employee well-being (Papineau, 1996). This way of thinking promotes the use of scientific techniques to collect data and test hypotheses, like experiments or surveys (Bryman, 2008). Positivism promotes the use of quantitative data-collecting techniques, such as standardized questionnaires or scales, to measure employee well-being since they generate numerical and objective data that can be statistically evaluated and compared (Bryman, 2008).

The emphasis on objectivity and generalization in positivism makes it appropriate for studying employee well-being. This research approach looks for common trends and patterns, and its findings are applicable across different contexts. Therefore, researchers that apply a quantitative method based on positivism are able to generalize their findings to broader populations and make predictions about the variables that affect employee well-being.

Positivism's ontological assumptions are based on the idea that social phenomena may be investigated using unbiased and empirical methods (Papineau, 1996). According to positivism, there is an objective reality that can be measured and studied using scientific means and that exists not affected by the researcher (Delanty, 1997). As a result, positivism places a strong emphasis on gathering quantitative data and using objective measurement to identify main patterns in social behavior (Papineau, 1996).

These ontological assumptions influence the research strategy by directing the choice of research methodologies and data analysis strategies (Delanty, 1997). For the purpose of ensuring that the data is unbiased and trustworthy, positivist researchers frequently employ controlled and standardized data-gathering techniques, such as experiments or surveys (Delanty, 1997).

Furthermore, the role of the researcher in the research process is shaped by the ontological assumptions of positivism (Bryman, 2008). In order to reduce the possibility of bias or subjectivity, positivist researchers work to be unbiased and truthful in their observations and interpretations of data (Bryman, 2008). Instead of interpreting or extracting meaning from the data, the researcher's responsibility is to collect and examine it.

Overall, positivism's ontological assumptions influence the research strategy by emphasizing the value of accurate measurement and empirical evidence and by directing the choice of research methodologies and data processing strategies that are consistent with these assumptions (Halfpenny, 1982).

While conducting research with a positivist approach, it's important to take participants' privacy and confidentiality into account, get their informed consent, and try to minimize any potential harm or injury (Halfpenny, 1982). The protection of participants' rights should be given top priority in the research design and methodology to ensure ethical practices. Informed consent must be obtained from participants, and personal information and data must be kept private (Halfpenny, 1982). For example, when carrying out experiments, the researcher should make sure that independent and dependent variables are adjusted within moral bounds and that subjects are not subjected to harm or distress.

Overall, following ethical standards is essential while conducting positivist research, and solid research procedures that put participants' rights, and privacy, first can help guarantee that these standards are met (Halfpenny, 1982).

The limits of positivism may lead to the oversimplification of complex social phenomena and make it unsuitable for researching subjects that are challenging to quantify or measure (Papineau, 1996). For instance, it may be difficult to quantify emotions, values, or cultural differences using standard laws and objective measurements.

Researchers can use a variety of techniques and strategies that enhance positivist methodologies to solve or reduce these limitations (Papineau, 1996). Researchers can avoid oversimplification and acquire a more thorough understanding of the research issue by combining quantitative and qualitative methodologies (Psillos, 1999). By integrating objective measurement with subjective experiences, mixed-methods approaches that integrate both positivist and interpretive paradigms can offer a more comprehensive understanding of the research topic (Psillos, 1999).

Additionally, researchers are able to detect and address any weaknesses in their research design and analysis (Papineau, 1996). This may include talking about the limitations of positivist approaches and noting the possibility of oversimplification, as well as the drawbacks of qualitative approaches and the possibility of subjectivity or prejudice (Psillos, 1999). Researchers may minimize the potential influence of possible limitations on their research findings by addressing them using a variety of methodologies and approaches (Papineau, 1996).

3.2 Sample and Data Collection

We used the same approach that has been used by Olaoke et al., (2021) to calculate the minimum required sample size using G*Power 3 software (Faul et al., 2009). A minimum of 105 participants were required to achieve minimum effect size with the achieving 0.95 minimum power (1 - $\square$) and 95% confidence interval. In this study, data were collected from 368 nurses in Turkey by using purposive sampling and snowballing techniques. However, only 300 were used for analysis after eliminating the incomplete surveys. At the beginning of the study, informed consent information was provided to participants. Voluntary participation was an inclusion criterion thus, participants who did not confirm this section were not allowed to continue to respond

to the remaining questions. Another inclusion criterion was the number of years of experience; nurses who did not have at least one year of job experience in the health sector were not eligible to participate in the study. The last inclusion criteria were answering all questions; participants who did not complete the questionnaire completely were excluded. 68 participants' responses were not included in the analysis since they did not respond to all the survey questions. The healthcare organizations where nurses work included both private and public hospitals and clinics. Participants' ages varied from 19 to 58, with a 34-year-old average. The detailed profile of the participants is shown in Table 1. Additionally, Ethical considerations and the confidentiality of the participants were respected. Eastern Mediterranean University's Scientific Research and Publication Ethics Board has approved the study protocol (reference no: ETK00-2021-0013).

Table 1: Demographic Characteristics of the Respondents

Option	Frequency	%
Gender		
Male	113	37.7
Female	187	62.3
Age (Years)		
Below 30	152	50.7
Above 30	148	49.3
Experience		
Less than 3 years	114	38
3-5 years	42	14
6-10 years	40	13.3

11-20 years	60	20
More than 20 years	44	14.7
Number of employees in the institution		
Less than 10 employees	38	12.7
11-50 employees	53	17.7
51-100 employees	17	5.7
101-500 employees	51	17
More than 500 employees	141	47

3.3 Measures

There are 5 questions in the demographic questionnaire which are about the participant's gender, birth year, and working years in the health sector. The rest of the questionnaire contained multi-item measures taken from the available literature on SV, EE, POJ, POS, JS, and EWW. Table 3 lists every item from every scale that was used in Turkish with back translation (Brislin, 1970). Participants were given a shortened version of the Shared values Scale (Hartline et al., 2000), which used a Likert-type scale with a maximum score of 7 to assess how much each employee agreed with the values of the business. Six questions on a 5-point Likert-type scale from the Emotional Exhaustion Scale (Babakus et al., 1999) were utilized. Additionally, a 6-item version of the Perceived Overall Justice Scale (Ambrose & Schminke, 2009) was used. A 7 point Likert scale was used to rate the items. A 3-item with 7-point Likert scale (1-strongly disagree and 7   strongly agree) for Perceived Organizational Support was adapted from the original 36 items of Eisenberger et al., (2002) and it measured whether participants perceive that their organization cares about their health, success, and satisfaction. Furthermore, we used Judge and Colquitt's (2004) 3 items Job

Satisfaction Scale with a 5-point Likert-type scale. Lastly, EWW Scale (Bartels et al., 2019) was used with 8 items, and items were scored on a Likert-type scale of 5 points. In the 5-point Likert-type scale and 7 point Likert-type scale used, the lowest number 1 defines 'strongly disagree' and the highest numbers 5 and 7 define strongly agree' expressions.

3.4 Data Analysis

Before conducting any analysis, the normal distribution of data was analyzed by Kolmogorov-Smirnov and Shapiro-Wilk tests. Significant results of these tests proved the non-normal distribution of data. Following Ho's (2014) recommendation a non-parametric method is used since our data is not normally distributed. Moreover, our study is mainly exploratory because previous research in this context is limited. The use of Partial Least Squares Structural Equation Modelling (PLS-SEM) is recommended in studies where the theory or topic is less developed (Hair et al., 2019). Therefore, PLS-SEM was chosen as a statistical technique for analysis, and Smart PLS-SEM 4 was used to conduct the analysis (Ringle et al., 2022).

Certain features distinguish PLS-SEM from covariance-based SEM (Structural Equation Model) methods, and these features have influenced our choice of using PLS-SEM for the analysis of this study. PLS-SEM is useful for the study of a wide variety of datasets with distinctive features, without relying on data distribution assumptions (Hair et al., 2019). Thus, compared to covariance-based SEM, this method has a higher explanatory power due to its less restrictive design (Hair et al., 2019). The PLS-SEM is more flexible compared to covariance-based SEM; it can analyze the multiple cause-effect relationships in the model at the same time. The complexity of the model, the existence of various latent variables, and manifest variables are among these multiple

relationships (Henseler et al., 2016). In addition, PLS-SEM is a powerful statistical method because it provides the opportunity to analyze smaller samples and data that do not have a normal distribution (Shackman, 2013). For these reasons, the use of PLS-SEM is increasing in the analysis of human resources and organizational psychology studies. Moreover, our study is mainly exploratory because previous research on this topic is limited. The use of PLS-SEM is recommended in studies where the theory or topic is less developed (Hair et al., 2019).

Chapter 4

RESEARCH FINDINGS AND ANALYSIS

4.1 Measurement Model for Hypothesis 1 to Hypothesis 8

To assess our measurement model, we assessed 1) internal consistency reliability (Cronbach alpha, Composite Reliability) 2) convergent validity (outer loadings, Average Variance Extracted (AVE), 3) discriminant validity (HTMT) (Hair et al., 2019). The outcomes of the measurement model evaluation are shown in Table 2 and Table 3. Cronbach alpha showed that the measure fit had high reliability, and in this study, all latent construct values exceeded 0.70 the threshold; the values range between 0.90 and 0.96 (Henseler et al., 2016). To assess convergent validity, we checked AVE. Our values were greater than 0.50 which would mean that a significant portion of the variance associated with the factor can be identified (Fornell & Larcker, 1981). The AVE values in this study can be seen in Table 2.

In addition, outer loadings were assessed because they show the relationship of indicators on the latent variables, and they are also identified as path loadings. Henseler et al., (2016) stated that one of the necessary conditions for a high-validity model is that the outer loadings should have values higher than 0.70 (Henseler et al., 2012). The values for the four latent variables in the model of this study ranged from 0.599 to 0.944. It showed that all these values were significant except Q7 and Q8 for eudaimonic workplace well-being. Please see Table 2 for all indicator reliability results.

Table 2: Construct Reliability and Validity (Measurement Fit) for Hypothesis 1 to Hypothesis 8

Construct	Composite reliability	Average variance extracted	Cronbach's alpha
Shared Values	0.955	0.778	0.943
Emotional Exhaustion	0.954	0.774	0.941
Perceived Overall Justice	0.967	0.830	0.959
Eudaimonic Workplace Well-being	0.924	0.608	0.904

To check discriminant validity, correlation ratios of Heterotrait Monotrait (HTMT) were used and our results were above the recommended cut off point of 0.85 (Henseler et al., 2016). Detailed results are available in Table 4. Discriminant validity shows that each latent variable is different from the others; the latent variable is distinct and has features that are not described by other constructs (Henseler et al., 2015).

The recommendation of MacKenzie and Podsakoff (2012) was followed to prevent the common method of bias issue. Participants were told that anonymity would be maintained and that their answers would remain anonymous. Also, Kock (2015) suggested that evaluating the collinearity by 3.3 thresholds for the Variance Inflation Factor (VIF) of latent variables shows pathological collinearity, therefore the model may have the issue of common method bias. However, in our study all VIF values for latent variables are below the suggested threshold, therefore common method bias may not be the threat for this study. Earlier research has already used a similar way of evaluating the common method bias issue (Anasori et al., 2020). To evaluate collinearity, Kock and colleagues (2015) recommend calculating VIFs for each of the model's latent variables. If any VIFs exceed the threshold of 3.3, it will cause

pathological collinearity. Pathological collinearity would indicate a common bias problem in the model and would indicate a common method bias problem (Kock, 2015, p. 7). All VIFs in the current study were below the threshold, indicating that based on this method the study model does not have a common method bias problem. This method was also employed by prior empirical studies in literature to evaluate the possible danger of common method bias (for example Jung & Yoon, 2018).

Table 3: Constructs and Convergent Validity for Hypothesis 1 to Hypothesis 8

Construct	Item		VIF	Outer loading	t-value
Shared Values	Q1	We share the same values in terms of professionalism (behaving appropriately in a health institution) with the institution I work for.	4.327	0.894	71.685
	Q2	We share the same values with the institution I work for in terms of ethical values (the health institution's concern about the honesty and integrity of all its employees while carrying	4.829	0.906	71.039

		out the activities of the institution).			
	Q3	We share the same values of creativity with the institution I work for.	4.103	0.906	74.030
	Q4	We share the same values with the organization I work for in terms of industry leadership values.	3.507	0.878	60.112
	Q5	We share the same values with the institution I work for in terms of superior quality and service values.	2.702	0.847	45.441
	Q6	We share the same values in terms of employee morale and satisfaction (a positive feeling for the organization and the job, a sense of belonging) with the organization I work for.	2.760	0.861	52.454
Emotional Exhaustion	Q1	I feel emotionally drained from my job	4.474	0.881	50.828

	Q2	I wake up in the morning feeling tired and have to face another day at work	4.149	0.877	47.338
	Q3	I feel exhausted from my job	7.758	0.944	110.549
	Q4	I am worried about being hard-hearted because of my job	2.241	0.798	28.852
	Q5	I feel disappointed with my job	3.263	0.872	56.480
	Q6	I feel like I do not have the strength to endure	3.973	0.902	77.616
Perceived Overall Justice	Q1	Overall, I am treated fairly by my organization	5.393	0.902	68.256
	Q2	In general, I can count on this organization to be fair	6.968	0.934	113.492
	Q3	In general, the treatment I receive around here is fair	4.438	0.918	83.204
	Q4	Usually, the way things work in this institution is fair	4.909	0.913	66.027
	Q5	This institution treats its employees fairly	6.232	0.933	102.438

	Q6	Most of the people who work here would say they are often treated fairly	3.286	0.864	42.910
Eudaimonic Workplace Well-being	Q1	Among the people I work with, I feel there is a sense of brotherhood/sisterhood	3.792	0.830	36.955
	Q2	I feel close to the people in my work environment	5.617	0.880	56.899
	Q3	I feel connected to others within the work environment	3.802	0.846	41.562
	Q4	I consider the people I work with to be my friends	2.606	0.782	26.117
	Q5	I am emotionally energized at work	2.593	0.843	39.636
	Q6	I feel that I have a purpose in my work	2.592	0.794	31.124
	Q7	My work is very important to me	1.822	0.611	12.099
	Q8	I feel I can continually develop as a person in my job	1.761	0.599	13.303

Note: Items are presented in Beck Translated version (Brislin, 1970).

4.2 Structural Model and Key Findings for Hypothesis 1 to Hypothesis 8

Accelerated (BCa) bootstrap and bias-corrected bootstrap were done with a 95% confidence interval (CI) and 5000 resamples to check the p-value and t-statistics. We checked path coefficients, effect size, the goodness of fit, and Standardized Root Mean Square to examine the significance of the structural model using PLS-SEM estimation.

Table 4: Means, Standard Deviations, Correlations and HTMT Ratio of Study Constructs

	Means	SD	1	2	3	4
1- Shared values	4.15	1.69		0 .411	0.702	0.643
2- Emotional exhaustion	3.45	1.29	-0.114		0.509	0 .574
3- Perceived overall justice	2.52	1.22	0.670**	-0.412**		0 .588
4- Well-being	3.42	1.00	0.367**	-0.323**	0.153*	

*Note: SD indicates the standard deviation, ** indicates that correlation is significant at the 0.001 level (2-tailed), and * indicates that correlation is significant at the 0.05 level (2-tailed). Values above the diagonal are for HTMT ratios, and below the diagonal are for Correlation*

Table 4 presents the correlation matrix. According to Table 4, the strongest correlation is 0.67, between shared values and perceived overall justice. It indicates that there is no multicollinearity problem in this study. A moderate negative relationship was observed between perceived overall justice and emotional exhaustion. Moreover, the weakest but still significant positive correlation was seen between perceived overall justice and well-being.
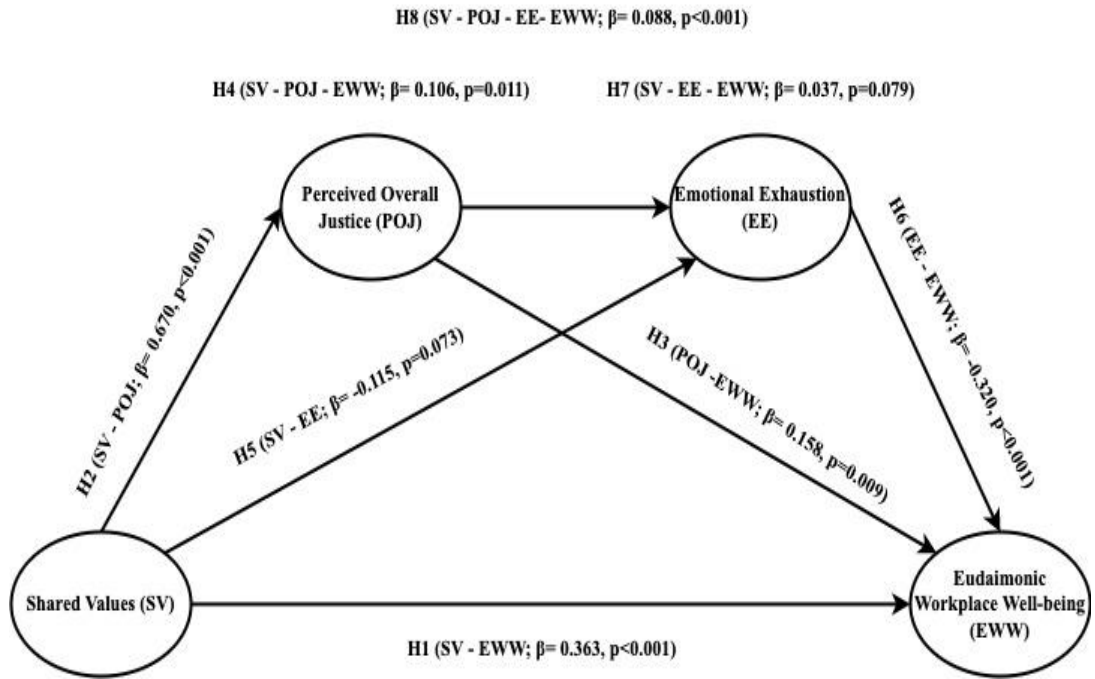
Figure 3: Structural Model for Hypothesis 1 to Hypothesis 8

The structural model can be examined since we have shown that the measurement model has a satisfactory reliability and validity score (Hair et al., 2019).

Table 5: Hypotheses Analyses Results for Hypothesis 1 to Hypothesis 8

	Hypotheses	β	t	ρ-value	Bootstrap 95% CI			
					Percentile		BCa	
H1	Shared values → well-being	0.363	6.385	<0.001	0.256	0.475	0.252	0.476
H2	Shared values → perceived overall justice	0.670	19.580	<0.001	0.591	0.739	0.590	0.733

H3	Perceived overall justice → well-being	0.158	2.613	0.009	0.04	0.275	0.033	0.275
H4	Shared values → perceived overall justice → well-being	0.106	2.562	0.011	0.027	0.186	0.021	0.191
H5	Shared values → emotional exhaustion	-0.115	1.796	0.073	-0.239	0.008	-0.227	0.012
H6	Emotional exhaustion → well-being	-0.320	6.906	<0.001	-0.421	-0.233	-0.415	-0.233
H7	Shared values → emotional exhaustion → well-being	0.037	1.762	0.079	-0.004	0.083	-0.003	0.079
H8	Shared values → perceived overall justice → emotional exhaustion → well-being	0.088	4.138	<0.001	0.055	0.127	0.054	0.136

According to Table 5, H1 proves that there is a significant relationship between shared values and well-being (β= 0.363, t=6.385, $p<$ 0.001). Bootstrapping was used to analyze indirect effects in all hypotheses testing. H2 shows that shared values are significantly related to perceived overall justice (β= 0.670, t=19.580, $p<$ 0.001). H3 also shows that the relationship between perceived overall justice and well-being at 95 percent was significant (β= 0.158, t=2.613 p= 0.009). H4 proves that perceived overall justice mediates the relationship between shared values and well-being; bootstrapping shows that the hypothesis is supported (β= 0.106, t= 2.562, p= 0.011).

However, H5 is not supported; there is no significant relationship between shared values and emotional exhaustion (β= -0.115, t=1.796, p= 0.073). H6 proves the significant relationship between emotional exhaustion and well-being (β= -0.320, t=6.906, $p<$ 0.001). Additional analysis proves that the mediating role of EE is not significant relationship between shared values and well-being which is why H7 is not supported (β= 0.037, t=1.762, p= 0.079). Lastly, analysis proves that perceived overall justice and emotional exhaustion serially mediate the relationship between shared values and well-being. Bootstrapping shows that the H8 is supported (β= 0.088, t= 4.138, $p<$ 0.001). The results of the hypotheses can be seen in Figure 3.

Table 6: Model Fit for Hypothesis 1 to Hypothesis 8

	Saturated model	Estimated model	R^2	Adjusted R^2	f^2	Q^2	VIF
SRMR	0.064	0.064					
Shared values			-	-	0.010-0.815	-	1.832

Emotional exhaustion	0.246	0.240	0.151	0.186	1.325
Perceived overall justice	0.449	0.447	0.022	0.369	2.040
Well-being	0.478	0.473	-	0.279	-

Our model fit index, the R^2 values for the constructs that are predicted by other constructs (the endogenous variables), f^2, and Q^2 are presented in Table 6. Hu and Bentler (1998) stated that a model can be considered to have a good fit if the Standardized Root Mean Square Residual (SRMR) value is below 0.08. Our model has three endogenous variables, and the corresponding R squared values are provided in Table 6. For our overall model with well being as the dependent variable, the R squared value is 0.48 which means that 47.8% of the variations within well-being can be explained by the model.

4.3 Out-of-Sample Prediction (PLSpredict) for Hypothesis 1 to Hypothesis 8

Finally, we used PLSpredict to analyze the out-of-sample predictive power of the research model. Following the guidelines of Shmueli and colleagues (2019), 10 folds with 10 repetitions were used to predict the quality of the model. Additionally, the mean absolute error (MAE) was used instead of the root mean squared error of prediction (RMSE) since the data of the study was not normally distributed (Shmueli et al., 2019). Table 7 displays that the $Q^2_{predict}$ values of the emotional exhaustion, perceived overall justice, and eudaimonic workplace well being items are greater than 0. And, 9 of the indicators satisfied the rule of thumb, the PLS SEM value should be

smaller than the linear model (LM) value (PLS-SEM < LM). We can conclude as the

predictive power of the model is low.

Table 7: PLSpredict Assessment for Hypothesis 1 to Hypothesis 8

Item		PLS-SEM			LM		PLS-SEM_MAE < LM_MAE
		Q^2_predict	RMSE	MAE	RMSE	MAE	
	Q1	0.077	1.397	1.183	1.417	1.207	Yes
	Q2	0.085	1.295	1.074	1.295	1.071	No
Emotional	Q3	0.122	1.429	1.201	1.435	1.211	Yes
Exhaustion	Q4	0.108	1.417	1.229	1.441	1.240	Yes
	Q5	0.152	1.385	1.203	1.400	1.201	No
	Q6	0.131	1.403	1.210	1.420	1.219	Yes
	Q1	0.368	1.106	0.889	1.108	0.878	No
	Q2	0.396	1.045	0.820	1.038	0.804	No
Perceived	Q3	0.350	1.064	0.836	1.051	0.831	No
Overall	Q4	0.364	1.078	0.869	1.072	0.861	No
Justice	Q5	0.405	1.035	0.807	1.028	0.792	No
	Q6	0.331	1.055	0.838	1.029	0.811	No
	Q1	0.200	1.195	0.982	1.206	0.998	Yes
	Q2	0.226	1.132	0.940	1.148	0.955	Yes
	Q3	0.242	1.094	0.909	1.104	0.914	Yes
Eudaimonic	Q4	0.172	1.079	0.854	1.095	0.873	Yes
Workplace	Q5	0.304	1.064	0.863	1.076	0.858	No
Well-being	Q6	0.208	1.194	0.991	1.210	1.003	Yes
	Q7	0.142	1.146	0.939	1.138	0.917	No
	Q8	0.171	1.273	1.080	1.268	1.046	No

4.4 Measurement Model Analysis for Hypothesis 9 to Hypothesis 19

The results of internal consistency and reliability are shown in Table 8. Cronbach alpha (ranging from 0.900 to 0.941) and composite reliability results (rho_A: ranging from 0.903 to 0.951; rho_C: ranging from 0.924 to 0.953) were relatively high and exceeded the recommended threshold of 0.70 (Hair et al., 2006). Recently scholars stated that the most important measure of reliability in PLS constructs is Dijkstra-Henseler's (2015) rho_A coefficient (Anasori et al., 2020). The analysis results for rho_A were above the threshold of 0.70 (Dijkstra-Henseler, 2015). As a result, these results proved adequate evidence for good construct reliability. Additionally, average variance extracted (AVE) and outer loadings were used to assess convergent validity. All items' AVE values range from 0.605 to. 0.837 were above the recommended threshold of 0.50 (Hair et al., 2006). The recommended threshold criterion for outer loadings is 0.5 and the current study's item outer loadings ranged from 0.801 to 1.107 (Hair et al., 2006).

Table 9 showed the results regarding the discriminant validity. Firstly, HTMT values were smaller than 0.90 which is the recommended criterion threshold of Henseler et al. (2015). Secondly, based on criterion of Fornell and Larker (1981) the average variance extracted (AVE) for a construct should be higher than the squared correlations between that construct and other constructs in the model. To check this, we calculated the square root of the AVE for each construct and checked it against the correlations of the construct with the other constructs. The results are shown in Table 8. We can conclude as the current study has no problem with discriminant validity. Lastly, the current study may have a common method variance issue since we used the primary data. Mackenzie and Podsakoff's (2012) recommended solution was used to

address the common method bias issue. Firstly, anonymity was ensured, and we did not ask respondents for any information which reveals their identity. Secondly, Kock (2015, p.7) recommended evaluating collinearity by all the construct's VIFs values. There is pathological collinearity when the VIF value exceeds the 3.3 thresholds and this may be resulted as "*contaminated by common method bias*" (Kock, 2015, p. 7). In the current study, all VIF values for latent variables were below the threshold. Therefore, common method bias may not be the problem of our study.

Table 8: Confirmatory Factor Analysis Results for Hypothesis 9 to Hypothesis 19

Construct	Item		Outer loadings	Average variance extracted	Composite reliability (rho_A)	Composite reliability (rho_C)	Cronbach alpha (a)	VIF
Perceived Organizational Support	Q1	The institution I work for truly cares about my health.	1.041	0.834	0.904	0.938	0.900	3.435
	Q2	The institution I work for cares about my overall job satisfaction.	1.000					3.745
	Q3	The institution I work for takes pride in my work accomplishments	0.967					2.245

Job satisfaction	Q1	Most days, I am enthusiastic about my job.	0.951	0.837	0.903	0.939	0.902	2.555
	Q2	I feel quite satisfied with my current job.	1.036					3.202
	Q3	I find real pleasure in my work.	1.015					3.002
Emotional exhaustion	Q1	I feel emotionally drained from my job	0.979	0.774	0.951	0.953	0.941	4.474
	Q2	I wake up in the morning feeling tired and have to face another day at work	0.908					4.149

	Q3	I feel exhausted from my job	1.104					7.758
	Q4	I am worried about being hard-hearted because of my job	0.924					2.241
	Q5	I feel disappointed with my job	1.011					3.263
	Q6	I feel like I do not have the strength to endure	1.046					3.973
Eudaimonic Workplace Well-being	Q1	Among the people I work with, I feel there is a sense of brotherhood/sisterhood	1.080	0.605	0.910	0.924	0.904	3.792

Q2	I feel close to the people in my work environment	1.107	5.617
Q3	I feel connected to others within the work environment	1.037	3.802
Q4	I consider the people I work with to be my friends	0.902	2.606
Q5	I am emotionally energized at work	1.067	2.593
Q6	I feel that I have a purpose in my work	1.091	2.592

Q7	My work is very important to me	0.801	1.822
Q8	I feel I can continually develop as a person in my job	0.885	1.761

Table 9: Descriptive Statistics, Correlation, and HTMT Ratio for Hypothesis 9 to Hypothesis 19

	Constructs	*M*	*SD*	1	2	3	4
1.	Support	3.652	1.820	**0.913**	0.683	0.491	0.600
2.	Job satisfaction	2.885	1.245	*0.620*	**0.914**	0.694	0.796
3.	Emotional exhaustion	3.446	1.296	*-0.459*	*-0.649*	**0.879**	0.574
4.	Wellbeing	3.413	0.996	*0.549*	*0.732*	*-0.548*	**0.777**

Note: M indicates mean, SD indicates standard deviation; diagonal in bolds are square root of the AVE for each construct; above the diagonal are the HTMT ratio; below in italics are for correlations; all correlations are significant at 0.01 level.

4.5 Structural Model for Hypothesis 9 to Hypothesis 19

The consistent Partial Least Square algorithm was used to check the structural model and hypothesis testing. As it has shown in Table 10, we analyzed the beta coefficients of direct paths, the effect size of the latent variables, the coefficients of determination (R^2), and adjusted coefficients of determination (adj R^2). 95% confidence interval (CI) bias-corrected and accelerated (BCa) bootstrap with 5,000 resamples used to get the t-value and p-value. The cross-validated redundancy index (Q^2) measures the predictive relevance of a given variable in a model. Our research model showed predictive relevance since all the variables exceed the threshold of 0 (Chin, 2010). The R square values of job satisfaction, emotional exhaustion, and well-being were respectively 0.553, 0.211, and 0.558. The effect size of POS on EE was medium ($f^2 = 0.267$), relatively strong on job satisfaction ($f^2 = 0.293$), and small on well-being ($f^2 = 0.029$). Emotional exhaustion had a strong effect size on JS ($f^2 = 0.377$) and a small effect size

on well-being (f2= 0.016). Lastly, job satisfaction had a strong effect size on well-being (f^2= 0.328).

Table 10: Structural Model Results for Hypothesis 9 to Hypothesis 19

Constructs	Saturated model	Estimated model	R^2	Adjusted R^2	Q^2
SRMR	0.081	0.081			
Support					
Job satisfaction			0.553	0.550	0.379
Emotional exhaustion			0.211	0.208	0.204
Well-being			0.558	0.553	0.296

Table 11 presented the direct and indirect effects of the proposed research model. In hypothesis 9, a positive relationship between support and well-being was expected to be found. Results presented that support is significantly and positively related to the employees' well-being ($\square$ = 0.145, p = 0.005) which supports hypothesis 9. Hypothesis 10 also showed a negative relationship between support and emotional exhaustion ($\square$ = -0.459, p < 0.001). Hypothesis 11 results proved the negative relationship between emotional exhaustion and well-being ($\square$ = -0.111, p = 0.029). Results showed that mediating role of EE between support and well-being was significant, which supports our hypothesis 12 ($\square$ = 0.051, p = 0.037).

Hypothesis 13 was also significantly supported, proposing the relationship between POS and job satisfaction ($\square$ = 0.407, p < 0.001). Hypothesis 14 was expected that JS

is positively related to EWW, and we found a significant and positive relationship between these variables ($\square$ = 0.570, $p < 0.001$). Additionally, hypothesis 15 expected to find the mediating role of job satisfaction between support and well-being; it was significantly supported ($\square$ = 0.232, $p < 0.001$). And the last hypothesis that expected to find a direct relationship was hypothesis 16. Hypothesis 16 proposes that there is a negative relationship between emotional exhaustion in job satisfaction and results supporting this hypothesis (b = -0.462, $p < 0.001$). Hypothesis 17 was also supported, which checks the mediating role of job satisfaction between emotional exhaustion and well-being ($\square$ = -0.263, $p < 0.001$). Hypothesis 18 proposes that emotional exhaustion plays a mediating role between support and job satisfaction, and we found significant results for hypothesis 18 ($\square$ = 0.212, $p < 0.001$). Besides the significant direct and mediation relationships, this study found a significant serial mediating role of emotional exhaustion and job satisfaction between organizational support and well-being ($\square$ = 0.121, $p < 0.001$). It means that perceived organizational support is negatively related to emotional exhaustion and emotional exhaustion is negatively related to job satisfaction, which leads to a positive relationship with well-being.
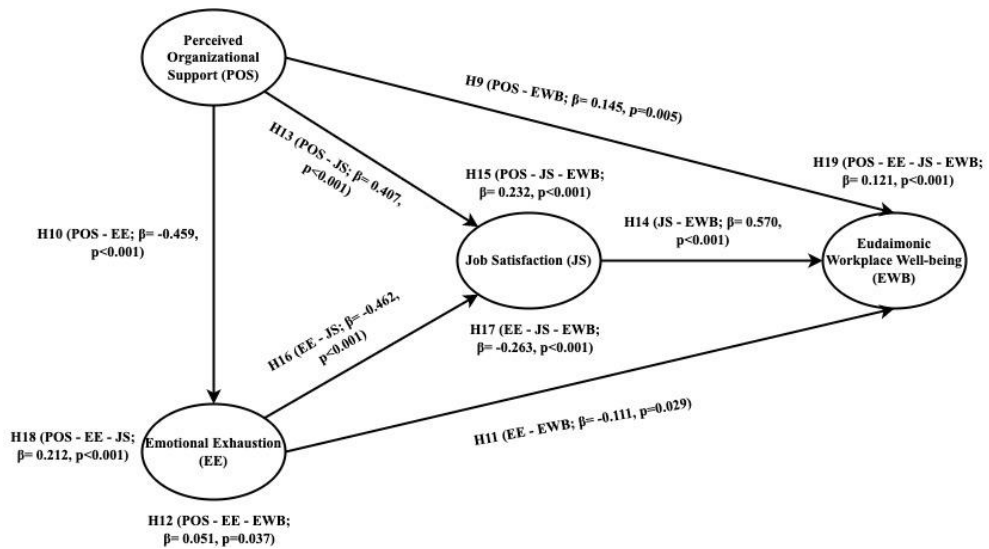

Figure 4: Structural Model for Hypothesis 9 to Hypothesis 19

Table 11: Direct and Indirect Effects Results for Hypothesis 9 to Hypothesis 19

					Bootstrap 95% Confidence Interval			
					Percentile		BCa	
	Hypothesis	$\square$	*t*	*p*				
Direct path								
H9	POS - WB	0.145	2.830	0.005	0.041	0.240	0.041	0.240
H10	POS - EE	-0.459	8.890	0.000	-0.559	-0.356	-0.554	-0.349
H11	EE - WB	-0.111	2.188	0.029	-0.214	-0.013	-0.218	-0.017
H13	POS - JS	0.407	8.223	0.000	0.305	0.500	0.307	0.501
H14	JS - WB	0.570	10.671	0.000	0.462	0.675	0.459	0.670
H16	EE - JS	-0.462	9.647	0.000	-0.560	-0.371	-0.554	-0.365
Indirect effects								
H12	POS - EE - WB	0.051	2.088	0.037	0.006	0.103	0.008	0.106
H15	POS - JS - WB	0.232	6.269	0.000	0.164	0.307	0.166	0.310
H17	EE - JS - WB	-0.263	7.298	0.000	-0.340	-0.198	-0.336	-0.196
H18	POS - EE - JS	0.212	6.115	0.000	0.152	0.284	0.151	0.283
H19	POS - EE - JS -WB	0.121	5.249	0.000	0.082	0.171	0.081	0.171

4.6 PLSpredict for Hypothesis 9 to Hypothesis 19

As the last analysis, we checked the predictive quality of our proposed research model by using PLSpredict (Shmueli et al., 2019). We used the 10-fold and 10 repetitions as Shmueli and colleagues (2019) recommended. The root means squared error (RMSE) was used for predictive power assessment because there is a symmetrical distribution among PLS-SEM errors. Table 12 shows the results for PLSpredict, and we can see that PLS-SEM values are lower than linear model values (LM). Therefore, we can conclude as the model has a medium predictive power (Shmueli et al., 2019).

Table 12: PLSpredict Results for Hypothesis 9 to Hypothesis 19

	Items	Q^2predict	PLS-SEM_RMSE	LM_RMSE	Decision
Job satisfaction	Q1	0.283	1.117	1.103	No
	Q2	0.380	1.102	1.094	No
	Q3	0.290	1.167	1.168	Yes
Emotional exhaustion	Q1	0.122	1.362	1.364	Yes
	Q2	0.121	1.269	1.252	No
	Q3	0.162	1.396	1.396	No
	Q4	0.117	1.410	1.418	Yes
	Q5	0.221	1.327	1.329	Yes
	Q6	0.184	1.359	1.360	Yes
Well-being	Q1	0.147	1.234	1.238	Yes
	Q2	0.183	1.163	1.166	Yes
	Q3	0.203	1.121	1.124	Yes

Q4	0.121	1.112	1.120	Yes
Q5	0.228	1.121	1.110	No
Q6	0.201	1.200	1.204	Yes
Q7	0.113	1.165	1.170	Yes
Q8	0.188	1.260	1.253	No

Chapter 5

DISCUSSION, IMPLICATIONS, LIMITATIONS, AND RECOMMENDATIONS FOR FUTURE RESEARCH

5.1 Discussion

Researchers have shown that employees are satisfied at work when staff values align with the values of the organization (Presbitero et al., 2016; Lages et al., 2020). As a result, organizations are expected to have reduced turnover rates, higher staff retention, and more engaged employees (Presbitero et al., 2016; Blanchard et al., 2019). Although previous literature has recognized the importance of shared values in obtaining desirable outcomes (Presbitero et al., 2016; Blanchard et al., 2019), there has been little empirical study of the structures relating shared values to positive results.

The present study analyzes the mediating role of emotional exhaustion and perceived overall justice in the relationship between shared values and well-being among people working at the front line in Turkey's healthcare institutions. To understand factors that influence the well-being of employees, the current study investigated the possibility that shared values may be related to justice perceptions among healthcare employees. Firstly, as expected, a direct relationship was found between shared values and well-being; it means that employees who have high shared values with their organization are more likely to have higher well-being. Nevman and colleagues (2019) also found a direct relationship between shared values and well-being among sport psychology practitioners, and similar results were found in the study of Zwetsloot (2019). This

study adds to the well-being literature by focusing on the eudaimonic perspective of well-being in the health sector.

Furthermore, another important finding is the direct relationship between shared values and perceived overall justice in the workplace. Similar results were stated by De Vecchi and Sala (2021); they stated that when we share similar values with the people that we are dealing with, we perceive more positive feelings and justice. Furthermore, they claimed that when we do not share values, we are more prone to react negatively and feel less fairness. Birch et al., (2016) and Versteegt et al., (2022) have shown a positive relationship between justice and well-being. We also show that eudaimonic workplace well-being has a positive relationship with overall justice. It means that when employees feel that their workplace is treating employees with fairness, they are more likely to have higher eudaimonic well-being. Therefore, they find meaning in the work they do and explore their maximum potential. This research goes beyond the direct relationship and finds that perceived overall justice mediated the relationship between shared values and well-being; hence shared values increase the perceived justice, and this increase provokes to enhance their well-being.

Our respondents' rating for shared values did not have a significant relationship with their emotional exhaustion in contrast to previous research findings (Lages et al., 2020). The reason that the current study did not find a relationship may be due to the cultural characteristics of the study context. We had expected that although emotional exhaustion may have many antecedents, shared values may play a role to alleviate it. However, in a high power distance cultural setting, perhaps the shared values may not be adequate to impact emotional exhaustion. Power distance is defined as the extent to which societies believe that people with higher status should enjoy special privileges

and authority (Hofstede & Hofstede, 2001). In Turkey which has high-power distance culture, employees are less likely to question authority. Therefore, status differences may become more important while shared values may play a less significant role on emotional exhaustion. Furthermore, Hofstede and Hofstede (2001) reported that there were relatively higher levels of corruption in high-power distance countries. The perception of corruption may also be related to the emotional exhaustion of the employees and may also make employees become more cynical on the importance of shared values. Thus, in such a setting, increasing shared values in the workplace may not be adequate to reduce the emotional exhaustion of the nurses.

Although Turkey in general is known as a collectivist country, the culture is more collectivist in the eastern less prosperous regions and more individualist in the western more prosperous regions (Markus et al., 2019). The data for the current study were collected from the western regions of Turkey which means our respondents may have more individualist values. This may have been another reason for the non-significance between shared values and emotional exhaustion. Normally, in a collectivistic culture, individuals care more about common values and unity as opposed to individualistic cultures (Hofstede & Hofstede, 2001). Thus, nurses in countries where collectivism is high will be more likely to place higher importance on having shared values with their organization. On the other hand, employees may care more about their personal identity in an individualistic culture (Hofstede and Hofstede, 2001). Therefore, the importance of shared values may be comparatively lower for them. Since the current study's data was collected more from western regions of Turkey which share more similarities with the individualistic culture, this may result in a non-significance relationship between the nurses' shared values and their emotional exhaustion. As we

could not prove the significant direct relationship between shared values and emotional exhaustion, it also led to non-significance in mediating the role of emotional exhaustion between shared values and well-being.

As expected, our results proved that there is sequential mediation of perceived overall justice and emotional exhaustion between shared values and well-being; it means that when there is harmony between employee and organization values, this harmony of values improves the justice perception of staff. The increased justice feeling leads to a decrease in emotional exhaustion and therefore employees have higher eudaimonic well-being in the workplace. We expected that shared values would help the nurses to find explanations for any procedures that may otherwise be perceived as unfair, thus being less concerned about them.

Our study contributes to the human resource and organizational psychology literature by examining how shared values and well-being in the workplace are related. We also add to our understanding with the use of different mediators (emotional exhaustion, and perceived overall justice) to clarify the relationship between shared values and well-being and it provides an important source for the literature. As a result, the findings of this paper can help us to understand the importance of shared values between employees and institutions on the eudaimonic workplace well-being among nurses.

The current study was conducted to analyze how organizational support is related to eudaimonic workplace well-being through nurses' emotional exhaustion and job satisfaction. Overall, all hypotheses are empirically supported, and insightful findings are added to existing knowledge in the literature on health management. Especially,

nurses who work in organizations that can provide high organizational support showed higher well-being. Previous research also found similar results (Sharif et al., 2017: Brunetto et al., 2021). A study conducted among nurses in Iran found that it is critical to have a supportive work environment to have better well-being. Thus, we can conclude as perceived organizational support is a positive indicator of well-being.

The results showed that nurses who reported high levels of perceived organizational support are less likely to experience emotional exhaustion and more likely to report higher eudaimonic workplace well-being. We also proved the full mediating role of emotional exhaustion between perceived organizational support and well-being. When employees perceive higher support from their workplace their emotional exhaustion decreases, and such employees have higher eudaimonic well-being in the workplace. They perceive their work as important to them and they can improve themselves in their job.

We also reported the empirical support for the higher perceived organizational support leads to higher job satisfaction. And such employees report higher well-being. Thus, job satisfaction fully mediates the relationship between organizational support and well-being. The presence of support in the organization boosts the satisfaction of nurses which in turn increases their well-being. Having high eudaimonic well-being means that employees feel more connected to their work environment and the reason that we found for this belongingness comes from being satisfied in their workplace.

Another insightful result showed the serial mediating role of emotional exhaustion and job satisfaction between organizational support and well-being. Employees want to protect what they have as a resource to prevent possible negative outcomes which may

create stress for them or threaten their well-being (Hobfoll, 2011). Receiving support from the organization is a resource for employees which mitigates emotional exhaustion. Less emotional exhaustion fosters nurses' job satisfaction. Such employees are more inclined to report higher well-being.

5.2 Practical Implications

We suggested that when there is no congruence between the values of employees and the healthcare organization, nurses are more likely to perceive lower levels of justice. This perception of lower levels of organizational justice would in turn lead to emotional exhaustion which subsequently results in lower levels of eudaimonic well-being. Our study found support for most of our expectations and the relationship between shared values and well-being was explained successfully with a serial mediation. This has some important implications for Human Resource Management. Human Resource (HR) managers should observe and minimize situations that lead to value conflicts between the nurses and the organization. Shared values can be increased if the right people are hired. During recruitment, HR managers should post ads that reflect the values of their organization, they should ensure that they provide adequate information about their mission, vision, and values to the job seekers. They should develop selection systems that along with candidate credentials also consider the issue of person-organization fit. The values on the hiring ads should refer to six specific points that we also used in this study and had been recommended by Lages et al., (2020); "*professionalism, ethics, creativity, industry leadership, superior quality and service, and employee morale and satisfaction*". Thus, the person who will apply for a nurse position will understand the expectations of the health institution in advance, and the problems that may occur in the future are solved before the nurse is hired. In addition, when a job applicant sees that the values are highly shared, it

prevents future possible disappointment caused by unmatched values and creates an organizational culture composed of individuals who work more cohesively. A healthcare organization that cares about the values of the nurses will make its employees feel better. Therefore, it is important that the values of the nurses and the values of the institution are well-matched, and being aware of the importance of shared values between organizations and employees are essential for both well-being of the nurses and the institution.

Another relevant implication for HR managers is the necessity for internal communication to reduce misunderstandings and increase the involvement of the employees in the development of policies and decision-making. This can help the employees better understand the challenges that the organizations face and reduce the risk of misunderstandings that can potentially weaken shared values. HR managers should maximize harmony with the employees to maximize their efficiency in the workplace. One of the ways to create a harmonious workplace is by creating a team environment by holding regular meetings. And, including nurses to decision making progress. It gives them feelings of social belongingness which may prevent the reduction in nurses' workplace well-being. As this study found that when nurses perceive themselves as part of the "in-group" in their work environment, they interpret the events happening around them with a positive bias. Another way to increase harmony in the workplace is by offering training programs that increase the communication skills of the nurses. In this way, when nurses are concerned about incongruence between stated values and behaviors in their workplace, they can communicate professionally and help to resolve such issues. In addition to these, managers of the organizations should provide a work environment that supports the

eudaimonic well-being of all employees and they can achieve it by increasing shared values and justice in the work, for example, they can observe in which situations injustice has occurred and try to find a solution to prevent it in the future.

We suggested that perceived organizational support is a positive antecedent of eudaimonic workplace well-being. And emotional exhaustion and job satisfaction play a serial mediating role in this relationship. Exploring how they are related to each other with serial mediating holds implications for human resource managers and healthcare managers who recruit new employees and keep existing talented employees. When managers or supervisors are more aware of the concept of organizational support, they can treat their employees better. And they should focus on how to increase organizational support. One way to maximize organizational support is caring about the relationship quality between the organization and its employees (Kurtessis et al., 2017). Arnéguy et al. (2020) showed that when employees perceive their workplace as a fair environment, they also perceive higher organizational support. Also, perceived organizational politics such as favoritism and self-serving behaviors have a negative relationship with perceived organizational support (Jeong & Kim, 2022). Another point, when an employer does not keep promises that can be implicit or explicit, employees perceived organizational support will be lower (Kurtessis et al., 2017). Therefore, organizations should minimize any incongruence which may prevent them to accomplish their promises. Hospitals could increase perceived organizational support by improving the psychological contract and also by fostering a sense of organizational justice for nurses. This can be achieved through various means, such as offering fair and transparent policies, procedures, and decision-making processes, as well as providing equal opportunities for growth and advancement. By

doing so, hospitals can create a positive work environment that promotes job satisfaction, engagement, and retention among nurses, ultimately leading to better patient care and improved outcomes. Additionally, a focus on organizational justice can help to build trust and foster a positive culture within the hospital, which can have a positive impact on overall organizational performance. Organizations, where a supportive work environment is provided to employees, foster positive job outcomes as we found in this study (higher perceived organizational support → lower emotional exhaustion → higher job satisfaction → higher well-being).

5.3 Limitations

As with every study, this study has also limitations. First, the data collection method of this study was cross-sectional without time lag. As Stone-Romero and Rosopa (2008) stated that common method variance problem occurs when there is no time lag during data collection of variables in non-experimental study designs. We suggest future researchers consider the time lag to prevent possible methodological problems. Also, future studies could use qualitative research design or longitudinal design to explore the cause-effect relationship between shared values and workplace well-being. Because our study findings do not imply any causation between variables. Another limitation is the generalizability problem because Turkey was the only country for data collection, and we did not include confounding variables besides demographic variables. Our study used a snowballing method for sampling, a more representative random sampling of the whole of Turkey would have also allowed the results to be more generalizable. Future scholars could include possible confounding variables and use demographic variables, especially characteristics of institutions, as a control variable.

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