

The effect of organizational culture in health services on employee flourishing

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Abstract.

BACKGROUND: Culture has an important role in maximizing the value of human capital, which is regarded as the main source of organizational effectiveness.

OBJECTIVE: The research was conducted to determine the effect of organizational culture perceptions of healthcare professionals working in a university hospital on employee flourishing.

METHODS: It is a descriptive study conducted with 299 healthcare professionals working in a university hospital. “Structured Personal Information Form”, “Denison Organizational Culture Survey” and “New Flourishing Index” to collect the data. In the analysis descriptive statistical methods such as percentage, frequency, arithmetic mean and standard deviation as well as Pearson correlation, linear regression and multiple linear regression analyses were performed to determine the relationship between variables.

RESULTS: According to the results of linear regression analysis, it was determined that organizational culture and flourishing were related ($F: 88.229; p < 0.05$). The organizational culture alone explained 22.6% of flourishing. As a result of multiple regression analysis, it was determined that the relationship between organizational culture sub-dimensions and flourishing was significant ($F = 25.975; p < 0.05$). The sub-dimensions of organizational culture explained 25.1% of the flourishing.

CONCLUSIONS: As a result of the study, it is observed that the perception of organizational culture of healthcare professionals has an impact on flourishing, and therefore the favorable development of organizational culture will contribute positively to employee flourishing. In present conditions, it has become a necessity for health organizations to provide the circumstances that will make all investments that will contribute positively to the flourishing of their employees a part of the organizational culture.

Keywords: Corporate culture, organizational change, well-being, happiness, health services administration

1. Introduction

Organizations desire to move towards their goals with employees who have collective consciousness.

Achieving goals in corporate life is defined by effectiveness. Moreover, the primary resource in achieving effectiveness is employees. Culture has an important role in maximizing the value of human capital, which is regarded as the main source of organizational effectiveness [1, 2].

Culture refers to a relatively stable set of beliefs, values and behaviors that are widely adopted by a society [3]. Schein defines culture as a part of the characteristic of groups and the accumulation of learning that the group has acquired throughout history [1]. He also emphasizes as an important part of this definition the necessity of transferring this accumulation

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to new group members. Hofstede and his colleagues stated that although the definitions of culture are different from each other, when the concept is evaluated in terms of the organization, some features are at the focus of the subject [4]. Accordingly, organizational culture structure has characteristics such as being holistic, having a historical basis, being related to anthropological concepts, being socially structured, being temperate and being forced to be altered. Leithy stated that culture is to organizations what personality is to individuals. Cultural characteristics distinguish organizations from others in terms of beliefs, values, styles and relationships [5].

The phenomenon of culture is one of the main interests of organizational behavior studies [6]. While the interest in organizational behavior coincided with the interest in the management of organizations, in this developmental process, sociological and anthropological perspectives were benefited from in addition to psychology. In this process, managers have had the opportunity to shape the concept of “culture” with beliefs, values, norms, ideology and management styles [1]. In general, by examining definitions of culture, managers need to anticipate or grasp the general trend in employee behavior and thinking because definitions of culture are primarily concerned with the way employees behave or think. Culture has a significant impact on getting new employees to adopt the correct acknowledged way of behaving and ensuring the sustainability of organizational life. In short, managers utilize culture to control and direct employee behavior [7]. In particular, the binding role of culture is at the forefront in preventing conflict and tension environments that may prevent organizational development [8].

Petty and his colleagues consider culture for organizations from two perspectives; the first one considers culture as a means of determining organizational strategy, developing it, evaluating the progress made, and defining the products and services of the organization. The second perspective is related to the symbols, rituals and myths related to the subconscious that circulate among members [9]. Organizational culture is the model of fundamental assumptions that a certain group invents, discovers, or develops as it learns to cope with the problems of external adaptation and internal integration, which functions well enough to be considered valid and therefore to be learned [10]. Abu-Jarad et al. stated that organizational culture is related to the unique quality models and style of doing business that members engage in [11].

Organizational culture is a phenomenon that can be managed. Managing organizational culture can be hampered by the multiplicity and complexity of subcultures, conflicting political interests, poor timing and lack of communication [12]. Nevertheless, every obstacle is influenced by the dominant general culture of the organization. Organizational culture is also a determinant of economic activity. In addition to this, it is also affected by the outcome of economic activities [13]. A strong organizational culture is constructed through consistent beliefs, values, assumptions and behaviors adopted by the majority of members. In particular, it is assumed that a strong cultural structure provides many benefits to organizations because it supports motivation, commitment, solidarity and homogeneity [14]. For these reasons, managers today cannot exhibit unconscious and random behavior in the formation and development of corporate culture. On the contrary, they have to behave systematically in order to unite under a common cultural framework in the organization.

Managers want to give vision to their employees in organizational environments with defined goals [15]. Vision mediates the shaping of culture. A generally accepted healthy organizational culture is an important condition for the long-term stable successful functioning of the organization. It is important for the organization to share the understanding and interpretation of culture, to create a complex of healthy attitudes and values, to develop strategies for combining personality and organizational cultures, and to ensure the compatibility of organizational culture with universal human values [16]. Flourishing is a universal basic human right.

Flourishing is the meaning of life, evoking wellness, productivity, development and resilience [17]. Flourishing is a component of feeling well and functioning effectively. It is based on self-report and is therefore a subjective measure of flourishing [18]. Flourishing is not about immediate circumstances and their consequences, but rather should be considered as a concept that encompasses mental and physical health, happiness and life satisfaction, meaning and purpose in life, virtue, and social relationships, especially within the family [19]. In this sense, flourishing is a higher concept that can be evaluated with the all aspects of an individual's life beyond psychological flourishing [20]. Flourishing has many benefits for employees in working life where social relations are intense.

Employees would like to fulfill the requirements of their profession in work environments where they

feel peaceful. Employers, on the other hand, want to proceed with employees who will support the peace of the working environment. It is a proven fact that flourishing benefits the welfare of all sides within the boundaries of the organizational structure [21]. It is assumed that employees and their organizations are in a social exchange relationship to create value in the same work environment. When one party is perceived to have made a positive contribution to the other, the beneficiary feels gratitude for the positive gain that they received as a result of the exchange and endeavors to reciprocate [22]. Even the dissemination of this state of gratitude in the organization is sufficient for institutions to carry out well-being-enhancing activities. Flourishing is a well-being-related concept that summarizes the psychology of a successful employee who benefits from a safe and supportive workplace in organizational structures, engages in a satisfying job and takes pleasure in it [23].

Human flourishing refers to a much broader condition that includes mental and physical health, but also happiness and life satisfaction, meaning and purpose, character and virtue, and social relationships. It is observed that organizational life strives to provide environments with better mental and physical health [20]. Flourishing in working life occurs at the intersection point where the individual is satisfied with their work, has a sense of effectiveness in their work and a healthy balance is established between work and private life [24]. It is recognized that flourishing employees have improved work performance, clarity in communication between team members, improvements in workplace outputs, and increased commitment to the organization [25].

Nowadays, changes in social and demographic life have led to structural changes in family and work life. The individual has to assume many roles that require different obligations and responsibilities in both work and family life [26]. It is believed that the flourishing of the person who is expected to maintain all these roles successfully will benefit both the person themselves and all stakeholders with whom they are in a relation.

Flourishing is more valuable from a holistic perspective. At the heart of every social community are the individuals who constitute it. Social flourishing is established by the flourishing of the members. Social flourishing has a value beyond the aggregation of individual flourishing. Individual subjective flourishing is a constitutive component of social flourishing. Any society in which individual members cannot develop is characterized as undeveloped [27]. Soci-

eties in flourishing realize their development through harmony among their components.

Redelinguys et al. argue that since there is a strong relationship between positive organizational practices and employee flourishing, it is necessary to assess the current state of organizational culture and the impact on employees [28]. Improving organizational culture for this purpose will lead to an increase in employee flourishing and performance.

Considering the general literature, it is observed that there are few studies focusing on subjective flourishing measurement where life satisfaction and happiness are at the forefront [29]. Although there is a belief that there is a link between organizational culture and employee flourishing, it can be stated that there is a limited number of studies to determine the interaction of organizational culture characteristics with the concept of flourishing. To overcome this deficiency, this study was conducted to examine the impact of organizational culture on employee flourishing. Since organizational culture is a set of deep-rooted values and beliefs shared by the employees of a particular organization and contributes positively to employee flourishing by directing managers' decision-making and organizing activities for the better, it was thought that organizational culture would have an impact on flourishing and the title of the study was determined as "examining the effect of organizational culture on employee flourishing in health services" [7]. This article examines the effect of organizational culture perceptions of healthcare workers employed in a university hospital on their flourishing, and the concept of flourishing is considered as an outcome concept, not as a predictor.

2. Materials and methods

2.1. Design and participants

A descriptive, cross-sectional research design was utilized in the study. The population of the study consists of healthcare professionals working in a university hospital. The university hospital, which constitutes the population, provides full-fledged health services in the capital of the country. It is accepted as "A class hospital", which is the highest group in the hospital classification made by the Social Security Institution of the country. According to the data obtained from the Human Resources Department of the relevant hospital, the number of healthcare professionals is 1035 as of October 2022. The sam-

ple size of the study was determined by taking into account the 95% confidence level and 5% error rate and was determined to be 281. In order to solve the problem of accessing the data, the “non-response rate-(NRR)” the sample was recalculated by determining 10%. The sample number calculated using the relevant formula ($n/(1-NRR) \rightarrow 281/(1-0.1)$) is 312. Although it was aimed to reach 312 healthcare professionals, the study was finalized with 299 healthcare professionals. The professional titles of 299 health professionals are doctor, nurse, physiotherapist, dietician, health technician, paramedic and allied health personnel.

2.2. Instruments used

“Structured Personal Information Form”, “Denison Organizational Culture Survey” and “New Flourishing Index” developed by the researcher in line with the literature were employed to gather the data.

2.2.1. Structured personal information form

Socio-demographic questions including age, gender, marital status, level of education, total years of work in the profession and years of work in the current institution were included in the personal information form by reviewing the studies in the literature conducted with healthcare workers [30, 31].

2.2.2. Denison organizational culture survey

In order to measure organizational culture, the “Denison Organizational Culture Survey” developed by Denison and Mishra in 1995 and reduced to 36 items by Yahyagil after a validity and reliability study [32]. The scale consists of four basic dimensions and three sub-dimensions under each dimension, totaling 12 sub-cultural dimensions. The main dimensions are “participation”, “consistency”, “adaptation” and “vision”.

The item scoring of the Denison Organizational Culture Survey is in a 5-point Likert scale and is listed as “(1) Strongly disagree, (2) Disagree, (3) Undecided, (4) Agree, (5) Strongly agree”. The items numbered 4, 12, 18, 24, 30, 34 are negative statements and are scored in reverse. The scale was evaluated using the mean score method. In the scale evaluation, the sum of the scores obtained from the four basic conceptual dimensions provides the organizational culture result. The overall Cronbach’s alpha coefficient of the scale is 0.89. The Cronbach alpha value of the participation sub-dimension is 0.67, the con-

sistency dimension is 0.76, the adaptation dimension is 0.61, and the vision dimension is 0.82. In the current study, the overall Cronbach’s alpha coefficient of the scale is 0.97, the participation sub-dimension is 0.92, the coherence dimension is 0.91, the cohesion dimension is 0.89 and the vision dimension is 0.93.

2.2.3. New flourishing index

The New Flourishing Index, which was developed by VanderWeele in 2017 and translated into Turkish by Alkan for validity and reliability, was utilized to measure the flourishing of individuals [33]. The scale consists of “Happiness and life satisfaction”, “Mental and physical health”, “Life purpose and meaning”, “Personality and virtue”, “Close social relationships” and “Financial and material situation” dimensions. It consists of 12 items with two items under each dimension. The scale is measured on a 10-point Likert scale (1 = strongly disagree; 10 = strongly agree). The total score of the scale is minimum 12 and maximum 120. Increasing scores indicate higher flourishing. The internal consistency Cronbach alpha value of the scale was determined as 0.82. In the current study, the internal consistency Cronbach’s alpha value of the scale was determined as 0.96.

2.3. Data collection

The survey method was utilized to collect the research data. The questionnaire form was conducted face-to-face with healthcare workers in November 2022, and the participation in the study was completely voluntary and written informed consent was obtained. Before the data collection process, the ethical approval of the study and permission to conduct the study from the relevant hospital were obtained. The procedures of conveying the questionnaires to the sample group, informing them about the research and collecting the completed questionnaires were carried out by the researchers themselves. Considering the work intensity of health professionals for some occupational groups, although the questionnaires took between 8–10 minutes to fill in, enough time was provided to fill in the questionnaires when available.

2.4. Data analysis

SPSS 25.0 program was utilized in the process of processing the raw data obtained through the questionnaire. Frequency distributions were utilized to determine the socio-demographic characteristics of the sample group. Descriptive statistics of the

total scores obtained from the scales were examined and the suitability of the data for normal distribution was tested with Kolmogorov-Smirnov. In this context, the kurtosis and skewness of the data set obtained from the “Denison Organizational Culture” scale were calculated as -0.249 and -0.669 , respectively, and the kurtosis and skewness of the data set obtained from the “New Flourishing” scale were calculated as -0.330 and -0.812 , respectively. The fact that the skewness and kurtosis coefficients of the data sets are between $+1$ and -1 indicates that they are normally distributed [34]. In the analysis of the data, descriptive statistical methods such as percentage, frequency, arithmetic mean and standard deviation were used, and the relationship between variables was examined by Pearson correlation. Linear regression analysis was performed to determine the effect of organizational culture on flourishing and multiple linear regression analysis was performed to determine the effect of organizational culture sub-dimensions (participation, consistency, adaptation, vision) on flourishing. The significance level was set as $p < 0.05$.

2.5. Ethical considerations

Prior to the study, research permission was obtained from Başkent University Social and Human Sciences and Arts Research Board (Date: 19.10.2022; Number: E-62310886-605.99-171302 and the necessary permissions were obtained from the Chief Physician’s Office to carry out the implementation. Participants were informed and their verbal consent was obtained.

3. Results

Table 1, which presents the socio-demographic characteristics of the participants, displays that the majority of the participants are female (77.9%). Among the respondents, “26–35” (61.2%) for age, “married” (58.2%) for marital status, and “bachelor’s degree” (69.9%) for educational status were found to be the largest share group. Most of the participants have been in the profession for “1–5 years” (38.8%). Considering the time spent in their current organizations, “1–5 years” (61.5%) is the largest group. The 25 health workers who participated in the research stated that they worked as managers (8.4%).

Table 2 presents the mean and standard deviation results of the scales and their sub-dimensions. The

mean score of the participants on the Denison Organizational Culture scale is 2.92 ± 0.765 and the mean score of the New Flourishing index is 74.19 ± 22.888 .

Table 3 presents the correlation values between organizational culture and flourishing perceptions of healthcare workers. Accordingly, it was determined that there was a moderate positive relationship between organizational culture and flourishing of healthcare professionals ($r = 0.479$; $p < 0.01$). There is a significant and positive relationship between the flourishing sub-dimensions of organizational culture such as happiness and life satisfaction ($r = 0.450$; $p < 0.01$), mental and physical health ($r = 0.439$; $p < 0.01$), purpose and meaning of life ($r = 0.464$; $p < 0.01$), personality and virtue ($r = 0.452$; $p < 0.01$), close social relationships ($r = 0.497$; $p < 0.01$), financial and material status ($r = 0.316$; $p < 0.01$). There are significant and moderate positive relationships between flourishing and the sub-dimensions of organizational culture such as participation culture ($r = 0.492$; $p < 0.01$), consistency culture ($r = 0.458$; $p < 0.01$), adaptation culture ($r = 0.383$; $p < 0.01$) and vision culture ($r = 0.433$; $p < 0.01$).

Table 4 data indicate that there is a significant relationship between organizational culture and flourishing ($F = 88.229$; $p = 0.000$, $p < 0.05$). It was determined that organizational culture alone explained 22.6% of flourishing (Adjusted $R^2 = 0.226$). It is observed that a one unit increase in organizational culture has a positive contribution of 14.327 to flourishing.

Table 5 demonstrates that the relationship between organizational culture sub-dimensions and flourishing is significant ($F = 25.975$; $p = 0.000$, $p < 0.05$). These four sub-dimensions explain 25.1% of flourishing (Adjusted $R^2 = 0.251$). When the results of t -values regarding the significance of regression coefficients are analyzed, it is observed that only participation culture has a significant effect on flourishing ($p = 0.000$; $p < 0.05$). Consistency ($p = 0.184$, $p > 0.05$), Adaptation ($p = 0.152$, $p > 0.05$) and Vision ($p = 0.116$, $p > 0.05$) cultures have no effect. It is observed that flourishing is affected with a positive force of 9.715 for a one unit increase in Participation culture.

4. Discussion

It is recognized that positive workplace activities increase the satisfaction levels of employees and this has an impact on the overall life [35]. In this study, it

Table 1
Socio-demographic characteristics of the participants

Variables		<i>n</i>	%
Gender	Female	233	77.9
	Male	66	22.1
Age	18–25 years	41	13.7
	26–35 years	183	61.2
	36–45 years	60	20.1
	46–55 years	15	5.0
Marital status	Married	174	58.2
	Single	125	41.8
Educational status	High school	26	8.7
	Bachelor's degree	209	69.9
	Master's degree	60	20.1
	PhD	4	1.3
Total years in profession	1–5 years	116	38.8
	6–10 years	84	28.1
	11–15 years	49	16.4
	16 years and above	50	16.7
Total years served in current organization	1–5 years	184	61.5
	6–10 years	64	21.4
	11–15 years	32	10.7
	16 years and above	19	6.4
Total		299	100

Table 2
Mean and standard deviation results of the scales and sub-dimensions

	Item	Mean	SD
Organizational culture	36	2.92	0.765
Participation	9	3.03	0.831
Consistency	9	2.83	0.804
Adaptation	9	2.9	0.816
Vision	9	2.91	0.863
Flourishing	12	74.19	22.888
Happiness and life satisfaction	2	11.39	4.245
Mental and physical well-being	2	11.48	4.178
Purpose and meaning of life	2	12.56	4.343
Personality and virtue	2	13.32	4.297
Close social relationships	2	12.55	4.384
Financial and material status	2	12.90	4.410

Abbreviations: SD = Standard deviation.

Table 3
Mean correlation analysis results of the scales and sub-dimensions

	Participation culture	Consistency culture	Adaptation culture	Vision culture	Organizational culture
Happiness and life satisfaction	.450**	.466**	.389**	.456**	.477**
Mental and physical well-being	.439**	.452**	.374**	.433**	.460**
Purpose and meaning of life	.464**	.403**	.348**	.410**	.440**
Personality and virtue	.452**	.383**	.317**	.350**	.407**
Close social relationships	.497**	.456**	.368**	.423**	.473**
Financial and material status	.316**	.276**	.244**	.233**	.289**
Flourishing	.492**	.458**	.383**	.433**	.479**

** $p < 0.01$.

was found that the level of flourishing of health workers increased as the organizational culture increased. A similar result was obtained in a study conducted by Singh et al. in the banking sector [36]. Redel-

inghuys et al. also detected a positive relationship between organizational culture and flourishing in a study conducted in the education sector [28]. In a study conducted with nurses, a positive relationship

Table 4
Linear regression analysis results on the effect of organizational culture on flourishing

Variable	B	Standard error	Standardised coefficients/ Beta	<i>t</i>	<i>p</i>
Constant	32.396	4.599		7.044	0.000
Organizational Culture	14.327	1.525	0.479	9.393	0.000

$R^2 = 0.229$; Adjusted $R^2 = 0.226$; Durbin-Watson = 1.942

Independent variable = Organizational Culture

Dependent variable = Flourishing

$F = 88.229$; $p = 0.000$

Table 5
Multiple regression analysis results on the effect of organizational culture sub-dimensions on flourishing

Variables	B	Standard error	Standardised coeffi- cients/ Beta	<i>t</i>	<i>p</i>	VIF
Constant	31.282	4.595		6.808	0.000	
Participation	9.715	2.365	0.353	4.108	0.000	2.935
Consistency	4.497	3.377	0.158	1.332	0.184	5.605
Adaptation	-4.267	2.968	-0.152	-1.438	0.152	4.460
Vision	4.495	2.852	0.170	1.576	0.116	4.605

$R^2 = 0.261$; Adjusted $R^2 = 0.251$; Durbin-Watson = 1.835

Independent variables = Participation, Consistency, Adaptation, Vision

Dependent variable = Flourishing

$F = 25.975$; $p = 0.000$

was found between organizational culture and flourishing, albeit at a low level. Paz et al. explained the relationship between quality of life, culture and flourishing [37]. He stated that organizational cultures have a good mediating power, especially increasing the explanatory power on flourishing. Tawfik et al. stated that organizational factors positively affect flourishing, which is an important component [38]. The results of the current study and similar studies suggest that positive contributions to the development of organizational culture in institutions where health-care professionals are employed increase employee flourishing.

In this study, it was found that organizational culture explained 22.6% of the flourishing level of health workers. The results of another study conducted in the education sector indicate that there is a strong positive correlation between organizational culture and organizational flourishing and 59.2% of the variance in organizational flourishing can be explained by organizational culture [39]. In a study conducted by Sim et al. in a university hospital in Korea, as a result of the regression analysis in which 'relationship-oriented organizational culture' and 'awareness of violence in the hospital' were independent variables and 'psychological flourishing' was the dependent

variable, it was reported that relationship-oriented organizational culture and awareness of violence in the hospital had an effect of 17.3% on psychological flourishing [40]. Another result was reflected in the result of the study conducted by Jung et al. Accordingly, organizational culture had a significant effect on subjective flourishing in the organization and was found to explain 28.4% of this effect [41]. These results indicate that the development of organizational culture will result in higher flourishing

Denison argues that participation and coherence are internal factors in developing an effective organizational culture, while adaptability and vision are external factors. Engagement in particular has an important role in shaping organizational culture. Engagement culture, which includes transparent communication, employee-oriented leadership and strong interpersonal communication, has an important role in the formation of affective organizational commitment [8]. In this study, it was found that the flourishing level of health workers increased as the culture of participation increased. The most fundamental feature of participation culture is that it supports teamwork in organizations [42]. It is a proven fact that team-based work leads to collective flourishing of employees [43]. High levels of

participation enable employees to have control over decisions, processes and results, and this power leads to an increase in flourishing [43, 44].

Organizational culture can affect employee performance, engagement and happiness [46]. In this study, it was found that happiness and life satisfaction of healthcare workers increased as organizational culture increased. In a study, it was found that as the person-organization fit increases, happiness also increases [47]. In another study, it was similarly found that happiness increased as the level of organizational support increased [48]. The results of this research are similar to the literature. Since the increase in person-organization fit enables employees to take a more active role in the organization and meet the expectations of the organization, it is thought that the happiness and life satisfaction of health workers increase.

Workplaces have an important role and responsibility in achieving social flourishing [49]. Organizational culture has an important role in the formation of corporate identity and shaping the organizational structure [50]. In this study, it was found that the level of close social relationships increased as the organizational culture of health workers increased. In a study, it was found that leader-member interaction increased as organizational culture increased [51]. In another study, it was found that emotional commitment increased as person-organization fit increased [52]. Increasing organizational culture is thought to increase the social relations of health workers by increasing leader-member interaction and emotional commitment.

In this study, it was found that the level of life purpose and meaning increased as the organizational culture of healthcare professionals increased. In a study similar to this research, it was found that as the level of support in organizations increases, employees' life satisfaction increases [53]. In another study, it was determined that the quality of working life increased as organizational commitment increased [54]. The results of this research are similar to the literature. Increased support and commitment within the organization is thought to increase the quality of life as it increases the willingness for organizational roles, focusing on organizational goals and willingness to continue working.

4.1. Limitations and future studies

This study has some limitations. First, the data of the study were collected only from healthcare pro-

professionals employed in a university hospital. The data obtained are limited to the subjective opinion of the research participants working in this hospital. Second, health care workers were considered as a homogeneous group throughout the study and no distinction was made according to occupational groups. It has been determined that there has not been enough research to determine the effect of organizational culture on the well-being of healthcare professionals. In future studies, sampling specific to different health profession groups and studies to be conducted with data obtained from hospitals of different status will make it possible to generalize the results.

5. Conclusion

This study reveals that the perception of organizational culture has an impact on flourishing; therefore, the positive development of organizational culture will contribute positively as well. Teamwork in the realization of workflows in institutions providing health services has become a necessity in today's conditions. One of the basic conditions for the desired fulfillment of interdisciplinary and team-based health service delivery is the happiness and flourishing of health workers.

Uniting employees around the same values, supporting them to have organizational awareness, and giving them more responsibility should be the priority areas of organizations. All these activities should be transformed into routine workflows that are part of the organizational culture rather than being a privilege directed to employees. The results of this study provide important information for health institutions and all other organizations to prioritize investing in happiness and flourishing.

Healthcare is a field with unique characteristics. One of the unique features of this field is that healthcare workers have no tolerance for making mistakes. The tension created by this situation may be at a level to negatively affect the flourishing of healthcare workers. It is inevitable that an employee whose flourishing is negatively affected will negatively affect the productivity of the organization of which they are a member. The only way to get rid of this negative spiral is to be aware and make conscious efforts to increase flourishing. These efforts should also be made a cultural part of the organization.

Positive development in the organizational cultures of health service providers is for the benefit of the society as well as the employees. In order to maxi-

mize this benefit, initiatives related to the physical and mental flourishing of employees should be supported by organizations. It is recommended that organizations contribute to the flourishing of their employees in order to consolidate their legitimacy.

Ethical considerations

Ethics approval was granted by Social and Human Sciences Research Board of Başkent University (Date: 19.10.2022; Approval no. E-62310886-605.99-171302). Participants were informed and their verbal consent was obtained.

Informed consent

All participants provided informed consent prior to enrollment.

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Conflicts of interest

The authors declare that they have no conflict of interest.

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