

How do shared values improve eudaimonic workplace well-being: role of perceived justice and emotional exhaustion among nurses

Gizem Karaca, Cem Tanova and Korhan Gokmenoglu
Eastern Mediterranean University, Famagusta, Turkey

Abstract

Purpose – This study aims to explore how shared values improve eudaimonic workplace well-being, the fulfillment that comes from personal development and the utilization of personal capabilities. The authors investigate the serial mediating role that perceived overall justice and emotional exhaustion play in how shared values relate to well-being.

Design/methodology/approach – 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 the sample and self-administered surveys that could be completed online were delivered to the sampled nurses.

Findings – The authors analysis using partial least square structural equation modeling (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. The authors also show a serial mediation where shared values are related to justice perceptions which in turn negatively relate to emotional exhaustion which subsequently relates to higher levels of eudaimonic workplace well-being.

Originality/value – The results of this study suggest that when the shared values between the healthcare institution and the employees are aligned, the eudaimonic well-being of employees is higher. The 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.

Keywords Shared values, Emotional exhaustion, Perceived overall justice, Eudaimonic workplace well-being, Conservation of resources theory

Paper type Research paper

1. Introduction

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

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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 and Kern, 2021; Ryan and 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).

The shared values concept is defined as the harmony between the values of an organization and its staff (Maden and Kabasakal, 2014). Values are important, influential in employee behavior and affect employee performance (Lages *et al.*, 2020). In general, when the values of the employee are in line with the values of the company they work for, employees are more satisfied with their work. Hence, shared values would lead to reduced turnover costs, enhanced retention of employees and improved job performance (Lages *et al.*, 2020). Kramer and Pfitzer (2016) argue that the main component to have a high-performing organization is having a team with strong shared values. The current study aims to assess the effects of shared values on the nurses' Eudaimonic workplace well-being (well-being) by investigating mediating roles of perceived overall justice and emotional exhaustion. 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 and emotional exhaustion serially mediate the relationship between shared values and well-being?

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 and 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 expresses 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 and 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 and 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.

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 increases, 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.

2. Theoretical framework and literature review

To provide a general overview of the relevant literature and point out the existing gap, this section reviews the previous studies about shared values, perceived overall justice, emotional exhaustion and well-being. Figure 1 below shows the conceptual model of our study.

2.1 Shared values and eudaimonic workplace well-being (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 and 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 eudaimonic workplace well-being 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 eudaimonic workplace well-being; 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,

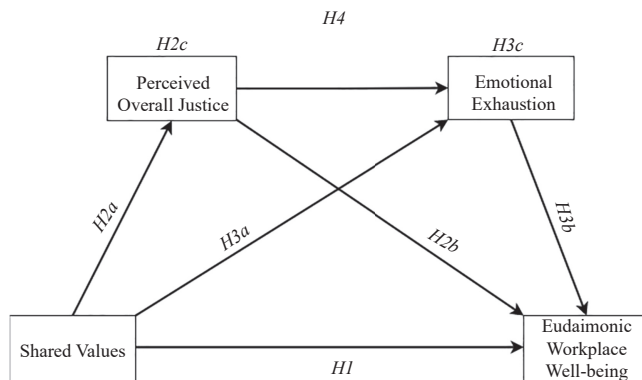


Figure 1.
Research model

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 and Hofstede, 2001). Therefore, employees' shared values help them to flourish contributing to eudaimonic well-being. On the other hand, the intrapersonal component of well-being at the work represents the feelings of inner importance and meaning in the workplace. These emotions may be experienced either through the job itself or from development as an employee (Lewis *et al.*, 2014). Wolter *et al.* (2019) conducted research among police officers and stated that shared values can be a component of job resources that boost positive outcomes thereby it can predict the general well-being of the employees. 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.

2.2 Shared values, perceived overall justice and EWW

In general, justice is used as a term to describe "fairness" (Ambrose and Schminke, 2009) and has been considered a "virtue of social institutions" (Rawls, 1958). Organizational justice is described as fairness perceived by employees in the work environment (Suur Ralph and Holmvall, 2016). Thus, such attitudes strongly impact the beliefs and actions of employees. Most of the justice literature focuses on organizational justice as an independent variable that influences the reactions, behaviors and attitudes of subordinates (Scott *et al.*, 2007). Ambrose and Schminke (2009) explained the mediating role of general justice in the relationship between certain types of justice and outcomes. When employees perceive that they share the same values with the organization they work for, they feel they belong to that organization. This belongingness can be explained by social identity theory (Tajfel and 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 ingroup. 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 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 perceived overall justice.

Moreover, previous studies (Ibrahim *et al.*, 2019; Majumdar and Kumar, 2022) found a significant relationship between organizational justice and well-being. It was found when mental health employees perceive discriminative practices this leads to decreased well-being (Wood *et al.*, 2013). When individuals perceive that rules are not fairly implemented, they are more likely to experience psychosomatic and depressive symptoms (Majumdar and 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 and Turner, 1979).

H2a. Shared values are positively related to perceived overall justice.

H2b. Perceived overall justice is positively related to well-being.

H2c. Perceived overall justice mediates the relationship between shared values and well-being.

2.3 Shared values, emotional exhaustion and EWW

Many researchers consider emotional exhaustion a crucial part of burnout (Cropanzano *et al.*, 2003; López-Cabarcos *et al.*, 2019; Rajendran *et al.*, 2020). According to Baeriswyl *et al.* (2016) burnout is one of the most widely used measures of mental health and well-being in industrial psychology. Burnout is a symptom of emotional exhaustion, depersonalization states and the perception of decreased individual achievements (Maslach and Leiter, 2017). Symptoms of emotional exhaustion include energy loss, chronic tiredness and a sense of depression (Schwarzer *et al.*, 2000). Previous studies have shown that emotional exhaustion is related to psychological pressure and excessive workloads (Hakanen *et al.*, 2006; Rajendran *et al.*, 2020). For example, Hakanen *et al.* (2006) found that the workload significantly affects emotional exhaustion and directly increases the teachers' emotional exhaustion in Finland. Burnout and emotional exhaustion were related to negative consequences, like decreased motivation and performance, absenteeism because of illness, psychological issues, decreased job satisfaction and intention to quit (Bolton *et al.*, 2012).

According to the conservation of resources (COR) theory (Hobfoll, 1989), employees are more likely to experience emotional exhaustion when they are asked to complete a task that threatens their values. 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). Related results have been reported in the service literature as well. Maxham and Netemeyer (2003) stated that when frontline employees perceive less shared values, they have a higher chance to feel exhausted emotionally while interacting with the customers in the workplace. We believe that shared values are critical for nurses to experience less emotional exhaustion and perform their job better to have 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

H3a. Shared values are negatively related to emotional exhaustion.

H3b. Emotional exhaustion is negatively related to well-being.

H3c. Emotional exhaustion mediates the relationship between shared values and well-being.

2.4 Serial mediation of perceived overall justice (POJ) and emotional exhaustion (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) they found that emotional exhaustion mediates the relationship between distributive and interpersonal justice and turnover intentions. It means that by

perceiving that there is injustice, employees are more likely to experience stress and emotional exhaustion. Furthermore, [Barclay et al. \(2005\)](#) found that institutions without a perception of justice will make extra demands from employees and these demands will cause a loss in shared values between the employee and the institution, as a result, individuals will be more sensitive to psychological distress ([Tepper, 2001](#)). Emotional exhaustion is used for the description of well-being at work ([Cropanzano et al., 2007](#)). Therefore, we expect that when employees perceive higher shared values, they are more likely to perceive their organization as fairer and it will lead to experiencing less emotional exhaustion and higher well-being. We hypothesize that

- H4. Perceived overall justice and emotional exhaustion serially mediate the relationship between shared values and well-being.

3. Method

3.1 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 ([Paul et al., 2009](#)). A minimum of 105 participants were required to achieve minimum effect size with the achieving 0.95 minimum power ($1 - \beta$) and 95% confidence interval (CI). 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. The healthcare organizations where nurses work included both private and public hospitals and clinics. The age of participants ranged from 19 to 58 and the average age was 34. 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 have approved the study protocol (reference no: ETK00-2021-0013).

Option	Frequency	%
<i>Gender</i>		
Male	113	37.7
Female	187	62.3
<i>Age (Years)</i>		
Below 30	152	50.7
Above 30	148	49.3
<i>Experience</i>		
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
<i>Number of employees in the institution</i>		
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

Table 1.
Demographic
characteristics of the
respondents

3.2 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 shared values, emotional exhaustion, perceived overall justice and eudaimonic workplace well-being. All the scales were used in the Turkish language with back-translation (Brislin, 1970) and all items are presented in Table 3. A shorter version of the shared values scale (Hartline *et al.*, 2000) was given to participants and evaluated the extent to which employees share the values of their organization with a Likert-type scale of 7 points. The emotional exhaustion scale (Babakus *et al.*, 1999) was used with 6 items that were scored on 5 points Likert-type scale. Furthermore, a shorter version of the perceived overall justice scale (Ambrose and Schminke, 2009) was used with 6 items. Items were scored on a Likert-type scale of 7 points. Lastly, Eudaimonic workplace well-being 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.

4. Empirical findings

4.1 Measurement model

Before conducting any analysis, the normality 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 (2014) recommendation a nonparametric 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 modeling (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 structural equation model (SEM) 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).

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 and 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 Q25 and Q26. Please see Table 3 for all indicator reliability results.

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 informed that their responses would be anonymous and assured of protecting confidentiality. 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 (2015) recommend calculating VIFs for each of the model's latent variables. If any VIFs exceed the threshold of 3.3, this would indicate pathological collinearity and would show that the model may have 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 the literature to evaluate the possible danger of common method bias (for example Jung and Yoon, 2018).

4.2 Structural model and key findings

Accelerated (BCa) bootstrap and bias-corrected bootstrap were done with a 95% 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 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.

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

Table 2.
Construct reliability
and validity
(measurement fit)

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 out the activities of the institution)	4.829	0.906	71.039
	Q3 We share the same values of creativity (being creative and innovative in the development and delivery of services) 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 (being seen as the number one institution by everyone in the industry)	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 (providing high-quality services to patients as quickly and as friendly as possible)	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	Q7 I feel emotionally drained from my job	4.474	0.881	50.828
	Q8 I wake up in the morning feeling tired and have to face another day at work	4.149	0.877	47.338
	Q9 I feel exhausted from my job	7.758	0.944	110.549
	Q10 I am worried about being hard-hearted because of my job	2.241	0.798	28.852
	Q11 I feel disappointed with my job	3.263	0.872	56.480
	Q12 I feel like I do not have the strength to endure	3.973	0.902	77.616
Perceived Overall Justice	Q13 Overall, I am treated fairly by my organization	5.393	0.902	68.256
	Q14 In general, I can count on this organization to be fair	6.968	0.934	113.492
	Q15 In general, the treatment I receive around here is fair	4.438	0.918	83.204
	Q16 Usually, the way things work in this institution is fair	4.909	0.913	66.027
	Q17 This institution treats its employees fairly	6.232	0.933	102.438
	Q18 Most of the people who work here would say they are often treated fairly	3.286	0.864	42.910
Eudaimonic Workplace Well-being	Q19 Among the people I work with, I feel there is a sense of brotherhood/sisterhood	3.792	0.830	36.955
	Q20 I feel close to the people in my work environment	5.617	0.880	56.899
	Q21 I feel connected to others within the work environment	3.802	0.846	41.562
	Q22 I consider the people I work with to be my friends	2.606	0.782	26.117
	Q23 I am emotionally energized at work	2.593	0.843	39.636
	Q24 I feel that I have a purpose in my work	2.592	0.794	31.124
	Q25 My work is very important to me	1.822	0.611	12.099
	Q26 I feel I can continually develop as a person in my job	1.761	0.599	13.303

Table 3.
Constructs and convergent validity

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

After proving that the model has a good reliability and validity score for the measurement model, the structural model can be analyzed (Hair *et al.*, 2019).

According to Table 5, H1 proves that there is a significant relationship between shared values and well-being ($\beta = 0.363, t = 6.385, p < 0.001$). Bootstrapping was used to analyze indirect effects in all hypotheses testing. H2a shows that shared values are significantly related to perceived overall justice ($\beta = 0.670, t = 19.580, p < 0.001$). H2b also shows that there is a significant relationship between perceived overall justice and well-being at 95% ($\beta = 0.158, t = 2.613, p = 0.009$). H2c proves that perceived overall justice mediates the relationship between shared values and well-being; bootstrapping shows that the hypothesis is supported ($\beta = 0.106, t = 2.562, p = 0.011$).

However, H3a is not supported; there is no significant relationship between shared values and emotional exhaustion ($\beta = -0.115, t = 1.796, p = 0.073$). H3b proves the significant relationship between emotional exhaustion and well-being ($\beta = -0.320, t = 6.906, p < 0.001$). Additional analysis proves that emotional exhaustion does not significantly mediate the relationship between shared values and well-being which is why H3c is not supported ($\beta = 0.037, t = 1.762, p = 0.079$). Lastly, analysis proves that perceived overall justice and emotional exhaustion serially mediate the relationship between shared values and well-being. Bootstrapping shows that the H4 is supported ($\beta = 0.088, t = 4.138, p < 0.001$). The results of the hypotheses can be seen in Figure 2.

	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*	

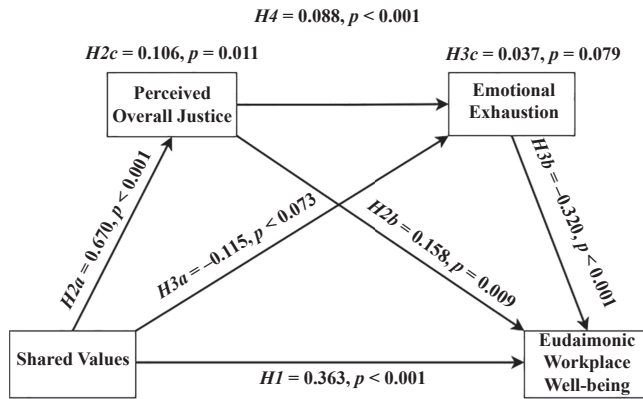
Note(s): SD indicates the standard deviation, ** indicates that correlation is significant at the 0.001 level (2-tailed), and * indicates that correlation is significant at the 0.05 level (2-tailed). Values above the diagonal are for HTMT ratios, and below the diagonal are for correlation

Table 4. Means, standard deviations, correlations and HTMT ratio of study constructs

Hypotheses	β	t	p -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
H2a Shared values → perceived overall justice	0.670	19.580	<0.001	0.591	0.739	0.590	0.733
H2b Perceived overall justice → well-being	0.158	2.613	0.009	0.04	0.275	0.033	0.275
H2c Shared values → perceived overall justice → well-being	0.106	2.562	0.011	0.027	0.186	0.021	0.191
H3a Shared values → emotional exhaustion	-0.115	1.796	0.073	-0.239	0.008	-0.227	0.012
H3b Emotional exhaustion → well-being	-0.320	6.906	<0.001	-0.421	-0.233	-0.415	-0.233
H3c Shared values → emotional exhaustion → well-being	0.037	1.762	0.079	-0.004	0.083	-0.003	0.079
H4 Shared values → perceived overall justice → emotional exhaustion → well-being	0.088	4.138	<0.001	0.055	0.127	0.054	0.136

Table 5. Hypotheses analyses results

Figure 2.
Structural model



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)

Finally, we used PLSpredict to analyze the out-of-sample predictive power of the research model. Following the guidelines of Shmueli et al. (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 shows 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.

5. Discussion

There is a consensus among researchers that when staff values are matched with the company's values, staff is more fulfilled with their work (Presbitero et al., 2016; Lages et al., 2020).

	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	–

Table 6.
Model fit

Item	Q ² _predict	PLS-SEM		LM		PLS-SEM_MAE < LM_MAE	
		RMSE	MAE	RMSE	MAE		
Emotional Exhaustion	Q7	0.077	1.397	1.183	1.417	1.207	Yes
	Q8	0.085	1.295	1.074	1.295	1.071	No
	Q9	0.122	1.429	1.201	1.435	1.211	Yes
	Q10	0.108	1.417	1.229	1.441	1.240	Yes
	Q11	0.152	1.385	1.203	1.400	1.201	No
Perceived Overall Justice	Q12	0.131	1.403	1.210	1.420	1.219	Yes
	Q13	0.368	1.106	0.889	1.108	0.878	No
	Q14	0.396	1.045	0.820	1.038	0.804	No
	Q15	0.350	1.064	0.836	1.051	0.831	No
	Q16	0.364	1.078	0.869	1.072	0.861	No
	Q17	0.405	1.035	0.807	1.028	0.792	No
	Q18	0.331	1.055	0.838	1.029	0.811	No
Eudaimonic Workplace Well-being	Q19	0.200	1.195	0.982	1.206	0.998	Yes
	Q20	0.226	1.132	0.940	1.148	0.955	Yes
	Q21	0.242	1.094	0.909	1.104	0.914	Yes
	Q22	0.172	1.079	0.854	1.095	0.873	Yes
	Q23	0.304	1.064	0.863	1.076	0.858	No
	Q24	0.208	1.194	0.991	1.210	1.003	Yes
	Q25	0.142	1.146	0.939	1.138	0.917	No
	Q26	0.171	1.273	1.080	1.268	1.046	No

Table 7.
PLSpredict assessment

Therefore, companies are anticipated to have lower turnover rates, improved retention of staff (Presbitero *et al.*, 2016) as well as more motivated employees (Blanchard *et al.*, 2019). Although the previous research acknowledges the role of shared values in achieving desired results (Presbitero *et al.*, 2016; Blanchard *et al.*, 2019), there is limited empirical research on the structures regarding the relationship between shared values and positive consequences.

The present study tests 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. Newman *et al.* (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. Also, they stated that when we do not share values, we are more likely to respond with negative emotions and perceive less justice. Birch *et al.* (2017) and Versteegt *et al.* (2022) showed that there is a positive relationship between justice perceptions and well-being. We also prove that overall justice is positively related to eudaimonic workplace well-being. 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 and 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 (Marcus *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 nonsignificance 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 and 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 nonsignificance 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 nonsignificance 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.

6. 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.

7. 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 nonexperimental 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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About the authors

Gizem Karaca is a Research Assistant in the Department of Business Administration at Eastern Mediterranean University. She completed her undergraduate and master's degrees in Psychology and General Psychology. Currently, she is a PhD candidate in the Business Administration Department at Eastern Mediterranean University. Her research interests are well-being, shared values and emotional exhaustion. Gizem Karaca is the corresponding author and can be contacted at: gizem.karaca@emu.edu.tr

Cem Tanova is currently a Professor of Management at Eastern Mediterranean University. After completing his Bachelor's in Management and Master's in Public Administration degrees in Northern Michigan University in Michigan, United States of America (USA), he received his Doctorate in Management and Organizations from Cukurova University in Adana Turkey. Tanova has served as the Vice-Rector for International Affairs, Dean of the Faculty of Business and Economics, the Department Head of Business Administration and the Chair of the Continuing Education Center in Eastern Mediterranean University. His research interests include human resource management, recruitment methods, voluntary turnover, organizational justice and mindfulness.

Korhan Gokmenoglu is an associate professor in the Department of Banking and Finance at Eastern Mediterranean University. He completed his education at Middle East Technical University, Brandeis University (Boston) and Essex (Paris). He worked for the Central Bank of the Republic of Turkey for more than ten years. During 2008–2009 he was a visiting scholar at the University of California San Diego. He has been working as a full-time academician since 2013. His research interests span applied econometrics, energy economics and macroeconomics. He has been published over 40 papers as an author or co-author in highly regarded, peer-reviewed journals and has more than 30 international conference contributions. Also, he has served as a referee for many prestigious academic journals.