

Research Article / Araştırma Makalesi

## ANTECEDENTS AND CONSEQUENCES OF HEALING ORGANISATIONS: A QUALITATIVE STUDY\*

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### ABSTRACT

The concept of “healing” is defined as a restorative/transformational recovery process that results in a positive change in the management practices of organizations, employees finding more meaning in the work they do, and the realization of themselves as a whole by organizational employees at all levels, has gained popularity in recent years. attracts the attention of researchers. In this study, qualitative field research is conducted to find out the healing organization practices of the companies. Structured interviews are conducted with 12 white color employees. Three questions that are asked to the participants aimed to be the research question of this study. Participants were asked what organizational practices contribute to their physical, financial, social, psychological, intellectual, and professional well-being and what contributions these practices have for the employee and the organization. As a result of the content analysis of the collected data, healing organizational practices were compiled under two themes. Organizational practices that contribute to personal development and occupational development. It has been found that organizational practices that support personal and professional development have positive contributions such as employees’ organizational citizenship behaviors, organizational commitment, work/life satisfaction, and sense of meaningfulness about work. Since this study is the first qualitative research on “healing organizations” in the national literature, it is believed that the results of the research will guide both researchers working on the topic and managers who have a decisive role in worklife.

**Keywords:** Healing Organizations, Qualitative Research, Structured Interview

**JEL Classification:** M10, M12, M19

## İYİLEŞTİREN ÖRGÜTLERİN ÖNCÜLLERİ VE ARDILLARI: NİTEL BİR ARAŞTIRMA

### ÖZET

Örgütlerin içinde buldukları yönetim uygulamalarının pozitif yönlü bir değişime yol açması, çalışanların yapmış oldukları işlerde daha fazla anlam bulmaları ve her düzeydeki örgüt çalışanının bir bütünü olarak kendilerini gerçekleştirmeleriyle sonuçlanan, onarıcı/dönüştürücü bir iyileşme süreci olarak tanımlanan “iyileşme (healing)” kavramı, son yıllarda araştırmacıların dikkatini çekmektedir. Bu çalışmada çalışanına iyi gelen/iyileştiren örgüt uygulamalarının neler olabileceğine dair niteliksel bir saha

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araştırması gerçekleştirilmiştir. 12 katılımcıyla gerçekleştirilen yapılandırılmış mülakatlarda yöneltilen 3 soru, bu çalışmanın araştırma sorularıdır. Katılımcılara fiziksel, finansal, sosyal, psikolojik, entelektüel ve mesleki iyi oluşlarına katkıda bulunan örgütsel uygulamaların neler olduğu ve bu uygulamaların çalışan ve örgüt açısından ne gibi katkıları olduğu sorulmuştur. Toplanan verilerin içerik analizi sonucunda iyileştiren örgüt uygulamaları iki tema altında derlenmiştir. Kişisel gelişime ve mesleki gelişime destek olan örgütsel uygulamaların çalışanların örgütsel vatandaşlık davranışları, örgütsel bağlılık, iş/yaşam memnuniyeti, işle ilgili duyumsanan anlamlılık gibi olumlu katkıları olduğu bulgulanmıştır. Bu çalışmanın, konuyla ilgili ulusal yazında yapılmış ilk nitel araştırma olması nedeniyle, araştırma sonuçlarının hem bu alanda çalışan araştırmacılara hem de çalışma hayatında belirleyici bir rolü olan yöneticilere yol gösterici olacağı düşünülmektedir.

**Anahtar Kelimeler:** İyileştiren Örgütler, Nitel Araştırma, Yapılandırılmış Mülakat

**JEL Sınıflandırması:** M10, M12, M19

## 1. Introduction

The neoliberal economy, which has been effective all over the world since the 1980s, has brought with it new employment relations, working styles, and a different work culture. Although many things seem to be in favor of employers in these new employment markets characterized by irregularity, flexibility, and disorganization, new regulations such as flexible wages/working hours and flexible technology all lead to precariousness, uncertainty, and lack of professional identity for employees. The basic values of working life have been updated in the form of competition, performance, and the legitimization of every means to an end. All these new business climates and labor relations have several negative effects such as alienation, burnout, and depression in employees.

Today, in this period when we experience the “new normal” after the pandemic, radical changes are taking place in working life and ways of doing business. The great wave of resignations following the “awakening experience” in the working segment with the COVID-19 Pandemic period, the reactions of the employees, which are described as silent resignations, are indicators that the working life glorified with *hustle culture*, that is, work culture, has started to be radically questioned. This culture, which glorifies working no matter what has suffered a great wound with the COVID-19 pandemic process, and professional white-collar workers have started to question their jobs at the center of their lives and the institutions they work for more than ever before. While the balance between work and private life was previously discussed among employees, today, organizations that do not improve private life and do not contribute to personal development are not attractive to qualified employees and these organizations cannot keep employees loyal to them. In the United States, the main factors leading to the Great Resignation are listed as toxic organizational culture, job insecurity, high levels of innovation, unrecognized /unappreciated performance, and insufficient attention to COVID-19 (Sull et al., 2022). The pandemic has also affected the personal well-being of employees, with lasting effects on how secure they feel about their work environment (Lee & Rhee, 2021). Changes in the working environment during the pandemic have a significant impact on employees’ health, both physically and mentally (Soemaryani et al., 2023). In addition, it has been determined that the pandemic negatively affects the well-being of employees in terms of workplace relations and work-life balance (Popa et al., 2022). In short, the COVID-19 pandemic

has led to profound changes in organizations, affecting employee well-being, ways of doing business, and organizational dynamics. The challenges faced by employees and organizations during the pandemic underline the need to focus on the creation of effective support systems, flexible working arrangements, and employee mental well-being in post-pandemic organizations. In addition, the COVID-19 pandemic process has further complicated the phenomenon of “The Great Resignation” as employees go through emotional and psychological processes while seeking new ways of living and being employed. This dual meaning of “resignation” underlines the profound impact on employees beyond leaving a specific job. By highlighting the psychological and emotional aspects of the resignation process, it is emphasized that organizations need to consider the holistic well-being of their employees during such transitions. In the post-pandemic period, which caused employees to leave their jobs, many organizations are emphasizing employee well-being more than at any other time in history (Abacıoğlu, 2020). Moreover, when it comes to employee well-being, it is not only physiological well-being but also psychological, intellectual, financial, and spiritual well-being.

As it is known, several factors in the working environment have an important role in affecting employees’ mental health. In addition, the level of support packages prepared by organizations for employees and the importance they attach to the mental health of their employees are associated with the psychological problems experienced by employees (Considine et al., 2017). This emphasizes the importance of creating a supportive working environment that prioritizes mental health and well-being for organizations. Data from the Ministry of Health shows that the amount of antidepressant use increased by approximately 70 percent in the 11 years to 2020. According to the latest health statistics of the Ministry for 2020, while there were 29 antidepressant drugs per 1000 people per day in 2009, this rate increased to 49 in 2020 (Sağlık Bakanlığı). In this study, the conceptualization of healing organizations is based on the problem of drawing a framework for the human resources practices of organizations that are good for employees and that heal them beyond providing well-being to employees. Healing is defined as a reconstructive and transformative process that takes place to restore an out-of-balance, damaged, and debilitated organism to its healthy state by further strengthening it. In contrast to the concept of cure, which refers to a final state, the concept of recovery refers to an ongoing journey with many possible pathways (Dubose et al., 2018). Considering the 70% increase in the use of antidepressants in Turkey in the last 11 years, it is observed that our mental health is deteriorating day by day. This research is based on the problem of the organizations we work for and the possible practices that can be good for our deteriorating psychology.

In the related literature, the concept of organizational recovery refers to the capacity of organizations that have experienced a crisis or trauma to recover from this experience (Powley & Piderit, 2008). However, in this study, the conceptualization of healing organizations refers to organizations that successfully implement human resource practices that are good for their employees. Especially in the last 20 years, workplace health and safety issues have been of great importance both nationally and internationally. In this study, health and well-being, as defined by the World Health Organisation, is defined as a state of holistic physical, mental, and social well-being rather than the absence of disease (Spence, 2015). What organizations can do or are doing for this holistic well-being is the main problem of this study, which is prepared by research and publication ethics.

## **2. Conceptual Framework**

The concept of “healing”, is defined as a restorative/transformational healing process (Livne-Tarandach et al., 2021) that results in a positive change in the management practices that organizations put into operation, employees finding more meaning in their work, and employees at all levels realizing themselves as a whole and achieving greater power, offers a perspective that enables managers to look at the problems of organizations through people-oriented criteria rather than numerical data in recent years. When we look at the main reasons behind the definition of this process as “healing”, it is seen that the organizations in question have gone through/been affected by some destructive, unhealthy, and corrosive experiences in the current process and they are trying to get out of the effects of these negative factors with the help of some “healing” practices. At this point, the fact that remedial practices are implemented by organizations in a long-term manner rather than once means that this process represents a journey that includes many different methods (DuBose et al., 2018). Just as people switch to “biological” healing processes recommended to them after the negative life events/illnesses they experience, the implementation of a similar process by organizations is accepted by researchers in the field of management as a fundamental element that forms the infrastructure of the “healing” process. For example, Powley & Piderit (2008), in their study, defined recovery as a long-term achievement and considered all activities aimed at repairing the social structure of organizations within this scope, different from the concepts of “resilience”, “endurance” and “recovery”. Similarly, Sisodia & Gelb (2019), in their study on the subject, examined many organizations committed to “healing” and concluded that organizational healing represents a quest to alleviate the negative emotions experienced and to reveal positive emotions. When the few studies in the literature on the subject are examined, it is seen that they are grouped under two headings; in the studies constituting the first group, the efforts to get rid of the negative effects of these experiences after the crisis/trauma experienced by organizations due to external factors are evaluated under the title of organizational recovery. For example, Powley & Piderit (2008), in their study, examined the organizational recovery process after the armed attack at Midwestern University. When we look at the second group of studies, it is seen that they mainly focus on a trauma/negative situation in which the internal resources of the organization (e.g. leadership style, organizational culture, and/or management practices that allow harm, injustice, incivility or discrimination) cause harm and draw attention to the recovery practices in this process. For example, Clark (2012) examined the bullying and unkind behaviors exhibited against minority nurses/health personnel in nursing schools and hospitals and investigated how healing practices can be implemented in the organizational context after such experiences. Similarly, Porath & Pearson (2012), in their study, examined the emotional and behavioral responses of individuals to incivility in the workplace and drew attention to the role of businesses in developing greater awareness of the harmful effects of negative emotions caused by incivility. When we look at the background of the research on the subject, it is seen that the main objectives are (a) to return to the “normal” situation before the crisis or negative experience and to make this situation a part of organizational development; (b) to see “recovery” activities as an organizational commitment that will form a basis for continuous learning rather than an idealized end state; and (c) to determine the effects of practices in the process of organizational recovery on stakeholders outside the organization (Livne-Tarandach et al., 2021).

According to the data of this study, the importance of the concept of “healing practices” in today’s working life is emphasized- in a way that contributes to the main objectives of the few previous studies on the subject - and it is aimed to exemplify the management/human resources practices that pave the way for the improvement process in organizations. There are many theories on the tension between demanding environmental factors and costly psychological processes. Most approaches describe demanding and resourceful factors and processes as conflicting forces (conservation of resources theory, job demands-resources model, effort-recovery model, work-home resources model, job-demands control model). Mostly, the well-being of individuals is examined within the framework of demanding versus resourceful factors and processes, and some other theories such as affective events theory, self-determination theory, and boundary transition theory focus on more specific factors that might affect the well-being of individuals (Sonnentag, et al., 2024). Economic crisis, COVID-19, and the earthquake that happened in Turkey in 2023 are challenging and emotionally demanding events and difficult life experiences for individuals. Therefore, the main motivation of this study is to investigate whether companies apply healing organizational practices for their employees and what are the consequences of these practices for both at the individual and organizational levels. Moreover, it was crucial to understand the expectations of the employees who have been going through difficult, challenging, and unexpected life events.

It can be thought that the concept of organizational support in the related literature is similar to the concept of healing organizations and even has the same meaning. However, there are serious differences between them. Rhodes & Eisenberger, in their 2002 study, grouped the factors affecting perceived organizational support into four groups. These are individual characteristics, organizational rewards and working conditions, supervisor support, and organizational justice (Rhoades & Eisenberger, 2002: 699- 701). The perception of organizational support is the situation in which the members of the organization feel peaceful and secure in the working environment and know that the organization is always behind them (Özdevecioğlu, 2003: 116). The conceptualization of “healing organizations” used in this study was developed to understand what kind of activities organizations do to heal their employees after events such as a certain crisis, economic bottleneck, natural disaster, pandemic, etc. that may adversely affect them psychologically, physically, and socially.

Therefore, answers to the following questions are sought;

- What are the practices you encounter in your workplace that are good for you, that is, that contribute to your psychological, financial, social, spiritual, financial, physical, and intellectual well-being?
- What are the contributions of healing organization practices on employees/organizations?
- Which support would you like to receive at your current workplace?

### **3. Research Method**

In this study, the qualitative research method was preferred to evaluate the answers given by the people in the study group to the research questions. A purposive (non-probability) random sampling method was used in the selection of the interviewees. In the selection of the people participating in the research, it was considered whether the people who make up the

study group were directly related to the research subject rather than their power to represent the universe (Yıldırım & Şimşek, 2008). As a data collection tool, in-depth interviews were conducted and these interviews were completed with the help of online meetings. In addition, for this study, ethics committee approval was obtained from the Doğuş University Ethics Committee with the number E-42435178-050.06.04-48442 and dated 02.08.2023.

In this study, semi-structured interviews were conducted with 12 full-time employees working in national and international companies in Istanbul. The average age of the participants in the study group is 35.2. It is seen that 8 participants in the study group are between the ages of 25-35, 2 participants are between the ages of 36-40, and 2 participants are between the ages of 41-50. Regarding the marital status of the participants, it was found that 5 participants were married and 4 participants had children. Their total seniority in their working life is 12.4 years on average; their seniority in the institutions they are currently working in is 4.1 years on average. When the gender distribution of the participants is analyzed, it is seen that the majority of them are female (n:7). Regarding their educational background, 10 participants have bachelor's degrees and 2 participants have master's degrees. 6 participants work as "Manager" and 5 participants work as "Expert" in their organisations. 1 participant works as a "Research Assistant". The majority of the participants are service sector employees and when analyzed in detail, it is seen that they serve in 9 different sectors (e.g. energy, health, finance, construction, etc.). Considering their income status; 2 participants' monthly income is between 8500-15000 TL; 6 participants' monthly income is between 15.000-30000 TL; 1 participant's monthly income is between 30000-50000TL; 1 participant's monthly income is between 50000-80000 TL; 1 participant's monthly income is 80000 and above. 1 participant did not want to share his monthly income. Demographic information of the participants is given in Table 1.

In the data analysis process, content analysis stages, which are frequently used in qualitative research, were used. Content analysis is a common qualitative research approach used to determine the presence of certain themes or concepts in qualitative data and to analyze the meanings/relationships of these concepts. Content analysis is a widely used method in social science research, especially in examining messages and identifying data patterns in a systematic and reproducible way (Baptiste et al., 2017). It is considered an important technique in quantitative research and social sciences as it allows researchers to examine the meaning, symbolic qualities, and expression content of the obtained expression patterns in specific contexts (Susilo & Putranto, 2018). In this study, firstly, based on the conceptual background of the research, (a) a framework for data analysis was created and the categories under which the information obtained from the study group could be expressed were determined. Then, the data obtained according to the determined (b) thematic framework were organized and the "direct quotations" to be used were selected. The organized data were defined with a simple expression and without using unnecessary details (c) and finally (d) the findings were explained, associated, and interpreted (Yıldırım & Şimşek, 2008).

**Table 1: Demographic Information of the Study Group**

Gender	Age	M. Status	Education	Total Tenure	Sector	Position	Tenure in Organisation	Monthly Income (TL)
F	32	Single	Bachelor	9	Health	Payroll/Personnel Affairs Specialist	1 month	15.000-30.000
F	34	Married	Bachelor	12	Finance	Assistant Accounting Manager	8	8.500-15.000
M	27	Single	Master	3	Education	Research Assistant	3	15.000-30.000
M	37	Married	Bachelor	14	Insurance	Quality Manager	9	Not specified
M	36	Married	Bachelor	14	Human Resources	Senior Expert	8	15.000-30.000
F	29	Single	Bachelor	7	Footwear	Senior Expert	1	15.000-30.000
F	28	Single	Bachelor	10	Digital Marketing	Human Resources Specialist	1,5	15.000-30.000
M	34	Married	Master	11	Construction machinery sales	The segment's sales leader in Turkey	11	30.000-50.000
F	31	Single	Bachelor	7	Manufacturing / Furniture	Product Manager	3	15.000-30.000
F	50	Married	Bachelor	25	Construction sector	CFO	3	Over 80.000
M	59	Single	Bachelor	37	Information Technology	CEO	1,5	50.000-80.000
F	25	Single	Bachelor	3 months	Energy	Assistant Marketing Expert	3 months	8.500-15.000

To increase the validity and reliability of the study, at the end of the interview, the researchers summarised the data they had collected to each of the participants and asked them to express their opinions about their accuracy (participant confirmation). In addition, the thematic frameworks determined by the researchers were analyzed by an academic expert in the field of human resources (expert confirmation), which contributed positively to the validity of the study. Finally, the data obtained from the participants and the matched thematic frameworks were submitted to the examination of two academic members working in the field of organizational behavior and their coding was compared separately it was determined that the rate of agreement was over 80% (consensus among the coders).

#### 4. Findings

As a result of the structured interviews with 12 participants, the findings obtained in line with the three questions directed to the people in the study group are presented in this section.

Some of the expression patterns formed in line with the answers given by the people in the study group to the question “What are the “healing organizational practices” you encounter in your organization?”, the categories they represent as well as the participant number.(in brackets) and the themes covering these categories are shared below:

“This is a practice that contributes to psychological health by supporting those who want to work remotely and even change cities after the earthquake”; “flexible working hours are applied in the organization and the employee can determine his/her working hours as long as he/she performs his/her duties on that day” (P2, flexible working)

“They support me with online training and we are currently in the process of getting an external consultancy service”; “When I cannot do something and raise my hand, I get that help” (P4, supportive organizational culture)

“There is a culture of obedience in the company. You will never speak up, you will never speak up, you will work with your head down”; “This is an international company, so no one expects this from here”; “It is due to the headquarters (group), they want sales after all” (P1, an organizational culture that gives importance to employee voice)

“There is no trust. What is the state of the company’s financials, and why a 25 percent increase was made? Some people in the company speak and some don’t because of the culture of subservience”; “We have a Speak Up section. Messages come there like crazy. They laugh at the messages.” (P7, transparency)

“Although I am new to the organization, there is a common norm that enables everyone to embrace each other”; “There is a supportive bond between us and our colleagues” (P2, colleague support)

“Flexible working hours are applied in the organization and the employee can determine his/her working hours as long as he/she performs his/her duties on that day” (P10, Practices to alleviate workload)

“Going to an old people’s home, helping stray animals provides spiritual fulfillment and one’s life gains meaning and this is reflected in one’s work life” (P7, Finding meaning at work).

In this context, these categories were grouped under the theme of “organizational practices that improve professional life”.

“Training is provided to help us cope with stress and anxiety”; “Counselling services are provided to overcome the negative psychological effects of the pandemic process on employees”; “We have the right to spend time with our family in the grove area belonging to our institution at the weekend” (P6, contribution to psychological well-being)

“From the first week of the earthquake, our company started a series of material and moral aid” (P5, social responsibility-contribution to spiritual well-being)

“There are twice double salaries”; “I cannot say that we are doing well financially due to the general economy” (P4, support for financial well-being)

“There are Christmas and birthday events” (support for social well-being)



“For example, I saw the support provided during the pandemic period and felt its empathy” (P4, psychological support and family support during the pandemic)

“Going to the nursing home, helping stray animals provides spiritual satisfaction and meaning to one’s life, and this is reflected in one’s work life”. (P7, finding meaning at work especially after the pandemic)

“We work more efficiently when we are made to feel valued.”; “The employee committee was established and they expressed their unhappiness. 110 tl ticket, MT does not look at our faces, we work hard, we are not valued.” (P11, value given to the employee)

In this context, these categories were grouped under the theme of “organizational practices that improve personal life”. The themes and categories formed in line with the answers given to the research question are shown in Table 2.

**Table 2: Themes and Categories of the 1st Research Question**

Question 1.	Theme	Category.
What are the “healing organization practices” you have encountered in your organization?	Practices that Heal/ Professional Life	<ul style="list-style-type: none"> <li>· Flexible Working Opportunities</li> <li>· Supportive Organisational Culture</li> <li>· Managerial Attitudes Attaching Importance to Employee Voice</li> <li>· Transparency in Practices/Information Sharing</li> <li>· Support from Colleagues</li> <li>· Applications that lighten the workload</li> <li>· Practices that Create Meaning at Work</li> </ul>
	Practices that Heal Personal Life	<ul style="list-style-type: none"> <li>· Practices Contributing to Psychological Well-Being</li> <li>· Social Social Responsibility Practices</li> <li>· Support for Financial Well-Being</li> <li>· Activities to Support Social Wellbeing</li> <li>· Psychological Support Assistance</li> <li>· Practices that Make Employees Feel Valuable</li> </ul>

Some of the expression patterns formed in line with the answers given by the people in the study group to the question “What are the contributions of healing organization practices on employees/organizations?”, the categories they represent (in brackets) and the themes covering these categories are shared below:

“Employees want to continue working in that organization”; “Such practices make you feel that you go to work happy every morning” (P4, Increase in employee happiness/loyalty)

“As we are happier and more satisfied employees, we focus on our work more easily and take ownership of the task assigned to us more easily” (P6, Performance increase)

“They do not think about quitting their job and looking for another job” (P10, Decrease in turnover rate)

“Since we come to work happily, we do not feel the need to be absent or late” (P2, Decrease in late/absenteeism rates)

“When employees see that the organization values the employee, they voluntarily start to do some additional tasks even if they are not in their job descriptions” (P6, Increase in Organisational Citizenship Behaviours)

“Such practices make you feel that you go to work happy every morning”; “I do not think of looking for a job in another organization in line with these practices” (P9, Increase in employee happiness/loyalty)

In this context, these categories were categorized under the theme of “contributions to the employee”.

“As the number of people leaving the organization decreases, it is possible to create the memory of the organization” (P7, Strengthening organizational culture)

“These organizations retain talented/valuable employees” (P3, Retention of competent employees)

“Organizations would be more efficient and effective”, “people would be happier and this would be reflected in numbers” (P3, Productivity increase)

“When the employee is satisfied, his/her productivity increases, and this is reflected on the company”; “a happy employee meets the customer better. They can compensate for the stress there” (P6, increase in customer satisfaction)

“Employees of this organization recommend their relatives to work in this organization during recruitment processes” (P4, Employees being a reference for the organization)

In this context, these categories were grouped under the theme of “contributions to the organization”. The themes and categories formed in line with the answers given to the research question are shown in Table 3.

**Table 3: Themes and Categories of the 2nd Research Question**

<b>Question 2.</b>	<b>Theme</b>	<b>Category.</b>
“What are the contributions of healing organization practices on employees/ organizations?”	Contributions to the Employee	<ul style="list-style-type: none"> <li>· Increase in employee happiness/engagement</li> <li>· Performance Improvement</li> <li>· Decrease in thoughts of leaving the job</li> <li>· Decrease in the rate of late arrival/absenteeism</li> <li>· Increase in Organisational Citizenship Behaviours</li> <li>· Increase in Employee Happiness</li> </ul>
	Contributions to the Organisation	<ul style="list-style-type: none"> <li>· Strengthening Organisational Culture</li> <li>· Retaining Competent Employees</li> <li>· Increased Productivity</li> <li>· Increase in Customer Satisfaction</li> <li>· Employees being a reference for the organization</li> </ul>

Some of the expression patterns, the categories they represent (in brackets), and the themes covering these categories are shared below:

“I would like to have listened to more by the management”; “I question their sincerity because they pretend to listen to us, but we don’t see anything when it comes to action”; “I was frankly upset when I saw the support of other companies during the pandemic; I expected the material and moral support of my company, unfortunately, we could not see them”; “employee committees are established, but they laugh while listening to us in our meetings with the management, we are not listened to” (P8, Management / executive support)

“We received very little training on the job we were supposed to do, our orientation process could have been more comprehensive and longer” (P4, training/development activities)

In this context, these categories were categorized under the theme of “job-related expectations”.

“Like other companies, our company can organize workshops that will contribute to our socialization. For example, rhythm, yoga, dance workshops” (P2, Practices Contributing to Social, Physical, Psychological Wellbeing)

“I think that card supports valid in supermarkets should be provided, especially in periods when the economic crisis is felt intensely”; “I would love not to have to respond to e-mails received after 5 pm”. (P1, Private Life/Personal Expectations)

In this context, these categories were categorized under the theme of “Private Life/Personal Expectations”. The themes and categories formed in line with the answers given to the research question are shown in Table 4.

**Table 4: Themes and Categories Related to the 3rd Research Question**

Question 3.	Theme	Category.
“What support would you like to receive that you are not currently receiving at work?”	Work Related Expectations	· Training/Development Activities · Executive/Management Support
	Personal Life/Personal Expectations	· Special Support Packages for Crisis Periods · Contribution to Social, Physical and Psychological Well-being

## 5. Conclusion and Discussion

This study seeks to answer the basic question of what are the practices that contribute to the physical, psychological, intellectual, spiritual, financial, professional, and social well-being of employees in organizations and what are the effects of these practices on the organization and employees. The main reason for choosing the concept of healing organizations while seeking an answer to this question is the curiosity and desire to understand the organizational practices that can be healing and good for employees in the effects of these negativities experienced at the macro level such as pandemics, natural disasters, economic crises, which we experience one after another. In the related literature, the concept of organizational recovery is used instead of the concept of healing organizations. Organizational recovery is a process that refers to social interactions that repair the social structure and operational routines of an organization after a crisis/trauma (Powley & Cameron, 2006). However, in this study, rather than organizational recovery, we investigate organizational practices that heal employees and that are good for them physically, socially, psychologically, financially, intellectually, and physically.

According to the employee mental health model developed by Page & Vella-Brodrick (2009), there are components of subjective well-being, psychological well-being, and work-related well-being. Subjective well-being is associated with the overall quality of life, psychological well-being is associated with the realization of one's true potential and work-related well-being is associated with job satisfaction and other positive attitudes towards work. In this study, the question of what organizational practices affect people's quality of life/general well-being, realization of their potential, and work-related well-being was sought to be answered. After the content analysis of the data obtained as a result of the structured interviews, it was seen that the data were grouped under two main themes: improving personal life and improving professional life.

In the related literature, approaches to well-being have different structures. While the context-independent well-being approach explains well-being in general, the context-dependent well-being approach addresses the concept of well-being in the context of family, work, or leisure time. This study was carried out to investigate and reveal the healing effect of the organizations we work in within the framework of the context-dependent well-being approach. In March 2020, after the first COVID-19 case was seen in our country, our lives underwent radical changes, and the economic crisis and the great earthquake disaster that accompanied the process in question caused people to be psychologically worn out in working life. The main question of this research, which was shaped within all these macro negativities, was; "with which practices can our organizations, where we spend an average of 9 hours a day, be good for us and improve us". In the personal life support theme, which is formed from the data obtained as a result of structured interviews, some practices affect the quality of private life, general satisfaction with life, spiritual satisfaction, and psychological well-being of employees. It has been observed that organizations that approach employees not as a cost factor but as the most important resource that makes a difference in the negativities and economic problems experienced by employees related to health contribute positively to employees' psychological well-being and general life satisfaction. It was found that the employees of organizations that provided physical/psychological health support, especially during the pandemic period, contributed positively to the work-life balance of the employees with flexible working models in this process, and generally took care of the spiritual and intellectual well-being of their employees were much happier, satisfied and productive. The fact that organizations have goals and agendas for social problems apart from their financial goals gives employees spiritual satisfaction. Thanks to these practices, employees find meaning in their work. Bullying (Clark, 2012), and incivility at work (Porath & Pearson, 2012) are among the internal negative events that the companies experienced. Porath & Pearson (2012) examined the emotional and behavioral response to incivility at work and called attention to the role of organizations in developing greater awareness about the harmful effects of fear and sadness caused by incivility in the workplace.

The previous research on organizational healing, which focused on an organization's capacity to recover from crisis or trauma imposed on an organization by an external shock or an internal trauma caused by internal sources within an organization. In this study, the main research question is whether organizations can be healing places for their employees who are struggling with unexpected life events, sudden shocks, or crises. (Such as a Pandemic, an economic crisis, and a natural disaster)

Under the theme of “practices that heal professional life” compiled from the research data, the practices provided by the employees’ organizations that increase professional development, job facilitation, and employee participation are mentioned. In addition to these, it is one of the important findings of the study that some support that employees do not receive from their organizations but wish to receive are also emphasized. These supports include being truly listened to by the management, and approaching the problems of employees with sincerity and seriousness. During the COVID-19 pandemic, employees whose psychological and physiological health was cared for by their organizations underlined this, while employees working in organizations that did not show such support also emphasized this deficiency.

It is seen that employees’ job satisfaction, organizational citizenship behaviors, and organizational commitment levels are higher in organizations that respond to the training needs of employees, create a participatory, democratic organizational culture, adopt flexible working hours and telecommuting practices, make managerial practices necessary for the formation of a productive working environment a part of their culture and support speak-up behavior. Especially as a result of the work culture that has been praised since the beginning of the 21st century, today, facts such as burnout, work accidents, psychosomatic disorders due to workload, disruption of work-life balance due to the demands of work, etc. are accepted as very challenging factors for people in working life. Amid all these negativities, many organizations make life and professional journeys easier for employees. By implementing various supportive/empowering practices, these organizations can make their employees happier, more productive, and more loyal to their organizations in economic bottlenecks, periods of social collapse, times of natural disasters, and a phenomenon that affects the whole world such as a pandemic. For employees struggling with macro-scale challenges, such organizations can be healing organizations. Since this study is the first qualitative research conducted in the national literature on the subject, it is thought that the results of the research will guide both researchers working in this field and managers who have a decisive role in working life. In addition, in future empirical studies on the subject, it is believed that comparing the positive attitudes and behavior levels of employees working in healing organizations with the attitudes and behavior levels of employees working in organizations that do not implement these practices will contribute to a better understanding of the importance of this concept (Eisenberger et al., 1990; Aryee et al., 2002, Haas & Deseran, 1981; Whitener, 2001).

#### **Declaration of Contribution**

The authors contributed equally to the study.

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#### **Conflict Statement**

There are no potential conflicts of interest in the study

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