

# Does Corporate Governance Affect Thriving at Work? Employees' Roles in Knowledge Sharing and Prosocial Motivation <sup>1 2</sup>

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## Abstract

*This study examines the mediating role of knowledge sharing and the moderating role of prosocial motivation in the effect of nurses' perceptions of corporate governance on thriving at work. For this purpose, corporate governance, thriving at work, knowledge sharing and prosocial motivation scales were used in the study. The population of the study consists of 319 nurses out of 668 working in the training and research hospital and state hospital located in Erzincan city centre and conducting their activities according to the affiliation regulation. In addition, the research was designed in descriptive-relational mediator type. In the study analysis, the AMOS 23 application was used to verify the scale factors and SPSS PROCESS MACRO model 14 was used in the analysis of variables to evaluate the mediating and moderating role of the study. According to the results of the research, there is a significant and positive relationship between corporate governance and thriving at work, knowledge sharing and prosocial motivation at work. In addition, it was determined that knowledge sharing has a mediating role in the effect of corporate governance perception on thriving at work and prosocial motivation has a moderating role in the indirect effect of corporate governance (through knowledge sharing) on thriving at work. Ultimately, this research is important in terms of contributing to a better understanding of the complex relationship between corporate governance and employee behaviour. Especially for organisations in developing countries such as Turkey, the findings and recommendations of the research may also help to develop more effective human resource management practices.*

**Keywords:** Corporate Governance, Thriving at Work, Knowledge Sharing, Prosocial Motivation

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<sup>1</sup> In order to conduct the research, it was decided that the study was ethically appropriate at the meeting of Erzincan Binali Yıldırım University Human Research Ethics Committee (document protocol no: 07/08) dated 25/07/2022.

<sup>2</sup> This study was designed with Assoc. Prof. Dr. Murat BAŞ from Erzincan Binali Yıldırım University, Faculty of Economics and Administrative Sciences, Department of Health Management. However, due to various reasons, our professor could not continue the study. I declare that he has waived his name from being included as an author in this study.

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# Kurumsal Yönetim İşte Kendini Yetiştirmeyi Etkiler mi? Çalışanların Bilgi Paylaşımı ve Prososyal Motivasyon Rollerini

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## Öz

Bu çalışma, hemşirelerin kurumsal yönetim konusundaki algılarının işte kendini yetiştirme davranışı üzerindeki etkisinde bilgi paylaşımının aracı, prososyal motivasyonun düzenleyici rolünü incelemektedir. Bu amaçla çalışmada kurumsal yönetim (bağımsız değişken), işte kendini yetiştirme (bağımlı değişken), bilgi paylaşımı (aracı değişken) ve prososyal motivasyon (düzenleyici değişken) ölçekleri kullanıldı. Araştırmanın evreni Erzincan il merkezi içerisinde bulunan ve afillasyon yönetmeliğine göre faaliyetlerini yürüten eğitim ve araştırma hastanesi ile devlet hastanesinde görev yapan 668 hemşireden 319 çalışana ulaşılarak gerçekleştirildi. Ayrıca araştırma tanımlayıcı-ilişki aracı türde tasarlanmıştır. Araştırma analizinde ölçek faktörlerinin doğrulanabilmesi için AMOS 23 uygulaması, değişkenlerin analizinde ise SPSS PROCESS MACRO model 14 kullanılarak araştırmanın aracılık ve düzenleyicilik rolünün değerlendirilmesi yapıldı. Araştırma sonuçlarına göre; kurumsal yönetim ile işte kendini yetiştirme, bilgi paylaşımı ve prososyal motivasyon arasında anlamlı ve pozitif bir ilişkinin varlığı tespit edildi. Ayrıca kurumsal yönetim algısının işte kendini yetiştirme üzerindeki etkisinde bilgi paylaşımının aracılık rolüne sahip olduğu ve kurumsal yönetimin (bilgi paylaşımı yoluyla) işte kendini yetiştirme üzerindeki dolaylı etkisinde prososyal motivasyonun düzenleyici rolünün bulunduğu tespit edildi. En nihayetinde bu araştırma, kurumsal yönetim ve çalışan davranışları arasındaki karmaşık ilişkiyi daha iyi anlamamıza katkı sağlaması açısından önemlidir. Özellikle Türkiye gibi gelişmekte olan ülkelerdeki örgütler için araştırmada yer alan bulgular ve öneriler, daha etkin insan kaynakları yönetimi uygulamalarının geliştirilmesine de yardımcı olabilir.

**Anahtar Kelimeler:** Kurumsal Yönetim, İşte Kendini Yetiştirme, Bilgi Paylaşımı, Prososyal Motivasyon

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## Introduction

Corporate governance is one of the topics that have recently become increasingly important and studied in the management literature. Corporate governance, which is defined as the administration of top management in institutions or organisations, enables businesses to solve problems arising from adverse external environmental factors and destructive competition faster with different perspectives. Corporate governance represents the proper and ethical management of the functioning of an organisation. This concept refers to the management of an organisation acting in accordance with the rules, transparency, accountability, and responsibility. Corporate governance defines the relationships and responsibilities between the board of directors, senior management, and stakeholders. It also aims to minimise risks, increase transparency, optimise efficiency, and ensure the long-term sustainability of the organisation. Thriving at work means continuous learning, acquiring new skills, self-renewal, and mental development to reach the desired point. Knowledge sharing is the voluntary sharing of knowledge, skills, abilities, or experience by individuals with other employees, stakeholders or management in the organisation that can provide a useful competitive advantage or enable optimal performance of business processes within the organisation. Prosocial motivation is a motivational tool that motivates employees in organisations to connect and help each other.

As a result, the starting point of this study is the idea of determining the relationship between corporate governance, which is based on the management of an institution or organisation with a fair, transparent, rule-compliant, and accountable management approach, and individuals' thriving at work, and determining the mediating role of knowledge sharing and the moderating role of prosocial motivation in this relationship. For this purpose, firstly the theoretical framework was prepared in the light of the information in the literature. Then, methods, findings, results, and solution suggestions for institutions were presented in accordance with the purpose of the study.

## Theoretical Framework

### Corporate Governance

Corporate governance or management is a concept that has recently entered the management literature of our country. However, while the concept of "governance" expresses an understanding that emphasises the meaning of governing together, the concept of "management" creates the impression of unilateral management (Sancar, 2013, p. 75). The concept of "corporate governance" will be used in this study since the concept of governance involves interaction and refers to the realisation of management processes together with social stakeholders (Öztürk and Demirgüneş, 2008, p. 396; Sancar, 2013, p. 75).

While explaining the concept of corporate governance, it is based on many different approaches such as agency (owner-agent), stewardship, stakeholder, and institutionalism theories (Dereköy, 2015). From this point of view, the study is defined by starting from the axis of agency (owner-agent) theory. Agency theory is an approach that involves an individual's appointment of other individuals as agent to do his/her own work and the examination of the relationship between them. This theory is an approach that aims to minimise the problems that arise between the parties such as shareholders, parties, managers, managers and employees, employees and shareholders, management, and government officials, etc. and deals with the relations between individuals (Babacan and Eriş, 2006, p. 91). Agency theory examines the problems that may arise as a result of two parties with different goals and interests helping each other. It also analyses the motivations of the parties in a helping relationship and the information flow issues between them (Koçel, 2003, p. 358).

In general, agency theory can be explained by the owner-agent contracts, which examine the relations between the shareholders and managers of the enterprise and are not seen in essence but agreed upon. According to

Panda and Leepsa (2017, pp. 74-95), the selection of managers from among the partners (shareholders) while creating these contracts may minimise the problems that may arise in this relationship. As a result, each stakeholder group may want to increase its own interests in the owner-agent contracts that arise in enterprises. As one of the ways to balance the incompatibilities and disputes arising from the increase of interests, corporate governance principles and the application of these principles to the organisational structure can be expressed as a solution (Genç, 2020, p.7).

### **Thriving at Work**

When the recent studies in the field of organisational behaviour are examined, it is observed that thriving at work has significant effects on the sustainability, productivity and employee performance of businesses and organisations (Paterson, Luthans and Jeung, 2014, p. 434). In order to achieve success in today's complex organisational structures, employees need to train themselves. The development and self-training of employees facilitate their functioning in the organisation and ensure their easy adaptation (Spreitzer et al., 2005, p. 537).

thriving at work can be defined as an individual's success by developing personal knowledge, skills, abilities, and attitudes while simultaneously experiencing feelings of vitality and learning at work (Spreitzer et al., 2005, p. 537; Koçak, 2017, p. 5). The concept of vitality in the definition refers to the state of being energetic, alert, fit and successful in one's work, while the concept of learning includes the knowledge and skills that a person acquires and uses in the process (Nix et al., 1999, p. 268). The concept of thriving at work addresses two important elements in the development of the employee: emotion and logic. The phenomenon of emotion enables the employee to feel energetic in his/her work, to be enthusiastic towards work and to be adorned with positive emotions such as cheerfulness. The phenomenon of logic refers to the mental development of the individual with the realisation of personal learning. While the vitality dimension of the concept provides the individual's happiness in terms of pleasure and the regulation of emotions (hedonic), the development and strengthening of the individual (eudemonic) is desired by providing the cognitive development of the employee with the learning dimension (Koçak, 2017, pp. 5-7).

In conclusion, based on these explanations and in the light of the literature, it can be stated that the concept of thriving at work has many positive effects for the employee. Thanks to this concept, it has been determined that employees are healthier, proactive, career-oriented, better performers, more psychologically and physically resilient and lifelong learners (Vivek and Raveendran, 2017, pp. 1-11). Further, according to Spreitzer et al. (2005), it has been determined that employees who train themselves at work almost never experience negative emotions such as burnout, stress, demoralisation and disengagement from work, and their absenteeism is relatively less than other employees.

### **Knowledge Sharing**

The concept of knowledge, which has a place in the minds of human beings as a cognitive phenomenon, has been defined in the literature from many perspectives. Knowledge is the process of integrating experience, information, expert opinions, and values to provide a new framework by integrating experience and information and making them meaningful (Brakensiek, 2002, p. 73). Knowledge is the individual's ability to interpret data and information together with the process of giving meaning to data and information (Karavardar, 2012, p. 142). Knowledge is produced through working and functioning brains. Knowledge emerges in the mental processes of the employee and is put into practice there. Knowledge manifests itself in routine work, practices, and norms, not in documents or warehouses in business processes. In this respect, knowledge can be explained as the meaningful totality of individual, organisational, group or intra-organisational experiences, information, values, and expert opinions (Davenport and Prusak, 2001, pp. 26-27; Small and Sage, 2005, p. 154).

### **Prosocial Motivation**

Prosocial motivation is the socially biased desires that serve many purposes, where the individual is usually concerned and sacrificed for others. This type of motivation can be defined as the efforts and desires of the individual to be useful to other people (Batson, 1987, p. 68). According to another definition, prosocial motivation can be defined as the process in which an individual sees the situations that benefit other people as his/her own benefit and is motivated to fulfil the goals determined by considering this situation with more moral feelings (Oliveira et al., 2015, p. 25).

The concept of prosocial motivation can be explained based on prosocial motivation theory (Lazauskaite-Zabielske et al., 2015, pp. 345-365) and extra role behaviour (Katz, 1964). Prosocial motivation theory is explained based on the idea that an individual can be motivated by doing things that can benefit others without any expectation. It is observed that the situation experienced within the framework of this theory is explained with the phenomenon of self-sacrifice for individuals and at the same time the concept is used together with the phenomenon of altruism (Batson, 1987, p. 68). Extra role behaviour, on the other hand, can be defined as the individual's activities for the benefit of the organisation other than the duties assigned to him/her in the organisation (İşbaşı, 2000, pp. 359-370). Extra role behaviour is the voluntary individual role behaviours beyond the behaviours that benefit or aim to benefit the organisation (Van Dyne et al., 1995, p. 218). It means that individuals carrying out organisational activities engage in activities and actions beyond their official job roles (Tierney et al., 2002, p. 292). In this respect, the concept of prosocial motivation can be explained by the fact that individuals take extra roles on behalf of other individuals without any expectation.

### **Study Model and Hypotheses**

#### **The Relationship Between Corporate Governance and Thriving at Work**

Corporate governance is the system of rules, practices, and processes by which a business is directed and controlled. It refers to the balancing of the interests of all internal and external stakeholders of a company, such as shareholders, employees, managers, customers, suppliers, financiers, government, and society. Thanks to an effective corporate governance approach, businesses can continue their activities ethically and sustainably and achieve long-term success. It is a well-known fact that thriving at work has significant effects on the achievement of long-term goals and sustainability (Paterson, Luthans and Jeung, 2014, p. 434). In this respect, the first hypothesis, which is based on the information in the literature, is as follows:

**H<sub>1</sub>:** Corporate governance positively affects thriving at work.

#### **The Relationship Between Corporate Governance and Knowledge Sharing**

The transparency principle of corporate governance requires an organisation to share accurate, open, and comparable information with the public. Access to a satisfactory level of quality knowledge by the stakeholders of the organisation or institution - investors, shareholders, etc. - enables them to direct their resources effectively. In accordance with this principle, organisations should provide their stakeholders with financial and non-financial information that is outside the scope of trade secrets in a timely, accurate, understandable, extensive, and comprehensible manner (Akyüz, 2009, p. 61; Güngör Tanç and Cingöz, 2011, p. 208). In addition, knowledge sharing in the corporate governance process can be expressed as one of the most important inputs used in establishing trust. In this respect, access to easily understandable information is increasingly sought after in any organisation and stakeholder relationship (Argüden, 2007, p.19). In a study conducted by Rashid et al. (2010, p.89), the importance of knowledge sharing between in-house board

members and independent members was emphasised and it was concluded that the less the opportunity to obtain knowledge, the less the effectiveness and control opportunity in management. Based on these conceptual explanations and study results, the second hypothesis is as follows;

**H<sub>2</sub>:** Corporate governance positively affects knowledge sharing.

### **The Relationship Between Knowledge Sharing and Thriving at Work**

One of the most important effects of thriving at work is the large-scale sharing of knowledge (competitor information, organisational performance, strategic planning, strategic direction, etc.). Knowledge sharing is the driving force of thriving at work. Through this power, individuals can better realise the meaning of their work and more competently make meaningful contributions to their organisations. Organisations that are open to knowledge sharing argue that their organisations should be transparent in everything they do. At the same time, access to strategic knowledge within the organisation helps employees do their jobs effectively (Spreitzer, Porath and Gibson, 2012, pp. 155-162). As a result, it can be claimed that knowledge sharing, which emerges through attentive relationships in organisations, positively affects the knowledge and skill levels of individuals and increases the sense of learning when combined with supportive behaviour among employees (Spreitzer et al., 2005, pp. 537-549). Based on these conceptual explanations, the third hypothesis is as follows;

**H<sub>3</sub>:** Knowledge sharing positively affects thriving at work

### **The Mediating Role of Knowledge Sharing**

Knowledge sharing refers to a process of transferring and sharing knowledge to others. In this process, knowledge obtained from knowledge sources is transferred to other stakeholders within the organisation through appropriate means. Knowledge sharing plays a particularly important role in the business world and contributes to the development of cooperation between different sectors and areas of expertise. Knowledge sharing facilitates employees' self-development at work and encourages them to keep abreast of innovations in the field. Ensuring transparency, which is the most fundamental component of corporate governance, can also be realised through knowledge sharing. In this way, despite the limited responsibilities and authorities of individuals in organisations, knowledge-based decisions can be made more effectively. By providing access to knowledge to business stakeholders, it is possible to increase business performance and the reputation of businesses can be strengthened with access to transparent information. Based on these conceptual explanations, the fourth hypothesis is as follows;

**H<sub>4</sub>:** Knowledge sharing has a mediating role in the positive relationship between corporate governance and thriving at work.

### **The Moderating Role of Prosocial Motivation**

Prosocial motivation plays an important role between knowledge sharing, corporate governance, and self-training behaviour at work. It is a result of prosocial motivation that business employees adopt the goals and values of the business and have the willingness to dedicate themselves to the goals of the business. This motivation enables employees to dedicate themselves to the success of the organisation while at the same time acting effectively in important business activities such as sharing knowledge, experience and resources with customers and other business stakeholders. As a result, the fifth hypothesis and the research model (figure 1) based on these explanations between the variables are as follows;

**H<sub>5a</sub>:** Prosocial motivation is a moderator in the relationship between knowledge sharing and thriving at work.

**H<sub>5b</sub>:** Prosocial motivation has a situational mediating role (through knowledge sharing) on the effect of corporate governance on thriving at work.

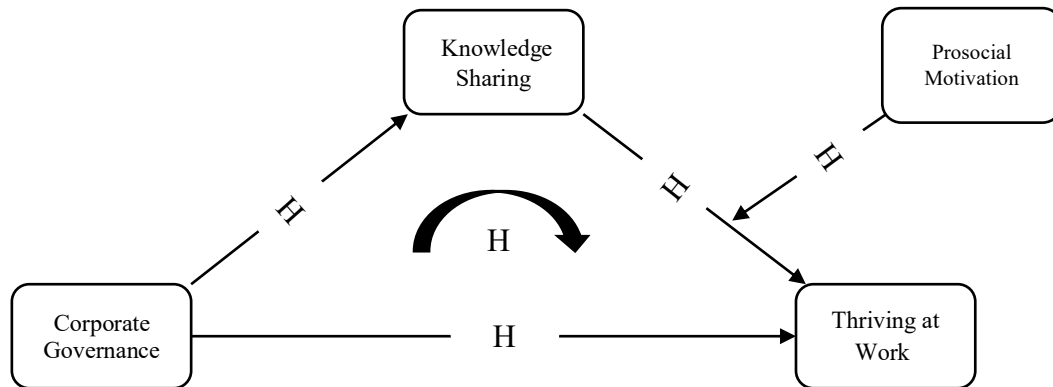


Figure 1. Study Model

### Method of the Study

In this part of the study, the study conducted on the nurses working in the Training and Research Hospital and State Hospital, which carry out their activities according to the affiliation regulation, and the findings obtained as a result of this study are given.

### Importance of Research

The quality of health services largely depends on the level of knowledge, skills and motivation of health workers. In this context, professional development of nurses is an important factor that directly affects the quality of nursing services. The aim of this study is to examine the effects of nurses' perceptions of institutional governance, knowledge sharing behaviours and prosocial motivation on their thriving at work. In particular, the focus will be on whether knowledge sharing plays a mediating role and prosocial motivation plays a regulating role in this process. This research aims to provide important data to support the professional development of nurses and to create a more effective management culture in healthcare organisations.

### Aim and Problems of the Study

The aim of this study, it was aimed to examine whether knowledge sharing has a mediating role and whether prosocial motivation has a moderating role in the relationship between nurses' perception of corporate governance and thriving at work. General objectives to be tested accordingly; To understand nurses' self-development behaviour: Providing a deeper understanding of why and how nurses engage in thriving at work. To evaluate the role of corporate governance: To reveal the impact of corporate governance practices implemented in health care organisations on nurses' behaviours. To emphasise the importance of knowledge sharing: To examine the impact of knowledge sharing among nurses on nurses' self-development and the overall performance of the organisation. To examine prosocial motivation: To analyse the effect of nurses' feelings of helping others and social responsibility on their self-development behaviours.

The study problems are as follows: "Is there a significant relationship between nurses' perceptions of corporate governance and thriving at work? If there is a significant relationship, does knowledge sharing play a mediating role in this relationship? Does prosocial motivation have a moderating role in this relationship?"

### **Study Population, Sample, and Ethical Permissions**

The selection of nurses, one of the cornerstones of health services, as a sample in this study is also important in terms of contributing to the literature. Because nurses, who have an important role in the quality of health services and are more exposed to corporate governance practices, information sharing and prosocial motivation than other health workers, strengthened their selection as a sample in this study. In addition, management and governance practices applied in health institutions can directly affect nurses' job satisfaction, motivation and therefore self-development behaviours. Explanations about the sample group determined in the light of these explanations are as follows.

The population of the study consists of nurses working in the training and research hospital and state hospital located in Erzincan city centre and carrying out their activities according to the affiliation regulation. According to the data obtained from the personnel affairs officers of the hospitals, it was determined that a total of 668 nurses work in those hospitals. Considering the 95% confidence interval and 5% error rate for the sample size, it was considered sufficient to collect data from at least 245 nurses. The non-probability sample selection method was used, and 600 questionnaire forms were distributed to all nurses between December 2022 and February 2023 online via Google Forms (e-mail and WhatsApp application) and face-to-face methods. Of the distributed questionnaire forms, 487 were returned. When the questionnaire forms were examined, it was determined that 168 questionnaires were incomplete or incorrectly filled in or delivered empty and were not included in the study. Therefore, 319 participants who voluntarily accepted to participate in the study constitute the study sample. This research was designed as a descriptive-correlational mediator type. In addition, to determine the ethical appropriateness of the study before starting, the opinion of Erzincan Binali Yildirim University Human Research Ethics Committee (document protocol no: 07/08) was obtained at the meeting dated 25/07/2022 that the study was ethically appropriate.

This study is based on nurses working in two hospitals in Erzincan. This situation constitutes a major obstacle to the generalisability of the research results. For example, such a small sample may not reflect the full diversity of the population, the characteristics of the selected hospitals (private/public, city/village, branch distribution, etc.) and the demographic characteristics of the employees (age, gender, seniority, etc.) may not represent the general characteristics of the population, and finally, both hospital employees may have different motivations to participate in the study. This may also reduce the reliability of the data.

### **Data Collection Tools**

The study consists of dependent, independent, mediating, and moderating variables. The independent variable of the study is corporate governance, the dependent variable is thriving at work, the mediating variable is knowledge sharing and the moderating variable is prosocial motivation.

All the scales used in the process of collecting the data are the scales in the literature and no scale development study was carried out within the scope of the study. The questionnaire form used for the study consists of five sections. In the first part of the questionnaire form, five questions were included to determine the demographic information of the participants (gender, marital status, age, education level and working period). In the second part of the form, the corporate governance scale consisting of 18 statements, which was created by utilising the studies conducted by Dinç and Abdioğlu (2009, p. 174) and Karakaya and Akbulut (2010, p. 27), was used. The scale has a five-point Likert-type rating and is organised as 1: Strongly disagree to 5: Strongly agree. In the third part, the Thriving at Work Scale (STWS) developed by Porath et al. (2012) and adapted into Turkish by Koçak (2016) was used. This scale consists of eight items and two dimensions with 4 items each. In the fourth section, the knowledge sharing behaviour scale, which was created by using the scale of the study conducted by Chennamaneni, Teng and Raja (2012), was used to measure the knowledge sharing status of employees. The



scale consists of four items. In the last part of the scale form, the prosocial motivation scale developed by Grant and Sumath (2009) and adapted and validated into Turkish by Kesen and Akyüz (2016) was used to measure the prosocial motivation status of employees. The scale is unidimensional and consists of five statements.

SPSS 27, AMOS 23 and SPSS PROCESS MACRO analysis programmes were used for the analysis of the data. In order to perform demographic analyses of the nurses participating in the study, frequency analysis was performed first. Then, for the analysis of the variables, the Cronbach alpha coefficient was determined to calculate the reliability coefficient of each scale. Then, exploratory factor analysis (EFA) and confirmatory factor analyses (CFA) were performed through the AMOS and SPSS application to determine the validity of the scales. In the last stage, the mediating and moderating role of the study was analysed using SPSS MACRO model 14.

### **Control Variables**

Previous studies (Di Milia and Jiang, 2024; Niessen, et al., 2012; Kleine, et al., 2019) have shown that demographic variables such as gender, age, marital status, and experience have a positive effect on thriving at work. In line with previous studies, the demographic characteristics of employees were also controlled in this study.

### **Findings**

In this part of the research, validity and reliability analyses of the measurement tools, correlation tests and hypothesis tests designed in line with the purpose were included.

### **Exploratory Factor Analysis**

When performing exploratory factor analysis (EFA), the suitability of the data sets for factor analysis should be evaluated. For this, three different parameters are expected to fulfil the conditions. In the first condition, the number of items with acceptable correlation matrices ( $r > 0.30$ ) should be quite high. In the second condition, the *p* value of Barlett's test is expected to be below 0.05. Finally, the KMO ratio should be above 0.5. After these conditions are met, the anti-image correlation matrices are also analysed. This matrix provides a criterion to be used to decide whether each item should be included in the factor analysis or not. While analysing the matrix, it is desired that the value at the intersection points of the items with the same number in the row and column should be above 0.5. Items below this value are recommended to be excluded from the analysis. Finally, item variances are expected to be between 1.00 and 0.66 and variances within this range are considered good. These conditions were examined in Table 1 and exploratory factor analyses of the measurement tools were performed (Kalaycı, 2010, pp. 321-331; Can, 2017, p. 325).

Table 1  
Exploratory Factor Analysis Table

Variables	Items	EFA1	EFA2
<b>Corporate governance</b>	1-18. Item	.13-.83	-
<b>Corporate governance</b>	1-17. Item	-	.68-.81
KMO		.83	.86
Barlett's test		3853,5	3575,4
p		0.00	0.00
Variance (%)		21	23
<b>Thriving at work</b>	1-8. Item	.77-.89	-
KMO		.85	-
Barlett's test		2966,0	-
p		0.00	-
Variance (%)		43	-
<b>Knowledge sharing</b>	1-4. Item	.90-.96	-
KMO		.81	-
Barlett's test		1504,1	-
p		0.00	-
Variance (%)		88	-
<b>Prosocial motivation</b>	1-5. Item	.78-.95	-
KMO		.82	-
Barlett's test		1991,1	-
p		0.00	-
Variance (%)		85	-

KMO: Kaiser- Meyer – Olkin; EFA: Exploratory factor analysis

First of all, it was observed that the first three criteria to be observed in order to be able to perform explanatory factor analysis and continue the analysis were met according to Table 1. In addition, it can be stated that a good factorisation structure (0.66-1.00) was obtained for thriving at work, knowledge sharing and prosocial motivation scales. Finally, except for the 4th item in the organisational governance scale, the variances were found to be between 1.00 and 0.66.

### Measurement Models

Before conducting hypothesis tests in the study, confirmatory factor analysis was applied to verify the validity of the structure of the study scales. In this context, the existence of common method variance was questioned (Podsakoff et al., 2003; Lindell and Whitney, 2001). Common method variance is defined as the systematic error deviation between the scales used in the same method (Çizel et al., 2020, p. 7). Common method variance refers to the variance attributable to the measurement method rather than the structure of the study. The most common method used by researchers to determine the common method variance problem is Harman's single-factor test. In Harman's single-factor test, all variables in the study are loaded and analysed simultaneously in the exploratory factor analysis (Podsakoff et al., 2003). In this context, confirmatory factor analysis (CFA) was conducted to test the construct validity of the study variables. In the confirmatory factor analysis (CFA) of the scales in the study, common method variance was preferred. Table 2 shows the goodness of fit values of the 4-factor measurement model including all variables in the study and other alternative models.

Table 2  
Comparison of Measurement Models

Models	X <sup>2</sup> / df	RMSEA	CFI	TLI	SRMR
Measurement model, four-factor model	3.40	0.06	0.98	0.96	0.07
Model 1, three-factor model	5.61	0.07	0.91	0.90	0.14
Model 2, three-factor model	6.83	0.09	0.90	0.89	0.13
Model 3, three-factor model	8.43	0.11	0.81	0.69	0.22
Model 4, two-factor model	8.96	0.15	0.75	0.67	0.27
Model 5, one-factor model	11.29	0.16	0.69	0.61	0.32

Note. n = 319; All models are significant at p < .05;  $\chi^2$ , chi-square discrepancy; df, degrees of freedom; RMSEA, root mean square error of approximation; CFI, comparative fit index; TLI, tucker-lewis index; SRMR, standardized root mean square residual;

Model 1= Corporate Governance and Knowledge Sharing combined into a single factor

Model 2= Corporate Governance and Prosocial Motivation combined into a single factor

Model 3= Knowledge Sharing and Prosocial Motivation combined into a single factor

Model 4 = Corporate Governance, Knowledge Sharing and Prosocial Motivation combined into a single factor

Model 5 = All variables combined into a single factor

When Table 2 is examined, it is seen that the goodness of fit values of the measurement model of the scales used in the study ( $X^2/df = 3.40$ ,  $RMSEA = 0.06$ ,  $CFI = 0.98$ ,  $SRMR = 0.07$ ) have better goodness of fit values than the goodness of fit values of other alternative models (Hu and Bentler, 1999; Mishra and Datta, 2011). According to these results, it can be claimed that the scales used in the study have distinctive features. In this context, a four-factor measurement model was selected to test the structural relationship between the scales in the study.

### Correlation Analysis and Means

The mean, standard deviation and correlation values of the scales used in the study are shown in Table 3. When the findings in Table 3 are analysed, the reliability coefficients of the scales belonging to the study are given. Accordingly, it is seen that corporate governance (0.91), knowledge sharing (0.95), prosocial motivation (0.95) and thriving at work (0.94) scales have a high reliability (Karagöz, 2019, p. 1003).

Table 3  
Means, Standard Deviations and Intercorrelations For Variables

Scales	M	SD	1	2	3	4	5	6	7	8
Gender	1.58	.49	-							
Marital Status	1.39	.49	.02	-						
Age	1.86	.64	-.04	-.40**	-					
Education Level	3.51	.67	-.19**	.02	.16**	-				
Corporate Governance	3.60	1.08	-.09	-.01	.14*	.34**	(.91)			
Knowledge Sharing	4.02	1.00	-.10	.25**	.25**	.31**	.51**	(.95)		
Prosocial Motivation	3.98	1.08	-.14*	.24**	.24**	.27**	.46**	.84**	(.95)	
Thriving at Work	3.70	.87	-.12*	.12*	.12*	.29**	.66**	.65**	.51**	(.94)

N=319

When the correlation values of the scales used in the study are analysed in Table 3, it is found that there is a significant and positive relationship between corporate governance and thriving at work ( $r = 0.66$ ;  $p < 0.01$ ), knowledge sharing ( $r = 0.51$ ;  $p < 0.01$ ), prosocial motivation ( $r = 0.46$ ;  $p < 0.01$ ). The second finding in Table 3 shows that there is a significant and positive relationship between knowledge sharing and prosocial motivation ( $r = 0.84$ ;  $p < 0.01$ ) and thriving at work ( $r = 0.65$ ;  $p < 0.01$ ). The last finding in Table 3 also revealed that there is a significant and positive relationship between prosocial motivation and thriving at work ( $r = 0.51$ ;  $p < 0.01$ ).

**Testing the Hypotheses**

In the study, four variables related to the demographic information of the participants (gender, marital status, age, and education level) were determined as control variables. These variables were controlled in the models in the hypothesis tests. The hypotheses of the study were tested in four stages. In the first stage, the interaction between the variables of the study was analysed (Hypotheses 1-3). In the second stage, whether knowledge sharing is a mediating model in the relationship between corporate governance and thriving at work was tested (Hypothesis 4). In the third stage, it was tested whether prosocial motivation moderates the relationship between knowledge sharing and thriving at work (Hypothesis 5a). In the last stage, it was analysed whether prosocial motivation has a situational mediating role (through knowledge sharing) on the effect of corporate governance on thriving at work (Hypothesis 5b).

**Mediation Analysis**

After the correlation analysis and confirmatory factor analysis of the scales in the study, two separate models were analysed to test the hypotheses of the study. Firstly, the effect of corporate governance on thriving at work (Hypothesis 1), the effect of corporate governance on knowledge sharing (Hypothesis 2), similarly the effect of knowledge sharing on thriving at work (Hypothesis 3) and whether knowledge sharing has a mediating role in the relationship between corporate governance and thriving at work were tested. In the analysis, model number 4 among the models in the SPSS Process Macro program was first used and the results obtained are shown in Table 4.

Table 4  
Regression Results For Mediation Effect

	Knowledge Sharing			
	$\beta$	SE	t	p
Gender	-0.08	0.09	-.85	0.39
Marital status	0.63	0.10	6.28	0.00
Age	0.22	0.08	2.86	0.07
Educational level	0.18	0.07	2.53	0.01
Corporate Governance	0.80	0.09	9.37	0.00
	Thriving at Work			
	$\beta$	SE	t	p
Gender	-0.09	0.07	-1.07	0.29
Marital status	0.30	0.08	1.05	0.30
Age	0.15	0.06	1.32	0.19
Educational level	0.07	0.05	0.03	0.98
Knowledge Sharing	0.35	0.04	8.53	0.00
Direct effect of Corporate Governance	0.69	0.07	9.93	0.00
Total Effect of Corporate Governance	0.97	0.07	14.21	0.00
	Effec	SE	LLCI%9	ULCI%9
	t		5	5
Indirect effect of CG on STW via KS	0.28	0.05	0.18	0.39
Sobe	z	p	P	
I Test	6,2	0.00	I Summary	0.00
3	0		R <sup>2</sup>	F
			0.57	68.6
				8

Note. N=319

When Table 4 is analysed, it is seen that corporate governance has a positive and significant effect on thriving at work ( $\beta = .69, t = 9.93, p < .01$ ). According to this result,  $H_1$  hypothesis is supported. Another finding in Table 4 is that corporate governance has a significant and positive effect on knowledge sharing ( $\beta = .80, t = 9.37, p < .01$ ). This result shows that hypothesis  $H_2$  is supported. The third finding in Table 4 shows that knowledge sharing has a significant and positive effect ( $\beta = .35, t = 8.53, p < .01$ ) on thriving at work. This result means that hypothesis  $H_3$  is accepted. The last finding obtained in Table 4 is that knowledge sharing has a mediating role between corporate governance and thriving at work ( $\beta = .28$ ). According to the result obtained, in order to state that the hypothesis  $H_4$  is fully supported, it should be tested whether the mediation effect is significant or not (Sobel 1982; MacKinnon et al. 2002). In the study, the Sobel test, which is one of the most common measurement tools, was preferred to test the significance of the mediating effect (Sobel 1982). According to the results of the Sobel test shown in Table 4, it is seen that the indirect effect (mediating effect) is significant (Sobel  $z = 6.23, p < .01$ ). In addition, the Bootstrap confidence interval values in Table 4, which support the result of the Sobel test, also support that the indirect effect (mediating effect) is significant (CI [.18, .39]). These results show that Hypothesis 4 is supported.

### Test of Moderated Mediation

In this stage of the study, firstly, the moderating role of prosocial motivation, which is the moderator variable, between knowledge sharing and thriving at work (Hypothesis 5a) was tested. Then, the situational mediating role of prosocial motivation on the effect of corporate social governance on thriving at work (through knowledge sharing) (Hypothesis 5b) was tested and the results are shown in Table 5. For this purpose, firstly, the analyses were performed by using the model numbered 14 among the models in the SPSS Process Macro programme.

Table 5  
Regression Results For Moderator Effect

Thriving at Work						
	$\beta$	SE	t	p	LLCI	ULCI
<b>Gender</b>	-.13	.07	-1.95	0.05	-.27	.01
<b>Marital status</b>	0.10	0.08	1.22	0.22	-.06	.26
<b>Age</b>	-0.08	0.07	1.10	0.27	-.06	.23
<b>Educational level</b>	0.01	0.05	.22	0.83	-.09	.11
<b>Corporate Governance</b>	0.68	0.07	9.89	0.00	.54	.80
<b>Knowledge Sharing</b>	0.53	0.06	8.24	0.00	.41	.66
<b>Prosocial Motivation</b>	0.06	0.06	1.10	0.00	.39	.56
<b>Knowledge Sharing x Prosocial Motivation</b>	0.13	0.03	3.94	0.00	.07	.19
Conditional effect of Knowledge Sharing on Thriving at Work						
Prosocial Motivation	$\beta$	SE	t	p	LLCI	ULCI
-1 SD (-.92)	0.41	0.06	6.24	0.00	.29	.54
M (.00)	0.53	0.07	8.24	0.00	.41	.66
+1 SD (.92)	0.65	0.08	8.23	0.00	.49	.79

Note: SD = Standard deviation; SE = Standard error. Bootstrap sample size = 5.000. LL = lower limit; CI = confidence interval; UL = upper limit

The moderator variable affects the severity of the relationship between the dependent variable and the independent variable, and the severity of the relationship changes as the moderator variable changes (Gürbüz, 2019, p.25). In order to talk about the moderator effect, the relation between the independent variable and the moderator variable must be significant (Gürbüz 2019). In this context, it is necessary to look at the relation between knowledge sharing and prosocial motivation to understand whether there is a moderating effect. Table 5 shows that the relation between knowledge sharing and prosocial motivation is significant ( $\beta = .13$ , %95 CI [.07, .19],  $p < .05$ ). The slope analysis results given in Table 5 show the effect of knowledge sharing on thriving at work when the moderator variable prosocial motivation is low, medium, and high (Aiken West, 1991). The significance of the low, medium, and high levels of prosocial motivation can be expressed by looking at the confidence intervals (LLCI - ULCI) obtained with the bootstrap technique. Values with this confidence interval (CI) should not be 0 (zero) (Hayes, 2018; Gürbüz, 2019). When the regression results according to these three different conditions obtained in Table 5 are examined, the relationship between knowledge sharing and thriving at work is significant and positive when prosocial motivation is low ( $\beta = .41$ , %95 CI [.29, .54]), medium ( $\beta = .53$ , %95 CI [.41, .66]) and high ( $\beta = .65$ , %95 CI [.49, .79]). According to this result, it can be claimed that prosocial motivation has a moderating effect and Hypothesis 5a is accepted.

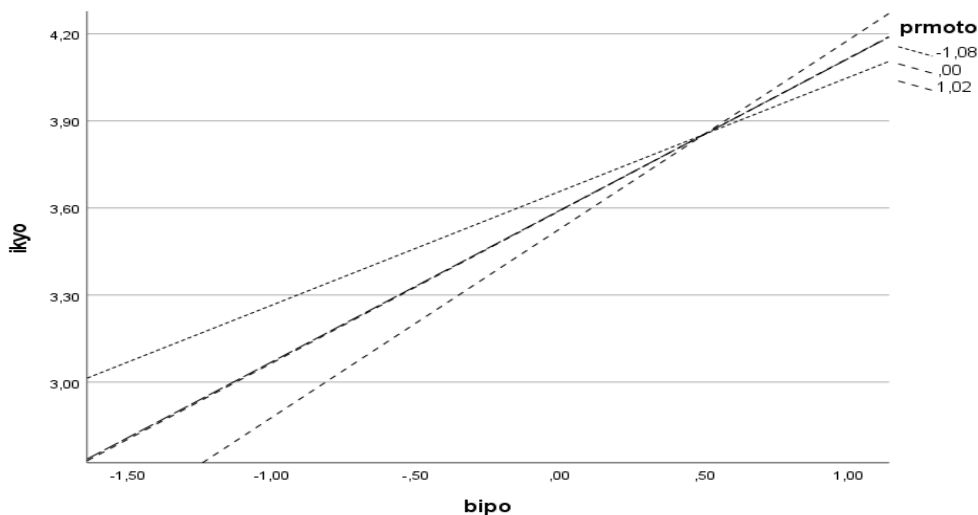


Figure 2. Moderator Role

The slope of the lines in Figure 2 showed how the indirect effect of corporate governance on thriving at work varied across different levels of prosocial motivation. Since the moderator variable prosocial motivation is centralised in Figure 2, the low value represents -1 standard deviation away from the centre, the high value represents +1 standard deviation away from the centre and the middle value represents values close to 0 (zero) (Aiken West, 1991; Zander et al. 2014; Gürbüz 2019). This graph shows that the indirect effect of organisational interaction on thriving at work is weak when it is low, strong when it is medium and stronger when it is high.

Table 6  
Regression Results For the Conditional Indirect Effect

Prosocial Motivation	Boot indirect effect	BootSE	BootLLCI	BootULCI
-1 SD (-.92)	0.31	0.07	0.18	0.46
M (.00)	0.42	0.08	0.28	0.58
+1 SD (.92)	0.52	0.09	0.36	0.72
<b>Index of conditional indirect effects</b>	<b>0.10</b>	<b>0.03</b>	<b>0.05</b>	<b>0.16</b>

Note: SD = Standard deviation; SE = Standard error.

In the last hypothesis of the study, it was questioned whether the indirect effect of corporate governance on thriving at work through the mediating variable knowledge sharing is dependent on the moderating variable prosocial motivation, that is, the existence of a situational mediating role. When the confidence interval values obtained with the bootstrap technique were analysed, it was found that the effects of knowledge sharing on thriving at work were significant when prosocial motivation was low ( $\beta = .31$ , %95 CI [.18, .46]), medium ( $\beta = .42$ , %95 CI [.28, .58]) and high ( $\beta = .52$ , %95 CI [.36, .72]). Table 6 shows the situational mediation index value. This value shows that situational mediation is significant ( $\beta = .65$ , %95 CI [.49, .79]). The significance of this value indicates that prosocial motivation is a moderating variable in the indirect effect of corporate governance on thriving at work through knowledge sharing. In this respect, since the situational mediation index is significant according to the bootstrap results, Hypothesis 5b is supported.

## Discussion and Result

This study examined the mediating role of knowledge sharing and the moderating role of prosocial motivation in the relationship between nurses' perception of corporate governance and thriving at work. In addition, the dyadic relationships between the study variables (corporate governance and thriving at work, corporate governance and knowledge sharing, knowledge sharing and thriving at work) and the direction of the relationships were also analysed. In this context, data were collected from 319 nurses working in a training and research hospital and a state hospital, which carry out their activities according to the regulation on affiliation (the regulation that enables training and research hospitals and state hospitals to carry out their activities together). As a result of the analyses made through the data obtained, the following findings were obtained.

When the first hypothesis developed within the scope of the study, "Corporate governance positively affects thriving at work" was tested, it was found that there was a statistically significant and positive relationship between corporate governance and thriving at work and hypothesis H1 was accepted. According to this result, nurses' high perception of corporate governance creates an opportunity for them to exhibit self-training behaviour at work. The opposite situation can be accepted in the same way. The desire of employees to develop themselves at work depends to a large extent on the management approach of organisations. A strong corporate governance structure provides the necessary infrastructure to enhance employees' competencies and achieve their career goals. In this way, employees feel more secure in an environment where their performance is evaluated fairly and promotion opportunities are available in line with their competences. In addition, this process encourages employees to self-educate themselves at work. Organisations that work with a good governance approach also enable their employees to discover and develop their potential. In this case, employees can easily participate in training programmes for self-training at work and gain the opportunity to benefit from services such as mentoring or coaching. In addition, corporate governance guides employees in line with the vision, strategy, and goals of organisations. In organisations with a good governance infrastructure, employees can identify the skills they need to achieve the goals of the organisation and prepare development programmes for themselves in this direction. When these results, which are in parallel with the literature, are evaluated, especially Cleave's (2022) research can be cited as a basis. According to Cleave, changes in corporate governance can have significant effects on employee motivation by affecting employee satisfaction and welfare.

When the second hypothesis developed within the scope of the study "Corporate governance positively affects knowledge sharing" was tested, it was found that there was a statistically significant and positive relationship between corporate governance and knowledge sharing and hypothesis H2 was accepted. According to this result, as nurses' perception of corporate governance increases, their knowledge sharing behaviours are positively affected. The opposite situation can be accepted in the same way. This result is also consistent with

other studies in the literature (Jen, Hu, Zheng and Xiao, 2020, p.337). Corporate governance practices in organisations are directly related to employees' knowledge sharing behaviours. In this respect, corporate governance supports many factors required for knowledge sharing. First, a sound corporate governance infrastructure in organisations facilitates employees' access to knowledge. It enables employees to access the knowledge they need quickly and effectively. In addition, corporate governance creates a safe environment for employees to share knowledge. In this respect, employees should feel that knowledge sharing supports the goals of the organisation and provides them with value and contribution and should contribute positively to their motivation. These corporate governance policies and procedures help to provide a safe and supportive environment for employees to share knowledge. Finally, based on the results of the research and Ahmad and Karim's (2019) research that knowledge sharing positively affects creativity, learning, performance, team climate and employee life satisfaction, it can be stated that knowledge sharing can have significant effects on corporate governance climate.

When the third hypothesis developed within the scope of the study, "Knowledge sharing positively affects thriving at work" was tested, it was found that there was a statistically significant and positive relationship between knowledge sharing and self-training behaviour at work and hypothesis H3 was accepted. According to this result, as the level of knowledge sharing increases in the institution where nurses work, their self-training behaviour at work is positively affected. The opposite situation can be accepted in the same way. Based on the study results, it can be stated that there is a close relationship between knowledge sharing and employees' self-training behaviour at work. Self-training at work can be defined as the employee's professional and personal development of his/her own skills and continuous learning endeavours. Knowledge sharing, on the other hand, is to contribute to mutual learning processes by sharing knowledge, experience, and processes with other employees. In this respect, knowledge sharing enables the individual to communicate with other employees or colleagues. The knowledge and experiences shared through the established communication allow employees to learn from each other and thus accelerate the adaptation of employees to their organisations and develop their skills faster. In addition, knowledge sharing helps to develop a culture of cooperation and teamwork among employees. Through knowledge sharing and thriving at work, employees contribute to their professional development by learning from each other. In this respect, knowledge sharing is a source and motivational tool for self-training behaviour. Self-training employees contribute to the development of a learning culture in their organisations by sharing their knowledge and experiences with other employees. The existence of research on the possible benefits of knowledge sharing in the literature can be presented as a theoretical basis for our hypothesis. For example; Shah, Afsar and Shahjehan (2020) found that knowledge sharing among colleagues strengthens the positive relationship between employees' innovative work behaviours and employees' success at work.

When the fourth hypothesis developed within the scope of the study "knowledge sharing has a mediating role in the positive relationship between corporate governance and thriving at work" was tested, it was determined that knowledge sharing has a partial mediating role in the positive relationship between corporate governance and self-training at work and H4 hypothesis was accepted. According to this result, it can be stated that knowledge sharing has a positive effect on the relationship between nurses' perceptions of corporate governance and self-training behaviours at work and mediates this positive relationship. In this respect, knowledge sharing can be used as an effective tool in corporate governance. Organisations should constantly provide access to knowledge and use this knowledge effectively in order not to lose their competitive advantages in rapidly changing business environments. Self-training behaviour gains importance at this point. The effort of employees to continuously learn new knowledge and experiences, to share skills and to spread knowledge throughout the organisation is an important factor that strengthens corporate governance. Communication and cooperation among employees increase with knowledge sharing. The free sharing of



knowledge in the organisation encourages cooperation and creates synergy between different units. This situation also enables the strengthening of corporate governance in the organisation and the realisation of corporate goals more easily.

When the fifth hypothesis developed within the scope of the study “Prosocial motivation is a moderator in the relationship between knowledge sharing and thriving at work” was tested, it was determined that prosocial motivation has a moderating role in the positive relationship between knowledge sharing and self-training at work and hypothesis H5a was accepted. According to this result, prosocial motivation has a moderating role in the relationship between nurses’ knowledge sharing and self-training behaviours at work. The direction and strength of this relationship is affected by the change in the level of prosocial motivation of the employees. In this respect, knowledge sharing may emerge as a result of prosocial motivation. Especially knowledge sharing among employees encourages cooperation, supports creativity, and contributes to the productivity of the organisation. Prosocial motivation positively affects employees’ intention to help other employees and contribute to knowledge sharing. As a result, employees can share knowledge in their organizations and improve themselves more willingly. Moreover, self-training behaviour at work can also increase employees’ prosocial motivation. In this way, employees may have more prosocial motivation as they experience the satisfaction of developing themselves and helping other colleagues.

When the sixth hypothesis developed within the scope of the study, “Prosocial motivation has a situational mediating role in the indirect effect of corporate governance on thriving at work (through knowledge sharing)” was tested, it was found that prosocial motivation was a moderating variable in the indirect effect of corporate governance on thriving at work through knowledge sharing and hypothesis H5b was accepted. According to this result, it can be stated that prosocial motivation has a moderating role through knowledge sharing in the relationship between nurses’ perceptions of corporate governance and self-training behaviours at work. Prosocial motivation strengthens human relations and cooperation between employees in the organisation. This type of motivation also functions as a means of knowledge sharing. With their prosocial motivation, employees tend to provide access to knowledge, share new knowledge and help other employees. This situation also paves the way for corporate governance in organisations and the self-training of employees at work. Singh et al. (2019) found that knowledge sharing and collaboration positively affect human and psychosocial capital and that this relationship, which is significantly associated with prosocial knowledge effectiveness, affects team learning and team leadership.

Consequently, this study has some limitations. Firstly, the study was conducted on individuals working in Erzincan training and research hospital and state hospital. This is one of the biggest obstacles to generalise about the variables. In addition, the subject of the study can be generalised by conducting it on hospitals in different regions or employees of different sectors. This cross-sectional study can also be analysed through data collected in different time periods by using longitudinal methods and more rational results can be obtained.

This research contributes to the field in terms of filling some gaps in the literature. In particular, it contributes to the field in terms of evaluating corporate governance not only as a management tool but also as a factor that shapes the motivation and behaviour of employees. In addition, the findings and recommendations in the article are also important in terms of providing ideas that can help hospitals to develop their human resources policies.

With the results of this research, a number of questions have emerged that need to be examined in the field. In particular, the question of how technological developments such as artificial intelligence and digital transformation affect the relationship between corporate governance and employees' personal development

and self-development at work can be examined in more depth. How do the effects of corporate governance on personal development and knowledge sharing differ in organisations with employees from different cultural backgrounds? Can the results of research conducted in large hospitals be applied to small and medium-sized enterprises?.

Finally, with the completion of the study, some suggestions could be made to the researchers for future studies with similar variables. First of all, the effect of individual differences such as psychological capital and self-efficacy beliefs on nurses' self-improvement behaviours can be investigated. How corporate culture affects knowledge sharing and prosocial motivation and how this mediating relationship is reflected on self-improvement behaviours can be examined. How different leadership styles (transformational, traditional, servant, paternalistic, transactional, etc.) shape nurses' perceptions of institutional governance and self-development behaviours can be investigated.

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## Genişletilmiş Özet

### Amaç

Araştırma kapsamında hemşirelerin kurumsal yönetim algısı ile işte kendini yetiştirme arasındaki ilişkide bilgi paylaşımının aracı ve prososyal motivasyonun düzenleyici rolünün olup olmadığının incelenmesi amaçlandı.

Araştırma problemleri: “Hemşirelerin kurumsal yönetim algıları ile işte kendini yetiştirmeleri arasında anlamlı bir ilişki var mı? Anlamlı ilişki varsa bu ilişkide bilgi paylaşımı aracı rolünü üstlenmekte midir? Bu ilişkide prososyal motivasyonun düzenleyici rolü bulunmakta mıdır?” sorularından oluşmaktadır.

### **Araştırmanın Evreni, Örneklemi ve Etik İzinleri**

Araştırmanın evreni Erzincan il merkezi içerisinde bulunan ve afilyasyon yönetmeliğine göre faaliyetlerini yürüten eğitim ve araştırma hastanesi ile devlet hastanesinde görev yapan hemşirelerden oluşmaktadır. Hastanelerin personel işleri sorumlularından alınan verilere göre toplam 668 hemşirenin görev yaptığı tespit edilmiştir. Örneklem büyüklüğü için %95 güven aralığında ve %5 hata oranı göz önüne alındığında en az 245 hemşireden veri toplanması yeterli görülmüştür. Olasılıksız örneklem seçim yöntemi kullanılıp bütün hemşirelere Aralık 2022-Şubat 2023 tarihleri arasında online olarak Google Forms aracılığıyla (e-mail ve whatsapp uygulaması) ve yüz yüze yöntemlerle 600 anket formu dağıtılmıştır. Dağıtılan anket formlarından 487 tanesinin geri dönüşü sağlanmıştır. Anket formları incelemeye alındığında 168 anketin eksik, hatalı doldurulduğu veya boş olarak teslim edildiği tespit edilip araştırmaya dâhil edilmemiştir. Bu nedenle araştırmaya katılmayı gönüllü olarak kabul eden 319 katılımcı araştırmanın örneklemini oluşturmaktadır. Ayrıca araştırmaya başlamadan önce çalışmanın etik yönden uygunluğunu tespit etmek amacıyla Erzincan Binali Yıldırım Üniversitesi İnsan Araştırmaları Etik Kurulunun 25/07/2022 tarihli toplantısında çalışmanın etik açıdan uygun olduğuna dair (belge protokol no:07/08) görüş alınmıştır.

### **Araştırmanın Veri Toplama Araçları**

Araştırma verilerinin toplanması aşamasında kullanılan ölçeklerin hepsi literatürde yer alan ölçekler olup araştırma kapsamında ölçek geliştirme çalışması yapılmamıştır. Araştırma için kullanılan anket formu beş bölümden oluşmaktadır. Anket formunun ilk bölümünde katılımcıların demografik bilgilerini (cinsiyet, medeni durum, yaş, eğitim durumu ve çalışma süresi) tespit etmeye yönelik beş soru yer almıştır. Formun ikinci bölümünde Dinç ve Abdioğlu (2009: 174) ve Karakaya ve Akbulut (2010: 27)'un yapmış oldukları çalışmalardan faydalanılarak oluşturulan ve 18 ifadenin yer aldığı kurumsal yönetim ölçeği kullanıldı. Ölçek beşli likert tipi derecelendirmeye sahip olup 1: Kesinlikle katılmıyorum- 5: Kesinlikle katılıyorum şeklinde düzenlenmiştir. Üçüncü bölümde ise Porath vd. (2012) tarafından tasarlanan ve Koçak (2016) tarafından Türkçe'ye çevrilen İşte Kendini Yetiştirme Ölçeği kullanılmıştır. Sekiz maddeden oluşan bu ölçeğin her biri 4'er maddelik iki boyuttan oluşmaktadır. Dördüncü bölümde de çalışanların bilgi paylaşma durumlarını ölçmek amacıyla Chennamaneni, Teng ve Raja'nın (2012) yaptığı çalışmanın ölçeğinden yararlanılarak oluşturulan bilgi paylaşma davranışı ölçeği kullanıldı. Ölçek dört maddeden oluşmakta ve yine beşli likert tipi şeklinde derecelendirilmektedir. Ölçek formunun son bölümünde ise çalışanların prososyal motivasyon durumunu ölçmek amacıyla Grant ve Sumath (2009) tarafından geliştirilen ve Kesen ve Akyüz (2016) tarafından Türkçe'ye uyarlama ve geçerlilik çalışmaları yapılan prososyal motivasyon ölçeği kullanıldı. Ölçek tek boyutlu olup beş ifadeden oluşmaktadır.

### **Bulgular ve Sonuç**

Araştırma kapsamında geliştirilen ilk hipotez "Kurumsal yönetim işte kendini yetiştirme davranışını pozitif etkiler" sınıandığında kurumsal yönetim ile işte kendini yetiştirme davranışı arasında istatistiksel olarak anlamlı ve pozitif bir ilişki olduğu bulguları ve H1 hipotezi kabul edildi. Bu sonuca göre hemşirelerin kurumsal yönetim algılarının yüksek olması işte kendilerini yetiştirme davranışı sergilemelerine imkân yaratmaktadır. Aksi durum da aynı şekilde kabul edilebilir.

Araştırma kapsamında geliştirilen ikinci hipotez "Kurumsal yönetim bilgi paylaşımını pozitif etkiler" sınıandığında kurumsal yönetim ile bilgi paylaşımı arasında istatistiksel olarak anlamlı ve pozitif bir ilişki olduğu bulguları ve H2 hipotezi kabul edildi. Bu sonuca göre hemşirelerin kurumsal yönetim algıları arttıkça bilgi paylaşım davranışları da olumlu yönde etkilenmektedir. Aksi durum da aynı şekilde kabul edilebilir.

Araştırma kapsamında geliştirilen üçüncü hipotez “Bilgi paylaşımı işte kendini yetiştirme davranışını pozitif etkiler” sınıandığında bilgi paylaşımı ile işte kendini yetiştirme davranışı arasında istatistiksel olarak anlamlı ve pozitif bir ilişki olduğu bulguları ve H3 hipotezi kabul edildi. Bu sonuca göre hemşirelerin çalıştıkları kurumda bilgi paylaşım düzeyleri arttıkça işte kendini yetiştirme davranışları da olumlu yönde etkilenmektedir. Aksi durumda aynı şekilde kabul edilebilir.

Araştırma kapsamında geliştirilen dördüncü hipotez “Bilgi paylaşımı kurumsal yönetim ile işte kendini yetiştirme davranışı arasındaki pozitif ilişkide aracı role sahiptir” sınıandığında bilgi paylaşımının kurumsal yönetim ile işte kendini yetiştirme arasındaki pozitif ilişkide kısmi aracı role sahip olduğu tespit edildi ve H4 hipotezi kabul edildi. Bu sonuca göre hemşirelerin kurumsal yönetim algıları ile işte kendini yetiştirme davranışları arasındaki ilişki de bilgi paylaşımının olumlu bir etkisinin olduğu ve bu pozitif ilişkide aracı olduğu ifade edilebilir.

Araştırma kapsamında geliştirilen beşinci hipotez “Prososyal motivasyon, bilgi paylaşımı ile işte kendini yetiştirme davranışı arasındaki ilişkide moderatördür” sınıandığında prososyal motivasyon bilgi paylaşımı ile işte kendini yetiştirme arasındaki pozitif ilişkide moderatör (düzenleyici) role sahip olduğu tespit edildi ve H5a hipotezi kabul edildi. Bu sonuca göre hemşirelerin bilgi paylaşımı ile işte kendini yetiştirme davranışları arasındaki ilişkide prososyal motivasyon düzenleyici role sahiptir. Bu ilişkinin yönü ve kuvveti çalışanların prososyal motivasyon düzeylerinin değişimine bağlı olarak etkilenmektedir. Bu açıdan, bilgi paylaşımı prososyal motivasyonun bir sonucu olarak ortaya çıkabilir.

Araştırma kapsamında geliştirilen altıncı hipotez “Prososyal motivasyon, kurumsal yönetimin işte kendini yetiştirme üzerinde (bilgi paylaşım aracılığıyla) durumsal aracı role sahiptir” sınıandığında prososyal motivasyonun, kurumsal yönetimin bilgi paylaşımı vasıtasıyla işte kendini yetiştirmeye olan dolaylı etkisinde düzenleyici değişken olduğu tespit edildi ve H5b hipotezi kabul edildi. Bu sonuca göre hemşirelerin kurumsal yönetim algıları ile işte kendini yetiştirme davranışları arasındaki ilişkide bilgi paylaşımı aracılığıyla prososyal motivasyonun düzenleyici rolünün olduğu ifade edilebilir. Prososyal motivasyon, örgütteki insan ilişkilerini ve çalışanlar arası iş birliklerini güçlendirir. Bu motivasyon türü, bilgi paylaşımının bir aracı olarak da işlev görür. İş görenler, prososyal motivasyonlarıyla birlikte bilgiye ulaşım sağlama, yeni bilgileri paylaşma ve diğer çalışanlara yardım etme eğilimindedirler. Bu durum örgütlerde kurumsal yönetimin ve çalışanların işte kendini yetiştirmelerinin de önüne açar.

Sonuç olarak bu araştırmanın bazı kısıtları bulunmaktadır. Öncelikle araştırma Erzincan eğitim ve araştırma hastanesi ile devlet hastanesinde çalışan bireyler üzerinde yürütülmüştür. Bu durum değişkenlerle ilgili genelleme yapılabilmesini zorlaştırmaktadır. Araştırma konusu, daha farklı bölgelerdeki hastanelerde veya başka sektör çalışanları üzerinde de gerçekleştirilerek genelleştirilebilir.

### **Özgün Değer**

İlgili literatür incelendiğinde daha önce yapılan çalışmalarda, kurumsal yönetim ve işte kendini yetiştirme arasındaki ilişkiyi inceleyen ve bilgi paylaşımının aracı, prososyal motivasyonun düzenleyici rolünü birlikte irdeleyen bir çalışmaya rastlanmamıştır. Bu açıdan araştırmanın literatüre önemli katkılar sağlayacağı düşünülmektedir.

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