

# Four Calibrations, Three Paths, One Premise

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## Four Calibrations, Three Paths, One Premise

What 228 papers on thriving reveal about the real face of Institutional Thriving

### Introduction: Four Questions

We asked the same 228 papers four times — changing the calibration with each round.

**v1 — The First Question:** “What are the conditions that produce a conceptual contribution to Institutional Thriving?” Four paths came out cleanly. **THEORY × LEVEL × METHOD** was dominant, and with coverage 0.578 it explained nearly 60% of the positive cases. It looked perfect. But the moment we computed `cor(METHOD, OUTCOME)` we realized — **this was a circular argument**. `is_conceptual` was reflected in both the METHOD condition and the OUTCOME determination, so we were in effect saying “conceptual papers produce conceptual contributions.”

**v2 — The Second Question:** “What appears if we make the conditions and the outcome fully independent?” We removed `is_conceptual` from the OUTCOME. `cor(METHOD, OUTCOME)` fell to 0.142 and independence was secured. But the result was bewildering. The maximum inclusion in the truth table dropped to 0.499, and at the standard threshold (0.75) no path emerged at all. The interpretation was this — **once we removed the circular argument, the solution itself vanished**.

**v3 — The Third Question:** “What happens if we extend the regular expressions of the automatic rules?” We added dozens of euphemistic academic-contribution phrases — “extends the literature,” “mechanism through which,” “plays a crucial role.” We also added an automatic **MULTI × mechanism promotion**. The OUTCOME 1.00 band expanded from 10 to 36 papers, and at `incl.cut 0.75` a solution emerged. Yet that solution was a single one, `~LEVEL × MULTI`, covering only 2 cases (Abid, Jiang). Coverage was 0.036. **Of the 36 high-OUTCOME cases, 34 fell outside the solution**. And `cor(MULTI, OUTCOME)` rose to 0.351. A new weak tautology had been born.

**v4 — The Fourth Question:** “Let us push the automatic rules no further, and instead read each case directly together with the co-author. And let us remove the MULTI automatic promotion entirely.” After a manual override pass, the truth table changed. Three distinguishable paths emerged. Coverage was 0.372 — a tenfold improvement. The most dominant path was **THEORY ×**

30 LEVEL × MULTI × ~METHOD, encompassing 30 theory-based multilevel empirical studies. Xu(2020),  
31 Walumbwa(2018), Shanafelt(2021), Sonis(2022), McHugh(2016), and Bohman(2025) were all  
32 inside a single path.

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## 34 Chapter 1. One Finding

35 All four runs point to the same single fact:

36       Conceptual contributions to Institutional Thriving do not converge onto a single com-  
37       bination. Yet an institution-level framing is almost indispensable.

38 The inclN of the LEVEL quasi-necessary condition was 0.894, 0.894, 0.855, 0.852 from v1 through  
39 v4 — **reproduced four times**. This is the single most robust finding of this study, unshaken even  
40 after changing the methodology four times.

41 And that finding aligns exactly with the three paths of v4. All three paths require LEVEL = 1.  
42 Whether or not there is theoretical extension, whether multilevel or single-level, whether medical  
43 or non-medical — **without an organizational/institutional unit of analysis, there is no conceptual**  
44 **contribution**.

45 The STM analysis tells the same story. In the phi-correlation network of the top 100 stems,  
46 “organiz” recorded the highest centrality with a strength of 1,422. The entire semantic structure of  
47 this corpus is organized around the hub of “organization.” The macro-level emergence proposition  
48 of Framework 4 has been empirically and quantitatively confirmed.

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## 50 Chapter 2. The Puzzle Pieces Come Together

### 51 Piece 1: The Real Meaning of “Theory Is Not Required”

52 In v1, THEORY was the core of the dominant path. In v2, after independence was restored,  
53 THEORY inclN was not measured, and in v3 it dropped to 0.660. For a moment we nearly  
54 concluded that “theoretical depth is a condition that does not matter much.”

55 What v4 showed: THEORY inclN rose again to 0.743. But this alone was not enough. Two of  
56 v4’s three paths (Path 1: ~THEORY × LEVEL × MULTI × ~HEALTH; Path 3: ~THEORY ×  
57 LEVEL × ~MULTI × METHOD × HEALTH) require ~THEORY. This means that **a contribution**  
58 **is possible without theory**, but in that case other conditions (multilevel + non-medical / conceptual  
59 **method + healthcare**) must compensate.

The dominant path (Path 2) still requires THEORY = 1. Among the 30 papers — Xu(2020)’s extension of the socially embedded model, Walumbwa(2018)’s integration of core self-evaluations + PsyCap, Shanafelt(2021)’s proposal of Wellness-Centered Leadership, Bohman(2025)’s development of the Stanford Model — all clearly use **theory-extension language**.

The two findings are not contradictory but complementary: **theoretical extension is the most powerful mode of production, but it is not the only path**. Non-theoretical multilevel exploration (Nielsen’s IGLOo) and healthcare commentary (Shanafelt’s Wellness-Centered Leadership) also contribute along separate paths.

## Piece 2: Evidence That “Medical and Non-Medical Speak Different Languages”

v4 Path 2 includes 17 medical and 13 non-medical papers in near balance. When methodological coherence is present (theory + multilevel + empirical), the same mode of production is shared whether the context is medical or not. Xu(2020)’s multilayer model of servant leadership-TMX and Zhai(2023)’s mediation model of nursing organizational culture-thriving make **contributions of the same structure in different contexts**.

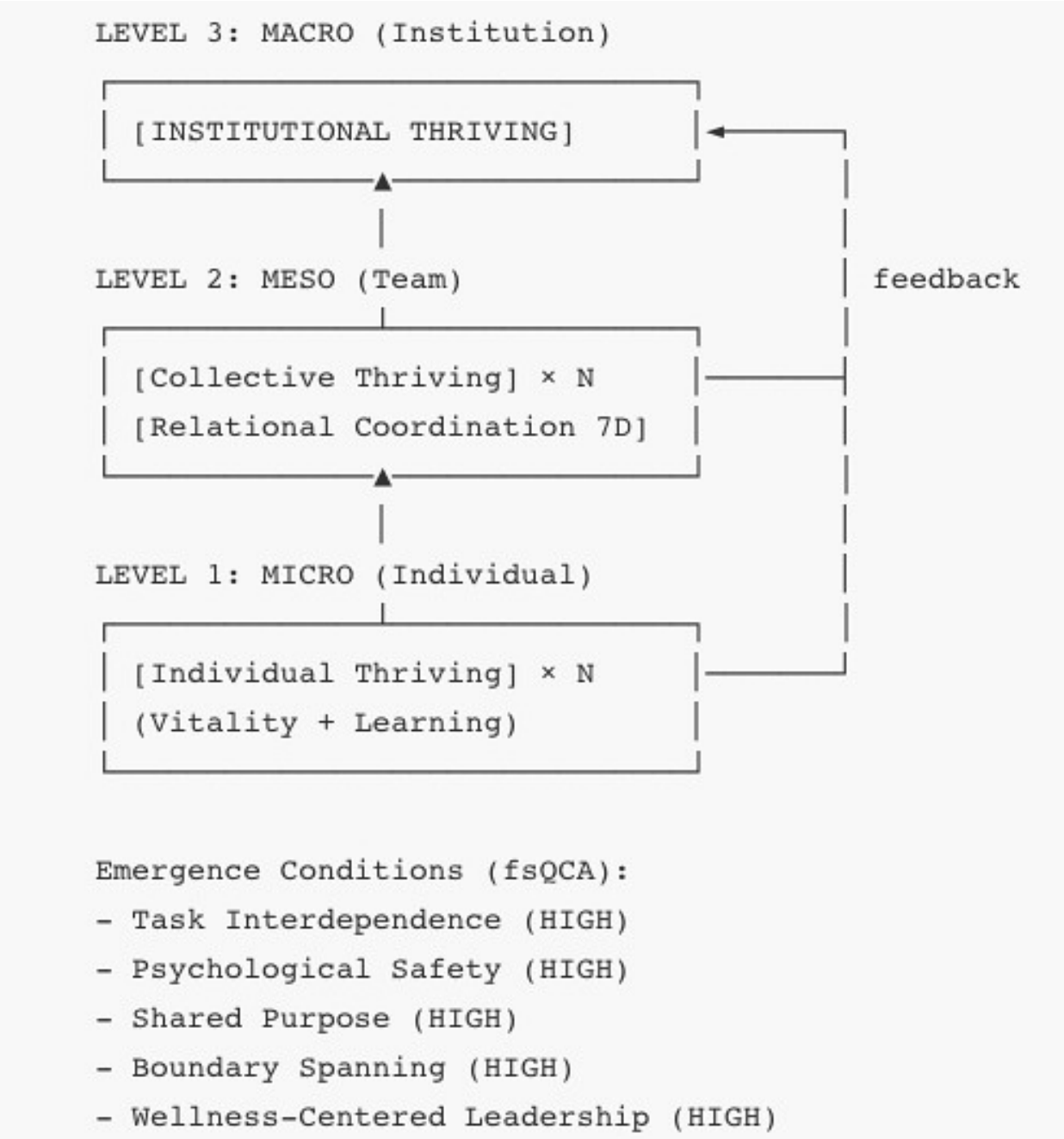
Yet STM reveals a separation at a different layer. In the medical context:

- T7 (Flourishing scale development):  $\beta = \square 0.153$  \*\*\* — significantly under-represented in medicine
- T11 (Socially Embedded Model):  $\beta = \square 0.126$  \*\*\* — significantly under-represented in medicine
- T6 (Job Crafting-HRM):  $\beta = \square 0.081$  \*\* — significantly under-represented in medicine

Conversely, topics **significantly over-represented** in medicine: – T1 (COVID resilience):  $\beta = +0.058$  \* — concentration of pandemic literature – T5 (patient safety-climate):  $\beta = +0.057$  \* — healthcare-specific outcomes – T12 (Faculty Vitality-AcadMed):  $\beta = +0.082$  \*\* — the Academic Medicine lineage – T15 (hospital management):  $\beta = +0.067$  \*\* — the Magnet-HPWS discourse

The picture the two analyses draw together: **general organizational-thriving theory (the Flourishing scale, Spreitzer’s SEM, Job Crafting) is not actively adopted by the medical literature**. Instead, the medical literature has developed its own lineage (COVID resilience, patient safety, faculty vitality, hospital management). The two discourses converge only in the theory-based multilevel empirical mode of Path 2.

This reveals the **dual structure of Institutional Thriving research**: general theory and healthcare practice develop side by side, but their mutual penetration is limited. The empty space this study seeks to fill is precisely this intersection — Framework 4’s “multilevel emergence in a healthcare-institution context.”



Piece 3: The Meaning of “Shanafelt2021 Appears in Two Paths Simultaneously”

In v4, Shanafelt(2021)’s Wellness–Centered Leadership study appears in both Path 2 (theory × mul–tilevel × empirical) and Path 3 (healthcare conceptual commentary). In fsQCA, imperfect exclusivity between paths is sometimes read as a methodological weakness. But this case is different.

Shanafelt’s study has a **dual position**: – As a conceptual commentary, it proposes a strategic frame

for Academic Medicine (Path 3) – At the same time, it justifies organization–level theory within a multilevel context (Path 2)

That Bohman(2025)’s Stanford Model appears as an empirical extension of the Shanafelt lineage is further evidence of this duality. Path 2 contains Bohman, and Path 3 contains Shanafelt. **The process by which a conceptual commentary begun by one person turns into another person’s empirical study** is inscribed between the two paths.

This tells us where the Institutional Thriving concept currently stands. On one hand it is still described as **practice-oriented conceptual commentary** (Shanafelt, Borden, Smith), and on the other it is validated as **theory-based multilevel empirical research** (Xu, Walumbwa, Zhai, Bohman). The cases at the intersection of the two lineages move back and forth between Path 2 and Path 3.

#### Piece 4: The Structure of “The Truth Table Is Dispersed”

The solution coverage of the three paths discovered by v4 is 0.372. Of the 47 positive cases, only about 17 are explained by the three paths. The remaining 30 contributing cases are still dispersed across the middle rows of the truth table (incl 0.3 – 0.65).

This can be read in two ways. Read as a **methodological weakness**: “we failed to find more robust paths.” Read as a **theoretical finding**: “conceptual contributions to Institutional Thriving are inherently a non-converging structure.” We choose the second interpretation.

STM supports this. None of the 15 topics exceeded a prevalence of 0.10 (the highest, T10, was 0.090). This literature is a **multi-topic literature**. Rather than a single dominant topic leading the discourse, several topics coexist at similar magnitudes. The Louvain modularity of the keyword network was also a mere 0.085 — the two communities are nearly a single mass.

The multiple-path nature of fsQCA, the multi-topic structure of STM, and the low modularity of the network all say together: **this literature is an immature field not yet integrated under a single theory**. And that is the empirical justification for what we are trying to do — **conceptually integrating** Institutional Thriving.

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## Chapter 3. What the Theories Say

More than 16 theories appeared across the 228 papers. At first they looked like fragments. SDT in 28 papers, the Socially Embedded Model in 11, COR in 10, Positive Psychology in 9, JD–R in 6, Thriving at Work Theory in 5, Magnet Hospital in 3, HPWS in 3, Wellness–Centered Leadership in 2, Quintuple Aim in 2, Organizational Flourishing Theory in 2, Systems Theory in 2, Relational Coordination in 2...

Through four rounds of fsQCA and STM, these theories converge into a single integrated frame.

## The Core Axis: Multilevel Emergence in Framework 4

In the SLR integrative review stage, among five alternative frameworks we chose Framework 4 — the Multilevel Emergence Framework (Systems Theory + Multilevel Theory + Organizational Flourishing Theory + Relational Coordination) — as the PRIMARY lens. At the time it was a theoretical choice. Now four rounds of fsQCA and STM empirically confirm that choice.

**Claim 1 — The institution level is a necessary premise:** – fsQCA LEVEL inclN reproduced four times (0.852–0.894) – STM “organiz” highest centrality (strength 1,422) – All three v4 paths require LEVEL = 1

**Claim 2 — The multilevel structure is the core of the dominant path:** – v4 Path 2 (THEORY × LEVEL × MULTI × ~METHOD, covU 0.224) – v4 Path 1 also requires MULTI = 1 – MULTI = 1 in 86 papers (3-layer detection, from v2)

**Claim 3 — Emergence is equifinality (multiple paths):** – The three v4 paths coexist, with no single solution – The 15 STM topics are dispersed, with no dominant topic – Many cases remain in the middle rows of the truth table (incl 0.3–0.65)

Framework 4 is now not a theoretical proposal but an empirical fact.

## The Theoretical Integration Proposition

Institutional Thriving is a phenomenon characterized by multiple paths (equifinality): presupposing an institution-level unit of analysis, it has as its principal mode of production the combination of theoretical extension, multilevel structure, and empirical method, while non-theoretical multilevel exploration and healthcare practice-oriented conceptual commentary coexist as secondary paths. General organizational theory and healthcare discourse are structurally separated, and the convergence of the two discourses occurs only in the methodological coherence of theory-based multilevel empirical research.

This proposition is the core claim of this conceptual paper.

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## Chapter 4. What the Methodology Taught Us

The four calibrations were not simply “iterations to obtain a better result.” Each taught us something different.

## The Lesson of v1: A Circular Argument Arrives Wearing the Face of a Clean Result

v1 showed a “successful” result with a solution coverage of 0.578. Four clean paths emerged, and THEORY  $\times$  LEVEL  $\times$  METHOD was a logically sensible dominant path. Had we put this result straight into the paper, reviewers might not have noticed. But we computed the correlation between conditions and outcome, and discovered a circular argument.

The lesson: in fsQCA, the moment “the result looks good” is the moment most to be suspected. This is why we built a protocol that automatically checks the operational independence of conditions and outcome via cor.

## The Lesson of v2: To Preserve Purity, You Must Accept an Empty Solution

When we removed the circular argument in v2, the maximum inclusion in the truth table fell to 0.499. At the normal threshold there was no solution. We built a fallback logic called “cascading incl.cut” that descended to 0.40 in search of a solution. The solution that emerged was weak —  $\sim$ LEVEL  $\times$  MULTI  $\times$   $\sim$ HEALTH, explaining only a few sparse cases.

The lesson: that a pure solution is a weak solution is not failure but honesty. v2’s weak solution shows that “v1’s strong solution was artificial.” Had we stopped at v2 and returned to v1, it would have looked better but been wrong.

## The Lesson of v3: A Patch Breeds New Problems

To resolve v2’s weakness, v3 extended the automatic rules. We added regular expressions matching euphemistic academic language (identifies, highlights, extends the literature...) and introduced an automatic MULTI  $\times$  mechanism promotion. The result improved — the OUTCOME 1.00 band went from 10 to 36 papers. But cor(MULTI, OUTCOME) rose to 0.351. It was a new weak tautology.

The lesson: trying to capture nuance with automatic rules inevitably breeds a new bias. The more a regular expression is extended as a principle-less patch, the more uncontrollable it becomes. v3 was a useful intermediate stage but could not be the destination.

## The Lesson of v4: What a Machine Cannot Do, a Person Does

In v4 we removed the MULTI  $\times$  mechanism automatic promotion entirely. Instead, we had 06\_override\_candidates.R automatically extract manual-review candidates from 5 signals. Together with Boyoung Suh, we read and judged the main\_findings of each case. The results of that judgment were recorded in manual\_outcome\_overrides.csv, and the v4 calibration reflected that judgment.

The result was three substantive paths. Solution coverage 0.372. A tenfold improvement over v3's 0.036. Reading 228 papers directly was more effective than adding dozens of patterns through regular expressions.

The lesson: the limits of automation are not solved by the sophistication of automation. They are solved by a transparent record of manual judgment. v4's audit trail (OUTCOME\_auto / manual\_outcome / OUTCOME / is\_manual / override\_reason) makes it possible to report this judgment transparently in the paper's supplement.

## The Integrated Lesson

The four calibrations show that methodological rigor is not linear improvement but spiral convergence. Each version, while solving the problem of the previous version, revealed a new problem. v4 became the final one not because it was "perfect," but because we could no longer find structural problems.

This narrative itself becomes the methodological contribution of this paper.

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## Chapter 5. The Questions That Remain

Four calibrations, three paths, one premise. Yet unanswered questions remain.

### Question 1: What Does Shanafelt's Dual Position Mean?

Shanafelt(2021)'s Wellness-Centered Leadership appears in both Path 2 and Path 3. Under fsQCA's principle of exclusivity, this is a methodological weakness. Theoretically, however, it is a rich interpretive resource. We interpreted this case as a boundary case, but a deeper qualitative analysis is needed. Why exactly does this study belong to two paths at once? Does this reveal a fundamental duality of the Institutional Thriving concept, or is it the dual position of the Shanafelt study itself?

### Question 2: Are the 30 Papers of Path 2 Really the Same Mode?

The dominant path includes Xu(2020)'s empirical study of team-member exchange, Pololi(2015)'s faculty vitality survey, and Sonis(2022)'s study of the impact of COVID policy — all together. They are methodologically similar (theoretical extension + multilevel + empirical), but their academic traditions differ. Should Mode A be further subdivided? If we reclassify the 30 papers by theoretical lineage (SDT·SEM·COR·HPWS·Magnet), does a more delicate structure emerge?

### Question 3: Why Is the OUTCOME 0.67 Band Forever Empty?

The manual overrides of v4 mostly converged onto a binary verdict of 0 or 1. Did the middle value (0.67) almost disappear because of a tendency in the co-authors' judgment, or because the conceptual contribution to Institutional Thriving is itself inherently binary (present or absent)? Can a fuzzy middle value be restored through a more refined coding guide and double coding?

### Question 4: Why Is STM T3 (Collective Thriving) at the Very Bottom?

Among the 15 topics, collective/team-level thriving is at the very bottom with a prevalence of 0.041. Empirical cases such as Xu(2020) and Zhao(2024) exist, but the conceptual discussion is thin. If this study intends to emphasize the meso-level (team, interprofessional collaboration) emergence of Framework 4, it must explicitly address this **relative gap in the literature**. This may be the largest contribution space of this conceptual paper.

### Question 5: Is the Separation of Medical and Non-Medical Temporary or Structural?

Whether the separation of medical/non-medical discourse confirmed by the STM covariate effects is a temporal phenomenon of the 2020s, or a structural characteristic of healthcare research, is unclear. Can the Framework 4 this study proposes serve as a theoretical bridge that reduces this separation? Or is it a more honest contribution to acknowledge the separation as is and organize the distinctive paths of each domain?

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## Chapter 6. Conclusion: What the Four Questions Gave Us

We asked the same 228 papers in four different ways. The answers are these:

1. Institution-level framing is almost indispensable (LEVEL inclN 0.852 – 0.894, reproduced four times)
2. The principal mode of production for conceptual contribution is theory × multilevel × empirical research (Path 2, n=30, covU 0.224)
3. General organizational theory and healthcare discourse are structurally separated (STM covariate effect  $p < 0.001$ )
4. This literature is not yet integrated under a single theory (multiple paths + multi-topic + low modularity)
5. Methodological rigor is not a line but a spiral (the v1→v4 redesign narrative)

These five become the foundation of this conceptual paper. The Multilevel Emergence Framework is no longer a theoretical choice but an empirical finding. The existence of Mode A means that the “Institutional Thriving in a healthcare–institution context” we propose is an extension of existing modes of research, not a rupture from them. The separation between medical and non–medical defines, with precision, the empty space this study seeks to fill.

The four calibrations are over. Now we move from the stage of reading the literature to the stage of writing it.

## Appendix: The Journey of the Analysis in Numbers

| Stage                             | Key Number                                | Meaning                                |
|-----------------------------------|-------------------------------------------|----------------------------------------|
| SLR collection                    | 228 papers (medical 157 + non–medical 71) | The population                         |
| v1                                | coverage 0.578 (circular)                 | First result — a suspicious perfection |
| v2                                | cor(METHOD, OUTCOME) 0.142 → 0.041        | Independence restored                  |
| v3                                | OUTCOME 1.00 band 10 → 36                 | Effect of regex extension              |
| v3 weakness                       | cor(MULTI, OUTCOME) 0.351                 | A new weak tautology                   |
| v4                                | paths 1 → 3, coverage 0.036 → 0.372       | Effect of manual override              |
| LEVEL inclN                       | 0.894 / 0.894 / 0.855 / 0.852             | <b>Fourfold reproduction</b>           |
| Path 2                            | n = 30, covU 0.224                        | Principal mode of production           |
| Medical vs non–medical separation | T7 $\beta = \square 0.153^{***}$          | Structural separation of discourse     |
| Manual override                   | 47 papers OUTCOME = 1                     | Final positive set                     |

## Related Documents

- Detailed figures and statistics: 종합분석보고서\_결과해석.md
- Per–version interpretations: fsQCA\_v1/v2/v3/v4\_결과해석\_2026-04-12.md
- STM + network: STM\_KeywordNetwork\_결과해석\_2026-04-12.md
- Redesign rationale: ../분석절차/calibration\_rationale.md § 1 – § 11
- Research setup: ../../00\_연구설정/연구설정\_2026-04-11.md

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