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THE RELATIONSHIP BETWEEN EMPLOYEE PERCEPTIONS OF AN EMPATHETIC
ORGANIZATIONAL CLIMATE AND CITIZENSHIP BEHAVIORS: THE MEDIATING
ROLES OF AFFECTIVE ORGANIZATIONAL COMMITMENT AND COMPASSION
SATISFACTION

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To: Dean William Hardin
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This dissertation, written by Maria N. Molina, and entitled The Relationship between Employee Perceptions of an Empathetic Organizational Climate and Citizenship Behaviors: The Mediating Roles of Affective Organizational Commitment and Compassion Satisfaction, having been approved in respect to style and intellectual content, is referred to you for judgment.

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Florida International University, 2023

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DEDICATION

To my family, for always believing in me, for their encouragement, support, and love.

To my dear friend Dionne Merritt for pushing me to pursue the DBA.

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First, I thank God for always giving me the strength and love I need to pursue my goals in life.

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ABSTRACT OF THE DISSERTATION

THE RELATIONSHIP BETWEEN EMPLOYEE PERCEPTIONS OF AN
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Employee-organization association has been one of the key attractive and controversial constructs in the discussion of organizational behavior. A more comprehensive view of performance is achieved if it is defined as embracing both behavior and outcomes (Armstrong, 2000). This research explores the relationship between employee perceptions of an empathetic organizational climate and organizational citizenship behaviors (OCB). We developed and tested hypotheses that examine the role of affective organizational commitment and compassion satisfaction as potential mechanisms that explain this relationship. Nickols (2003) and Fort and Voltero (2004) identify these factors that are closely related and affect employee performance in the workplace: clear goals and job expectations, suitable repertoire, immediate feedback, skills to perform, understanding of the organizational structure, functional feedback system, sound mental models, and sufficient motivation through self-satisfaction and incentives. To further explore the relationships that affect employee performance, our

research focuses on organizational citizenship behavior toward individuals (OCBI) and organizational citizenship behavior toward organizations (OCBO).

Our study used social exchange theory (Blau, 1964) as a theoretical framework to explain the hypothesized relationships. We conducted an online survey using MTurk, where participants completed a questionnaire consisting of an independent variable (perception of an empathetic organizational climate with the Toronto Empathy Questionnaire or TEQ), mediators (affective commitment with affective commitment scale and compassion satisfaction with the professional quality of life scale), and dependent variables (OCBI and OCBO).

The results were evaluated using the Statistical Package for the Social Sciences (SPSS); multiple analyses were performed, such as reliability analysis, descriptive, regression and test of normality. The results for all the hypotheses proposed in the dissertation were supported; that is, there are positive correlations between employee perceptions of an empathetic organizational climate and organizational citizenship behaviors. However, results show no support for Hypothesis 6a-b, which predicted that employees' affective organizational commitment partially mediates the relationship between employee perceptions of an empathetic organizational climate and employees' OCBO or OCBI. That was also the case for hypothesis 4b which predicted a positive correlation between AC and OCBI.

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ABBREVIATIONS AND ACRONYMS

AOC	Affective Commitment
CS	Compassion Satisfaction
EC	Empathy Concern
EM	Employee Perceptions of an Empathetic Organizational Climate
MTurk	Amazon's Mechanical Turk
N	Sample Size
OCB	Organizational Citizenship Behavior
OCBI	Organizational Citizenship Behavior toward the Individual
OCBO	Organizational Citizenship Behavior toward the Organization
SPSS	Statistical Package for the Social Sciences
TEQ	Toronto Empathy Questionnaire

CHAPTER I – INTRODUCTION

Organizational citizenship behavior OCB has been established within its broad literature (e.g., Borman & Motowidlo, 1993; Organ, 1988, 1997). OCBs are employee executions that, while not critical to the task or job, serve to facilitate organizational performance. Organ (1988) considered OCB a significant factor for the survival of an organization. Organ (1988) and Organ et al. (2006) pointed out that OCB contributes positively not only to organizational success but also to individual success. OCB has a substantial effect on individual job performance (Habee, 2019a). LePine et al. (2002) suggested employing the terms OCB toward the organization or (OCBO) and OCB toward the individual (OCBI) in forthcoming investigation since they are theoretically altered. OCBO characterizes detached behavior, however, OCBI signifies relational behavior (Ilies et al., 2007). Additionally, the components are motivated by various factors: OCBO basically results from organizational problems, whereas OCBI fundamentally results from constructive social acts (Bourdage et al., 2012; Finkelstein, 2006; Finkelstein and Penner, 2004; (Rioux & Penner, 2001). According to Bourdage et al. (2012), a two-factor model of OCB is preferable than a one-factor model of OCB.

Through the means of emotional organizational commitment and compassion satisfaction, our research examines how perceptions of an empathic organizational climate (EM) connect to organizational citizenship behavior at both the individual and organizational levels.

Numerous organizational phenomena, including organizational citizenship behavior (e.g., Settoon & Mossholder, 2002), leadership emergence (Wolff, Pescosolido,

& Druskat, 2002), and interpersonal justice (Patient & Skarlicki, 2010), have been studied in relation to empathy. One of the fundamental qualities of a leader that connects emotional intelligence¹ to personal reliability is empathy. Unfortunately, a quality that is commonly lacking in many leadership styles is empathy. Can executives develop their empathy? Despite Datar et al.'s (2010) mistrust, empathetic abilities are beginning to play a significant role in business school curricula. Developing self-awareness, enhancing self-presentation skills, figuring out your leadership style, learning stress-relieving meditation techniques, and strengthening interpersonal skills—including treating subordinates with respect and sensitivity and accepting criticism with grace—are all examples of empathic traits (Bedwell et al., 2013; Holt et al., 2017; LaBier, 2014). Education-based empathy training is a good indicator of later leadership empathy development. One way to apply these techniques is by practicing peer reviews. In the Master of Management and Leadership program at the University of Miami, students are required to submit a peer review for each member of the cohort in their last semester. The results are shared with the student, and feedback is discussed between the student and the professor. This is an excellent opportunity to determine whether students have improved their leadership skills since the beginning of the program.

Another approach is to have students take leadership surveys. For example, a survey called “Everything DISC Work of Leaders”² provides a simple three-step process to help leaders reflect on how they approach their most fundamental work (vision,

¹ Emotional intelligence includes “a set of skills which allow us managing in a complex world – personal, social, and surviving aspects of intelligence on its whole, elementary good sense and sensitivity which are essential to the normal daily evolution” (BÄEŞU,2018).

² DISC Work of Leaders provides a simple three-step process to help you reflect on how you approach the most fundamental work of leaders: Vision, Alignment, and Execution.

alignment, and execution). The survey is a great tool to make students aware of areas that need improvement, as it focuses on understanding how personal tendencies influence effectiveness in specific leadership situations that also involve being empathetic. This approach is ideal for both graduate and undergraduate students, because it increases self-awareness in significant areas that will help the student get better outcomes as a leader.

Organizational commitment is often demonstrated by a worker who provides energy to the company and feels proud of it (Powell & Meyer, 2004). Eisenberger et al. (1986) found that employees are more likely to feel compelled to reciprocate with dedication when they feel valued and encouraged by their employers. Managers must deal with a key organizational issue called organizational responsibility. According to Hartline et al. (2000), employees that are committed put in a lot of effort to accomplish their goals.

Meyer and Allen (1991) defined organizational duty as a psychological state that characterizes an employee's identification with the organization and influences the employee's choice to remain or leave the company. According to Meyer and Allen (1997), the concept of organizational commitment is typically broken down into three subcomponents: affective, continuation, and normative commitment. Our research focuses on affective organizational commitment. According to Yucel (2012), affective organizational commitment (AOC) is the emotional connection to the organization. Affective commitment is achieved when an employee feels that their individual values and priorities are parallel with the company's mission and beliefs. Subsequently, if a member of staff has a high level of affective commitment to the organization, then they have a good connection with the organization and are more likely to stay.

According to Sacco et al. (2015) and Stamm (2002), compassion satisfaction is defined as the positive feelings one has while providing assistance to others. These outcomes are reassuring because they emphasize the significance of compassion satisfaction as a positive emotion, perhaps also impacting work-related outcomes in a positive way. Our study investigates this correlation.

The social exchange theory (Blau, 1964), which asserts that people build associations whether favorable or unfavorable based on their interactions and contacts with others, is also incorporated into our research (Delaney, 2021). According to the theory, workers are more likely to be consistent and raise the reciprocity standard out of gratitude when they and their leader or supervisor have a high level of social connection (Emerson, 1976; Gouldner, 1960; Delaney, 2021). This theory is extended to businesses in our study, which postulates that workers who receive empathy from their employer will also develop affective organizational commitment and, as a result, organizational citizenship behavior.

Our investigation is substantial and important in several ways. First, we might determine whether empathy can be learned. According to preliminary research by Lindsey et al. (2015), empathy education or training can have long-lasting consequences, especially for people who lack this quality. According to Cohen (2012), rather than emphasizing moral reasoning as a strategy for reaching win-win outcomes, schools should place more focus on fostering empathic behaviors in their corporate ethics courses. Because we have never had experiences similar to theirs, Cohen argues that the basis of unethical behavior is a lack of these qualities rather than a lack of knowledge or empathy. Our "empathy muscles" can be developed by showing an odd interest in other

people, being totally present, paying attention, and tapping into nonverbal cues (Martinuzzi, 2009). Wilson (2011) points out that service learning, or doing community work, improves college students' capacity for empathy. This leads to "empathy being framed as a type of understanding that students can achieve through service-learning (SL) opportunities" (Wilson, 2011, p. 207). Wilson also discusses how certain academic institutions have implemented service-learning programs to support students' social and personal development, which creates the foundation for empathic thinking. Participating in service-learning projects allows students to identify the shared thoughts and experiences of others more easily, assisting them in being ready for new types of thought and involvement (Wilson, 2011). The multiple advantages of service learning were examined by Wilson, Sabbaghi, Cavanagh, and Hipkind (2012), who found that "true empathy develops by doing good for others." (p. 128).

There is a chance to determine whether leaders who lack these traits can be taught to exhibit crucial inborn traits like empathy. Additionally, this study will help in the development of best practices for enhancing workplace culture. For instance, compassion satisfaction has been found to help those who work in helping professions better handle the emotional expenses associated with caring for their patients or clients, therefore protecting them from both burnout and compassion fatigue (Perez-Chacón et al., 2021). Second, numerous studies have uncovered aspects of employee performance that could be excellent suggestions with respect to policy implications. This study offers the chance to make new policy contributions that will help organizations and employees both and ultimately foster organizational citizenship practices. For example, promoting consistency and fairness, equal opportunity, harassment, etc., organizations should not

only have policies but also comply. Third, research has demonstrated a solid connection between organizational commitment and aspects of organizational climate (Khosravian et al., 2009) by providing organizations with insights into the benefits of demonstrating empathetic characteristics toward employees to improve engagement in organizational citizenship behaviors, for example, boost morale.

The following research question serves as the focal point of this study:

What is the relationship between employee perceptions of an empathetic organizational climate and organizational citizenship behaviors?

CHAPTER II - LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Employee Perceptions of an Empathetic Organizational Climate (EM) and OCBO/OCBI

The fact that recent research has connected levels of OCB to increased organizational effectiveness (Podsakoff, Ahearne, & MacKenzie, 1997; Podsakoff & MacKenzie, 1994, 1997) highlights the significance of having personnel ready and eager to participate in OCBs.

This issue-related research has been published in some publications. For instance, Organ and Ryan (1995) and Borman and Motowidlo (1997) assessed the research on the connection between personality and OCB workplace evaluations. Numerous personality traits, such as conscientiousness, agreeableness, and empathy, have generally been found to have significant but plausible relationships with assessments of OCB. To evaluate applicants' tendency to engage in OCB directly would be a more direct and possibly more successful strategy (Wernimont & Campbell, 1968).

Over the past few decades, the idea of empathy has been developed by theorists, psychotherapists, and psychologists (e.g., Duan & Hill, 1996; Gladstein, 1977, 1983). Although there are some differences in how empathy is conceptualized, most scholars concur that it entails a person's comprehension of another person's knowledge or their feeling of their emotions. According to one interpretation of the dispositional empathy approach (Duan & Hill, 1996), people have different levels of empathy as a result of their upbringing and/or environmental experiences.

Davis (1980, 1983a) developed a multifaceted theory to describe empathy. According to Davis' approach, empathy is composed of four multidimensional

dimensions. One aspect of empathy known as perspective taking refers to a person's capacity to mentally connect with another person. The tendency for people to see themselves as fictional characters in plays, movies, and books is referred to as fantasy. The level of anxiety, worry, and unease people experience in tight social situations is referred to as personal distress. Finally, the concept of empathic concern (EC) refers to the awareness of feelings of sympathy or care for the suffering of others.

According to Cohen and Strayer (1996) and Jolliffe and Farrington (2006), affective empathy relates to experiencing other people's feelings, whereas cognitive empathy refers to comprehending other people's thoughts. Exercise of empathy, according to Davis (1983, pp. 113–114), entails “1) spontaneously adopting the psychological point of view of others ... 2) transposing the self into the feelings and actions of others ... 3) [feeling] sympathy and concern for others, and... 4) [feeling] personal anxiety and unease in tense interpersonal settings.” Empathic workplaces tend to experience stronger collaboration, less stress, and more excellent employee morale. Unfortunately, many leaders struggle to make caring part of their organizational culture.

According to Carré, Stefaniak, D'Ambrosio, Bensalah, and Besche-Richard (2013), high empathy combined with deliberate intents promotes affective and cognitive congruence with others. It enables proactive and involved workers to pay attention to the concerns and emotions of their intended clients, identify issues, and strategically focus work effort on meeting those clients' requirements (Weitz, Sujan, & Sujan, 1986). High empathy also makes it easier to determine how open their objectives are to their strengths (Grant & Ashford, 2008). This means that when there is organizational empathy, the organization can understand the feelings, motivation, and conditions of others.

According to the abovementioned research, empathic people are aware of the distinction between justice and unfairness and act in accordance with those ideas.

OCBO is a collection of voluntary actions that benefit the organization, such as enhancing the organization's reputation or taking pride in being a member of it (Lee & Allen, 2002). According to earlier studies' findings (e.g., Lee & Allen, 2002; McNeely & Meglino, 1994), which indicated that OCBO is more closely associated to job cognitions than to dispositional variables like empathy, the relationship between empathic feeling and expression and OCBO is in some ways inconsistent. In earlier studies, there was little evidence of a relationship between the two variables; however, as empathy is ingrained in society, a relationship with OCBO is established. A study by Taufik (2019) who claimed that emotion matching was established to feel comparable emotions to what other people feel, provided evidence for this.

The rule of reciprocity is taken into account by social exchange theory because it is founded on the exchange principle (Cropanzano & Mitchell, 2005). We propose that workers who see their boss or organization's empathy as support will grow to feel a feeling of commitment and possibly loyalty that will encourage OCBO.

H1a: Employee perceptions of an empathetic organizational climate positively relate to employees' organizational citizenship behavior toward the organization (OCBO).

According to Lee and Allen (2002), OCBI is a discretionary action that benefits particular people while also unintentionally advancing organizational success. In a study done by Settoon and Mossholder (2002), it was suggested that there is a relationship

between interpersonal citizenship behavior and empathy, with the citizenship behavior being geared to individual contexts like helping other employees. Similar to this, Allen, Fecteau, and Fecteau (2004) argued that organizational citizenship behavior (OCBI) was influenced by empathy, but with an emphasis on individual context. Drawing from this literature and consistent with social exchange theory (Blau, 1964), we further argue that employees who feel empathetic support from their manager or organization will be motivated to reciprocate such support by demonstrating OCBI. As a result, we suggest the following hypothesis:

H1b: Employee perceptions of an empathetic organizational climate positively relate to employees' organizational citizenship behavior toward the individual (OCBI).

Perception of an Empathetic Organizational Climate and Affective Organizational Commitment

Meyer and Herscovitch (2001) said that AC is an imperative fundamental aspect of an organization's obligation. According to a thorough study of the literature, a person's association with the organization plays a major role in the development of affective commitment. They argued, in particular, that people become naturally determined or engaged in a process as a result of their identification, association, and attachment with the ideals and goals of the larger organization.

Theorists concur that social exchange entails a series of connections that lead to responsibilities despite the fact that various perspectives on social exchange have evolved (Emerson, 1976). Meyer and Allen (1991) claimed that the concepts of behavioral and

attitudinal commitment are not exclusive. For instance, they claim that certain, freely chosen activities may result in affective commitment, which may subsequently cause people to feel affectively linked to the organization over time.

According to research, as employees develop affective attachments to the larger organization, they may also develop a sense of loyalty toward their manager or supervisor (see Becker, 1992; Becker & Billings, 1993; Becker et al., 1996; Clugston et al., 2000; Siders et al., 2001) to their team, or their work group (see Bishop & Scott, 2000; Bishop, Scott, & Burroughs, 2000; Ellemers, de Gilder, & van den Heuvel, 1998; Lawler, 1992; Yoon, Baker, & Ko, 1994; Zaccaro & Dobbins, 1989). As a result, it would seem logical to anticipate that organizational members who are affectively engaged to an organization would continue to do so out of a sense of obligation (Meyer & Allen, 1991).

According to Mowday et al. (1982, p. 27), affective organizational commitment is defined as a person's attitude toward the organization, which includes having a strong belief in and acceptance of the organization's goals, being willing to put forth a significant amount of effort on its behalf and having a strong desire to keep their membership in the organization. Sheldon (1971), building on the work of Kanter (1968) and earlier studies on profession identification, distinguished as a concept, affective commitment is described as an "attitude or orientation toward an organization which links or attaches the identity of the person to the organization." (p. 143). Similar reasoning may be used by employees, as happy staff members are more helpful to the organization's performance than those who are unsatisfied or apathetic (Hewerston, 2012; Keynes, 1964). Profits are, in large part, a derivative of a committed workforce. As a result, companies need to be concerned with employee engagement (Rich, LePine, &

Crawford, 2010). Studies have indicated that higher levels of affective commitment are associated with reduced absence rates (e.g., Mathieu & Zajac, 1990; Mowday, Porter, & Steers, 2013; Mowday et al., 1982; Randall, 1990; Solinger et al., 2008; Somers, 1995, 2009). However, Mowday's research (Mowday et al., 1982; Mowday et al., 1979) found a weaker correlation between affective commitment and performance. Drawing from all the studies, we contend that in order to foster an affective organizational commitment, leaders who are interested in maintaining their staff should demonstrate empathy. From a social exchange perspective (Blau, 1964), followers of such leaders are likely to reciprocate through affective organizational commitment as payback to the leader or the organization he or she represents. Accordingly, we propose the following hypothesis:

H2: Employee perceptions of an empathetic organizational climate positively relate to affective organizational commitment.

Perception of an Empathetic Organizational Climate and Compassion Satisfaction

In the past, it has been discovered that compassion satisfaction is significant to the continuation of empathetic behavior since it can be an important buffer to control adverse situations, as well as being a skill that someone can practice, resulting from compassionate behavior (Papazoglou et al., 2019). For example, Wagaman, Geiger, Shockley, and Segal (2015) demonstrated that empathy can strengthen compassion satisfaction for some individuals, including social workers. The effectiveness of empathy in business leadership models, however, has been contested by certain scholars (Antonakis, 2003). For instance, it has been proposed that empathy can be detrimental

when making decisions. As a result, being overly aware of or sensitive to outside opinions may cause management performance to suffer and lead to second-guessing (Elfenbein & Ambady, 2002). According to the argument, under these circumstances, a team may benefit from having a leader who is "desensitized" to how other people perceive information (Antonakis, 2003).

Helping others brings pleasure and calm to those who practice compassion satisfaction and fosters positive sensations by making them feel as though they are making a positive impact on society (Stamm, 2005). An employee may experience compassion fulfillment at the workplace, for instance, if they have confidence in their coworkers and in their capacity to improve the workplace or even society as a whole. Social exchange, in the words of Blau (1964) is "the voluntary actions of individuals that are motivated by the returns they are expected to bring and typically do in fact bring from others" (pp. 91–92).

The availability of mental, social, and physical resources as well as self-care, mindfulness, the development of values, emotional maladjustment, burnout, positive emotions or ideas, and stress management have all been linked to links between compassion satisfaction in (Alkema et al., 2008; Decker et al., 2015; Jarrad & Hammad, 2020; Kim et al., 2020; Martin-Cuellar et al., 2018; Radey & Figley, 2007; Stainfield & Baptist, 2019). Another study found that strengthening compassion satisfaction helps to prevent both secondary traumatic stress and burnout (Wagaman, Geiger, Shockley, & Segal, 2015).

According to research by Papazoglou et al. (2019), negative personality traits such Machiavellianism, narcissism, and psychopathy are negatively connected with

compassion satisfaction. In addition, people's contributions to their professions and human potential can both be improved by compassion satisfaction. Pooler, Wolfer, and Freeman (2014) found that compassion satisfaction can help social workers operate better, experience personal growth or therapeutic gains, and feel empowered, energized, and exhilarated as they share successful outcomes. This suggests that a projection of empathy towards employees in an organization is likely to improve some level of compassion satisfaction. Accordingly, and considering the available theory and evidence, we suggest the following:

H3: Employee perceptions of an empathetic organizational climate positively relate to compassion satisfaction.

Affective Commitment and OCBO/OCBI

Over the past 20 years, the idea of affective commitment has gained widespread acceptance. According to Mathieu and Zajac, 1990; Meyer & Allen, 1991; Meyer et al., 2002, affective commitment is the emotional attachment to an organization that is indicated by a person's identity with and activity in that organization. Later investigations into the effects of low and high degrees of affective commitment were prompted by investigations that defined affective commitment as a construct. It has been discovered that affective commitment is associated with several significant individual and organizational outcomes. Affective commitment, for instance, has been linked to additional indicators of sympathetic and caring behavior on the part of employees' managers, such as leader consideration (Bycio, Hackett, & Allen, 1995; DeCotiis &

Summers, 1987; Mottaz, 1998) and high-quality leader-member exchanges (Settoon et al., 1996; Wayne et al., 1997).

In this study, we focus on examining the connection between affective commitment and OCBO/OCBI. Two components of OCB, referred to as an interpersonal dimension (OCBI) and an organizational dimension (OCBO), were reported by Organ and colleagues (e.g., Smith, Organ, & Near, 1983). This taxonomy was conveyed in accordance with the objectives of the behaviors of specific individuals or the company, respectively. Giving a coworker a hand (OCBI) and praising the company to outsiders (OCBO) are two examples. In this study, we argue that employees' affective commitment will result in both OCBI and OCBO behaviors.

Desa and Koh (2011) show that workers who experience joy and enjoyment at work will inevitably be affective and devoted to the company. We might extend this reasoning to say that those employees will demonstrate both OCBI and OCBO in exchange for their enjoyment and joy at work. As evidence, Mowday et al. (1979) found that among other potential factors, degrees of affective commitment to a company may be able to predict employee turnover, absenteeism, and tenure levels. Additionally, it has been discovered that affective commitment is favorably correlated with three significant work experience categories, including organizational rewards, procedural justice, and supervisor support (Meyer & Allen, 1997). The processes that might be in charge of these linkages, nevertheless, have received minimal investigation. According to Tsui, Pearce, Porter, and Tripoli (1997), organizations that treat with kindness and respect can boost their staff members' affective commitment. High levels of affective commitment are associated with socialization, high-commitment human resource (HR) practices, and

interpersonal relationships, according to study by Morrow (2011). The growth and control of affective commitment are essentially understood in this way. In a longitudinal approach, Rhoades, Eisenberger, and Armeli (2001) examined the connections between job experience, perceived organizational support, affective commitment, and employee turnover. The results show that perceived support leads to higher commitment from employees, which then favorably improves performance, which is in line with relational models of social exchange theory. Perhaps this evidence that relates to affective commitment also predicts a positive relationship to OCBO and OCBI.

We propose the following hypotheses based on the assumption that higher levels of effective organizational commitment will result in higher OCBI and OCBO.

H4a: Employees' affective organizational commitment positively relates to employees' OCBO.

H4b: Employees' affective organizational commitment positively relates to employees' OCBI.

Compassion Satisfaction and OCBO/OCBI

The Compassion Fatigue and Satisfaction Test (Stamm, 2005) is commonly used to measure compassion satisfaction (CS), which is described by Phelps et al. (2009) as the benefits of caring. Compassion satisfaction, according to Simon, Pryce, Roff, and Klemmack (2006), is the "ability to receive gratification from caring for others" (p. 6).

To reinforce employee commitment, Lilius and colleagues proposed an environment constructed on compassion (Lilius, Worline, Dutton, Kanov, & Maitlis,

2011). For instance, acts of compassion (such as showing kindness to coworkers) elicit favorable feelings and may improve employees' attitudes toward their jobs and the organization. Contrary to compassion fatigue, helping others can also make a person feel good and successful (Figley, 1995; Stamm, 2010). According to Ray, Wong, White, and Heaslip (2013) and Samios, Abel, and Rodzik (2013), compassion satisfaction is thought to reduce the symptoms of secondary traumatic stress and the emotional tiredness of burnout that result from compassion fatigue.

According to the expand and build hypothesis of positive emotions (Fredrickson, 2001), experiencing pleasant emotions is essential for developing personal coping skills. This is true for both compassion fulfillment and work engagement (Stairs & Galpin, 2013; Stamm, 2010). Additionally, it is crucial that a team's emotional climate is positive rather than negative because emotions inside teams have the potential to spread between team members (Kelly & Barsade, 2001). The correlation between compassion satisfaction and work engagement is positive, which is consistent with research on helping professions including social work and nursing (Ray et al., 2013). It makes sense to assume that both require the feeling that your work is fulfilling, significant, and a source of joy (Bakker et al. 2014). Given the length of time nurses spend with patients, it is crucial for them to promote positive feelings in them as well as demonstrate empathy and compassion (Carroll, 2001).

Some of the considerations that have been said to increase compassion satisfaction incorporate remaining optimistic, continuing to be healthy, employing numerous social resources, and this will result in a positive effect that would contribute to a balanced life (Radey & Figley, 2007). Self-care approaches are what these practices

together are known as (DiTullio & MacDonald, 1999; Jenaro et al., 2007; Jones, 2005; Keidel, 2002; O'Halloran & Linton, 2000).

Organizations are emotional environments (Fineman 2000), and compassion can add to the humanity that many academics have recognized is frequently lacking in workplace relationships (Adler & Hansen 2012, Dutton 2003, Tsui 2013). The increased emphasis on relational perspectives in the workplace (Dutton & Ragins 2007), the part relationships play in the accomplishment of tasks (Gittell & Douglass 2012), and the impact that relationships have on employees' identities and well-being (e.g., Gersick et al. 2000; Kahn 1993, 1998) all support the idea that compassion at work is appropriate. Understanding interpersonal dynamics and consequences in businesses is critical, as evidenced by recent assessments that discuss how coworkers' matter (Chiaburu & Harrison 2008) and the underlying aspects of relationships at work (Ferris et al. 2009). For example, Stamm (2010) found that staff who find significance in their work are more likely to experience compassion satisfaction.

Extending this research, I expect employees who experience compassion satisfaction in the workplace to engage in more OCBO and OCBI behaviors to demonstrate their compassion satisfaction. We suggest the following hypotheses:

H5a: Employees' compassion satisfaction positively relates to employees' OCBO

H5b: Employees' compassion satisfaction positively relates to employees' OCBI

How Employee Affective Commitment Mediates EM and OCBO/OCBI

Affective commitment is influenced by factors like job difficulty, role clarity, goal clarity, goal difficulty, management receptivity, peer cohesiveness, equity, personal relevance, feedback, involvement, and dependability (Meyer & Allen, 1997). According to studies (e.g., Liu, 2009; Meyer et al., 2002; Shore & Wayne, 1993; Williams & Anderson, 1991), affective commitment is also favorably associated with and predictive of organizational citizenship behaviors that are demonstrated. Additionally, studies have shown that human resource (HR) practices based on organizational commitment theories can influence employees' attitudes toward affective commitment to their organizations (Kehoe & Wright, 2013; Morrow, 2011; Paré & Tremblay, 2007; Sun et al., 2007; Whitener, 2001). In addition, Mercurio (2015) points out that AC is viewed as the foundation and source that has the highest influence on people's behaviors and emotions, defines their views, and maybe mediates how they respond to organizational transactions. Therefore, building on Hypotheses 1, 2, and 4, I further suggest that affective commitment serves as a potential mediator in the relationship between employee perceptions of an empathetic organizational climate and OCBO/OCBI. To that end, we propose the following hypotheses:

H6a: Employees' affective organizational commitment partially mediates the relationship between employee perceptions of an empathetic organizational climate and employees' OCBO.

H6b: Employees' affective organizational commitment partially mediates the relationship between employee perceptions of an empathetic organizational climate and employees' OCBI.

How Compassion Satisfaction Mediates Employee Perceptions of Empathetic Organizational Climate and OCBO/OCBI

The benefit of helping others is the feeling of compassion satisfaction. It is the fulfillment achieved via one's work as a result of assisting others and being competent in one's career (Stamm, 2010). One of the OCB frameworks that has been thoroughly explored sets itself apart between behaviors that help other people at work (OCBI: Williams and Anderson, 1991) and behaviors that benefit the organization as a whole (OCBO). For two reasons, the division of OCB into components has drawn criticism. First, according to Dalal (2005), Hoffman et al. (2007), LePine et al. (2002), and Williams and Anderson (1991), the components highly correlate and so overlap. Furthermore, according to Organ and Ryan (1995), the components are correlated with the same determinants, including job attitudes, satisfaction, organizational commitment, perceived justice, leader support, and conscientiousness.

Employees' emotional arousal, which is frequently linked to empathy (Eisenberg et al., 1991), occurs as they frame their own perspectives, which increases their propensity to engage in OCB (Spector & Fox, 2002). In organizations that are geared toward individuals, actions of citizenship have also been linked to empathy. Specifically, prosocial individual behavior and empathy were found to be related by McNeely and Meglino (1994). Like Settoon and Mossholder (2002) who defined interpersonal citizenship conduct as social behavior that has the consequence of assisting a fellow employee in need, they discovered an association between empathy and this type of behavior. Other-oriented empathy has been linked to volunteerism, self- and peer-reports

of OCB in Penner and his colleagues' research (Midili & Penner, 1995; Penner & Finkelstein, 1998; Rioux & Penner, 2001).

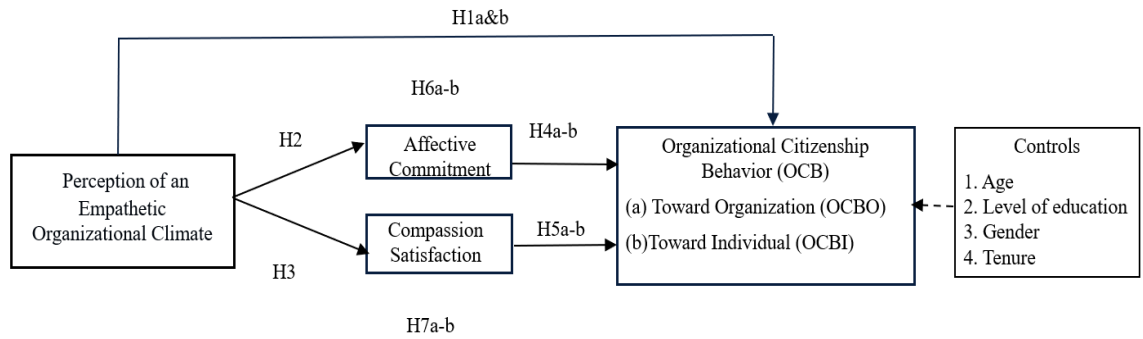
Researchers have also examined the influence of compassion satisfaction in clinical social workers and healthcare industry, specifically in emergency department nurses. Low levels of compassion satisfaction are a known contributing factor in nursing turnover in the emergency department (Sawatzky & Enns, 2012), even though compassion satisfaction occurs when care providers feel a sense of correlation with their patients and a sense of achievement in their work (Stamm et al., 2010). Other significant issues requiring further study are also raised by the findings. For instance, how does compassion satisfaction relate to empathetic leadership such in service workers such as police officers or firefighters? Does it encourage more organizational citizenship behaviors that benefit the organization as a whole? Following on Hypotheses 1, 3, and 5, we argue that employees' compassion serves as a potential mediator that explains how employee perceptions of an empathetic organizational climate translate into their own citizenship behaviors. To that end, we propose the following hypotheses:

H7a: Employees' compassion satisfaction partially mediates the relationship between employee perceptions of an empathetic organizational climate and employees' OCBO.

H7b: Employees' compassion satisfaction partially mediates the relationship between employee perceptions of an empathetic organizational climate and employees' OCBI.

Here is a summary of the study's postulated model in Figure 1.

Figure 1 - Research Model



CHAPTER III - METHODOLOGY

The Institutional Review Board (IRB) approval was required for this study's planning and execution to make sure that ethical standards were in place to protect the welfare of the subjects.

Pilot Study

After receiving IRB approval, a pilot study was carried out with 44 full-time working adults from a variety of professions. Participants were both male and female and ranged in age from 18 to 74. The pilot study was conducted in September 2022 using a web-based survey through the Qualtrics survey web platform and the web link was distributed via email to a group of contacts in my professional network. The thoroughness and clarity of the data supplied in the survey were examined using the pilot research.

The survey items (questions) were associated with these factors: affective commitment (AC); compassion satisfaction (CS); perception of an empathetic organizational climate (EM), organizational citizenship toward individual (OCBI) and organizational citizenship toward an organization (OCBO). There were also several qualifying questions. The survey questions are shown in Appendix A, listed by factor, along with a supporting literature reference for each factor.

In total, forty-four (n=44) volunteers completed the pilot survey. Three of the participants failed one or two attention check questions; subsequently, their answers were removed, leaving a total of forty-one (n = 41) reliable responses.

Fifty-three questions on a 5-point Likert scale were included in the survey, including 5 questions on demographics (gender, age, education, tenure, and industry

type). The participants were evaluated on the independent variable (perception of an empathetic organizational climate), using the “Toronto Empathy Questionnaire”, or TEQ.

The 16 items of the Toronto Empathy Questionnaire include a wide variety of characteristics connected to the theoretical features of empathy. Emotional contagion (Eisenberg & Miller, 1987; Lipps, 1903), emotion comprehension (Haxby, Hoffman, & Gobbini, 2000), sympathetic physiological arousal (Levenson & Ruef, 1992), and conspecific altruism (Rice, 1964) are all considered to be related to the affective aspect of empathic responding and are all represented in TEQ items. Item 1 and Item 4 are two particular items that focus on the perception of an emotional state in another that elicits the same emotion in oneself. Item 8 tests one's ability to understand other people's emotions. Other items (Items 2, 7, 10, 12, and 15) deal with the measurement of emotional states in others by indexing the frequency of behaviors exhibiting adequate sensitivity. The TEQ also includes questions that assess benevolence (questions 5, 14, and 16) and sympathetic physiological arousal (questions 3, 6, and 11). The final item (Item 13) explores how frequently people engage in actions that elicit higher-order empathetic responses. Eight items are given a negative score, according to the frequency of situational indifference toward another person on the parameters mentioned before (2, 4, 7, 10, 11, 12, 14, and 15).

Participants were also evaluated on the dependent variables, organizational citizenship behavior toward individuals (OCBI), and organizational citizenship behavior toward organizations (OCBO), with the Organizational Citizenship Behavior and Workplace Deviance. The participants were also evaluated on moderating variables: affective commitment, with affective commitment scale and compassion satisfaction, with the

professional quality of life scale. All survey questions were taken from earlier research and modified for the present study; Cronbach's alpha for all of the items was above .719.

Table 1 - Descriptive Statistics - Pilot Study Data (N=41)

Construct (Reference)	Item Code	Mean	SD	α
Affective Commitment Alan and Meyer (1990)	AC1	3.24	1.356	0.824
	AC2	3.00	1.183	
	AC3	3.32	1.234	
	AC4	2.80	1.327	
	AC5	3.37	1.318	
Compassion Satisfaction Stamm, B.H. (2005)	AC6	3.56	1.050	0.719
	CS7	4.732	0.50	
	CS8	4.268	1.05	
	CS9	2.683	1.52	
	CS10	2.317	1.23	
	CS11	3.829	1.22	
	CS12	4.341	0.88	
	CS13	4.098	1.11	
	CS14	4.341	0.85	
	CS15	4.220	0.79	
Empathy Hogan (1969)	CS16	3.927	0.93	0.808
	EM17	4.122	0.93	
	EM18	3.732	1.07	
	EM19	4.610	0.92	
	EM20	3.902	1.11	
	EM21	4.756	0.43	
	EM22	4.293	0.87	
	EM23	4.268	0.92	
	EM24	3.902	0.89	
	EM25	3.780	1.06	
	EM26	3.561	1.30	
	EM27	4.024	1.08	
	EM28	4.293	0.98	
	EM29	3.854	0.91	
	EM30	4.610	0.59	
OCB Toward Individual (OCB-I) Lee, K., & Allen, N. J. (2002)	EM31	4.439	0.90	0.753
	EM32	4.366	0.86	
	OCBI33	3.76	0.943	
	OCBI34	4.10	0.768	
	OCBI35	3.37	1.260	
	OCBI36	4.46	0.840	
	OCBI37	4.27	0.593	
	OCBI38	3.98	0.790	
	OCBI39	4.15	0.727	
	OCBI40	3.59	1.204	
OCB Toward Organization (OCB-O) Lee, K., & Allen, N. J. (2002)	OCBO41	3.34	1.109	0.884
	OCBO42	3.80	1.077	
	OCBO43	3.12	1.208	
	OCBO44	3.68	1.293	
	OCBO45	4.00	1.072	
	OCBO46	4.02	1.037	
	OCBO47	4.02	0.987	
	OCBO48	4.00	1.049	
		4.29	1.270	
Age		4.29	1.270	
Gender		1.61	0.737	
Educational Level		5.66	1.237	
Tenure (In Years)		4.05	1.264	
Industry Type		3.195	1.792	

These takeaways from the pilot test were used for the research survey's final product:

- i. Updated the survey by adding the following qualifier question:
 - Are you currently employed?
- ii. Updated a few survey questions by adding “current employer” as the representation of “current organization”. A few respondents reported these questions were not clear.
 - a. Affective Commitment
 - I would be very happy to spend the rest of my career in my current organization (current employer).
 - I really feel as if this organization’s (current employer) problems are my own.
 - I do not feel like “part of my family” at this organization (current employer)
 - I do not feel “emotionally attached” to this organization (current employer)
 - This organization (current employer) has a great deal of personal meaning for me.
 - I do not feel a strong sense of belonging to this organization (current employer)
 - b. Organizational Citizenship Behaviors toward Organization (OCBO)
 - I keep up with developments in the organization (current employer)

- I defend the organization (current employer) when other employees criticize it.
- I show pride when representing the organization (current employer) in public.
- I offer ideas to improve the functioning of the organization (current employer)
- I express loyalty toward the organization (current employer)
- I take action to protect the organization (current employer) from potential problems.
- I demonstrate concern about the image of the organization (current employer)

Final Survey

A final online survey was made with Qualtrics after changes were made in response to comments received from pilot research participants and colleagues. The final survey, shown in Appendix A, was distributed through the Mechanical Turk (MTurk) platform. Appendix B shows the informational letter that accompanied the survey request, and Appendix C shows the consent form that respondents were asked to complete.

The results of the survey are reported in the following chapter.

CHAPTER IV - ANALYSIS AND RESULTS

Data for the comprehensive study was gathered on October 21, 2022.

The main study for this investigation enlisted participants from Amazon's Mechanical Turk (Mturk) crowdsourcing program. 200 subjects were kept for the study (N = 200), and they also had to be full-time employees. Those individuals resided in the United States and were not specific to an industry. Data from the 200 subject responses was gathered and imported from Qualtrics into Excel. Excel was used to assess data completeness as well as to compile the resulting demographic information from the main study subjects. Then, using SPSS v.28 and frequency analysis, descriptive statistics were found using data that had been exported from Excel into SPSS. The following sections describe general demographic information about the subjects and provide the results and interpretation of the main study data.

Demographic Information

In the retained poll, there were about 58.5% men and 41.5% women respondents. The participants' ages ranged widely: 55% were under the age of 34, 25% were between the ages of 35 and 44, 15% were between the ages of 45 and 54, 4% were between the ages of 55 and 64, and the final 1% were above 65. The subjects had a college degree in about 73% of the cases. Regarding tenure, about 36% of the participants have been with their organization for more than 5 years. The work industry varied: about 38% worked in business and finance, 35% in healthcare, 10.5% in retail, hotel and restaurant, 1.5% in higher education, and the remaining 15% in other. Table 2 illustrates the results of the demographic information collected from the main study subjects.

Table 2 - Demographic Information - Main Study (N=200)

	Characteristics	Frequency	Percent
Gender	Male	117	58.5
	Female	83	41.5
	Non Binary/Third Gender	0	0.0
	Prefer not to say	0	0.0
Age	18 - 24	12	6.0
	25 - 34	98	49.0
	35 - 44	50	25.0
	45 - 54	30	15.0
	55 - 64	8	4.0
	65 - 74	2	1.0
Level of Education	High School Graduate	11	5.5
	Some College	10	5.0
	2 Year Degree	11	5.5
	4 Year Degree	146	73.0
	Professional Degree	21	10.5
	Doctorate	1	0.5
Years in Current Position	6 Months or Less	1	0.5
	Over 6 Months, Up to 1 Year	15	7.5
	Over 1 Year, Up to 3 Years	67	33.5
	Over 3 Years, Up to 5 Years	45	22.5
	Over 5 Years	72	36.0
	Business and Finance	76	38.0
Work Industry	Retail, Hotel & Restaurant	21	10.5
	Healthcare	70	35.0
	Higher Education	3	1.5
	Other	30	15.0

Total Statistics and Cronbach's Alpha

The social sciences' computer-based statistical program, SPSS v.28, was employed to do a descriptive analysis on the data that had been collected as the first step in the analysis for this study. This analysis allowed the means and standard derivations of the model indicators to be determined. The reliability assessments using Cronbach's alpha for each variable produced the results listed below: for affective commitment (AC) = .737, for compassion satisfaction (CS) = .872, for employee perception of an empathic climate (EM) .776, for organizational citizenship behavior towards individual (OCBI) = .813 and for organizational citizenship behavior towards the organization (OCBO) = .884. Table 3 reports the reliability coefficient, mean, and variance percentage for all items in each variable.

Table 3 - Total Statistics for the Item and Cronbach's Alpha

Construct (Reference)	Item Code	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Total Corrected Item-Multiple	Squared Multiple	Cronbach's Alpha if Item Deleted	Mean	SD	α
Affective Commitment Alan and Meyer (1990)	AC1 - I would be very happy to spend the rest of my career in my current organization (current employer).	15.825	18.075	0.409	0.446	0.717	4.020	1.01	0.737
	AC2 - I really feel as if this organization's (current employer) problems are my own	16.110	18.430	0.320	0.473	0.739	3.735	1.09	
	AC3 - I do not feel like "part of my family" at this organization (current employer) (R)	17.105	16.024	0.471	0.551	0.701	2.740	1.30	
	AC4 - I do not feel "emotionally attached" to this organization (current employer) (R)	17.085	14.601	0.580	0.579	0.666	2.760	1.38	
	AC5 - This organization (current employer) has a great deal of personal meaning for me	16.010	17.316	0.474	0.600	0.701	3.835	1.06	
	AC6 - I do not feel a strong sense of belonging to this organization (current employer) (R)	17.090	14.645	0.590	0.556	0.663	2.755	1.35	
Compassion Satisfaction Stamm, B.H. (2005)	CS7 - I get satisfaction from being able to help people	36.245	33.673	0.473	0.300	0.869	4.145	0.88	0.872
	CS8 - I feel invigorated after working with those I help	36.505	34.121	0.409	0.207	0.874	3.885	0.90	
	CS9 - I like my work as a helper	36.270	32.359	0.629	0.481	0.857	4.120	0.86	
	CS10 - I am pleased with how I am able to keep up with [helping] techniques and protocols	36.415	32.525	0.573	0.409	0.861	3.975	0.90	
	CS11 - My work makes me feel satisfied	36.265	30.718	0.687	0.594	0.852	4.125	0.99	
	CS12 - I have happy thoughts and feelings about those I [help] and how I could help them	36.315	33.503	0.561	0.375	0.862	4.075	0.79	
	CS13 - I believe I can make a difference through my work	36.485	30.563	0.643	0.465	0.856	3.905	1.06	
	CS14 - I am proud of what I can do to help	36.325	32.050	0.656	0.475	0.855	4.065	0.87	
	CS15 - I have thoughts that I am a "success" as a helper	36.300	32.151	0.623	0.511	0.858	4.090	0.89	
	CS16 - I am happy that I chose to do this work	36.385	30.811	0.666	0.542	0.854	4.005	1.01	
	EM17 - When someone else is feeling excited, I tend to get excited too	51.345	71.373	0.285	0.332	0.770	3.900	0.95	0.776
	EM18 - Other people's misfortunes do not disturb me a great deal (R)	52.515	65.266	0.503	0.472	0.752	2.730	1.23	
Empathy Hogan (1969)	EM19 - It upsets me to see someone being treated disrespectfully	51.265	69.573	0.379	0.390	0.764	3.980	0.99	
	EM20 - I remain unaffected when someone close to me is happy (R)	52.455	62.973	0.593	0.633	0.743	2.790	1.29	
	EM21 - I enjoy making other people feel better	51.070	69.241	0.483	0.404	0.758	4.175	0.85	
	EM22 - I have tender, concerned feelings for people less fortunate than me	51.170	71.237	0.349	0.396	0.767	4.075	0.83	
	EM23 - When a friend starts to talk about his/her problems, I try to steer the conversation towards something else	52.040	89.446	-0.576	0.527	0.841	3.205	1.32	
	EM24 - I can tell when others are sad even when they do not say anything	51.365	73.550	0.143	0.328	0.779	3.880	0.96	
	EM25 - I find that I am "in tune" with other people's moods	51.270	72.409	0.278	0.314	0.771	3.975	0.80	
	EM26 - I do not feel sympathy for people who cause their own serious illnesses (R)	52.400	62.693	0.576	0.576	0.744	2.845	1.35	
	EM27 - I become irritated when someone cries (R)	52.235	63.588	0.518	0.535	0.750	3.010	1.37	
	EM28 - I am not really interested in how other people feel (R)	52.240	60.907	0.653	0.656	0.736	3.005	1.38	
	EM29 - I get a strong urge to help when I see someone who is upset	51.470	70.662	0.312	0.363	0.768	3.775	0.99	
	EM30 - When I see someone being treated unfairly, I do not feel very much pity for them (R)	52.230	61.806	0.624	0.688	0.739	3.015	1.35	
	EM31 - I find it silly for people to cry out of happiness (R)	52.255	62.482	0.581	0.605	0.744	2.990	1.36	
	EM32 - When I see someone being taken advantage of, I feel kind of protective towards him/her	51.350	69.364	0.407	0.411	0.762	3.895	0.96	
	OCB133 - I help others who have been absent	27.460	17.828	0.564	0.398	0.787	3.910	0.95	0.813
OCB Toward Individual (OCB-I) Lee, K., & Allen, N. J. (2002)	OCB134 - I willingly give my time to help others who have work-related problems	27.415	18.324	0.562	0.446	0.788	3.955	0.86	
	OCB135 - I adjust my work schedule to accommodate other employees' requests for time off	27.560	18.810	0.494	0.297	0.797	3.810	0.86	
	OCB136 - I go out of the way to make newer employees feel welcome in the work group	27.470	17.416	0.559	0.375	0.788	3.900	1.02	
	OCB137 - I show genuine concern and courtesy toward coworkers, even under the most trying business or personal situations	27.385	18.318	0.547	0.405	0.790	3.985	0.88	
	OCB138 - I give up time to help others who have work or nonwork problems	27.455	18.450	0.491	0.349	0.798	3.915	0.93	
	OCB139 - I assist others with their duties	27.365	18.705	0.519	0.318	0.794	4.005	0.85	
	OCB140 - I share personal property with others to help their work	27.480	18.221	0.502	0.281	0.796	3.890	0.96	
	OCB141 - I attend functions that are not required but that help the organizational image	27.160	26.597	0.624	0.437	0.873	3.645	1.10	0.884
	OCB142 - I keep up with developments in the organization (current employer)	26.865	29.022	0.503	0.302	0.883	3.940	0.93	
	OCB143 - I defend the organization (current employer) when other employees criticize it	27.060	27.052	0.703	0.535	0.864	3.745	0.95	
	OCB144 - I show pride when representing the organization (current employer) in public	26.910	26.102	0.728	0.620	0.861	3.895	1.04	
	OCB145 - I offer ideas to improve the functioning of the organization (current employer)	26.860	28.161	0.614	0.425	0.873	3.945	0.91	
OCB Toward Organization (OCB-O) Lee, K., & Allen, N. J. (2002)	OCB146 - I express loyalty toward the organization (current employer)	26.950	26.601	0.671	0.671	0.867	3.855	1.04	
	OCB147 - I take action to protect the organization (current employer) from potential problems	26.840	27.019	0.677	0.518	0.867	3.965	0.98	
	OCB148 - I demonstrate concern about the image of the organization (current employer)	26.990	26.834	0.694	0.554	0.865	3.815	0.99	
							3.650	1.01	
Age Gender Educational Level Tenure (in Years) Industry Type							1.415	0.49	
							4.795	0.91	
							3.860	1.01	
							2.450	1.40	

Descriptive Statistics and Test of Normality

The mean and standard deviation for each variable were calculated using descriptive statistics. Table 4 displays the descriptive statistics results for the mean and standard deviation for all aggregated variables. Additionally, a test for normalcy was carried out to see how the data were distributed. To carry out suitable statistical tests on the gathered data, a normal distribution is required (Simsek & Gurler, 2019). We utilized the Shapiro-Wilk and Kolmogorov-Smirnov tests to verify the data's distribution. These two tests demonstrate if the data distribution is uniform. Most investigations reach the conclusion that the Shapiro-Wilk test is more accurate and potent and ought to be used instead (Razali & Wah, 2011), despite some studies using either one or the other. The sample could not have been chosen from a normal distribution, according to the results, which exhibit significance levels ($p < 0.001$) for all variables. In Table 5, the results of the normality test are displayed.

Appendix D displays histograms, boxplots, and Q-Q graphs showing the data distribution.

Table 4 - Variables Descriptive Statistics

	N	Mean	Std. Deviation	Skewness Statistic	Skewness Std. Error	Kurtosis Statistic	Kurtosis Std. Error
AC_Average	200	3.5558	0.69862	0.085	0.172	-0.901	0.342
CS_Average	200	4.0390	0.62653	-1.202	0.172	2.942	0.342
EM_Average	200	3.5297	0.57052	0.456	0.172	-0.750	0.342
OCBI_Average	200	3.9257	0.60980	-0.717	0.172	1.259	0.342
OCBO_Average	200	3.8506	0.73857	-1.290	0.172	2.415	0.342

Note. The values for kurtosis and asymmetry and between -2 and +2 are regarded as acceptable to prove normal univariate distribution (George & Mallery, 2010)

Table 5 - Test of Normality

Variable	Kolmogorov-Smirnova			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
AC_Average	0.102	200	<.001	0.971	200	<.001
CS_Average	0.122	200	<.001	0.926	200	<.001
EM_Average	0.131	200	<.001	0.954	200	<.001
OCBI_Average	0.113	200	<.001	0.959	200	<.001
OCBO_Average	0.12	200	<.001	0.905	200	<.001

Note. Significance level $p < 0.001$

Construct Validity and Correlation Analysis

A correlation study was also performed to evaluate each variable's underlying conceptualizations. To ascertain whether there are any links between the variables, a correlation analysis is utilized. If so, it demonstrates the relationship's direction and strength (Okun & Buyukbese, 2019). All of the factors have positive relationships,

according to our findings (Table 6). However, under the same variables, certain underlying components have substantial correlations with other variables. For instance, the correlation coefficient between the variables AC and EM is very positive, ranging from 0.50 to 1 (.814). The correlation between CS and OCBI is also very high, with a coefficient value that ranges from 0.50 to 1 (.681). The coefficient value for the relationship between the variables CS and OCBO is very positive, ranging from 0.50 to 1 (.812). The coefficient value between the variables OCBI and OCBO is between 0.50 and 1 (.607), indicating a high positive association between them as well.

Additionally, the coefficient value for the relationship between the variables EM and CS is positive and medium 0.30 to 0.49 (.329). A positive medium correlation is also seen between EM and OCBI, with a coefficient value that ranges from 0.30 to 0.49 (.317). The coefficient value of the correlation between the variables EM and OCBO is between 0.30 and 0.49 (.452), indicating a positive medium correlation between them. A positive medium correlation exists between the variables AC and OCBO as well; the coefficient value ranges from 0.30 to 0.49 (.339). The coefficient value (.206) indicates a weakly positive connection between the variables CS and AC.

Table 6 - Variables Correlations

Variables Correlations											
	Age	Gender	Educational Level	Tenure	Work Industry	AC_Average	EM_Average	CS_Average	OCBI_Average	OCBO_Average	
Age	Pearson Correlation	1	-0.030	-0.056	.183**	0.116	-0.114	-0.109	-0.081	-0.030	-0.047
	Sig. (2-tailed)		0.675	0.427	0.009	0.101	0.108	0.125	0.254	0.676	0.508
Gender	Pearson Correlation	200	200	200	200	200	200	200	200	200	200
	Sig. (2-tailed)	-0.030	1	0.111	-0.034	-0.112	0.027	0.065	0.124	.155*	0.116
Educational Level	Pearson Correlation	0.675		0.116	0.633	0.115	0.703	0.358	0.079	0.028	0.103
	Sig. (2-tailed)	200	200	200	200	200	200	200	200	200	200
Tenure	Pearson Correlation	-0.056	0.111	1	-.172*	-.179*	.280**	.316**	0.099	0.047	.240**
	Sig. (2-tailed)	0.427	0.116		0.015	0.011	0.000	0.000	0.163	0.507	0.001
Work Industry	Pearson Correlation	200	200	200	200	200	200	200	200	200	200
	Sig. (2-tailed)	.183**	-0.034	-.172*	1	.173*	-.416**	-.386**	-0.045	-0.019	-.147*
AC_Average	Pearson Correlation	0.009	0.633	0.015	0.000	0.014	0.000	0.000	0.525	0.787	0.038
	Sig. (2-tailed)	200	200	200	200	200	200	200	200	200	200
EM_Average	Pearson Correlation	0.116	-0.112	-.179*	.173*	1	-.232**	-.258**	-0.094	-0.085	-.145*
	Sig. (2-tailed)	0.101	0.115	0.011	0.014		0.001	0.000	0.187	0.229	0.041
CS_Average	Pearson Correlation	200	200	200	200	200	200	200	200	200	200
	Sig. (2-tailed)	-0.114	0.027	.280**	-.416**	-.232**	1	.814**	.206**	0.115	.339**
OCBI_Average	Pearson Correlation	0.108	0.703	0.000	0.000	0.001	200	0.000	0.003	0.104	0.000
	Sig. (2-tailed)	200	200	200	200	200	200	200	200	200	200
OCBO_Average	Pearson Correlation	-0.109	0.065	.316**	-.386**	-.258**	.814**	1	.329**	.317**	.452**
	Sig. (2-tailed)	0.125	0.358	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
OCBO_Average	Pearson Correlation	200	200	200	200	200	200	200	200	200	200
	Sig. (2-tailed)	-0.081	0.124	0.099	-0.045	-0.094	.206**	.329**	1	.681**	.812**
OCBO_Average	Pearson Correlation	0.254	0.079	0.163	0.525	0.187	0.003	0.000	0.000	0.000	0.000
	Sig. (2-tailed)	200	200	200	200	200	200	200	200	200	200
OCBO_Average	Pearson Correlation	-0.030	.155*	0.047	-0.019	-0.085	0.115	.317**	.681**	1	.607**
	Sig. (2-tailed)	0.676	0.028	0.507	0.787	0.229	0.104	0.000	0.000	0.000	0.000
OCBO_Average	Pearson Correlation	200	200	200	200	200	200	200	200	200	200
	Sig. (2-tailed)	-0.047	0.116	.240**	-.147*	-.145*	.339**	.452**	.812**	.607**	1
OCBO_Average	Pearson Correlation	0.508	0.103	0.001	0.038	0.041	0.000	0.000	0.000	0.000	0.000
	Sig. (2-tailed)	200	200	200	200	200	200	200	200	200	200

**, Correlation is significant at the 0.01 level (2-tailed).

*, Correlation is significant at the 0.05 level (2-tailed).

Results of Regression Analyses

We used SPSS v.28's multiple regression analysis to test our hypotheses. Table 7 below summarizes the results for Hypotheses H1 and H7.

Table 7 - Summary of Results for H1a, H1b, H7a, H7b

	Hypothesis 1a				Hypothesis 1b			
	Model	Beta	t	Sig.	Model	Beta	t	Sig.
(Constant)	1		7.631	<.001	1		10.289	<.001
Age		-0.013	-0.189	0.850		-0.023	-0.315	0.753
Gender		0.088	1.274	0.204		0.151	2.126	0.035
Educational level		0.211	3.006	0.003		0.028	0.390	0.697
Tenure (How long have you been with your current employer?)		-0.105	-1.476	0.142		-0.005	-0.070	0.944
(Constant)	2		2.405	0.017	2		5.075	<.001
Age		0.001	0.008	0.993		-0.011	-0.157	0.875
Gender		0.078	1.217	0.225		0.142	2.113	0.036
Educational level		0.102	1.523	0.129		-0.066	-0.937	0.350
Tenure (How long have you been with your current employer?)		0.040	0.573	0.567		0.120	1.641	0.102
EM_Average		0.430	6.022	<.001		0.374	4.958	<.001
	Hypothesis 7a				Hypothesis 7b			
	Model	Beta	t	Sig.	Model	Beta	t	Sig.
(Constant)	3		-2.699	0.008	3		2.100	0.037
Age		0.045	1.134	0.258		0.027	0.505	0.614
Gender		0.000	-0.012	0.991		0.076	1.454	0.147
Educational level		0.111	2.703	0.007		-0.059	-1.080	0.281
Tenure (How long have you been with your current employer?)		-0.040	-0.938	0.350		0.053	0.927	0.355
EM_Average		0.160	3.464	<.001		0.145	2.351	0.020
CS_Average		0.750	18.099	<.001		0.634	11.438	<.001

a. Dependent Variable: OCBO_Average

a. Dependent Variable: OCBI_Average

Hypothesis 1a posited that employee perceptions of an empathic corporate climate would positively relate to employees' organizational citizenship behaviors toward the organization. As shown in Table 7, the results revealed that the standardized coefficients beta for EM was .430 and is significant [$t = 6.022, p < .001$], suggesting that each unit increase in EM results in an increase of .430 units in OCBO, in the same positive direction as predicted in the research model. H1a consequently is supported.

Employee views of an empathic organizational climate was hypothesized to be positively correlated with employees' organizational citizenship behaviors toward individuals, according to Hypothesis 1b. As shown in Table 7, the results revealed that the standardized coefficients beta for EM was .374 and is significant [$t = 4.958$; $p < .001$], suggesting that each unit increase in EM results in an increase of .374 units in OCBI, in the same positive direction as predicted by the study model. H1b consequently is supported.

Hypothesis 7a proposed that compassion satisfaction would partially mediate the relationship between employee perceptions of an empathetic organizational climate and employees' organizational citizenship behavior toward the organization. To investigate the mediating influence, a multiple regression analysis was performed controlling for age, gender, educational level, and tenure. In total, three models were examined: Model 1 examined the four demographic variables (e.g., age, gender, educational level, and tenure) and OCBI as the dependent variable. Model 2 examined the relationship between employee perceptions of an empathetic organizational climate and employees' organizational citizenship behavior toward the organization controlling for age, gender, educational level, and tenure. As shown in Table 7, the results show significant coefficient [$t = 6.022$; $p < .001$], suggesting that each unit increase in EM causes an increase of .430 units in OCBO. The complete model (Model 3) illustrates that compassion satisfaction partially mediates the relationship between employee perceptions of an empathetic organizational climate and employees' organizational citizenship behavior toward the organization. Specifically, the influence of EM on OCBO remained

significant but was reduced from 0.430 in Model 2 to 0.160 in Model 3, suggesting partial mediation in support of Hypothesis 7a.

Hypothesis 7b proposed that employees' affective organizational commitment would mediate the relationship between employee perceptions of an empathetic organizational climate and employees' organizational citizenship behavior toward the organization. As shown in Table 7, the results show significant coefficient [$t = 4.958$; $p < .001$], suggesting that each unit increase in EM causes an increase of .374 units in OCBI. The complete model (Model 3) illustrates that compassion satisfaction also partially mediates the relationship between employee perceptions of an empathetic organizational climate and employees' organizational citizenship behavior toward the individual. Specifically, the influence of EM on OCBI remained significant but was reduced from 0.374 in Model 2 to 0.145 in Model 3 confirming our prediction in Hypothesis 7b that compassion satisfaction would partially mediate the EM-OCBI relationship.

Table 8 - Summary of Results of (AC) H2, H4a-b, H6a-b

Hypothesis 2				
	Model	Beta	t	Sig.
(Constant)	1		10.683	<.001
Age		-0.033	-0.520	0.604
Gender		-0.010	-0.164	0.870
Educational level		0.215	3.327	0.001
Tenure (How long have you been with your current employer?)		-0.373	-5.722	<.001
(Constant)	2		1.860	0.064
Age		-0.009	-0.217	0.828
Gender		-0.029	-0.713	0.477
Educational level		0.022	0.505	0.614
Tenure (How long have you been with your current employer?)		-0.117	-2.608	0.010
EM_Average		0.763	16.548	<.001

a. Dependent Variable: AC_Average

Hypothesis 4a					Hypothesis 4b				
	Model	Beta	t	Sig.		Model	Beta	t	Sig.
(Constant)	1		7.631	<.001	1			10.289	<.001
Age		-0.130	-0.189	0.850			-0.023	-0.315	0.753
Gender		0.211	3.006	0.003			0.028	0.390	0.697
Educational level		0.088	1.274	0.204			0.151	2.126	0.035
Tenure (How long have you been with your current employer?)		-0.105	-1.476	0.142			-0.005	-0.070	0.944
(Constant)	2		3.877	<.001	2			7.240	<.001
Age		-0.003	-0.049	0.961			-0.018	-0.257	0.797
Gender		0.147	2.113	0.036			0.001	0.014	0.989
Educational level		0.091	1.367	0.173			0.153	2.153	0.033
Tenure (How long have you been with your current employer?)		0.006	0.087	0.931			0.042	0.536	0.592
AC_Average		0.298	3.964	<.001			0.126	1.586	0.114

a. Dependent Variable: OCBO_Average a. Dependent Variable: OCBI_Average

Hypothesis 6a					Hypothesis 6b				
	Model	Beta	t	Sig.		Model	Beta	t	Sig.
(Constant)	1		7.631	<.001	1			10.289	<.001
Age		-0.013	-0.189	0.850			-0.023	-0.315	0.753
Gender		0.088	1.274	0.204			0.151	2.126	0.035
Educational level		0.211	3.006	0.003			0.028	0.390	0.697
Tenure (How long have you been with your current employer?)		-0.105	-1.476	0.142			-0.005	-0.070	0.944
(Constant)	2		2.405	0.017	2			5.075	<.001
Age		0.001	0.008	0.993			-0.011	-0.157	0.875
Gender		0.078	1.217	0.225			0.142	2.113	0.036
Educational level		0.102	1.523	0.129			-0.066	-0.937	0.350
Tenure (How long have you been with your current employer?)		0.040	0.573	0.567			0.120	1.641	0.102
EM_Average		0.430	6.022	<.001			0.374	4.958	<.001
(Constant)	3		2.474	0.014	3			5.611	<.001
Age		0.000	-0.003	0.998			-0.014	-0.214	0.831
Gender		0.075	1.177	0.240			0.131	1.994	0.048
Educational level		0.104	1.546	0.124			-0.058	-0.839	0.402
Tenure (How long have you been with your current employer?)		0.031	0.433	0.665			0.075	1.034	0.302
EM_Average		0.490	4.411	<.001			0.668	5.864	<.001
AC_Average		-0.078	-0.704	0.483			-0.386	-3.381	<.001

a. Dependent Variable: OCBO_Average a. Dependent Variable: OCBI_Average

Hypothesis 2 suggested that affective organizational commitment would be positively correlated with employee views of an empathic workplace climate. As shown in Table 8, the unstandardized coefficient for EM was 0.763 and is significant [$t = 16.548$; $p < .001$], suggesting that each unit increase in EM causes a rise of 0.763 units in AC, in the same direction as the research model's positive prediction. H2, therefore, is supported.

Hypothesis 4a predicted that employees' organizational citizenship behavior toward the organization would be positively correlated with their affective organizational commitment. As shown in Table 8, the unstandardized coefficient for AC was 0.298 and is significant [$t = 3.964$; $p < .001$], suggesting that each unit increase in AC causes an increase of 0.298 units in OCBO, in the same positive direction as predicted by the research model. H4a consequently is supported.

Hypothesis 4b posited that employees' organizational citizenship behavior toward the individual is positively correlated with their affective organizational commitment. As shown in Table 8 the unstandardized coefficient for AC was 0.126 [$t = 1.586$; $p = .114$]. Consequently, Hypothesis 4b is not supported.

Hypothesis 6a suggested that employees' affective organizational commitment would partially mediate the relationship between employee perceptions of an empathetic organizational climate and employees' organizational citizenship behavior toward the organization. As shown in Table 8, the unstandardized coefficient for EM was 0.430 and is significant [$t = 6.022$; $p < .001$], showing that each unit increase in EM causes an increase of 0.430 units in OCBO. However, our results show that the partial mediation is not supported by our data.

Hypothesis 6b proposed that employees' affective organizational commitment would partially mediate the relationship between employee perceptions of an empathetic organizational climate and employees' organizational citizenship behavior toward the individual. As shown in Table 8, the unstandardized coefficient for EM was 0.374 and is significant [$t = 4.958$; $p < .001$], which suggests that each unit increase in EM causes an increase of 0.374 units in OCBI. However, our results indicate that the partial mediation predicted in Hypothesis 6a is not supported by our data.

Table 9 - Summary Results for (CS) H3, H5a-b

Hypothesis 3				
	Model	Beta	t	Sig.
(Constant)	1		10.403	<.001
Age		-0.070	-0.981	0.328
Educational level		0.113	1.589	0.114
Gender		0.080	1.109	0.269
Tenure (How long have you been with your current employer?)		-0.015	-0.202	0.840
(Constant)	2		5.252	<.001
Age		-0.059	-0.864	0.389
Educational level		0.104	1.543	0.125
Gender		-0.011	-0.160	0.873
Tenure (How long have you been with your current employer?)		0.107	1.448	0.149
EM_Average		0.361	4.774	<.001
a. Dependent Variable: CS_Average				

Hypothesis 5a					Hypothesis 5b			
	Model	Beta	t	Sig.	Model	Beta	t	Sig.
(Constant)	1		7.631	<.001	1		10.289	<.001
Age		-0.013	-0.189	0.850		-0.023	-0.315	0.753
Educational level		0.211	3.006	0.003		0.028	0.390	0.697
Gender		0.088	1.274	0.204		0.151	2.126	0.035
Tenure (How long have you been with your current employer?)		-0.105	-1.476	0.142		-0.005	-0.070	0.944
(Constant)	2		-1.212	0.227	2		3.541	<.001
Age		0.043	1.058	0.291		0.025	0.468	0.640
Educational level		0.148	3.623	<.001		-0.026	-0.483	0.629
Gender		-0.002	-0.044	0.965		0.075	1.415	0.159
Tenure (How long have you been with your current employer?)		-0.093	-2.270	0.024		0.005	0.089	0.929
CS_Average		0.797	19.767	<.001		0.676	12.749	<.001
a. Dependent Variable: OCBO_Average					a. Dependent Variable: OCBI_Average			

Hypothesis 3 suggested that compassion satisfaction would be positively correlated with employees' impressions of an empathic company climate. As shown in Table 9, the unstandardized coefficient for EM was 0.361. This significant coefficient [$t = 4.774$; $p < .001$] suggests that each unit increase in EM causes a rise of 0.361 units in CS, in the direction that the research model predicted. H3 consequently is supported.

Hypothesis 5a suggested that compassion satisfaction would positively relate to employees' organizational citizenship behavior toward the organization. As shown in Table 9 the unstandardized coefficient for CS was 0.797. This coefficient, which is significant [$t = 19.767$; $p < .001$], suggests that each unit rise in CS causes an increase of 0.797 units in OCBO, going in the same direction as the study model's optimistic prediction. H5a consequently is supported.

Hypothesis 5b suggested that compassion satisfaction would positively relate to employees' organizational citizenship behavior toward the individual. As shown in Table (include table here), the unstandardized coefficient for CS was 0.676. This significant coefficient [$t = 12.749$; $p < .001$] shows that each unit rise in CS causes an increase of 0.676 units in OCBI, in the direction that the research model predicted. Therefore, H5b is supported.

Sobel Test

A Sobel test was used to determine whether the supported partial mediating effects were significant. Three values are obtained from the Sobel test: the test statistic, standard error, and p-value. Table 10 provide a summary for the Sobel Test, using compassion satisfaction (CS) as mediating variable between employee perceptions of an

empathetic organizational climate (EM) and employees' organizational citizenship behavior toward the organization (OCBO). The results show that all p-values are below the alpha value of 0.05, indicating that the mediation effect for EM → CS → OCBO is significant.

Table 10 - Results of Sobel Test for CS a Mediator in the EM-OCBO Relationship

	Input:		Test statistic:	Std. Error:	p-value:
a	0.557	Sobel test:	5.684	0.087	0.0000000
b	0.884	Aroian test:	5.676	0.087	0.0000000
S _a	0.093	Goodman test:	5.692	0.087	0.0000000
S _b	0.049				

A second Sobel Test was conducted to confirm the partial mediation found for compassion satisfaction (CS) in regard to organizational citizenship behavior toward the individual (OCBI). The results show that all p-values are below the alpha value of 0.05, indicating a strong mediation effect of CS in the relationship between EM and OCBI. Table 11 displays the results.

Table 11 - Results of Sobel Test for CS as a Mediator in the EM-OCBI Relationship

	Input:		Test statistic:	Std. Error:	p-value:
a	0.399	Sobel test:	4.523	0.054	0.0000061
b	0.617	Aroian test:	4.509	0.055	0.0000065
S _a	0.081	Goodman test:	4.538	0.054	0.0000057
S _b	0.054				

Table 12 below summarizes the overall results of the study.

Table 12 - Hypotheses Results

Hypotheses	Supported/Not Supported
<i>H1a</i> : Employee perceptions of an empathetic organizational climate positively relate to employees' organizational citizenship behavior toward organization OCBO.	Supported
<i>H1b</i> : Employee perceptions of an empathetic organizational climate positively relate to employees' organizational citizenship behavior toward individual OCBI	Supported
<i>H2</i> : Employee perceptions of an empathetic organizational climate positively relate to affective organizational commitment	Supported
<i>H3</i> : Employee perceptions of an empathetic organizational climate positively relate to compassion satisfaction	Supported
<i>H4a</i> : Employees' affective organizational commitment positively relates to employees' OCBO	Supported
<i>H4b</i> : Employees' affective organizational commitment positively relates to employees' OCBI	Supported
<i>H5a</i> : Employees' compassion satisfaction positively relates to employees' OCBO	Supported
<i>H5b</i> : Employees' compassion satisfaction positively relates to employees' OCBI	Supported
<i>H6a</i> : Employees' affective organizational commitment partially mediates the relationship between employee perceptions of an empathetic organizational climate and employees' OCBO	Not Supported
<i>H6b</i> : Employees' affective organizational commitment partially mediates the relationship between employee perceptions of an empathetic organizational climate and employees' OCBI	Not Supported

<i>H7a</i> : Employees' compassion satisfaction partially mediates the relationship between employee perceptions of an empathetic organizational climate and employees' OCBO	Supported
<i>H7b</i> : Employees' compassion satisfaction partially mediates the relationship between employee perceptions of an empathetic organizational climate and employees' OCBI	Supported

CHAPTER V - Discussion and Conclusion

Our research contributes to the predominant frame of literature and extends social exchange theory, as it examines the relationship between employee perceptions of an empathetic organizational climate and organizational citizenship behaviors. Employees and their employer frequently adhere to the reciprocity standard during the social exchange process (Blau, 1964). For example, our findings for Hypotheses 1a and 1b reveal that employee perceptions of an empathetic organizational climate positively relate to employees' organizational citizenship behavior toward the organization and toward the individual. In Hypothesis 2, we found that employee perception of an empathetic organizational climate positively relates to mediating variable affective organizational commitment. The findings in H1 and H2 suggest that people need support and understanding, or empathy (Edmondson & Lei, 2014) in the workplace. Humans use empathy to survive, and research suggests that those who show empathy can be trusted and invited to work with others (Kock et al., 2018). Therefore, showing empathy plays an important aspect in organizational success and deserves significant consideration.

For Hypothesis 3, our findings revealed that employee perceptions of an empathetic organizational climate positively relate to compassion satisfaction. As demonstrated by Wagaman, Geiger, Shockley, and Segal (2015), social workers' compassion satisfaction can rise when they exhibit empathy. Our study extends this research by showing that this behavior is not unique to social workers, since our study's data was gathered from participants working in different industries.

Regarding OCBO, several research studies have been undertaken to identify its antecedents and consequences, including employees' own characteristics, job

characteristics, organization attributes, and leadership actions (Podsakoff, MacKenzie, Paine, & Bachrach, 2000). Relatively little examination has focused on empathy as a potentially important factor that can also facilitate OCB directed toward the organization. The findings of our study demonstrate the importance and benefits of empathy in facilitating OCBO. Specifically, our findings suggest that OCBO can be developed among employees through a positive, supportive, and empathetic organizational environment. This kind of exchange has an open attitude and both participants feel obligated to one another, as noted by Loi et al. (2009). According to Gouldner (1960), reciprocity is considered as a fundamental principle guiding the social exchange process since it creates obligations for one party to pay back any benefits acquired from the other party. Furthermore, for any organization to be successful, our results suggest that employees should exhibit citizenship behaviors, including empathy.

According to Lee and Allen (2002), OCBI is a type of discretionary conduct that benefits particular people while also indirectly promoting organizational success. Our study's findings support earlier research showing that empathy has a beneficial effect on OCBI (Lee & Allen, 2002; McNeely & Meglino, 1994). For instance, a study conducted in 2002 by Settoon and Mossholder discovered a connection between empathy and interpersonal citizenship behavior that was tailored to an individual environment. This behavior included aiding coworkers. Similar to this, Allen, Fecteau, and Fecteau (2004) proposed that organizational citizenship behavior (OCBI), with a focus on individual context, was motivated by empathy. Additionally, hypothesis 4b, which predicted that employees' affective organizational commitment positively relates to employees' OCBI was not supported.

The results for Hypotheses 6a and 6b indicated that affective organizational commitment does not mediate the relationships between employee perception of an empathetic organizational climate and employees' OCBI and OCBO. These results suggest that, although affective organizational commitment is an important psychological mechanism, there might be other important missing mechanisms that future research should consider, to fully explain how an empathetic organizational climate translates into employees' OCBI and OCBO.

In Hypotheses 7a and 7b, we found that compassion satisfaction partially mediated the relationship between employee perceptions of an empathetic organizational climate and employees' OCBO and OCBI. This is an important finding. Relatively few studies have looked at the role of compassion satisfaction in the relationship between employee perceptions of an empathetic organizational climate and employees' OCBO or OCBI.

Implications and Future Research Suggestions

The idea of workplace connections has by far received the greatest scholarly attention in modern management studies (e.g., Shore, Tetrick, & Barksdale, 1999; Shore et al., 2004). This is because it is a component of social exchange theory (SET). While our research extends the OCB literature, prior exploration has mainly concentrated on healthcare experts since their responsibilities would force them to feel empathetic for their patients or clients in disadvantaged circumstances (Hoffman, 2000; Schwam, 1998). Future research in areas other than healthcare could be very useful.

Research on work environments is crucial because it affects both specific employee outcomes, such as job attitudes (Colquitt, Noe, & Jackson, 2002), organizational citizenship behaviors (OCBs) (Ehrhart, 2004), ethics (Martin & Cullen, 2006), safety (Clarke, 2006), innovation (Anderson & West, 1998), and individual performance (McKay, Avery, & Morris, 2008), as well as more general work outcomes such as customer attitudes (Dietz, Pugh, & Wiley, 2004) and team performance (Colquitt et al., 2002). Future research on work climates including empathy is also important; our study suggests that empathy may improve the effectiveness of organizational citizenship behaviors and subsequently cause employees to experience compassion satisfaction. It is possible to look at the relationship between these variables because OCB is a type of assisting behavior in the organization.

Our research is also useful in real-world settings. An organization's efficacy and efficiency may be increased by OCB (Organ, 1988). Our study suggests that employees are more likely to engage in OCB when they perceive their organization as more empathetic. In other words, managers are more likely to enhance employees' levels of OCB by creating a work climate that is more empathetic. Our results could be used as a benchmark for training programs aimed at developing an empathic climate in organizations, which our findings suggest is critical to improving employees' inclination to engage in OCBs.

Study Limitations

This study, like any other research, has some potential limitations. It is important to note that the data is cross-sectional, which prevents us from claiming causality, is a

significant restriction (Brady & Johnston, 2008). To expand on the results of the current study, future research should consider a longitudinal research approach. The same participants filling out both the dependent and independent variables are said to exhibit the same source bias, which is also referred to as common method variance or same source bias (Jordan & Troth, 2020; Podsakoff et al., 2012). Although an attempt was made to minimize this bias by performing a pilot and an informed pilot to evaluate the questionnaires, the findings should be interpreted with this limitation in mind. Future research should consider gathering data for the independent, mediators, and dependent variables at various times and from other sources in order to expand conclusions of the current study. Regarding the makeup of the study's subjects, there is one more potential flaw in this investigation. Due to the underrepresentation of women in this study, there was a gender imbalance. We suggest additional research to consider more evenly distributed participants to expand on the findings of the current study. However, the fact that we still found significant results using a majority of men in our sample should be considered as a strength of this study, given the nature of the constructs under investigation.

Conclusion

Employees' experiences of long-term involvement, trust, and give-and-take with their employer are referred to as organizational social exchange, which directly captures the social exchange interaction between the two parties (Shore et al., 2006). When an organization and its employees share care, support, and other socioemotional resources commonly, there is a high level of organizational social exchange. The objective of this

dissertation was to explore the relationship between employee perceptions of an empathetic organizational climate (EM) and organizational citizenship behaviors (OCB), by examining the role of affective organizational commitment and compassion satisfaction as potential mechanisms that explain this relationship. Importantly, the findings suggest that empathy is a critical characteristic that organizations could benefit from, especially as a managerial tool to foster employees' organizational citizenship behaviors toward both the organization and individuals. We also learned that affective organizational commitment and compassion satisfaction play a significant role in employees' citizenship behaviors. If there is a prominent level of affective commitment to the organization, as well as a strong level of compassion satisfaction, employees are more likely to have a good relationship with the organization and are more likely to stay. Employees may exchange both financial and socioemotional resources, according to the social exchange theory (Blau, 1964) (Shore et al., 2006). We hope that the findings from this study will help managers and organizations develop a more empathetic environment to enhance employee organizational citizenship behaviors. In terms of research, we hope the findings of this research will stimulate more research that incorporates variables such as empathy and affective organizational commitment, to better understand employee behaviors in an organization and to advance management resources across occupational life.

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APPENDICES

Appendix A: Questionnaire Items

Affective Commitment Scale Items

Source: Alan and Meyer (1990) tool to measure Organizational Commitment

AC1. I would be very happy to spend the rest of my career in this organization.

AC2. I really feel as if this organization's problems are my own.

AC3. I do not feel like "part of my family" at this organization (R).

AC4. I do not feel "emotionally attached" to this organization (R).

AC5. This organization has a great deal of personal meaning for me.

AC6. I do not feel a strong sense of belonging to this organization (R).

Compassion Satisfaction

Source: Stamm, B. H. (2005). The Pool manual: The professional quality of life scale:

Compassion satisfaction, burnout & compassion fatigue/secondary trauma
scales. Baltimore, MD: Sidran.

CS7. I get satisfaction from being able to [help] people.

CS8. I feel invigorated after working with those I [help].

CS9. I like my work as a [helper].

CS10. I am pleased with how I am able to keep up with [helping] techniques and
protocols.

CS11. My work makes me feel satisfied.

CS12. I have happy thoughts and feelings about those I [help] and how I could help them.

CS13. I believe I can make a difference through my work.

CS14. I am proud of what I can do to [help].

CS15. I have thoughts that I am a "success" as a [helper].

CS16. I am happy that I chose to do this work.

The Empathy Scale (Hogan, 1969), one of the first measures to achieve widespread use, contains four separate dimensions: social self-confidence, even-temperedness, sensitivity, and nonconformity.

EM17. When someone else is feeling excited, I tend to get excited too.

EM18. Other people's misfortunes do not disturb me a great deal.

EM19. It upsets me to see someone being treated disrespectfully.

EM20. I remain unaffected when someone close to me is happy.

EM21. I enjoy making other people feel better.

EM22. I have tender, concerned feelings for people less fortunate than me.

EM23. When a friend starts to talk about his\her problems, I try to steer the conversation towards something else.

EM24. I can tell when others are sad even when they do not say anything.

EM25. I find that I am "in tune" with other people's moods.

EM26. I do not feel sympathy for people who cause their own serious illnesses.

EM27. I become irritated when someone cries.

EM28. I am not really interested in how other people feel.

EM29. I get a strong urge to help when I see someone who is upset.

EM30. When I see someone being treated unfairly, I do not feel very much pity for them.

EM31. I find it silly for people to cry out of happiness.

EM32. When I see someone being taken advantage of, I feel kind of protective towards him\her.

Organizational Citizenship

Source: Lee, K., & Allen, N. J. (2002). Organizational citizenship behavior and workplace deviance: The role of affect and cognitions. *Journal of applied psychology*, 87(1), 131.

OCB TOWARD INDIVIDUAL (OCBI)

OCBI33. I help others who have been absent.

OCBI34. I willingly give my time to help others who have work-related problems.

OCBI35. I adjust my work schedule to accommodate other employees' requests for time off.

OCBI36. I go out of the way to make newer employees feel welcome in the work group.

OCBI37. I show genuine concern and courtesy toward coworkers, even under the most trying business or personal situations.

OCBI38. I give up time to help others who have work or nonwork problems.

OCBI39. I assist others with their duties.

OCBI40. I share personal property with others to help their work.

OCB TOWARD ORGANIZATION (OCBO)

OCBO41. I attend functions that are not required but that help the organizational image.

OCBO42. I keep up with developments in the organization.

OCBO43. I defend the organization when other employees criticize it.

OCBO44. I show pride when representing the organization in public.

OCBO45. I offer ideas to improve the functioning of the organization.

OCBO46. I express loyalty toward the organization.

OCBO47. I take action to protect the organization from potential problems.

OCBO48. I demonstrate concern about the image of the organization.

Control Variables

Q49. Gender

Q50. Age

Q51. Educational level

Q52. Tenure in years (How long have you been with your company?)

Appendix B - Informational Letter

Hello, my name is Maria Molina, a doctoral candidate at the Florida International University's Chapman Graduate School of Business. You have been chosen at random to be in a research study about perception of an empathetic organizational climate and organizational citizenship behavior.

Results will help provide insights for better process of organizational performance. If you decide to be in this study, you will be one of the 200 participants in this research study. Participation in this study will take about 10 minutes of your time.

If you agree to be in the study, I will ask you to do the following:

1. Answer all the 59 questions responding to "which extent you agree or disagree with" for each statement. The questionnaire includes 4 demographic/descriptive questions about yourself.

There are no foreseeable risks or benefits to you for participating in this study. It is expected that this study will benefit society by providing insights and information used for better organizational procedures and processes.

You will be paid \$2 for completing the survey as a thank you for your generous support and time. Your answers are confidential.

If you have questions for one of the researchers conducting this study, you may contact Maria Molina at 786-873-XXXX.

If you would like to talk with someone about your rights of being a subject in this research study or about ethical issues with this research study, you may contact the FIU Office of Research Integrity by phone at 305-348-2494 or by email at ori@fiu.edu.

Your participation in this research is voluntary, and you will not be penalized or lose any benefits if you refuse to participate or decide to stop. You may keep a copy of this form for your records.

Do you want to continue with the survey?

Appendix C – Adult Consent Form



ADULT ONLINE CONSENT TO PARTICIPATE IN A RESEARCH STUDY THE RELATIONSHIP BETWEEN EMPLOYEE PERCEPTIONS OF AN EMPATHETIC ORGANIZATIONAL CLIMATE AND ORGANIZATIONAL CITIZENSHIP BEHAVIORS: THE MEDIATING ROLES OF AFFECTIVE ORGANIZATIONAL COMMITMENT AND COMPASSION SATISFACTION

SUMMARY INFORMATION

Things you should know about this study:

- **Purpose:** The purpose of the study is to provide a better understanding of the relationship between employee perceptions of an empathetic organizational climate and organizational citizenship behavior.
- **Procedures:** If you choose to participate, you will be asked to complete a survey of questions related to employee perceptions of an empathetic organizational climate, affective organizational commitment, and organizational citizenship behavior.
- **Duration:** This will take about 10 minutes.
- **Risks:** The main risk or discomfort from this research is not greater than the one you would encounter in your everyday use of the internet.
- **Benefits:** The main benefit to you from this research is that you will learn more about organizational commitment that employees and supervisors could potentially benefit from it. I would like for this research to aid in developing best practices and improve work environment culture
- **Alternatives:** There are no known alternatives available to you other than not taking part in this study.
- **Participation:** Taking part in this research project is voluntary.

Please carefully read the entire document before agreeing to participate.

PURPOSE OF THE STUDY

The purpose of the study is to provide a better understanding of the relationship between employee perceptions of an empathetic organizational climate and organizational citizenship behavior. This study will focus on employed individuals. This research will also use control variables such as age, gender, level of education attained and tenure.

NUMBER OF STUDY PARTICIPANTS

If you decide to be in this study, you will be one of employed individuals in this research study.

DURATION OF THE STUDY

Your participation will involve approximately ten minutes.

PROCEDURES

If you agree to be in the study, we will ask you to do the following things:

1. Provide your consent to participate by clicking the consent to participate button.
2. Answer 53 questions, using 5-point Likert scale (1 = Strongly disagree, 2 = disagree, 3 = neither agree nor disagree, 4 = agree, 5 = strongly agree. This includes 4 demographic questions related to gender, age, level of education attained and tenure.

RISKS AND/OR DISCOMFORTS

The study has the following possible risks to you: Considering that the risks to participants are being minimal. We are not aware of any known risks or discomfort by individuals participating in completing this survey more than participants would encounter in everyday use of the Internet.

BENEFITS

The study has the following possible benefits to you: One benefit to you from this research is that you will learn more about organizational commitment that employees and supervisors could potentially benefit from it. I would like for this research to aid in developing best practices and improve work environment culture

ALTERNATIVES

There are no known alternatives available to you other than not taking part in this study. If you decide to participate you will have the option to participate or not and at any point during the survey.

CONFIDENTIALITY

The records of this study will be kept private and will be protected to the fullest extent provided by law. In any sort of report, we might publish, we will not include any information that will make it possible to identify you. Research records will be stored securely and only the researcher team will have access to the records. However, your records may be inspected by authorized University or other agents who will also keep the information confidential.

USE OF YOUR INFORMATION

No identifiable information will be collected from you. The survey is voluntary, anonymous, and confidential.

COMPENSATION & COSTS

You will receive a payment of \$2.00 for your participation.

MEDICAL TREATMENT

Not applicable

RIGHT TO DECLINE OR WITHDRAW

Your participation in this study is voluntary. You are free to participate in the study or withdraw your consent at any time during the study. You will not lose any benefits if you decide not to participate or if you quit the study early. The investigator reserves the right to remove you without your consent at such time that he/she feels it is in the best interest.

RESEARCHER CONTACT INFORMATION

If you have any questions about the purpose, procedures, or any other issues relating to this research study you may contact Maria Molina at FIU, 786-873-XXXX, mmoli060@fiu.edu.

IRB CONTACT INFORMATION

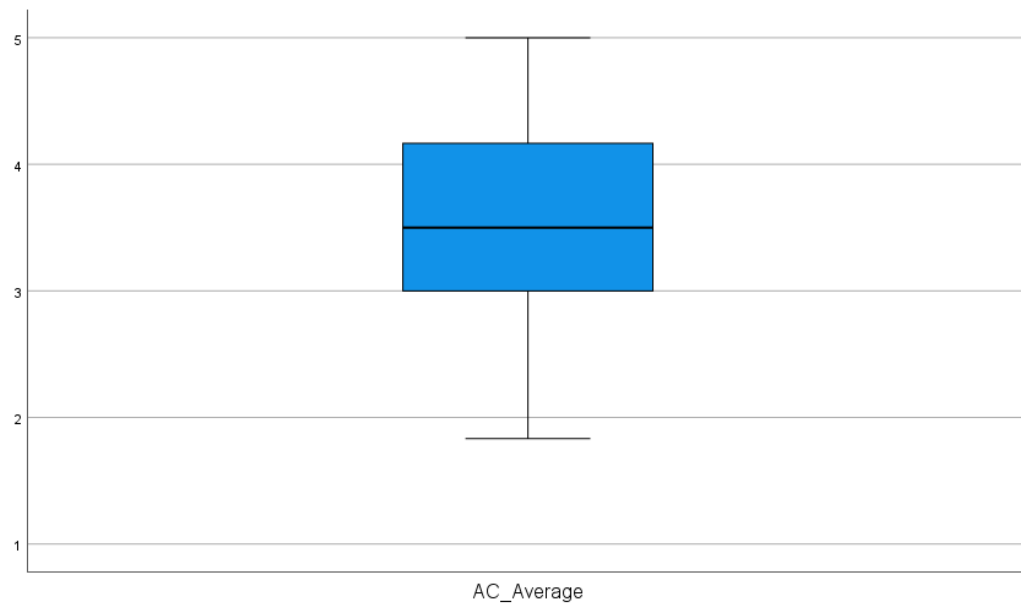
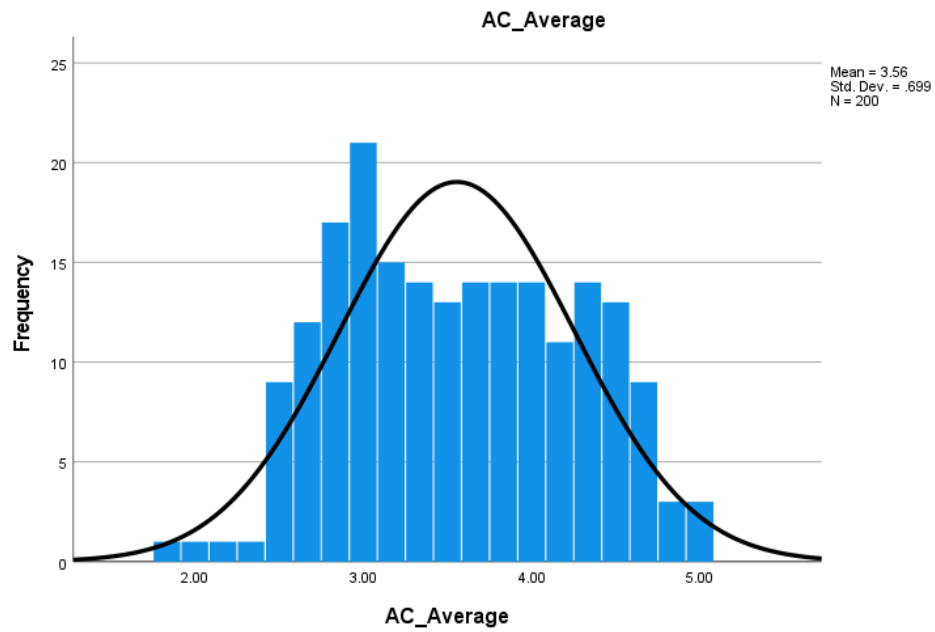
If you would like to talk with someone about your rights of being a subject in this research study or about ethical issues with this research study, you may contact the FIU Office of Research Integrity by phone at 305-348-2494 or by email at ori@fiu.edu.

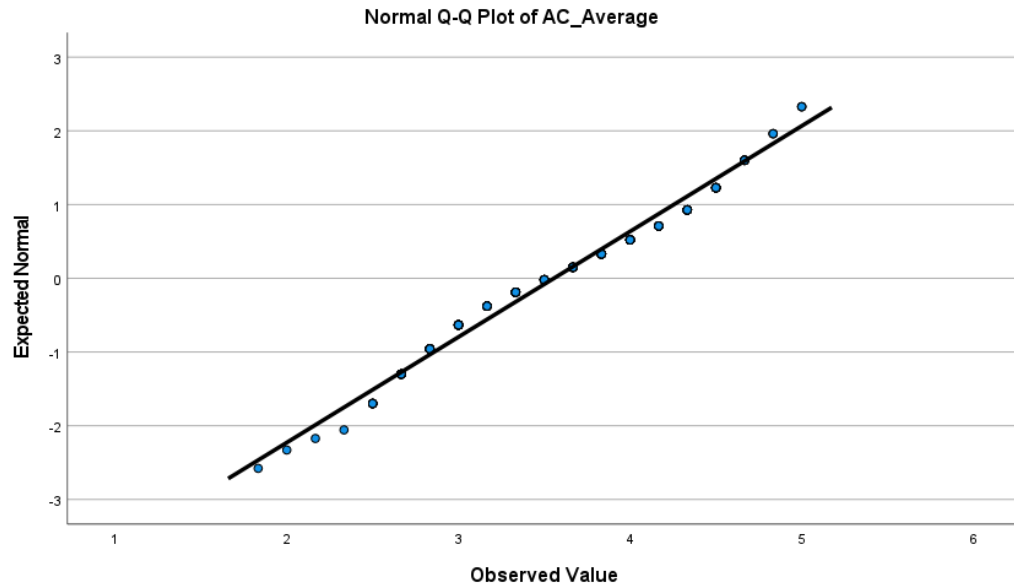
PARTICIPANT AGREEMENT

I have read the information in this consent form and agree to participate in this study. I have had a chance to ask any questions I have about this study, and they have been answered for me. By clicking on the “consent to participate” button below I am providing my informed consent.

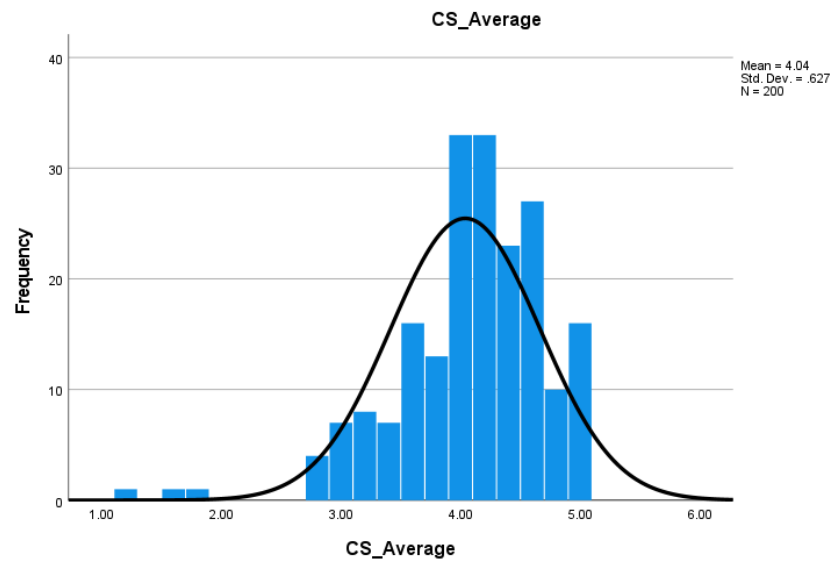
Appendix D - Test of Normality

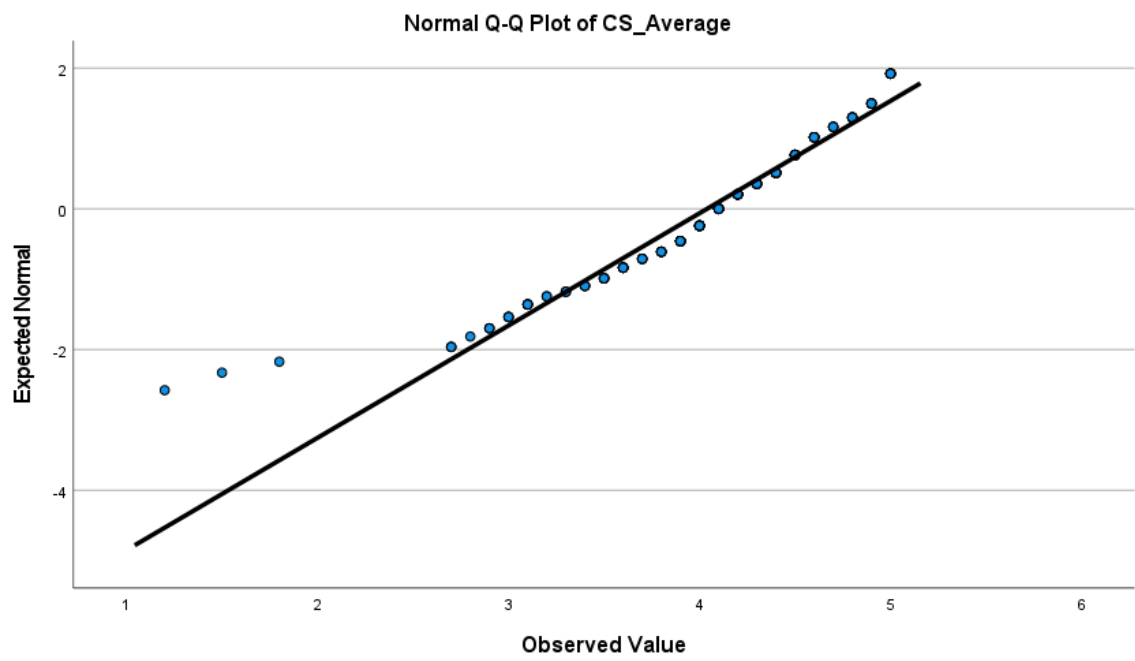
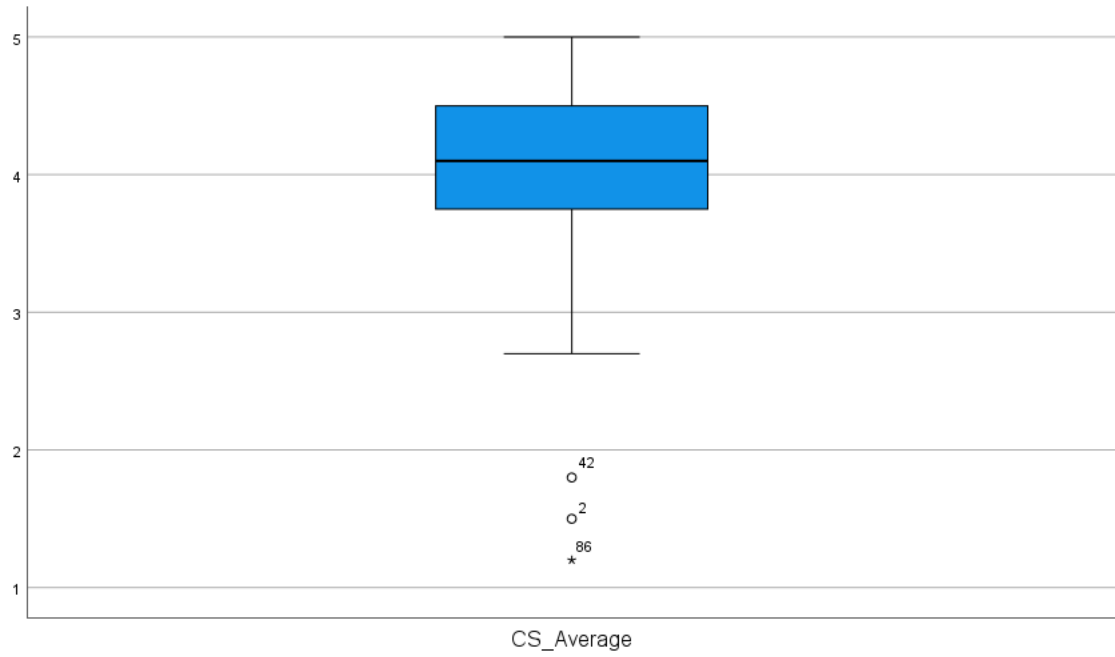
Affective Organizational Commitment



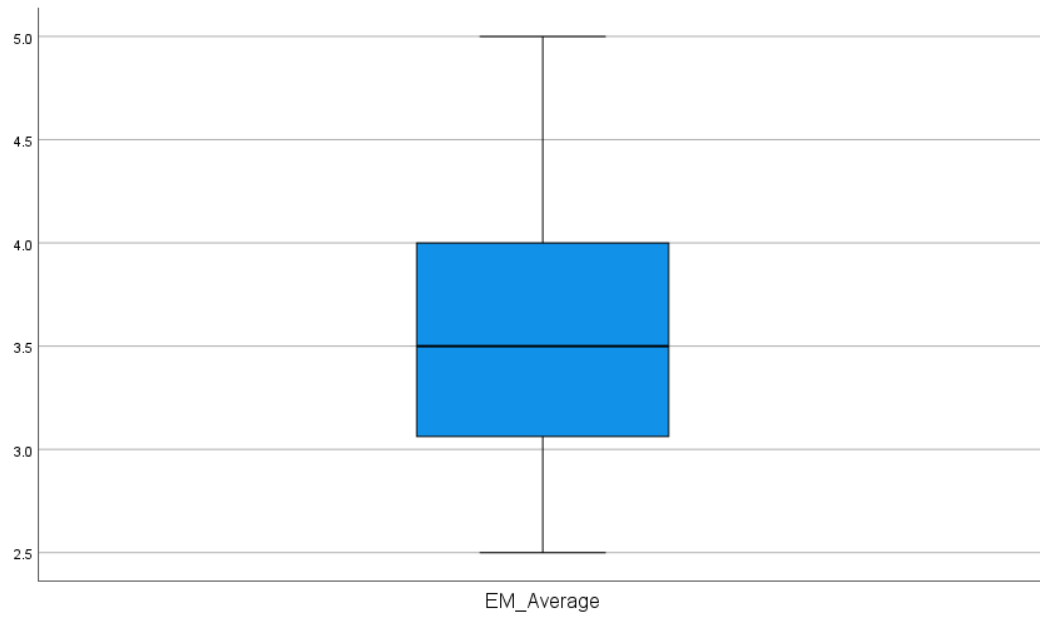
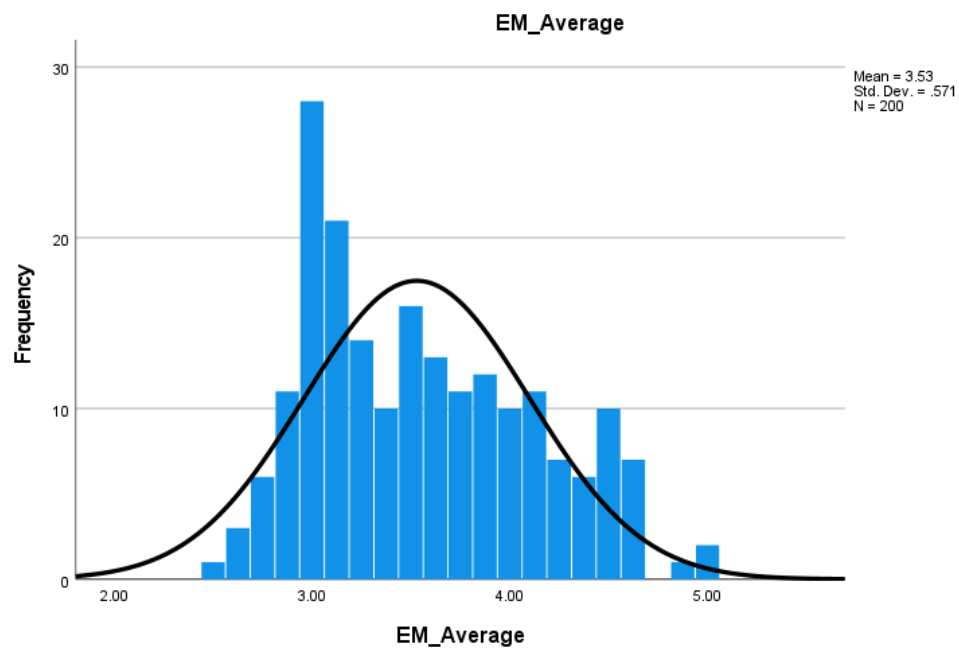


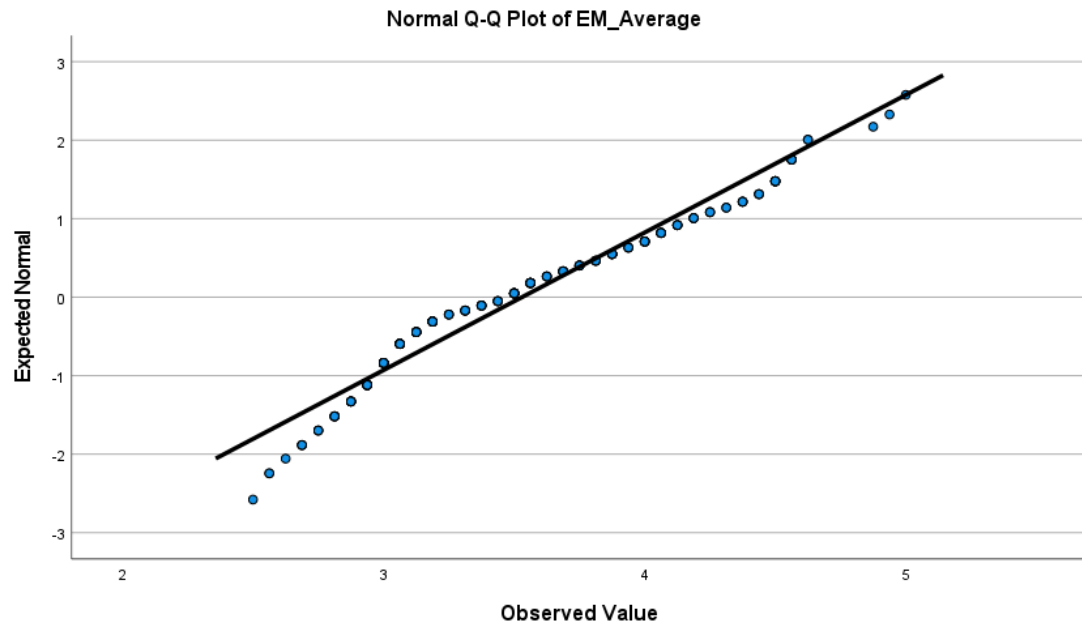
Compassion Satisfaction



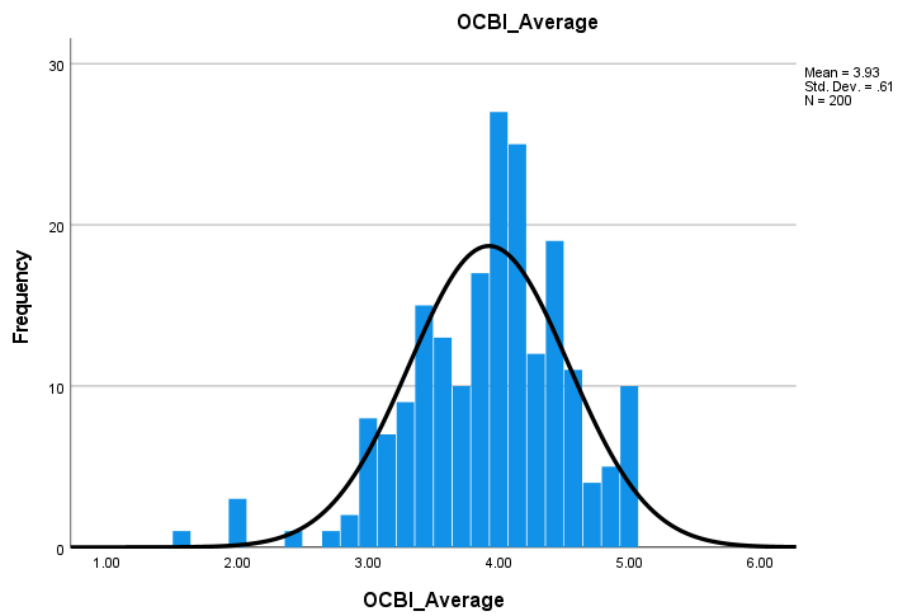


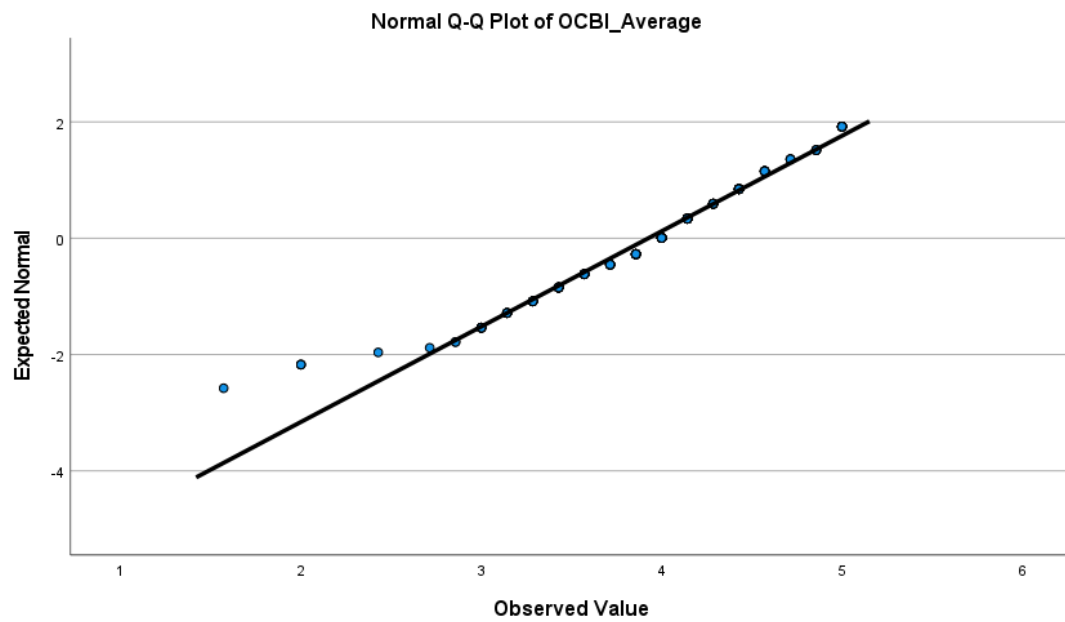
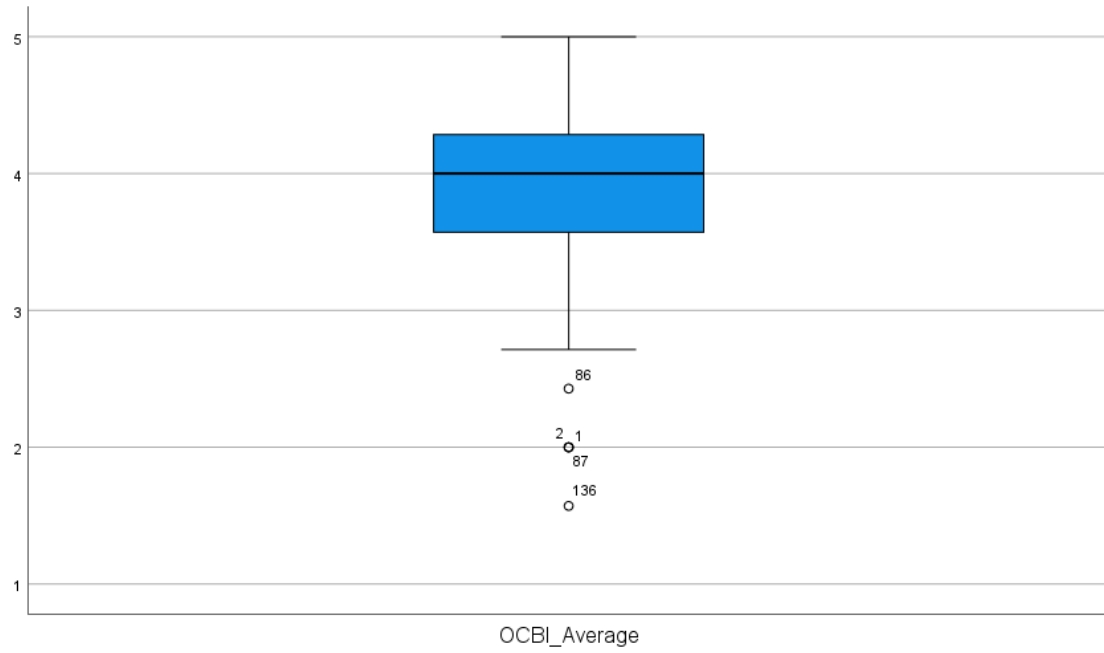
Employee Perceptions of an Empathetic Organizational Climate



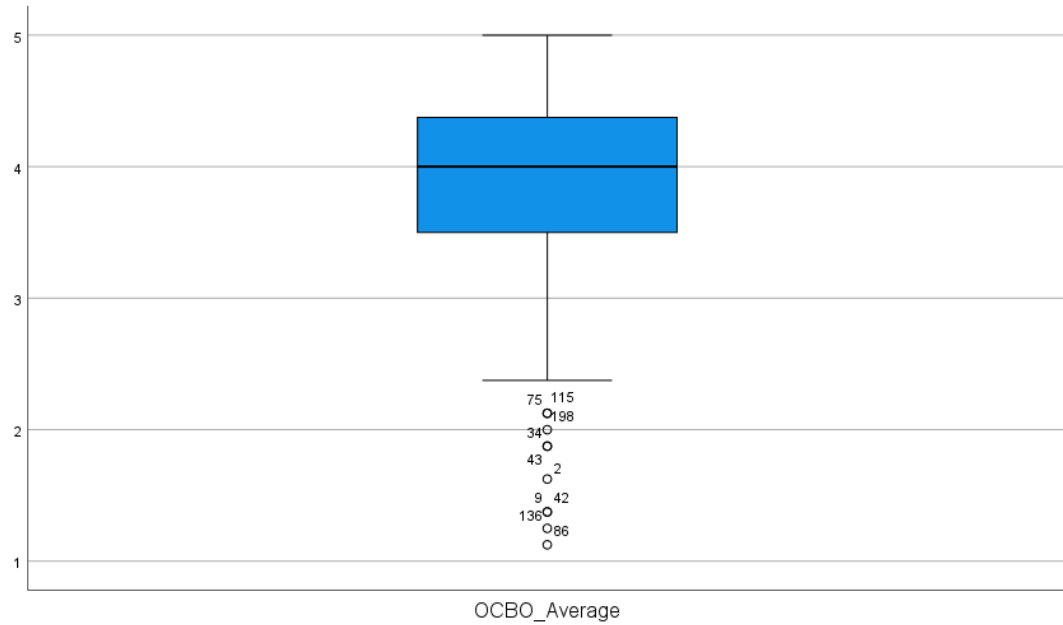
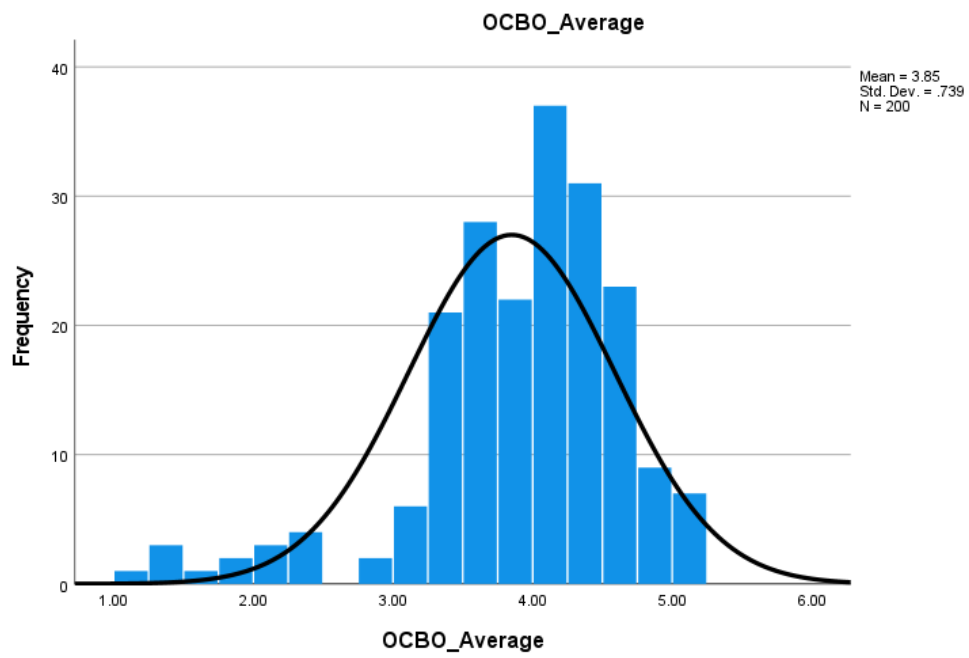


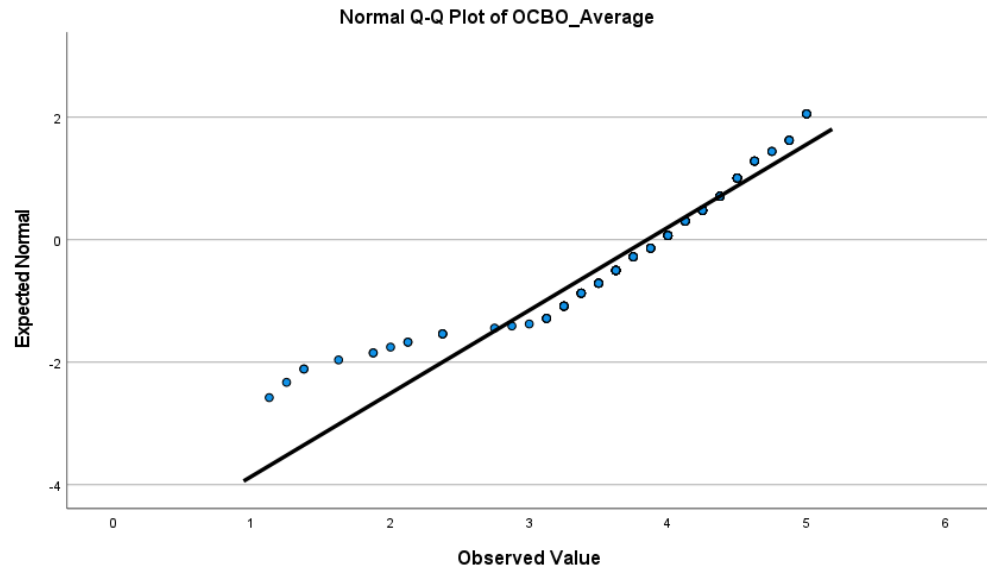
OCBI





OCBO





VITA

MARIA MOLINA

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