

ANOTHER MISSING LINK TO BURNOUT AND JOB PERFORMANCE:
THE MEDIATOR ROLE OF WORK SELF COMPASSION

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Submitted to the Faculty of the
Graduate College of the
Oklahoma State University
in partial fulfillment of
the requirements for
the Degree of
DOCTOR OF PHILOSOPHY
December, 2016

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Date of Degree: December 2016

Title of Study: ANOTHER MISSING LINK TO BURNOUT AND JOB PERFORMANCE:
THE MEDIATOR ROLE OF WORK SELF COMPASSION

Major Field: BUSINESS ADMINISTRATION

Abstract:

This study presented and tested a model of the impact of work self-compassion (WSC) on burnout and role based performance while controlling for stable personality traits. WSC is a new construct first developed and validated in a pilot study (N= 682) and found to be reliable, suggesting that it could be used for research purposes in work settings. WSC is comprised of Work Self- Kindness (WSK), Common Work Challenges (CWC) and Work Specific Mindfulness (WSM).

My dissertation study proposed employees who exhibit WSC experience less burnout and higher levels of role based performance. Specifically, the model proposed that (1) WSC would serve as a mediator between self-compassion (SC), a psychological construct rooted in Buddhist traditions, such that WSC would be a strong unique negative contributor towards burnout (BO) and a strong unique positive contributor towards role based performance (RBP) and (2) the personality trait of Honesty-Humility (H) of HEXACO would be mediated by WSC such that WSC would be a strong unique negative contributor towards burnout and a strong unique positive contributor towards role based performance.

Correlational and multiple regression results supported the relationships in the model related to SC, WSC and RBP. The multiple regression findings on the relationships among SC, WSC and BO were not in line with the priori model despite promising bivariate correlations. Moreover, bootstrapping revealed partial mediation on the effects of SC on BO through WSC, but the effect was a *positive* rather than negative contributor towards burnout.

The model was successful in establishing correlational relationships between H, WSC, BO and RBP, but was not successful in predicting the relationships among H, WSC, BO and RBP when multiple regressions and bootstrapping of the indirect effects were performed.

These findings expand on what researchers currently know about compassion in management research. Implications of these results and future research are discussed.

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CHAPTER I

INTRODUCTION

*Each study that emerges brings worse news on burnout.
Medscape Lifestyle Report, 2015.*

Collectively, the findings of this national study indicate that the prevalence of burnout among US physicians is at an alarming level. Shanafelt, et. al (2012)

*The United States faces a shortage of as many as 90,000 physicians by 2025.
Association of American Medical Colleges (March 2015)*

*Total number of nurse openings by 2022 will be 1.05 million as a result of growth and replacement.
Bureau of Labor Statistics' Employment projections 2012 to 2022, December 2013.*

*The shortage is a crisis.
American Association of College of Nurses*

Burnout is a massive problem in the United States, with some aspect of the working world feeling it more so than others. Professions with high levels of burnout include social workers, teachers, lawyers, engineers, customer service representatives, police officers, physicians and nurses. (Jackson, Schwab, Schuler, 1986). For example, in healthcare “each study that emerges brings worse news on burnout” and, at least one study, found 60% of all healthcare workers had experienced burnout. (Medscape Lifestyle Report, 2015 and Monegain, 2013).

Similarly, physician burnout is on the rise with 54.4% (n=3680) of the physicians reporting at least 1 symptom of burnout in 2014 as compared with 45.5% (n=3310) in 2012. (Shanafelt, Hasan, Dyrbye, Sinsky, Satele, Sloan, and West, 2015).

Burnout is also a contributing factor to the high number of workers abandoning the healthcare profession (Linzer, et.al. 2014; Shinn, 1982). Specifically, 34% of healthcare workers plan to look for another job in the next year, 45% plan to look for a new job in two years and 82% would be open to a new position if they came across the right opportunity. (Monegain, 2013).

This exodus is adding to the already alarming shortage of healthcare professionals to fill existing and future needs. The United States faces a shortage of 90,000 to 124,000 physicians by 2025. (Association of American Medical Colleges, March 2015). Nurse openings is forecasted to be 1.05 million by 2022 as a result of growth and replacement. (Bureau of Labor Statistics' Employment projections 2012 to 2022, December 2013). The shortage is a crisis. (American Association of College of Nurses).

In addition to impacting the availability and quantity of labor, burnout is one of the leading predictors of operational outcomes. Burnout has been identified as a key driver of turnover, absenteeism and low morale. (Freudenberger, 1974,

Maslach & Jackson, 1981b). The percent of a team showing burnout has been shown to be the leading predictor of clinical and operational results across hospital settings. (Priebe, Fakhoury, White, Watts, Bebbington, Billings and Wright, 2004). Burnout has been negatively correlated to patient care (Shanafelt and Dyrbye , 2012) and recovery times as reported by patients. (Beaumont, Durkin, Hollins Martin, & Carson, 2015; Raab, 2014). These consequences point to the importance of examining the drivers of burnout and job performance.

Burnout has the identifiable characteristics of “depersonalization, emotional exhaustion, and a sense of low personal accomplishment that lead to decreased effectiveness at work.” (Shanafelt, Bradley, Wipf and Back, 2002, p. 358). It develops as a result of “prolonged response to chronic emotional and interpersonal stressors on the job, and is defined by the three dimensions of exhaustion, cynicism and inefficacy.” (Maslach, Schaufeli and Leiter, 2001, p. 397). “Burnout differs from depression in that burnout only involves a person’s relationship to his or her work, whereas depression globally affects a person’s life.” (Shanafelt, Bradley, Wipf and Back, 2002, p. 358).

The contemporary work environment provides the “perfect breeding ground for cases of burnout.” (Levinson, 1996). Constant connection to work through technology, complexity of matrix organizations, demands to improve efficiency and productivity with less resources, and the loss of work life balance are but a few of the examples of daily work stressors contributing to frustration levels leading to burnout. (Levinson, 1996). There is a considerable amount of research in the field of burnout ranging from the prevention of burnout to the treatment of burnout after it is experienced. (Maslach, Schaufeli and Leiter, 2001). Similarly, studies on interventions range from those that are “individual oriented approaches (e.g. developing effective coping skills and learning deep relaxation)” to those that focus on “organizational job environment factors.” (Maslach, Schaufeli and Leiter, 2001, p. 419). “Neither changing the setting nor changing the individuals is enough; effective change occurs when both develop in an integrated fashion.” (Maslach, Schaufeli and Leiter, 2001, p. 419). Even though burnout has been extensively researched, there continues to be a need to “expand directions” to achieve “major breakthroughs in our understanding of what burnout is, what causes it and what we can do about it.” (Maslach, Schaufeli and Leiter, 2001, p.420).

Self-Compassion- A Promising Line of Research

Psychology has produced vast amounts of empirical work on adaptive behaviors and interventions to combat burnout and promote job performance. In 2003, Neff (2003a) started studying a new construct rooted in Buddhist traditions called *self-compassion* (Neff, 2003a). Deeper understanding and knowledge of self-compassion may lead to important discoveries to help individuals in multiple ways including burnout and job performance. Neff (2003b) defines self-compassion as “being touched by and open to one’s own suffering and to heal oneself with kindness. Self-compassion involves offering nonjudgmental understanding to one’s pain, inadequacies and failures, so that one’s experience is seen as part of the larger human experience.” (Neff, 2003b, p.87). Self-Compassion entails: (a) being kind and understanding toward oneself in times of pain or failure rather than being self-critical; (b) perceiving one’s own suffering as part of a larger human experience rather than isolating, and (c) holding painful feelings and thoughts in mindful awareness rather than avoiding them or over identifying with them. (Neff, 2003b, Bernard and Curry, 2011).

Self-Compassion-Its Unique Conceptual Space

“In the exploration of a new construct, it is important to explain where it fits within the nomological network and its unique conceptual space (Schwab, 1980; Hinkin, 1995).” (Owens, Johnson and Mitchell, 2013, p.152). Self-compassion has been distinguished both theoretically and empirically from similar concepts such as self-esteem. (Barnard and Curry, 2011). Specifically, it has been noted that:

...[s]elf-compassion is not synonymous with self-esteem. Self-esteem historically has broadly referred to self-evaluation that is bolstered by attaining goals and threatened by failure. (Kernis, 2003). It is clear that self-compassion is distinct from contingent self-esteem, since self-compassion is not based upon evaluation of the self, whereas contingent self-esteem is. In fact, it is empirically supported that self-compassion and contingent self-esteem are in fact different and even inversely related constructs, $r = -.47$ (Neff & Vonk, 2009). (Barnard and Curry, 2011, p. 292)

Similarly, global self-esteem, self-pitying, self-centered, self-criticism, and self-complacency (Gilbert & Irons, 2004) have also all been theoretically or empirically distinguished from self-compassion. (Barnard and Curry, 2011). Self-compassion can also be distinguished from “core self-evaluation- a higher order trait that represents a comprehensive view of self and comprises the four lower-order constructs of self-esteem, generalized self-efficacy, internal locus of control

and emotional stability. (Judge, et. al, 2003)” (Owens, Johnson and Mitchell, 2013, p. 1521). Self-compassion entails individuals being accepting of themselves as they are and viewing their self-worth as unconditional (Neff, 2003a, 2003b) versus “generalized self-efficacy as having optimistic self-beliefs.” (Owens, Johnson and Mitchell, 2013, p. 1521). Self-compassion focuses attention inwardly versus the processes captured by internal locus of control which focuses attention on beliefs about what “happens to us externally.” (Owens, Johnson and Mitchell, 2013, p. 1521). Overall, “core self-evaluation is important for motivation and persistence (locus of control and self-efficacy) and consistency in performance (emotional stability), but says little with regard to how viewing” ourselves in a self-compassionate way (e.g. without judgment, isolation or over identification or avoidance) may influence burnout or job performance. (Owens, Johnson and Mitchell, 2013, p. 1521; Neff, 2003a, 2003b). See Table 1: Key Differences in Constructs from Self-Compassion.

Table 1: Key Differences in Constructs from Self-Compassion

Self- Compassion	Self-Esteem	Internal Locus Control	Generalized Self-Efficacy	Self-Pity	Self-Centered
Attention focused inwardly (Neff, 2003a, 2003b)		"Focuses more on beliefs about what happens to us externally." (Owens, Johnson and Mitchell, 2013, p. 1521)			
Being kind and understanding towards self in times of pain and failure Non Judgmental view of self Self worth viewed as unconditional See failings without need to be defensive or self critical (Neff, 2003a, 2003b)	Self judged as competent Threatened by failure Bolstered by goal attainment (Barnard and Curry, 2011, p. 292)		Optimistic view of self. (Owens, Johnson and Mitchell, 2013, p. 1521)		
Suffering seen as part of larger human experience (common humanity) Social connectedness and compassion for others Does not isolate themselves Equally kind to self and others (Neff, 2003a, 2003b)				Sense of common humanity lost. Over identify with their feelings, thoughts, and experiences. (Barnard and Curry, 2011, p. 293)	Lacks common humanity. More kind to self than others. (Barnard and Curry, 2011, p. 294)
Hold painful feelings and thoughts in mindful awareness Does not avoid or over identify with painful feelings or thoughts (Neff, 2003a, 2003b)				Over identify with their feelings, thoughts, and experiences. Engrossed in own suffering to the point of exaggerating it. (Barnard and Curry, 2011, p. 294)	

A total of 212 studies have been found on the topic of self-compassion. These studies have shown positive results reported in an array of populations and in the clinical context. For example, in the clinical context, self-compassion has been studied in childhood maltreatment (Vettese, Dyer, Li & Wekerle, 2011); depression (Gilbert, Baldwin, Irons, Baccus & Palmer, 2006; Krieger, Altenstein, Baettig, Doerig & Holtforth, 2013); eating disorders and weight loss (Adams & Leary, 2007; Ferreira, Pinto-Gouveia & Duarte 2013; Kelly, Vimalakanthan & Carter, 2014; Mantzios & Wilson, 2014); emotional well-being (Bluth & Blanton (2014); HIV (Brion, Leary & Drabkin, 2014; Rose, et. Al. 2014); hospice care (Imrie & Troop, 2012); infertility (Galhardo, Cunha, Pinto-Gouveia & Matos,

2013); pain management (Wren, Somers, Wright, Goetz, Leary, Fras, Huh & Rogers, 2012); stress and anxiety (Soysa & Wilcomb, 2013); and PTSD (Hiraoka, Meyer, Kimbrel, Debeer, Gulliver & Morisessette, 2015).

In addition, diverse populations have been the subject of self-compassion research including adolescent students (Marshall, Parker, Ciarrochi, Sahdra, Jackson & Heaven, 2015; Neff & McGeehee, 2010); alternative lifestyles (Crews & Crawford, 2015); athletes (Ferguson, Kowalski, Mack & Sabiston, 2014); college students (Neff, Beretvas, 2013); military recruits (Mantzios, 2014); and older adults (Allen, Goldwasser & Leary, 2012).

A surprising small number of only seven studies have explored the impact of self-compassion in the work context. Bernard and Curry, 2012 studied self-compassion in the work context of clergy and burnout and found “self-compassion was negatively correlated with emotional exhaustion in ministry, $r = -.60$, $p < .001$, and with shame, $r = -.55$, $p < .001$, positively correlated with satisfaction in ministry, $r = .42$, $p < .001$, and unrelated to guilt, $r = .00$.” (Barnard & Curry, 2012, p. 294). Other self-compassion studies in the work context include nurses and emotional intelligence (Heffernan, Griffin, McNaulty & Fitzpatrick, 2010); nurses and compassionate care (Mills, Wand & Fraser, 2014); healthcare professionals and empathy (Raab, 2014); teachers and classroom quality with

challenging students (Jennings, 2014); white collar workers and job satisfaction (Abaci & Arda, 2013); and wildland fire managers and leadership development (Lewis & Ebbeck, 2014).

To my knowledge, no study has evaluated self-compassion in the context of management research. Compassion in organizational and management research has emphasized an outward focus to compassion and has conceptualized it as an “*interpersonal*” process involving the noticing, feeling, sense making, and acting that *alleviates the suffering of another person.*” (Dutton, Workman and Hardin, 2014, p.277). As a result, organizational and management research has focused on compassion as part of “organizational culture” and the “caring social network” that activates and mobilizes the expression of compassion by and between colleagues and/or managers to their subordinates thereby strengthening emotional connections at work and boosting workers’ productivity. (Atkins and Parker, 2012; Dutton, Lilius & Kanov, 2007; Dutton, Frost, Worline, Lilius & Kanov, 2002). In similar vein, Grant (2012) explored “corporate volunteering programs as channels for expressing care and compassion.” (Rynes, S., Bartunek, J., Dutton, J., Margolis, J. 2012, 508).

One management study extended the line of research in compassion in the workplace by investigating the differences in the nature and type of *client* interactions as possible sources of depletion or restoration to the ability to be *compassionate towards clients* and to counteract the effects of “regulatory resource drain and/or protect against burnout (positive affect, self-affirmation and perceived prosocial impact).” (Lilius, 2012, p. 571).

Atkins and Parker (2012) added to the empirical and theoretical base of compassion *within individuals* by developing an “expanded model of the components of compassionate responding that includes noticing, appraising, feeling and acting” in combination with mindfulness and value directed actions to “enhance compassion in organizations” in order for workers to “*extend compassion to another*” and “respond effectively” to deliver compassionate care to clients. (Atkins and Parker, 2012, p. 524, 528 and 539). The Atkins and Parker (2012) research has been cited 63 times. I found only one article of relevance to my dissertation which examined a single dimension of self-compassion by investigating mindfulness in the workplace (which the researchers called “workplace mindfulness”) and its relations to job performance and turnover intention. (Dane and Brummel, 2013).

Despite these very important organizational and interpersonal insight on compassion at work, the nature and impact of self-compassion in the workplace appears to remain unanswered or fully explored (Dutton, Lilius & Kanov, 2007) and “compassion at work is a research topic that is still in its infancy.” (Dutton, Workman, Hardin, 2014, p. 293). This offers an opportunity to conceptualize self-compassion in the work setting and potentially surface a missing variable to further explain variance in burnout and job performance.

Full Model Explained

My study will also test a full model that incorporates the latest in personality of HEXACO and the Honesty-Humility Factor (HH Factor), in particular. The HH Factor is a stable trait that was surfaced beyond the Big-5 and focuses on sincerity, fairness, greed and modesty. (Lee and Ashton, 2004). Inclusion of the HH Factor in the model will help to better understand burnout, job performance and work self-compassion (beyond the Big-5 personality traits).

The HH Factor and Self-Compassion will serve as distal predictors of burnout and job performance. Then, utilizing work self-compassion as a mediator, I anticipate that work self-compassion will be a stronger unique (negative)

predictor of burnout and will also be a stronger unique (positive) predictor of job performance. Finally, I have selected the remaining personality traits of the HEXACO personality traits – Emotionality (E), eXtraversion (X), Agreeableness (A), Conscientiousness (C), and Open to Experience (O) as control variables in the model in predicting burnout (BO) and role based performance (RBP) to better understand and assess the contribution of WSC on these workplace outcomes. (Avery, Luthans and Youssef. 2010). “These widely recognized positive traits have been shown to have significant impact on performance (e.g. Barrick and Mount, 1991; Judge and Bono, 2001). It follows, that they should be accounted for when attempting to study the added value of” of WSC. (Avery, Luthans and Youssef, 2010, p.442).

The ultimate aim of this research is to understand the mediator role of Work Self Compassion, a new construct to the body of management research, on employee burnout and job performance in order to better account for the variance in burnout and performance than self-compassion alone.

This dissertation will address in Chapter II the literature to theoretically establish Work Self-Compassion (WSC) and then set up the testing of the

construct in a nomological network (Cronbach and Meehl, 1955) including the latest in personality of HEXACO and, in particular, the Honesty-Humility Factor (H Factor). Testing will include further examination of the validity and utility of a work specific self-compassion scale. In Chapter III, I will explain the presents the research methodology used to test the hypotheses proposed in Chapter II including the procedures followed in developing the instrument, data collection and sampling plan. Chapter IV will present the results of data analysis and hypothesis testing. Finally, Chapter V will be a discussion of the results including the theoretical and practical implications, future research and conclusion.

CHAPTER II

LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

Introduction

This chapter reviews the definition and conceptualization of Self Compassion and Work Self Compassion. Based on a proposed theoretical model, a nomological network is built to study the effects of work self-compassion on burnout and role based job performance and its interrelationship with Self-Compassion and HEXACO. Specific hypotheses are developed to depict the relationship among the construct in the model for empirical testing.

Self-Compassion Historical Roots

Psychology has produced a vast amount of empirical work that examined empathy and *compassion for others* (Bernard and Curry, 2011), as well as, factors that promoted coping, resilience and subjective well-being in order to “bounce back from unpleasant situations or disappointments while others react negatively or “ruminate excessively about life or personal shortcomings.” (Leary, et. al.

2007, p. 887). In 2003, Neff started studying a new construct rooted in Buddhist traditions called *self-compassion* (Neff, 2003a). “Buddhism contends that compassion entails being moved by and desiring to alleviate both others’ and one’s own distress (Neff, 2003a; Neff, 2003b). Buddhism asserts that the dichotomy between empathy for others and self-compassion sets up a false separation between self and others (Neff, 2003a). The Tibetan word *tsewa*, translated as compassion, does not distinguish between compassion for self and others (Neff, 2003a).” (Barnard and Curry, 2011, p.289). To date, developing a theoretical and empirical understanding of self-compassion has been primarily left to the domain of psychology with no exploration of the construct being found in the management literature.

Self-Compassion Defined and Conceptualized

Neff defines self-compassion as “being touched by and open to one’s own suffering and to heal oneself with kindness. Self-compassion also involves offering nonjudgmental understanding to one’s pain, inadequacies and failures, so that one’s experience is seen as part of the larger human experience.” (2003a, p.87). Self-Compassion entails: (a) being kind and understanding toward oneself in times of pain or failure rather than being self-critical; (b) perceiving one’s own suffering as part of a larger human experience rather than isolating, and (c) holding

painful feelings and thoughts in mindful awareness rather than avoiding them or over identifying with them. (Neff, 2003b, Barnard and Curry, 2011).

“It has three interrelated components that are exhibited during times of pain and failure. Each component has two parts, the presence of one construct and the negation of another.” (Bernard and Curry, 2011, p. 289). These three concepts are: (a) being kind and understanding toward oneself rather than being self-critical, (b) seeing one’s fallibility as part of the larger human condition and experience rather than as isolating, and (c) holding one’s painful thoughts and feelings in mindful awareness rather than avoiding them or over identifying with them. (Neff, 2003b).

Self-kindness versus self-judgment. Self-kindness involves affirming, even after failure, that you deserve love, happiness, and affection by extending forgiveness, empathy, sensitivity, warmth, and patience to all aspects of yourself including your actions, feelings, thoughts, and impulses (Barnard and Curry, 2011, Gilbert & Irons, 2005; Neff, 2003a). People who are self-kind view their worth as unconditional (Neff, 2003).

In contrast, self-judgment involves being hostile, demeaning, and critical of yourself (Neff, 2003a). “People who are self-judgmental reject their own

feelings, thoughts, impulses, actions, and worth (Brown, 1998). Self-judgment is often relentless (Whelton & Greenberg, 2005) and the pain it causes can equal or exceed the pain of the eliciting situation (Germer, 2009).” (Barnard and Curry, 2011, p. 290)

Common humanity versus isolation. Common humanity highlights the importance in understanding that we are not unique or alone when we are experiencing feelings of confusion, sorrows, imperfections, and weaknesses. “Common humanity involves forgiving oneself for being fully human—for being limited and imperfect (Neff, 2003a). However, many people in times of pain or frustration feel cut off from others. Those who believe that they themselves, their failures, or their emotions are shameful often withdraw, hide their “true selves,” and feel that they alone struggle with particular inadequacies or failures.” (Barnard and Curry, 2011, p. 290)

Mindfulness versus over identification or avoidance. Mindfulness involves awareness of, attention to, and acceptance of the present moment (Shapiro, Astin, Bishop, & Cordova, 2005; Shapiro, Brown, & Biegel, 2007). A key component of mindfulness involves observing and labeling thoughts and emotions rather

than reacting to them (Kabat-Zinn, 2003). This lack of reaction to thoughts is important to “learn from the present without the distractions of judgmental self-evaluations or worries about the past or future (Neff, 2003a).” (Bernard and Curry, 2011, p. 290)

“Mindfulness can be thwarted by two opposite alternatives: over identification and avoidance. Mindfulness resists both of these and can be seen as a middle ground between them. Over identification involves ruminating on one’s own limitations and is thought to result in a tunnel vision that prevents deep experiencing of the present moment (Gilbert & Procter, 2006; Neff & Vonk, 2009). People who tend to over identify may magnify the significance of failures (Neff et al., 2005; Shapiro et al., 2007). The other extreme is avoidance of painful experiences, thoughts, and emotions (Kabat-Zinn, 2003; Neff, 2003a). It is thought that avoidance intensifies negative feelings in the long-term and sacrifices increased understanding (Germer, 2009).” (Bernard and Curry, 2011, p.290).

Self-Compassion Scale- Development and Validation

The Self-Compassion Scale (SCS) was developed in 2003 as “an important

first step” to empirically examine self-compassion and to “help initiate a new line of research” exploring the relationship between self-compassion and other important psychological process. (Neff, 2003b, p. 244). SCS is a 26-item, 5-point scale, with items ranging from 1 (*almost never*) to 5 (*almost always*), and measures one’s level of self-compassion. Six subscales were developed to measure the three main components of self-compassion on separate subscales, which taken together represent the participants’ overall level of self-compassion. The six subscales measure the three components of self-compassion (Neff, 2003a, b). These components consist of opposing pairs — the ability to treat oneself with kindness (Self-Kindness) vs. critical self-judgment (Self-Judgment); seeing one’s experiences as part of a common shared humanity (Common Humanity) vs. isolating one’s experiences (Self-Isolation); and finally being able to hold one’s thoughts in a balanced awareness (Mindfulness) vs. over identifying with them (Over-Identification). As a self-reported measure, the SCS acts a measure of beliefs and attitudes towards self-compassion, and thus does not measure motivational and interpersonal aspects of compassion emphasized in some conceptualizations of compassion. (Macbeth & Gumley, 2012).

The original SCS was found to have good internal consistency of 0.92. The

scale also had test–retest reliability of 0.93 over a 3-week interval ($r = .80$ to $r = .93$ on the six subscales) (Neff, 2003b). In support of convergent validity, the SCS was found to be negatively correlated with self-criticism ($r = -.65$, $p < .01$) and positively related to social connectedness ($r = .41$, $p < .01$; Neff, 2003b).

As noted earlier, the SCS was developed to empirically examine and explore the relationship between self-compassion and other important psychological processes. (Neff, 2003b). As such, the original SCS may be unsuitable for studies in the workplace and there may be room to develop a scale that more accurately examines and measures the construct in relation to work processes and outcomes. In this regard, there are four reasons why context and the types of outcomes being measured matter in making the original SCS potentially unsuitable for studies in the workplace. (Borman and Motowidlo, 1993).

First, people are different at work than they are at home (or other settings for that matter) and work itself influences people. (Borman and Motowidlo, 1993). In 2012, a Psychology Today article posed the question:

Is your work persona vastly different than your home persona? For many people, the answer is yes. There are many things you do at home that you wouldn't (or couldn't do) while at work, and vice versa. For people who are immersed in high stress jobs (Doctors, Police Officers, CEOs, Social

Workers, etc.), coming home is like going to a completely different country.” (Cundy, 2012).

Second, context matters when answering survey questions because people’s “feelings vary depending upon the particular cognitive schema they are tuned” into. (Zaller and Feldman, 1992, p. 585, citing Tesser, 1978, p. 307). A schema organizes “ideas in the mind “based upon prior information and experience (Zaller and Feldman, 1992, p. 584) and then “guides the interpretation of new ideas and experiences.” (Zaller and Feldman, 1992, p. 585).

A critical point about schemas is that people typically have several of them available for understanding any given phenomena. For example, an individual being introduced to a "professor" would react quite differently if the new person were instead described as "a mother of four." That is, different associations would come to mind, different qualities of the person would be noticed, different conclusions would be drawn from the person's mannerisms, and so forth. In short, the perceiver's attitude toward the person would be different...’An attitude at a particular point in time is the result of a constructive process. . . And, *there is not a single attitude toward an object* but, rather, any number of attitudes depending on the number of schemas available for thinking about the objects’ ...and persons do not have a *single* feeling or evaluation of an object. Feelings vary depending upon the particular cognitive schema we tune in' " (Tesser, 1978, p. 307). (Zaller and Feldman, 1992, p. 585).

Myers-Briggs personality type testing found that there could be difference in test results “depending on the frame of mind a person is in when answering the question.” (www. DiscoverYourPersonality.com). Therefore, answering the SCS survey in the context or frame of mind of a worker could generate different answers.

Third, context also matters because the dependent variable outcomes of burnout and role based job performance only occur in the workplace. Contextual performance is defined in terms of “behaviors that contribute to organizational effectiveness through the effects on psychological, social and organizational context of work.” (Schmitt and Highhouse, p.88). The development of a work specific self-compassion scale (WSC) hones in on how self-compassion relates to a person’s relationship to his or her work, as opposed to how self-compassion globally affects a person’s life. (Shanafelt, Bradley, Wipf and Back, 2002). Moreover, the customized work specific scale promotes closer examination of the links between self-compassion and work exclusive outcomes such as burnout and job performance. The results from WSC should yield more targeted, precise and accurate measurement of self-compassion in work processes and outcomes than the original scale.

Finally, there may also be a subtler reason that the original SCS may be unsuitable for studies in the workplace. There is a fear and profound mistrust of self-compassion. (Gilbert, McEwan, Matos, and Ravis, 2011). The uneasiness is pervasive because people confuse kindness and self-acceptance with being self-indulgent or submissive. (Gilbert, McEwan, Matos, and Ravis, 2011). People fear that developing compassion for self will make them weak or give them permission to lower their standards resulting in failing again and being overcome by sadness and depression. (Gilbert, McEwan, Matos, and Ravis, 2011). Evidence shows that fear of self-compassion is “significantly linked to fear of compassion for other” resulting in people also fearing that others will take advantage of them. (Gilbert, McEwan, Matos, and Ravis, 2011, p. 251).

Creating a work centric scale for self-compassion linked more closely to observable work behaviors and business outcomes may help reduce the anxiety of self-reporting on self-compassionate behaviors, as well as, tune into the cognitive schema to guide the interpretation of experience. (Zaller and Feldman, 1992).

Work Self-Compassion Defined and Conceptualized

Work self-compassion is a new construct. By treating self-compassion as a work specific construct, it is anticipated that it will explain more variance in work

related outcomes such as performance and burnout. (Wallace and Chen, 2005.) It has been posited by other researchers that self-compassion is an *adaptive way of* relating to oneself with kindness when faced with hardships or personal inadequacies and accepting that difficult life circumstances are part of the human condition. (Neff, 2003b). WSC is the manifestation and expression of self-compassion in the workplace. The workplace has many unique factors challenging workers' well-being, demanding that they manage professional successes, failures and frustrations. (Kyeong, 2013). Employees who naturally are in the habit of practicing self-compassion in their personal lives are predisposed to expanding and applying a similar adaptive skill in the workplace. This similar adaptive skill is work self-compassion. However, employees must first possess the capacity for self-compassion before someone can apply work self-compassion.

Work self-compassion involves workers giving themselves positive appreciation and kindness when they fail to execute the appropriate behavior, action or task while at work. When failure occurs such as a missed deadline or criticism from a superior, the worker reacts with understanding and unconditional acceptance and forgiveness. Workers understand that others in the workplace have feelings of inadequacy and disappointment when they fail to execute appropriate

behaviors, actions or tasks while at work. They are tolerant of their shortcomings because they know that other workers experience the same feelings. Finally, workers with work self-compassion accept with balance and perspective the deficiencies in their performance and work deliverables. They react to work failures with calmness and do not exaggerate their feelings or become distracted with worries about past or future work related performance evaluation.

Persons with very high scores on the Work Self-Compassion (a) pay close attention to their thoughts and emotions, in a nonjudgmental manner, when they fail to execute appropriate behaviors, actions or tasks while working, (b) give themselves positive and unconditional appreciation and kindness when they fail to execute appropriate behaviors, actions or task while at work, and (c) see their work related failures and inadequacies when they fail to execute appropriate behaviors, actions or task while at work as part of a larger workplace condition that others workers also experience.

Persons with very low scores in Work Self-Compassion (a) overthink and magnify the significance of their thoughts and emotions when they fail to execute appropriate behaviors, competencies and tasks while at work, (b) are self-critical,

judgmental and punishing of their work related failures and inadequacies when they fail to execute appropriate behaviors, actions or tasks at work, (c) feel alone, unique, cut off and isolated from others when they fail to execute appropriate behaviors, actions or tasks while working.

Work Self-Compassion- Component Definitions and Items

The construct of Work Self-Compassion is comprised of three components: (a) Work Self-Kindness (WSK), (b) Common Work Challenges (CWC) and (c) Work Specific Mindfulness (WM). This is built upon the original work of Neff, but adapted to the workplace. Orthogonal subscales were developed to measure the three main components of work specific self-compassion on separate subscales, which taken together represent the participants' overall level of work self-compassion. These components consist of the following

- Ability to give yourself positive appreciation and kindness when you fail to execute appropriate behaviors, actions or tasks while at work (*Work Self-Kindness*) versus being critical of and punishing yourself when you fail to execute appropriate behaviors, actions or tasks at work
- Understanding that others in the workplace have feelings of inadequacy, disappointments, and struggle when they fail to execute appropriate behaviors, actions or tasks while working (*Common Work Challenges*) versus feeling alone and unique because no one else in the workplace experiences confusion, sadness, limitations, imperfection, insecurity and weakness when they fail to execute appropriate behaviors, actions or tasks

while working.

- Observing, but not reacting to, thoughts and emotions when you fail to execute appropriate behaviors, actions or tasks while at work (Work Mindfulness) versus overthinking and magnifying your thoughts and emotions when you fail to execute appropriate behaviors, actions or tasks while at work.

Work Self-Kindness

Work self-kindness (WSK) is defined as giving yourself positive appreciation and kindness (not punishment) when you fail to execute appropriate behaviors, actions or tasks while at work. When you do fail to execute appropriate behaviors, actions or tasks while working, you feel you deserve kindness, benevolence, grace, tolerance, happiness and understanding. When you failed to execute appropriate behaviors, actions or tasks while working, you give to yourself unconditional/ unquestioning acceptance, forgiveness, empathy, sensitivity, warmth and patience to all aspects of your actions, feelings, thoughts and impulses. After a failure to execute appropriate behaviors, actions or tasks while at work, you still value your skills and competencies needed to perform your work. You accept your worth and value as a worker in your workplace unconditionally, whole heartedly and unquestioningly.

Common Work Challenges

Common work challenges (CWC) is defined as understanding that others in the workplace have feelings of inadequacy, disappointments, and struggle when they fail to execute appropriate behaviors, actions or tasks while working.

Everyone goes through feelings of inadequacy, disappointments, and struggle when they fail to execute appropriate behaviors, actions or tasks while working.

You are tolerant of your shortcomings in work skills and competencies because you understand you are not alone or unique because others in the workplace experience confusion, sadness, limitations, imperfection, insecurity and weakness when they fail to execute appropriate behaviors, actions or tasks while working.

Work Mindfulness

Work Mindfulness (WM) is defined as observing, but not reacting to, thoughts and emotions when you fail to execute appropriate behaviors, actions or tasks while at work. You observe your failures to execute appropriate behaviors, actions or task while at work without judgment, avoidance or repression. You neither ignore nor exaggerate your feelings when you fail to execute appropriate behaviors, actions or tasks while working. You accept work related challenges,

shortcomings or failures with balance and equanimity and are not distracted by judgmental self-evaluations or worries about past or future performance.

Thus, the following hypotheses are proposed:

H1: Work Self-Compassion is composed of three primary factors of Work Self-Kindness (WSK), Common Work Challenges (CWC) and Work Specific Mindfulness (WSM).

H2: Self-compassion positively relates to work self-compassion.

BUILDING THE NOMOLOGICAL NETWORK FOR WORK SELF-COMPASSION

Honesty-Humility Factor (H Factor)

Up until recently, the Big Five of Five-Factor personality model was seen as the “optimal model of personality variation.” (Ashton and Lee, p. 1217, 2008). The Big Five consists of five dimensions including Extraversion, Agreeableness, Conscientiousness, Emotional Stability (versus Neuroticism) and Intellect. (Goldberg 1990). At the turn of the millennium, research converged on a six factor model, inclusive of the Big-5, but also inclusive of a new factor: Honesty-Humility. (Ashon and Lee, 2007). Honesty-Humility focuses on sincerity, honesty, modest, unassuming, far-minded and ethical (Lee & Ashton, 2004).

“There is much important variance in human behavior not account for by the Big Five personality factors.” (Paunonen & Jackson, 2000, p. 832.) In fact, several studies have found benefit in considering narrow traits to incrementally improve the predictive power of important work-related outcomes. Research has shown that measuring personality at the “narrower facet level can often provide more useful information than measurements at the broader factor level.” (Schmitt and Highhouse, Handbook of Psychology, Vol. 12. p.212). For example, researchers found responsibility and risk taking to have higher validities than Big Five dimensions on workplace delinquency. (Ashton, 1998). The results of the meta-analysis suggested that narrow trait of conscientiousness predicted above and beyond global conscientiousness. (Dudley, Orvis, Lebiecki and Cortina, 2006). Similarly, another set of researchers found superior predictive capability by constructing facet conceptualization of extraversion to include urgency, sociability and positive ability. (Moon, Hollenbeck, Marinova and Humphry, 2008). Finally, it was determined that potency (a sub dimension of the Big Five personality dimension of Extraversion) and achievement (a sub dimension of Conscientiousness) predicted supervisor performance ratings of performance and sales. (Vinchur, Schippmann, Switzer & Roth, 1998).

I take a similar approach in this study by looking more deeply into the

subscales that make up the Honesty-Humility Factor. The value of the Honesty-Humility factor in correlating to and predicting work self-compassion exists in a deeper examination of the behaviors measured by the four subscales of Sincerity scale, Fairness scale, Greed Avoidance scale and Modesty scale. This is because the narrower traits measured by these sub scales closely align to the behaviors described when exhibiting in work self-compassion. Specifically, the Sincerity scale assesses a tendency to be genuine in interpersonal relations. Low scorers will flatter others or pretend to like them in order to obtain favors, whereas high scorers are unwilling to manipulate others. (Personality Inventory HEXACO-PI, [Lee & Ashton, 2004](#)). If one is sincere with others, it is reasonable to anticipate they will also be sincere with themselves. Sincerity should link to the dimensions of work self-compassion of being able to see yourself honestly, but not react to thoughts and emotions when you fail to execute appropriate behaviors, actions or tasks while at work. In addition, the items of sincerity should also connect to being able to understand that others in the work place have feelings of inadequacy and disappointment and to being able to provide yourself with positive appreciation and kindness with complete genuineness that you are deserving of it. The cornerstone of humility is this “non-

defensive willingness to see the self accurately, including strengths and limitations. (Exline, et. al. 2004).” (Exline and Hill, 2012, p. 208) and avoiding the temptation to distort information to make yourself feel better. (Davis, et. al. 2011).

Perhaps most relevant here is Tangney’s (2000, 2009) conceptualization of humility, which includes several dimensions: an accurate sense of one’s abilities; the ability to acknowledge mistakes, imperfections, gaps in knowledge and limitations; open to new ideas, contradictory information, and advice; keeping one’s abilities and accomplishments in perspective; low self-focus or ability to forget the self; an appreciation of the value of all things.” (Exline and Hill, 2012, p.208).

The Fairness scale assesses a tendency to avoid fraud and corruption. Low scorers are willing to gain by cheating or stealing, whereas high scorers are unwilling to take advantage of other individuals or of society at large. (Personality Inventory HEXACO-PI, Lee & Ashton, 2004). If it is not in your nature to take advantage of others, then it is highly unlikely you will take advantage of yourself by deceiving the truth of a work related failure and your role in it.

The Greed Avoidance scale assesses a tendency to be uninterested in possessing lavish wealth, luxury goods, and signs of high social status. Low scorers want to enjoy and to display wealth and privilege, whereas high scorers are not especially motivated by monetary or social-status considerations. (Personality Inventory HEXACO-PI, Lee & Ashton, 2004). Self-compassion has been positively correlated to psychological well-being, resilience and coping. (Neff, K. D., & Costigan, A. P. (2014) and Neff, Rude and Kilpatrick, 2007). Individuals who value these outcomes are often motivated by the importance of achieving the mental tranquility and monetary or social status outcomes are less important.

The Modesty scale assesses a tendency to be modest and unassuming. Low scorers consider themselves as superior and as entitled to privileges that others do not have, whereas high scorers view themselves as ordinary people without any claim to special treatment. (Personality Inventory HEXACO-PI, Lee & Ashton, 2004). Arguably, modesty is a prerequisite to being able to see work related shortcomings as they are and not as wish them to be and then to be able to work through them with the level of acceptance that is needed in work self-compassion.

Research has demonstrated support for the H-factor. For example, among college students, humility has been positively associated with both state empathy ($r = .28$) and trait empathic concern ($r = .46$). (LaBouff et al., 2012). Ashton and Lee (2004, 2007) theorized connections between Honesty–Humility and cooperativeness versus selfish exploitation of others and found humility is associated with avoidance of deception in social interactions. (Ashton & Lee, 2005, 2008a). Moreover, honest–humble persons have been found to be more cooperative in economic games (Hilbig & Zettler, 2009) and more helpful than less humble persons (LaBouff et al., 2012). Finally, humility has been found to predict “greater forgiveness. (Bollinger, Kopp, Hill & Williams, 2006).” (Exline and Hill, 2012, p.209). This suggests that the H-factor could potentially explain helpful behaviors, such as those encompassed in work self-compassion.

Thus, the following hypothesis is proposed:

H3: Honesty-Humility factor positively relates to work self-compassion.

Burnout

Burnout is a “prolonged response to chronic emotional and interpersonal stressors on the job.” (Maslach, Schaufeli and Leiter, 2001, p. 397).

“Burnout differs from depression in that burnout only involves a person’s relationship to his or her work, whereas depression globally affects a person’s life.” (Shanafelt, Bradley, Wipf and Back, 2002, p. 358). It has been described that burnout ‘occurs frequently among individuals who do people-work of some kind.’ (Maslach and Jackson, 1981, p.99).

Burnout is characterized by three dimensions. The first dimension is experiencing increased feelings of emotional exhaustion. (Maslach and Jackson, 1981). “Exhaustion is not something that is simply experienced, but rather prompts actions to distance oneself emotionally and cognitively from one’s work.” (Maslach and Jackson, 1981, p.99). Employees feel spent and lacking any fuel in their emotional reserve tank. (Maslach and Jackson, 1981). The second dimension of burnout is characterized by the negative, cynical attitudes towards work situations and can even elevate to the level of callous and dehumanizing perceptions of others. (Maslach and Jackson, 1981). Finally, the third dimension of burnout is the “tendency to evaluate one self’s negatively, particularly with regards to one’s work with clients.” (Maslach and Jackson, 1981, p.99) When an employee reaches the level of burnout, they have lost the ability to accurately

assess work situations and are in a state of confusion, sadness and magnifying their thoughts surrounding work related events.

The elements of burnout are almost the antithetical to the dimensions of work self-compassion. Specifically,

- Ability to give yourself positive appreciation and kindness when you fail to execute appropriate behaviors, actions or tasks while at work (*Work Self-Kindness*) versus the burnout element of tendency to evaluate one self's negatively, particularly with regards to one's work with clients. (Maslach and Jackson, 1981)
- Understanding that others in the workplace have feelings of inadequacy, disappointments, and struggle when they fail to execute appropriate behaviors, actions or tasks while working (*Common Work Challenges*) versus the burnout element of negative, cynical attitudes towards work situations and can even elevate to the level of callous and dehumanizing perceptions of others. (Maslach and Jackson, 1981)
- Staying with the thoughts and emotions, observing but not reacting to, when you fail to execute appropriate behaviors, actions or tasks while at work (*Work Mindfulness*) but not reacting or judging versus the burnout element of distancing yourself emotionally and cognitively from work leading to an increased the inability to assess work situations accurately and magnifying thoughts surrounding the situation. (Maslach and Jackson, 1981)

Table 2: Dimensions/ Behaviors of Burnout versus Work Self-Compassion

Burnout	Work Self Compassion
Tendency to evaluation self negatively (especially with one's work with clients)	Positive appreciation/ kindness towards self when fail at work
Negative, cynical attitude. Elevated to callous perception of others	Understanding others in workplace feel inadequate, struggle and have disappointments when fail at work
Distancing yourself emotionally and cognitively from work leading to an increased the inability to assess work situations accurately and magnifying thoughts surrounding the situation	Staying with the thoughts and emotions, observing but not reacting to, when you fail to execute appropriate behaviors, actions or tasks while at work

(Maslach and Jackson, 1981)

Thus, the following hypothesis is proposed:

H4: Work self-compassion negatively relates to burnout.

Role Based Performance

Performance should be measured beyond typical task performance by utilizing role based performance. (Wallace et. al 2009). Role based performance “defined work roles ‘as the total set of performance responsibilities associated with one’s employment’ (Murphy and Jackson, 1999, p.335).” (Wallace et. al, 2009, p. 256). Task performance is defined as “doing things specifically related to one’s job description” (Welbourne et al., 1998, p. 554), citizenship performance as “going above the call of duty in one’s concern for the firm” (p. 554), and customer service as “working with clients or customers internal or external to the organization.” (Chen & Klimoski, 2003, p. 597; Wallace et. al, 2009)

As will be addressed in more detail in the Methods section, interviews will be conducted to confirm that proposed measures of role performance are captured to uncover vital performance dimensions in the focal organization. It is anticipated that the interviews will confirm that three primary roles for healthcare professionals are task, citizenship, and customer service performance. In addition, my study will use available performance tools from the focal workplace to measure and capture work performance over the course of the year based on employees' responsibilities and competencies. Using the combination of validated survey instruments and available performance evaluation tools should further capture the "dimensions of work behavior that lie beyond what has been traditionally included in the scope of the job itself" (Welbourne, Johnson, & Erez, 1998, p. 540).

"People with performance goals tend to fear being outperformed, fear mistakes, and are motivated to achieve to enhance their self-worth." (Barnard and Curry, 2011, p. 296). Two earlier studies found opposite outcomes on whether self-compassion positively or negatively correlates with performance goals (as distinguished from mastery goals which "tend to be motivated by curiosity, to set their own standards and accept mistakes as part of learning (Neff, et.al., 2005).

(Barnard and Curry, 2011, p. 296). Barnard and Curry (2011) attributed the “the null findings to an inferior measure of goals and motivations (it only had six items) and not to a different hypothesis regarding the relationship among self-compassion, goals and motivations. “(Barnard and Curry, 2011, p. 296).

By using the validated WSC survey instruments and available performance evaluation tools in my study should correct the inferior measure issue that resulted in the null finding (Barnard and Curry, 2011, p. 296) and should yield results demonstrating work self-compassion being positively associated with role performance. Employees who engage in work self-compassion regulate their emotions regarding work and take a balanced and healthy approach to work challenges and failures. Even if an employee experiences challenges or setbacks at work, work self-compassion gives them the ability and coping mechanisms to respond positively and move forward in the direction of performance. Thus, the following hypotheses is proposed:

H5: Work self-compassion positively relates to Role Based Performance.

Integrating the Full Model

H Factor → Performance and H Factor → Burnout

Honesty-Humility has been found to be significantly related to job performance and a “unique predictor of job performance ratings over and above factors corresponding to the Big Five personality traits” when studying “workers who provide care for challenging clients.” (Johnson, Rowatt and Petrini, 2011, p. 860). Similarly, better academic performance (Rowatt, et. al. 2006), job performance (Johnson, Rowatt & Petrini, 2011; Owens, Rowatt & Wilkins, 2012), individual and contextual performance (Owens, Johnson & Mitchell, 2013) and organizational performance (Vera & Rodriguez-Lopez, 2004) have been linked to humility. (Exline and Hill, 2012).

Above and beyond the Big Five personality dimensions, the H Factor has also “predicted lower levels of actual counterproductive behaviors within the workplace (Marcus, et. al., 2007), including workplace delinquency (Lee & Ashton, 2005).” (Johnson, Rowatt and Petrini, 2011, p. 858).

Counterproductive behaviors such as psychopathy, Machiavellianism, ethical violations and criminality have all been inversely correlated with the H Factor. (Johnson, Rowatt and Petrini, 2011).

The H Factor encompasses important prosocial characteristics such as “personal integrity, low self-focus and appreciation of other” that lead to better

performance and should reduce the likelihood to experience burnout. (Johnson, Rowatt and Petrini, 2011, p. 858; Owens, Johnson and Mitchell, 2013).

Workers high in the H Factor tend to “approach interpersonal interactions with a strong motive for learning through others.” (Owens, Johnson and Mitchell, 2013, p. 1519). These interactions generate constant collection of information about themselves and their work environment. (Owens, Johnson and Mitchell, 2013). This further allows for opportunities to gain more accurate information leading to more objective appraisal about their strengths and limitations. (Owens, Johnson and Mitchell, 2013).

Teach-ability appears to be a final and additional component of humility that would contribute positively towards performance and negatively towards burnout. (Owens, Johnson and Mitchell, 2013). Teach-ability is being open-minded enough to appreciate the knowledge of others and being by them. (Owens, Johnson and Mitchell, 2013). It is “manifested by showing openness to learning, feedback, and new ideas from others.” (Owens, Johnson and Mitchell, 2013, p. 1520).

Integrating H1 through H5, I propose the following additional hypotheses:

H6: WSC mediates the effects of Honesty-Humility Factor on burnout such that WSC will be a strong unique negative contributor towards burnout.

H7: WSC mediates the effects of Honesty-Humility Factor performance such that WSC will be a strong unique positive contributor to performance.

Self-Compassion → Performance and Self-Compassion → Burnout

“There is mounting evidence that people who possess the ability to have compassion for themselves and for others has powerful impacts on negative affect and promotes positive affect (Lutz, Greischar, Rawlings, Ricard, & Davidson, 2004).” (Gilbert, McEwan, Matos, and Rivis, 2011, p. 239). Self-compassion has been positively associated with “greater life satisfaction, social connectedness, emotional intelligence, happiness and less anxiety, depression, shame, fear of failure and burnout. (Barnard & Curry, 2011; Mills, Gilbert, Bellew, McEwan, & Gale, 2007; Neff, Hsieh, & Dejitterat, 2005; Neff, Rude, & Kirkpatrick, 2007; Williams, Stark, & Foster, 2008).” (Barnard & Curry, 2011, p. 289). All of these factors support the contributing influence of self-compassion on “optimism and personal initiative to lead a productive and fulfilling life.” (Birnie, Speca and Carlson, 2010, p.361). Personal accomplishment and quality of life have also been positively associated with self-compassion, while negative associations include depression, emotional exhaustion, burnout and perceived stress. (Birnie, Speca and

Carlson, 2010). Self-compassion has proved effective for people trying to change difficult behaviors such as smoking or binge eating. Specifically, self-compassion training helped smokers quit and more than tripled the three-month success rate of obsess dieters than the standard approach. (Kelly, et. al., 2014; Kelly, et. al., 2010; Terry, et. al., 2011).

Numerous studies have linked self-compassion to motivation, achievement, goals and coping skills leading to productive outcomes. (Barnard, and Curry, 2011). For example, self-compassion has been associated with the joy of learning for its own sake and with achievement of mastery goals. (Neff, Kirkpatrick, and Rude, 2007). Self-compassion was also linked to “coping with failure, such as academic failure (Neely, Schallert, Mohammed, Roberts, & Chen, 2009; Neff, Hsieh, & Dejitterat, 2005).” (Gilbert, McEwan, Matos, and Ravis, 2011, p. 240). Students highest in self-compassion were the least likely to procrastinate or to demonstrate “maladaptive perfectionism.” (William, Stark and Foster, 2008). In studies conducted by Neff, et. al (2005) and Leary, et. al (2007) it was shown that individuals high in self-compassion tended to have “resilient self-appraisals” allowing for a more accurate rating of their abilities.” (Barnard & Curry, 2011, p. 297). This further allowed for acceptance of personal

accountability for a failure because self-compassion made it safer for individuals to see their role in what happened. (Barnard & Curry, 2011). Self-compassion was shown to predict reengagement with goals after setbacks because self-compassion reduced the fear the failure. (Neff and Vonk, 2009; Neeley, 2009). Finally, self-acceptance predicted a willingness to ask for and be open to honest feedback. (Chamberlain and Haaga, 2001). In essence, self-compassion made it much easier to hear feedback from others and learn from it. For these reasons, self-compassion should drive performance.

Integrating H1 through H5, I propose the following hypotheses:

H8: WSC mediates the effects of Self-Compassion on burnout such that WSC will be a strong unique negative contributor towards burnout.

H9: WSC mediates the effects of Self-Compassion on performance such that WSC will be a strong unique positive contributor to performance.

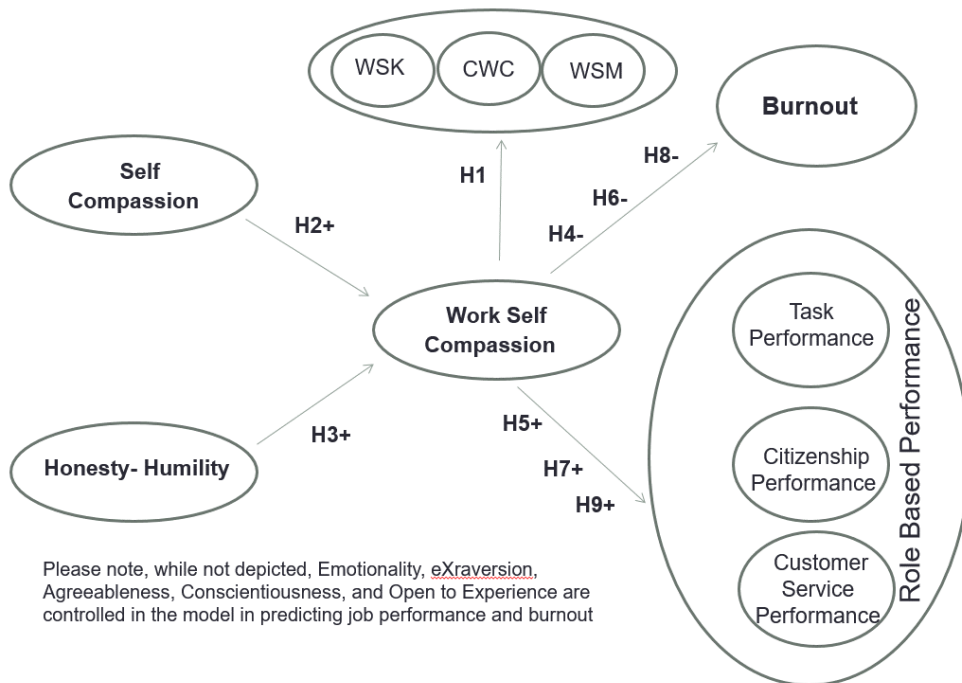
Control Variables

In this study, I propose that employees who exhibit WSC should experience less burnout (BO) and higher levels of role based performance (RBP). To better understand and assess the contribution of WSC on these workplace outcomes, I have selected the remaining personality traits of the HEXACO personality traits – Emotionality (E), eXtraversion (X), Agreeableness (A),

Conscientiousness (C), and Open to Experience(O) as control variables in the model in predicting burnout (BO) and role based performance (RBP). (Avery, Luthans and Youssef. 2010). “These widely recognized positive traits have been shown to have significant impact on performance (e.g. Barrick and Mount, 1991; Judge and Bono, 2001). It follows, that they should be accounted for when attempting to study the added value of” of WSC. (Avery, Luthans and Youssef, 2010, p.442).

Integrating H1 through H9, I expect to find support for the model in Figure 1.

Figure 1: **Conceptual model of the expected relationships**



CHAPTER III METHOD

Introduction

This chapter presents the research methodology used to test the hypotheses proposed in Chapter II. This chapter also presents the research design including the procedures followed in developing the instrument, data collection and sampling plan.

Measures

Honesty-Humility

Honesty- Humility was measured using 16 items from the 96 item HEXACO scale by Wallace and Edwards (2015). Using a 5 point Likert scale where 1 = Strongly Disagree to 5 = Strongly Agree, participants were asked to indicate the how much they agreed or disagreed with each statement (e.g. *I am a sincere person to those that I work with.*) (present study $\alpha = 0.7190$).

Self-Compassion

Self-Compassion was measured using Neff's (2003b) 26-item scale.

Participants were asked to rate their behaviors associated with self-kindness, self-judgment, isolation and mindfulness, common humanity and over identification. Using a 5 point Likert type scale where 1= almost never to 5= almost always, participants will be asked to indicate how often they behaved in the manner stated in the question posed (e.g. *When I'm feeling down I tend to obsess and fixate on everything that's wrong.*) (Neff, 2003b). (present study $\alpha = 0.9346$).

Work Self-Compassion

Work Self-Compassion was measured using the 22 item WSC scale developed and validated in Study 1 (see Appendix A and D) following the scale development guideline provided by Hinkin et. al. (1977). Participants were asked to rate their behaviors associated with Work Self Kindness, Common Work Challenges and Work Mindfulness. Using a 5 point Likert type scale where 1= almost never to 5 = almost always, participants will be asked to indicate how often they behave in the manner stated in the question posed (e.g. *I give myself positive appreciation and kindness when I fail to execute the appropriate behavior, action or task while work.*) (present study $\alpha = .9298$).

Burnout

Burnout was measured using the 22-item Maslach Burnout Inventory (MBI) for Human Services. (Maslach and Jackson, 1981a). Using a 7 point Likert type scale where 0 = Never to 6 = Every Day, participants were asked to rate statements about personal feelings or attitudes (e.g., "I feel emotionally drained from my work."). (present study $\alpha = .9107$).

Role Based Performance

Managers were interviewed and it was confirmed that employees had "three primary performance roles: task, citizenship, and customer service performance." (Wallace, Edwards, Arnold and Fraser, 2009, p. 258).

Task performance was measured using the participant's score in the organization's annual performance evaluation which included performance on goals (ePerfG) and competencies (ePerfC) rated on a 5 point Likert type scale where 1= far below expectations and 5 –Far Exceeds Expectations. (present study $\alpha = 0.9567$).

Citizenship performance was measured using Welbourne et al. (1998) four item instrument. Using a 5-point Likert scale where 1= needs much improvement to 5 = excellent, participant's managers were asked to rate

citizenship performance (e.g. *The employee does things that helps others when it's not part of his/her job.*”). (Welbourne, Johnson, & Erez, 1998). (present study $\alpha = 0.8436$).

Customer service performance was measured using Chen & Klimoski (2003) four items instrument. Using a 5-point Likert scale where 1= needs much improvement to 5 = excellent, participant’s managers were asked to rate customer service performance (e.g. *The employee interacts professionally with customers/ patients.*) (Chen & Klimoski, 2003). (present study $\alpha = 0.841$).

In it totality, RBP present study $\alpha = 0.923$).

Control variables. While not depicted in Figure 1, **E**motionality, **eX**traversion, **A**greeableness, **C**onscientiousness, and **O**pen to Experience were measured in order to controlled and accounted for in the model in predicting role based performance and burnout.

Emotionality was measured using 16 items of the 96 item HEXACO scale by Wallace and Edwards (2015). Using a 5 point Likert scale where 1 = Strongly Disagree to 5 = Strongly Agree, participants were asked to indicate the how much they agreed or disagreed with each statement (e.g. *I am deeply moved when others*

are upset.) (present study $\alpha = 0.7000$).

eXtraversion was measured using 16 items of the 96 item HEXACO scale by Wallace and Edwards (2015). Using a 5 point Likert scale where 1 = Strongly Disagree to 5 = Strongly Agree, participants were asked to indicate the how much they agreed or disagreed with each statement (e.g. *I am deeply moved when others are upset.*) (present study $\alpha = 0.7000$).

Agreeableness was measured using 16 items of the 96 item HEXACO scale by Wallace and Edwards (2015). Using a 5 point Likert scale where 1 = Strongly Disagree to 5 = Strongly Agree, participants were asked to indicate the how much they agreed or disagreed with each statement (e.g. *I am generally a mild mannered person when dealing with other people.*) (present study $\alpha = .7872$).

Conscientiousness was measured using 16 items of the 96 item HEXACO scale by Wallace and Edwards (2015). Using a 5 point Likert scale where 1 = Strongly Disagree to 5 = Strongly Agree, participants were asked to indicate the how much they agreed or disagreed with each statement (e.g. *I push myself hard to complete tasks successfully.*) (present study $\alpha = .8644$).

Open to Experience was measured using 16 items of the 96 item HEXACO scale by Wallace and Edwards (2015). Using a 5 point Likert scale where 1 = Strongly Disagree to 5 = Strongly Agree, participants were asked to indicate the how much they agreed or disagreed with each statement (e.g. *I am a very curious person.*) (present study $\alpha = .8364$).

Survey Questionnaire

The scales measuring the different constructs to test the model (Figure 1) were compiled onto two separate Qualtrics surveys: (1) the final version of Participant's survey measuring HEXACO, Self-Compassion and Work Self-Compassion and also collected personal information such as gender, age, race/ethnicity, work status, job function job level and tenure is presented in Appendix B and (2) the final version of the Supervisor Survey measuring citizenship performance and customer service performance is presented in Appendix 3.

Participants and Procedures

Study participants were healthcare professionals solicited from a major urban metropolitan safety net medical center. Study participants were asked to complete the online Qualtrics Participant's survey in Appendix B. Participants

who had responded to the survey were matched to their immediate supervisor. Supervisors were then sent an email link to complete the online Qualtrics Supervisor's survey in Appendix C. Upon receipt of the supervisor's completed survey, participant's ePerformance results on goals and competencies housed in the organization's PeopleSoft system were matched. The complete data set for performance for each survey participant consisted of ePerformance results and their immediate supervisor's survey responses on their organizational citizenship and customer service performance.

CHAPTER IV

RESULTS

Introduction

This chapter presents the results of data analysis and hypothesis testing. This chapter begins with a description of the participants. This is followed by an explanation of the rationale for using path analysis and a detailed description of the data analysis and results. Finally, this chapter ends with a brief chapter summary and transition to the discussion

Participants

A total of 723 participants took the Qualtrics online participant's survey. The number of participants whose data was used was reduced to n= 682 after data from 41 participants was removed because of missing data elements. A decision was made not to impute results for the missing data elements. According to D. Delen, et. al., "no matter how sophisticated the imputation technique is, it is a fact that the imputed values are not real, and may introduce bias." (D. Delen, et. al. p.

436-7, 2006.) The guideline for removing unknown or not reported data that would otherwise be imputed is: (1) there is enough data left to conduct analysis and (2) the removal of the cases would not introduce bias into the dataset (such as affecting the distribution of the variables). (D. Delen, 2006.) Based on these guidelines, the decision was made not to impute results, but rather remove those cases with missing data elements.

All frequencies and percentages of descriptive data representing the demographic characteristics of the remaining 682 participants of the study are presented in table 4.1. The majority of those participants were female ($n = 575$, 84.3%) and the rest were male ($n = 107$, 15.7%). The age groups ranged from 18 to 29 through 70 and over. Most heavily represented in the data were participants in the age groups of 30 to 39 years of age ($n = 183$, 26.8%), 40 to 49 years of age ($n = 170$, 24.9%), and 50 to 59 years of age ($n = 150$, 22.0%). Most of the participants were either African American ($n = 365$, 53.5%) or Caucasian ($n = 214$, 31.4%). The vast majority of the participants worked full time ($n = 427$, 73.4%) as compared to part time ($n = 109$, 18.8%). The majority of the participants were Nurses ($n = 291$, 42.7%). Regardless of the job the currently held, the majority of the participants were individual contributors as opposed to leadership/ management roles ($n = 437$,

64.1%). Finally, the largest tenure groups were 0 to 4 years ($n = 256, 37.5\%$), 5 to 9 years in the current job ($n = 136, 19.9\%$), and 10 to 14 years in current job ($n = 140, 20.5\%$). For all frequencies and percentages of descriptive data, see Table 1.

Table 3: Frequencies and Percentages for Demographic Information

Demographic	<i>n</i>	%
Gender		
Male	107	15.7
Female	575	84.3
Age		
18 to 29 years	118	17.3
30 to 39 years	183	26.8
40 to 49 years	170	24.9
50 to 59 years	150	22.0
60 to 69 years	55	8.1
70 or over	6	0.9
Race		
African-American	365	53.5

Asian/ Indian Subcontinent	34	5.0
Caucasian	214	31.4
Hispanic/ Latino(a)	35	5.1
Native American	2	0.3
Pacific Islander	4	0.6
Two or more races	28	4.1
Work Status		
Employed full time	427	73.4
Employed part time	109	18.7
PRN	16	2.7
Other	30	5.2
Current Job Function		
Nurse	291	42.7
Advanced Practice Provider	17	2.5
Physician	21	3.1
Other Clinical Role	110	16.1
Administration	65	9.5
Support Services (facilities, finance, HR, Legal)	104	15.2

Other	81	13.9
Job Level		
Vice President or above	46	6.7
Executive Director	4	0.6
Director	24	3.5
Manager	87	12.8
Supervisor	84	12.3
Individual Contributor	437	64.1
Tenure		
0 to 4 years	256	37.5
5 to 9 years	136	19.9
10 to 14 years	140	20.5
15 to 19 years	74	10.9
20 to 24 years	42	6.2
25 to 29 years	16	2.3
30 years or more	18	2.6

Path Analysis versus Structural Equation Modeling

Originally, I proposed using MPLUS full structural equation modeling to analyze and test my hypotheses. I had planned to follow the generally accepted two-part process of SEM whereby in part 1, confirmatory factor analysis would be conducted to test the measurement model's relationships between factors and measured variable. Thereafter, in part 2, the path model would be analyzed. (Anderson and Gerbing, 1988). The model had difficulty converging due to its large size of observations $n = 682$, observed dependent variables $n = 169$ and continuous latent variables $n = 49$. An incremental approach was attempted by first choosing two important constructs and their indicators to create a measurement (CFA) model and then add constructs with their indicators one by one. The model failed to converge at observed dependent variables $n = 128$ and continuous latent variables $n = 34$.

I made the decision to test the predicted model using Path Analysis (MPLUS). Path Analysis is "the oldest member of the SEM family" and "still widely used." (Kline, p.103). It contains only a single measure for each construct, yet still allows researchers to investigate complex relations among measures. (Senn, Epsy & Kaufman, 2004).

Confirmatory Factor Analysis for Work Self Compassion

I conducted Confirmatory Factor Analysis (CFA) in order to examine H1 (Work Self-Compassion is composed of three primary factors of Work Self-Kindness (WSK), Common Work Challenges (CWC) and Work Specific Mindfulness (WSM). CFA was used because I had strong theory driving my development and structure of WSC. (Wallace and Chen, 2005).

Work Self-Compassion (WSC) was tested as both a first order one factor model and a second order three factor model. The first order one factor model had all 22 items load on to a single factor (i.e. WSC). The second order three factor model had the 22 items load onto to one of three first order factors (WSK had 9 items, CWC had 5 items and WM had 8 items) and then, each of the first order factors was loaded onto a second higher order factor (i.e. WSC).

The fit statistics estimated for both the first order one-factor and the second order three-factor models are shown in Table 4.

Table 4. Confirmatory Factor Analysis Model Fit for First Order One Factor and Second Order Three Factor Models for Work Self-Compassion

WSC Model	χ^2	<i>df</i>	<i>p</i>	<i>CFI</i>	<i>TLI</i>	<i>RMSEA</i>	<i>SRMR</i>
First Order One Factor	3440.901	209	<.0001	.67	.63	.13	.10

Second Order

Three Factor 1724.424 206 < .0001 .84 .82 .10 .06

Note. CFI= Comparative Fit Index (CFI); TLI= Tucker Lewis index; RMSEA= Root Mean Square Error of Approximation; SRMR= Standardized Root Mean Square Residual.

The first order one-factor model was rejected due to poor fit statistics. ($\chi^2 = 3440.901$ with 209 degrees of freedom, $p < .0001$, CFI = 0.67, TLI = 0.63, RMSEA = 0.13, SRMR = 0.10). The second order three factor model, with the higher order WSC factor, produced a significantly better fit with three indices approaching or achieving the recommended cutoff values ($\chi^2 = 1724.425$ with 206 degrees of freedom, $p < .0001$, CFI = 0.84, TLI = 0.82, RMSEA = 0.10, SRMR = 0.06).

Initially, mixed reliability was found with standardized coefficients ranging from a low of .42 to high of .88. Composite reliability was assessed to determine how well each indicator loaded onto their respective constructs. This is done by taking a ratio of square of summed loadings and the total variance. The formula is given by the following equation (Raykov, 1997) and can also be determined using a composite calculator.

www.thestatisticalmind.com/calulators/comprel/comprel.html). It was determined that CR was good at .78. (Hair, et. al., 1998).

$$\frac{(\sum \lambda_i)^2}{(\sum \lambda_i)^2 + \sum Var(\varepsilon_i)}$$

The CFA results empirically supported that the 22 items loaded onto the first order factors of Work Self- Kindness (WSK), Common Work Challenges (CWC) and Work Specific Mindfulness (WSM) and then, all comprised a higher order factor of WSC (i.e. second order factor). (Wallace and Chen, 2005).

Appendix D contains the list of the 22 items that comprised the WSC scale, factor loadings, R², composite reliability values and the MPLUS diagram of the second order three factor model.

Overall, this empirical analysis provided considerable support for H1: Work Self-Compassion is composed of three primary factors of Work Self-Kindness (WSK), Common Work Challenges (CWC) and Work Specific Mindfulness (WSM). Therefore, I used the higher order construct of WSC “in an effort to gain utility in predicting” BO and RBP. (Wallace and Chen, 2005, p. 622).

Path Analysis- Examining the Correlations and Regression Estimates

Bivariate Correlations

Prior to analyzing the full hypothesized model, all measures revealed adequate internal reliability ($\alpha \geq .70$) as seen in the diagonals of Table 5.

Thereafter, all the predictors and outcomes were mean centered. (Aiken and West, 1991). Bivariate and descriptive statistics, provided in Table 5, suggested support for several of the relationships in the model. Specifically, SC was positively correlated with WSC (hypothesis 2, $r = 0.63$, $p < 0.05$), indicating a strong positive relationship. H was positively correlated with WSC (hypothesis 3, $r = .19$, $p < 0.01$), indicating a weak positive relationship. The WSC variable was negatively correlated with BO (hypothesis 4, $r = -0.13$, $p < 0.01$), indicating a weak negative relationship. WSC was positively correlated with RBP (hypothesis 5, $r = 0.26$, $p < 0.01$), indicating a weak positive correlation.

Table 5. Descriptive statistics and bivariate correlations.

VARIABLE	M	SD	H	E	X	A	C	O	WSC	SC	BO	RBP
H	3.65	.42	(.719)									
E	2.79	.44	.16**	(.700)								
X	3.51	.57	.15**	.15**	(.700)							
A	3.42	.74	.30**	-.09*	.23**	(.787)						
C	4.03	.46	.38**	.08*	.50**	.23**	(.864)					
O	3.53	.49	-.02	-.04	.52**	.20**	.41**	(.836)				
WSC	3.22	.64	.19**	.14**	.43**	.25**	.33**	.23**	(.930)			
SC	3.16	.62	.25**	.43**	.45**	.29**	.30**	.16**	.63*	(.935)		
BO	2.82	.77	-.19**	-.24**	-.20**	-.15**	-.08*	.08*	-.13**	-.32**	(.911)	
RBP	3.23	.71	.21**	.03	.22**	.09*	.21**	.03	.26**	.23**	-.15**	(.923)

Note: N= 682. Coefficient *a* are in parentheses. ** Correlation is significant at the <0.01 level (2-tailed).

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

I wanted to insure that there was discriminant validity among the constructs, especially since SC and WSC were highly correlated. “Discriminant validity ensures that a construct measure is empirically unique and represents phenomena of interest that other measures in the model do not capture. (Hair, et. al. 2010).” (Henseler, Ringle and Sarstedt, 2015). Discriminant validity was assessed by comparing each construct’s average variance extracted (AVE) with the squared inter-factor correlations (SIC) of the other factors in the model. Table 6 was created where each construct’s AVE was placed on the diagonal (noted in **BOLD**) and the SIC of the other factor was placed on the off-diagonal element.

Discriminant validity was established if the AVE was greater than the SIC in the off diagonal elements. Discriminant validity was established for all the constructs in the model including and especially, SC and WSC.

Table 6. Discriminant Validity

Latent Variable	<i>H</i>	<i>SC</i>	<i>WSC</i>	<i>BO</i>	<i>RBP</i>
H	.53				
SC	.06	.64			
WSC	.04	.40	.57		
BO	-.04	.10	.02	.45	
RBP	.04	.05	.07	.02	.66

Average Variance Extracted (AVE) = **BOLD on diagonals**.
 Squared inter-factor correlations (SIC) on the off-diagonal element.

Regression Estimates

While supportive of the expectations predicted in the model regarding the main constructs of H, SC, WSC, BO and RBP, bivariate correlations do not provide a complete account of the unique relationships. Therefore, I conducted model fit analysis and regression to test the direct effects, indirect effects through mediation and account for the control variables. (Little, Nelson, Wallace and Johnson, 2011). Table 7 displays the fit indices for the hypothesized model. Table

8 the Standardized Regression Paths and Table 9 the Regression Analyses Testing Uniqueness of WSC in Predicting BO and RBP.

Model Specification. The results of the model indicated a satisfactory model fit, with both CFI and SRMR at the recommended Hu and Bentler (1999) cutoff values. ($\chi^2 = 61.008$ with 5 degrees of freedom, $p < .0001$, CFI = 0.91, TLI = 0.56, RMSEA = 0.13, SRMR = 0.04). The larger the sample size probably impacted Chi-square being significant. However, TLI and RMSEA were beyond the suggested cutoff values. (Schumacker and Lomax, 2010). “Hu and Bentler (1999) described the combinational rule that if SRMR meets the cutoff criteria (<.06) and CFI (<.95) or RMSEA (<.08) meet the criteria, then there is a satisfactory model fit.” (Avery, Luthans and Youssef, 2010, p. 444). Based on the foregoing, the model fit was satisfactory.

“The desire to achieve good fit should never compromise the theory being tested.” (Hair, et.al., 2010, p.652). I did not re-specify the model in order to determine if the theoretical expectations would be confirmed or not. (Hair, et. al., 2010).

Table 7. Hypothesized Model Fit Indices

Model	χ^2	df	p	CFI	TLI	RMSEA	SRMR
Hypothesized	61.008	5	< .0001	.91	.56	.13	.04

Note. CFI= Comparative Fit Index (CFI); TLI= Tucker Lewis index; RMSEA= Root Mean Square Error of Approximation; SRMR= Standardized Root Mean Square Residual.

Standardized regression estimates. A summary of the regression results is outlined in Table 8. Figure 2 displays the outcomes of the path analysis that had significant values. Multiple regression analyses were conducted to assess each component of the proposed model. Thereafter, the standardized regression estimates were used to assess the model hypotheses. Specifically, standardized regression paths were analyzed between each of the independent observed variables (H, SC, WSC) and dependent latent variables (BO and RBP). In addition, the control variables (E, X, A, C, O) were regressed on to dependent variables (BO and RBP). Finally, to test if BO and RBP were mediated by WSC, I used the bootstrapping method with bias corrected confidence estimates described by Preacher and Hayes (2008). (Gard, et. al., 2012). In the present study, the 95% confidence interval of the indirect effects was obtained with 5000 bootstrap re-samples (Preacher and Hayes, 2008).

The standardized regression path for SC on WSC was significant and had a positive beta coefficient ($\beta = 0.62, p < .001, R^2 = .38$). This indicated a positive relationship between SC and WSC with 38% of the variance in WSC explained by SC. The results supported H2: Self-compassion positively relates to work self-compassion.

The standardized regression path for H on WSC was not significant ($\beta = 0.04, p = .261$) meaning there was no relationship between H and WSC. The results did not support H3: Honesty-Humility factor positively relates to work self-compassion.

The standardized regression path for WSC on BO was a significant ($\beta = 0.12, p = .013, R^2 = .01$), however the beta coefficient was *positive* instead of negative. As a consequence, H4 (Work self-compassion negatively relates to burnout) was not supported by the results because there was a positive relationship between WSC and BO.

The standardized regression path for WSC on RBP was significant and resulted in a positive beta coefficient ($\beta = 0.14, p = .004, R^2 = .02$). This indicated a positive relationship between WSC and RBP with about 2% variance in RBP

explained by WSC. The results supported H5: Work self-compassion positively relates to Role Based Performance.

Because the path between H and WSC ($\beta = 0.04$, $p = .261$) was not significant, the mediation indirect effect of H on BO through WSC was also not significant ($\beta = 0.00$, $p = .306$). Similarly, the mediation indirect effect of H on RBP through WSC was not significant ($\beta = 0.01$, $p = .295$). Bootstrapping further confirmed that the indirect effects of H on BO and RBP through WSC were not significant. Confidence intervals of 95% for the true effect were 0.00 to 0.01 and also 0.00 to 0.01, respectively. As a consequence, the results did not support H6: WSC mediates the effects of Honesty-Humility Factor on burnout such that WSC will be a strong unique negative contributor towards burnout or H7: WSC mediates the effects of Honesty-Humility Factor performance such that WSC will be a strong unique positive contributor to performance.

Bootstrapping was conducted to determine the mediation effects of SC on BO through WSC. Again, the 95% confidence interval of the indirect effect was obtained with 5000 bootstrap re-samples (Preacher and Hayes, 2008).

Bootstrapping revealed a significant *positive* indirect effect of SC on BO through

WSC ($\beta = 0.07$, CI .02 to .12). These results supported H8, in part, because partial mediation was established because the path coefficients of SC to WSC was significant ($\beta = 0.62$, $p < .001$), WSC to BO was significant ($\beta = 0.12$, $p = .013$) and the path from SC to BO was also significant ($\beta = -0.26$, $p = .013$). This indicated that WSC explained a portion of the variance in BO, but SC also explained some of the variance in BO. (Hair, 2010; davidakenny.net/cm/mediate.htm). However, the results did not support the balance of H8 because the effect was a *positive* rather than negative contributor towards burnout.

Bootstrapping was also conducted to analyze the mediation effect of SC on RBP through WSC. Bootstrapping revealed a significant positive indirect effect of SC on RBP through WSC ($\beta = 0.09$, CI .04 to .14). In this case, full mediation was established because the direct effect of SC to RBP became not significant ($\beta = 0.09$, $p = .12$). This means that all the variance in RBP was fully accounted for by WSC and WSC captured all the effects of SC on RBP. (Hair, 2010; davidakenny.net/cm/mediate.htm). As a consequence, the results supported H9: WSC mediates the effects of Self-Compassion on performance such that WSC will be a strong unique positive contributor to performance.

Each of the control variables had a significant effect on the dependent variables in the model, except for A on RBP ($\beta = -0.05$, $p = .273$), C on BO ($\beta = -0.05$, $p = .272$), and C on RBP ($\beta = -0.07$, $p = .123$). Table 9 goes on to display the Regression Analysis Testing of the uniqueness of WSC in predicting BO and RBP. In step 1, the independent variables in the model of SC and H together with the control variables of (E, X, A, C, O) were regressed on to dependent variables (BO and RBP). In step 2, WSC was added to determine the extent to which WSC predicted variance in the dependent variables of BO and RBP. (Avery, Luthans and Youssef, 2010). As can be seen in Table 9, WSC explained significant additional variance to BO ($\Delta R^2 = 0.01$, $p < 0.01$) and significant additional variance to RBP ($\Delta R^2 = 0.01$, $p < 0.01$) over and above the other independent and control variables in the model.

In addition, the mediation effects of SC on BO through WSC and SC on RBP through WSC were significant with 0.01 and 0.01, respectively, of the variance explained in the dependent variables. WSC had a unique effect on the dependent variables as a mediator of the relationship between SC and BO and SC and RBP.

Summary of the Results

Regression estimates from the model were used to assess the hypotheses. The results showed that for H2, there was a significant and positive relationship between self-compassion and work self-compassion ($\beta = 0.62, p < .001, R^2 = .38$). For H3, there was not a significant relationship between Honesty-Humility factor and work self-compassion ($\beta = 0.04, p = .261, R^2 = .00$). For H4, there was a significant relationship between work self-compassion and burnout ($\beta = 0.12, p = .013, R^2 = .01$), however the beta coefficient was *positive* instead of negative indicating that work self-compassion did not negatively relate to burnout. For H5, there was a significant and positive relationship between work self-compassion and role based performance ($\beta = 0.14, p = .004, R^2 = .02$). For H6 and H7, there was not a significant mediating effect of Honesty-Humility Factor on burnout through work self-compassion ($\beta = 0.00, p = .306, CI .00 to .01$) or Honesty-Humility Factor on role based performance through work self-compassion ($\beta = 0.01, p = .295, CI .00 to .01$). For H8, there was significant effect of self-compassion on burnout through work self-compassion and yielded a positive rather negative beta coefficient ($\beta = 0.07, p = .014, R^2 = .005, CI .02 to .12$). The results supported H8 in part because partial mediation was established, but the results did

not support the balance of H8 because the effect was a strong positive rather than negative contributor towards burnout. For H9, there was a significant and positive effect on self-compassion on role based performance through work self-compassion ($\beta= 0.09$, $p = .004$, $R^2= .01$, CI .04 to .14). Full mediation was established and the variance in RBP was fully accounted for by WSC. (Hair, 2010; davidakenny.net/cm/mediate.htm).

Table 8. Standardized Regression Paths

Regression	β	SE	z	p	95% CI	Hypothesis
Main Model						
H2: SC → WSC	0.62	0.03	25.24	< .001		Supported
H3: H → WSC	0.04	0.03	1.12	.261		Rejected
H4: WSC → BO	0.12	0.05	2.50	.013		Rejected (sig. but positive)
H5: WSC → RBP	0.14	0.50	2.88	.004		Supported
H6: H → WSC → BO	0.00	0.00	1.02	.306	.00 to .01	Rejected
H7: H → WSC → RBP	0.01	0.01	1.05	.295	.00 to .01	Rejected
H8: SC → WSC → BO	0.07	0.03	2.47	.017	.02 to .12	Partially Supported
H9: SC → WSC → RBP	0.09	0.03	2.96	.004	.04 to .14	Supported
Controls						
H → BO	-0.08	0.04	-2.06	.040		
H → RBP	0.14	0.04	3.35	.001		
E → BO	-0.11	0.04	-2.60	.009		
E → RBP	-0.08	0.04	-1.95	.050		
X → BO	-0.21	0.05	-4.49	< .001		
X → RBP	0.15	0.05	3.04	.002		
A → BO	-0.09	0.05	-2.40	.016		
A → RBP	-0.05	0.04	-1.10	.273		
C → BO	0.05	0.05	1.10	.272		
C → RBP	-0.07	0.05	1.54	.123		
O → BO	0.19	0.04	4.52	< .001		
O → RBP	-0.11	0.05	-2.52	.012		
SC → BO	-0.26	0.05	-4.95	0.01		
SC → RBP	0.09	0.06	1.57	0.12		

Table 9. Regression Analysis Testing the Uniqueness of WSC on Predicting BO and RBP.

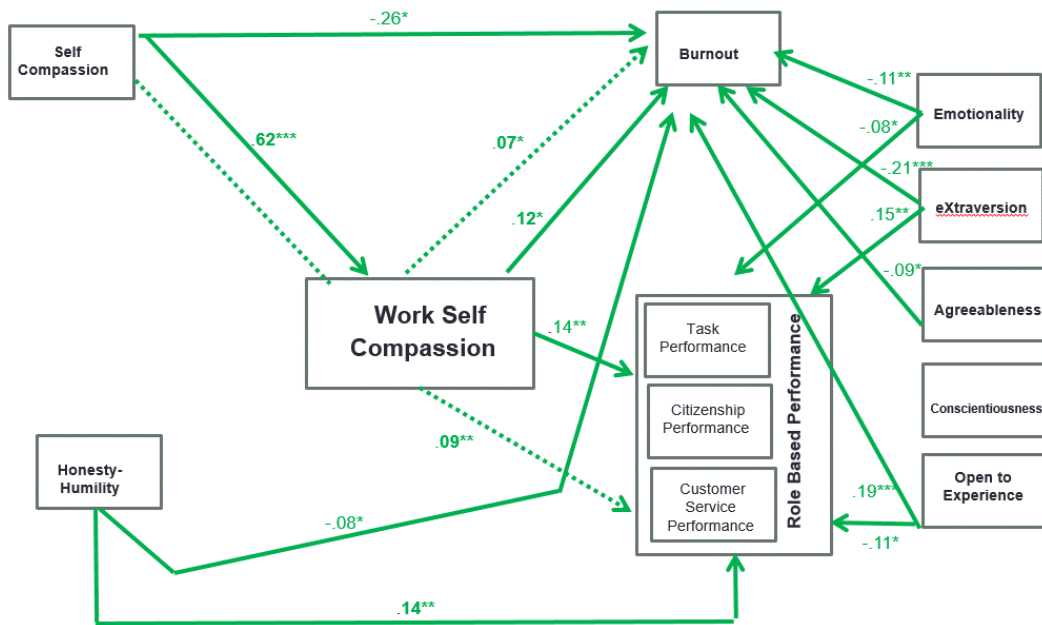
Study Variables	<i>BO</i>		<i>RBP</i>		<i>WSC</i>	<i>Mediation</i>
	<i>Step 1</i> β	<i>Step 2</i> β	<i>Step 1</i> β	<i>Step 2</i> β	<i>BO</i> β	<i>RBP</i> β
H	-0.08*	-0.08*	0.14***	0.14***		
E	-0.12**	-0.11**	-0.10*	-0.08**		
X	-0.20***	-0.21***	0.17**	0.15**		
A	-0.09*	-0.09*	-0.04 _{ns}	-0.05 _{ns}		
C	0.06 _{ns}	0.05 _{ns}	0.08 _{ns}	0.07 _{ns}		
O	0.20***	0.19***	-0.11*	-0.11*		
SC	0.19**	-0.26**	0.17**	0.09 _{ns}		
WSC		0.12*		0.14*		
Total R²	0.17**	0.18**	0.11**	0.12**		
Δ in R²		0.01**		0.01**		
SC→WSC→BO					0.07*	
SC→WSC→RBP					0.00 _{ns}	0.09**
H→WSC→BO						0.01 _{ns}
H→WSC→RBP						
Total R²					0.01*	0.01**

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

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

*** Correlation is significant at the <.001 level(2-tailed)

Figure 2. Significant Path Analysis of the Predicted Model



* Result significant at $p < 0.05$, **Result significant at $p < 0.01$ level, *** Results significant at $p < 0.001$
 Solid Line = Direct Effect, Dotted Line = Indirect Effect

CHAPTER V

DISCUSSION

There were two main purposes of this study. The first was to theoretically describe and empirically test self-compassion in the work setting. The second was to determine if work self-compassion (WSC) could predict and further explain the variance in burnout and job performance while controlling for HEXACO and SC. Both were accomplished by this study.

As a result of this study, it was discovered that WSC could be measured using three primary factors of Work Self- Kindness (WSK), Common Work Challenges (CWC) and Work Specific Mindfulness (WSM) that loaded onto a higher order factor of WSC. Moreover, WSC was distinguished both theoretically and empirically as a distinct construct from the psychological construct of self-compassion, despite there being a highly correlated positive relationship between self-compassion and WSC.

The framework in which WSC was studied accounted for the effects of SC and the personality traits of HEXACO on a positive outcome (RBP) and a negative outcome (BO). This integrated a broader range of stable personality traits and adaptive behavior variables to truly pressure test for the predictive relationship of WSC on BO and RBP. (Pearl, 2009; Avery, Luthans and Youssef, 2010).

The correlational and multiple regression findings supported the relationships outlined in my model among SC, WSC and RBP. As predicted by the model, SC predicted a significant positive relationship WSC ($r = .63$, $p < .05$, $\beta = .62$, $p < .001$) and WSC then predicted a significant positive effect on RBP ($r = .26$, $p < .01$, $\beta = .14$, $p = .004$). The results established that, holding all other effects constant, one standardized unit increase (decrease) in SC, increased (decreased) WSC by .62 standardized unit and one standardized unit increase (decrease) in WSC, increased RBP by .14 standardized unit. Bootstrapping revealed full mediation on the effects of SC on RBP through WSC ($\beta = 0.09$, CI .04 to .14) with the variance in RBP being fully accounted for by WSC.

Despite promising bivariate correlations, the multiple regression findings related to the relationships among SC, WSC and BO were surprising and not in

line with the a priori model. Specifically, bivariate correlation established a significant positive relationship between SC and WSC ($r = .63, p < .05$) and a significant negative relationship between WSC and BO ($r = -.13, p < .01$). Multiple regression also found a significant positive relationship between SC and WSC ($\beta = .62, p < .001$). However, multiple regression surfaced a significant *positive* (not negative as predicted by the model) relationship between WSC and BO ($\beta = .12, p = .013$). The multiple regression results established that, holding all other effects constant, one standardized unit increase (decrease) in SC, increased (decreased) WSC by .62 standardized unit and one standardized unit increase (decrease) in WSC, increased BO by .12 standardized unit. Bootstrapping revealed partial mediation on the effects of SC on BO through WSC ($\beta = 0.07, CI .02$ to $.12$), but the effect was a significant *positive* rather than negative contributor towards burnout. This indicated that WSC explained a portion of the variance in BO, but SC also explained some of the variance in BO. (Hair, 2010; davidakenny.net/cm/mediate.htm).

This result suggested that suppression may have occurred because the “true relationship between the dependent and independent variables was hidden in the bivariate correlations (e.g. the expected relationships was nonsignificant or even

reversed in sign). By adding additional independent variables and inducing multicollinearity, some unwanted shared variance was accounted for and the remaining unique variances allowed for the estimated coefficients to be in the unexpected direction or have opposite signs.” (Hair, et. al., 2010, p. 203).

I re-ran the entire model, but excluded SC as a variable in order to test if a suppression had occurred. In relevant part, the findings revealed that the WSC and BO did become a negative relationship, but it was not significant ($\beta = -0.01$, $p = .90$). As such, it was inconclusive if a suppression effect had occurred.

The model also proved successful in establishing correlational relationships between H, WSC, BO and RBP, but was not successful in predicting the relationships among H, WSC, BO and RBP when multiple regression was conducted. Bivariate correlation established a significant positive relationship between H and WSC, a significant positive relationship between WSC and RBP and a significant negative relationship between WSC and BO. Multiple regression established the relationship between H and WSC not significant and the mediation indirect effect of H on BO through WSC was also not significant. Similarly, the mediation indirect effect of H on RBP through WSC was not significant.

Bootstrapping further confirmed that the indirect effects of H on BO and H on RBP through WSC were not significant.

Even though WSC only explained a 1% change in variance in each of the dependent variables, these findings are nonetheless an important discovery and an expansion to what researchers currently know about compassion in management research. Specifically, WSC explained significant additional variance to BO and significant additional variance to RBP over and above the other independent and control variables in the model. In addition, WSC had a unique effect on the dependent variables as a mediator of the relationship between SC and BO and SC and RBP.

The regressed findings on the control variables confirmed findings from earlier research such as (1) SC had the strongest significant direct negative effect on BO (See e.g., Barnard and Curry, 2012 which found SC was negatively correlated with burnout), and (2) H had a significant direct positive effect on RBP (See e.g., Johnson, Rowatt and Petrini, 2011 which found H was a significant and unique predictor of job performance). However, several new findings were also uncovered such as (1) SC had a non-significant relationship to RBP, (2) H had a significant direct negative effect on BO, (3) X had the strongest significant direct

negative effect on BO ($\beta = -.21, p < .001$) and the strongest significant direct positive effect on RBP ($\beta = .15$ and $p = .002$), and finally, (4) H and WSC had equal levels of impact on RBP with $\beta = .14$ and $p = .001$ and $p = .004$, respectively.

The results of the study provide several implications for both research and practice. (Avery, Luthans and Youssef, 2010 that are discussed in the next two sections.

Theoretical Implications

Contributions to Research and Theory Related to Self-Compassion and Work Self-Compassion

This study added to the largely unanswered or fully explored domain of the nature and impact of self-compassion in the workplace. (Dutton, Lilius & Kanov, 2007). An initial contribution of my research is having developed and empirically validated a WSC scale that honed in on how self-compassion related to a person's relationship to his or her work, as opposed to how self-compassion globally affected a person's life. (Shanafelt, Bradley, Wipf and Back, 2002). The scale was found to be reliable, suggesting that it can be used for research purposes in work settings.

The merits of having developed a work specific scale for SC was

reinforced by the findings that SC and WSC were theoretically intertwined and produced similar correlational results to BO and RBP, but produced dissimilar multiple regression results. (Sani and Todman, 2002). That is, SC and WSC were found to have had a significant positive relationship to each other, but predicted opposite effects when regressed on the work related outcomes of BO and RBP. These findings highlight that SC and WSC are distinct constructs and, because they are adaptive behaviors (Neff, 2003b), they operationalize differently in the work context than in a more global manner affecting a person's life.

Another important discovery of this study was that WSC explained significant additional variance to BO and significant additional variance to RBP over and above the other independent and control variables in the model. In addition, WSC had a unique effect on the dependent variables as a mediator of the relationship between SC and BO and SC and RBP. Even though it was only a 1% change in variance in each of the dependent variables, these findings expand on what researchers currently know about compassion in management research.

A final theoretical contribution made by my study in the SC domain was

adding to the body of knowledge on the impact of SC on performance. In the Introduction section, I cited a study that found opposite outcomes on whether self-compassion positively or negatively correlated with performance goals. (Barnard and Curry, 2011). Barnard and Curry (2011) attributed the “the null findings to an inferior measure of goals and motivations (it only had six items) and not to a different hypothesis regarding the relationship among self-compassion, goals and motivations. “(Barnard and Curry, 2011, p. 296). My study contributed a set of empirical results that demonstrated SC had a positive correlation to a robust set of performance measures in the form of RBP ($r = .23$ and $p < 0.01$) but did not have a significant relationship when SC was regressed on RBP ($\beta = 0.09$, $p = 0.12$).

Contributions to Research and Theory Related to Honesty-Humility and Work Self-Compassion

My study advances theoretical explanations of stable traits and BO and RBP. H was found to have a contemporaneous direct negative relationship with BO and a positive direct relationship with RBP with medical staff at the target organization. Similarly, it was empirically established that X had the strongest negative effect on BO while contemporaneously also having the strongest significant positive effect on RBP.

These findings, together with the findings on WSC and SC domain, have important human resource implications that will be discussed in the next section.

Practical Implications and Contributions

I started this research by noting that burnout is a massive problem in the United States and job performance is always of keen concern to business leaders. The most significant practical contributions made by this study were the findings that empirically demonstrated that (1) WSC had a significant negative relationship with BO and a significant positive relationship with RBP on a correlational basis, (2) WSC did account for additional variance in burnout and role based performance even while controlling for the personality traits of HEXACO, (3) WSC had a unique effect on the dependent variables as a mediator of the relationships between SC and BO and SC and RBP, (4) X had the strongest negative effect on BO while contemporaneously also having the strongest significant positive effect on RBP, and finally, (5) H and WSC had equal levels of impact on RBP with $\beta = .14$ and $p = .001$ and $p = .004$, respectively.

As a result of these findings, HEXACO and WSC emerge as a “potential human resources management strategy.” (Avery, Luthans and Youssef, 2010, p.446). Specifically, by focusing on screening and selecting employees for

individual differences in the H and X personality traits, business organizations can simultaneously achieve the optimal aim of increasing RBP (and thereby indirectly improve productivity, efficiency, patient satisfaction and quality) and decreasing BO (and thereby indirectly lower turnover, improve morale and absenteeism) (Freudenberg, 1974; Malachi & Jackson, 1981b).

Screening and selection of new employees or employees for promotion are normally only a small percentage of an organization's human capital investment. Employees who already are a part of the workforce usually make up the larger concern when trying to transform an organization or realize significant improvements in work related outcomes such as BO or RBP. In this regard, the model suggested that investments in the training and development in improving existing employees' WSC skills would reduce BO and improve RBP. Given the correlational nature of these findings, however, this conclusion must remain tentative. (Neff and McGehee, 2009). This caution is highlighted by the regression estimates that suggested that WSC predicted a worsening of BO but an improvement in RBP. Conversely, the regression estimates suggested the SC had a significant negative relationship to BO and a non-significant relationship to RBP. Therefore, organizations should proceed with caution on either SC or WSC

training in the workplace and monitor both BO and RBP outcomes closely to avoid the unintended consequence of improving RBP but exacerbating BO or vice versa.

The model also suggested that WSC was a significant predictor of increased RBP and that such improvements occurred at equal levels as improvement in RBP delivered by the H factor. All of this provides a rationale for business leaders to invest beyond screening for stable psychological traits and, instead develop training programs to improve the adaptive skills of WSC and foster WSC in organizations as an alternative way to “operationalize performance” to gain a competitive advantage. (Avery, Luthans and Youseff, 2010, p. 448). For some organizations and individuals, it may be easier and more pragmatic to learn and develop WSC skills than to improve their individual complicated work dynamics. (Neff and McGehee, 2009).

Limitations and Future Research

There are several potential limitations to my study. The first limitation is that all the data for my research came from a single organization that is a safety net hospital for a major metropolitan city. Results here will differ from other healthcare organizations (especially smaller community hospitals) primarily due to

the unique nature of the patients served and the population health issues encountered. In a similar vein, the majority of the participants in this study were female, nurses and individual contributors with 0 to 4 years of experience. “It should not be assumed that the same pattern of findings would hold” in an organization with a different profile of employees. (Neff and McGehee, 2009, p. 237). In order to overcome the first two limitations, WSC should be studied in other healthcare with more diverse patient populations and non-healthcare organizations with employee demographics than those in this study to determine if they can be replicated and if generalizable to other organizations.

The next limitation is common method bias because the online data collection from participants was not separated in time to collect on different dates. (Avery, Luthans and Youssef, 2010). Separating the data collection may have resulted in difficulty obtaining a sufficiently large number of completed and fully matched participant RBP responses because of the turnover rates in hospital staff in general and, specifically, at the target organization. Annualized overall turnover at the target organization is 17% and turnover in the first year averages 22%.

The fourth limitation is bias in the self-reported BO and/ or WSC survey

responses due to social desirability. Future research may wish to conduct qualitative interviews in conjunction with or as alternatives to the Maslach Burnout Inventory (MBI) for Human Services and WSC.

Next, there are many other “contextual factors and individual differences, as well as, other work related outcomes” that were not captured in the model that may have influenced the results in BO and RBP. Future researcher should examine other potentially helpful behaviors, such as those encompassed in WSC, to gain a better understanding of the unique contribution” of WSC. (Avery, Luthans and Youssef, 2010, p. 446). Other independent variables for future study might include the constructs listed in Table 1 such as self-esteem, self-pitying, self-centered, self-criticism, and self-complacency to further establish WSC’s unique conceptual space. Other management related dependent variables for future study might include job satisfaction, organizational commitment and cognitive workplace failure. Future moderators and mediators could include self-regulatory skills such as emotion control and motivation control.

Finally, further study is needed to better understand why WSC had a positive rather than negative relationship with BO in the regressed model. Here,

future researcher should delve further into the possible links with being self-indulgent or submissive and/or the fear that people have that developing compassion for self will somehow make them weak or give them permission to lower their standards resulting in failing again and being overcome by sadness and depression. (Gilbert, McEwan, Matos, and Ravis, 2011).

Conclusion

This study established WSC both theoretically and empirically. Utilizing the WSC scale, the findings of this study demonstrated that WSC further explained variance in burnout and job performance.

I hope this study on WSC moves research into compassion at work beyond its infancy (Dutton, Workman, Hardin, 2014, p. 293) and initiates a new line of research in much the same way the self-compassion scale (SCS) developed in 2003 became “an important first step” to empirically examine self-compassion and helped “initiate a new line of research” exploring the relationship between self-compassion and other important psychological process. (Neff, 2003b, p. 244).

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Appendix A

Study 1: Developing and Validating a Work Specific Measure of Self-Compassion

Study 1 was conducted to develop and validate a work-specific measure of self-compassion (WSC). In initial item development, content validity was gained through sorting which yielded a 30-item scale upon which data was collected. Data obtained from participants through Amazon's Mechanical Turk supported the factorial, construct and criterion related validity of WSC. In particular, results supported the expected relationships of WSC with self-reported measures of job performance and organizational commitment. Overall, results supported the validity and utility of the new measure in assessing job performance and organizational commitment, more so than the general self-compassion scale.

METHODS

Work Specific Self- Compassion Construct and Criterion Related Validation Measure Development and Content Validation

To develop and validate a work specific measure for self-compassion, the Hinkin (1998) measurement validation framework was followed. (Wallace and Chen, 2005.) Items were written that represented each component of WSC. This effort resulted in 30 total items in the initial WSC scale, 10 each relating to the three components comprising the construct of WSC: (a) Work Specific Self-Kindness (b) Common Work Challenges and (c) Work Specific Mindfulness. This list of 30 items was then administered to a sample of 8 Executive PhD students and 10 human resources professional to sort into the construct that best reflected the item. To assess rater agreement for the initial content validity, raters were given a form with the conceptual definitions of the three WSC dimensions and were asked to sort each of the 30 items into one of the three components based on each components definition, (Wallace and Chen, 2005.) The items were randomly ordered to avoid order effect. (Wallace and Chen, 2005.)

None of the items were dropped from the scale because more than 80% of the raters sorted the items into the expected dimension. (Wallace and Chen, 2005.) Additionally, it was determined that 10 items each would not result in oversampling of the content. (Wallace and Chen, 2005.) The content validation of the scale yielded a 30-item measure upon which data was collected.

Procedures, Participants and Samples

An online correlations survey was constructed using Qualtrics and respondents were solicited through Amazon's Mechanical Turk. In relevant part, the online survey asked participants:

- Personal information such as age, race/ ethnicity, sex, work status and job function.
- Behavior based questions on WSC based on the dimensions work specific self-kindness, common work challenges and work mindfulness.
- Behavior based questions self-compassion based on the dimensions of self-kindness, self-judgment, common Humanity, isolation, mindfulness and over-identified.
- Self-ratings on job performance.
- Behavior based questions on organizational commitment on the dimensions of affective, normative and continuance commitment.

A total of 657 participants took the online survey. The number of participants whose data was used was reduced to n= 461 after data from 196 participants was removed because of missing data elements. A decision was made not to impute results for the missing data elements. According to D. Delen, et. al., “no matter how sophisticated the imputation technique is, it is a fact that the imputed values

are not real, and may introduce bias.” (D. Delen, et. al. p. 436-7, 2006.) The guideline for removing unknown or not reported data that would otherwise be imputed is: (1) there is enough data left in the analysis and (2) the removal of these cases do not introduce bias into the dataset (such as affecting the distribution of the variables). (D. Delen, 2006.) Based on this guideline, the decision was made not to impute results, but rather remove those cases with missing data elements.

The demographics of the remaining 461 participants was as follows:

- Ages ranged from 19 to 75 with the mean age equaling 38 (SD= 12.20)
- 188 (41%) male and 273 (59%) female
- Ethnicity was reported as follows:
 - Asian 24 (5%)
 - Hispanic 27 (6%)
 - Caucasian 353 (77%)
 - African-American 48 (10%)
 - Native American 4 (1%)
 - Other 5 (1%)
- Work Status was reported as 351 (76%) employed full time, 96 (21%) employed part time and 14 not employed (3%).
- Job functions were reported as:
 - Operations 2 (0%)
 - Sales 86 (19%)
 - Services 121 (26%)
 - Information Technology 45 (10%)
 - General and Administrative 113 (25%)
 - Executive/ Upper Management 26 (6%)
 - Research and Development 16 (3%)
 - Engineering 11 (2%)
 - Human Resources 13 (3%)

- Accounting/ Finance 28 (6%)

Measures

Work Specific Self-Compassion

The 30 item WSC developed for this study was used. Responses to items ranged from 1 (almost never) to 5 (almost always) (present study $\alpha = 0.9643$).

Self-Compassion

Self-Compassion was measured using Neff's (2003b) 26-item scale. Participants were asked to rate their behaviors associated with self-kindness, self-judgment, isolation and mindfulness, common humanity and over identification. Using a 5 point Likert type scale where 1= almost never to 5= almost always, participants were asked to indicate how often they behaved in the manner stated in the question posed (e.g. When I'm feeling down I tend to obsess and fixate on everything that's wrong.) (Neff, 2003b). (present study $\alpha = 0.9554$).

Job Performance

Job performance was measured using a 3 item scale where participants self-rated their quantity of work output, quality of work output and accuracy of work

using a 5 point Likert type scale from 1 (needs much improvement) to 5 (excellent). (present study $\alpha = 0.8397$).

Organizational Commitment

Organizational commitment was measured using a 17 item scale developed by Allen & Meyer (1997). The scale measures affective (e.g. I really feel as if this organization's problems are my own), normative (e.g. I owe a great deal to this organization) and continuance commitment (e.g. Right now staying with my organization is a matter of necessity as much as desire) using a 7 point Likert type scale from 1 (strongly disagree) to 7 (strongly agree). (present study $\alpha = 0.9037$).

Results

Factorial validation analyses

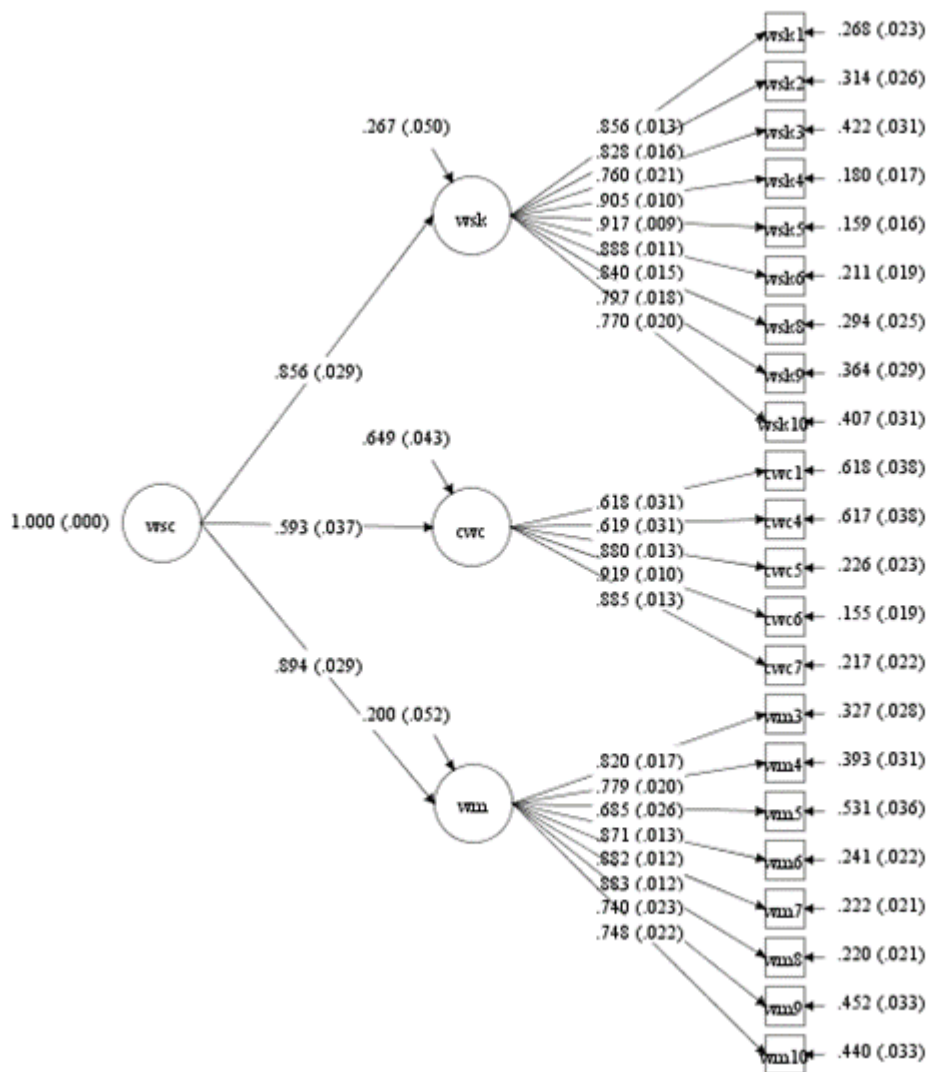
Confirmatory factor analysis (CFA) was conducted on the 30-item WSC using MPLUS. CFA was used because we had strong theory driving our development and structure of the WSC. (Wallace and Chen 2005). The initial CFA that was conducted on the 30-item WSC resulted in a 3-factor model with poor fit indices. (See e.g. Hu & Bentler, 1999), $\chi^2 = 2100.457$ ($p < .05$), RMSEA = 0.096, SRMR= 0.099, CFI =0.851 and TLI= 0.839.)

Examination of the modification indices and the factor loadings suggested one of the WSK, five of the CWC and two of the WM items had lower factor loadings than the other items (as low as $<.50$), suggesting that removing these items would improve the fit. Additionally, removing these items would result in a more parsimonious 22-item measure. Using the 22-item revised scale, the model was refitted. As shown in Table 1, all standardized factor loadings were significant ($p < .05$) and adequate.

The results of the CFAs on the 22-item WSC suggested the fit of the model was much improved: $\chi^2 = 855.823$ ($p < .05$), RMSEA = 0.83, SRMR = 0.049, CFI = 0.929, TLI = 0.920. (see Table 2 for fit statistics). These results support that the construct of WSC consists of WSK, WM, CWC (i.e. first order factors) and all comprise a higher factor of WSC (i.e. second order factor). Wallace & Chen, (2005). The higher order factor (construct) of WSC was expected because this is consistent with Neff's (2003) original conceptualization of the general self-compassion construct. In an effort to gain utility in predicting job performance and organizational commitment outcomes, however, the examination of WSC to job performance and organizational commitment used the higher order factor of WSC. This approach has been followed in studies applying the general self-compassion. (e.g. Self-compassion in white collar workers, Abaci, R., & Arda, D.

2013: Teachers' well-being, Jennings, P. A. (2014); Self-Compassionate leadership development with wildland fire managers. (Lewis, A. B., & Ebbeck, V. (2014). Thus, although the results supported the factorial validity for three first order factors, the utilization of the single WSC as a higher second factor was warranted in the examination of its relationship to workplace outcomes. (Wallace & Chen, 2005).

Items		WSK	CWC	WM
1	I give myself positive appreciation and kindness when I fail to execute the appropriate behavior, action or task while work.	0.856		
2	When I failed to execute the appropriate behavior, action or task while working, I am warm and patient with my feelings, thoughts and impulses.	0.828		
3	I accept my worth and value as a worker in my workplace whole heartedly even when I fail to execute appropriate behaviors, actions or task while at work.	0.760		
4	I give myself positive appreciation and kindness when I fail at work.	0.905		
5	I give myself kindness and unconditional appreciation when I fail at work.	0.917		
6	I am warm and patient with my feelings, thoughts and impulses when I fail at work.	0.888		
7	When I am going through a hard time at work, I am kind and accepting of myself.	0.840		
8	When I miss a deadline, I unconditionally accept and forgive my actions, feelings and thoughts.	0.797		
9	When my boss criticizes my work, I give myself kindness and understanding.	0.770		
10	I understand that others in the workplace have feelings of inadequacy when they fail to execute appropriate behaviors, actions or tasks while at working.		0.618	
11	Everyone goes through feeling inadequate or disappointed when they underperform at work.		0.619	
12	When I am having a difficult time at work, I understand that other workers are probably going through the same or similar things.		0.880	
13	When I am disappointed with my performance at work, I understand that other workers are probably going through the same or similar things.		0.919	
14	When I am going through a hard time at work, I understand that other workers are probably going through hard times at work.		0.885	
15	I accept my work related failures with balance and calmness			0.820
16	I accept my deficiencies in skills and competencies to do my job with balance.			0.779
17	I am not distracted by judgmental self-evaluations or worries about past or future performance.			0.685
18	I am composed and balanced when I fail at something important at work.			0.871
19	I am calm and balanced when I am going through a difficult time at work.			0.882
20	I am balanced when I am disappointed with my performance at work			0.883
21	When my boss criticizes my work, I keep it in perspective.			0.740
22	When I miss a deadline, I keep it in perspective.			0.748
Second Order Loadings of factors on Total WSC		0.856	0.593	0.894



Construct validation analysis

Table 2 contains the means, standard deviations and correlations for all the variables used in this study. An examination of the relationships found support for all of the expected relationships outlined in the hypotheses. Specifically, it was demonstrated that Self-Compassion positively and significantly related to job performance ($r = 0.1905$) and organizational commitment ($r = 0.1880$). In addition, Work Self-Compassion positively and significantly related to job performance ($r = 0.3183$) and organizational commitment ($r = 0.2687$).

Variable		M	SD	WSC	SC	JP	OC
1	WSC	3.50	0.7859	<i>0.9643</i>			
2	SC	3.24	0.8281	0.8033	<i>0.9524</i>		
3	JP	4.19	0.6505	0.3183	0.1905	<i>0.8397</i>	
4	OC	4.28	1.1380	0.2687	0.1880	0.1741	<i>0.9037</i>
<i>Note: Internal consistency estimates (i.e., coefficient alpha) are in blue italics on the diagonal.</i>							
<i>All $p < .05$</i>							

Criterion-related validation analyses

To examine the predictive utility of the WSC, it was vital to demonstrate that it accounted for the variance in job performance and organizational commitment outcomes over and above the general self-compassion construct.

(Wallace and Chen, 2005). To examine this utility, standard least squares

regression was conducted. As shown in Table 3, general self-compassion was able to significantly predict job performance and organizational commitment. In addition, work specific self-compassion significantly accounted for job performance and organizational commitment over and above general self-compassion. Specifically, work specific self-compassion more strongly predicted job performance and organizational commitment with R- squared of 0.1013 and 0.0722, respectively, as compared to general self-compassion with R-squared of 0.0363 and 0.0353, respectively.

Hypothesis	Estimate	p Value	R²
SC--> JP	0.1496	p < .05	0.0363
SC-->OC	0.2584	p < .05	0.0353
WSC--> JP	0.2634	p < .05	0.1013
WSC--> OC	0.3892	p < .05	0.0722

Results

An examination of the relationships found support for all of the expected relationships outlined in the hypotheses. Specifically, it was demonstrated that Honesty-Humility positively and significantly related to Self-Compassion ($r = 0.25^*$). In addition, Self-Compassion positively and significantly related to job performance ($r = 0.19^*$) and organizational commitment ($r = 0.19^*$).

Standard least squares regression was conducted to examine the predictive utility of self-compassion on job performance and organizational commitment. As shown in Figure 2, general self-compassion was able to significantly predict job performance and organizational commitment with R-squared of 0.04 and 0.04, respectively. The H-factor predicted self-compassion at .26* above and beyond controls.

DISCUSSION

Study 1 investigated the construct of self-compassion as a work-specific construct instead of the traditional general self-compassion construct, and tested its ability to account for job performance and organizational commitment. (Wallace and Chen, 2005). A reliable and valid measure of work specific self-compassion was developed that demonstrated greater utility than general self-compassion in predicting self-reported job performance and organizational commitment. Criterion-related validity WSC was significant and meaningful.

The newly created WSC possesses three reliable and valid first order factors that, in turn, comprise a second, higher order factor. These findings are

consistent with Neff's (2003b) original conceptualization of the general self-compassion construct, which theorized that self-compassion was composed of three interrelated components of self-kindness, common humanity and mindfulness. The present study identified relationships among self-reported job performance and organizational commitment using the more specific factors and the generalized higher order factor. Correlation analyses determined that self-reported job performance and organizational commitment were more strongly related to WSC than to general SC.

CONCLUSION

By treating self-compassion as a work specific construct, Study 1 established that this new scale allows for better prediction of work related outcomes such as job performance and organization commitment. (Wallace and Chen, 2005). Researchers and practitioners may now be able to create behavioral reinforcements or behavior based adaptive skill development interventions to help employees navigate the many factors challenging workers' well-being as they respond to personal and professional successes, failures and frustrations in the workplace. (Kyeong, 2013). In doing so, employees can work more effectively towards their goals, potentially leading to stronger individual and

organizational performance. Future research should focus on the use of the WSC scale to further validate its applicability to manage and predict work related individual and organizational performance outcomes.

APPENDIX B

Participant's Survey

Please tell us a little about yourself.

Gender

- Male (1)
- Female (2)

Age (Years)

- 18 to 29 years (1)
- 30 to 39 years (2)
- 40 to 49 years (3)
- 50 to 59 years (4)
- 60 to 69 years (5)
- 70 or over (6)

Race/ Ethnicity

- African- American (1)
- Asian/ Indian subcontinent (2)
- Caucasian (3)
- Hispanic/ Latino(a) (4)
- Native American (5)
- Pacific Islander (6)
- Two or more races (7)

Work Status

- Employed full time (1)
- Employed part time (2)
- PRN (3)
- Other (4)

Current Job Function in the organization in which you work. Please note, there may not be an exact match. Please select the overarching function you think is best describes your job.

- Nurse (1)
- Advanced Practice Provider (2)
- Physician (3)
- Other Clinical Role (4)
- Administration (5)
- Support Services (Facilities, Finance, Human Resources, Legal Supply Chain) (6)
- Other (7)

Job Level in the organization in which you work.

- Vice President or above (1)
- Executive Director (2)
- Director (3)
- Manager (4)
- Supervisor (5)
- Individual Contributor (6)

Job Yrs How long have you held your current job(Years)?

- 0 to 4 year (1)
- 5 to 9 years (2)
- 10 to 14 years (3)
- 15 to 19 years (4)
- 20 to 24 years (5)
- 25 to 29 years (6)
- 30 years or more (7)

HEXACO Part 1 of 5 of the survey contains 96 statements about you. There is no right or wrong answer. We simply would like to know how much you agree or disagree with each statement. Select the appropriate response using the following scale:

5 = Strongly Agree

4= Agree

3 = Neutral (neither agree nor disagree)

2 = Disagree

1 = Strongly Disagree

Please answer every statement, even if you are not completely sure of your response.

AFL4 1. In business, you have to be flexible in your opinions or views.

- Strongly Disagree (1)
- Disagree (2)
- Neutral (3)
- Agree (4)
- Strongly Agree (5)

XS8 2. I enjoy being with other people.

- Strongly Disagree (1)
- Disagree (2)
- Neutral (3)
- Agree (4)
- Strongly Agree (5)

AF6 3. I work hard to re-establish relationships where trust has been broken.

- Strongly Disagree (1)
- Disagree (2)
- Neutral (3)
- Agree (4)
- Strongly Agree (5)

EF5 4. It takes a lot to get me frightened.

- Strongly Disagree (1)
- Disagree (2)
- Neutral (3)
- Agree (4)
- Strongly Agree (5)

CPr12 5. Other people describe me as someone who thinks carefully before acting.

- Strongly Disagree (1)
- Disagree (2)
- Neutral (3)
- Agree (4)
- Strongly Agree (5)

ED9r 6. I seek comfort from others when things go wrong.

- Strongly Disagree (5)
- Disagree (4)
- Neutral (3)
- Agree (2)
- Strongly Agree (1)

HS8 7. Other people tell me that I am a sincere person.

- Strongly Disagree (1)
- Disagree (2)
- Neutral (3)
- Agree (4)
- Strongly Agree (5)

AP8 8. It really takes a lot to make me angry.

- Strongly Disagree (1)
- Disagree (2)
- Neutral (3)
- Agree (4)
- Strongly Agree (5)

XL5 9. No matter what comes my way at work, I keep a positive outlook.

- Strongly Disagree (1)
- Disagree (2)
- Neutral (3)
- Agree (4)
- Strongly Agree (5)

HG8r 10. It is important to be identified with only the best.

- Strongly Disagree (5)
- Disagree (4)
- Neutral (3)
- Agree (2)
- Strongly Agree (1)

ES8r 11. I am deeply moved when I see or experience negative events at work.

- Strongly Disagree (5)
- Disagree (4)
- Neutral (3)
- Agree (2)
- Strongly Agree (1)

XB1r 12. I do not like speaking in front of large groups.

- Strongly Disagree (5)
- Disagree (4)
- Neutral (3)
- Agree (2)
- Strongly Agree (1)

ES9r 13. Other people have told me that I am a sentimental person at work.

- Strongly Disagree (5)
- Disagree (4)
- Neutral (3)
- Agree (2)
- Strongly Agree (1)

HS7 14. I do not put on a show at work just to impress people.

- Strongly Disagree (1)
- Disagree (2)
- Neutral (3)
- Agree (4)
- Strongly Agree (5)

XB7 15. Other people have told me that I appear confident in social settings.

- Strongly Disagree (1)
- Disagree (2)
- Neutral (3)
- Agree (4)
- Strongly Agree (5)

HM6 16. I am modest at work.

- Strongly Disagree (1)
- Disagree (2)
- Neutral (3)
- Agree (4)
- Strongly Agree (5)

AFL10 17. I am flexible when work conditions change.

- Strongly Disagree (1)
- Disagree (2)
- Neutral (3)
- Agree (4)
- Strongly Agree (5)

XE10 18. Other people at work consider me to be comfortable in social situations.

- Strongly Disagree (1)
- Disagree (2)
- Neutral (3)
- Agree (4)
- Strongly Agree (5)

CO1 19. My colleagues would describe my work area as well organized.

- Strongly Disagree (1)
- Disagree (2)
- Neutral (3)
- Agree (4)
- Strongly Agree (5)

CD11 20. I focus on achieving my goals.

- Strongly Disagree (1)
- Disagree (2)
- Neutral (3)
- Agree (4)
- Strongly Agree (5)

AP10 21. I rarely get aggravated.

- Strongly Disagree (1)
- Disagree (2)
- Neutral (3)
- Agree (4)
- Strongly Agree (5)

XS9 22. I prefer a job that has a lot of social interaction.

- Strongly Disagree (1)
- Disagree (2)
- Neutral (3)
- Agree (4)
- Strongly Agree (5)

ES7r 23. I can feel the pain of others when they are upset.

- Strongly Disagree (5)
- Disagree (4)
- Neutral (3)
- Agree (2)
- Strongly Agree (1)

XL4 24. Other people would probably describe me as a cheerful person.

- Strongly Disagree (1)
- Disagree (2)
- Neutral (3)
- Agree (4)
- Strongly Agree (5)

OC1 25. In general, I often look for better methods to complete tasks.

- Strongly Disagree (1)
- Disagree (2)
- Neutral (3)
- Agree (4)
- Strongly Agree (5)

XL7 26. I find myself to be the optimist at work - trying to get my colleagues to cheer-up and be livelier.

- Strongly Disagree (1)
- Disagree (2)
- Neutral (3)
- Agree (4)
- Strongly Agree (5)

OC6 27. My vivid imagination allows me to create innovative solutions at work.

- Strongly Disagree (1)
- Disagree (2)
- Neutral (3)
- Agree (4)
- Strongly Agree (5)

XS2 28. At parties or other gatherings, I like to talk to as many people as possible.

- Strongly Disagree (1)
- Disagree (2)
- Neutral (3)
- Agree (4)
- Strongly Agree (5)

AFL7 29. At work, I believe that cooperation is better than competition.

- Strongly Disagree (1)
- Disagree (2)
- Neutral (3)
- Agree (4)
- Strongly Agree (5)

XB4 30. I am usually the first one to speak in a group.

- Strongly Disagree (1)
- Disagree (2)
- Neutral (3)
- Agree (4)
- Strongly Agree (5)

HG7r 31. My social status at work is important to me.

- Strongly Disagree (5)
- Disagree (4)
- Neutral (3)
- Agree (2)
- Strongly Agree (1)

HS6 32. People see the real me every day.

- Strongly Disagree (1)
- Disagree (2)
- Neutral (3)
- Agree (4)
- Strongly Agree (5)

XE5 33. I really feel great about myself in social situations.

- Strongly Disagree (1)
- Disagree (2)
- Neutral (3)
- Agree (4)
- Strongly Agree (5)

HF1r 34. In general, if I can get away with it, I will take something from work.

- Strongly Disagree (5)
- Disagree (4)
- Neutral (3)
- Agree (2)
- Strongly Agree (1)

AP3 35. I exercise patience at work.

- Strongly Disagree (1)
- Disagree (2)
- Neutral (3)
- Agree (4)
- Strongly Agree (5)

HM5 36. I am just a simple person and do not expect special treatment.

- Strongly Disagree (1)
- Disagree (2)
- Neutral (3)
- Agree (4)
- Strongly Agree (5)

AFL8 37. At work, it is critical to be a flexible colleague.

- Strongly Disagree (1)
- Disagree (2)
- Neutral (3)
- Agree (4)
- Strongly Agree (5)

CD6 38. In general, I am motivated to achieve as much as possible.

- Strongly Disagree (1)
- Disagree (2)
- Neutral (3)
- Agree (4)
- Strongly Agree (5)

ED2 39. I do not need the support of the people I work with.

- Strongly Disagree (1)
- Disagree (2)
- Neutral (3)
- Agree (4)
- Strongly Agree (5)

XE1 40. In social situations, I find people are drawn to me.

- Strongly Disagree (1)
- Disagree (2)
- Neutral (3)
- Agree (4)
- Strongly Agree (5)

CO9 41. I like for things to be in order.

- Strongly Disagree (1)
- Disagree (2)
- Neutral (3)
- Agree (4)
- Strongly Agree (5)

EA7r 42. Other people have told me that I worry too much.

- Strongly Disagree (5)
- Disagree (4)
- Neutral (3)
- Agree (2)
- Strongly Agree (1)

CO2 43. I prefer to work in an organized manner.

- Strongly Disagree (1)
- Disagree (2)
- Neutral (3)
- Agree (4)
- Strongly Agree (5)

AG1 44. I am generally a mild-mannered person when dealing with other people.

- Strongly Disagree (1)
- Disagree (2)
- Neutral (3)
- Agree (5)
- Strongly Agree (1)

XB9 45. I tend to dominate conversations in-group meetings.

- Strongly Disagree (1)
- Disagree (2)
- Neutral (3)
- Agree (4)
- Strongly Agree (5)

AP2 46. It takes a lot to get me to lose my temper.

- Strongly Disagree (1)
- Disagree (2)
- Neutral (3)
- Agree (4)
- Strongly Agree (5)

OA9 47. Other people often say I am an 'artsy' type of person.

- Strongly Disagree (1)
- Disagree (2)
- Neutral (3)
- Agree (4)
- Strongly Agree (5)

HG9r 48. Other people have said that I prefer the finer things in life.

- Strongly Disagree (5)
- Disagree (4)
- Neutral (3)
- Agree (2)
- Strongly Agree (1)

CD9 49. I feel like I am driven by a strong internal engine to get things done.

- Strongly Disagree (1)
- Disagree (2)
- Neutral (3)
- Agree (4)
- Strongly Agree (5)

HS5 50. I am unwilling to manipulate others at work, even if I could personally benefit.

- Strongly Disagree (1)
- Disagree (2)
- Neutral (3)
- Agree (4)
- Strongly Agree (5)

OU9 51. My friends would describe me as being unconventional.

- Strongly Disagree (1)
- Disagree (2)
- Neutral (3)
- Agree (4)
- Strongly Agree (5)

OC3 52. When I encounter a problem, I look for a creative solution.

- Strongly Disagree (1)
- Disagree (2)
- Neutral (3)
- Agree (4)
- Strongly Agree (5)

CPr7 53. After careful thought, I usually begin work tasks with a plan in mind.

- Strongly Disagree (1)
- Disagree (2)
- Neutral (3)
- Agree (4)
- Strongly Agree (5)

XS6 54. I make friends easily at work.

- Strongly Disagree (1)
- Disagree (2)
- Neutral (3)
- Agree (4)
- Strongly Agree (5)

OA4 55. I enjoy going to the theater for plays, musicals, and other forms of live theater.

- Strongly Disagree (1)
- Disagree (2)
- Neutral (3)
- Agree (4)
- Strongly Agree (5)

HF7 56. Rules are rules, I do not 'bend' rules to get what I want.

- Strongly Disagree (1)
- Disagree (2)
- Neutral (3)
- Agree (4)
- Strongly Agree (5)

OA8 57. I prefer working in an environment that is visually appealing.

- Strongly Disagree (1)
- Disagree (2)
- Neutral (3)
- Agree (4)
- Strongly Agree (5)

HM2 58. I am no different than anyone else at work.

- Strongly Disagree (1)
- Disagree (2)
- Neutral (3)
- Agree (4)
- Strongly Agree (5)

AF10 59. It is hard for me to stay angry at people.

- Strongly Disagree (1)
- Disagree (2)
- Neutral (3)
- Agree (4)
- Strongly Agree (5)

CP3 60. My colleagues would describe me as a detail-oriented person.

- Strongly Disagree (1)
- Disagree (2)
- Neutral (3)
- Agree (4)
- Strongly Agree (5)

OI5 61. Others describe me as being naturally curious.

- Strongly Disagree (1)
- Disagree (2)
- Neutral (3)
- Agree (4)
- Strongly Agree (5)

XE9 62. Generally, I am an easy person to talk to.

- Strongly Disagree (1)
- Disagree (2)
- Neutral (3)
- Agree (4)
- Strongly Agree (5)

AF1 63. If someone has wronged me, I am willing to forgive and move forward.

- Strongly Disagree (1)
- Disagree (2)
- Neutral (3)
- Agree (4)
- Strongly Agree (5)

CD3 64. Others tell me that I have a strong work ethic.

- Strongly Disagree (1)
- Disagree (2)
- Neutral (3)
- Agree (4)
- Strongly Agree (5)

OU2 65. I have been told that I do not always conform.

- Strongly Disagree (1)
- Disagree (2)
- Neutral (3)
- Agree (4)
- Strongly Agree (5)

OU10 66. I consider myself a nonconformist.

- Strongly Disagree (1)
- Disagree (2)
- Neutral (3)
- Agree (4)
- Strongly Agree (5)

EF6r 67. People tell me that I sometimes 'freeze-up' during difficult situations.

- Strongly Disagree (5)
- Disagree (4)
- Neutral (3)
- Agree (2)
- Strongly Agree (1)

HF4r 68. As long as I obtain a good outcome, I am not concerned with the process.

- Strongly Disagree (5)
- Disagree (4)
- Neutral (3)
- Agree (2)
- Strongly Agree (1)

EA5r 69. I feel anxious when I wait on an important answer, decision, or result.

- Strongly Disagree (5)
- Disagree (4)
- Neutral (3)
- Agree (2)
- Strongly Agree (1)

EA2r 70. When I get stressed at work, I think of the worst possible outcome.

- Strongly Disagree (5)
- Disagree (4)
- Neutral (3)
- Agree (2)
- Strongly Agree (1)

OA3 71. I enjoy spending time at art galleries.

- Strongly Disagree (1)
- Disagree (2)
- Neutral (3)
- Agree (4)
- Strongly Agree (5)

CPr6 72. I am quite good at controlling my impulses.

- Strongly Disagree (1)
- Disagree (2)
- Neutral (3)
- Agree (4)
- Strongly Agree (5)

AG5 73. I try to avoid being critical of other people.

- Strongly Disagree (2)
- Disagree (4)
- Neutral (3)
- Agree (4)
- Strongly Agree (5)

EF7r 74. I am often fearful for my safety.

- Strongly Disagree (5)
- Disagree (4)
- Neutral (3)
- Agree (2)
- Strongly Agree (1)

CPr11 75. I anticipate the consequences of my actions.

- Strongly Disagree (1)
- Disagree (2)
- Neutral (3)
- Agree (4)
- Strongly Agree (5)

XL1 76. In general, most things in life are really exciting.

- Strongly Disagree (1)
- Disagree (2)
- Neutral (3)
- Agree (4)
- Strongly Agree (5)

EF8r 77. In general, I avoid unfamiliar situations.

- Strongly Disagree (5)
- Disagree (4)
- Neutral (3)
- Agree (2)
- Strongly Agree (1)

OI3 78. In general, I like to know how things work.

- Strongly Disagree (1)
- Disagree (2)
- Neutral (3)
- Agree (4)
- Strongly Agree (5)

HM4r 79. On average, I should be treated with more respect than other people.

- Strongly Disagree (5)
- Disagree (4)
- Neutral (3)
- Agree (2)
- Strongly Agree (1)

HF8r 80. Other people have told me that I tend to bend the rules.

- Strongly Disagree (5)
- Disagree (4)
- Neutral (3)
- Agree (2)
- Strongly Agree (1)

AG8 81. I avoid being critical of others, even when they make a lot of mistakes.

- Strongly Disagree (1)
- Disagree (2)
- Neutral (3)
- Agree (4)
- Strongly Agree (5)

CP8 82. When working, I am very thorough and concerned with details.

- Strongly Disagree (1)
- Disagree (2)
- Neutral (3)
- Agree (4)
- Strongly Agree (5)

EA9r 83. I focus on the bad things that can happen.

- Strongly Disagree (5)
- Disagree (4)
- Neutral (3)
- Agree (2)
- Strongly Agree (1)

ES6r 84. I am deeply moved when others are upset.

- Strongly Disagree (5)
- Disagree (4)
- Neutral (3)
- Agree (2)
- Strongly Agree (1)

CP9 85. Other people tell me that I always notice the little things.

- Strongly Disagree (1)
- Disagree (2)
- Neutral (3)
- Agree (4)
- Strongly Agree (5)

CO5 86. Planning ahead is always a good thing compared to waiting till the last minute.

- Strongly Disagree (1)
- Disagree (2)
- Neutral (3)
- Agree (4)
- Strongly Agree (5)

OC2 87. Other people often tell me I am innovative.

- Strongly Disagree (1)
- Disagree (2)
- Neutral (3)
- Agree (4)
- Strongly Agree (5)

OI2 88. I am a very curious person.

- Strongly Disagree (1)
- Disagree (2)
- Neutral (3)
- Agree (4)
- Strongly Agree (5)

ED5r 89. I find it useful to discuss problems with other people.

- Strongly Disagree (5)
- Disagree (4)
- Neutral (3)
- Agree (2)
- Strongly Agree (1)

OI4 90. I ask a lot of questions so I can understand better.

- Strongly Disagree (1)
- Disagree (2)
- Neutral (3)
- Agree (4)
- Strongly Agree (5)

AF2 91. It is not right to hold grudges.

- Strongly Disagree (1)
- Disagree (2)
- Neutral (3)
- Agree (4)
- Strongly Agree (5)

HG4r 92. My primary objective for working is to become wealthy.

- Strongly Disagree (5)
- Disagree (4)
- Neutral (3)
- Agree (2)
- Strongly Agree (1)

CP5 93. I repeatedly double-check my work to ensure it is accurate.

- Strongly Disagree (1)
- Disagree (2)
- Neutral (3)
- Agree (4)
- Strongly Agree (5)

AG6 94. My co-workers would describe me as a lenient and gentle person.

- Strongly Disagree (1)
- Disagree (2)
- Neutral (3)
- Agree (4)
- Strongly Agree (5)

OU8 95. I often have very different ideas than other people.

- Strongly Disagree (1)
- Disagree (2)
- Neutral (3)
- Agree (4)
- Strongly Agree (5)

ED4r 96. Emotional support from others is very important to me.

- Strongly Disagree (5)
- Disagree (4)
- Neutral (3)
- Agree (2)
- Strongly Agree (1)

Work SC Part 2 of 5 of the survey contains 30 statements of job related feelings when you are experiencing difficult times at work. There is no wrong or right answer. We simply would like to know which statement describes how frequently you feel that way at work. Select the appropriate response using the following scale:

5 = Almost always

4 = Often

3 = Sometimes

2 = Seldom

1 = Almost never

Please read each statement carefully before answering.

CWC1 1. I understand that others in the workplace have feelings of inadequacy when they fail to execute appropriate behaviors, actions or tasks while working.

- Almost never (1)
- Seldom (2)
- Sometimes (3)
- Often (4)
- Almost always (5)

CWC2 2. Everyone goes through feelings of inadequacy or disappointment when they fail at work.

- Almost never (1)
- Seldom (2)
- Sometimes (3)
- Often (4)
- Almost always (5)

CWC5 3. When I am having a difficult time at work, I understand that other workers are probably going through the same or similar things.

- Almost never (1)
- Seldom (2)
- Sometimes (3)
- Often (4)
- Almost always (5)

CWC6 4. When I am disappointed with my performance at work, I understand that other workers are probably going through the same or similar things.

- Almost never (1)
- Seldom (2)
- Sometimes (3)
- Often (4)
- Almost always (5)

CWC7 5. When I am going through a hard time at work, I understand that other workers are probably going through hard times at work.

- Almost never (1)
- Seldom (2)
- Sometimes (3)
- Often (4)
- Almost always (5)

WM3 6. I accept my work related failures with balance and calmness.

- Almost never (1)
- Seldom (2)
- Sometimes (3)
- Often (4)
- Almost always (5)

WM4 7. I accept my deficiencies in skills and competencies to do my job with balance.

- Almost never (1)
- Seldom (2)
- Sometimes (3)
- Often (4)
- Almost always (5)

WM5 8. I am not distracted by judgmental self-evaluations or worries about past or future performance.

- Almost never (1)
- Seldom (2)
- Sometimes (3)
- Often (4)
- Almost always (5)

WM6 9. I am composed and balanced when I fail at something important at work.

- Almost never (1)
- Seldom (2)
- Sometimes (3)
- Often (4)
- Almost always (5)

WM7 10. I am calm and balanced when I am going through a difficult time at work.

- Almost never (1)
- Seldom (2)
- Sometimes (3)
- Often (4)
- Almost always (5)

WM8 11. I am balanced when I am disappointed with my performance at work.

- Almost never (1)
- Seldom (2)
- Sometimes (3)
- Often (4)
- Almost always (5)

WM9 12. When my boss criticizes my work, I keep it in perspective.

- Almost never (1)
- Seldom (2)
- Sometimes (3)
- Often (4)
- Almost always (5)

WM10 13. When I miss a deadline, I keep it in perspective.

- Almost never (1)
- Seldom (2)
- Sometimes (3)
- Often (4)
- Almost always (5)

WSK1 14. I give myself positive appreciation and kindness when I fail to execute the appropriate behavior, action or task while work.

- Almost never (1)
- Seldom (2)
- Sometimes (3)
- Often (4)
- Almost always (5)

WSK2 15. When I failed to execute the appropriate behavior, action or task while working, I am warm and patient with my feelings, thoughts and impulses.

- Almost never (1)
- Seldom (2)
- Sometimes (3)
- Often (4)
- Almost always (5)

WSK3 16. I accept my worth and value as a worker in my workplace whole heartedly even when I fail to execute appropriate behaviors, actions or task while at work.

- Almost never (1)
- Seldom (2)
- Sometimes (3)
- Often (4)
- Almost always (5)

WSK4 17. I give myself positive appreciation and kindness when I fail at work.

- Almost never (1)
- Seldom (2)
- Sometimes (3)
- Often (4)
- Almost always (5)

WSK5 18. I give myself kindness and unconditional appreciation when I fail at work.

- Almost never (1)
- Seldom (2)
- Sometimes (3)
- Often (4)
- Almost always (5)

WSK6 19. I am warm and patient with my feelings, thoughts and impulses when I fail at work.

- Almost never (1)
- Seldom (2)
- Sometimes (3)
- Often (4)
- Almost always (5)

WSK8 20. When I am going through a hard time at work, I am kind and accepting of myself.

- Almost never (1)
- Seldom (2)
- Sometimes (3)
- Often (4)
- Almost always (5)

WSK9 21. When I miss a deadline, I unconditionally accept and forgive my actions, feelings and thoughts.

- Almost never (1)
- Seldom (2)
- Sometimes (3)
- Often (4)
- Almost always (5)

WSK10 22. When my boss criticizes my work, I give myself kindness and understanding.

- Almost never (1)
- Seldom (2)
- Sometimes (3)
- Often (4)
- Almost always (5)

SC Part 3 of 5 of the survey contains 26 statements about how you feel or act towards yourself during difficult times in general. There is no right or wrong answer. We simply would like to know which statement describes how frequently you feel that way in general. Select the appropriate response using the following scale:

5 = Almost always

4 = Often

3 = Sometimes

2 = Seldom

1 = Almost never

Please read each statement carefully before answering.

SC1 1. I'm disapproving and judgmental about my own flaws and inadequacies.

- Almost never (5)
- Seldom (4)
- Sometimes (3)
- Often (2)
- Almost always (1)

SC2 2. When I'm feeling down I tend to obsess and fixate on everything that's wrong.

- Almost never (5)
- Seldom (4)
- Sometimes (3)
- Often (2)
- Almost always (1)

SC3 3. When things are going badly for me, I see the difficulties as part of life that everyone goes through.

- Almost never (1)
- Seldom (2)
- Sometimes (3)
- Often (4)
- Almost always (5)

SC4 4. When I think about my inadequacies, it tends to make me feel more separate and cut off from the rest of the world.

- Almost never (5)
- Seldom (4)
- Sometimes (3)
- Often (2)
- Almost always (1)

SC5 5. I try to be loving towards myself when I'm feeling emotional pain.

- Almost never (1)
- Seldom (2)
- Sometimes (3)
- Often (4)
- Almost always (5)

SC6 6. When I fail at something important to me I become consumed by feelings of inadequacy.

- Almost never (5)
- Seldom (4)
- Sometimes (3)
- Often (2)
- Almost always (1)

SC7 7. When I'm down and out, I remind myself that there are lots of other people in the world feeling like I am.

- Almost never (1)
- Seldom (2)
- Sometimes (3)
- Often (4)
- Almost always (5)

SC8 8. When times are really difficult, I tend to be tough on myself.

- Almost never (5)
- Seldom (4)
- Sometimes (3)
- Often (2)
- Almost always (1)

SC9 9. When something upsets me I try to keep my emotions in balance.

- Almost never (1)
- Seldom (2)
- Sometimes (3)
- Often (4)
- Almost always (5)

SC10 10. When I feel inadequate in some way, I try to remind myself that feelings of inadequacy are shared by most people.

- Almost never (1)
- Seldom (2)
- Sometimes (3)
- Often (4)
- Almost always (5)

SC11 11. I'm intolerant and impatient towards those aspects of my personality I don't like.

- Almost never (5)
- Seldom (4)
- Sometimes (3)
- Often (2)
- Almost always (1)

SC12 12. When I'm going through a very hard time, I give myself the caring and tenderness I need.

- Almost never (1)
- Seldom (2)
- Sometimes (3)
- Often (4)
- Almost always (5)

SC13 13. When I'm feeling down, I tend to feel like most other people are probably happier than I am.

- Almost never (5)
- Seldom (4)
- Sometimes (3)
- Often (2)
- Almost always (1)

SC14 14. When something painful happens I try to take a balanced view of the situation.

- Almost never (1)
- Seldom (2)
- Sometimes (3)
- Often (4)
- Almost always (5)

SC15 15. I try to see my failings as part of the human condition.

- Almost never (1)
- Seldom (2)
- Sometimes (3)
- Often (4)
- Almost always (5)

SC16 16. When I see aspects of myself that I don't like, I get down on myself.

- Almost never (5)
- Seldom (4)
- Sometimes (3)
- Often (2)
- Almost always (1)

SC17 17. When I fail at something important to me I try to keep things in perspective.

- Almost never (1)
- Seldom (2)
- Sometimes (3)
- Often (4)
- Almost always (5)

SC18 18. When I'm really struggling, I tend to feel like other people must be having an easier time of it.

- Almost never (5)
- Seldom (3)
- Sometimes (2)
- Often (1)
- Almost always (7)

SC19 19. I'm kind to myself when I'm experiencing suffering.

- Almost never (1)
- Seldom (2)
- Sometimes (3)
- Often (4)
- Almost always (5)

SC20 20. When something upsets me I get carried away with my feelings.

- Almost never (5)
- Seldom (4)
- Sometimes (3)
- Often (2)
- Almost always (1)

SC21 21. I can be a bit cold-hearted towards myself when I'm experiencing suffering.

- Almost never (5)
- Seldom (4)
- Sometimes (3)
- Often (2)
- Almost always (1)

SC22 22. When I'm feeling down I try to approach my feelings with curiosity and openness.

- Almost never (1)
- Seldom (2)
- Sometimes (3)
- Often (4)
- Almost always (5)

SC23 23. I'm tolerant of my own flaws and inadequacies.

- Almost never (1)
- Seldom (2)
- Sometimes (3)
- Often (4)
- Almost always (5)

SC24 24. When something painful happens I tend to blow the incident out of proportion.

- Almost never (5)
- Seldom (4)
- Sometimes (3)
- Often (2)
- Almost always (1)

SC25 25. When I fail at something that's important to me, I tend to feel alone in my failure.

- Almost never (5)
- Seldom (4)
- Sometimes (3)
- Often (6)
- Almost always (1)

SC26 26. I try to be understanding and patient towards those aspects of my personality I don't like.

- Almost never (1)
- Seldom (2)
- Sometimes (3)
- Often (4)
- Almost always (5)

BO Part 4 of 5 of the survey contains 22 statements of job related feelings. Client refers to the people for whom you provided your service, care, treatment or instruction. Please read each statement carefully and decide if you ever feel this way about your job. If you have never had this feeling, please select "Never" for the statement. If you had had this feeling, indicate how often you feel it by selecting the description that best describes how frequently you feel that way. There is no right or wrong answer. Select the appropriate response using the following scale:

6 = Every day

5 = A few times a week

4 = Once a week

3 = A few times a month

2 = Once a month or less

1 = A few times a year or less

0 = Never

Please read each statement carefully before answering.

EE1 1. I feel emotionally drained from my work.

- Never (0)
- A few times a year or less (1)
- Once a month or less (2)
- A few times a month (3)
- Once a week (4)
- A few times a week (5)
- Every day (6)

EE2 2. I feel used up at the end of the workday.

- Never (0)
- A few times a year or less (1)
- Once a month or less (2)
- A few times a month (3)
- Once a week (4)
- A few times a week (5)
- Every day (6)

EE3 3. I feel fatigued when I get up in the morning and have to face another day on the job.

- Never (0)
- A few times a year or less (1)
- Once a month or less (2)
- A few times a month (3)
- Once a week (4)
- A few times a week (5)
- Every day (6)

EE4 4. Working with people all day is really a strain for me.

- Never (0)
- A few times a year or less (1)
- Once a month or less (2)
- A few times a month (3)
- Once a week (4)
- A few times a week (5)
- Every day (6)

EE5 5. I feel burned out from my work.

- Never (0)
- A few times a year or less (1)
- Once a month or less (2)
- A few times a month (3)
- Once a week (4)
- A few times a week (5)
- Every day (6)

EE6 6. I feel frustrated by my job.

- Never (0)
- A few times a year or less (1)
- Once a month or less (2)
- A few times a month (3)
- Once a week (4)
- A few times a week (5)
- Every day (6)

EE7 7. I feel I'm working too hard on my job.

- Never (0)
- A few times a year or less (1)
- Once a month or less (2)
- A few times a month (3)
- Once a week (4)
- A few times a week (5)
- Every day (6)

EE8 8. Working with people directly puts too much stress on me.

- Never (0)
- A few times a year or less (1)
- Once a month or less (2)
- A few times a month (3)
- Once a week (4)
- A few times a week (5)
- Every day (6)

EE9 9. I feel like I'm at the end of my rope.

- Never (0)
- A few times a year or less (1)
- Once a month or less (2)
- A few times a month (3)
- Once a week (4)
- A few times a week (5)
- Every day (6)

PA1 10. I can easily understand how my clients feel about things.

- Never (0)
- A few times a year or less (1)
- Once a month or less (2)
- A few times a month (3)
- Once a week (4)
- A few times a week (5)
- Every day (6)

PA2 11. I deal very effectively with the problems of my clients.

- Never (0)
- A few times a year or less (1)
- Once a month or less (2)
- A few times a month (3)
- Once a week (4)
- A few times a week (5)
- Every day (6)

PA3 12. I feel I'm positively influencing other people's lives through my work.

- Never (0)
- A few times a year or less (1)
- Once a month or less (2)
- A few times a month (3)
- Once a week (4)
- A few times a week (5)
- Every day (6)

PA4 13. I feel very energetic.

- Never (0)
- A few times a year or less (1)
- Once a month or less (2)
- A few times a month (3)
- Once a week (4)
- A few times a week (5)
- Every day (6)

PA5 14. I can easily create a relaxed atmosphere with my clients.

- Never (0)
- A few times a year or less (1)
- Once a month or less (2)
- A few times a month (3)
- Once a week (4)
- A few times a week (5)
- Every day (6)

PA6 15. I feel exhilarated after working closely with my clients.

- Never (0)
- A few times a year or less (1)
- Once a month or less (2)
- A few times a month (3)
- Once a week (4)
- A few times a week (5)
- Every day (6)

PA7 16. I have accomplished many worthwhile things in this job.

- Never (0)
- A few times a year or less (1)
- Once a month or less (2)
- A few times a month (3)
- Once a week (4)
- A few times a week (5)
- Every day (6)

PA8 17. In my work, I deal with emotional problems very calmly.

- Never (0)
- A few times a year or less (1)
- Once a month or less (2)
- A few times a month (3)
- Once a week (4)
- A few times a week (5)
- Every day (6)

DEP1 18. I feel I treat some clients as if they were impersonal objects.

- Never (0)
- A few times a year or less (1)
- Once a month or less (2)
- A few times a month (3)
- Once a week (4)
- A few times a week (5)
- Every day (6)

DEP2 19. I've become more callous towards people since I took this job.

- Never (0)
- A few times a year or less (1)
- Once a month or less (2)
- A few times a month (3)
- Once a week (4)
- A few times a week (5)
- Every day (6)

DP3 20. I worry that this job is hardening me emotionally.

- Never (0)
- A few times a year or less (1)
- Once a month or less (2)
- A few times a month (3)
- Once a week (4)
- A few times a week (5)
- Every day (6)

DP4 21. I don't really care what happens to some clients.

- Never (0)
- A few times a year or less (1)
- Once a month or less (2)
- A few times a month (3)
- Once a week (4)
- A few times a week (5)
- Every day (6)

DEP5 22. I feel clients blame me for some of their problems.

- Never (0)
- A few times a year or less (1)
- Once a month or less (2)
- A few times a month (3)
- Once a week (4)
- A few times a week (5)
- Every day (6)

Appendix C

Supervisor Survey

SUPERVISOR SURVEY

EMPLOYEE NAME:

Below are several work-related behaviors for the employee that reports to you. Using the scale below, please rate the performance of the employee in their current job.

5 = Excellent

4 = Good

3 = Satisfactory

2 = Needs Some Improvement

1 = Needs Much Improvement

Citz1 The employee does things that helps others when it's not part of his/her job.

- Needs Much Improvement (1)
- Needs Some Improvement (2)
- Satisfactory (3)
- Good (4)
- Excellent (5)

Citz2 The employee works for the overall good of the current employer.

- Needs Much Improvement (1)
- Needs Some Improvement (2)
- Satisfactory (3)
- Good (4)
- Excellent (5)

Citz3 The employee volunteers for additional work.

- Needs Much Improvement (1)
- Needs Some Improvement (2)
- Satisfactory (3)
- Good (4)
- Excellent (5)

Citz4 The employee helps so that the current employer is a good place to be.

- Needs Much Improvement (1)
- Needs Some Improvement (2)
- Satisfactory (3)
- Good (4)
- Excellent (5)

CSP1 The employee accurately anticipates customers'/ patients' needs.

- Needs Much Improvement (1)
- Needs Some Improvement (2)
- Satisfactory (3)
- Good (4)
- Excellent (5)

CSP2 The employee establishes excellent relationships with customers/ patients.

- Needs Much Improvement (1)
- Needs Some Improvement (2)
- Satisfactory (3)
- Good (4)
- Excellent (5)

CSP3 The employee interacts professionally with customers/ patients.

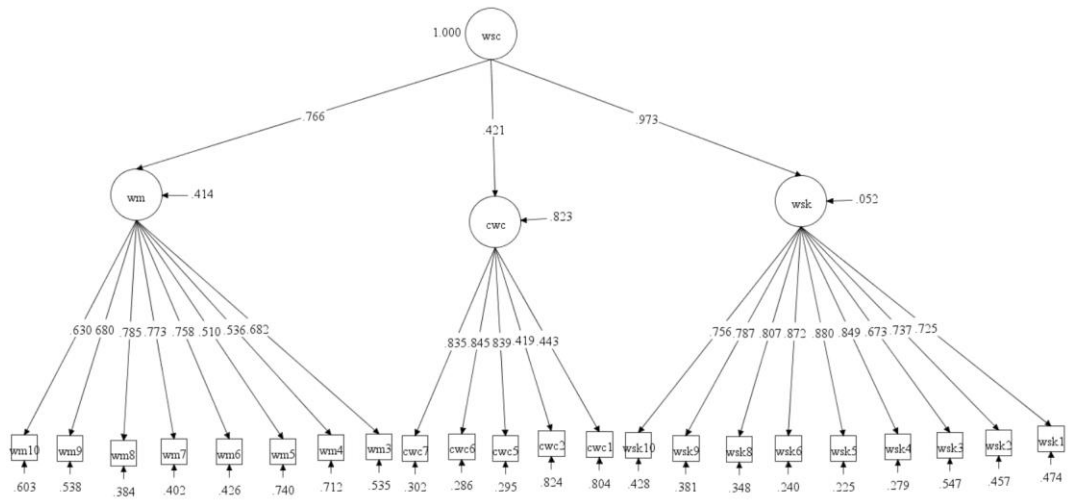
- Needs Much Improvement (1)
- Needs Some Improvement (2)
- Satisfactory (3)
- Good (4)
- Excellent (5)

CSP4 The employee provides high-quality service to customers/ patients.

- Needs Much Improvement (1)
- Needs Some Improvement (2)
- Satisfactory (3)
- Good (4)
- Excellent (5)

Appendix D
22 item WSC Used in Path Analysis of Main Study

FIRST ORDER/ Item	Standardized Factor Loading Estimates*	R²	Composite Reliability of Overall Scale (CR)
WSK			0.937
WSK1	0.725	0.526	
WSK2	0.737	0.543	
WSK3	0.673	0.453	
WSK4	0.849	0.721	
WSK5	0.880	0.775	
WSK6	0.872	0.760	
WSK7			
WSK8	0.807	0.652	
WSK9	0.787	0.619	
WSK10	0.756	0.572	
CWC			0.820
CWC1	0.443	0.196	
CWC2	0.419	0.176	
CWC3			
CWC4			
CWC5	0.839	0.705	
CWC6	0.845	0.714	
CWC7	0.835	0.698	
CWC8			
CWC9			
CWC10			
WM			0.869
WM1			
WM2			
WM3	0.682	0.465	
WM4	0.536	0.288	
WM5	0.510	0.260	
WM6	0.758	0.574	
WM7	0.773	0.598	
WM8	0.785	0.616	
WM9	0.680	0.462	
WM10	0.630	0.397	
<i>*Estimates significant with p values < 0.5 and T Values (Estimate/ Standard</i>			
SECOND ORDER/ First	Standardized Factor Loading Estimates*	R²	Composite Reliability of Overall Scale (CR)
WORK SELF-COMPASSION			0.784
WSK	0.973	0.948	
CWC	0.421	0.177	
WM	0.766	0.586	



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