

Workplace Compassion Climate and Employee Well-being in Tertiary Healthcare Institutions in Bayelsa State

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Article History	Abstract
Original Research Article	<p><i>This study investigated the connection between workplace compassion climate and employee well-being in tertiary healthcare institutions in Bayelsa State. Workplace compassion climate was conceptualized through three dimensions; awareness of suffering, empathic concern, and supportive action. A cross-sectional survey design was used, with data obtained via a structured questionnaire from 351 employees across four tertiary healthcare institutions. The Spearman Rank Correlation Coefficient was utilized to determine the strength and direction of the correlations between dimensions of workplace compassion climate and employee well-being. The findings indicate that awareness of suffering, empathic concern, and supportive action each have a positive and statistically significant relationship with employee well-being. These results highlight the critical role of fostering a compassionate work environment in enhancing the physical, psychological, and social well-being of healthcare staff. The study concludes that organisations that prioritize recognizing suffering, cultivating empathy, and encouraging supportive behaviours can strengthen employee resilience, morale, and overall employee well-being. Consequently, healthcare management should integrate strategies that promote compassionate interactions to improve staff well-being and sustain quality service delivery.</i></p> <p>Keywords: Workplace compassion climate, awareness of suffering, empathic concern, supportive action, employee well-being, tertiary healthcare institutions.</p>
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<p>Copyright © 2026 The Author(s): This is an open-access article distributed under the terms of the Creative Commons Attribution 4.0 International License (CC BY-NC) which permits unrestricted use, distribution, and reproduction in any medium for non-commercial use provided the original author and source are credited.</p> <p>Citation: Tama-Timighe Samuel Ayebawomoemi, & Tuodolo Daniel Patrick. (2026). Workplace compassion climate and employee well-being in tertiary healthcare institutions in Bayelsa State. <i>UKR Journal of Multidisciplinary Studies (UKRJMS)</i>, 2(4), 107-115.</p>	

Introduction

In modern healthcare organisations, the effectiveness of service delivery and the quality of patient care are profoundly influenced by the well-being of employees. Employee well-being encompasses the physical, psychological, and social health of staff, reflecting not only the absence of illness or stress but also the presence of positive work-related attitudes, satisfaction, and resilience (Danna & Griffin, 1999; Grant et al., 2007). In high-stakes environments such as tertiary healthcare institutions, where professionals face complex medical interventions, unpredictable workloads, and emotionally demanding situations, employee well-being plays a crucial role in determining individual accomplishment and organisational results. Healthy, supported employees are more likely to demonstrate attentiveness, engage fully with patients, and maintain sustained levels of motivation, which collectively

enhance service quality and operational efficiency (Shanafelt et al., 2015; West et al., 2018).

The significance of employee well-being is particularly evident in tertiary healthcare institutions, which are characterized by high levels of specialization, interdependence, and responsibility for complex medical interventions. Healthcare professionals, including physicians, nurses, pharmacists, and support staff, operate in environments that require constant collaboration under unpredictable and emotionally demanding circumstances. In such settings, formal job descriptions alone are insufficient to address the dynamic nature of patient care. Instead, the effectiveness of healthcare delivery depends heavily on employees maintaining a state of physical health, psychological stability, and emotional resilience that allows them to perform their duties optimally, respond to

emergencies, and adapt to challenging situations (Adebayo & Ogunsina, 2011; Oleribe et al., 2019). Maintaining well-being in these conditions supports not only individual capacity but also the overall functionality and adaptability of the healthcare system.

Despite its critical importance, promoting and sustaining employee well-being remains a considerable challenge, particularly in resource-constrained and high-pressure healthcare systems. Tertiary healthcare institutions in developing regions frequently face inadequate funding, workforce shortages, heavy workloads, and limited infrastructural support, all of which contribute to healthcare workers' stress, exhaustion, and burnout (Shanafelt et al., 2015; West et al., 2018). In Nigeria, and specifically in Bayelsa State, these pressures are compounded by high patient volumes and insufficient medical resources, creating an environment where employees may struggle to maintain their physical, emotional, and mental health (Adebayo & Ogunsina, 2011; Oleribe et al., 2019). Under such conditions, employees may focus primarily on task completion and personal coping strategies, potentially at the expense of their own overall well-being.

In Bayelsa State, tertiary healthcare institutions operate within a socio-economic context marked by resource limitations, workforce challenges, and high patient demand. These conditions place significant strain on healthcare professionals, increasing the risk of stress, burnout, and reduced morale. While cultural values in Nigeria emphasise communal relationships, empathy, and social support, the extent to which these values are integrated into workplace practices varies across institutions (Abubakar et al., 2019; Olajide & Ojo, 2022). Understanding how organisational factors, such as workplace compassion, influence employee well-being in this context is therefore critical.

Despite growing attention to workplace compassion as an organisational construct, empirical research examining its relationship with employee well-being within tertiary healthcare institutions in developing countries remains limited. Most existing studies have focused on developed economies, leaving a gap in knowledge about how relational and emotional workplace factors impact staff health, satisfaction, and resilience in sub-Saharan African healthcare systems (Oleribe et al., 2019; Adebayo & Ogunsina, 2011). Research in Nigeria's healthcare sector has primarily focused on topics like as satisfaction at work, burnout, and worker retention, with less emphasis on the vital role of workplace compassion in influencing employee well-being (Oleribe et al., 2019; Adebayo & Ogunsina, 2011). This lacuna in the literature emphasises the need for context-specific research that looks at how relational and emotional workplace aspects influence employee well-being. In light of this, the current

study investigated workplace compassion climate and employee well-being in tertiary healthcare institutions in Bayelsa State.

Statement of the Problem

The employee performance and success rate of an organisation are significantly influenced by the well-being of its workforce, particularly in high-pressure and complex environments such as tertiary healthcare institutions. Employees' well-being entails their physical health, psychological strength, and emotional stability, allowing them to efficiently cope with the pressures of their roles and sustain high-quality service delivery (Danna & Griffin, 1999; Grant et al., 2007). In tertiary healthcare institutions, where professionals such as physicians, nurses, pharmacists, and support staff operate under unpredictable and emotionally demanding conditions, maintaining well-being is essential for sustaining motivation, focus, and effective collaboration.

However, in many tertiary healthcare institutions in Bayelsa State, employees face persistent challenges including excessive workloads, limited resources, workforce shortages, and high patient volumes. These conditions place significant strain on healthcare professionals, often resulting in stress, burnout, reduced morale, and overall deterioration of well-being (Shanafelt et al., 2015; West et al., 2018; Adebayo & Ogunsina, 2011). The consequences of diminished well-being are not limited to individual employees; they extend to organisational outcomes such as operational inefficiency, errors in patient care, reduced responsiveness, and lower overall quality of service. Employees who are physically fatigued, psychologically strained, or emotionally exhausted are less able to perform optimally, collaborate effectively, or adapt to the dynamic demands of healthcare delivery.

The state of employee well-being in these healthcare institutions has tangible implications for both organisational performance and patient care. When employees experience poor physical, emotional, or psychological health due to high workloads, limited resources, and workplace stress, their ability to perform optimally, collaborate effectively, and respond to patient needs can be compromised. Such conditions can contribute to increased errors, reduced patient satisfaction, delayed service delivery, and higher rates of absenteeism and turnover, which all compromise the general efficacy of healthcare delivery (Shanafelt et al., 2015; West et al., 2018). Moreover, diminished employee well-being can exacerbate workplace stress, as the pressures of patient care and operational demands fall disproportionately on staff, potentially leading to interpersonal conflicts, low morale, and reduced organisational cohesion.

Thus, this study investigated the connection between workplace compassion climate and employee well-being in tertiary healthcare institutions in Bayelsa State. By exploring this area, the study seeks to generate evidence that can inform management practices and interventions aimed at promoting healthier, more resilient, and more supportive work environments, ultimately contributing to improved healthcare service delivery.

Aim and Objectives

The aim of this study is to examine the relationship between workplace compassion climate and employee well-being in tertiary healthcare institutions in Bayelsa state. Specifically, the objectives are to:

1. ascertain the relationship between awareness of suffering and employee well-being in tertiary healthcare institutions in Bayelsa State.
2. examine the relationship between empathic concern and employee well-being in tertiary healthcare institutions in Bayelsa State.
3. evaluate the relationship between supportive action and employee well-being in tertiary healthcare institutions in Bayelsa State.

Hypotheses

H₀₁: There is no significant relationship between awareness of suffering and employee well-being in tertiary healthcare institutions in Bayelsa State.

H₀₂: There is no significant relationship between empathic concern and employee well-being in tertiary healthcare institutions in Bayelsa State.

H₀₃: There is no significant relationship between supportive action and employee well-being in tertiary healthcare institutions in Bayelsa State.

Conceptual Review

Workplace Compassion Climate

Workplace compassion climate refers to the shared perceptions among employees that compassion, care, and support for others' suffering are recognized, valued, and practiced within an organisation (Lilius et al., 2008; Dutton et al., 2014). It reflects a collective understanding that the organisation encourages noticing when colleagues are in distress, expressing empathy, and taking appropriate actions to alleviate such suffering. Unlike individual compassion, which focuses on personal tendencies, workplace compassion climate refers to the larger organisational setting that influences how compassion is felt and practiced throughout the workplace.

In work environments, a compassion climate is evident in norms, practices, and interactions that promote mutual care and emotional support among employees. This includes open communication, supportive leadership, and a culture

in which employees feel free to express their fragility without fear of stigma or negative consequences (Kanov et al., 2004). Such an environment enables employees to respond constructively to the challenges faced by their colleagues, thereby strengthening interpersonal relationships and fostering a sense of being a part of the organisation.

Workplace compassion climate is particularly relevant in demanding work environments where employees frequently encounter stress, pressure, and emotional strain. In such settings, a climate that supports compassion can serve as a buffer against workplace challenges by promoting cooperation, emotional resilience, and collective support (Sinclair et al., 2017). Employees operating within a compassionate climate are more likely to perceive their organisation as caring and supportive, which enhances their overall workplace experience and contributes to a more positive organisational atmosphere.

From a theoretical standpoint, workplace compassion climate is rooted in organisational climate theory and relational perspectives that emphasise shared meanings and social interactions within the workplace (Schneider et al., 2013). It highlights how collective perceptions of care and support can shape employee attitudes and experiences. Thus, workplace compassion climate represents an essential aspect of the organisational context, reflecting how compassion is embedded in everyday work life and sustained through shared values and practices.

Awareness Of Suffering

Awareness of suffering represents the foundational stage of workplace compassion, referring to the ability of organisational members to recognize and interpret signs of distress among colleagues. It involves cognitive attentiveness and emotional sensitivity to both explicit and subtle indicators of strain, thereby enabling compassionate engagement (Dutton et al., 2014; Kanov et al., 2004).

Awareness of suffering is the first step in the compassion process, preceding empathy and responsive action. As emphasised by Dutton et al. (2014), compassion cannot occur unless individuals first notice the suffering of others, making awareness a critical antecedent to compassionate behaviour. This requires mindfulness, presence, and openness to the experiences of others within the workplace.

In healthcare settings, awareness extends to both patient and staff experiences, particularly in emotionally demanding environments. Recognizing clinician suffering enhances team effectiveness and strengthens organisational capacity for compassion (West et al., 2020). Awareness of suffering is therefore, a vital cognitive-emotional mechanism that underpins workplace compassion and supports employee well-being.

Empathic Concern

The term "empathic concern" describes the emotional reaction people have when they feel empathy, care, and sincere worry for those who are experiencing difficulty. It reflects an other-oriented affective state that moves beyond mere recognition of suffering toward an emotional alignment with the experiences of colleagues (Dutton et al., 2014).

Within the compassion process, empathic concern is characterized by affective engagement that is altruistically motivated rather than self-focused. As explained by Batson (1987), it involves feelings of sympathy and compassion directed at alleviating another person's hardship, reinforcing a prosocial orientation in interpersonal interactions. This emotional reaction is crucial in determining how people perceive and react to other people's suffering in work environments.

In workplace environments, empathic concern facilitates deeper interpersonal understanding and strengthens relational connections among employees. It promotes sensitivity to colleagues' emotional states and encourages supportive engagement, particularly in high-pressure contexts such as healthcare where exposure to distress is frequent. Organisational compassion literature further emphasises that the "feeling" component is integral to compassionate processes, linking awareness of suffering with meaningful social interaction (Lilius et al., 2008). Empathic concern therefore represents a critical affective element within workplace compassion, shaping how individuals emotionally engage with and respond to the experiences of others.

Supportive Action

Supportive action represents the behavioural dimension of workplace compassion, translating awareness of suffering and empathic concern into concrete efforts to alleviate distress. It involves deliberate and intentional acts aimed at assisting colleagues, addressing their needs, and mitigating the impact of challenges they face (Lilius et al., 2008).

Such actions may include providing practical assistance, offering guidance or resources, adjusting workloads, or creating space for emotional expression. These behaviours are typically motivated by an other-oriented concern and are responsive to the specific context and circumstances of the individual in need (Rynes et al., 2012). Supportive action demonstrates that compassion in the workplace extends beyond emotional resonance to actionable engagement.

In healthcare environments, supportive actions are particularly salient, as staff often encounter both patient and colleague suffering. Responsive behaviours may involve peer support during emotionally intense situations, collaborative problem-solving, or providing emotional reassurance. Organisational studies highlight that the enactment of supportive action strengthens interpersonal

trust, facilitates team cohesion, and operationalizes the emotional and cognitive components of compassion into observable behaviours (West et al., 2020). Supportive action is therefore the mechanism through which the cognitive and affective elements of workplace compassion are expressed in tangible behaviours that respond to the needs of others.

Employee Well-Being

The term "employee well-being" describes a person's whole physical, mental, and social wellbeing at work. It includes more than just the absence of unfavorable circumstances such as stress, burnout, or illness but also the presence of positive experiences including job satisfaction, engagement, meaningful work, and emotional fulfillment (Guest, 2017; Koyuncu et al., 2025). Well-being is multidimensional, involving affective, cognitive, and social components that collectively shape an employee's capacity to function effectively and sustainably in organisational contexts.

In organisational research, employee well-being is conceptualized as a critical outcome influenced by workplace practices, social interactions, leadership behaviours, and job design (Koyuncu et al., 2025). High levels of well-being are associated with improved motivation, reduced turnover intention, enhanced job performance, and stronger organisational commitment. Conversely, poor well-being can result in increased absenteeism, decreased productivity, and higher health-related costs (De Raeve et al., 2025).

Within healthcare and other high-stress environments, promoting employee well-being is particularly vital, as it supports resilience, fosters effective teamwork, and ensures the delivery of quality services. Organisational interventions targeting physical, psychological, and social aspects of work life have been shown to enhance well-being, creating sustainable human resource advantages (Shuck et al., 2025; Koyuncu et al., 2025).

Theoretical Review

Social Exchange Theory

The present research is anchored on the Social Exchange Theory (SET), initially proposed by Blau (1964). According to the Social Exchange Theory, people balance the advantages and disadvantages of their relationships during an exchange process that determines social behaviour within organisations. Positive exchanges foster trust, reciprocity, and mutual obligation, while negative exchanges can generate tension, disengagement, or reduced cooperation.

In the context of healthcare workplaces, SET provides a theoretical basis for understanding how acts of workplace compassion, such as empathic concern, awareness of

suffering, and supportive action can create positive relational exchanges among employees. When healthcare staff perceive that their colleagues and supervisors respond to suffering with care and support, they are more inclined to return the favor by acting in a prosocial manner, being more dedicated, and working together (Cropanzano & Mitchell, 2005).

SET also explains how perceived organisational support, when combined with interpersonal compassion, influences employee well-being. Employees who experience supportive exchanges perceive their work environment as fair and emotionally safe, which can enhance their psychological, emotional, and social well-being. Thus, Social Exchange Theory offers a robust framework for examining the relational and affective mechanisms through which workplace compassion may impact employee well-being in tertiary healthcare settings.

Empirical Review

Early empirical research on workplace compassion and employee well-being was conducted by Lilius, Worline, Dutton, Kanov, and Maitlis (2008), who examined how employees' experiences of compassion at work influenced interpersonal interactions in service organisations. Using survey and interview data from multiple healthcare and service organisations in the United States, the study found that compassionate acts enhanced relational quality, fostered cooperation, and created a culture of mutual support. The findings provided evidence that organisational structures and practices can facilitate compassionate behaviours among employees.

Building on this, a study was carried out by West et al. (2017) in UK hospitals to explore the effects of compassionate organisational practices on staff engagement and psychological outcomes. Data were collected through structured questionnaires from over 500 healthcare workers and analysed using regression and mediation analyses. Results indicated that perceived compassion from colleagues and management had a favorable correlation with worker involvement, stress reduction, and satisfaction, highlighting the role of relational and emotional factors in workplace well-being.

In the Nigerian context, Okoye and Ezejiofor (2020) investigated the impact of workplace compassion on employee morale and psychological well-being among public sector employees. A sample of 300 respondents was surveyed using validated scales, and structural equation modeling revealed that awareness of suffering, empathic concern, and supportive actions significantly predicted employee well-being, emphasising the practical relevance of compassion-oriented interventions in developing economies.

More recently, Adetunji and Afolabi (2023) examined the mediating role of organisational support in the relationship

between compassionate leadership and employee well-being in the banking sector in Lagos State. Survey data from 400 employees were analysed using PLS-SEM. Findings demonstrated that leaders' compassionate behaviours directly and indirectly influenced employee well-being through perceived organisational support, reinforcing the importance of leadership in promoting workplace compassion and employee outcomes.

Chukwu et al. (2024) in a more recent study, explored the influence of awareness of suffering on employee resilience and job performance among commercial bank employees in Nigeria. A cross-sectional survey approach was used in the study, which included 350 participants and data were analysed using hierarchical regression. Findings revealed that employees who demonstrated higher awareness of coworkers' suffering were more likely to engage in supportive behaviours, report greater psychological resilience, and achieve higher performance ratings. The study highlighted that cultivating awareness of suffering in organisational settings can enhance both employee well-being and operational effectiveness, underscoring its practical and strategic relevance in contemporary workplaces.

Methodology

This study used a cross-sectional survey design to examine the relationship between workplace compassion climate and employee well-being within tertiary healthcare institutions in Bayelsa State. The target population included all operational employees of Federal Medical Centre (FMC), Niger Delta University Teaching Hospital (NDUTH), Glory Land Hospital Yenagoa, and Family Care Hospital Yenagoa, amounting to 3,881 employees. Population data were sourced from the administrative departments and Nominal Rolls of the respective institutions (2026). Using the Krejcie and Morgan (1970) sampling table, a representative sample of 351 respondents was selected for participation in the study, while ensuring proportional representation across the four institutions.

A systematic, closed-ended questionnaire on a five-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree) was used to gather the data, covering dimensions of workplace compassion (awareness of suffering, empathic concern, supportive action) and employee well-being. The instrument was pre-tested to confirm reliability and validity. SPSS software was used to analyze the data. The demographic traits and variable scores of the respondents were compiled using descriptive statistics (mean, standard deviation). Spearman Rank Correlation Coefficient was applied to assess the relationship between workplace compassion and employee well-being among the sampled employees.

Result and Discussion

Correlation Outcome between Awareness of Suffering and Employee Well-Being

Correlation

		Awareness of Suffering	Employee Well-Being
Spearman's rho	Awareness of Suffering	1.000	.574**
	Correlation Coefficient		
	Sig. (2-tailed)	.	.000
	N	351	351
Employee Well-Being	Employee Well-Being	.574**	1.000
	Correlation Coefficient		
	Sig. (2-tailed)	.000	.
	N	351	351

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

Source: SPSS, 2026.

The table shows a positive relationship between awareness of suffering and employee well-being, with a correlation coefficient of $r = 0.574$. This indicates that as employees' awareness of suffering increases, their overall well-being tends to improve. The relationship is statistically significant at the 0.01 level ($p = 0.000$), which means there is strong evidence to conclude that the association is not due to chance. Overall, the result suggests that promoting awareness of suffering in the workplace may be linked to better employee well-being.

Correlation Outcome between Empathic Concern and Employee Well-Being

Correlation

		Empathic Concern	Employee Well-Being
Spearman's rho	Empathic Concern	1.000	.612**
	Correlation Coefficient		
	Sig. (2-tailed)	.	.000
	N	351	351
Employee Well-Being	Employee Well-Being	.612**	1.000
	Correlation Coefficient		
	Sig. (2-tailed)	.000	.
	N	351	351

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

Source: SPSS, 2026.

The table indicates a positive relationship between empathic concern and employee well-being, with a correlation coefficient of $r = 0.612$. This suggests that higher levels of empathic concern among employees are associated with improved levels of well-being. The relationship is statistically significant at the 0.01 level ($p = 0.000$), indicating that the observed association is unlikely to have occurred by chance. Overall, the finding implies that fostering empathic concern within the workplace may contribute to enhanced employee well-being.

Correlation Outcome of Supportive Action and Employee Well-Being.

Correlation

		Supportive Action	Employee Well-Being
Spearman's rho	Supportive Action	Correlation Coefficient	1.000
		Sig. (2-tailed)	.598**
		N	.000
Employee Well-Being	Supportive Action	Correlation Coefficient	.598**
		Sig. (2-tailed)	.000
		N	.000

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

Source: SPSS, 2026.

The table reveals a positive relationship between supportive action and employee well-being, with a correlation coefficient of $r = 0.598$. This indicates that increased supportive actions within the workplace are associated with higher levels of employee well-being. The relationship is statistically significant at the 0.01 level ($p = 0.000$), suggesting that the result is not due to chance. Overall, the finding implies that when employees engage in supportive actions toward one another, it contributes positively to their overall well-being.

Discussion of Findings

Awareness of Suffering and Employee Well-Being

The findings of this study revealed a significant positive relationship between awareness of suffering and employee well-being among employees of commercial banks in Yenagoa, Bayelsa State. This finding is consistent with the work of Lilius et al. (2008), who emphasised that recognizing suffering in the workplace is a critical first step in building compassionate interactions that enhance relational quality and emotional well-being. Similarly, Dutton et al. (2014) argue that awareness of suffering enables employees to respond more effectively to the needs of others, thereby strengthening social bonds and promoting a supportive work climate. In addition, Okoye and Ezejiolor (2020) found that awareness of suffering significantly contributes to employee morale and psychological well-being, particularly in organisational contexts where emotional demands are high. The result implies that recognizing the emotional and psychological states of others fosters a more supportive and understanding work environment, which in turn enhances employees' overall sense of well-being. This is particularly relevant in

tertiary healthcare institutions, where collaborative care and emotional support among staff are essential for sustaining well-being and effective service delivery.

Empathic Concern and Employee Well-Being

The findings of this study revealed a significant positive relationship between empathic concern and employee well-being among staff of tertiary healthcare institutions in Bayelsa State. This finding is in line with the study of Goetz et al. (2010), who posited that empathic concern promotes prosocial behaviour and strengthens interpersonal relationships, which are essential for psychological well-being. Similarly, West et al. (2017) found that compassion and empathy in healthcare settings are strongly associated with improved staff engagement, reduced stress, and better emotional outcomes. In addition, Adetunji and Afolabi (2023) reported that empathic concern, particularly when demonstrated by colleagues and leaders, significantly enhances employee well-being by fostering a sense of support and belonging within the workplace. The implication of this result is that when employees genuinely feel concern and compassion for the emotional experiences of their colleagues, it improves their general well-being by fostering a more encouraging and emotionally sensitive workplace.

Supportive Action and Employee Well-Being

The findings of this study revealed a significant positive relationship between supportive action and employee well-being among staff of tertiary healthcare institutions in Bayelsa State. This finding aligns with the study of Lilius et al. (2008), who asserted that compassionate actions in the workplace, such as offering help and practical support, strengthen interpersonal relationships and improve

employees' emotional well-being. Similarly, Kanov et al. (2004) emphasised that responding to others' suffering through supportive actions fosters a caring organisational environment that enhances psychological health. In addition, Okoye and Ezejiofor (2020) found that supportive behaviours among employees significantly contribute to improved morale and overall well-being in organisational settings. This implies that when employees actively provide assistance and respond to the needs of their colleagues, it promotes a culture of cooperation and mutual support. This, in turn, helps to reduce workplace stress and enhances the overall well-being of employees, particularly in tertiary healthcare institutions where teamwork and timely support are critical for effective service delivery.

Conclusion

This study shows that a positive workplace compassion climate, as demonstrated by employees' awareness of suffering, empathy, and supportive acts, has a significant and favorable impact on employee well-being in Bayelsa State's tertiary health care institutions. The results indicate that a psychologically secure and emotionally supportive work environment is fostered when people are sensitive to the needs of others, demonstrate genuine care, and actively help their colleagues. Promoting such a compassionate climate not only enhances individual well-being but can also improve teamwork, resilience, and overall organisational effectiveness, emphasising the critical role of human-centered practices in healthcare settings.

Recommendations

1. Tertiary healthcare institutions should organize workshops and sensitization programs that help employees recognize signs of emotional and psychological distress among colleagues. By increasing awareness of suffering, staff can respond more effectively to the needs of others, fostering a supportive and understanding workplace climate.
2. Institutions should create opportunities for employees to practice empathic concern through mentoring, peer support groups, and team-building exercises. Encouraging staff to actively consider and care about the emotional experiences of their colleagues can strengthen interpersonal relationships and enhance overall employee well-being.
3. Management should establish policies and initiatives that reward and facilitate supportive actions, such as assisting colleagues with workload challenges or providing emotional support during stressful periods. By translating concern and

awareness into tangible actions, healthcare organisations can reinforce a climate of compassion that directly benefits employee well-being and organisational effectiveness.

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