

Development of an Organizational Compassion Model Based on Employee Behavior in Service-Oriented Organizations: A Content Analysis Approach

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1. Round 1

1.1. Reviewer 1

Reviewer:

The study's methodological approach demonstrates commendable rigor through systematic thematic analysis following Braun and Clarke (2006), with clear documentation of data saturation at interviews 17–19 and use of MAXQDA software. However, the small sample size (n=19) and overrepresentation of academic participants (11/19 with doctorates) may limit generalizability to frontline service employees in for-profit organizations, as acknowledged in the discussion but not sufficiently addressed in the methodology section.

The development of a six-dimensional organizational compassion model represents a significant theoretical contribution by moving beyond unidimensional measures (e.g., Lilius et al., 2008) to capture the institutionalized, capacity-oriented nature of compassion in service contexts. This multidimensional framework effectively integrates individual, interpersonal, and organizational levels, particularly through the novel inclusion of "Culture and Institutionalization of Compassion" as a core dimension.

While the paper claims to address "organizational compassion capacity" as a distinct construct, the operationalization relies heavily on employee perceptions rather than observable organizational practices. For instance, "Supportive Culture" (Table 2) is defined through employee-reported behaviors (e.g., "Psychological safety for expressing concerns") without evidence of policy documentation or structural audits.

The citation of future-dated studies (e.g., Akgün et al., 2025; Moon et al., 2025) raises serious credibility concerns. Peer reviewers must question whether these references are typographical errors or indicative of premature publication claims, which could undermine the paper's scholarly integrity.

Authors revised the manuscript and uploaded the new document.

1.2. Reviewer 2

Reviewer:

The practical implementation strategies in the conclusion section are exceptionally well-developed and actionable, such as "phased return-to-work programs" and "emergency ticketing systems." These provide clear pathways for managers to operationalize the model, significantly enhancing the study's applied value for service-oriented organizations seeking to reduce burnout and improve service quality.

A critical limitation is the lack of explicit engagement with for-profit service contexts, despite the study's focus on "service-oriented organizations." The participant pool (e.g., 16/19 from academic/healthcare settings) and references to "social service-oriented philosophy" (p. 5) create a disconnect with the target population of competitive, profit-driven service firms, undermining the model's intended applicability.

The discussion section effectively synthesizes prior literature to validate the model (e.g., linking "Compassionate Problem-Solving" to organizational learning), but it overlooks key critiques of compassion in service work, such as emotional labor demands (Hochschild, 1983) and potential burnout from excessive empathy. Integrating these tensions would strengthen theoretical depth and practical nuance.

Authors revised the manuscript and uploaded the new document.

2. Revised

Editor's decision after revisions: Accepted.

Editor in Chief's decision: Accepted.