

HR Workplace Professional's Satisfaction in Australian Not-For-Profit Organizations: Overcoming Negative Sentiment Conditions

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ABSTRACT

This study investigates pathways to deliver workplace satisfaction in a large Australia-wide large not-for-profit organization. Results map differing degrees of workplace negative sentiment conditions exposed within HR workforce professionals whilst assisting their workforce. These HR workforce professional negative sentiment conditions section as (1) compassion fatigue, (2) stress, and (3) burnout, and each can be reduced with appropriate coping intervention, and can contribute towards workplace satisfaction adjustments. A CB-SEM approach is adopted to gauge how these negative sentiments can be alleviated when dealing with workplace situations. Findings show a stagewise, focusing approach can be applied to sequentially reduce HR workplace professional negative sentiments, and so drive further positive HR workplace related satisfaction.

Keywords: Compassion fatigue, stress, burnout, satisfaction, empathy, selfcare, intervention, negative sentiment.

INTRODUCTION

Across Covid times (2021-22) in Australian 90% of HR workplace professionals recorded their stress levels increased, and 47% claimed their stress levels increased dramatically (Cook, 2024). These HR workforce professionals also noted their mental health productivity contributed towards corporate financial losses (Cook, 2024). Carter and Stanford (2021) found for-profit workplaces with unreasonable job demands, exposure to violence, long irregular work hours, and/or absence of worker voice and control, bullying and harassment all contributed towards workforce negative sentiments and associated health problems.

In comparison not-for-profit HR workforce professionals work primarily in support organizations that assist disadvantaged groups within the community, such as shelter, health, food, and personal assistance. These organizations necessarily practice coping with the negative sentiments often encountered by their workforce. This in-turn delivers organizational HR challenges outside the normal tensions derived when undertaking (1) employee sourcing and recruitment, (2) employee training and improvement, (3) personal problem solutions, and (4) retaining or terminating targeted employees. This raft of negative interpersonal situations typically brings HR workforce professionals into negative encounter and decision situations. Such necessary decisions often involve HR workforce professionals into stressful, or compassion fatigue or in extreme cases, burnout situations. Workforce employees also suffer consequences, but this is beyond the scope of this study.

Not-for-profit organizations sometimes compensate for their HR workforce professionals' negative sentiment experiences by (1) prioritizing selfcare and well-being by allowing them to say 'no' and to walk away from situations when necessary, and by establishing clear boundaries around health, sleep, eating external activities, or by (2) providing workplace support by offering assistance and/or shared experience support programs, by discussion forums, or by targeted coping assistance strategies (Thoits, 1995).

Depending on the negative sentiments experiences encountered, the HR workforce professionals themselves individually compensate by drawing on their mindfulness and spiritual resources as 'activity levellers' that in-turn help promote individual well-being, or (2) by building empathy via ongoing collaborative communication, practicing gratitude, and being a good compassionate, light-hearted listener (Burrows, 2013).

Not-for-profit organizations want their HR workforce professionals to be happy in their job (Ridder *et al.* 2012), and to gain satisfaction across their overall workplace activities (Bastida *et al.* 2018). Thus, they seek to compensate for the negative sentiments their not-for-profit HR workforce professionals experience on an ongoing basis (Vinokur-Kaplan *et al.* 1994).

Negative workplace conditions are commonplace (Cook, 2024). However, there is scant research undertaken in not-for-profit organizations, and the negative workplace conditions experienced by HR workplace professional within these organizations are likely different to those commonly experienced in for-profit or normal corporate world workplace environments. Hence, this study investigates ‘how HR workforce professionals in not-for-profit organizations in Australia are best assisted in pursuit of ongoing workplace satisfaction.’

LITERATURE REVIEW

This section develops the constructs and theory relevant to pursuing HR workplace professional’s satisfaction in an Australian not-for-profit organization, as they seek solutions to overcome existing negative sentiment conditions existing across their workplace. Theory and literature are largely drawn from health, nursing, and other for-profit HR workplace professional fields, and particularly, relational research studies. These are also partly encapsulated in prior papers by Pont (2022) and Pont *et al.* (2022).

Considering HR workplace professionals, they generally encounter multiple forms of ongoing interpersonal negative sentiment encounters with other workplace individuals beyond HR workplace professionals. These personal negative sentiments can section into three broad levels of negative workplace conditions typified as three separate clusters of negative sentiment effects.

Negative Workplace Conditions

Compassion fatigue

Cavanagh *et al.* (2020) find compassion fatigue exists across diverse practitioner groups such as healthcare, but it is highly variable. In some cases, compassion fatigue inconsistently-relates to demographics, personal, and/or professional variables. Thomas and Wilson (2004) believe compassion fatigue is a separate negative sentiment construct. Ledoux, (2015) provides understanding compassion fatigue as a negative sentiment that is correlated with burnout and sees compassion as a typical ‘cost of caring.’ Ledoux (2015) further suggests ‘nurses suffering from compassion fatigue are unlikely to be able to deliver quality patient care,’ thereby placing patients at risk. This suggests compassion fatigue associated with HR workplace professionals likely requires positive interventions to ensure each HR workplace professional performs and delivers optimal output solutions. Slatten *et al.* (2011) recognize compassion fatigue, stress and burnout are associated negative sentiment drivers in the workplace. Chu, (2021) see compassion fatigue in nursing as affecting both workplace behavior and performance. These diverse perspectives suggest a need to question how to reduce or mitigate compassion fatigue.

Stress

Transactional Model Theory suggests each individual’s negative experiences can base upon interpretation of the workplace situation (Lazarus & Folkman, 1987; Sameroff, 2009). In HR workplace situations each case then instigates some reaction, and interpretation is typically different depending on the individual, and their unique perspectives (Lazarus & Folkman, 1987).

Negative HR workplace professional sentiments can vary from burnout (or crisis), to severe (stress), to relatively less sever (compassion fatigue) (Slatten, *et al.* 2011; Jacobson, 2013; Cook, 2024). Transactional Model Theory encapsulates an individual’s coping capacity as ever changing depending on each situational case and its associated effects (Lazarus & Folkman, 1987). Thus, based on their experiences and their relative negative sentiment assessments. each HR workplace professional’s survey response perceptions likely differs, especially as each perceives their experiences and emotional interactions across differing perspectives. Hills (2010) suggests stress brings both a physical an emotional negative dimension when unmatched needs and capabilities are perceived as insufficient or lacking. Moss (2019) and Molek-Winiarska and Kawka, (2024) see stress as a key difficult workplace challenge that remains unsolved. Ma *et al.* 2021) add that stress is sometimes overcome by performance support and by learning new skills. Lu *et al.* (2021) see stress as a complex mix of contributing factors. Akerstrom *et al.* (2021) adds workplace conditions and specific tasks contribute to stress.

Burnout

Golembiewski (1989) sees burnout on a scale from depersonalization to diminished accomplishment feelings to emotional exhaustion Cordes *et al.* (1997) perceive burnout as between emotional exhaustion, overload, and punishment and personal accomplishment and rewards, and as stemming from the workplace environment. Chen *et al.* (2020a) group workplace burnout as a negative deliverable for HR professionals. Santos *et al.* (2016) see personal burnout as a high degree of physical and psychological fatigue and exhaustion experienced by a workplace individual - regardless of their role and activities within the workforce. Considering HR workplace professionals who are highly cognizant and diligent across their roles, as individuals they are more likely to experience deficits in workplace performance plus subsequent feelings of anxiety and personal burnout, but they are also unlikely to perceive themselves as unproductive or unable to resolve others’ problems (Alarcon, 2009). These HR workplace professionals are also unlikely to recognize they are sometimes contributing to lower levels of workplace outputs and to client related burnout (Santos *et al.* (2016). McCrae and Costa (1986) add that HR workplace professionals, who are open to new experiences, are more likely to lower their stress levels using humor, and to reappraise and cope with their challenging situations by seeing them as less threatening.

Workplace conditions clusters

The above three negative workplace conditions experienced by HR workplace professionals also deliver detrimental effects into the not-for-profit organization. Thus, there is a need to consider for both workplace conditions and coping interventions and their rectification from both the organization itself, and from the HR workplace professionals who are directly impacted.

Interventions in the Workplace

Workplace support

Organizational interventions are increasingly recognized for their capacity to bolster employees' psychological capital and enhance flourishing in the workplace, thereby reinforcing the mechanisms outlined in the organizational support theory (Ho & Chan, 2022a). Crouse *et al.* (2011) note HR professionals see their organization's workplace support as crucial to their coping strategies Ullah (2012) sees HR workplace professionals as change drivers who constantly assess organizational functions, sponsor workplace change practices, champion the organization's strategies, and help determine ongoing success measures. Kirkpatrick and Hoque (2022) suggest HR workplace professionals, when assessed against performance data, likely operate well under high pressure work practices. Thus, organizational workplace support for HR workplace professionals typically enlists multiple organizational capabilities strategies (expert advice, skills development, capabilities training, and other positive assistance drivers) that collectively moderate, and help manage, testing interpersonal situations – often by reframing them towards more positive talent relevant, work-life balance satisfaction environments (Ahmad *et al.* 2022).

Selfcare

Self-care impacts and moderates and builds individual coping resources (Bridger *et al.*, 2020). Self-care reflects on oneself through activities such as exercise, meditation and journaling (Buckley *et al.*, 2020). Behaviors associated with selfcare include: attire, seeking medical assistance when necessary, eating regular meals, listening to self, finding amusement, retaining contact with significant others, spending quality time with others, engaging in recreational activities, purposeful actions, focusing on non-materialistic aspects of life, singing, accepting one's knowledge limitations, being inspired, having hope and having pets or companion animals (Keesler & Troxel, 2020; Riegel *et al.*, 2021). Selfcare also sets boundaries within workplace roles and reduces the unpredictability of workloads (Colvin & Thompson, 2020). In addition, HR workplace professionals following their internal selfcare often show higher levels of self-compassion and demonstrate less incidence of the negative sentiments and are more likely to be retained (Miller *et al.*, 2019; Keesler & Troxel, 2020).

Personal Interventions in the Workplace

Empathy

HR workplace professionals are responsible for providing safety and wellbeing across their workforce, and for broadening the business objectives across their organization. Empathy is seen as an essential component of their workplace roles as it builds interpersonal trust (Muncy, 2020). Decety and Yoder (2016) define empathy as capturing several interactive components – affective sharing, empathetic concerns, and perspective taking or cognition. Empathy captures a vicarious state of entering 'another's mind' or body (Zhang & Hallock, 2022). Language and tone also influence how empathy is engendered within the workplace, this interpersonal contact is specifically non-confrontational, non-organizational, and delivered by personalized speech (Caringal-Go & Canoy, 2018).

Mindful spirituality

Engagement within the workplace brings self-satisfaction, and this can increase workplace spirituality and has three dimensions – meaningfulness, safety and availability (Pont, 2022; Pont *et al.* 2022): Where engagements are weak, fatigue is often induced by external forces within the organization. This can create negative sentiment concerning fulfilling workplace tasks (Rana *et al.* 2020). However, compassion with engagement helps achieve individual connectedness across the workplace. This sense of meaningfulness and vigor helps address individual negative sentiment difficulties, giving rise to workplace satisfaction through increased passion, enthusiasm and commitment (Rana *et al.* 2020). Individual spirituality and mindfulness share as wellness contributors capable of building individual self-compassion and greater cooperation and together they help build a supportive culture within the workplace, which also can contribute towards increasing empathy (Wahl *et al.*, 2018; Rauvola *et al.*, 2019; Miller *et al.*, 2019). HR workplace professionals with greater spirituality and mindfulness are shown to increase self-kindness, offer less self-judgment and reduce levels of isolation through avoidance (Miller *et al.*, 2019).

Workplace and individual intervention approaches

The above four corrective intervention approaches deliver a capabilities suite that can assist towards coping with negative sentiment situations often experienced by HR workplace professionals when helping to circumvent or cope-with detrimental individual effects arising across not-for-profit organizations. To gauge the effectiveness of these intervention approaches the above seven construct areas are measured against the HR workplace professional's ongoing workplace satisfaction.

Workplace Satisfaction

Buss (1996) introduces personality traits to capture qualities and resources of HR workplace professionals, and suggests emotional resilience is necessary for HR workplace professionals. Lounsbury (2006) adds their workplace satisfaction hinges upon successful career performance. Ulrich *et al.* (1995) add HR competencies and capabilities like business knowledge and delivery of HR practices, or management of change processes are important workplace satisfaction drivers. Lounsbury *et al.* (2008) add assertiveness, change management, innovative projects delivery, compassion, and agreeableness as important

workplace satisfaction drivers for HR workplace professionals. Thus, HR workplace professionals should efficiently channel their talents, traits, and resources via appropriate engaged capabilities practices towards creating workplace satisfaction (Lim & Ling, 2012). When confronted with negative sentiments such as compassion fatigue, stress or burnout this likely requires positive interventions approaches (Pont *et al.* 2022). Ileana Petrescu and Simmons (2008) investigate HR workplace workforce deliverables against workplace satisfaction finding close supervision of work is unappreciated, but sensible HR work assessment practices are acceptable. Thus, to achieve condition-related workplace satisfaction HR workplace professionals should balance their personal life and work, balance their work and other activities, be positive in their work and required practices, and balance their personal and work activities.

Concept Model - Theoretical Framework

The negative workplace conditions of compassion fatigue, stress and burnout can significantly performance impact HR professionals in not-for-profit organizations (Cavanagh *et al.*, 2020; Chen *et al.*, 2020b). Compassion fatigue often is a precursor to burnout and stress (Slatten *et al.* 2011). This theoretical framework integrates related performance and well-being perspectives towards evidence-based interventions that may help mitigate these negative effects. This study's theoretical framework is derived by compiling and synthesizing together five theories. First, transactional model theory (Lazarus & Folkman, 1987), organizational support theory (Ho & Chan, 2022b), and psychological capital (Luthans & Youssef-Morgan, 2017; Grover *et al.* 2018) together help explain how negative workplace conditions interrelate, and impact HR professionals. Interventions targeting workplace support, self-care, empathy, and mindful spirituality also offer a multi-faceted approach towards mitigating these conditions and enhancing workplace satisfaction. By addressing both organizational and individual factors, not-for-profit organizations may foster resilience and optimal performance among HR professionals.

Second, job demands-resources (JD-R) theory (Bakker & Demerouti, 2017) is added to this study's theoretical framework providing insight across job demands such as workload, emotional demands, and job resources such as social support, autonomy, interact and influence both employee well-being and performance. JD-R theory complements transactional model theory regarding stress - emphasizing the role of resources in buffering negative effects of workforce demands. For HR professionals when managing negative workplace conditions, the availability of resources such as training, mentorship, and organizational support, can help mitigate the impact of job or task-related demands like compassion fatigue and burnout.

Third, conservation of resources (COR) Theory (Hobfoll, 2001) is added to this study's theoretical framework to capture individuals striving to retain, protect, and build resources, and the stress occurring when resources are either threatened or lost. This theory further clarifies why HR professionals may experience stress and burnout when faced with resource constraints, such as insufficient time, support, or recognition. By understanding the importance of resource conservation, not-for-profit organizations can develop interventions to help their HR professionals protect and build suitable resources, thereby reducing the effect of negative workplace conditions.

Concept Model

This study integrates the above eight constructs, along with the concept model theoretical framework, into a testable framework model (Figure 1) aimed at addressing gaps in the literature regarding HR workplace professionals and their workplace role experiences (Pont *et al.*, 2022). The Figure 1 framework model considers how psychological and emotional conditions, particularly compassion fatigue, stress, and burnout affect HR workplace professionals in unrecognized or underreported ways. such negative sentiment effects may be mitigated by enhancing their compassion satisfaction (Pont *et al.*, 2022). Framework model antecedent attributes influencing core constructs of negative sentiment conditions, can be tweaked or adjusted by positive intervention approaches, and this system can activate a positive workplace satisfaction outcome. It should be noted that the antecedents typically share overlapping negative triggers, and a single workplace event (or exposure) may initiate multiple conditional responses simultaneously. Accordingly, four intervention constructs are applied as either organizationally sponsored, or individually practiced, and these may exert broader effects than initially targeted. For instance, addressing burnout through resilience training may also alleviate aspects of stress or compassion fatigue. This framework model forms the investigative basis for the CB-SEM study below.

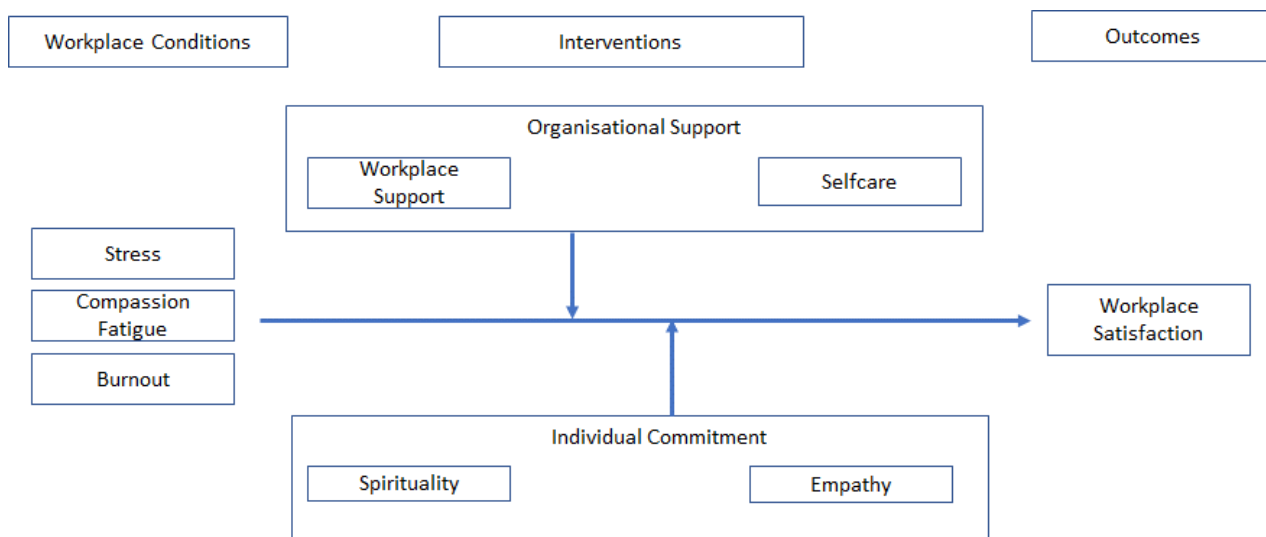


Figure 1: Research Framework model

METHODOLOGY

This first of a kind negative sentiment conditions assessment and its compensation approaches of not-for-profit HR workplace professionals captures the quantitative Qualtrics Likert scale (1 = strongly disagree to 5 = strongly agree) survey respondent feedback from 113 (56.5%) of a possible 200 HR personnel working for a large national not-for-profit organization operating across communities particularly in large regional centers, and major cities throughout Australia.

The study's wide survey reach offers an Australia-wide perspective. It monitors the HR workforce itself and tracks their individual negative sentiments across their workplace conditions against three input constructs (compassion fatigue, and/or stress and/or burnout), and through actioned workplace and individual intervention approaches gauges the overall workplace satisfaction outcomes of these not-for-profit HR workplace professionals.

ANALYSIS AND RESULTS

This quantitative Qualtrics survey over 12-weeks across May to July 2022 followed a Dillman (2015) non-incentivized, six-differentiated fortnightly reminder approach. The maximum distance between respondents was around 3,500km (Cairns to Perth), and major respondent locations are mapped as Appendix 1. A final useable and complete dataset of 113 respondents was obtained from an initial 131 respondent data set. Respondents were predominantly female (63%) but with males more often in more senior roles. Most respondents had tertiary qualifications (82%), and ages ranged from below 24 to above 74. HR workforce professional roles included HR executive HR (23%), skilled HR individuals (34.8%), general projects and researchers (33.9%), and HR support workforce member (8%). Thus, the respondents were deemed sufficiently skilled, distributed, and capable to knowledgeably answer all survey questions.

The quantitative Likert scale (1 = strongly disagree to 5 = strongly agree) survey questions summarize across column 1 of Table 1 as the final factor reduction items remaining on the construct. Column 2 presents the questionnaire item number Column 3 provides factor loadings for each measurement item on the construct and being > 0.6 are suitable for experimental research (Hair *et al.* 2021). Column 4 is the construct's combined acceptable average variance extracted due to measurement error which again is above the > 0.5 required value (Hair *et al.*, 2021).

Table 1's Columns 5 and 6 indicate near normal construct item means and near normal standard deviations. These constructs are suitable for maximum likelihood CB-SEM analysis. Column 7 is each construct's Cronbach alpha value and being > 0.7 indicate each construct has strong internal consistency and scale reliability (Cunningham, 2008; Hair *et al.* 2021). Columns 7 and 8 provide Munck's (1979) CB-SEM single indicator endogenous composite load and error measures for each construct (Hayduk & Littvay, 2012). This reduces complexing latent variable effects and enables a hybrid CB-SEM experimental path analysis approach to focus on relationship analysis between independent and dependent constructs across the proposed literature developed model [43], and without any reduction in independent or exogenous input data. Thus, a stronger understanding of the negative sentiments and their possible interventions pathways is delivered.

The remaining 4 columns develop Hair *et al.*'s (2021) composite reliability measure and being > 0.7 and < 0.95 indicates 30% to 5% of the variance in the composite single indicator construct being due to its overall error variance. Thus, Table 1 provides a near excellent suite of numerics for CB-SEM path analysis.

Table 1. CB-SEM construct and item measurement data and calculations

MEASUREMENT ITEM (113 respondent cases in data set)	Item NO.	ITEM LOAD	AVE	MEAN	STD DEV (SD)	CROBACH ALPHA (α)	LOAD SD(σ)	ERROR SD ² (1- α)	λ^2	1 - λ^2	$(\Sigma\lambda)^2$	$\Sigma(1 - \lambda^2)$	CR = $(\Sigma\lambda)^2 / [(\Sigma\lambda)^2 + \Sigma(1 - \lambda^2)]$
COMPASSION FATIGUE - I often feel:			0.58	2.43	1.01	0.81	0.91	0.19			5.13	1.27	0.80
weak, tired, or rundown	Q2_18	0.66							0.43	0.57			
I'm failing to achieve my life goals	Q2_22	0.79							0.62	0.38			
depressed because of work	Q2_23	0.82							0.68	0.32			
STRESS - I often feel:			0.63	2.89	1.04	0.87	0.97	0.15			6.43	1.48	0.81
irritable	Q2_3	0.84							0.71	0.29			
frustrated	Q2_4	0.87							0.76	0.24			
tense	Q2_5	0.82							0.67	0.33			
my problems are piling up	Q2_9	0.61							0.38	0.62			
BURNOUT - I often feel:			0.56	2.89	1.10	0.78	0.98	0.27			4.96	1.33	0.79
run down	Q2_10	0.77							0.59	0.41			
less sympathetic with others	Q2_11	0.81							0.65	0.35			
frustrated with internal politics	Q2_14	0.65							0.42	0.58			
EMPATHY - I can work:			0.53	4.00	0.74	0.76	0.65	0.13			4.71	1.42	0.77
and view issues from my colleagues' viewpoint	Q5_17	0.81							0.66	0.34			
but still care what happens to other people	Q5_18	0.67							0.45	0.55			
and quickly tune into how someone else feels	Q5_19	0.69							0.48	0.52			
SPIRITUALITY - I can work:			0.80	3.43	0.99	0.94	0.96	0.06			12.64	0.82	0.94
and experience blissful moments	Q5_30	0.90							0.81	0.19			
and experience happiness	Q5_31	0.95							0.90	0.10			
and experience joy	Q5_32	0.94							0.89	0.11			
but look for insight and coherence	Q5_33	0.76							0.58	0.42			
WORKPLACE SUPPORT - My organization:			0.63	3.94	0.93	0.87	0.86	0.11			9.93	1.49	0.87
values my work	Q4_2	0.88							0.78	0.22			
assists me when I face challenges	Q4_3	0.76							0.58	0.42			
is flexible with my work hours	Q4_4	0.67							0.44	0.56			
values my opinions	Q4_6	0.84							0.71	0.29			
SELF CARE - At my organization I can work:			0.64	3.12	1.01	0.87	0.94	0.14			9.91	1.52	0.87
and maintain balance between work and personal life	Q5_25	0.83							0.69	0.31			
and seek ways to care for myself	Q5_26	0.83							0.68	0.32			
and take regular breaks	Q5_28	0.73							0.54	0.46			
and spend time with those who are good to me	Q5_29	0.76							0.57	0.43			
WORKPLACE SATISFACTION - I have:			0.65	3.63	1.04	0.88	0.97	0.13			10.46	1.38	0.88
good workplace feedback	Q3_1	0.82							0.67	0.33			
enough support from colleagues	Q3_2	0.83							0.69	0.31			
competent workplace supervisors	Q3_3	0.80							0.65	0.35			
constant recognition for my work	Q3_4	0.78							0.61	0.39			
INDIVIDUAL SATISFACTION - i have:			0.75	3.23	1.03	0.92	0.99	0.08			12.04	0.98	0.92
a balance between my personal life and work	Q3_8	0.80							0.64	0.36			
a satisfactory balance between work and other activities	Q3_14	0.87							0.76	0.24			
happy feelings about my work and family life	Q3_15	0.87							0.75	0.25			
balanced involvement in family and work activities	Q3_16	0.93							0.87	0.13			

Table 1 has a composite error weakness with some >10% error measures. This likely contributes towards the CB-SEM model's (Figure 2) degree of loss of some precision, and to a weak p value of 0.017 (< 0.05). However, when validated via 200 bootstraps, a strong Bollen-Stine bootstrap p = 0.502 is delivered, along with a highly acceptable chi-square degrees of freedom ratio, and a suite of excellent to near excellent fit indices - as shown at the base of Figure 2. All standardized model covariance relationships and model transitional pathways shown in Figure 2 are significant at p < 0.001 = ***. Hence, the resultant model is strongly representative of the data and its pathways linkages.

Figure 2 shows all pathways as highly significant. All model fit indices indicate an excellent or near excellent model exists. Five significant pathways operate across this model, and each can be individually 'tweaked' or improved as the organization or its HR team desires, or the intermediate endogenous constructs can be specifically adjusted by the organization's executive when attempting to overcome, or reduce, the existing degree of negative sentiment emanating from specific HR workplace professional situations.

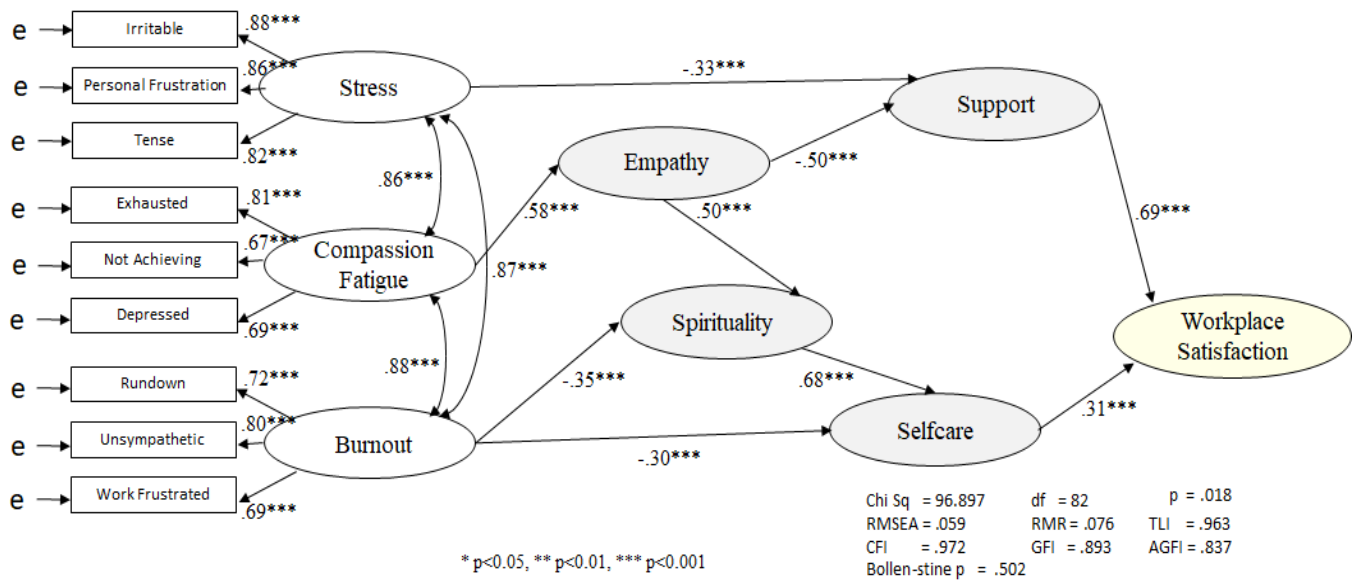


Figure 2: SEM Hybrid model for an Australian HR workforce not-for-profit organization

DISCUSSION

Figure 2 models the pathways applicable to HR workplace professionals experiencing negative sentiment conditions, and how these can reduce (or maybe eliminated) with positive intervention approaches. By tracking workplace satisfaction levels, not-for-profit executives and senior organizational managers can rapidly assess if their HR workplace professionals are suitably tracking.

By modelling in line with Figure 2, not-for-profit executives and senior organizational managers can decide where and when to offer intervention approaches that can best match the needs of their HR workplace professionals. By considering the CB-SEM total effects table (Table 2) for Figure 2, not-for-profit executives and senior organizational managers can apply empathetic approaches as the strongest compensation approach when dealing with compassion fatigue. When dealing with stress workplace support offers a successful approach, and when dealing with burnout, combinations of approaches can apply. To drive the workplace satisfaction of HR workplace professionals a complex empathetic, mindful spirituality, self-caring and workplace support environment needs to be maintained and continually improved.

Table 2. Figure 2 Standardized Total Effects

Standardized Total Effects	Burnout	Stress	Compassion Fatigue	Empathy	Mindful Spirituality	Selfcare	Workplace Support
Empathy			-0.577				
Mindful Spirituality	-0.350		-0.320	0.554			
Selfcare	-0.534		-0.217	0.375	0.677		
Workplace Support		-0.333	-0.289	0.501			
Workplace satisfaction	-0.164	-0.230	-0.266	0.461	0.208	0.307	0.690

CONCLUSION

Past studies have not quantitatively investigated the HR workplace professionals themselves in not-for-profit organizations in Australia. This remains an important new sector for ongoing HR assessment. Although HR workplace professionals are responsible for overseeing the general organizational well-being and satisfaction across the workforce, their individual negative sentiment conditions and the available intervention approaches have received scant consideration in regard to positively generating ongoing workplace satisfaction for HR workplace professionals. Even in ‘for-profit’ corporate studies HR workplace professionals’ morale and satisfaction has rarely been considered (Sadler-Smith *et al.* 2000).

This CB-SEM study investigates and maps differing degrees of workplace negative sentiment conditions exposed within HR workforce professionals as (1) compassion fatigue, (2) stress, and (3) burnout. Findings show a stagewise, focusing approach

can be applied to sequentially intervene and compensate for each HR workplace professional negative sentiment condition. Such changes also likely induce further positive HR workplace related satisfaction changes.

FUTURE STUDIES RECOMMENDATIONS

Figure 2 is a strong CB-SEM hybrid model, but due to the nature of this study and its comparative differing degrees of negative sentiment exogenous constructs, the model was projected to have a degree of exogenous multicollinearity. To minimize this effect, a varimax principal components EFA approach first derived the factor constructs. Then, a construct factor reduction process delivered constructs with all remaining item measures having their residuals > 0.5. These are presented as Table 1's construct item measures. To check multicollinearity within the model, the sample moments correlations condition number (45.348) is sourced, and being under 100 but above 30, this suggests an acceptable level of multicollinearity – especially for this study's moderately complex hybrid CB-SEM modelling. However, some large endogenous composite error terms suggest these endogenous constructs could be theoretically revisited and measurement items refined in future studies.

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APPENDIX 1



key survey response locations for study's large not-for-profit organization in Australia