

Individual Compassion Leading to Employees' Performance: An Empirical Study from Pakistan

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Abstract

In social sciences "compassion" is considered as an impactful attribute of employees' satisfaction and wellbeing. People demonstrate compassion for others in socially interacting environments like an organization. As organizational people interact with each other therefore they show compassion towards each other. In such a manner compassion becomes an attribute of organizational culture if organizations themselves promote and support compassion at workplace. Compassion being a source of employee satisfaction may increase his/her performance or may divert employee's attention from task accomplishment. This possibility has inspired this study to empirically test the effect of compassion at workplace on employees' performance. Moreover, an indirect effect of compassion through intrinsic motivation on performance is also tested in this study to elaborate how compassion at workplace intrinsically motivates employees to enhance their performance. To test these relationships, data from 94 respondents have been analyzed quantitatively. The findings of the study supported that compassion enhances employee-performance, specifically the contextual-performance. Moreover, intrinsic motivation also moderates compassion-performance relationship. Compassion at workplace even enhances employees' task-performance when moderated by intrinsic motivation. This study provided empirical evidence that compassion at workplace can enhance employee-performance; contextual as well as task-performance.

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1. Introduction

Compassion is an individual-level emotion and a feeling against the sufferings either of own or of others. As it is one's emotional reaction created in response to distress, it may exist in settings with interpersonal interactions. An organization is a place where people work together, interact with each other and have interpersonal communication. Therefore, compassion can be easily observed at workplace (Kanov et al., 2004).

Few of the researches titled individual compassion as "Organizational Compassion" when supported by organizations in terms of their culture, norms, policies, support from top-management (Delbecq, 2010) organizational structure, monitoring mechanism to identify personal pains and routine matters (Madden, Duchon, Madden, & Plowman, 2012). Besides the organizational support, compassion at workplace is a personal feeling which arises in response to peers' sufferings and has no direct link with organizational responsibilities and duties (Madden et al., 2012).

In such a situation it is more of a personal preference of an employee to demonstrate compassion towards his/her colleagues. But this personal preference can be encouraged by organizations through rewarding compassionate behaviors and providing informal platforms to employees to facilitate compassionate behaviors (Atkins & Parker, 2011).

Therefore, an individual preference becomes an organizational value and this organizational support towards this personal feeling may induce intrinsic motivation among employees. Considering the significant relationship of intrinsic motivation with employee-performance, it can be proposed that compassion influences employee-performance which is a main theme of this study. This study has selected compassion as a predictor to employee-performance either directly or indirectly i-e in the presence of intrinsic motivation and empirically test relationship between compassion and performance.

This rationale has proposed the following objectives:

1. To identify the existence of compassion at workplace
2. To identify the individual and organizational attributes affecting compassion at workplace

3. To identify the effect of Compassion at workplace on employee-performance
4. To identify the moderating role of intrinsic motivation in relationship between compassion at workplace and employee-performance
5. To identify the mediating role of intrinsic motivation in relationship between compassion at workplace and employee-performance

2. Research Background

2.1. Compassion

The word "Compassion" means bearing the suffering (Figley, 2002). This suffering can be of one's own self (Neff, 2003a; Neff, Kirkpatrick, & Rude, 2007) as well as of others (Gilbert, 2005). It is a psychological state of an individual in response to pains and sufferings. A shown concern for sufferings rather than ignoring it and being non-judgmental to failures also represents one's degree of compassion (Neff, 2003a).

Furthermore, Neff (2003b) described compassion as act of kindness towards other's bad experiences which are perceived as a general human experience. An individual's response to not to be critical to sufferings, being isolated due to distress and over-emphasizing the pains is also considered as compassion (Neff, Kirkpatrick, et al., 2007) indicating the existence of positivity among individuals regarding one's own self (Josee, 2017) as well as for the others. Compassion is also found to be a factor of increasing one's self-esteem (Sexton & Thompson, 2016).

Goetz, Keltner, and Simon-Thomas (2010) explained compassion "... evolved as a distinct affective experience whose primary function is to facilitate cooperation and protection of the weak and those who suffer." Therefore, this individual response is always in an empathetic way to make sufferers feel better. To demonstrate compassion one needs to interact with each other (Fulmer & Ostroff, 2016) to share one's pains and show empathy for other's sufferings.

Therefore such emotions can be emerged only in settings where people interact with each other. An organization is a place where people work together and have an interpersonal communication. Therefore,

compassion can be spread throughout organization as employees interact with each other (Dutton, Workman, & Hardin, 2014).

2.2. Organizational Compassion (OC)

Compassion at work is referred to a collective approach of organizational people towards the pains of others (Cameron & Caza, 2003; Kanov et al., 2004; Lilius, Kanov, Dutton, Worline, & Maitlis, 2011; Lilius et al., 2008). Compassion at work comprises of three phases; noticing the pain, emotionally connect with other's suffering and steps taken to minimize the pain (Lilius et al., 2011). Cameron and Caza (2003) presented the view that organizational attributes like legitimation, propagation and coordination strengthen compassion at workplace.

Simpson, Clegg, and Pitsis (2014) considered compassion as a "mode of positive power" within an organization. Therefore, it is evident from the literature that organizations acknowledge the existence of compassion at workplace and encourages it through different interventions. In this manner an emotion which was once the individual's personal attribute is now spread throughout the organization and became an organizational characteristic supporting kindness, empathy, encouragement among their employees.

Organizations acknowledge the existence of compassion for their own benefits like initiating positive organizational scholarship (Cameron & Caza, 2003), encouraging employees to accomplish the task even after experiencing failures (Neff, Hsieh, & Dejitterat, 2005), promoting sense of collectiveness (Neff, 2003a) among employees which assist in team work, making employees happy by lessening their depressions, anxieties and enhancing their satisfactions (Neff, 2003b; Neff, Rude, & Kirkpatrick, 2007), facilitating crisis management (Rynes, Bartunek, Dutton, & Margolis, 2012; Simpson, Clegg, & Pina e Cunha, 2013), controlling disruptive employees' emotions, facilitating organizational development (Pahlavani & Azizmalayeri, 2016) and legitimizing actions in response to sufferings (Lilius et al., 2011).

Previous studies support the argument that compassion at workplace positively affects the organization but this positivity is more of an intrinsic nature. The organization's reaction to employee's pain may be any of the actions among providing emotional support and resource to minimize the pain or offer time flexibility to cope with distress (Kanov

et al., 2004; Lilius et al., 2011; Lilius et al., 2008). Lilius et al. (2011) suggested that organization can institutionalize these informal aspects through its legitimized programs and routinized detection of sufferings.

Compassion is mainly an individual's personal choice therefore it is something which is informal and emerged by compassion providers, receiver and particular organizational context (Lilius et al., 2011). However, organizations can channelize this informal and emergent aspect through its supporting structures and programs (Lilius et al., 2011).

Organizational interventions which promote compassion within organization also include hiring people with relational skills who act compassionately, providing opportunities to the employees to express their sufferings through practices like employee assistance programs, mechanism to notify everyone about employee's sufferings and rewarding people on displaying compassionate feeling and helping others in the time of need (Dutton et al., 2014). Moreover, organizational culture, cohesive interpersonal relations and role of leaders and managers (Cameron, Bright, & Caza, 2004) play a significant roles in introducing compassion at work places (Dutton et al., 2014).

Sergio, Marcano, Gonzales, and Oribiana (2016) has identified compassion as one of the social responsibility of an organization. All these organizational practices are considered in study while assessing organizational compassion through questionnaire.

2.3. Intrinsic Motivation (IM)

It is a state of motivation in which the individual is motivated to perform even if not provided by any external reward (Deci, 1971). Specifically offered autonomy and free choice to perform is a main source of IM among individuals (Deci, 1972; Ryan & Deci, 2000). As it is something which is stimulated internally and not connected to external factors, therefore is self-reported by individuals. Deci, Eghrari, Patrick, and Leone (1994) suggested perceived-choice as a predictor of IM which represents enhancement in IM.

In contrast to this, tension/pressure is a predictor which represents the decline in IM. Therefore, it is based on context, provided to employees rather than content. Relatedness describes the interpersonal interactions, relationships and friendships which is one of a major contributor of IM according to self-determination theory (Ryan & Deci,

2000). All of the above mentioned factors describe the context in which individuals interact with each other; therefore are appropriate factors of IM to relate with compassion.

2.4. Performance

It is a set of acts that is directed towards the goal attainment. With respect to organization, performance is either considered as overall organizational performance or employee-performance. Organizational performance depicts financial gains, growth, overall sales (Dess & Robinson, 1984), while employee-performance describes individual actions including appropriate attitude at workplace (Mowday, Porter, & Dubin, 1974), timely completion of tasks (Tice & Baumeister, 1997), better coordination (Gittell, Seidner, & Wimbush, 2010), improved skill (Bhattacharya, Gibson, & Doty, 2005) etc. All these individual attributes basically assist in attaining organizational goals, therefore are taken as performance indicators. As here compassion is taken as an individual preference facilitated by the organization, individual performance is more appropriate to see the relationship between performance and compassion. Therefore, this study targeted the employee-performance to be observed when facilitated by organizational compassion.

In this study performance is self-reported by employees in terms of task-performance, contextual-performance and Counterproductive Work Behavior (CWB). Task-performance depicts technical competence of task and the proficiency with which it is performed. Contextual-performance is based on the employee's positive behavior and attitude in work-setting to develop a productive environment in which main task can be performed. CWB is a negative scale of performance which hinders performance. All these sub-scales of performance represent the level of employee-performance which may be affected by compassion, tested empirically in this study.

2.5. Conceptual Framework

Compassion is initially an individual choice rather than any organizational enforcement; therefore there is a possibility that different demographical factors affect the degree of compassion practiced by one's-self. Individual demographics like gender, age etc. can impact one's preference towards compassion. Similarly individuals are compassionate at

workplace where they have spent an adequate amount of time and develop friendships and association with peers.

Conclusively job-tenure may define the degree of compassion practiced by employee in particular organization. In addition to this, organizational attributes may also have the tendency to influence the degree of compassion practiced. It can be logically proposed that organizations having larger number of employees have the tendency to experience more compassion.

Similarly, if the organization is indulged in operations and activities that require more employee interactions can experience high rate of compassion relative to the other with limited group tasks and interactions. Particular industry type in which organization is operating defines the nature of organizational operations and activities. Service based organizations are supposed to have more employee interactions as compared to manufacturing sector firms. Therefore, this study has only focused the service industry to examine compassion at workplace.

Regional culture also impact the individuals' preference towards compassion, therefore location of an organization has the tendency to affect compassion at work. All these logical facts indicate the organizational factors like its size (in terms of number of employees), industry type (defining nature of task) and location (geographical location of an organization as rural, small and metropolitan city) and individual factors including gender, age and job-tenure as predictors of compassion at workplace. Hence, this study has selected the following variables to explain compassion at workplace:

1. Organization-size
2. Location
3. Gender
4. Age
5. Job-tenure

Compassion is one of the newly emerged concepts in management science. Previous studies in this field associate compassion with positivity in the organization. Grant and Berg (2011-08-22) identified compassion as one of the "prosocial motivation" technique at workplace. Prosocial motivation describes a desire to ensure wellbeing of others apart from self-interest. This sort of motivation intrinsically impacts the

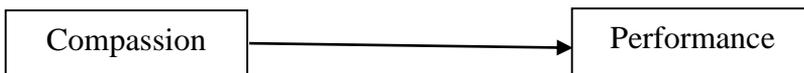
employees leading towards better work behaviors, improved performance and interpersonal trust. This indicates the compassion as a source of initiating intrinsic motivation among the employees, which still needs to be tested empirically.

Another support for compassion is advocated by (Pryor, Oyler, Humphreys, & Toombs, 2010) in terms of strengthening transformational leadership. According to this study, displaying compassion by leaders and superiors create trust among subordinates facilitating the transformational leadership to induce behavioral changes. Another study (Brodbeck, Frese, & Javidan, 2002) has mentioned multiple leadership styles in which author labeled transformational leadership positively.

Leader's role as "Humble Collaborator" is an approach of transformational leadership to inspire, initiate team integration and enhance performance through collaboration and participation. This leadership approach, to transform employees, supports compassion at work. All these established linkages provide an indication of compassion-performance relationship which is tested in this study. This study has targeted employee-performance to be observed when facilitated by the organizational compassion.

Employee-performance involves task-performance as well as contextual-performance. Task-performance depicts the technical competence of the task. Contextual-performance is based on employee's positive behavior and attitude to develop a productive environment in which the main task can be performed. CWB is a negative scale which hinders performance. All these sub-scales represent the level of employee-performance which may be affected by compassion.

Figure 1: Direct Effect of Compassion on Performance



Compassion can serve as source of IM if employees are provided with a free choice to mingle, share their distress with each other and provide assistance to minimize stress. In order to relate compassion with IM one major factor of IM is also included; relatedness. Relatedness describes the interpersonal interactions, relationships and friendships which is one of a major contributor of IM according to self-determina-

tion theory (Ryan & Deci, 2000). All the above mentioned factors describe the context in which the individuals interact with each other; therefore are the appropriate factors of IM to relate with compassion. Other factors of IM which are based on job content like competence, interest in job, task significance and effort put are ignored as they are less linked to social grouping.

This assumed relationship with IM supports the argument that IM can moderate and/or mediate the compassion-performance relationship in the following diagram:

Figure 2: Moderating Effect of Intrinsic Motivations on Compassion- Performance Relationship

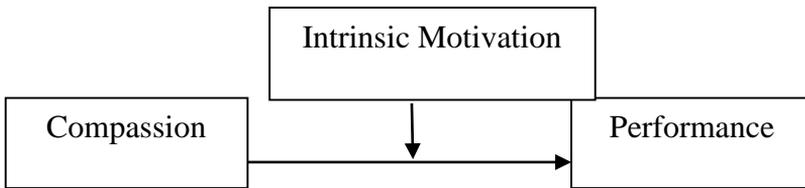
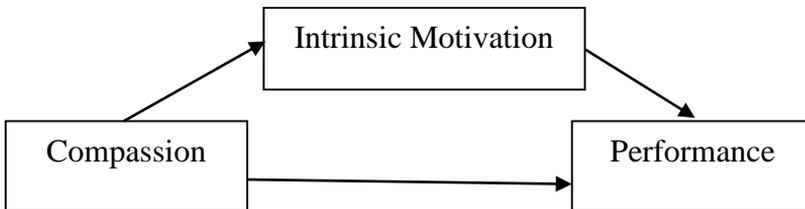


Figure 3: Mediating Effect of Intrinsic Motivation on Compassion-Performance Relationship



The proposed models are tested through the following hypotheses in this study:

To see compassion-performance relationship

H1

Ho: Compassion affects employee-performance

Performance is constructed of three components; task-performance, contextual-performance and CWB. Therefore the above hypothesis is further segregated into the following sub-hypotheses.

H1a

Ho: Compassion affects task-performance

H1b

Ho: Compassion affects contextual-performance

H1c

Ho: Compassion affects CWB

To see the moderating role of IM in compassion-performance relationship

H2

Ho: IM moderates compassion-performance relationship

H2a

Ho: IM moderates compassion-task performance relationship

IM is constructed through three sub-variables therefore moderation will be tested for each domain of IM and its effect on each category of performance.

H2ai

Ho: Tension moderates compassion-task performance relationship.

H2aii

Ho: Perceived-choice moderates compassion-task performance relationship.

H2aiii

Ho: relatedness moderates compassion-task performance relationship.

H2b

Ho: IM moderates compassion-contextual performance relationship

H2bi

Ho: tension moderates compassion-contextual performance relationship

H2bii

Ho: perceived-choice moderates compassion-contextual performance relationship

H2biii

Ho: relatedness moderates compassion-contextual performance relationship

H2c

Ho: IM moderates compassion-CWB relationship

H2ci

Ho: tension moderates compassion-CWB relationship

H2cii

Ho: perceived-choice moderates compassion-CWB relationship

H2ciii

Ho: relatedness moderates compassion-CWB relationship

To see the mediating role of IM in compassion-performance relationship

H3

Ho: IM mediates compassion-performance relationship

H3a

Ho: IM mediates compassion-task performance relationship

H3ai

Ho: tension mediates compassion-task performance relationship

H3aii

Ho: perceived-choice mediates compassion-task performance relationship

H3aiii

Ho: relatedness mediates compassion-task performance relationship

H3b

Ho: IM mediates compassion-contextual performance relationship

H3bi

Ho: tension mediates compassion-contextual performance relationship

H3bii

Ho: perceived-choice mediates compassion-contextual performance relationship

H3biii

Ho: relatedness mediates compassion-contextual performance relationship

H3c

Ho: IM mediates compassion-CWB relationship

H3ci

Ho: tension mediates compassion-CWB relationship

H3cii

Ho: perceived-choice mediates compassion-CWB relationship

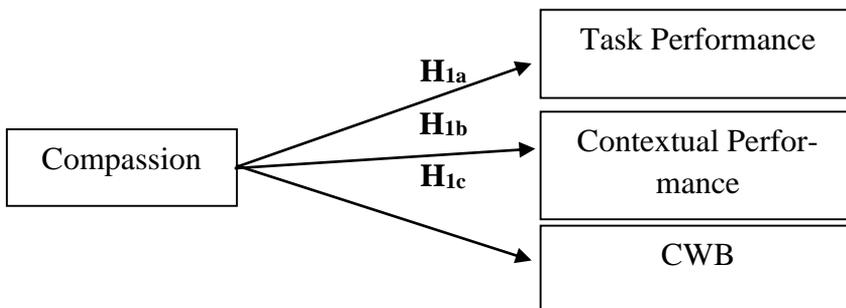
H3ciii

Ho: relatedness mediates compassion-CWB relationship

3. Conceptual Framework

On the basis of above hypotheses the conceptual framework is as follows:

Figure 4: Direct Effect of Compassion on Performance



4. Methodology

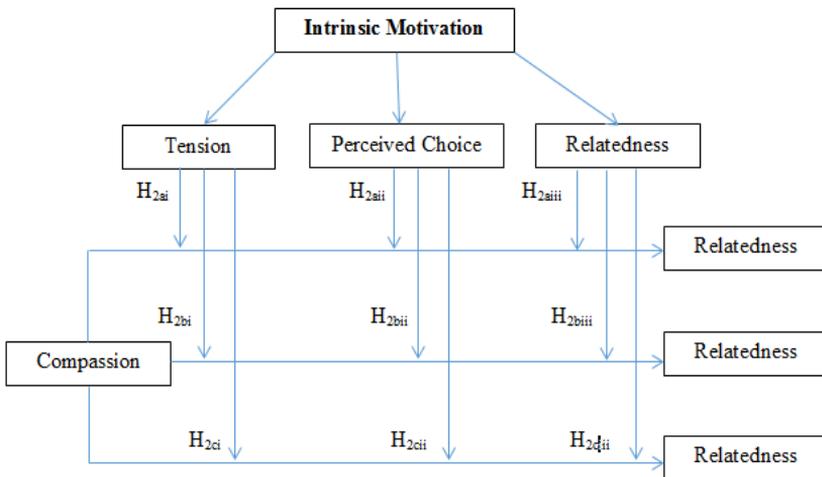
The study is based on explaining compassion through individual and organizational characteristics and to further see its influence on employee-performance. Particular industry type in which the organization is oper-

ating defines the nature of organizational operations and activities. Service based organizations are supposed to have more employee interactions as compared to the manufacturing sector firms.

Therefore, this study has only focused the service industry to examine compassion at workplace. Considering the time limit, convenience sampling was used to select the sample. To get a reasonable amount of data 100 online questionnaires have been sent to the sample conveniently available from which 94 responses have been received.

The questionnaire was developed from three different questionnaires; questionnaire to measure organizational compassion (Compassionate Organizations Quiz), questionnaire used to measure employee-performance (Individual Work Performance Questionnaire- IWPQ) and questionnaire assessing IM (Intrinsic Motivation Inventory-IMI).

Figure 5: Moderating Effect of Intrinsic Motivation on Compassion-Performance Relationship



All these questionnaires are standard questionnaires with acceptable alpha value but they are adapted for this study to incorporate only related dimensions.

The final questionnaire adapted from the already developed tools was pilot tested and analyzed on SPSS. Calculated Cronbach's Alpha for this questionnaire is as follows:

Table 1

α Values

| | |
|--|------------------|
| Compassion | $\alpha = 0.721$ |
| Intrinsic Motivations (Tension) | $\alpha = 0.658$ |
| Intrinsic Motivation (Perceived Choice & relatedness) | $\alpha = 0.736$ |
| Performance (CWB) | $\alpha = 0.756$ |
| Performance (Task & contextual performance) | $\alpha = 0.856$ |

R Project for Statistical Computing is used to analyze the data in this study.

5. Data Analysis

To identify the relationship of compassion with different individual and organizational attributes this study has selected the following variables:

1. Organization-size
2. Location
3. Gender
4. Age
5. Job-tenure

Table 2

Correlation Matrix (2-Tailed Significance Test)

| | 1 | 2 | 3 | 4 | 5 | 6 |
|-----------------------|--------|--------|--------|-------|--------|---|
| 1 Compassion | 1 | | | | | |
| 2 Job tenure | 0.076 | 1 | | | | |
| 3 Number of employees | 0.16 | -0.133 | 1 | | | |
| 4 Gender | -0.069 | -0.121 | -0.132 | 1 | | |
| 5 Age | -0.174 | 0.409* | -0.199 | 0.063 | 1 | |
| 6 Location | 0.149 | 0.072 | 0.18 | 0.102 | -0.041 | 1 |

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

To see the relationship of compassion with above mentioned attributes Pearson-correlation was performed and results are shown in table 2. The results showed that compassion is found significant only with age but at 10% level-of-significance with negative relationship. Moreover, data did not support the logic of relationship of compassion with the organization-size, location, job-tenure and gender.

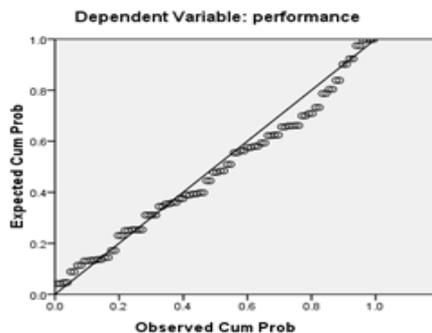
Now moving towards the major objectives of the study i-e to see the effect of compassion on employees' performance the following hypothesis is tested:

Hypothesis 1

Ho: Compassion affects employee-performance

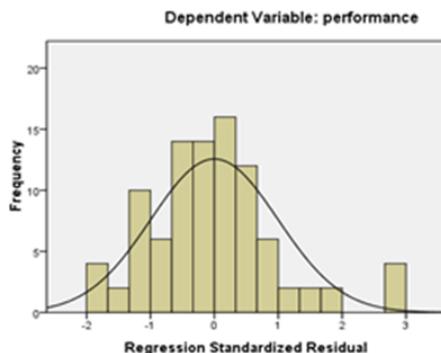
Both the variables are measured quantitatively therefore the proposed model is Simple Linear Regression. A straight line in the following plot shows a linear-relationship between variables; therefore linear-model can be established and tested for this equation.

Figure 6: Normal P-P Plot of Regression Standardized Residual



Furthermore, assumptions of linear-model are tested. The given figure represents the dispersion of data as bell-shaped, therefore, data is normal and first assumption of linearity is proved.

As it is a simple regression model therefore there is no chance of multicollinearity. Following table shows the results for autocorrelation representing the value within the acceptable range; therefore there is no issue of autocorrelation. Hence, all assumptions of linear-model are verified:

Figure 7: Histogram**Table 3****Regression Results (Overall Significance of Model)**

| Model | R | R-Square | Adjusted R-Square | Std. Error of the Estimate | Durbin Watson |
|-------|--------|----------|-------------------|----------------------------|---------------|
| 1 | 0.405* | 0.164 | 0.155 | 0.317 | 2.022 |

a. Predictors: (Constant), compassion

b. Dependent Variable: performance

5.1. Direct Effect

Following table represents regression-model to explain performance through compassion.

Table 4**Regression Results (Hypothesis 1)**

| Coefficients | Estimate | Std. Error | t value | Pr(> t) |
|----------------------------|--------------|------------|---------|-------------|
| (Intercept) | 2.420 | 0.215 | 11.256 | <2e-16*** |
| Compassion | 0.287 | 0.068 | 4.243 | 5.26e-05*** |
| Multiple R-Squared: | 0.164 | | | |
| Adjusted R-Squared: | 0.154 | | | |

Significance Codes: 0'***' 0.001 '**' 0.01 '*' 0.05' . '0.1' '1

Residual Standard error: 0.3167 on 92 degrees of freedom

P-value for compassion is 0.05 that shows that significant contribution of compassion in explaining performance. Although the value of R-square (0.1636) shows weak model and there are other multiple variables which define performance other than compassion. This research has selected only compassion to describe performance therefore ignored other determinants of performance. The

value of coefficient (+ 0.28748) shows a positive relationship with compassion showing that performance will be improved through compassion. On the basis of p-value hypothesis 1 cannot be rejected. Performance is constructed of three components including task-performance, contextual-performance and CWB. Therefore above hypothesis is further segregated into following sub-hypotheses need to be tested individually:

Hypothesis 1a

Ho: Compassion affects task-performance

Table 5
Regression Results (Hypothesis 1a)

| Coefficients | Estimate | Std. Error | t value | Pr(> t) |
|---------------------|----------|------------|---------|-------------|
| (Intercept) | 3.3803 | 0.4129 | 8.187 | 1.47e-12*** |
| Compassion | 0.1949 | 0.1301 | 1.498 | 0.138 |
| Multiple R-Squared: | 0.0238 | | | |
| Adjusted R-Squared: | 0.0132 | | | |

Significance. Codes: 0'***' 0.001 '**'0.01 '*' 0.05' . '0.1' '1

Residual Standard error: 0.6083 on 92 degrees of freedom

Results in above table shows decline in R-square (from 0.1636 to 0.0238) and p-value: 0.1376 shows that compassion has no significant effect on task-performance. Therefore, hypothesis 1a is rejected.

Hypothesis 1b

Ho: Compassion affects contextual-performance

Results in Table 6 show considerable improvement in R-square (from 0.1636 to 0.2501) and significant p-value (2.865e-07). The value of magnitude (+ 0.5721) indicates a positive relationship of contextual-performance with compassion. This shows a significant effect of compassion on contextual-performance and hypothesis 1b is accepted.

Table 6
Regression Results (Hypothesis 1b)

| Coefficients | Estimate | Std. Error | t value | Pr(> t) |
|---------------------|----------|------------|---------|-------------|
| (Intercept) | 1.863 | 0.327 | 5.686 | 1.52e-07*** |
| Compassion | 0.572 | 0.103 | 5.539 | 2.87e-07*** |
| Multiple R-Squared: | 0.250 | | | |
| Adjusted R-Squared: | 0.242 | | | |

Significance. Codes: 0'***' 0.001 '**'0.01 '*' 0.05'. '0.1' '1
Residual Standard error: 0.4828 on 92 degrees of freedom

Hypothesis 1c

Ho: Compassion affects CWB

Table 7
Regression Results (Hypothesis 1c)

| Coefficients | Estimate | Std. Error | t value | Pr(> t) |
|---------------------|----------|------------|---------|-------------|
| (Intercept) | 2.016 | 0.487 | 4.143 | 7.61e-05*** |
| Compassion | 0.095 | 0.153 | 0.622 | 0.535 |
| Multiple R-Squared: | 0.004 | | | |
| Adjusted R-Squared: | -0.007 | | | |

Significance. Codes: 0'***' 0.001 '**'0.01 '*' 0.05'. '0.1' '1
Residual Standard error: 0.717 on 92 degrees of freedom

Above results show notable decrease in R-square (from 0.1636 to 0.004191) and insignificant effect (p-value: 0.5353) of compassion on CWB. Therefore hypothesis 1c is rejected. This concludes that performance is affected by compassion only in terms of contextual-performance, whereas no significant effect is diagnosed on task-performance and counterproductive work behavior.

To meet the second objective of the study is to see the moderating and mediating role of IM on compassion-performance relationship, following hypotheses are developed. Initially IM is taken as moderator for overall performance and then for each domain of performance individually.

5.2. Indirect Effect, Moderation

Hypothesis 2

Ho: IM moderates compassion-performance relationship

Table 8
Regression Results (Hypothesis 2)

| Coefficients | Estimate | Std. Error | t value | Pr(> t) |
|---------------------|----------|------------|---------|-------------|
| (Intercept) | 8.449 | 1.928 | 4.383 | 3.17e-05*** |
| Compassion | -1.788 | 0.626 | -2.857 | 0.0053** |
| Multiple R-Squared: | -1.966 | 0.637 | - | 0.003** |
| Adjusted R-Squared: | 0.673 | 0.204 | 3.301 | 0.001** |

Significance Codes: 0'***' 0.001 '**' 0.01 '*' 0.05'. '0.1' '1

Above table shows that value of R-square is improved from 0.1636 to 0.2585, indicating the moderating effect of IM. P-value of moderating effect of IM (0.00138) shows a significant positive effect (0.6731) while the individual effect of compassion & IM is also significant but with negative relationship. But influence of IM as a moderator is relatively high with greater magnitude as compared to individual effect of compassion and IM on performance. Similarly p-value is relatively significant as compared to other two p-values for individual effect. Therefore, hypothesis 2 cannot be rejected.

The effect of compassion is studied for task-performance through following hypothesis:

Hypothesis 2a

Ho: IM moderates compassion-task performance relationship

In table 9 value of R-square is improved from 0.0238 to 0.08348 which shows moderating effect of IM. P-value of moderation effect of IM (0.03148) shows a significant positive effect (0.9459) while individual effect of compassion & IM is also significant but with a negative relationship.

Table 9
Regression Results (Hypothesis 2a)

| Coefficients | Estimate | Std. Error | t value | Pr (> t) |
|----------------------------|----------|------------|---------|-----------|
| (Intercept) | 11.8311 | 3.8099 | 3.105 | 0.0025** |
| Compassion | -2.7237 | 1.2367 | -2.202 | 0.0302** |
| Relatedness | -2.7531 | 1.2599 | -2.185 | 0.0315** |
| I(compassion* relatedness) | 0.9459 | 0.403 | 2.347 | 0.0211** |
| Multiple R-Squared: | 0.0835 | | | |
| Adjusted R-Squared: | 0.0529 | | | |

Significance Codes: 0'****' 0.001 '**'0.01 '*' 0.05'. '0.1' '1

The influence of IM as a moderator is relatively high with greater magnitude as compared to individual effect of compassion and IM on performance. Similarly p-value is relatively significant as compared to the other two p-values for individual effect. Due to significance of moderating effect hypothesis 2a cannot be rejected.

The effect of compassion is studied for task-performance with moderating effect of tension (a component of IM) through following hypothesis:

Hypothesis 2ai

Ho: tension moderates compassion-task performance relationship

According to the results shown in table 10 neither R-square is significantly improved (0.0238 to 0.07406) nor the results are significant (p-value=0.9857). Therefore, moderating effect of tension on task-performance is insignificant. Therefore, hypothesis 2ai is rejected.

The effect of compassion is studied for task-performance with moderating effect of perceived-choice (a component of IM) through the following hypothesis:

Hypothesis 2aii

Ho: perceived-choice moderates compassion-task performance relationship

Table 10
Regression Results (Hypothesis 2ai)

| Coefficients | Estimate | Std. Error | t value | Pr (> t) |
|----------------------------|----------|------------|---------|-----------|
| (Intercept) | 3.831 | 1.572 | 2.436 | 0.017* |
| Compassion | 0.205 | 0.492 | 0.418 | 0.677 |
| Relatedness | -0.185 | 0.590 | -0.314 | 0.754 |
| I(compassion* relatedness) | -0.003 | 0.1842 | -0.018 | 0.986 |
| Multiple R-Squared: | 0.074 | | | |
| Adjusted R-Squared: | 0.043 | | | |

Significance Codes: 0'****' 0.001 '**'0.01 '*' 0.05'. '0.1' '1

Statistics in Table 11 show improvement in R-square from 0.0238(direct impact of compassion on task-performance) to 0.1213 while moderating effect of perceived-choice on task-performance is also significant (p-value=0.00310). Therefore, it can be inferred that task-performance will be improved by 0.6255 units in the presence of perceived-choice through compassion and hypothesis 2aii cannot be rejected.

The effect of compassion is studied for task-performance with moderating effect of relatedness (a component of IM) through following hypothesis:

Table 11
Regression Results (Hypothesis 2aii)

| Coefficients | Estimate | Std. Error | t value | Pr (> t) |
|----------------------------|----------|------------|---------|-------------|
| (Intercept) | 9.064 | 1.874 | 4.836 | 5.44e-0**** |
| Compassion | -1.676 | 0.648 | -2.585 | 0.011* |
| Relatedness | -1.927 | 0.612 | -3.148 | 0.002** |
| I(compassion* relatedness) | 0.625 | 0.206 | 3.040 | 0.003** |
| Multiple R-Squared: | 0.121 | | | |
| Adjusted R-Squared: | 0.092 | | | |

Significance Codes: 0'****' 0.001 '**'0.01 '*' 0.05'. '0.1' '1

Hypothesis 2aiii

Ho: relatedness moderates compassion-task performance relationship

Table 12
Regression Results (Hypothesis 2a_{iii})

| Coefficients | Estimate | Std. Error | t value | Pr (> t) |
|----------------------------|----------|------------|---------|-----------|
| (Intercept) | 3.305 | 2.549 | 1.297 | 0.198 |
| Compassion | -0.316 | 0.808 | -0.392 | 0.696 |
| Relatedness | 0.073 | 0.712 | 0.102 | 0.919 |
| I(compassion* relatedness) | 0.124 | 0.225 | 0.55 | 0.583 |
| Multiple R-Squared: | 0.212 | | | |
| Adjusted R-Squared: | 0.186 | | | |

Significance Codes: 0'***' 0.001 '**'0.01 '*' 0.05'. '0.1' '1

Results in Table 12 show improvement on R-square from 0.0238(direct impact of compassion on task-performance) to 0.2121 whereas moderating effect of relatedness on task-performance is not significant (p-value=0.583). Even independently effect of compassion and relatedness on task-performance is not significant. Therefore, moderating effect of relatedness is insignificant and hypothesis 2a_{iii} is rejected.

Now the moderating effect of IM is tested for contextual-performance through following hypothesis:

Hypothesis 2b

Ho: IM moderates compassion-contextual performance relationship

Table 13
Regression Results (Hypothesis 2b)

| Coefficients | Estimate | Std. Error | t value | Pr (> t) |
|----------------------------|----------|------------|---------|-----------|
| (Intercept) | 2.666 | 3.058 | 0.872 | 0.386 |
| Compassion | -0.056 | 0.993 | -0.057 | 0.955 |
| Relatedness | -0.178 | 1.011 | -0.176 | 0.861 |
| I(compassion* relatedness) | 0.178 | 0.323 | 0.55 | 0.584 |
| Multiple R-Squared: | 0.279 | | | |
| Adjusted R-Squared: | 0.2558 | | | |

Significance Codes: 0'***' 0.001 '**'0.01 '*' 0.05'. '0.1' '1

In this test the value of R-square is increased from 0.2501(direct effect of compassion on contextual-performance) to 0.2798 this increase shows that the moderating effect of IM in this relationship

has improved the model. But P-value of moderation effect of IM (0.584) is insignificant moreover; individual effect of compassion & IM is also insignificant. The significance of moderating effect of IM indicates the rejection of the hypothesis2b but it has improved the model fit.

The effect of compassion is studied for contextual-performance with moderating effect of tension (a component of IM) through following hypothesis:

Hypothesis 2bi

Ho: tension moderates compassion-contextual performance relationship

According to table 14 results, value of R-square is improved (0.2501 to 0.2883) but results are not significant (p-value=0.1402). Therefore, moderating effect of tension is insignificant. Similarly, independent effect of compassion and tension on contextual-performance is also insignificant. Therefore hypothesis 2bi is rejected.

Table 14

Regression Results (Hypothesis 2bi)

| Coefficients | Estimate | Std. Error | t value | Pr (> t) |
|----------------------------|-----------------|-------------------|----------------|---------------------|
| (Intercept) | 3.91738 | 1.24842 | 3.138 | 0.0023** |
| Compassion | 0.01244 | 0.3903 | 0.032 | 0.9746 |
| Relatedness | -0.80363 | 0.46879 | -1.714 | 0.0899 |
| I(compassion* relatedness) | 0.21759 | 0.14619 | 1.488 | 0.1402 |
| Multiple R-Squared: | 0.2883 | | | |
| Adjusted R-Squared: | 0.2646 | | | |

Significance Codes: 0'****' 0.001 '**'0.01 '*' 0.05' . '0.1' '1

The effect of compassion is studied for the contextual-performance with moderating effect of perceived-choice (a component of IM) through the following hypothesis:

Hypothesis 2bii

Ho: perceived-choice moderates compassion-contextual performance relationship

According to results shown in Table 15 value of R-square is improved (0.2501 to 0.2676) but results are not significant (p-value=0.2076). Therefore, moderating effect of tension is insignificant. Similarly independent effect of compassion and tension on contextual-performance is also insignificant. Therefore hypothesis 2bii is rejected.

Table 15
Regression Results (Hypothesis 2bii)

| Coefficients | Estimate | Std. Error | t value | Pr (> t) |
|----------------------------|----------|------------|---------|-----------|
| (Intercept) | 3.6845 | 1.5496 | 2.378 | 0.0195* |
| Compassion | -0.1299 | 0.536 | -0.242 | 0.809 |
| Relatedness | -0.5611 | 0.506 | -1.109 | 0.2704 |
| I(compassion* relatedness) | 0.2159 | 0.1701 | 1.269 | 0.2076 |
| Multiple R-Squared: | 0.2676 | | | |
| Adjusted R-Squared: | 0.2431 | | | |

Significance Codes: 0'****' 0.001 '**'0.01 '*' 0.05' . '0.1' '1

The effect of compassion is studied for contextual-performance with moderating effect of relatedness (a component of IM) through the following hypothesis:

Hypothesis 2biii

Ho: relatedness moderates compassion-contextual performance relationship

According to the results shown in Table 16 value of R-square is considerably improved (from 0.2501 to 0.4053) moreover, the results are also significant (p-value=0.010599). Therefore, moderating effect of relatedness on the contextual-performance is significant. Similarly independent effect of compassion and relatedness on contextual-performance is also significant with the positive relationship. This shows that the contextual-performance will be declined by 0.4613 units by one level increase in compassion in presence of relatedness. Therefore hypothesis 2biii failed to be rejected.

Table 16
Regression Results (Hypothesis 2biii)

| Coefficients | Estimate | Std. Error | t value | Pr (> t) |
|---------------------------|----------|------------|---------|-----------|
| (Intercept) | -4.286 | 2.005 | -2.138 | 0.035* |
| Compassion | 2.164 | 0.636 | 3.403 | 0.000*** |
| Relatedness | 1.769 | 0.560 | 3.158 | 0.002** |
| I(compassion*relatedness) | -0.461 | 0.177 | -2.610 | 0.010* |
| Multiple R-Squared: | 0.400 | | | |
| Adjusted R-Squared: | 0.385 | | | |

Significance Codes: 0'***' 0.001 '**'0.01 '*' 0.05'. '0.1' '1

Now the moderating effect of IM is tested for CWB through the following hypothesis

Hypothesis 2c

Ho: IM moderates compassion-CWB relationship

According to table 17 results, statistics value of R-square is improved from 0.004191 to 0.04707 but moderating effect is insignificant (p-value=0.0650).

Table 17
Regression Results (Hypothesis 2c)

| Coefficients | Estimate | Std. Error | t value | Pr (> t) |
|---------------------------|----------|------------|---------|-----------|
| (Intercept) | 10.849 | 4.5329 | 2.393 | 0.019* |
| Compassion | -2.584 | 1.4714 | -1.756 | 0.082 |
| Relatedness | -2.966 | 1.499 | -1.979 | 0.051 |
| I(compassion*relatedness) | 0.896 | 0.4794 | 1.868 | 0.065 |
| Multiple R-Squared: | 0.0471 | | | |
| Adjusted R-Squared: | 0.0153 | | | |

Significance Codes: 0'***' 0.001 '**'0.01 '*' 0.05'. '0.1' '1

Similarly direct effect of compassion and IM is also insignificant. Therefore, it can be inferred that CWB cannot be explained through moderating effect of IM on compassion. Conclusively hypothesis 2c is rejected.

The effect of compassion is studied for CWB with moderating effect of tension (a component of IM) through the following hypothesis:

Hypothesis 2ci

Ho: tension moderates compassion-CWB relationship

Table 18

Regression Results (Hypothesis 2ci)

| Coefficients | Estimate | Std. Error | t value | Pr (> t) |
|---------------------------|----------|------------|---------|-----------|
| (Intercept) | 3.627 | 2.313 | 1.779 | 0.079 |
| Compassion | -0.5864 | 0.800 | -0.674 | 0.502 |
| Relatedness | -0.6081 | 0.755 | -0.983 | 0.329 |
| I(compassion*relatedness) | 0.2636 | 0.254 | 0.876 | 0.383 |
| Multiple R-Squared: | 0.06953 | | | |
| Adjusted R-Squared: | 0.03852 | | | |

Significance Codes: 0'****' 0.001 '**'0.01 '*' 0.05'. '0.1' '1

The moderating effect of tension on CWB-compassion relationship has improved the model fit (from R-square: 0.004191 to 0.06953) but p-value (0.2242) is insignificant. Compassion and tension also have insignificant direct effect on CWB. Therefore, hypothesis 2ci is rejected.

The effect of compassion is studied for CWB with the moderating effect of perceived-choice (a component of IM) through following hypothesis:

Hypothesis 2cii

Ho: perceived-choice moderates compassion-CWB relationship

The moderating effect of perceived-choice on CWB-compassion relationship has improved model fit (from R-square: 0.004191 to 0.01716) but p-value (0.3832) is insignificant.

Table 19

Regression Results (Hypothesis 2cii)

| Coefficients | Estimate | Std. Error | t value | Pr (> t) |
|---------------------------|----------|------------|---------|-----------|
| (Intercept) | 4.114 | 2.313 | 1.779 | 0.079 |
| Compassion | -0.539 | 0.800 | -0.674 | 0.502 |
| Relatedness | -0.742 | 0.755 | -0.983 | 0.329 |
| I(compassion*relatedness) | 0.223 | 0.254 | 0.876 | 0.383 |
| Multiple R-Squared: | 0.017 | | | |
| Adjusted R-Squared: | 0.016 | | | |

Significance Codes: 0'****' 0.001 '**'0.01 '*' 0.05'. '0.1' '1

Compassion and perceived-choice also have insignificant direct effect on CWB. Therefore, hypothesis 2cii is rejected.

The effect of compassion is studied for CWB with moderating effect of relatedness (a component of IM) through the following hypothesis:

Hypothesis 2ciii

Ho: relatedness moderates compassion-CWB relationship

Table 20

Regression Results (Hypothesis 2ciii)

| Coefficients | Estimate | Std. Error | t value | Pr (> t) |
|---------------------------|-----------------|-------------------|----------------|---------------------|
| (Intercept) | 4.607 | 3.1724 | 1.452 | 0.15 |
| Compassion | -0.280 | 1.006 | -0.279 | 0.781 |
| Relatedness | -0.774 | 0.8866 | -0.873 | 0.385 |
| I(compassion*relatedness) | 0.123 | 0.2796 | 0.438 | 0.662 |
| Multiple R-Squared: | 0.103 | | | |
| Adjusted R-Squared: | 0.074 | | | |

Significance Codes: 0'****' 0.001 '**' 0.01 '*' 0.05'. '0.1' '1

The moderating effect of relatedness on CWB-compassion relationship has improved the model fit (from R-square: 0.004191 to 0.1034) but p-value (0.662) is insignificant. Compassion and relatedness also have insignificant direct effect on CWB. Therefore, hypothesis 2ciii is rejected.

5.3. Indirect Effect, Mediation

To see the mediating role of IM it is now taken as a mediator for the overall performance and the following hypothesis is further tested:

Hypothesis 3

Ho: IM mediates compassion-performance relationship

The hypothesis is tested through the sobel-test giving results in table 21. The below results show that direct effect (0.2874758) of compassion on performance is greater than the indirect effect (0.0230281) and z-value (0.731538) is less than 1.96 which shows that the results are not significant. This indicates that IM is not a significant mediator hence hypothesis 3 is rejected.

Table 21
Regression Results Hypothesis 3

| \$'Mod1: Y~X' | | | | |
|------------------|----------|------------|---------|-----------|
| Coefficients | Estimate | Std. Error | t value | Pr(> t) |
| (Intercept) | 2.419 | 0.214 | 11.256 | 5.439e-19 |
| Pred | 0.287 | 0.068 | 4.242 | 5.260e-05 |
| \$'Mod2: Y~X+ M' | | | | |
| Coefficients | Estimate | Std. Error | t value | Pr(> t) |
| (Intercept) | 2.193 | 0.373 | 5.872 | 6.909e-08 |
| Pred | 0.264 | 0.074 | 3.541 | 6.305e-04 |
| Med | 0.098 | 0.132 | 0.742 | 4.600e-01 |
| \$'Mod3: M~X' | | | | |
| Coefficients | Estimate | Std. Error | t value | Pr(> t) |
| (Intercept) | 2.313 | 0.170 | 13.576 | 1.078e-23 |
| Pred | 0.235 | 0.053 | 4.382 | 3.105e-05 |

The mediation is further tested for all the dimensions of performance (task-performance, contextual-performance, CWB) and IM (perceived-choice, relatedness, tension) and results were insignificant.

6. Summary of Results

Table 22
Summary Results

| Sr.# | Hypotheses | Results |
|------|------------|----------|
| 1. | H1 | Accepted |
| 2. | H1a | Rejected |
| 3. | H1b | Accepted |
| 4. | H1c | Rejected |
| 5. | H2 | Accepted |
| 6. | H2a | Accepted |
| 7. | H2ai | Rejected |
| 8. | H2aii | Accepted |
| 9. | H2aiii | Rejected |
| 10. | H2b | Rejected |
| 11. | H2bi | Rejected |
| 12. | H2bii | Rejected |
| 13. | H2biii | Accepted |
| 14. | H2c | Rejected |
| 15. | H2ci | Rejected |
| 16. | H2cii | Rejected |
| 17. | H2ciii | Rejected |
| 18. | H3 | Rejected |

Note: As mediation was not found significant so the other hypotheses of mediation were not tested.

7. Discussion

The statistical results in the above section concluded the acceptance of six hypotheses (H1, H1b, H2, H2a, H2aii & H2aiii) in explaining performance through compassion. The accepted hypotheses show that performance is affected by compassion existing in an organization (H1). This effect of compassion is due to its impact on contextual-performance only. The results show that compassion has no effect on task-performance (H1) and CWB (H1c) individually. But as it is positively related with contextual-performance (H1b), hence improving the overall performance of employees. Therefore, it can be inferred that existence of compassion increases the contextual-performance of the employees who desire more work-coordination, collaboration and team work. Further, the moderating and mediating role of IM is studied between compassion-performance relationships. The statistical results show that IM moderates the relationship between compassion and performance (H2).

This relationship has further explained and tested for the three dimensions of performance and through three different components of IM separately. This segregation identified the existence of relationship between compassion and task-performance in the presence of IM (H2a) which was not present in the direct effect. This relationship was further explored for the moderating effect of each of the dimension of IM separately. In this analysis the moderating effect of perceived-choice was found significant in positively strengthening the relationship between task-performance and compassion. This indicates that task-performance which is not directly affected by compassion is positively related to compassion in the presence of perceived-choice (H2aii).

Therefore, in order to enhance the task-performance, which is directly related to the objective measures of job tasks and responsibilities, compassion play a significant role if it involves IM of the employees. To see the clear impact of IM, the analysis is performed on each dimension of IM (tension, perceived-choice & relatedness).

The results show that tension (H2ai) and relatedness (H2aiii) have no moderating effect on task-performance through compassion. While moderation of perceived-choice is identified significant on task-performance explained through compassion (H2aii). Or simply it can be

said that if employees are provided free choice to mingle and communicate with each other it will enhance their task-performance in the presence of organizational compassion.

On the other hand where compassion was positively related to the contextual-performance, is now declining the contextual-performance in the presence of moderating effect of relatedness (H2biii). This shows that if people are closely linked with each other and have an emotional bonding then they will be more indulged in sharing their personal grief and discomfort and their attention towards performance is ignored. Therefore, organizations need to monitor the social affiliations of their employees and ensure that it should not affect the performance. No significant moderating effect of IM is identified in relationship of compassion with CWB, neither in a combined form nor separately through the domains of IM (tension, perceived choice, relatedness).

In order to study the effect of IM on performance, mediation was also tested for it. But IM has not significantly mediated the overall performance, not even any component of performance. Therefore, it is inferred from this study that existence of compassion within an organization can enhance employee-performance, specifically contextual-performance.

8. Conclusion

The findings of the study support that existence of compassion within an organization can enhance employee-performance particularly, contextual-performance. Compassion can also enhance the task-performance but in the presence of perceived-choice of individuals. Employees' willingness to share, support and encourage their colleagues to cope with their discomforts basically motivates them in performing better by ignoring their sufferings. The results not just explained the positive aspects of intrinsic motivation on compassion-performance relationship, but it also highlighted the negative impact. Compassion negatively affects contextual-performance of employees if they have more informal bonding, depicting high level of relatedness. If such interpersonal affiliations are not monitored properly it will mislead the employees' concentration towards their personal problems and official tasks are ignored. Mingled-up people become friends and put less in team efforts to perform better.

The current study conclusion guides the management towards the importance of compassion at organizational level in enhancing the performance, but to attain a high level performance this interpersonal association through compassion needs to be monitored so that it may not lead to work inefficiency. Moreover, the importance of compassion which has been theoretically discussed in literature has been proved empirically in the service sector in enhancing the performance.

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