

IT'S TIME TO AWAKEN COMPASSION AT THE WORKPLACE: AN EMPIRICAL STUDY FROM GOVERNMENT AGENCIES

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ABSTRACT

The objective of this research was to study the antecedent and consequence factors of compassion at the workplace. The sample used for this research was 308 people of the Rubber Authority of Thailand obtained from two-stage cluster sampling. The data were collected by questionnaires. The data were analyzed with Partial Least Square SEM (PLS-SEM).

The findings revealed that compassion at the workplace connected compassionate leadership and public service compassion and work engagement together. Compassion at the workplace had a direct positive influence on public service compassion and work engagement (DE = 0.2335 and 0.1503, with $p < .001$ and $p < .05$, respectively). In addition, compassion at the workplace had a positive indirect influence on work engagement through public service compassion (IE = 0.0299, $p < .05$). Compassion in public service had a direct influence on job commitment (DE = 0.128, $p < .05$). Compassionate leadership had a direct positive influence on compassion at the workplace (DE = 0.1642, $p < .05$), work engagement (DE = 0.3825, $p < .001$) and public service compassion (DE = 0.1561, $p < .05$). In conclusion, compassionate leadership is the antecedent factor of compassion at the workplace. While work engagement and public service compassion are consequence factors influenced by compassion at the workplace.

KEYWORDS: work engagement, compassion at the workplace, public service compassion, compassionate leadership

Introduction

Compassion at the workplace will lead to feeling compassion for others (Fernandez & Moldogaziev, 2013; Hassan & Hatmaker, 2015). It was found that compassion expression led to the development of mutual relations (Fernandez & Moldogaziev, 2013) If there is a compassion culture in an organization, employees are willing to act and behave to support organizational participation and special efforts for the organization (Fernandez & Moldogaziev, 2013; Hassan & Hatmaker, 2015; Liden & Graen, 1980; Gadot, 2007). It will have a positive effect on performance and improve efficiency in government organizations. In addition, the results indicate that public service organizations are suitable for compassion studies because government organizations that serve the people are often expected to treat citizens as service recipients. While most employees are under stressful situations. Emotional stability affects work efficiency. Therefore, compassion is an essential tool to be very aware of in public service organizations (Eldor, 2018).

According to the importance of compassion at the workplace, United Nations has proposed the idea for the new government management (NPM), which is a guideline for the implementation of public service organizations in the public sector. It is an attempt to make a good public services and improves efficiency by using a private-sector management model (Hood, 1991). The main point of new government management (NPM) is financial control, cost-effectiveness, increasing efficiency, absolute target, and continuous monitoring of operating results with standard audit assessment system and performance evaluation. Consequently, the government organization management according to the guidelines of the new government management (NPM) is an organization of reason. However, public satisfaction is not only satisfied with the quality of public services received, but also the emotions of government staff who delivered them (OECD, 2014). Therefore, the government had to find a methodology for build-up the passion in public service employee motivation (New Public Passion; NPP), restoring the intrinsic motivations of government officials, the New Public Service (NPP) with internal and external motivation, organizational dynamic capability. UNDP (2015) proposes the transformation of a public organization that is a reason organizational into a passion organization that is an emotional organization. One of the importance factor of public service motivation; PSM is a compassion (Perry & Wise, 1990), which is an attitude towards others. It is characterized

by feelings, knowledge, understanding, and behaviors that emphasize empathy, concern, tenderness, and support (Sprecher & Fehr, 2005), or selflessness for the benefit and relief of others (Radey & Figley, 2007).

The Rubber Authority of Thailand or RAOT is a state enterprise agency under the Rubber Authority of Thailand Act 2015. It is a central organization responsible for the total management of the country's rubber system. Besides the management within the organization, it also provides assistance to rubber farmers, Rubber Farmers Institute and rubber entrepreneurs as well as the implementation of various urgent policies of the government such as a farmer remedial measure project (We do not leave each other) for those affected by the Coronavirus 2019 (COVID-19) and the rubber farmer income insurance program, etc. It can be seen that the Rubber Authority of Thailand plays a role as a public service organization of the government, which is similar to other government agencies. According to the data, it was found that the proportion of employees' service to rubber farmers is approximately 1: 3,000 (Rubber Authority of Thailand, 2020). From the aforementioned mission and ratio, the employees of the Rubber Authority of Thailand have to interact with the people quite high as service providers and receive services. According to the study, the consistent results showed that government employees tended to be stressed due to excessive workload, regulations, procedures, strict formalities, and public expectations that also affected work fatigue and reduced productivity (Giauque et al., 2013). Moreover, the study of the effect of compassion at the workplace and work engagement that leading to a work efficiency in Rubber Authority of Thailand and other government agencies was previously not found.

Although studies on compassion have existed for a long time in religion, medicine and sociology. But in organizational behavior, it has been found that compassion has occurred recently (Frost et al., 2006). As with the Rubber Authority of Thailand, there is a lack of compassion education in the organization, as well as other public service agencies. A literature review from the Thai-Journal Citation Index Center; TCI found that publications of research on the influence of compassion on public service workers affecting the work and service efficiency of employees in the organization are not yet present. As a result, there is a knowledge gap in understanding government organizations. Therefore, the objective of this research is to study the antecedent and consequence factors of compassion at the workplace. In this regard,

the researcher expects that the results of the study will contribute to creating ideas for improving the organization of public service employees through the concept of compassion as well as understanding the change from a reasonable organization to a passionate organization.

Research Objective

To study the antecedent and consequence factors of compassion at the workplace.

Literature Review

The researcher studied concepts, theories, and related research papers to analyze, summarize, synthesize and compile the research. Its purpose is to understand variables and their relationships in order to determine a hypothesis and conceptual framework. The topics are presented in order as follows:

1. Compassion at the workplace: It is a feeling of love, care, and tenderness towards a co-worker to observe your coworkers in pain or personal stress and try to make them feel safe and relaxed without expecting any organizational benefit (Barsade & O'Neill, 2014; Dutton et al., 2006, 2014; Dutton & Ragins, 2007; Eldor & Shoshani, 2016; Frost et al., 2000; Kanov et al., 2004; Lilius et al., 2003; Sinclair et al., 2016).

From literature review, the previously study found that the acceptance of compassion at the workplace presents a supporting kindness and care among employees in the organization (Cameron & Caza, 2004), encouraging employees to work even if they have experienced failures at work (Neff et al., 2005), promoting cooperation in work (Neff, 2003a), teamwork make employees happy by reducing anxiety and increase satisfaction (Neff, 2003a; Neff et al., 2007), facilitating crisis management (Rynes et al., 2012; Simpson et al., 2013), controlling emotions that harass employees facilitation of organizational development (Pahlavani & Azizmalayeri, 2016), doing things that are lawful (Lilius et al., 2011) and previous studies have supported that compassion at the workplace has a positive impact on organizations.

2. Public service compassion: It is an expression of understanding, gentleness, warmth, generosity of oneself and of others. It is the impetus for public service workers to respond to diverse emotions in a social context by showing a

willingness to help and sacrifice to enable them to work for the public further (Dutton et al., 2006; Eldor & Shoshani, 2016; Frederickson & Hart, 1985; Gould-Williams et al., 2015; Guy & Newman, 2013; Perry, 1996; Vandenabeele, 2007).

The findings revealed that Compassion at the workplace correlates with employee actions aimed at achieving organizational goals, respect for the organization, and the overall effectiveness of the organization or employees (Dess & Robinson, 1984). While employee performance can describe individual actions, including appropriate attitudes in the workplace (MacKenzie et al., 1993; Mowday et al., 1974). Compassion is able to strengthen emotional relationships in the workplace (Dutton et al., 2002; Frost et al., 2000). The study revealed that organizations with compassion at the workplace have lower employee stress and greater task satisfaction (Fineman, 2000). Additionally, compassion at the workplace can contribute to loyalty, dedication, and engagement from employees. Employees who work together with compassion tend to help and collaborate as well as the public service compassion. According to the literature review, the researcher can determine the hypotheses as follows:

Hypothesis 1: Compassion at the workplace had a direct positive influence on public service compassion.

3. Compassion at the workplace and Work engagement: It is a positive mental state that is associated with work, employee willingness, dedication, cooperation, enthusiasm, time-sacrificing, and responsibility in work with full determination and ability. The aim is to accomplish the assignments effectively and benefit the organization in the future (Kahn, 1990; C. Maslach & Leiter, 1997; Christina Maslach et al., 2001; Schaufeli et al., 2008; Schaufeli, 2013).

The findings revealed that love, concern, generosity, and gentleness at the workplace can cope with stressful situations and maintain work engagement (Rynes et al., 2012) However, these findings are consistent with other studies and strengthen the positive effect of compassion on employee feelings and well-being. For example, when employees are compassionate, they feel more positive about their work (Dutton, 2003; Dutton & Ragins, 2007; Folkman & Moskowitz, 2000; Frost, 2003; Hallowell, 1999; Kahn, 1998) as well as promoting the relationship between awareness and support from the organization and positive work engagement (Rhoades et al., 2001). In addition, it also shows compassion and generosity among employees that will enable employees to cope with various tasks and reduce the adverse effects of fatigue (Brotheridge &

Grandey, 2002; Kahn, 1993; Scott et al., 1995). Work fatigue is considered the opposite of work engagement (Maslach & Leiter, 1997).

From the literature review of relationship between work engagement and public service compassion. The researcher can determine hypotheses as follows:

Hypothesis 2: Compassion at the workplace had a direct positive influence on work engagement.

Hypothesis 3: Compassion at the workplace had a direct positive influence on work engagement through public service compassion.

4. Public service compassion and work engagement: The findings revealed that effective self-expression in compassion leads to the development of mutual relations (Fernandez & Moldogaziev, 2013; Tummers & Knies, 2013). Compassionate employees will be more willing to follow their approach in expressing organizational behavior that promotes special participation and effort for the organization (Fernandez & Moldogaziev, 2013; Hassan & Hatmaker, 2015; Liden & Graen, 1980; Vigoda-Gadot, 2007). It represents the relationship between the public service compassion and work engagement of the employee. It can lead to a positive effect on performance. (work engagement) and promote efficiency in government organizations (Kahn, 1990). From the literature review, the researcher can determine hypotheses as follows:

Hypothesis 4: Public service compassion had a direct positive influence on work engagement.

5. Compassionate leadership and compassion at the workplace: It is an ethical action of a leader that engages and helps co-workers in their best approach with a higher life purpose. The great leader will not expect to receive any compensation in return. While the employees will provide long-term value for the organization (Christensen & Lægreid, 2016; Depree, 2011; Greenleaf, 2015; Hopkinson, 2016; Pharoah, 2018; Shuck et al., 2016).

The compassionate leader does not control others in order to increase self-respect and self-esteem. What the Compassionate Leader is interested in helps people progress to higher levels and achieve the best without regard to position or status. The compassionate leader can strengthen a compassionate atmosphere that accepts diverse opinions and empowers its members. It will raise the level of

compassion within the workplace (Choi et al., 2017; Zust, 2011). From the literature review, the researcher can determine hypotheses as follows:

Hypothesis 5: Compassionate leadership had a direct positive influence on compassion at the workplace.

6. Compassionate leadership and work engagement: According to a review of the literature by Lilius et al., (2011) compassionate leadership can influence employee perceptions of their colleagues and their organization. Previous studies have shown that employees who believe their leaders care about their well-being, are satisfied with their work and show a higher commitment to their work will reduce resignation and increase good membership in the organization (Lilius et al., 2011). It shows that compassionate leadership can reduce resignation. Significantly (Fryer, 2013). From studying the research of Fredrickson (2000) and Gross (1994), it revealed that having a positive mood reduces the psychological distress of employees. Therefore, compassionate leadership can improve workers' quality of life and reduce sick leave and absence in the organization. In addition, the compassionate leader at the workplace tends to express a positive emotional commitment to the organization. It also affects work engagement (Lilius et al., 2008). From the literature review, the researcher can determine hypotheses as follows:

Hypothesis 6: Compassionate leadership had a direct positive influence on work engagement.

7. Compassionate leadership and public service compassion: According to the social cognitive theory; SCT of Bandura (1997), the effective contact between the employee and the supervisor can be activated by observing the behavior of the role model (e.g. leader). Employees will summarize appropriate behaviors and norms as expected and express them (Bandura, 1997; Postmes et al., 2000, 2005). Previous research supports the effect of compassion, indicating that the emotional mechanisms can be activated and that the emotional contact of the supervisor with the employee affects similar attitudes and behaviors of employees. If the leader is compassionate as a role model, it can influence employees to learn and observe such behavior to express compassion to others as well as public service compassion (Ashkanasy & Tse, 2000; Diefendorff et al., 2006; Hsieh et al., 2012; Ozcelik, 2013). From the literature review, the researcher can determine hypotheses as follows:

Hypothesis 7: Compassionate leadership had a direct positive influence on public service compassion.

From the literature review and related research above, the researcher can summarize the relationship of the variables as a conceptual framework as follows:

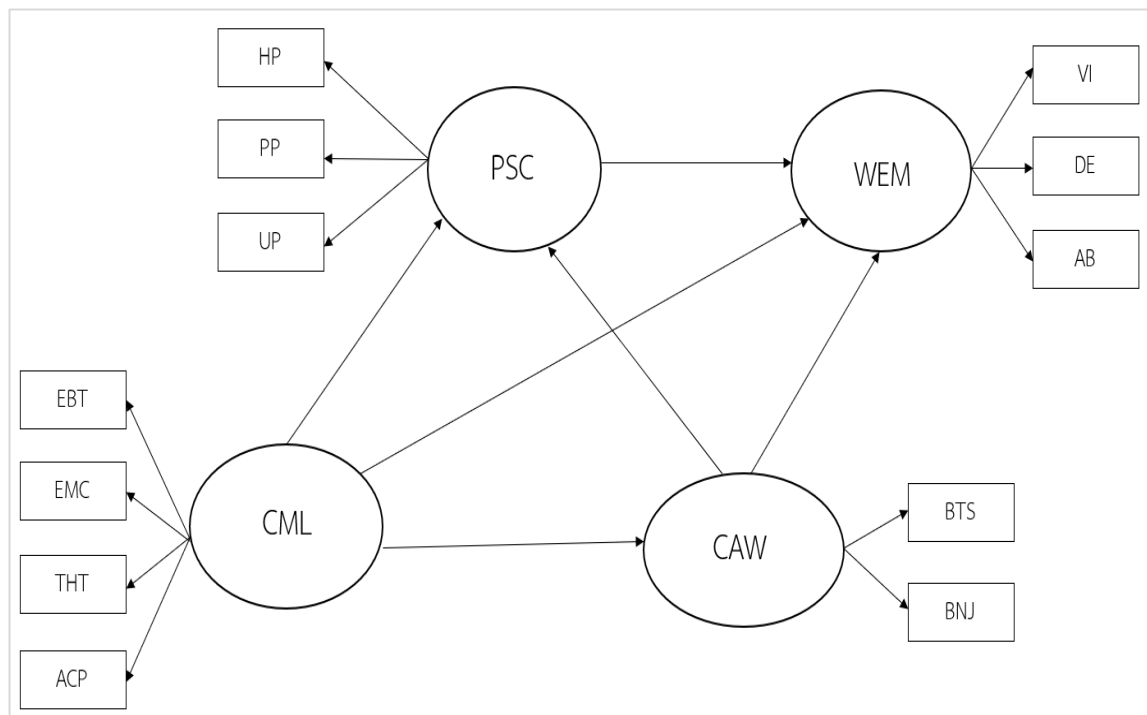


Figure 1: Conceptual framework

The researcher determines the symbols to represent variables as follows:

WEM represents work engagement

VI represents vigor

DE represents dedication

AB represents absorption

PSC represents public service compassion

HP represents helping

PP represents understanding

UP represents sacrifice for others

CML represents compassionate leadership

EBT represents empowerment based on trust

EMC represents empathic consideration

THT represents tolerant humility

ACP represents altruistic cooperation

CAW represents compassion at the workplace

BTS represents being alive to the suffering of others

BNJ represents being non-judgmental

Research Methodology

1. Population and sample

1.1 Population

The population used in the study was 162 departments from the Rubber Authority of Thailand. The total of 2,019 respondents (Rubber Authority of Thailand, 2020).

1.2 Sample

The rule of thumb is equivalent to saying that the minimum sample size should be ten times the maximum number of arrowheads pointing at a latent variable anywhere in the PLS path model (Hair et al., 2013). However, PLS-SEM, like any statistical technique that requires researchers to consider the sample size against the model's background and data characteristics (Hair et al., 2011; Marcoulides & Chin, 2013). Specifically, the required sample size should be determined by effect size or R^2 (Cohen, 1992) and means of power analyses (Hair et al., 2013) based on the part of the model with the largest number of arrows pointing at a construct. In our research, the maximum number of observed variables in the measurement model is four and determined statistical power .80 and minimum R^2 at .15 (Cohen, 1992) with a 1% error probability. We would need 158 minimum observations for this research. The researcher assigned a sample of 400 online questionnaires for the response outage rate. The results were obtained from two-stage sampling. First, the sampling was stratified by region; 50% or 81 units were randomized, then the second step, each unit by simple random sampling, five persons per unit. In this study, 308 people were responded, accounting for 77 percent of the questionnaires that are approximately twice the minimum sample required, which is sufficient for PLS-SEM analysis.

2. Research instruments

Data were collected by questionnaires. The research variables are as follows.

2.1 Work engagement: The researcher used the Utrecht Work Engagement Scale (UWES) measurement tool by using the UEWS-9 Scale developed by Schaufeli et al (2006). There were 9 questions which consisted of 3 elements as follows: 1) vigor, 3 questions, 2) dedication, 3 questions, and 3) absorption, 3 questions. The questionnaire was 6-rating scales namely "never felt" to "always felt" with an alpha coefficient of 0.871.

2.2 Public service compassion: The researcher used compassionate love scale; CLS of Sprecher and Fehr (2005). There were 16 questions which consisted of 3 elements as follows: 1) caring; CA, 4 questions 2) helping; HE, 6 questions 3) understanding; UN, 6 questions. The questionnaire was of 7-rating scales namely "not really true" to "very true" with an alpha coefficient of 0.789.

2.3 Compassion at the workplace: The researcher used compassion at work index; CWI developed by Roffey Park Institute (Poorkavoos, 2016). There were 7 questions which consisted of 2 elements as follows: 1) being alive to the suffering of others; BTS, 4 questions and 2) being non-judgmental; BNJ, 3 questions. The questionnaire was of 5-rating scales namely "almost never" to "almost always" with an alpha coefficient of 0.757.

2.4 Compassionate leadership: The researcher adapt Compassionate Rationalism Leadership Questionnaire; CRLQ of Choi et al (2017). The Rationalist Compassionate Leadership Questionnaire (CRLQ) consisted of rationalism and compassion. There were 55 questions in total, but the researcher collected data only for the compassionate element. Therefore, there were 27 questions which consisted of 4 elements as follows: 1) empowerment based on trust; EBT, 7 questions 2) empathic consideration; EMC, 5 questions 3) tolerant humility; THT, 6 questions and 4) altruistic cooperation; ACP, 9 questions. The questionnaire was of 5-rating scales namely "totally disagree" to "totally agree" with an alpha coefficient of 0.877.

3. Data collection

The researcher collected data using Google form to send questionnaires in Quick Response Code (QR Code) format. The mailed questionnaire is a data collection method that the researcher submitted such questionnaire to the respondents and replied it via Google form.

4. Data analysis

The fundamental statistical analysis included Mean, Standard Deviation, and Pearson's Product moment Correlation Coefficient. In this analysis, the researcher used the reflective model to verify the quality of the measuring model by checking convergent validity. The researcher evaluated the measurement model based on the factor loading of the observable variable, which should be .7 or higher and the checking average variance average; AVE, which should be .5 or higher (Fornell & Larker, 1981) and checking composite reliability by considering rho coefficient, ρ_c with a value from

.7 and above (Chin, 2009).

The research hypothesis is to check the structure model. The researcher analyzed the data with Partial Least Square SEM (PLS-SEM) by analyzing direct effect; DE), indirect effect (IE) and total effect (TE) of the antecedent variable and analyzed multiple correlations (R^2) and the impact of antecedent influences on consequence variables based on the f^2 value. It is a consideration when the antecedent variable is removed, the magnitude of the influence is. If the values were 0.02, 0.15 and 0.35, there was a small, medium and large influence, respectively (Cohen, 1988). If the values were less than 0.02, the variable had no effect on the explanation.

Results and Discussion

1. Research results

A study of antecedent factors affecting work adherence of government employees serving public services. The researcher divided the analysis results and presented the data into 2 parts as follows: Part 1: Basic Statistics and Part 2: Hypothesis Testing. To collect the data, the researcher assigned a sample group of 300 respondents, and the data were collected using an online questionnaire of 405 respondents within a period of approximately 4 weeks. There were 308 respondents or 102.67%. The findings are as follows:

1.1 Basic statistics

The researchers analyzed the basic statistics consisting of the correlation coefficient (r), mean (mean) and standard deviation (S.D.) as shown in Table 1.

Table 1: Observed variables of correlation coefficient (r), mean (mean) and standard deviation (S.D.).

Variable	HE	BTS	BNJ	EBT	EMC	THT	ACP	VI	DE	AB
1. HE	—									
2. BTS	0.210**	—								
3. BNJ	0.162**	0.263**	—							
4. EBT	0.076	0.088	0.068	—						
5. EMC	0.212**	0.151**	0.141*	0.614**	—					
6. THT	0.147**	0.112*	0.053	0.578**	0.693**	—				
7. ACP	0.208**	0.141*	0.111	0.582**	0.681**	0.700**	—			
8. VI	0.156**	0.143*	0.135*	0.356**	0.372**	0.268**	0.327**	—		
9. DE	0.147**	0.156**	0.140*	0.374**	0.334**	0.291**	0.333**	0.751**	—	
10. AB	0.272**	0.194**	0.263**	0.311**	0.356**	0.256**	0.344**	0.654**	0.672**	—
Mean	4.722	3.672	2.619	3.844	3.320	3.423	3.598	4.481	4.666	4.444
S.D.	0.849	0.558	0.989	0.646	0.748	0.723	0.735	0.862	0.852	0.923

Note. **Significant at the level of .01 significance and *Significant at the level of .05 significance.

From Table 1, it was found that the Pearson correlation coefficient between all the variables was between 0.068 and 0.751, which was statistically significant that correlated with the .01 and .05 levels, the mean was between 2.619 and 4.72. and the standard deviation (SD) is between 0.558 and 0.989.

1.2 Measurement model

The results showed that the latent variable had AVE between 0.6313 - 0.7942 and ρ_c was between 0.7739 – 0.9205 which was good (Hair et al. 2017). The latent variable had AVE and ρ_c was higher than both criteria. When considering the discriminant validity, it was found that all $AVE > R^2$ values represented the measurement model for each latent variable with consistent validity and component confidence. It was believed that the measurement models in this research were of sufficient quality to analyze data with PLS-SEM.

1.3 Hypothesis testing

When considering the validity of the variables used to measure the latent variables in the model, Factor Loading was all statistically significant. Convergence Validity was analyzed by Composite Reliability: CR and Average Variance Extracted: AVE found that CR was between 0.7739 - 0.9205 and AVE was between 0.6313 - 0.7942 which was higher than 0.70 and 0.50, respectively. Therefore, the Measurement Model revealed that Composite Reliability: CR was high. The definitions of operations of all latent variables are accurate and reliable. Based on results of analysis of antecedent and consequence factors of compassion at the workplace to answer research questions and research hypotheses, the research presented the results of Direct Effects: DE, Indirect Effects: IE and Total Effects: TE according to the conceptual framework in this research as shown in Table 2.

Table 2: The analysis results of the cause-and-effect factors to compassion at the workplace.

Effect Model	Direct Effect (DE)			Indirect Effect (IE)			Total Effect	Cohen's f^2
	beta	S.E.	t-value	beta	S.E.	t-value		
CAW->PSC	0.2335	0.0549	4.2536***	-	-	-	0.2335	0.0584
CAW->WEM	0.1503	0.0595	2.5259*	0.0299	0.0163	1.8333*	0.1802	0.0271
PSC->WEM	0.1281	0.0533	2.4030*	-	-	-	0.1281	0.0200
CML->CAW	0.1642	0.0708	2.3202*	-	-	-	0.1642	0.0277
CML->PSC	0.1561	0.0655	2.3844*	0.0383	0.0402	1.9733*	0.1945	0.0261
CML->WEM	0.3825	0.0638	5.9958***	0.0496	0.0509	2.5045**	0.4321	0.1809
	CAW			PSC			WEM	
R^2	0.0270			0.0909			0.2332	

Note: One tailed p-value, where * represents $p < .05$, ** represents $p < .01$, *** $p < .001$.

From Table 2, compassion at the workplace had a significant direct influence on public service compassion (DE = 0.2335, $t = 4.2536$, $p < .001$) and had a significant direct influence on work engagement (DE = 0.1503, $t = 2.5259$, $p < .05$). However, compassion at the workplace had no indirect influence on work engagement through public service compassion (IE = 0.0299, $t = 1.8333$, $p > .05$). In addition, the results showed that public service compassion had a significant direct influence on work engagement (DE = 0.1281, $t = 2.4030$, $p < .05$). Compassionate leadership had a

statistically significant direct influence on compassion at the workplace (DE = 0.1642, $t = 2.3202$, $p < .05$). In addition, compassionate had a statistically significant direct influence on work engagement (DE = 0.3825, $t = 5.9958$, $p < .001$). It also found that compassionate leadership had a statistically significant direct influence on public service compassion (DE = 0.1561, $t = 2.3844$, $p < .05$). In addition, compassionate leadership had a statistically significant indirect influence on work leadership engagement (IE = 0.0496, $t = 2.5045$, $p < .05$) through compassion at the workplace and the public service compassion.

The findings revealed that compassionate, compassion at the workplace and public service compassion were able to explain 23.32 percent variation in work engagement ($R^2 = 0.2332$). Compassionate leadership and compassion at the workplace were able to explain 9.09 percent variation in public service compassion at 9.09 percent ($R^2 = 0.0909$). While compassionate leadership was able to explain 2.7 percent variation in compassion at the workplace ($R^2 = 0.0270$). When considering the effect of antecedent factors on consequence factors when antecedent factors were excluded in the analysis model, it was found that the f^2 value was between 0.0200-0.1809. It was demonstrated that antecedent factors affected the variable at a low to moderate level.

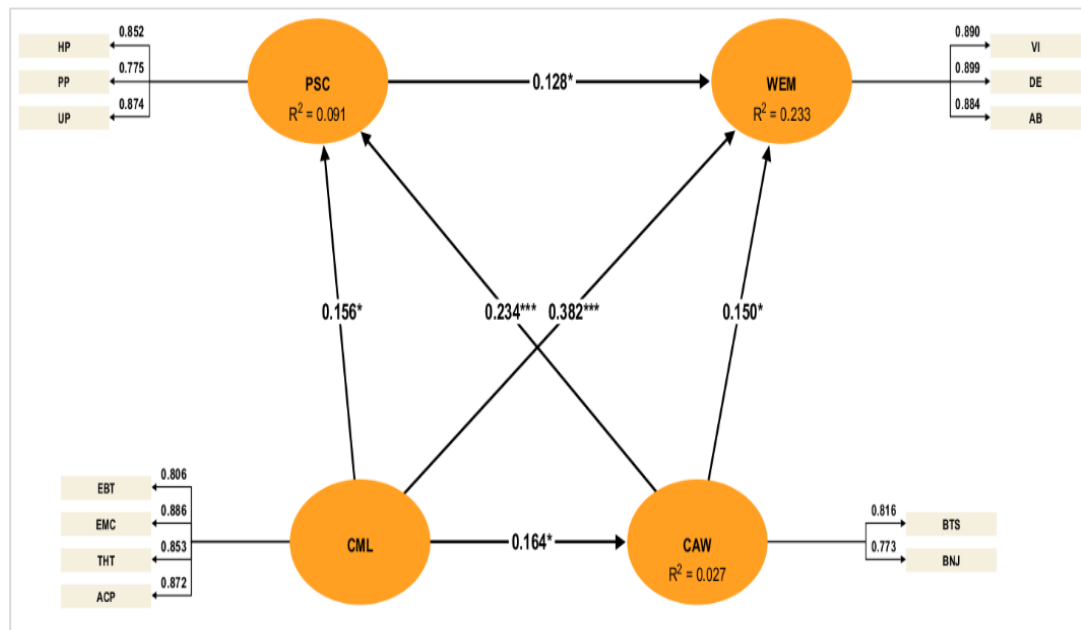


Figure 2: The analysis model of antecedent and consequence factors of compassion at the workplace

2. Discussion

The findings provide important evidence that public service organizations are suitable for compassionate organization in other words, it is appropriate to have empathy arising in the workplace. It is in line with research by Eldor (2018) that suggests compassion is a very important tool of awareness in government agencies serving the public (Eldor, 2018).

The findings revealed that compassion at the workplace had a statistically significant positive direct influence on the public service compassion at the .001 level. It is consistent with hypothesis 1. Past studies have shown that compassion at the workplace is related to employee actions toward achieving organizational goals and to overall organizational or employee performance (Dess & Robinson, 1984). That empathy can strengthen emotional relationships in the workplace (Dutton et al., 2002; Frost et al., 2000). Organizations that have compassion at the workplace have lower employee stress and higher satisfaction with their assignments (Fineman, 2000). In other words, if an organization has compassion at the workplace, it will result in public service compassion, which is extremely important for government agencies that provide public services. In addition, compassion at the workplace had a statistically significant positive direct influence on work engagement at the .05 level. It is consistent with the study on compassion and its impact on work engagement. According to previous studies, it was found that love, concern, generosity, and gentleness at the workplace help employees cope with stressful conditions and maintain productivity levels. (Commitment to work) (Rynes et al., 2012) as well as the care and generosity in the employees. It will help employees cope with various situations and reduce work fatigue (Brotheridge & Grandey, 2002; Kahn, 1993; Scott et al., 1995). Work fatigue is the opposite of work engagement (Maslach & Leiter, 1997). It was based on hypothesis 2 and compassion at the workplace had a statistically significant indirect positive influence on work engagement through public service compassion. It is consistent with hypothesis 3, which can explain that if there is compassion at the workplace, it will lead to the development of good relationships (Fernandez & Moldogaziev, 2013; Tummers & Knies, 2013). It expresses organizational behavior that encourages special participation and effort for the organization (Fernandez & Moldogaziev, 2013; Hassan & Hatmaker, 2015; Liden & Graen, 1980; Gadot, 2007) through public service compassion to work engagement. It positively affects work engagement and promotes efficiency in

government organizations (Kahn, 1990). The results of the analysis showed that public service compassion had had a direct influence on work engagement significantly statistically at the .05 level. It is consistent with hypothesis 4. It is in line with the concept that public service compassion is an impulse for public service workers to respond to diverse emotions in a social context. It expresses a willingness to help, sacrifice for others, performing work for the benefit of the people and the public. This intention is behaviorally expressed through work engagement because employees who show work engagement work with willingness, dedication, cooperation, enthusiasm, the devotion of time and responsibility, work with full determination and ability. It is intended to accomplish tasks in an efficient and beneficial way for the organization (Kahn, 1990; Maslach & Leiter, 1997; Christina Maslach et al., 2001; Schaufeli et al., 2008; Schaufeli, 2013). Therefore, compassion at the workplace has a direct influence on work engagement and also indirectly through public service compassion.

When considering compassionate leadership, it found that it had a statistically significant direct influence on compassion at the workplace at the .05 level. It follows hypothesis 5. It corresponds to studies that have been passed and found A compassionate leader creates an organization with a compassionate atmosphere that accepts diverse opinions, empowers its members, and builds a compassionate organization (Choi et al., 2017). A compassionate leader can openly discussable, share thoughts and feelings with other members, and encourages open-minded conversations between leaders and employees. It can be compassion at the workplace (Zust, 2011). In addition, compassionate leadership had a direct influence on work engagement significantly at the .001 level. It follows a 6-research hypothesis consistent with Lilius et al (2011) that compassionate leadership had influenced employee perceptions of their peers and increased their good membership in the organization (Lilius et al., 2011). According to the Fredrickson et al (2000) and Gross (1994) studies, it demonstrates that leaders with positive emotions, understanding, empathy, these factors can reduce the psychological distress of employees. to express energy, enthusiasm, commitment, a sense of security, and the urge to work every day. These are work engagement (Lilius et al., 2008). It shows that compassionate leadership is a key factor affecting the work engagement of public service workers. If an organization has a compassionate leader, it will affect work engagement. compassionate leadership had a statistically significant direct influence on public service compassion at the .05

level. It corresponds to social cognitive theory; SCT of Bandura (1997), the effective contact between the employee and the supervisor can be activated by observing the behavior of the role model (e.g., leader). Employees will summarize appropriate behaviors and norms as expected and express them (Bandura, 1997; Postmes et al., 2005). Previous research supports the effect of compassion, indicating that the emotional mechanisms can be activated and that the emotional contact of the supervisor with the employee affects similar attitudes and behaviors of employees. If the leader is compassionate as a role model, it can influence employees to learn and observe such behavior to express compassion to others as well as public service compassion (Diefendorff et al., 2006; Hsieh et al., 2012; Ozcelik, 2013). It is consistent with hypothesis 7. In addition, compassionate leadership had a statistically significant effect on work engagement at the .01 level through compassion at the workplace and public service compassion. It can be explained that if the organization has a leader or management who has compassionate leadership, it will affect good work engagement. It is also an important factor in delivering the level of compassion at the workplace and the public service compassion in connection with the work engagement of public service employees.

Conclusion and Suggestion

1. The conclusion of a research

The findings revealed that compassion at the workplace had a direct positive influence on public service compassion and work engagement ($DE = 0.2335$ and 0.1503 by $p < .001$ and $.05$, respectively) compassion at the workplace had a positive indirect influence on work engagement through the public service compassion ($DE = 0.0299$, $p > .05$). Public service compassion had a direct positive influence on work engagement ($DE = 0.128$, $p < .05$). Compassionate leadership had a direct positive influence on compassion at the workplace ($DE = 0.1642$, $p < .05$) and work engagement ($DE = 0.3825$, $p < .001$) and public service compassion ($DE = 0.1561$, $p < .05$). In conclusion, compassionate leadership is the antecedent factor of compassion at the workplace. While work engagement and public service compassion are consequence factors of compassion at the workplace. The findings are in accordance with United Nations approach. Public organizations must place a greater emphasis on compassion, or empathetic organizations, in order to boost their efficiency. So, is your organization

ready to embrace compassion in the workplace?

2. Suggestion

2.1 Suggestions for further application

The findings revealed that the importance of compassion at the workplace affects both work engagement and public service compassion and is also a mediation from the compassionate leader to work engagement and public service compassion. In other words, compassionate leadership is the antecedent factor of compassion at the workplace. While work engagement and public service compassion are consequence factors of compassion at the workplace. This research is very useful in new public administration (NPA) and filling gaps in public service knowledge. Executives, organizational leaders, policymakers, and other stakeholders can use the results of this study as a guideline to expand knowledge about organizational administration to realize compassion at the workplace as a management influence tool to promote efficiency in government organizations. The skill an executive or leader should have is compassionate leadership. It is the entry point in relation to work engagement, public service compassion, and compassion at the workplace, which leads to a compassionate organization. It is the approach to further develop the efficiency of the organization.

2.2 Suggestions for further research

Compassion at the workplace, compassionate leadership and public service compassion are the only factors that contribute to work engagement and organizational performance development to overcome this limitation. In a further study, other relevant factors may be studied, such as self-compassion, work environment, or additional factors. In addition, there should be studies in groups that are different from government employees such as public service agencies in the private sector, marketing organizations, health organizations, etc.

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