



Impact Of Compassionate Leadership On The Jobsatisfaction Level Of The Employees: A Case Study Of Norbuling Rigter College

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ABSTRACT

Compassionate leadership is characterised by an interactive and motivating dynamic between superiors and subordinates, which encourages the latter to question long-held beliefs and encourages them to consider other perspectives. Compassionate leaders control tactics to get followers to do what they want, in order to fulfil employees' self-interests. They seem disinterested and unattractive throughout the awards process, yet they pay close attention to the tasks completed and errors made, and they stay out of the way of organisational operations. In this study the researcher attempted to Identify the impact of compassionate leadership style on the employees job satisfaction at Norbuling Rigter College, Bhutan. Considering the objectives of the current study the researcher has selected a sample of 47 employees working in the Norbuling Rigter College, Bhutan by following the purposive sampling method. Since the present study is a case study the researcher has followed interview method. The researcher has interviewed the employees working in the Norbuling Rigter College with the self-structured questionnaires based on the leadership and the job satisfaction level of the employees. It has been found out that Compassionate leadership practices has significant impact on the job satisfaction level of the employees in Norbuling Rigter College. There is positive relationship between the leadership practices and the job satisfaction in Norbuling Rigter College

Key words: Leadership, Compassion, Private Employees.

Introduction

Being a loving person and helping a coworker who is hurting aren't enough to be a compassionate leader. In addition to demonstrating empathy themselves, a compassionate leader fosters an environment where employees feel cared for and supported. When a leader is caring, they want their staff to feel comfortable enough to share their struggles and provide mutual support. To be a compassionate leader is to do two things: (a) have compassion for others, and (b) work to make it normal for others to ask for or provide assistance when they are hurting. Leaders should promote principles that help workers connect with one another and get to know one another's lives, according to Lilius et al. (2011). Being in constant touch with coworkers allows us to pick up on little changes in their demeanour and understand how they normally operate. Assuming, conversely, that the space does not simultaneously generate more pressure due to extreme congestion or noise, team members might establish intimate connections via shared physical spaces (e.g., open plan offices). Meeting or socialising with coworkers on a regular basis is another great way to build strong relationships among team members.

Leadership styles play a pivotal role at public universities and are important predictors of employee happiness in the workplace. Leadership, therefore, is a kind of subordinate management that focuses on people and their interactions with one another (Bernarto et al., 2020). According to Bright (2020), this outside influence may influence people to alter their fundamental habits by introducing new practices and styles. A large body of research from a variety of nations has shown that there is a correlation between a leader's approach to the job and the level of happiness their people experience in their work (Buil et al., 2019). Therefore, this study's overarching goal is to examine how different types of leadership contribute to contented employees. Both

employee happiness and organizational behavior are significantly impacted by these approaches. The creation of an effective leadership style has thus far been the only focus of the existing literature. Leadership style and employee happiness at work at public universities have been the subject of little research up to this point. There could have been a lot of bad things that happened in this sort of workplace since nobody knew about this outside element (Cansoy, 2018). It also has a detrimental impact on the organisation's results and the performance of its personnel (Chandrasekara, 2019).

Literature Review:

Dirar AbdelAziz Al-Maaitah et al (2021) said that, for public university workers, job happiness is paramount. An individual's level of contentment with their job is said to be an internal principle that is shaped by several aspects of their workplace. Leadership styles should be carefully considered by educational organisations because of the many factors that affect employee happiness in the workplace. But strange responses from workers have been on the increase due to this organisational behaviour's neglect. Leadership styles are crucial in enhancing work satisfaction among public university employees, which is why this article centres on that topic. What kind of leadership is really in place at a company should be carefully considered. In a similar vein, some leadership styles may increase employee dedication to their organisations, which in turn affects their work satisfaction at public universities. Among the primary components of bettering educational organisations is this initiative's focus on increasing employee happiness and identifying a successful leadership style.

Pushkar Dubey et al. (2021) uncovered a strong correlation between OCB and work satisfaction as a result of good leadership. A favourable link between OCB and work satisfaction was also found. There was a statistically significant correlation between OCB and work satisfaction, and this association was further moderated and mediated by effective leadership.

Especially in severe situations like the present worldwide COVID-19 epidemic, Chianu Harmony Dibia et al. (2020) investigate how a compassionate management leadership style might aid to decrease workplace pressures and workers' stress experiences. Historically stressed-out workers in Nigeria's banking, manufacturing, and healthcare industries provide the setting for this research. Ten banking employees, eleven manufacturing employees, and nine frontline healthcare workers in Nigeria participated in semi-structured telephone interviews for this qualitative, interpretative research. Data was analysed using the thematic analysis technique (TAP). Respondents identified "fear of job (in)security," "healthcare risk," and worries about "work overload, underpayment and delayed payment" as some of the main reasons why employees are experiencing more stress than usual due to the current COVID-19 pandemic. Compassionate leadership from managers can help alleviate these concerns.

Organisational capacity to handle employee stress in the context of the COVID-19 pandemic is the only focus of this research.

30 companies from three different locations and industries in Nigeria were used to create the situational analysis. The number of cities, industries, and samples included in future research may increase in Nigeria. Additionally, quantitative combination to enable results generalisation may be a part of it.

Problem statement

Workers at public universities place a premium on feeling fulfilled in their work. An individual's level of contentment with their job is said to be an internal principle that is shaped by several aspects of their workplace. Leadership styles should be carefully considered by educational organizations because of the many factors that affect employee happiness on the workplace. But strange responses from workers have been on the increase due to this organizational behavior's neglect. This is why the researcher has tried to determine if there is a correlation between compassionate leadership and contented workers.

Objectives: The study has been undertaken to:

- Find if the leadership style at Norbuling Rigter College, Bhutan is compassionate.
- Assess the level of job satisfaction among the employees of Norbuling Rigter College, Bhutan
- Identify the impact of compassionate leadership style on the employees job satisfaction at Norbuling Rigter College, Bhutan.

Hypothesis

Hp1- Leadership style in Norbuling Rigter College is Compassionate.

Hp2- Job Satisfaction level of the employees in Norbuling Rigter College is high.

Hp3- There is no significant impact of Compassionate leadership style on the job satisfaction level of the employees in Norbuling Rigter College.

Hp4- There is positive relationship between the compassionate leadership style and job satisfaction of the employees.

Method: This study employs the quantitative approach since the objective is to find out the level of job satisfaction and the impact of compassionate leadership on the employee.

Data Collection: Since the present study is a case study the researcher has followed interview method. The researcher has interviewed the employees working in the Norbuling Rigter College with the self-structured questionnaires based on the leadership and the job satisfaction level of the employees. Two self-structured questionnaires have been used for data collection. A questionnaire consisting of 20 statements based on the leadership practices with compassion with 4 options to respond- 'Strongly Agree'(4), 'Agree'(3), 'Disagree'(2), 'Strongly Disagree'(1) and another questionnaire based on the job satisfaction of the employees consisting of 18 statements have been used for primary data collection. Both the questionnaires were validated and their reliability was tested through a pilot study before use.

Sample: Considering the objectives of the current study the researcher has selected a sample of 47 employees working in the Norbuling Rigter College, Bhutan by following the purposive sampling method which is a technique used in qualitative research to select a specific group of individuals or units for analysis. Participants are chosen "on purpose," not randomly. It is also known as judgmental sampling or selective sampling.

Distribution of sample:

Male	Teaching	14
	Non-Teaching	5
Female	Teaching	16
	Non-Teaching	12

Techniques for Data Analysis: Collected data have been analyzed with descriptive Statistics, ANNOVA and Pearson Correlation Coefficient through SPSS version.

Results and discussion

Table1-Descriptive Statistics of leadership practices

Parameters	Values
N	47
Minimum	58
Maximum	78
Mean	70.76
Median	72
SD	4.57
SEM	0.66
Skewness	-0.84
Kurtosis	3.64

Table 1 shows the mean score of the leadership practices with compassion is 70.76 with the minimum range of 58 and maximum range of 78. The calculated SD is 4.57 and standard error mean is 0.6671. It is clearly evident that the mean score 70.76 is higher than the mid value 40. Therefore, it can be concluded that leadership practices with compassion in Norbuling Rigter College is very high. Hence the formulated hypothesis "Leadership style in Norbuling Rigter College is Compassionate" is accepted.

Table2-Descriptive Statistics of Job Satisfaction level of the employees in Norbuling Rigter College

Parameters	Values
N	47
Minimum	42
Maximum	71
Mean	57.65
Median	58
SD	7.87
SEM	1.14
Skewness	-0.24
Kurtosis	2.37

The mean score of the job satisfaction level of employees in Norbuling Rigter College is 57.65 with the minimum range of 42 and maximum range of 71. The calculated SD is 7.87 and standard error mean is 1.14. The mean score 57.65 is higher than the mid value 36. Therefore, it can be concluded that the job satisfaction level of the employees in Norbuling Rigter College is very high. Hence the formulated hypothesis "Job Satisfaction level of the employees in Norbuling Rigter College is high" is accepted.

Table3-Impact of Compassionate leadership practices on the job satisfaction level of the employees

Groups	DF	Sum of Square	Mean Square	F- Statistics	P value
Between Groups	1	4036.76	4036.76	97.29	4.441
Within Groups	92	3816.97	41.48		

ANNOVA has been applied to find out the impact of leadership practices on the job satisfaction level of the employees. Table 3 shows that the averages of some of the groupings are unequal. In other words, there is a large discrepancy between the means of certain groups for the difference to be considered statistically significant. $p(x F) = 1$ has a p-value of 4.44 e-16. This indicates that rejecting a true H_0 (a type1 mistake) is unlikely to occur: 4.44 e-16 (4.4e-14%). The greater the strength of evidence for H_3 the lower the p-value. As a result, we cannot accept the hypothesis "There is no significant impact of Compassionate leadership style on the job satisfaction level of the employees in Norbuling Rigter College". It proves that leadership practices have a significant impact on the employee job satisfaction which supported the view of *Kurniullah A.Z et al (2021)* and Saad M. (2021) that teacher turnover may be minimized and employee engagement can be increased via the efforts of compassionate leadership practices.

Table4-Relationship between Compassionate leadership and job satisfaction among Employees

Parameters	Values
Pearson correlation coefficient (r)	0.26
P-value	0.07
Covariance	9.57
Sample size (n)	47
Statistic	1.84

One of the main objectives of the current study was to find out the relationship between the compassionate leadership and the job satisfaction of the employees Pearson Correlation Coefficient (r) reveal that there is favorable association between "compassionate leadership" and employee job satisfaction where $(r) = .26, p = .071$ with the covariance 9.57. Hence the formulated hypothesis "There is positive relationship between the compassionate leadership style and job satisfaction of the employees" is accepted.

Key findings of the Study: The key findings of this study are as follows:

- There is high element of compassion in the leadership practices of Norbuling Rigter College.
- Job satisfaction level of the employees in Norbuling Rigter College is very high.
- Compassionate leadership practices has significant impact on the job satisfaction level of the employees in Norbuling Rigter College.
- There is positive relationship between the leadership practices and the job satisfaction in Norbuling Rigter College.

Conclusion: Leadership that demonstrates compassion has a beneficial impact on employee work satisfaction, according to our findings. Furthermore, there was no discernible impact of the transactional leadership style on employee contentment with their work lives. As a result, we can say that compassionate leaders are better suited to both the public and private sectors. On the other hand, bad leadership practices are a problem in any public school because they make workers unhappy, which lowers their productivity. Therefore, managers need to be able to identify the appropriate leadership style depending on different situations and relationships and then use it appropriately.

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