

INVESTIGATING WORKPLACE COMPASSION: A MIXED-METHOD STUDY
ON PUBLIC SANITATION WORKERS



सिद्धिमूलं प्रबन्धनम्
भा. प्र. सं. इन्दौर
IIM INDORE

A THESIS

SUBMITTED IN PARTIAL FULFILLMENT OF THE REQUIREMENT FOR
THE DOCTORAL PROGRAMME IN MANAGEMENT
INDIAN INSTITUTE OF MANAGEMENT INDORE

BY

Anshul Mandliya (2019FPM04)

January 2024

Thesis Advisory Committee

Prof. Jatin Pandey [Chair]

Prof. Shrihari S. Sohani [Member]

Prof. Amitabh Deo Kodwani [Member]

TABLE OF CONTENTS

LIST OF FIGURES.....	XI
LIST OF TABLES	XIII
ABSTRACT.....	XV
PART I: INTRODUCTION, LITEARTURE AND RESEARCH GAP	1
CHAPTER 1: INTRODUCING COMPASSION IN SANITATION WORK.....	1
Overview of Compassion Literature	1
Definition of Compassion	1
Suffering to Compassion.....	2
Benefits of Studying and Incorporating Compassion in Workplace	3
Differentiating Compassion from Other Constructs and Studying its Roots in Management.....	3
Brief Understanding of Sanitation Work	5
Why Compassion Needs to be Studied in Sanitation Work	5
Methodology Adopted	6
Contributions.....	7
Overview of the Dissertation	7
CHAPTER 2: THE EVOLUTION OF COMPASSION IN MANAGEMENT LITERATURE	9
Compassion and Other Related Constructs.....	9
Chronological Development of the Conceptualization of Organizational Compassion	12
Antecedents and Outcomes of Organizational Compassion	20
Theoretical Foundations of Compassion	28

Research Gaps in Compassion Literature	32
CHAPTER 3: UNDERSTANDING THE RELEVANCE OF THE JOB CONTEXT	35
Sanitation Work	35
Government Policies for Sanitation Workers	36
Issues and Challenges with Sanitation Work.....	37
Sanitation Work as Occupational Context.....	38
Research Questions	40
CHAPTER 4: OVERVIEW OF STUDY DESIGN AND RESEARCH SETTING	41
Research Paradigm.....	41
Adopted Methodology	41
Research Setting.....	42
Ethical Concerns and IRB Approval.....	43
PART II: A QUALITATIVE INVESTIGATION OF WORKPLACE COMPASSION AMONG SANITATION WORKERS	45
CHAPTER 5: STUDY 1: METHOD FOR QUALITATIVE RESEARCH	45
Fieldwork	47
Sample.....	49
Procedure	51
Data Collection	54
CHAPTER 6: STUDY 1: QUALITATIVE ANALYSES AND FINDINGS.....	57
Analysis.....	57
Findings.....	61

PART III: A QUANTITATIVE INVESTIGATION OF WORKPLACE COMPASSION AMONG SANITATION WORKERS	84
CHAPTER 7: HYPOTHESIS DEVELOPMENT FOR QUANTITATIVE RESEARCH	84
Sources of Compassion.....	84
Outcomes and Boundary Conditions of Compassion	112
CHAPTER 8: STUDY 2: METHOD FOR QUANTITATIVE RESEARCH.....	148
Sample.....	148
Survey Design and Procedure.....	149
Survey Development & Testing.....	150
Participant Recruitment and Data Collection	150
Measures	151
CHAPTER 9: STUDY 2: ANALYSES, RESULTS, AND DISCUSSION.....	155
Addressing Common Method Bias.....	155
Analysis Overview	155
Descriptive Statistics.....	156
Results.....	158
Sources of Compassion.....	158
Outcomes of Compassion	169
Summary of Hypothesis Testing.....	194
PART IV: UNDERSTANDING THE ROLE OF COMPASSION IN SANITATION WORK.....	197
CHAPTER 10: THE IMPORTANCE OF COMPASSION IN SANITATION WORK.....	197
General Discussion	197
Implications for Theory	206

Implications for Practice	210
Limitations and Future Research	213
Conclusion	214
REFERENCES	216
APPENDIX A.....	241
APPENDIX B.....	242
APPENDIX C.....	245

List of Figures

Figure 1	12
Figure 2	22
Figure 3	42
Figure 4	46
Figure 5	47
Figure 6	51
Figure 7	59
Figure 8	62
Figure 9	71
Figure 10	72
Figure 11	80
Figure 12	92
Figure 13	100
Figure 14	110
Figure 15	118
Figure 16	128
Figure 17	139
Figure 18	147
Figure 19	175
Figure 20	176
Figure 21	177
Figure 22	181
Figure 23	182
Figure 24	183

Figure 25	189
Figure 26	189
Figure 27	191
Figure 28	191
Figure 29	193
Figure 30	193
Figure 31	196

List of Tables

Table 1	29
Table 2	156
Table 3	157
Table 4	157
Table 5	157
Table 6	159
Table 7	160
Table 8	162
Table 9	163
Table 10	165
Table 11	166
Table 12	168
Table 13	168
Table 14	170
Table 15	171
Table 16	174
Table 17	175
Table 18	176
Table 19	178
Table 20	180
Table 21	181
Table 22	182
Table 23	184
Table 24	188

Table 25	190
Table 26	192
Table 27	194

Abstract

Over the past two decades, management academicians and practitioners have paid close attention to compassion (Kanov et al., 2004; Schabram & Heng, 2021). Acts of compassion are motivated by prior or continuous suffering at the individual, organizational, or societal levels, which is an inevitable part of an individual's personal and professional lives (Dutton et al., 2006). Compassion has the potential to alleviate the pain of the sufferer, and research demonstrates that compassion generates positive emotions in the giver, receiver, and witness of compassionate acts at the workplace (Dutton et al., 2014; Schabram & Heng, 2021). According to preliminary theories, compassion enables social (trust, legitimacy), cognitive (attention), and affective (pride, dignity) resources (Dutton et al., 2006). By being ingrained in roles, relationships, processes, structures, and cultures, compassion has a transformative effect on workplaces and has the capacity to enhance results at the individual, team, organizational, and societal levels (Madden et al., 2012; Rynes et al., 2012).

The conceptualization and implications of workplace compassion are demonstrated at different levels through factors woven into the organization and social environment; however, there is a dearth of research linking compassion at different levels with factors embedded in the job and societal context (Dutton et al., 2014). An early evaluation of the literature on compassion and potential areas for future research revealed that power dynamics and occupational settings can influence how compassion is enacted and experienced in the workplace (Dutton et al., 2014; Schabram & Heng, 2021). The current study explores these gaps by studying compassion in one of the stigmatized occupational settings of sanitation work undertaken by municipal corporation workers in India. The World Bank views sanitation work, which includes routinely cleaning roads, pits, septic tanks, public restrooms, and door-to-door garbage collection, as a vital and necessary public service (World Bank, 2019); however, there

are multiple stigmas and sufferings that overshadow the contribution of sanitation workers towards the public.

The work carried out by sanitation workers falls under the category of dirty work that embeds suffering in the form of physical and social taints (Ashforth & Kreiner, 1999). People employed in this work typically have unique occupational and work environments and are at the periphery of their organizational and societal structures. The current study adopts a mixed method approach with semi-structured interviews and multilevel quantitative data to explore and confirm how compassion unfolds amongst sanitation workers and what are the work outcomes of compassion in such stigmatized occupations.

As part of the research study, fieldwork at the different wards and semi-structured qualitative interviews with Darogas (sanitation supervisors) and sanitation workers were conducted. The fieldwork is carried out at different locations under a large municipal corporation in India that employs around 900 employees and includes observation, field notes, and visual aids of the life of sanitation workers in their workplace. The findings from the fieldwork, with interviews of sanitation workers and darogas (their supervisors), discuss different forms of compassion that emerged in sanitation work. The findings also discuss different work-related approaches used by Darogas and sanitation workers, which facilitated compassion in their workplace that positively impacted the work outcomes of sanitation workers. The proposed model was quantitatively tested with data collected from sanitation teams through multilevel modelling. At a macro level, we observed the use of compassion as a resource-facilitating mechanism by sanitation workers (who are effectively situated at one of the bottom-most sections of dirty work) to deal with the suffering engrained in their work.

The study contributes to the current literature on compassion in stigmatized occupations, such as sanitation work. It posits compassion as a positive mechanism to facilitate

individual and collective resources otherwise sanctioned by society. Additionally, it views sanitation work, which is prevalently considered dirty work, through the novel lens of positive organizational scholarship and observes the benefits of incorporating compassion in such stigmatized occupations. The dissertation uses affective events theory (Weiss & Cropanzano, 1996) and conservation of resources (Hobfoll, 1989) to explain the emergence of compassion in sanitation work and how it is connected to its sources and outcomes, thus, theoretically contributing to the literature on the chosen lenses. The findings of the study can help researchers and practitioners working with municipal corporations and local governance institutions to develop humane policies for sanitation workers who experience significant stigma and marginalization due to their involvement in dirty work.

Keywords: Workplace compassion, Stigmatized Occupations, Sanitation work, Positive organizational scholarship, Mixed-method study

Limitations and Future Research

Although the study contributes significantly to the literature on compassion and stigmatized occupations, it is not free from limitations:

First, this study is limited to the context of public sanitation work, there are other forms of dirty work and stigmatized occupations which are not covered in the current study. Future research can take the case of other stigmatized occupations to see the dynamics of emergence of compassion in them. The data for the current study is collected from sanitation workers, future studies can collect data from multiple actors such as supervisors, peers, and objective performance scores. Second, the study is conducted at one of the municipalities of Madhya Pradesh in India. The sanitation workers' conditions and policies for their development can vary across states thus the results are not generalizable all over India. As the data is collected from North west MP, from the Hindi belt. The culture of the region especially hierarchical social architecture and caste system may have influenced the participants responses. However, the stigmatization of these workers is similar across majority of states in India (World Bank et al., 2019). Due to the prevalent marginalization of these workers due to their occupation in the Hindi Belt, there is a possibility that these workers and their supervisors who come from the same community may have developed strong support and bonding mechanisms among themselves which may have impacted the findings of the study. Future research can take other states and can control for differences in policies to demonstrate much stronger results for the emergence of compassion. Third, due to the limitation on field data collection and availability of sanitation workers, the research constructs were captured at the same time. Future research can take a time-lagged or longitudinal design to counter the limitations in the current study. The current study takes mixed method approach which still has its limitations when it comes to producing causing relationships. Future research can take a full-cycle approach to build a causal model

of the proposed relationship. Fourth, the current sample of the study guided us to use multilevel regression for the analysis of the data which has its own limitations when compared with multilevel structural equation modelling (MLSEM). The future research can use MLSEM to get a more robust result. Fifth, just like other positive concepts, compassion is not free from social desirability and positivity bias. Future research can aim to take diverse methodologies such as experimental methods which can control for these factors.

Conclusion

Compassion is a well-researched topic in the areas of psychology, philosophy, healthcare, and hospitality. Compassion emphasizes humanity, which was primarily overlooked in the management context due to the organization's focus on Taylorian scientific rationales (George, 2014). In the management literature, compassion has established itself as a powerful force that can impact both the wellbeing of an individual in the organization and improve its collective capabilities (George, 2014; Simpson et al., 2015).

In the end, our study informed us that compassion can emerge in sanitation work provided that the supervisors create facilitative conditions for its emergence through effective guidance and leading by example. The resources sanctioned by occupational stigma and dirty work (Aranda et al., 2022; Bosmans et al., 2016; Zhang et al., 2021) gets collectively facilitated through supervisory actions and compassion at the individual and team levels. Supervisory guidance and vicarious learning played a key role in the emergence of compassion in sanitation work. Through this, supervisors not only help sanitation workers be more effective in their work but also create facilitate mechanisms for emergence of compassion that helps in managing the stigma and suffering in sanitation work. This positive spiralling of resources through supervisory actions and compassion helps create a positive internal ecosystem of resource allocation and support. In a socially and economically

sanctioned world of stigmatized occupations (Aranda et al., 2022), it is the empowerment and support of these members which help them gain resources otherwise taken away by social and economic isolation due to dirty work. In addition to this, compassion played a key role in enhancing the worth of these workers along with their motivation and engagement towards work. However, too much dependence on supervisors again created certain limitations on using these resources freely to enhance one's work outcomes and self-worth.

Overall, through this study, we explored how sanitation workers experience work due to the presence of social stigma and devaluation. Through the qualitative and quantitative study, we tried to present how a positive resource facilitating mechanism of compassion can emerge in sanitation work. The conservation of resources theory (Hobfoll, 1989) and affective events theory (Weiss & Cropanzano, 1996) helped us build the theoretical foundations of our proposed relationships. By combining them, we not only were able to explain how compassion emerges in sanitation work but were also able to contribute how these theories can be used to explain positive resource facilitating events in stigmatized occupations. In addition to this, our findings also indicated a boundary condition for conservation of resources theory where resource dependence can actually create negative effects for the gained resources. The current study contributes to the conversation towards dignified inclusion of sanitation workers in the society through one of the positive OB mechanisms, compassion, for which municipal corporations can facilitate training to their supervisors and ground level workers. In addition to this, the study highlighted how societal actions can be initiated to reduce occupational and livelihood challenges experienced by sanitation workers.

References

- Ackroyd, S. (2007). Dirt, work and dignity. In *Dimensions of dignity at work* (pp. 30–49). Routledge.
- Afota, M.-C., Ollier-Malaterre, A., & Vandenberghe, C. (2019). How supervisors set the tone for long hours: Vicarious learning, subordinates' self-motives and the contagion of working hours. *Human Resource Management Review*, *29*(4), 100673.
- Aguinis, H., & Gottfredson, R. K. (2010). Best-practice recommendations for estimating interaction effects using moderated multiple regression. *Journal of Organizational Behavior*, *31*(6), 776–786.
- Anteby, M., Chan, C. K., & DiBenigno, J. (2016). Three lenses on occupations and professions in organizations: Becoming, doing, and relating. *Academy of Management Annals*, *10*(1), 183–244.
- Aranda, A. M., Helms, W. S., Patterson, K. D. W., Roulet, T. J., & Hudson, B. A. (2022). Standing on the shoulders of Goffman: advancing a relational research agenda on stigma. *Business & Society*, 00076503221148441.
- Armstrong, D., Gosling, A., Weinman, J., & Marteau, T. (1997). The place of inter-rater reliability in qualitative research: An empirical study. *Sociology*, *31*(3), 597–606.
- Aron, A., Aron, E. N., Tudor, M., & Nelson, G. (1991). Close relationships as including other in the self. *Journal of Personality and Social Psychology*, *60*(2), 241.
- Arya, O. P., & Sharma, M. S. (2014). Transparency in delivery of entitlements through empowered Civil Society Organisations (CSOs): The Consortium of Groups for Combating Corruption (CGCC) model in Rajasthan, India. *Field Actions Science Reports. The Journal of Field Actions*, *Special Issue 11*.

- Ashforth, B. E., E. Kreiner, G., A. Clark, M., & Fugate, M. (2007). Normalizing dirty work: Managerial tactics for countering occupational taint. *Academy of Management Journal*, 50(1), 149–174.
- Ashforth, B. E., & Kreiner, G. E. (1999). “How can you do it?”: Dirty work and the challenge of constructing a positive identity. *Academy of Management Review*, 24(3), 413–434.
- Ashforth, B. E., Kreiner, G. E., Clark, M. A., & Fugate, M. (2017). Congruence work in stigmatized occupations: A managerial lens on employee fit with dirty work. *Journal of Organizational Behavior*, 38(8), 1260–1279.
- Ashkanasy, N. M. (2003). Emotions in organizations: A multi-level perspective. In *Multi-level issues in organizational behavior and strategy* (Vol. 2, pp. 9–54). Emerald Group Publishing Limited.
- Ashkanasy, N. M., Humphrey, R. H., & Huy, Q. N. (2017). Integrating emotions and affect in theories of management. *Academy of Management Review*, 42(2), 175–189.
- Assala, K., Bylykbashi, S., & Roehrich, G. (2021). How To Measure Competitive Intensity? *European Journal of Economics, Law and Social Sciences*.
- Athanasakou, D., Karakasidou, E., Pezirkianidis, C., Lakioti, A., & Stalikas, A. (2020). Self-Compassion in Clinical Samples: A Systematic Literature Review. *Psychology*, 11(02), 217–244.
- Atkins, P. W. B., & Parker, S. K. (2012). Understanding individual compassion in organizations: The role of appraisals and psychological flexibility. *Academy of Management Review*, 37(4), 524–546.
- Bakker, A. B. (2011). An evidence-based model of work engagement. *Current Directions in Psychological Science*, 20(4), 265–269.

- Bakker, A. B., & Demerouti, E. (2008). Towards a model of work engagement. *Career Development International*.
- Balon, R., Guerrero, A. P. S., Coverdale, J. H., Brenner, A. M., Louie, A. K., Beresin, E. V., & Roberts, L. W. (2019). Institutional review board approval as an educational tool. In *Academic Psychiatry* (Vol. 43, pp. 285–289). Springer.
- Bandura, A., & Walters, R. H. (1977). *Social learning theory* (Vol. 1). Englewood cliffs Prentice Hall.
- Barsade, S. G., & O'Neill, O. A. (2014). What's love got to do with it? A longitudinal study of the culture of companionate love and employee and client outcomes in a long-term care setting. *Administrative Science Quarterly*, 59(4), 551–598.
- Batson, C. D., Klein, T. R., Highberger, L., & Shaw, L. L. (1995). Immorality From Empathy-Induced Altruism: When Compassion and Justice Conflict. *Journal of Personality and Social Psychology*, 68(6), 1042–1054.
- Bono, J. E., Glomb, T. M., Shen, W., Kim, E., & Koch, A. J. (2013). Building positive resources: Effects of positive events and positive reflection on work stress and health. *Academy of Management Journal*, 56(6), 1601–1627.
- Bosmans, K., Mousaid, S., De Cuyper, N., Hardonk, S., Louckx, F., & Vanroelen, C. (2016). Dirty work, dirty worker? Stigmatisation and coping strategies among domestic workers. *Journal of Vocational Behavior*, 92, 54–67.
- Boyatzis, R. E., Smith, M. L., & Blaize, N. (2006). Developing sustainable leaders through coaching and compassion. *Academy of Management Learning and Education*, 5(1), 8–24.
- Braun, S., Peus, C., Weisweiler, S., & Frey, D. (2013). Transformational leadership, job

- satisfaction, and team performance: A multilevel mediation model of trust. *The Leadership Quarterly*, 24(1), 270–283.
- Busse, C., Kach, A. P., & Wagner, S. M. (2017). Boundary conditions: What they are, how to explore them, why we need them, and when to consider them. *Organizational Research Methods*, 20(4), 574–609.
- Canterino, F., Cirella, S., Piccoli, B., & Shani, A. B. R. (2020). Leadership and change mobilization: The mediating role of distributed leadership. *Journal of Business Research*, 108, 42–51.
- Carmeli, A., Brammer, S., Gomes, E., & Tarba, S. Y. (2017). An organizational ethic of care and employee involvement in sustainability-related behaviors: A social identity perspective. *Journal of Organizational Behavior*, 38(9), 1380–1395.
- Carr, B. (1999). Pity and compassion as social virtues. *Philosophy*, 74(289), 411–429.
- Chen, Y., Wang, Y., Nevo, S., Benitez-Amado, J., & Kou, G. (2015). IT capabilities and product innovation performance: The roles of corporate entrepreneurship and competitive intensity. *Information & Management*, 52(6), 643–657.
- Condon, P., & Feldman Barrett, L. (2013). Conceptualizing and experiencing compassion. *Emotion*, 13(5), 817.
- Costa, P. L., Passos, A. M., & Bakker, A. B. (2015). Direct and contextual influence of team conflict on team resources, team work engagement, and team performance. *Negotiation and Conflict Management Research*, 8(4), 211–227.
- Creswell, J. W., Plano Clark, V. L., Gutmann, M. L., & Hanson, W. E. (2003). Advanced mixed methods research designs. *Handbook of Mixed Methods in Social and Behavioral Research*, 209(240), 209–240.

- Cropanzano, R., Dasborough, M. T., & Weiss, H. M. (2017). Affective events and the development of leader-member exchange. *Academy of Management Review*, 42(2), 233–258.
- Cunliffe, A. L., & Alcadipani, R. (2016). The politics of access in fieldwork: Immersion, backstage dramas, and deception. *Organizational Research Methods*, 19(4), 535–561.
- Dalberg Advisors. (2017). *Sanitation worker safety and livelihoods in India: A blueprint for action—Phase 1: Understanding the problem*.
- Darwall, S. (1998). Empathy, sympathy, care. *Philosophical Studies: An International Journal for Philosophy in the Analytic Tradition*, 89(2/3), 261–282.
- DeCelles, K. A., & Anteby, M. (2020). Compassion in the clink: When and how human services workers overcome barriers to care. *Organization Science*, 31(6), 1408–1431.
- DeRue, D. S., & Ashford, S. J. (2010). Who will lead and who will follow? A social process of leadership identity construction in organizations. *Academy of Management Review*, 35(4), 627–647.
- Dietz, J., & Kleinlogel, E. P. (2014). Wage Cuts and Managers' Empathy: How a Positive Emotion Can Contribute to Positive Organizational Ethics in Difficult Times. *Journal of Business Ethics*, 119(4), 461–472.
- Dineen, B. R., Lewicki, R. J., & Tomlinson, E. C. (2006). Supervisory guidance and behavioral integrity: relationships with employee citizenship and deviant behavior. *Journal of Applied Psychology*, 91(3), 622.
- Drouvelis, M., & Nosenzo, D. (2013). Group identity and leading-by-example. *Journal of Economic Psychology*, 39, 414–425.

- Dutton, J. E., Debebe, G., & Wrzesniewski, A. (2012). Being valued and devalued at work: A social valuing perspective. In In Bechky BA and Elsbach KD (eds) (Ed.), *Qualitative Organizational Research: Best Papers from the Davis Conference on Qualitative Research* (pp. 9–53). Charlotte, NC: Information Age Publishing.
- Dutton, J. E., Frost, P. J., Worline, M. C., Lilius, J. M., & Kanov, J. M. (2002). Leading in times of trauma. *Harvard Business Review*, *80*(1), 54–61.
- Dutton, J. E., Lilius, J. M., & Kanov, J. M. (2007). The transformative potential of compassion at work. *Handbook of Transformative Cooperation: New Designs and Dynamics*, *1*, 107–124.
- <https://books.google.es/books?hl=es&lr=&id=hAYik85DJP0C&oi=fnd&pg=PA107&dq=related:8emNcRfBJtwJ:scholar.google.com/&ots=o57EWpMnc2&sig=g8L9qDxx2ZIVQyM9IGfg9XVcVpI>
- Dutton, J. E., Workman, K. M., & Hardin, A. E. (2014). Compassion at Work. *Annual Review of Organizational Psychology and Organizational Behavior*, *1*, 277–304.
- Dutton, J. E., Worline, M. C., Frost, P. J., & Lilius, J. M. (2006). Explaining compassion organizing. *Administrative Science Quarterly*, *51*(1), 59–96.
- Edmondson, A. C., & McManus, S. E. (2007). Methodological fit in management field research. *Academy of Management Review*, *32*(4), 1246–1264.
- Farmer, S. M., & Aguinis, H. (2005). Accounting for subordinate perceptions of supervisor power: an identity-dependence model. *Journal of Applied Psychology*, *90*(6), 1069.
- Farr-Wharton, B., Simpson, A. V., Brunetto, Y., & Bentley, T. (2023). The role of team compassion in mitigating the impact of hierarchical bullying. *Journal of Management & Organization*, 1–15.

- Fineman, S. (2006). On being positive: Concerns and counterpoints. *Academy of Management Review*, 31(2), 270–291.
- Fischer, F. (1998). Beyond empiricism: policy inquiry in post positivist perspective. *Policy Studies Journal*, 26(1), 129–146.
- Fredrickson, B. L. (2001). The role of positive emotions in positive psychology: The broaden-and-build theory of positive emotions. *American Psychologist*, 56(3), 218–226.
- Frost, D. M. (2011). Social stigma and its consequences for the socially stigmatized. *Social and Personality Psychology Compass*, 5(11), 824–839.
- Frost, P. J. (1999). Why compassion counts! *Journal of Management Inquiry*, 8(2), 127–133.
- Frost, P. J., Dutton, J. E., Maitlis, S., Lilius, J. M., Kanov, J. M., & Worline, M. C. (2006). Seeing organizations differently: Three lenses on compassion. *The SAGE Handbook of Organization Studies*, 2, 843–867.
- Frost, P. J., Dutton, J. E., Worline, M. C., & Wilson, A. (2000). Narratives of compassion in organizations. *Emotion in Organizations*, 2, 25–45.
- Gable, S. L., Reis, H. T., Impett, E. A., & Asher, E. R. (2004). What do you do when things go right? The intrapersonal and interpersonal benefits of sharing positive events. *Journal of Personality and Social Psychology*, 87(2), 228.
- Geddes, D., & Stickney, L. T. (2011). The trouble with sanctions: Organizational responses to deviant anger displays at work. *Human Relations*, 64(2), 201–230.
- George, J. M. (2014). Compassion and Capitalism: Implications for Organizational Studies. *Journal of Management*, 40(1), 5–15.
- Gerdes, K. E. (2011). Empathy, sympathy, and pity: 21st-century definitions and implications

- for practice and research. *Journal of Social Service Research*, 37(3), 230–241.
- Gibson, C. B. (2017). Elaboration, generalization, triangulation, and interpretation: On enhancing the value of mixed method research. *Organizational Research Methods*, 20(2), 193–223.
- Gibson, C. B., & Zellmer-Bruhn, M. E. (2001). Metaphors and meaning: An intercultural analysis of the concept of teamwork. *Administrative Science Quarterly*, 46(2), 274–303.
- Gilbert, P. (2015). The Evolution and Social Dynamics of Compassion. *Social and Personality Psychology Compass*, 9(6), 239–254.
- Gilbert, P. (2020). Compassion: From Its Evolution to a Psychotherapy. *Frontiers in Psychology*, 11, 3123.
- Goetz, J. L., Keltner, D., & Simon-Thomas, E. (2010). Compassion: An Evolutionary Analysis and Empirical Review. *Psychological Bulletin*, 136(3), 351–374.
- Goetz, J. L., & Simon-Thomas, E. (2017). The landscape of compassion: Definitions and scientific approaches. *The Oxford Handbook of Compassion Science*, April 2018, 1–24.
- Goffman, E. (1963). *Stigma: Notes on the management of spoiled identity*. Simon and Schuster.
- Grant, A. M. (2008). Does intrinsic motivation fuel the prosocial fire? Motivational synergy in predicting persistence, performance, and productivity. *Journal of Applied Psychology*, 93(1), 48.
- Grimes, M. G., McMullen, J. S., Vogus, T. J., & Miller, T. L. (2013). Studying the origins of social entrepreneurship: Compassion and the role of embedded agency. *Academy of Management Review*, 38(3), 460–463.

- Ground Report. (2023). *India generates 150,000 tonne of municipal solid waste every day*.
- Ground Report. <https://groundreport.in/india-generates-150000-tonne-of-municipal-solid-waste-every-day/#:~:text=Despite generating approximately 150%2C000 tonnes,in dumpsites or remains unattended.>
- Guinot, J., Miralles, S., Rodríguez-Sánchez, A., & Chiva, R. (2020). Do compassionate firms outperform? The role of organizational learning. *Employee Relations*, *42*(3), 717–734.
- Hale, L. A., Jenkins, M. L., Mayland, B., Buttery, Y., Norris, P., Butler, M., Holland, M., Ngocha-Chaderopa, E., McKenzie-Green, B., & Czuba, K. (2021). Living with dementia: the felt worth of support workers. *Ageing & Society*, *41*(7), 1453–1473.
- Halliday, C. S., Paustian-Underdahl, S. C., Ordóñez, Z., Rogelberg, S. G., & Zhang, H. (2018). Autonomy as a key resource for women in low gender egalitarian countries: A cross-cultural examination. *Human Resource Management*, *57*(2), 601–615.
- Hansen, E. M., Eklund, J. H., Hallén, A., Bjurhager, C. S., Norrström, E., Viman, A., & Stocks, E. L. (2018). Does feeling empathy lead to compassion fatigue or compassion satisfaction? The role of time perspective. *The Journal of Psychology*, *152*(8), 630–645.
- Harmon-Jones, E., Price, T. F., & Gable, P. A. (2012). The influence of affective states on cognitive broadening/narrowing: Considering the importance of motivational intensity. *Social and Personality Psychology Compass*, *6*(4), 314–327.
- Hays, R. D., Hayashi, T., & Stewart, A. L. (1989). A five-item measure of socially desirable response set. *Educational and Psychological Measurement*, *49*(3), 629–636.
- Healey, M. P., Leroy, H., Post, C., & Potočník, K. (2023). Changing the scholarly conversation: What it means, why it matters, and how to approach it in micro research. In *Journal of Management Studies*. Wiley Online Library.

- Heaphy, E. D., & Dutton, J. E. (2008). Positive social interactions and the human body at work: Linking organizations and physiology. *Academy of Management Review*, 33(1), 137–162.
- Hein, P., & Ansari, S. (2022). From sheltered to included: The emancipation of disabled workers from benevolent marginalization. *Academy of Management Journal*, 65(3), 749–783.
- Hermalin, B. E. (1998). Toward an economic theory of leadership: Leading by example. *American Economic Review*, 1188–1206.
- Hersey, R. B. (1932). *Workers' emotions in shop and home; a study of individual workers from the psychological and physiological standpoint.*
- Hersey, Rexford B. (1932). Rates of production and emotional state. *Personnel Journal*.
- Herzberg, M., & Mausner, B. (1959). Snyderman. *The Motivation to Work*, 84–88.
- Hideg, I., DeCelles, K. A., & Tihanyi, L. (2020). From the editors: Publishing practical and responsible research in AMJ. *Academy of Management Journal*, 63(6), 1681–1686.
- Hideg, I., & Ferris, D. L. (2016). The compassionate sexist? How benevolent sexism promotes and undermines gender equality in the workplace. *Journal of Personality and Social Psychology*, 111(5), 706–727.
- Hinojosa, A. S., Shaine, M. J. D., & McCauley, K. D. (2020). A strange situation indeed: Fostering leader–follower attachment security during unprecedented crisis. *Management Decision*, 58(10), 2099–2115.
- Hobfoll, S. E. (1989). Conservation of resources: a new attempt at conceptualizing stress. *American Psychologist*, 44(3), 513.

- Hobfoll, S. E., Halbesleben, J., Neveu, J.-P., & Westman, M. (2018). Conservation of resources in the organizational context: The reality of resources and their consequences. *Annual Review of Organizational Psychology and Organizational Behavior*, 5, 103–128.
- Hojat, M., Gonnella, J. S., Nasca, T. J., Mangione, S., Vergare, M., & Magee, M. (2002). Physician empathy: Definition, components, measurement, and relationship to gender and specialty. *American Journal of Psychiatry*, 159(9), 1563–1569. <https://doi.org/10.1176/appi.ajp.159.9.1563>
- Hox, J., & McNeish, D. (2020). Small samples in multilevel modeling. *Small Sample Size Solutions*, 215–225.
- Hur, W. M., Moon, T., & Rhee, S. Y. (2016). Exploring the relationships between compassion at work, the evaluative perspective of positive work-related identity, service employee creativity, and job performance. *Journal of Services Marketing*, 30(1), 103–114.
- Hur, W. M., Moon, T. W., & Ko, S. H. (2018). How Employees' Perceptions of CSR Increase Employee Creativity: Mediating Mechanisms of Compassion at Work and Intrinsic Motivation. *Journal of Business Ethics*, 153(3), 629–644.
- Ilies, R., Keeney, J., & Scott, B. A. (2011). Work–family interpersonal capitalization: Sharing positive work events at home. *Organizational Behavior and Human Decision Processes*, 114(2), 115–126.
- Iverson, R. D., & Zatzick, C. D. (2011). The effects of downsizing on labor productivity: The value of showing consideration for employees' morale and welfare in high-performance work systems. *Human Resource Management*, 50(1), 29–44.
- Jacob, S. A., & Furgerson, S. P. (2012). *Writing interview protocols and conducting interviews: Tips for students new to the field of qualitative research. The Qualitative*

Reports, 17 (42), 1-10.

- Jazaieri, H., McGonigal, K., Jinpa, T., Doty, J. R., Gross, J. J., & Goldin, P. R. (2014). A randomized controlled trial of compassion cultivation training: Effects on mindfulness, affect, and emotion regulation. *Motivation and Emotion, 38*(1), 23–35.
- Jehn, K. A. (1995). A multimethod examination of the benefits and detriments of intragroup conflict. *Administrative Science Quarterly, 40*(2), 256–282.
- Jick, T. D. (1979). Mixing qualitative and quantitative methods: Triangulation in action. *Administrative Science Quarterly, 24*(4), 602–611.
- Johns, G. (2006). The Essential Impact of Context on Organizational Behavior. *Academy of Management Review, 31*(2), 386–408. <https://doi.org/10.5465/amr.2006.20208687>
- Johns, G. (2017). Reflections on the 2016 decade award: Incorporating context in organizational research. *Academy of Management Review, 42*(4), 577–595.
- Kanfer, R., Frese, M., & Johnson, R. E. (2017). Motivation related to work: A century of progress. *Journal of Applied Psychology, 102*(3), 338.
- Kanov, J. M. (2021). Why Suffering Matters! *Journal of Management Inquiry, 30*(1), 85–90.
- Kanov, J. M., Maitlis, S., Worline, M. C., Dutton, J. E., Frost, P. J., & Lilius, J. M. (2004). Compassion in Organizational Life. *American Behavioral Scientist, 47*(6), 808–827.
- Kanov, J. M., Powley, E. H., & Walshe, N. D. (2017). Is it ok to care? How compassion falters and is courageously accomplished in the midst of uncertainty. *Human Relations, 70*(6), 751–777.
- Kim, T., Cable, D. M., Kim, S., & Wang, J. (2009). Emotional competence and work performance: The mediating effect of proactivity and the moderating effect of job

- autonomy. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior*, 30(7), 983–1000.
- Klimecki, O. M., Leiberg, S., Ricard, M., & Singer, T. (2013). Differential pattern of functional brain plasticity after compassion and empathy training. *Social Cognitive and Affective Neuroscience*, 9(6), 873–879.
- Knight, C., Patterson, M., & Dawson, J. (2017). Building work engagement: A systematic review and meta-analysis investigating the effectiveness of work engagement interventions. *Journal of Organizational Behavior*, 38(6), 792–812.
- König, A., Graf-Vlachy, L., Bundy, J., & Little, L. M. (2020). A blessing and a curse: How Ceos' trait empathy affects their management of organizational crises. *Academy of Management Review*, 45(1), 130–153.
- Koonan, S. (2016). Right to sanitation in India: Nature and scope. *Right to Sanitation in India: Nature, Scope and Voices from the Margins*, 1–14.
- Kreiner, G., Mihelcic, C. A., & Mikolon, S. (2022). Stigmatized work and stigmatized workers. *Annual Review of Organizational Psychology and Organizational Behavior*, 9, 95–120.
- Laker, B. (2021, March). *Why Leaders Need To Be More Compassionate And Benevolent*. Forbes.
- Lanaj, K., Jennings, R. E., Ashford, S. J., & Krishnan, S. (2021). When leader self-care begets other care: Leader role self-compassion and helping at work. *Journal of Applied Psychology*.
- Langston, C. A. (1994). Capitalizing on and coping with daily-life events: Expressive responses to positive events. *Journal of Personality and Social Psychology*, 67(6), 1112.

- Lawrence, T. B., & Maitlis, S. (2012). Care and possibility: Enacting an ethic of care through narrative practice. *Academy of Management Review*, 37(4), 641–663.
- Lazarus, R. S., Cohen-Charash, Y., Payne, R., & Cooper, C. (2001). Discrete emotions in organizational life. *Emotions at Work: Theory, Research and Applications for Management*, 4584.
- Lerner, M. J., & Simmons, C. H. (1966). Observer's reaction to the "innocent victim": Compassion or rejection? *Journal of Personality and Social Psychology*, 4(2), 203.
- Li, N., Kirkman, B. L., & Porter, C. O. L. H. (2014). Toward a model of work team altruism. *Academy of Management Review*, 39(4), 541–565.
- Lilius, J. M., Worline, M. C., Dutton, J. E., Kanov, J. M., & Maitlis, S. (2011). Understanding compassion capability. *Human Relations*, 64(7), 873–899.
- Lilius, J. M., Worline, M. C., Maitlis, S., Kanov, J. M., Dutton, J. E., & Frost, P. J. (2008). The contours and consequences of compassion at work. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior*, 29(2), 193–218.
- Lin, Y., Yang, M., Quade, M. J., & Chen, W. (2022). Is the bottom line reached? An exploration of supervisor bottom-line mentality, team performance avoidance goal orientation and team performance. *Human Relations*, 75(2), 349–372.
- Luo, M. M., & Chea, S. (2018). Cognitive appraisal of incident handling, affects, and post-adoption behaviors: A test of affective events theory. *International Journal of Information Management*, 40, 120–131.
- MacBeth, A., & Gumley, A. (2012). Exploring compassion: A meta-analysis of the association between self-compassion and psychopathology. *Clinical Psychology Review*,

32(6), 545–552.

Madden, L. T., Duchon, D., Madden, T. M., & Plowman, D. A. (2012). Emergent organizational capacity for compassion. *Academy of Management Review*, 37(4), 689–708.

Mahalingam, R., Jagannathan, S., & Selvaraj, P. (2019). Decasticization, dignity, and ‘dirty work’ at the intersections of caste, memory, and disaster. *Business Ethics Quarterly*, 29(2), 213–239.

Manz, C. C., & Sims Jr, H. P. (1981). Vicarious learning: The influence of modeling on organizational behavior. *Academy of Management Review*, 6(1), 105–113.

Margolis, J. D., & Molinsky, A. L. (2008). Navigating the bind of necessary evils: Psychological engagement and the production of interpersonally sensitive behavior. *Academy of Management Journal*, 51(5), 847–872.

Marrone, J. A., Tesluk, P. E., & Carson, J. B. (2007). A multilevel investigation of antecedents and consequences of team member boundary-spanning behavior. *Academy of Management Journal*, 50(6), 1423–1439.

Martin, D., Seppala, E., Heineberg, Y., Rossomando, T., Doty, J., Zimbardo, P., Shiue, T. T., Berger, R., & Zhou, Y. Y. (2015). Multiple Facets of Compassion: The Impact of Social Dominance Orientation and Economic Systems Justification. *Journal of Business Ethics*, 129(1), 237–249.

Mayer, K. J., & Sparrowe, R. T. (2013). Integrating theories in AMJ articles. In *Academy of Management Journal* (Vol. 56, Issue 4, pp. 917–922). Academy of Management Briarcliff Manor, NY.

Miller, T. L., Grimes, M. G., McMullen, J. S., & Vogus, T. J. (2012). Venturing for others

- with heart and head: How compassion encourages social entrepreneurship. *Academy of Management Review*, 37(4), 616–640.
- Mills, J., Wand, T., & Fraser, J. A. (2015). On self-compassion and self-care in nursing: Selfish or essential for compassionate care? *International Journal of Nursing Studies*, 52(4), 791–793.
- Molinsky, A. L., Grant, A. M., & Margolis, J. D. (2012). The bedside manner of homo economicus: How and why priming an economic schema reduces compassion. *Organizational Behavior and Human Decision Processes*, 119(1), 27–37.
- Moon, T. W., Hur, W. M., Ko, S. H., Kim, J. W., & Yoo, D. K. (2016). Positive Work-Related Identity as a Mediator of the Relationship between Compassion at Work and Employee Outcomes. *Human Factors and Ergonomics In Manufacturing*, 26(1), 84–94. <https://doi.org/20615>
- Morse, J. M. (2015). Critical analysis of strategies for determining rigor in qualitative inquiry. *Qualitative Health Research*, 25(9), 1212–1222.
- Motamarri, S., Akter, S., & Yanamandram, V. (2020). Frontline employee empowerment: Scale development and validation using Confirmatory Composite Analysis. *International Journal of Information Management*, 54, 102177.
- Myers, C. G. (2018). Coactive vicarious learning: Toward a relational theory of vicarious learning in organizations. *Academy of Management Review*, 43(4), 610–634.
- Myers, C. G. (2021). Performance benefits of reciprocal vicarious learning in teams. *Academy of Management Journal*, 64(3), 926–947.
- Nadim, M., & Zafar, M. A. (2021). Evaluation of nurses' job engagement as an outcome of experienced compassion in the workplace, using the lens of affective event theory.

SAGE Open, 11(4), 21582440211058184.

Nazir, O., & Islam, J. U. (2020). Effect of CSR activities on meaningfulness, compassion, and employee engagement: A sense-making theoretical approach. *International Journal of Hospitality Management*, 90, 102630.

Nolan, M. T., Diefendroff, J., Erickson, R. J., & Lee, M. T. (2022). Psychological compassion climate: Examining the nomological network of perceptions of work group compassion. *Journal of Vocational Behavior*, 103688.

O'Neill, T. A., & Allen, N. J. (2011). Personality and the prediction of team performance. *European Journal of Personality*, 25(1), 31–42.

Okhuysen, G., & Bonardi, J.-P. (2011). The challenges of building theory by combining lenses. In *Academy of Management Review* (Vol. 36, Issue 1, pp. 6–11). Academy of Management Briarcliff Manor, NY.

Oruh, E. S., Mordi, C., Dibia, C. H., & Ajonbadi, H. A. (2021). Exploring compassionate managerial leadership style in reducing employee stress level during COVID-19 crisis: the case of Nigeria. *Employee Relations: The International Journal*, 43(6), 1362–1381.

Panhwar, A. H., Ansari, S., & Shah, A. A. (2017). Post-positivism: An effective paradigm for social and educational research. *International Research Journal of Arts and Humanities*, 45(45), 253–259.

Perez-Bret, E., Altisent, R., & Rocafort, J. (2016). Definition of compassion in healthcare: A systematic literature review. *International Journal of Palliative Nursing*, 22(12), 599–606.

Peticca-Harris, A. (2019). Managing compassionately? Managerial narratives about grief and compassion. *Human Relations*, 72(3), 588–612.

- Peus, C. (2011). Money over man versus caring and compassion? Challenges for today's organizations and their leaders. *Journal of Organizational Behavior*, 32(7), 955–960.
- Plante, T. G., & Mejia, J. (2016). Psychometric properties of the Santa Clara brief compassion scale. *Pastoral Psychology*, 65(4), 509–515.
- Pratt, M. G., Kaplan, S., & Whittington, R. (2020). Editorial essay: The tumult over transparency: Decoupling transparency from replication in establishing trustworthy qualitative research. *Administrative Science Quarterly*, 65(1), 1–19.
- Qi, J. “Miracle,” Wang, S., & Koerber Michael A, J. (2020). When do frontline service employees feel more grateful? *European Journal of Marketing*, 54(9), 2107–2137.
- Qu, S. Q., & Dumay, J. (2011). The qualitative research interview. *Qualitative Research in Accounting & Management*.
- Rabelo, V. C., & Mahalingam, R. (2019). “They really don’t want to see us”: How cleaners experience invisible ‘dirty’ work. *Journal of Vocational Behavior*, 113, 103–114.
- Ragunathan, R., & Corfman, K. (2006). Is happiness shared doubled and sadness shared halved? Social influence on enjoyment of hedonic experiences. *Journal of Marketing Research*, 43(3), 386–394.
- Rāmasvāmi, G. (2005). India stinking: Manual scavengers in Andhra Pradesh and their work. (No Title).
- Ranganathan, A. (2018). The artisan and his audience: Identification with work and price setting in a handicraft cluster in Southern India. *Administrative Science Quarterly*, 63(3), 637–667.
- Ranganathan, A., & Shivaram, R. (2021). Getting their hands dirty: How female managers

- motivate female worker productivity through subordinate scut work. *Management Science*, 67(5), 3299–3320.
- Rapp, D. J., Hughey, J. M., & Kreiner, G. E. (2023). Dirty Heroes? Healthcare Workers' Experience of Mixed Social Evaluations during the Pandemic. *Academy of Management Journal*, *ja*, amj-2022.
- Rego, A., Ribeiro, N., Cunha, M. P. e., & Jesuino, J. C. (2011). How happiness mediates the organizational virtuousness and affective commitment relationship. *Journal of Business Research*, 64(5), 524–532.
- Ritz, A., Brewer, G. A., & Neumann, O. (2016). Public Service Motivation: A Systematic Literature Review and Outlook. *Public Administration Review*, 76(3), 414–426.
- Rofcanin, Y., Las Heras, M., Bosch, M. J., Wood, G., & Mughal, F. (2019). A closer look at the positive crossover between supervisors and subordinates: The role of home and work engagement. *Human Relations*, 72(11), 1776–1804.
- Rynes, S. L., Bartunek, J. M., Dutton, J. E., & Margolis, J. D. (2012). Care and compassion through an organizational lens: Opening up new possibilities. *Academy of Management Review*, 37(4), 503–523.
- Schabram, K., & Heng, Y. T. (2021). How Other- and Self-Compassion Reduce Burnout through Resource Replenishment. *Academy of Management Journal*, 65(2), 453–478.
- Schaufeli, W. B., Shimazu, A., Hakanen, J., Salanova, M., & De Witte, H. (2017). An ultra-short measure for work engagement. *European Journal of Psychological Assessment*.
- Seo, M.-G., Barrett, L. F., & Bartunek, J. M. (2004). The role of affective experience in work motivation. *Academy of Management Review*, 29(3), 423–439.

- Seo, M., Bartunek, J. M., & Barrett, L. F. (2010). The role of affective experience in work motivation: Test of a conceptual model. *Journal of Organizational Behavior, 31*(7), 951–968.
- Sharma, D., Ghosh, K., Mishra, M., & Anand, S. (2022). You stay home, but we can't: Invisible 'dirty' work as calling amid COVID-19 pandemic. *Journal of Vocational Behavior, 132*, 103667.
- Shepherd, D. A., Maitlis, S., Parida, V., Wincent, J., & Lawrence, T. B. (2021). Intersectionality in intractable dirty work: how Mumbai ragpickers make meaning of their work and lives. *Academy of Management Journal, ja*.
- Shepherd, D. A., & Williams, T. A. (2014). Local venturing as compassion organizing in the aftermath of a natural disaster: The role of localness and community in reducing suffering. *Journal of Management Studies, 51*(6), 952–994.
- Shi, J., Johnson, R. E., Liu, Y., & Wang, M. (2013). Linking subordinate political skill to supervisor dependence and reward recommendations: A moderated mediation model. *Journal of Applied Psychology, 98*(2), 374.
- Shuck, B., Alagaraja, M., Immekus, J., Cumberland, D., & Honeycutt-Elliott, M. (2019). Does Compassion Matter in Leadership? A Two-Stage Sequential Equal Status Mixed Method Exploratory Study of Compassionate Leader Behavior and Connections to Performance in Human Resource Development. *Human Resource Development Quarterly, 30*(4), 537–564.
- Simmering, M. J., Fuller, C. M., Richardson, H. A., Ocal, Y., & Atinc, G. M. (2015). Marker variable choice, reporting, and interpretation in the detection of common method variance: A review and demonstration. *Organizational Research Methods, 18*(3), 473–

511.

- Simpson, A. V., Farr-Wharton, B., & Reddy, P. (2020). Cultivating organizational compassion in healthcare. *Journal of Management & Organization*, 26(3), 340–354.
- Simpson, A. V., Pina e Cunha, M., & Rego, A. (2015). Compassion in the Context of Capitalistic Organizations: Evidence from the 2011 Brisbane Floods. *Journal of Business Ethics*, 130(3), 683–703.
- Sinclair, S., Beamer, K., Hack, T. F., McClement, S., Raffin-Bouchal, S., Chochinov, H. M., & Hagen, N. A. (2017). Sympathy, empathy, and compassion: A grounded theory study of palliative care patients' understandings, experiences, and preferences. *Palliative Medicine*, 31(5), 437–447.
- Singer, T., & Klimecki, O. M. (2014). Empathy and compassion. *Current Biology*, 24(18), R875–R878.
- Sinkovics, R. R., Penz, E., & Ghauri, P. N. (2008). Enhancing the trustworthiness of qualitative research in international business. *Management International Review*, 48, 689–714.
- Soares, M. E., & Mosquera, P. (2019). Fostering work engagement: The role of the psychological contract. *Journal of Business Research*, 101, 469–476.
- Soper, D. S. (2023). *A-priori sample size calculator for hierarchical multiple regression [Software]*. <https://www.danielsoper.com/statcalc/calculator.aspx?id=16>
- Soral, P., Pati, S. P., Singh, S. K., & Cooke, F. L. (2022). Coping with dirty work: a meta-synthesis from a resource perspective. *Human Resource Management Review*, 32(4), 100861.

- Stollberger, J., Las Heras, M., & Rofcanin, Y. (2021). Sharing is caring: The role of compassionate love for sharing coworker work–family support at home to promote partners’ creativity at work. *Journal of Applied Psychology*.
- Sumpter, D. M., Gibson, C. B., & Porath, C. (2017). Act expediently, with autonomy: Vicarious learning, empowered behaviors, and performance. *Journal of Business and Psychology*, 32, 131–145.
- Tajfel, H., Turner, J. C., Austin, W. G., & Worchel, S. (1979). An integrative theory of intergroup conflict. *Organizational Identity: A Reader*, 56, 65.
- Tihanyi, L., Howard-Grenville, J., & DeCelles, K. A. (2022). From the editors—Joining societal conversations on management and organizations. In *Academy of Management Journal* (Vol. 65, Issue 3, pp. 711–719). Academy of Management Briarcliff Manor, NY.
- Trougakos, J. P., Hideg, I., Cheng, B. H., & Beal, D. J. (2014). Lunch breaks unpacked: The role of autonomy as a moderator of recovery during lunch. *Academy of Management Journal*, 57(2), 405–421.
- Tsui, A. S. (2013). On compassion in scholarship: Why should we care? *Academy of Management Review*, 38(2), 167–180.
- Tunarosa, A., & Glynn, M. A. (2017). Strategies of integration in mixed methods research: Insights using relational algorithms. *Organizational Research Methods*, 20(2), 224–242.
- Van Der Vegt, G. S., & Bunderson, J. S. (2005). Learning and performance in multidisciplinary teams: The importance of collective team identification. *Academy of Management Journal*, 48(3), 532–547.
- Van Kleef, G. A., Homan, A. C., Beersma, B., Van Knippenberg, D., Van Knippenberg, B.,

- & Damen, F. (2009). Searing sentiment or cold calculation? The effects of leader emotional displays on team performance depend on follower epistemic motivation. *Academy of Management Journal*, *52*(3), 562–580.
- Waldman, D. A., Carmeli, A., & Halevi, M. Y. (2011). Beyond the red tape: How victims of terrorism perceive and react to organizational responses to their suffering. *Journal of Organizational Behavior*, *32*(7), 938–954.
- Wang, Q., Fan, X., Liu, J., & Cai, W. (2023). Does a Help Giver Seek the Help from Others? The Consistency and Licensing Mechanisms and the Role of Leader Respect. *Journal of Business Ethics*, *184*(3), 605–626.
- Watkins, M. B., Ren, R., Umphress, E. E., Boswell, W. R., del Carmen, M., & Zardkoohi, A. (2015). Compassion organizing: Employees' satisfaction with corporate philanthropic disaster response and reduced job strain. *Journal of Occupational and Organizational Psychology*, *88*(2), 436–458.
- Wee, E. X. M., & Fehr, R. (2021). Compassion during difficult times: Team compassion behavior, suffering, supervisory dependence, and employee voice during COVID-19. *Journal of Applied Psychology*, *106*(12), 1805.
- Wee, E. X. M., Liao, H., Liu, D., & Liu, J. (2017). Moving from abuse to reconciliation: A power-dependence perspective on when and how a follower can break the spiral of abuse. *Academy of Management Journal*, *60*(6), 2352–2380.
- Wegge, J., Dick, R. van, Fisher, G. K., West, M. A., & Dawson, J. F. (2006). A test of basic assumptions of Affective Events Theory (AET) in call centre work 1. *British Journal of Management*, *17*(3), 237–254.
- Weiner, B., Graham, S., & Chandler, C. (1982). Pity, anger, and guilt: An attributional

- analysis. *Personality and Social Psychology Bulletin*, 8(2), 226–232.
- Weiss, H. M., & Cropanzano, R. (1996). Affective events theory: A theoretical discussion of the structure, causes and consequences of affective experiences at work. *Research in Organizational Behavior*, 18(1), 1–74.
- Welch, C., & Piekkari, R. (2006). Crossing language boundaries: Qualitative interviewing in international business. *Management International Review*, 46, 417–437.
- Whitston, K. (1997). The reception of scientific management by British engineers, 1890-1914. *The Business History Review*, 207–229.
- Wildemuth, B. M. (1993). Post-positivist research: two examples of methodological pluralism. *The Library Quarterly*, 63(4), 450–468.
- Woehr, D. J., Loignon, A. C., Schmidt, P. B., Loughry, M. L., & Ohland, M. W. (2015). Justifying aggregation with consensus-based constructs: A review and examination of cutoff values for common aggregation indices. *Organizational Research Methods*, 18(4), 704–737.
- Workman, K. M. (2014). *Toward a Theory of Sharing and Responding to Good and Bad News at Work*.
- World Bank, ILO, WaterAid, & WHO. (2019). *Health, Safety and Dignity of Sanitation Workers: An Initial Assessment*. World Bank.
- Yaffe, T., & Kark, R. (2011). Leading by example: the case of leader OCB. *Journal of Applied Psychology*, 96(4), 806.
- Yoon, D. J. (2017). Compassion momentum model in supervisory relationships. *Human Resource Management Review*, 27(3), 473–490.

- Zhang, R., Wang, M. S., Toubiana, M., & Greenwood, R. (2021). Stigma beyond levels: Advancing research on stigmatization. *Academy of Management Annals*, 15(1), 188–222.
- Zhu, Y.-Q., Gardner, D. G., & Chen, H.-G. (2018). Relationships between work team climate, individual motivation, and creativity. *Journal of Management*, 44(5), 2094–2115.
- Zoghbi-Manrique-de-Lara, P., Viera-Armas, M., & De Blasio García, G. (2019). Does supervisors' mindfulness keep employees from engaging in cyberloafing out of compassion at work? *Personnel Review*, 49(2), 670–687.
- Zulfqar, G., & Prasad, A. (2022). EXPRESS: How is social inequality maintained in the Global South? Critiquing the concept of dirty work. *Human Relations*, 00187267221097937.

Appendix A

Sr No.	Respondent	Age	Gender	Interview time	Years of experience	Role
1	Respondent 1	36	Male	38 minutes 51 seconds	15	Cleaning staff
2	Respondent 2	50	Female	39 minutes 31 seconds	30	Cleaning staff
3	Respondent 3	50	Male	33 minutes 3 seconds	15	Cleaning staff
4	Respondent 4	43	Male	31 minutes 35 seconds	25	Cleaning staff
5	Respondent 5	31	Male	30 minutes 28 seconds	15	Cleaning staff
6	Respondent 6	45	Male	38 minutes 18 seconds	15	Cleaning staff
7	Respondent 7	33	Male	34 minutes 59 seconds	5	Public toilet cleaning staff
8	Respondent 8	29	Male	33 minutes 4 seconds	10	Additional cleaning staff
9	Respondent 9	43	Male	30 minutes 49 seconds	15	Cleaning staff
10	Respondent 10	27	Male	31 minutes 1 second	5	Additional cleaning staff
11	Respondent 11	26	Female	31 minutes 18 seconds	5	Road cleaning staff
12	Respondent 12	43	Male	31 minutes 27 seconds	20	Additional cleaning staff
13	Respondent 13	32	Male	35 minutes 21 seconds	15	Cleaning staff
14	Respondent 14	42	Male	42 minutes 20 seconds	23	Cleaning staff
15	Respondent 15	45	Male	39 minutes 54 seconds	6	Cleaning staff
16	Respondent 16	55	Male	30 minutes 11 seconds	34	Cleaning staff
17	Respondent 17	50	Male	31 minutes 6 seconds	27	Cleaning staff
18	Respondent 18	52	Male	35 minutes 2 seconds	27	Cleaning staff
19	Respondent 19	36	Male	33 minutes 59 seconds	7	Cleaning staff
20	Respondent 20	23	Male	32 minutes 17 seconds	6	Night duty staff
21	Respondent 21	24	Male	36 minutes 48 seconds	5	Night duty staff
22	Respondent 22	38	Male	30 minutes 18 seconds	20	Cleaning staff
23	Respondent 23	39	Male	30 minutes 23 seconds	5	Cleaning staff
24	Respondent 24	25	Male	30 minutes 48 seconds	4	Dump yard staff
25	Respondent 25	25	Male	34 minutes 9 seconds	2	Dump yard staff
26	Respondent 26	22	Male	31 minutes 12 seconds	4	Dump yard staff
27	Respondent 27	27	Male	30 minutes 39 seconds	2	Dump yard staff
28	Respondent 28	36	Female	30 minutes 42 seconds	14	Road cleaning staff
29	Daroga 1	36	Male	33 minutes 3 seconds	15	Daroga
30	Daroga 2	45	Male	33 minutes 53 seconds	15	Daroga
31	Daroga 3	39	Male	50 minutes 30 seconds	15	Daroga

Appendix B

Interview Protocol (प्रतिभागियों के लिए साक्षात्कार अनुसूची)

I प्रारंभिक

- (तालमेल स्थापित करना) मेरा नाम _____ है और मैं मन्दसौर से हूँ। आप आज के दिन के बारे में क्या सोचते हैं? इस बार सर्दियाँ उतनी तेज़ नहीं लगती जितनी पहले हुआ करती थीं? मैं एक पीएचडी छात्र हूँ और मुझे लगता है कि आप मेरे पीएचडी कार्य के लिए वास्तव में अच्छी मदद कर सकते हैं।
- (उद्देश्य) मैं आपसे आपके काम, आपके सहकर्मियों और पर्यवेक्षक के साथ आपके संबंधों के बारे में कुछ प्रश्न पूछना चाहता हूँ। इसके अतिरिक्त, आपकी पृष्ठभूमि और हाल के दिनों में आपके द्वारा अनुभव की गई कठिनाइयों पर कुछ प्रश्न हो सकते हैं।
- (प्रेरणा) मैं इस जानकारी का उपयोग अपने पीएचडी थीसिस के लिए करने की उम्मीद करता हूँ, और मैं यह सुनिश्चित करता हूँ कि मेरे काम में आपकी पहचान गोपनीय रखी जाएगी।
- (समय रेखा) साक्षात्कार में लगभग 30-40 मिनट लगने चाहिए। क्या आप इस समय कुछ प्रश्नों के उत्तर देने के लिए उपलब्ध हैं?

II मुख्य भाग

ए (विषय) सामान्य जनसांख्यिकीय जानकारी और कार्य संबंधी जानकारी

- आप कितने समय से X शहर में रहे हैं?
 - क्या आप मूल रूप से यहीं के हैं?
- आपका काम क्या है, आपको दैनिक आधार पर किस तरह के कर्तव्य सौंपे जाते हैं?
 - आप अपने काम के बारे में कैसा महसूस करते हैं?
 - अपने काम के कारण आपको कितनी बार अन्य लोगों के साथ बातचीत करनी पड़ती है?
 - मुझे अपने सहकर्मियों और पर्यवेक्षक के साथ अपने संबंधों के बारे में कुछ बताएं।

बी (विषय) करुणा का स्रोत

- आप अपने कार्य में किस प्रकार की कठिनाइयों का अनुभव करते हैं?
- क्या आपको लगता है कि उन कठिनाइयों के दौरान यहां कोई आपका मार्गदर्शन करता है?
- आपके कुछ व्यक्तिगत और व्यावसायिक मुद्दे क्या हैं जिनके बारे में आपको लगता है कि आपके सहकर्मी और पर्यवेक्षक अवगत हैं?
 - क्या आपको लगता है कि ये मुद्दे आपके जीवन का अनिवार्य हिस्सा हैं और ये एक दूसरे को प्रभावित भी करते हैं?
 - आप व्यक्तिगत स्तर (आत्म-करुणा) पर इन मुद्दों से कैसे निपटते हैं?
 - आप कैसे सोचते हैं कि अन्य आपके मुद्दों (करुणा) से कैसे निपटते हैं?

दूसरों से करुणा

- क्या आप हाल ही में किसी कठिन समय से गुजरे हैं?
- क्या आपने उस दौरान किसी को आगे आते और आपकी तरफ करुणा दिखाते हुए देखा? करुणाभाव की शुरुआत कैसे हुई?
- उन्होंने आपको क्या मदद दी- भावनात्मक, वित्तीय?
- क्या आपको लगता है कि अगर वे कठिन समय से गुजरते हैं तो आप भविष्य में उनकी तरफ करुणा दिखा सकते हैं?

सी (विषय) अनुकंपा का अनुभव

- क्या आप अपने आस-पास के लोगों द्वारा अनुभव की गई किसी भी कठिनाई से अवगत हैं, शायद आपके सहकर्मी या पर्यवेक्षक?

- a. कठिनाई क्या थी? और आपको क्या लगता है कि आपको इसके बारे में कैसे पता चला?
 - b. क्या आपको लगता है कि आपके अलावा किसी और ने भी इस पर ध्यान दिया है?
 - c. क्या आपने उस व्यक्ति की मदद करने की कोशिश की? क्या सहायता प्रदान की गई?
 - d. उनकी करुणा दिखाने के बाद आपको कैसा लगा?
2. क्या आपको लगता है कि आपकी करुणा करने के बाद आपका बंधन मजबूत या कमजोर हो गया है?
- a. जब आपने उनकी मदद की है तो आपने अपने रिश्ते में और कौन सी चीजें देखी हैं?
 - b. क्या आपकी मदद ने अन्य लोगों को भी उनकी मदद करने के लिए प्रोत्साहित किया?
 - c. पूरे एपिसोड के दौरान आपका सबसे ज्ञानवर्धक अनुभव क्या था?

साक्षी के रूप में करुणा

- a. क्या आपने दर्द और पीड़ा और किसी के आगे आने और उनको प्रेमभाव दिखाने की कोई कोई कहानी सुनी है?
- b. उन्हें किस तरह से प्रेमभाव दिखाया गया? क्या सहायता प्रदान की गई?
- c. क्या इसने दूसरों को भी उनकी सहायता करने के लिए प्रेरित किया?
- d. क्या आपको लगता है कि अगर आप वहां होते तो आप उनकी सहायता कर सकते थे? वह सहायता क्यों और क्या होगी?

डी (विषय) संदर्भ विशिष्ट प्रश्न

1. आप अपने काम से कैसे जुड़ते हैं? (सार्थकता, अर्थपूर्णता)
 - a. क्या आपको लगता है कि आप जो करते हैं वह आम तौर पर दूसरों या समाज की सहायता करता है?
 - b. क्या आप अपने काम में खुद को अभिव्यक्त कर सकते हैं?
 - c. क्या आपको लगता है कि आपका काम पर्याप्त स्वायत्तता प्रदान करता है?
 - d. क्या आप अपने द्वारा किए गए कार्य से पहचान कर सकते हैं?
 - e. क्या आपको लगता है कि आपका काम पूरा हो रहा है और कैसे? आपको काम करने के लिए क्या प्रेरित करता है और आप जो काम करते हैं उसके बारे में आप कैसा महसूस करते हैं?
2. काम से जुड़ी कुछ सकारात्मक और नकारात्मक बातें क्या हैं जिनके बारे में आप बात करना चाहते हैं?
 - a. क्या आप काम के बाद थकान महसूस करते हैं? क्या आप अपने काम के किसी भी बुरे दिन को याद कर सकते हैं?
 - b. क्या आपको लगता है कि आपके काम की सराहना की जाती है- आपके संगठन, प्रबंधक, सहकर्मी, समाज द्वारा?
 - c. काम का माहौल और संस्कृति कैसी है? आप इसके बारे में क्या महसूस करते हैं?
 - d. यदि कोई नया व्यक्ति आपके काम में शामिल हो रहा है, तो आप उन्हें क्या सलाह देते हैं (क्या आप उन्हें अपने काम के कुछ पहलुओं से बचाते हैं)?
 - e. क्या आपको लगता है कि यहां के लोग अक्सर नौकरी छोड़ देते हैं? वे क्यों छोड़ते हैं?
 - f. समाज और आपके आस-पास के लोग आपकी नौकरी को कैसे देखते हैं?
 - g. क्या ऐसी चीजें हैं जो आपको नौकरी के बारे में परेशान करती थीं लेकिन अब नहीं हैं? यह कैसे बदल गया?
3. जब आपके चुनौतीपूर्ण समय में दूसरे ने आगे आकर आपकी मदद की तो आपको कैसा लगा?
 - a. क्या इससे थकान कम हुई?
 - b. क्या आप कोई अर्थ ढूंढ पाए?
 - c. जब आपने यहां दूसरों की मदद की तो आपने क्या महसूस किया?
 - d. क्या आपने उनकी चुनौतियों में कमी देखी?
 - e. क्या आपको लगता है कि इसने आपके काम को कुछ अर्थ और उद्देश्य दिया?

तृतीय समापन

- a. (संपर्क बनाए रखें) मैं इस साक्षात्कार के लिए आपके द्वारा लिए गए समय की सराहना करता हूँ। क्या कुछ और है जो आपको लगता है कि मेरे लिए जानना उपयोगी होगा?
- b. (कार्रवाई की जानी है) मुझे आप से अधिकांश जानकारी प्राप्त हो चुकी है, जिसकी मुझे आवश्यकता थी अगर मैं कुछ स्पष्ट करना चाहता हूँ तो क्या आपको कॉल करना ठीक रहेगा?

Appendix C

Constructs And Scale Items For Quantitative Study

Construct	Items in English	Items in Hindi
Experienced compassion (Lilius et al., 2008)	Indicate how frequently you have experienced compassion:	इंगित करें कि आपने कितनी बार करुणा का अनुभव किया है:
	On the job	काम पर
	From supervisor	पर्यवेक्षक से
	From co-workers	सहकर्मियों से
Team compassion (Wee & Fehr, 2021)	My team pays careful attention when other members talk about their troubles.	जब अन्य सदस्य अपनी समस्याओं के बारे में बात करते हैं तो मेरी टीम ध्यान देती है
	If my team see other member going through a difficult time, the team tries to be caring toward that member	अगर मेरी टीम दूसरे सदस्य को मुश्किल समय से गुजरते हुए देखती है, तो टीम उस सदस्य की देखभाल करने की कोशिश करती है
	My team likes to be there for members in times of difficulty	मेरी टीम कठिनाई के समय में सदस्यों के साथ रहना पसंद करती है
	My team notices when members are upset, even if they do not say anything	मेरी टीम नोटिस करती है जब सदस्य परेशान होते हैं, भले ही वे कुछ न कहें
	My team tries to comfort members who feel sadness	मेरी टीम दुखी महसूस करने वाले सदस्यों को दिलासा देने की कोशिश करती है
	My team's heart goes out to members who are unhappy	मेरी टीम का दिल उन सदस्यों के लिए खुल जाता है जो नाराज हैं
Work Engagement (Schaufeli et al., 2017)	At my work, I feel bursting with energy	अपने काम पर, मैं ऊर्जा से भरपूर महसूस कर रहा हूँ
	I am enthusiastic about my job	मैं अपने काम को लेकर उत्साहित हूँ
	I am immersed in my work	मैं अपने काम में डूब जाता हूँ
Supervisory Dependence (Wee & Fehr, 2021)	How dependent are you on your direct supervisor for career goals (e.g., promotion, development) that you care about?	आप कैरियर के लक्ष्यों (जैसे, पदोन्नति, विकास) के लिए अपने प्रत्यक्ष पर्यवेक्षक पर कितने निर्भर हैं?
	How dependent are you on your direct supervisor for resources (e.g., materials, means, information, time, etc.) that you care about?	संसाधनों (जैसे, सामग्री, साधन, सूचना, समय, आदि) के लिए आप अपने प्रत्यक्ष पर्यवेक्षक पर कितने निर्भर हैं?

Work motivation (Grant, 2008)	Why are you motivated to do your work? (Prosocial)	आप अपना काम करने के लिए प्रेरित क्यों हैं?
	Because I care about benefiting others through my work	क्योंकि मैं अपने काम के माध्यम से दूसरों को लाभान्वित करने की परवाह करता हूँ
	Because I want to help others through my work	क्योंकि मैं अपने काम के माध्यम से दूसरों की मदद करना चाहता हूँ
	Because I want to have positive impact on others	क्योंकि मैं दूसरों पर सकारात्मक प्रभाव डालना चाहता हूँ
	Because it is important to me to do good for others through my work	क्योंकि मेरे लिए यह महत्वपूर्ण है कि मैं अपने काम से दूसरों का भला करूँ
Compassion scale (Plante & Mejia, 2016)	When I hear about someone (a stranger) going through a difficult time, I feel a great deal of compassion for him or her.	जब मैं किसी (एक अजनबी) के बारे में सुनता हूँ कि वह कठिन समय से गुजर रहा है, तो मुझे उसके लिए बहुत दया आती है।
	I tend to feel compassion for people, even though I do not know them.	मैं लोगों के लिए करुणा महसूस करता हूँ, भले ही मैं उन्हें नहीं जानता।
	One of the activities that provide me with the most meaning to my life is helping others in the world when they need help.	एक गतिविधि जो मुझे मेरे जीवन को सबसे अधिक अर्थ प्रदान करती है, वह है दुनिया में दूसरों की मदद करना जब उन्हें मदद की ज़रूरत होती है।
	I would rather engage in actions that help others, even though they are strangers, than engage in actions that would help me.	मैं उन कार्यों में संलग्न होना चाहूँगा जो दूसरों की मदद करते हैं, भले ही वे अजनबी हों, बजाय उन कार्यों में संलग्न होने के जो मेरी मदद करेंगे।
	I often have tender feelings toward people (strangers) when they seem to be in need.	मैं अक्सर लोगों (अजनबियों) के प्रति कोमल भावनाएँ रखता हूँ जब वे ज़रूरत महसूस करते हैं।
Felt worth (Workman, 2014)	I feel valued at work.	मैं कार्यस्थल में मूल्यवान महसूस करता हूँ।
	I feel like I am an important person at work.	मुझे लगता है कि मैं कार्यस्थल पर एक महत्वपूर्ण व्यक्ति हूँ।
	I feel like I have the respect of others at work.	मुझे ऐसा लगता है कि दूसरे लोग कार्यस्थल पर मेरा सम्मान करते हैं।
	I feel needed at work.	मेरे कार्यस्थल पर दूसरों को मेरी आवश्यकता है।
Vicarious learning (Myers, 2021)	My manager often shares his/her prior experiences, expertise, or knowledge with me to help my learning.	मेरे प्रबंधक अक्सर अपने पिछले अनुभव, विशेषज्ञता या ज्ञान को मेरे साथ साझा करते हैं ताकि मेरे सीखने में मदद मिल सके।
	I am able to draw meaningful lessons from the experiences and information my manager shares with me.	मैं अपने प्रबंधक द्वारा मेरे साथ साझा किए गए अनुभवों और सूचनाओं से सार्थक सबक लेने में सक्षम हूँ।

Supervisory guidance (Dineen et al., 2006)	My supervisor initiates training and offers advice about what is appropriate to do in our team.	मेरा पर्यवेक्षक प्रशिक्षण शुरू करता है और इस बारे में सलाह देता है कि हमारी टीम में क्या करना उचित है।
	My supervisor coaches me on how to do “the right thing” on the job.	मेरे पर्यवेक्षक मुझे काम पर "सही काम" करने के तरीके के बारे में बताते हैं।
	My supervisor initiates training and advises me about how to avoid doing the wrong thing.	मेरा पर्यवेक्षक प्रशिक्षण शुरू करता है और मुझे सलाह देता है कि गलत काम करने से कैसे बचा जाए।
	My supervisor coaches me about how to avoid doing “the wrong thing” on the job.	मेरे पर्यवेक्षक मुझे इस बारे में प्रशिक्षित करते हैं कि काम पर "गलत काम" करने से कैसे बचा जाए।
Competitive Intensity (Marker Variable) (Assala et al., 2021)	Promotional warfare is intense in our industry.	हमारे उद्योग में प्रचार युद्ध तीव्र है।
	Every time a competitor does something, the others quickly do the same.	हर बार जब कोई प्रतियोगी कुछ करता है, तो दूसरे भी जल्दी से वही करते हैं।
	In our industry, price is the main component of the competitive conflict.	हमारे उद्योग में, कीमत प्रतिस्पर्धी संघर्ष का मुख्य घटक है।