

Organizational compassion, employee engagement and job performance in the public sector: a case of the Uganda Civil Aviation Authority

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Keywords: *Organisational compassion, engagement, job performance, Uganda Civil Aviation Authority.*

Introduction


The study was about organisational compassion, employee engagement, and job performance in the public sector in general and in particular at the Uganda Civil Aviation Authority (UCAA).

Objectives

The study was guided by the following research objectives:

1. to examine the relationship between organizational compassion and employee engagement at the Uganda Civil Aviation Authority,
2. to examine the relationship between organizational compassion and job performance at the Uganda Civil Aviation Authority,
3. to examine the relationship between employee engagement and job performance at the Uganda Civil Aviation Authority,

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4. to examine the relationship between organizational compassion, employee engagement, and job performance at the Uganda Civil Aviation Authority.

Methodology

The study used a population of 317 at the UCAA from which a sample of 177 respondents was selected using Neumann's formula (2000). Proportional and random sampling was used to select the respondents. The study used cross-sectional, descriptive, and explanatory research designs, and both quantitative and qualitative approaches of data collection. Structured questionnaires were used to collect data. Questionnaires were self-administered. A five-point Likert scale was used with 1= Strongly Disagree; 2= Disagree; 3= Neutral; 4= Agree and 5= Strongly Agree. The Statistical Package for Social Scientists (SPSS) software version 25 was used to summarize the data. The descriptive statistics method was used to analyse data.

Key findings

The study found that there was a significant relationship between Organizational Compassion and Employee Engagement ($P=.000 \leq$, $r=.787$). This finding can be attributed to the fact that in an organization where all employees have a collective feel for each other in moments of pain and joy, levels of attachment will increase.



The study also found a significant positive relationship between Organizational Compassion and Job Performance ($P=.000$, $r=.789$). This is so because when employees tend to exhibit extra discretionary behavior at work such as helping fellow workers.

Results from the study also indicated that there was a significant positive relationship between employee engagement and job performance ($P=.000$, $r=.784$).

Key recommendations

The study recommended that creating compassion in an organization increases employee engagement, therefore, the UCAA should create an environment where employees can collectively notice colleagues joys and pains, develop the spirit of care and concern for each other, disclose their challenges to colleagues without fear of embarrassment, openly express their emotions of joy to allow others celebrate with them and also create opportunities to share feelings in a relaxed way thereby creating personal connections.

Key references

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