

The relationship between Workplace Self-Compassion and Job Satisfaction
"A field study amongst schools in Egypt"
العلاقة بين العاطفة الذاتية في العمل مع الرضا الوظيفي
"دراسة ميدانية على مدارس جمهورية مصر العربية"

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المستخلص: يهدف هذا البحث إلى دراسة العلاقة ما بين العاطفة الذاتية في العمل و الرضا الوظيفي من خلال المدارس المتفرقة بجمهورية مصر العربية. نتائج البحث اثبتت ان كلا من أبعاد العاطفة الذاتية و هم كالأتي : (اللفظ الذاتي، الحكم الذاتي، الإنسانية المشتركة، العزل ، التركيز الكامل للذهن، التعريف الزائد) حققت وجود علاقة إيجابية مع الرضا الوظيفي، و هو على عكس ما تم طرحه من خلال فروض هذه الدراسة. بالإضافة إلى ذلك، تم مناقشة النتائج النظرية و العملية على حد سواء و طرح بعض المحددات التي قد تساعد باحثين اخرين في ابحاث مستقبلية.

الكلمات الإفتاحية: العاطفة الذاتية ، الرضا الوظيفي ، اللفظ الذاتي، الحكم الذاتي، الإنسانية المشتركة، العزل ، التركيز الكامل للذهن، التعريف الزائد.

Abstract: The aim of this study was to investigate the relationship between workplace self-compassion and job satisfaction mainly amongst different teachers in schools in Egypt. Results of which investigated that the six main dimensions of workplace self-compassion (namely: self-kindness, self-judgment, common humanity, isolation, mindfulness and finally over-identification) had a significant positive relationship with job satisfaction, proving the opposite of the hypothesis established in this study. Additionally, the theoretical and practical implications were discussed, highlighting the limitations that can be used by future researchers to investigate as well.

Keywords: Workplace self-compassion, job satisfaction, self-kindness, self-judgment, common humanity, isolation, mindfulness, over-identification.

Introduction

Studying compassion at work has brought researchers face-to-face with the dark (suffering) and the light (compassion) sides of human activities at work. (Dutton, Workman &Hardin, 2014).Compassion has long been defined as an interpersonal relationship manifested in the noticing, feeling and acting that shows the suffering of others at the work place (Dutton, Workman &Hardin, 2014). Suffering can be caused by many reasons that can vary from simple changes in the workplace, such as non-appreciation and incivility from colleagues, to severe actions such as stress from downsizing or pain from overwork loads. This was assured in the work of (Ko & Choi, 2019) since it is was proven to be inevitable for employees to not experience suffering at work.

Despite these insights, several questions about the nature and impact of compassion at work still remain unanswered. Those might include who gives and receives compassion at work, the different styles compassion takes in organizations, and the results for those who receive, witness, or participate in the flow of compassion.(Lilius, Worline, Maitlis, Kanov, Dutton & Frost, 2008). Researchers have come to include that there are three main factors for positive self-compassion including: Self-kindness, Common humanity and Mindfulness, in addition to another three factors that focus on a lack of self-compassion which are: Self-judgment, Isolation, and Over-identification (Andersson, Stenfors, Lilliengren, Einhorn and Osika , 2021)

However research has found out that employees experiencing compassion are likely to experience positive emotions as well, all of which will eventually increase their organizational performance. Furthermore, Aboul-Ela in 2017 and Chu in 2014 have shown that employees experiencing compassion were more likely to show higher job performance levels than those who doesn't experience it. That's why the researcher suggests that

compassion of work will most likely have a positive impact on job satisfaction as well.

This notion that satisfied employees will perform their work more effectively is the basis of many theories of performance, reward, job design and leadership (Shipton, West, Parkes, Dawson & Patterson, 2006). Operationally, one of the greatest difficulties in assessing job satisfaction is that it is impossible to be satisfied with some aspects of a job and at the same time be dissatisfied with others (Spagnoli, Caetano & Santos, 2012). However, it remains as an attitude that relates to overall attitudes towards life, or life satisfaction (Ilies, Wilson & Wagner, 2009). And that will be the core of this research study of how come compassion at work can relate to satisfaction or dissatisfaction as well.

Literature Review

Workplace Self- Compassion

Workplace self-compassion is considered to be one of the newest approaches of empirical interest among researchers. Self-compassion is of different perspective from similar behaviors such as compassion, self-esteem, self-forgiveness, and self-pity. Even though both self-compassion and compassion seem to be similar, they are found to target different outcomes. Whereas the recipient of self-compassion is the self, we find that the recipient of compassion is another individual.

However, suffering is an inevitable part of any employee's organizational life. (Lilius et al., 2008). That's why the researcher starts this study by asking number of important questions: Are different types of suffering considered acceptable to be a topic of research in the workplace across different organizations? How do various responses to suffering in the workplace differ? Are impacts of compassion in the workplace the same? (Dutton et al., 2014).

Originally, self-compassion was defined as a self-attitude or a way people think of or relate to themselves (Neff, 2003b, 2008). Additionally, previous research has concluded the crucial role of felt empathetic concern in leading to compassionate responses in organizations (Dutton et al., 2006). Workplace self-compassion, mainly defined by researchers as the compassion extended to one's self in times of perceived inadequacy, failure, or suffering, has received extensive attention from scholars and researchers over the past decade in several fields, with particular interest on examining the relationship between workplace self-compassion and psychological functioning (Bluth & Neff, 2018).

Recently, self-compassion has started to gain emphasis and importance in management research, along with the popular opinion that workplace self-compassion may help employees be happier, more successful, and better performers at work (Chen, 2018; Weiss, 2018). Thus, when leaders and coworkers express compassionate behaviors towards each other, employees are likely to comprehend those compassionate responses as a genuine care from their managers and coworkers as well, leading to enhancement in the quality of relationships between them, which eventually de-motivates them from engaging in uncivil behaviors. (Ko et al., 2021).

In their work in (2013) Lilius, Kanov, Dutton, Worline & Maitlis identified three main factors as the interpersonal process of Compassion that every employee must experience at least once in their work life. First came the noticing of the suffering which is the realization that something is not right. Secondly came the feeling of an empathic concern that is the "suffering itself" which is considered to be the main point of compassion as it plays an important role in communicating the awareness of suffering. Thirdly and finally came the role of the 'compassionate responding' which refers to actions that occur in response to suffering. This can aid in the relaxation process and help in lessening the suffering to a bearable stage such as giving

emotional support, providing tangible material goods, and the granting of time and flexibility.

Empirical work has shown that when sufferers experience compassion at work, it alters their conceptions of their coworkers, themselves, and their organizations through sense-making (Lilius et al. 2008). That's why the researcher in this study is concerned by workplace self-compassion that has been defined as a cognitive awareness of oneself, which includes treating oneself kindly and understanding one's difficulties by realizing that such experiences are common amongst all humans (Neff, 2003).

Moreover, employees who experience compassion at work are likely to form a positive work-related identity, which, in turn, increases their performance and productivity. Thus according to the researcher's assumption this might help in improving job satisfaction as well. (Ko & Choi, 2019). Additionally, positive compassionate relationships raise the levels of vitality, learning, collaboration, resource usage, cost and time savings, and human resource development and utilization within the organization. (Kahn, 2007). As well, workplace self-compassion has been proposed as an adaptive strategy for promoting well-being, particularly in challenging times (Allen & Leary, 2010).

The major dimensions of workplace self-compassion as presented in many studies included three main sets of opposing components ranging from more compassionate to less compassionate that were as follows: emotional response (self-kindness vs. self-judgment), cognitive understanding (common humanity vs. isolation) and paying attention to personal suffering (mindfulness vs. over-identification). (Pommier, Neff & Tóth-Király,). In summary, those three interconnected and inter-opposing components were presented as follows: self-kindness versus critical self-judgment, common humanity versus

isolation, and mindfulness versus over-identification (Marsh, Chan & MacBeth, 2018)

Kindness manifested around the idea of being caring toward others who are in pain and the willingness to support those in need. Common humanity was recognizing that all employees experience hardship at any stage of their career lives. Mindfulness, however, is considered as a balanced type of awareness of others sufferings by listening and paying attention to them.

On the other hand emotional responding was mainly being indifferent rather than being judgmental. Cognitively, isolation was the meaning of independence and separation and finally; disengagement from others' pain was the escape rather than being over-identified with it.

Moreover, the antecedents and consequences of workplace self-compassion were investigated. Results of some research over the antecedents showed that self-compassion was associated with some aspects of personality traits. For instance employees who reported higher in agreeableness, extroversion, and conscientiousness were more likely to show higher levels of self-compassion whereas neuroticism seemed to lower self-compassion (Neff, Rude, & Kirkpatrick, 2007).

An additional range of demographic factors has also been linked to workplace self-compassion. For instance, older individuals and more experienced employees tend to be more self-compassionate (Lianekhammy et al., 2018). As well as the males who reported higher scores on the Self Compassion Survey as females (Yarnell et al., 2015).

Research across different cultures as well revealed that cultural upbringing influenced the likelihood of general self-compassion (Neff et al., 2008) and the perceived usefulness of self-compassion at work (Bhayana & Ahuja, 2015; Ghorbani et al.,

2018). Also, Self-compassion has been positively associated with well-being factors, such as better mental and physical health outcomes such as stability and resilience.

Kaurin et al. (2018) concluded that self-compassion reduced the outcomes of negative thoughts leading to depressive feelings. Rafique et al. (2018) revealed in their research that self-compassion resulted in the adverse effect of work–family conflict on psychological well-being.

Job Satisfaction

Job satisfaction, as an academic concept, has been the focus of attention from the fields of management, social psychology, and practice for years now. Precisely, in the last few decades job satisfaction has been one of the most popular research topics among scientists, researchers and scholars as well. Job satisfaction has been researched for more than 90 years so far. Over this period of time there have been an outstanding number of studies that entailed different kinds of definitions. The formal earliest definition of job satisfaction could be traced back as early as the study of Fisher and Hanna in the year 193, where they described the job satisfaction as: a product of non-regulatory mood tendency.

However, by the 1950's Herzberg and associates developed a two-factor theory, which indicated the determinants of satisfaction and dissatisfaction at work. According to this theory (Herzberg, Mausner, & Snyderman, 1959), satisfaction was mainly determined by employee motivation in the work place, such as creativity, achievement, or recognition (sometimes called intrinsic job attributes), whereas dissatisfaction was mostly determined by extrinsic attributes such as pay and working conditions.

By the year 1974, Churchill et al. published an article called *'Measuring the Job Satisfaction of Industrial Salesmen'* where

they stated that job satisfaction is considered as the work-related affection manifested in five major aspects, namely the supervisors, the jobs, the work colleagues, the compensation, and finally the promotion opportunities. Shortly after in 1976, Locke worked on the study of Fisher and defined job satisfaction as a positive affection state, which grows in the process of evaluating an individual's work experience. Following in 1977, Kalleberg argued that the job satisfaction is an employee's normal attitude to his or her job.

Moreover, amongst the most popular definition came the work of (Spector, 1997: 2) that stated that Job Satisfaction was usually dealt with as a summation of all of the feelings or responses that employees face with the job's current condition, or "simply how people feel about different aspects of their jobs". Additionally it was defined as the degree to which people like their jobs. In other words, it was considered as an evaluation of how the job meets the employee's needs, wants, or expectations (Fisher, 2003).

Furthermore, Job satisfaction was viewed as a combination of positive or negative feelings that workers have towards their work, an affirmation of Herzberg and colleagues statement in the 1950's. Armstrong in 2006 believed that positive and favorable attitudes towards the job indicate job satisfaction while on the contrary, negative and unfavorable attitudes towards the job meant job dissatisfaction.

However, even though some employees enjoy work and focus their lives on it, others might hate it and may find themselves just doing it because they must do (Ahmadi & Alireza, 2007). Thereby, in an attempt to increase efficiency, effectiveness and job commitment of employees, organizations must satisfy the needs of its employees by providing good and fair working conditions at first. Also in the work of Harrison and his

colleagues in 2006 they pointed out that the job satisfaction is a kind of job attitude.

Another definition was in the work Kaliski in 2007 where the researcher stated that job satisfaction was a worker's sense of achievement and success on his/her personal job. It was perceived to be directly linked to productivity as well as to personal well-being of employees. Job satisfaction implies doing a job one enjoys, doing it well and being rewarded for one's efforts. Job satisfaction emphasized enthusiasm, excitement and happiness with one's work, since it was considered as a key ingredient for recognition, income, promotion, and the achievement of other goals that lead to a feeling of fulfillment and eventually satisfaction was achieved.

A confirmation of the previously mentioned research studies, job satisfaction was also viewed as an emotional state of an employee's evaluation of his or her work and which resulted from the employee's perception of what satisfies him or her (Abbas, 2020). Happy and satisfied employees were expected to be more productive at work (Ghayas, 2015). To summarize this point, researcher presented different opinions from various perspectives. The development of defining the job satisfaction follows a line from one single perspective to multiple perspectives.

Moreover, in relationship with other variables, there is abundance in empirical literature on the effect of demographic variables such as gender or age on job satisfaction. Most of these studies indicated that women showed higher levels of job satisfaction than men. As with other variables as age, lower expectations and a different work orientation were found to have higher levels of job satisfaction among women.

Furthermore, it is crucial to know that job satisfaction is usually determined by many factors. Therefore, when assessing job

satisfaction, it should be noted that there could be any number of different dimensions or constructs besides those which are measured by simple questionnaires. All of which will eventually have a great impact on the results. That's why the researcher assumes that a relationship might exist between workplace self-compassion and job satisfaction and it will be represented in the following hypothesis.

Research Problem and Hypothesis Development

The research problem started when the researcher conducted a series of informal interviews and discussions with teachers in different teaching stages and in different types of schools whether international or national and found that they all faced a similar perspective concerning low level of job satisfaction levels in their schools. Further by investigating more about workplace self-compassion, the researcher became more aware of a decreased level in self-compassion as a result of low satisfaction levels. That's why the researcher decided to conduct this study both on the theoretical as well as in the practical fields.

And as mentioned in the previous studies section, an extensive review of the conceptual framework was presented for both work place self-compassion and job satisfaction that integrated the latest research and the predominant self-compassion theory (Neff, 2003) with different organizational perspectives. These reviews have majorly illustrated an amount of empirical findings regarding self-compassion interventions (e.g., Conversano et al., 2020; Kotera & van Gordon, 2021; Rudaz et al., 2017), correlates (e.g., Raab, 2014; Sinclair et al., 2017), as well as definitions (e.g., Barnard & Curry, 2011), in addition to research studies connected to job satisfaction as well.

Additionally, there have been studies conducted on self-compassion and its adverse impacts, such as avoidance and anxiety attachment, and its positive impacts, such as stress

management, work performance; organizational social behaviors and job retention (Kotera, Van Gordon, 2021& Reizer, 2019). Workplace self-compassion dimensions were investigated as well. However, the researcher still doesn't comprehend the nature and mechanism of those dimensions with other behavioral constructs.

That's why the researcher wants to answer some questions as: Do all the dimensions happen at the same time? Is it mandatory for all the dimensions to happen for self-compassion to occur? Is there an order to which individuals experience the self-compassion dimensions, and if so, does the order matter? That's why the researcher assumes as a result of lack to those answers, treating the three different facets of self-compassion as if they are simultaneously occurring has widened an unnecessary gap between self-compassion and other organizational models of response following negative workplace (Douglas et al., 2008; Dutton et al., 2014; Oh & Farh, 2017)

Furthermore, although the different research reviews prove useful, a huge lack exists concerning what might be of great benefit regarding an updated conceptual framework that increases understanding of self-compassion in organizations and generates future research. As a result, it should be clear that, although some previous research studies investigated the two variables together in a single research, i.e. that is workplace self-compassion with job satisfaction, it is important to note that findings on the relationship between self-compassion and job satisfaction were found to be inconsistent.

For instance, Heffernan et al. (2010) found no correlation between job satisfaction and self-compassion. Likewise, a compassion cultivation intervention study in a healthcare setting significantly increased self-compassion scores but had no significant effect on job satisfaction (Scarlet et al., 2017). Thus, although some results seem promising, still major

inconsistencies show that more work is necessary to determine the extent to which self-compassion influences job satisfaction and the boundary conditions of this relationship. Research into this structure and its connections with critical processes and outcomes are considered by the researcher to be in still in the initial phase. Thus, the researcher assumes the following main hypotheses and sub hypothesis:

H0: There is no significant relationship between workplace self- compassion and job satisfaction.

H0-1: There is no significant relationship between self- kindness and job satisfaction.

H0-2: There is no significant relationship between self - judgement and job satisfaction.

H0-3: There is no significant relationship between common humanity and job satisfaction.

H0-4: There is no significant relationship between Isolation and job satisfaction.

H0-5: There is no significant relationship between mindfulness and job satisfaction.

H0-6: There is no significant relationship between over identification and job satisfaction.

Research Objectives

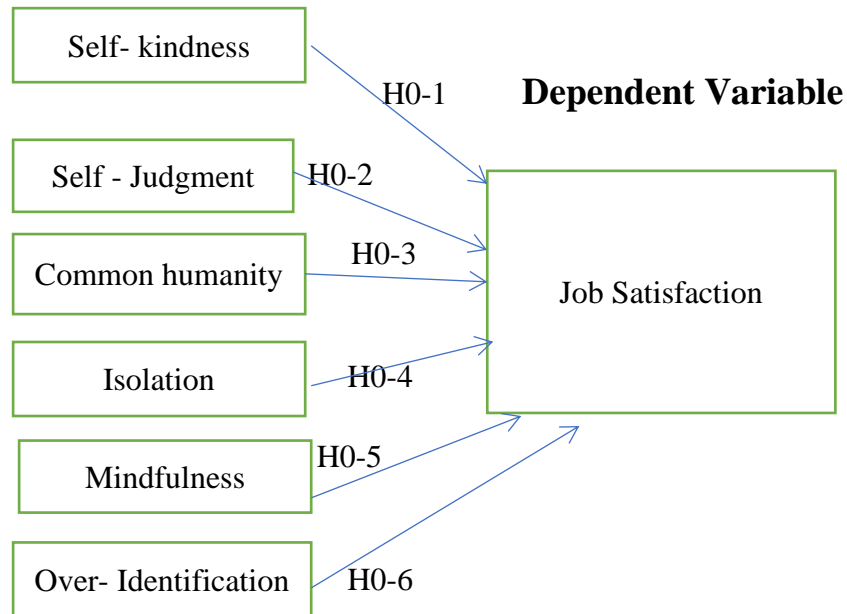
The main objectives in this research are as follows:

- To Test if there is no significant relationship between self- kindness and job satisfaction.
- Additionally test that there is no significant relationship between self -judgement and job satisfaction.
- As well, that there is no significant relationship between common humanity and job satisfaction.
- Furthermore, there is no significant relationship between Isolation and job satisfaction.
- Moreover there is no significant relationship between mindfulness and job satisfaction.

- And Finally, that there is no significant relationship between over identification and job satisfaction.

Research Model

Independent variable Workplace self-compassion



Research Importance

As mentioned in the research problem and hypothesis development section, a lack still exists about the understanding and comprehension of both variables understudy together. To be more specific, as far as the researcher knows, this is the first time this study was conducted on schools in Egypt. That's why the researcher believes that this research based on its result is considered as a contribution to not only the literature as a an

additional manifestation of the real life for both workplace compassion and satisfaction, but as well for schools through the results obtained that will provide insights about the actual behaviors of teachers and how they actually react and how to either benefit or require improvement on the deficiencies in the relationship understudy. All of which will be provided in the recommendations section as result of the statistical analysis.

Method

Research setting and participants

This study was conducted among schools within Cairo governorate in Egypt. The sample was a random sample and since the population was an expected number over 10000 teachers, the researcher indicated that the sample number was equivalent to 384. The researcher was able to collect an equivalent total of 408 valid responses that is more than the expected sample size. Results of which indicated that they were distributed into (130) males representing (31.9%) of the sample and (278) female teachers representing (68.1%) of the sample.

Additionally, the sample involved (96) teachers as being single, (137) as being engaged, (164) as being married, only one teacher was widowed and finally (10) were divorced. A number of (210) represented an age category of 30 and less, (138) were from 30 till 40, (50) teachers were ranging from 40 to 50 in age and finally (10) teachers were 50 and less.

The researcher believes that if the study indicated the exact nationality of the teachers, the results achieved would have been affected differently.

Measures

Workplace self-compassion

The researcher depended on Neff's 2003 Scale for Self-compassion where a 26-item measure was used to get responses depending on a five-point likert scale ranging from 1 "Strongly disagree" to 5 "strongly agree". It included six subscales for the six dimensions of self-compassion: Self-Kindness, Self-Judgment, Common Humanity, Isolation, Mindfulness and Over-Identification,

Self-Judgment, Isolation, and Over-identification items are reverse-coded to represent a lack of uncompassionate self-responding, The SCS has good reliability and its factor structure was confirmed in 20 international samples.

Job Satisfaction

The researcher adapted the Minnesota Satisfaction Questionnaire (Martines & Proença, 2012) which is considered one of the outputs from the "Work Adjustment Project" at the University of Minnesota. The Minnesota Satisfaction Questionnaire (MSQ) was put together to measure an employee's satisfaction with their particular job. The MSQ originally consisted of a 100-item, self-report survey which was used to measure job satisfaction across 20 different dimensions, represented through five statement questions for each dimension.

However a short-form of the MSQ was derived from the original one was constructed It consisted of 20 items from the long form of the MSQ that best represent each of the 20 scales. The data were analyzed using the SPSS software and for all analyses, statistical significance was set at $P < 0.01$ or $P < 0.05$. This is considered a self-reporting measure, suitable for individuals of all school levels. The 20 MSQ-short version items were rated on a 5-point Likert scale (1 "Strongly agree", till 5 "strongly disagree").

Item responses showed that the lower the score, the lower the level of job satisfaction.

The researcher chose to depend on this particular scale since it presented several advantages: it was a well-known and stable over the time instrument; previous researches yielded excellent coefficient alpha values (ranging from .85 to .91). Moreover, the MSQ has been widely studied and validated (Fields, 2002).

Statistical Analysis

First: Normality Test

The researcher carried out a normality test on the collected data to test whether it's normally distributed or not using Shapiro-Wilk tests as recommended by Uma Sekaran (Sekaran, 2003), The table below shows that all the variables are ($p < .05$) which indicates that those variables are not normally distributed within the sample.

According to the central limit theorem which proposes that large samples more than 30 or 40 means can be considered normally distributed regardless the distribution of the population (Field, 2009; Ghasemi & Zahediasl, 2012). Accordingly, the researcher concluded that parametric test of the collected data can be used for carrying out statistical tests such as correlation and regression analysis.

<i>Tests of Normality</i>			
	Shapiro-Wilk		
	Statistic	df	Sig.
Self_Kindness	0.691	408	0.000
Self_Judgment	0.694	408	0.000
Common_Humanity	0.691	408	0.000
Isolation	0.705	408	0.000
Mindfulness	0.686	408	0.000
Over_Identification	0.695	408	0.000
Satisfactoin	0.691	408	0.000

Second: Cronbach Alpha report

In the preliminary analysis test, the researcher assessed the internal consistency of the research instrument. Overall, all of the instrument scales had acceptable reliability. Internal consistency for the variables was estimated using the reliability score, Cronbach's alpha, with the Cronbach's alpha of .70 representing acceptable reliability (Nunnally, 1978).

The internal consistency reliability for the scales of Self-Kindness (5 items), Self-Judgement (5 items), Common Humanity (4 items), Isolation (4 items), Mindfulness (4 items), Over Identification (4 items), Workplace self-compassion (26) and Satisfaction (20) were .959, .958, .969, .928, .947, .969, .993 and .991, respectively

Construct	Cronbach's Alpha	N of Items
Self-Kindness	0.959	5
Self-Judgement	.958	5
Common Humanity	0.969	4
Isolation	.928	4
Mindfulness	.947	4
Over Identification	.969	4
Workplace self-compassion	.993	26
Satisfaction	0.991	20

Third: Correlation Test Analysis

A Correlation test can be defined as a statistical test used to check the relationship or association between two or more variables. In this paper the researcher conducted a correlation test on the collected data to test the relationship between the dependent variable (job satisfaction) and independent variables (workplace self-compassion). Since an interval scale was used in the

questionnaire items for all variables, the Pearson correlation coefficient was adapted to measure the correlation between the

two variables (Sekaran & Bougie, 2016). The correlation coefficient (r) ranges between -1 and +1, where -1 represents a perfect negative correlation between two variables and +1 represents a perfect positive correlation between two variables (Sekaran & Bougie, 2016). In case of positive correlation between two variables, that means they are going together in the same direction either rising or falling, while in negative correlation that means they have opposite directions as one variable rises up, the other falls down. The effect size of correlation coefficient has been benchmarked to behavioral sciences to give the practical interpretation cutoffs of the correlation results, according to Cohen guidelines this test followed cutoff intervals for the effect size of correlation coefficient as shown in table below (Cohen, 1988; Cohen et al., 2003; Nolan & Heinzen, 2011; Bosco et al., 2015).

<i>Correlations</i>								
		Self_Kindness	Self_Judgment	Common_Humanity	Isolation	Mindfulness	Over_Identification	Satisfaction
Self_Kindness	Pearson Correlation	1	.962**	.982**	.948*	.985**	.974**	.983**
	Sig. (2-tailed)		0.000	0.000	0.000	0.000	0.000	0.000
	N	408	408	408	408	408	408	408
Self_Judgment	Pearson Correlation	.962**	1	.975**	.976*	.965**	.987**	.974**
	Sig. (2-tailed)	0.000		0.000	0.000	0.000	0.000	0.000
	N	408	408	408	408	408	408	408
Common_Humanity	Pearson Correlation	.982**	.975**	1	.957*	.987**	.980**	.987**
	Sig. (2-tailed)	0.000	0.000		0.000	0.000	0.000	0.000
	N	408	408	408	408	408	408	408

	tailed)							
	N	408	408	408	408	408	408	408
Isolation	Pears on Correlation	.948**	.976**	.957**	1	.942**	.974**	.958**
	Sig. (2-tailed)	0.000	0.000	0.000		0.000	0.000	0.000
	N	408	408	408	408	408	408	408
Mindfulness	Pears on Correlation	.985**	.965**	.987**	.942*	1	.975**	.986**
	Sig. (2-tailed)	0.000	0.000	0.000	0.000		0.000	0.000
	N	408	408	408	408	408	408	408
Over_ Identification	Pears on Correlation	.974**	.987**	.980**	.974*	.975**	1	.976**
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000		0.000
	N	408	408	408	408	408	408	408
Satisfaction	Pears on Correlation	.983**	.974**	.987**	.958*	.986**	.976**	1
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000	0.000	
	N	408	408	408	408	408	408	408

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

Fourth: Linear Regression Analysis:

As shown below, the unstandardized regression coefficient (B = .968, $p < .001$) indicates that for every one-unit increase in Self-Kindness, there will be .968 unit increase in job satisfaction in case we consider all other variables are constant.

Model Summary ^b						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson	
1	.983 ^a	0.966	0.966	0.21575	2.726	
a. Predictors: (Constant), Self_Kindness						
b. Dependent Variable: Satisfactoin						
ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	532.598	1	532.598	11442.245	.000 ^b
	Residual	18.898	406	0.047		
	Total	551.496	407			
a. Dependent Variable: Satisfactoin						
b. Predictors: (Constant), Self_Kindness						
Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.225	0.034		6.578	0.000
	Self_Kindness	0.968	0.009	0.983	106.968	0.000
a. Dependent Variable: Job-Satisfaction						

As shown below the unstandardized regression coefficient (B = 0.939, $p < .001$) which indicates that for every one unit increase in Self-Judgment, there will be 0.939 unit increase in job Satisfaction in case we consider all other variables are constant.

Model Summary ^b						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson	
1	.974 ^a	0.948	0.948	0.26553	2.023	
a. Predictors: (Constant), Self_Judgment						
b. Dependent Variable: Satisfactoin						
ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	522.870	1	522.870	7415.879	.000 ^b
	Residual	28.626	406	0.071		
	Total	551.496	407			
a. Dependent Variable: Satisfactoin						
b. Predictors: (Constant), Self_Judgment						
Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.186	0.043		4.329	0.000
	Self_Judgment	0.939	0.011	0.974	86.115	0.000
a. Dependent Variable: Satisfactoin						

Following is the unstandardized regression coefficient (B = 1.001, p < .001) which indicates that for every one unit increase in Common-Humanity, there will be 1.001 unit increase in job satisfaction in case we consider all other variables are constant. Additionally, the unstandardized regression coefficient (B =

Model Summary ^b						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson	
1	.987 ^a	0.973	0.973	0.19048	2.170	
a. Predictors: (Constant), Common_Humanity						
b. Dependent Variable: Satisfactoin						
ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	536.765	1	536.765	14793.529	.000 ^b
	Residual	14.731	406	0.036		
	Total	551.496	407			
a. Dependent Variable: Satisfactoin						
b. Predictors: (Constant), Common_Humanity						
Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-0.019	0.032		-0.578	0.563
	Common_Humanity	1.001	0.008	0.987	121.629	0.000
a. Dependent Variable: Satisfactoin						

1.005, p < .001) indicates that for every one unit increase in

Isolation, there will be 1.005 unit increase in Satisfaction in case we consider all other variables are constant.

Model Summary ^b						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson	
1	.958 ^a	0.917	0.917	0.33600	1.970	
a. Predictors: (Constant), Isolation						
b. Dependent Variable: Satisfactoin						
ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	505.660	1	505.660	4479.035	.000 ^b
	Residual	45.835	406	0.113		
	Total	551.496	407			
a. Dependent Variable: Satisfactoin						
b. Predictors: (Constant), Isolation						
Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-0.045	0.058		-0.764	0.446
	Isolation	1.005	0.015	0.958	66.926	0.000
a. Dependent Variable: Satisfactoin						

The table below shows the unstandardized regression coefficient (B = 0.925, p < .001) which indicates that for every one unit increase in Mindfulness, there will be 0.925 unit increase in Satisfaction in case we consider all other variables are constant.

Model Summary ^b						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson	
1	.986 ^a	0.972	0.972	0.19487	2.164	
a. Predictors: (Constant), Mindfulness						
b. Dependent Variable: Satisfaction						
ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	536.078	1	536.078	14116.639	.000 ^b
	Residual	15.418	406	0.038		
	Total	551.496	407			
a. Dependent Variable: Satisfaction						
b. Predictors: (Constant), Mindfulness						
Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.326	0.030		10.871	0.000
	Mindfulness	0.925	0.008	0.986	118.813	0.000
a. Dependent Variable: Satisfaction						

Finally, the unstandardized regression coefficient ($B = 0.973$, $p < .001$) indicated in the below table explained that for every one unit increase in Over-Identification, there will be 0.973 unit increases in job Satisfaction in case we consider all other variables are constant.

Model Summary ^b						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson	
1	.976 ^a	0.953	0.952	0.25382	1.684	
a. Predictors: (Constant), Over-Identification						
b. Dependent Variable: Satisfaction						
ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	525.340	1	525.340	8154.617	.000 ^b
	Residual	26.156	406	0.064		
	Total	551.496	407			
a. Dependent Variable: Satisfaction						
b. Predictors: (Constant), Over-Identification						
Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.121	0.042		2.915	0.004
	Over-Identification	0.973	0.011	0.976	90.303	0.000
a. Dependent Variable: Satisfaction						

Discussion

An explanation for the statistical analysis showed the following results. First of all the researcher carried out a normality test to indicate which statistical tools to adopt in this study. Results of which showed an average above 0.6 thus correlation and

regression analysis were adopted. Secondly came the Cronbach alpha for measuring the consistency and reliability of the instruments used .Results of which showed results above 0.9 which means that the instruments can be depended upon in this study. Thirdly came the correlation analysis which resulted in the following outings:

The results indicated a statistically significant positive correlation between Job Satisfaction and Self-Kindness which means a higher Satisfaction is associated with higher Self-Kindness in this sample. The correlation between Satisfaction and Self-Kindness is considered to be strong since the correlation coefficient ($r = -.983, p < .000$).

Moving over to the second dimension results indicated that a statistically significant positive correlation existed between job Satisfaction and Self-Judgment which means a higher Satisfaction is associated with higher Self-Judgment in this sample.

The correlation between Satisfaction and Self-Judgment is considered to be Medium since the correlation coefficient ($r = .974, p < .000$).

Concerning the third dimension of workplace self-compassion, results shown a statistically significant positive correlation between job Satisfaction and Common-Humanity which means a higher Satisfaction is associated with higher Common-Humanity in this sample. The correlation between job Satisfaction and Common-Humanity is considered to be Medium since the correlation coefficient ($r = -.987, p < .000$).For the fourth dimension results revealed a statistically significant positive correlation between Satisfaction and Isolation which means a higher Satisfaction is associated with higher Isolation in this sample. The correlation between

Satisfaction and Isolation is considered to be strong since the correlation coefficient ($r = .958$, $p < .000$).

Additionally for the fifth dimension, results reached indicated a statistically significant positive correlation between Satisfaction and Mindfulness which means a higher Satisfaction is associated with higher Mindfulness in this sample. The correlation between Satisfaction and Mindfulness is considered to be Medium since the correlation coefficient ($r = -.986$, $p < .000$). Finally for the sixth and last dimension of workplace self-compassion, the results concluded that a statistically significant positive correlation between Satisfaction and Over-Identification existed which means a higher Satisfaction is associated with higher Over-Identification in this sample. The correlation between Satisfaction and Over-Identification is considered to be Medium since the correlation coefficient ($r = -.976$, $p < .000$).

Furthermore a regression analysis was carried out by the researcher through a simple linear regression test to assess the effect on job satisfaction (outcome variable) based on Self-Kindness (predictor variable), the results shown indicated a significant regression equation ($F(1, 406) = 11442.245$, $p < .001$), and R^2 of 0.966.

Additionally, the researcher carried out a simple linear regression test to assess the effect on job satisfaction (outcome variable) based on Self-Judgment (predictor variable), results of which indicated a significant regression equation ($F(1, 406) = 7415.879$, $p < .001$), and R^2 of 0.948. Continuously, the researcher carried out a simple linear regression test to assess the effect on job Satisfaction (outcome variable) based on Common-Humanity (predictor variable), indicating a significant regression equation ($F(1, 406) = 14793.529$, $p < .001$), and R^2 of .973. Then, the researcher carried out a simple linear regression test to assess the effect on job satisfaction (outcome variable) based on Isolation (predictor variable) indicating a

significant regression equation ($F(1, 406) = 4479.035, p < .001$), and R^2 of 0.917.

Same wise, a simple linear regression test was used to assess the effect on job Satisfaction (outcome variable) based on Mindfulness (predictor variable), the results of which indicated a significant regression equation ($F(1, 406) = 14116.639, p < .001$), and R^2 of 0.972. Finally, the researcher carried out a simple linear regression test to assess the effect on job satisfaction (outcome variable) based on Over-Identification (predictor variable), that resulted in a significant regression equation ($F(1, 406) = 8154.617, p < .001$), and R^2 of 0.952. All of which rejected the main hypothesis that there is no significant relationship between workplace self-compassion and job satisfaction and proved that a strong significant relationship existed between the two variables under study. That is a clear support of Frost's (1999) declaration that compassion does, indeed, count.

Supporting those previously mentioned statistical results, the researcher's literature review revealed that organizational researchers have gathered evidence on how self-compassion relates to several antecedents, outcomes, and interventions, confirming the stated belief that self-compassion is as a timely topic as forever. For work place self-Compassion is considered as of everyday human action at work that prompt feelings that eventually affects people's attitudes and behaviors (Frost,1999).

Compassion isn't taught, it's more of a natural trait. (Heffernan, Quinn Griffin, McNulty, Fitzpatrick. 2010). That's why, this research is considered as being both heartbreaking (Whiteman 2010) and heartwarming (Dutton & Workman 2011) at the same time, revealing an emotional readiness state for working with these ideas through the variety of conceptual and empirical challenges associated with a new application field. It has been discussed in previous literature that the pressure to maintain

compassionate care is perhaps unrealistic. (Kneafsey, Brown, Sein, Chamley, Parsons, 2016). That's why the researcher selected teachers as an application field for their sensitive and intimate nature as in dealing with children.

Teachers' are always considered as of a specific nature of employees, who deal with different operating conditions and experience higher levels of work stress in comparison with typical organizations' employees (De Nobile & McCormick, 2005; Klassen et al., 2010a). Unlike other organizations' employees, teachers have many duties and responsibilities. They are expected to teach students, insure their safety and healthy atmosphere, communicate with parents, other teachers, specialists and administrators, enhance and develop themselves to keep up with the surrounding changes whether in life itself and its changes or in the educational field, administer documents, organize school trips and complete other orders or tasks delivered to them either by the government or school administration (Comber & Nixon, 2009). In addition to that many times teachers meet problematic students of various ages or parents who are so difficult to deal with.

Those different dilemmas require interactions of communication, problem solving, and conflict managing skills. *"Relationships with students are largely contributing to teachers job satisfaction"* – states Rama tulasamma and Bhaskara Rao (2003, p.71). Other researchers highlight some of the aspects they face with job satisfaction as: students' characteristics and behavior, classroom control, availability of the resources, relations with students, colleagues and administrators . That's why assessing some of the personal aspects of teachers such as gender, age, marital status had an impact on the results reached and effect on this researches validity. For the emotional state of women showed that they were more involved in the teaching process than men, which proves to be correct giving the natural

motherhood instincts as well as upbringing that are found by nature within females more than males.

Conversely, unlike most of previous researchers (Ghayas & Siddiqui, 2012) who have studied job satisfaction as a multi-dimensional construct, this study has used job satisfaction as one dimensional construct. This concept was adopted because mainly the researcher was primarily concerned about exploring the use of workplace self-compassion dimensions as the antecedents of job satisfaction. Results of which showed that the dimensions of workplace self-compassion have significant association with the job satisfaction.

Limitations

Although this paper is considered as a main contribution to the literature there still remain some limitations that will be of great support to future researcher.

First of all, the generalizability of the findings in this study may be limited due to cultural reasons. (Conway& Lance, 2010). This research was conducted in Egypt, an Arab African country where the influence of Egyptian students on teachers surely had an impact on them. In order to validate the results from the current study, more studies including samples from other countries and cultural backgrounds are needed. Additionally, the cultural context of the teachers as well should be also taken into account regarding the interpretation of the following study's results, a point that the researcher couldn't identify since the study didn't include the nationality of teachers. Researchers Byrne and Van de Vijver state that "*testing for equivalence of a measuring instrument in large-scale cross-cultural studies can be fraught with difficulties*" (Byrne & Van De Vijver, 2010,p.128). That means that different cultures with their own values, religion, and socioeconomic status may have an impact on research findings.

Secondly , since the use of self-reports in this research study was inevitable, both the information collected on both

independent and dependent variables were received from the same respondents simultaneously, raising an issue about a potential common method bias. However, it is very important and critical to know that self-reports do not always inflate the bias. Thus the researcher suggests that in the future the same research could be conducted using peer assessment or managers assessment, which will indeed have a great impact on the results.

Thirdly and finally, the researcher faced a problem with the availability of time to conduct research for obtaining the required data. Time was one of the limitations faced which has restricted the researcher to add more information about the importance of this topic.

Recommendations

The researcher provides the following recommendations for future researchers as follow:

- The same study should be conducted in other countries where the cultural impact will definitely be of great value.
- A comparative study could be conducted between teachers of national schools versus those of international ones.
- Additionally, a comparative study might be conducted showing the difference in compassion levels from foreign teachers versus native teachers in international schools.
- The same study could be conducted using other assessment levels rather than just self-assessment such as peer or supervisors assessment.
- Workplace self-compassion can be measured for teachers with other adversely important behaviors such as turnover and burnout.

The researcher provides the following recommendations for schools:

First of all since the relationship between workplace self-compassion and job satisfaction has been proven to be positively correlated, schools management should work on improving this point by carrying out the following suggestions:

- Rewarding self-compassion behaviors to encourage teachers to keep on going.
- Open door policy is very important to keep in touch with how teachers are doing and feeling.
- Being alert as soon as negative prospects start to arise.
- Good positioning of teachers with the right stages according to their experience and projected ideas will be of great value.

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