Impact of Empathetic Leadership Behaviour on Organizational Outcomes: Reference to Global political leaders and Companies during COVID times

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Abstract:

In this study, researcher prime emphasis was made on empathetic leadership behaviour of leaders towards their employees. Various theories supporting empathy in relevance to leadership styles are addressed in this study. Empathetic leadership resulted in positive organizational outcomes like job satisfaction and innovation, task performance, employee stress, empathy in diverse workplace, behaviour towards global assignees, are addressed in this study. Various theories of empathy like Affective Event Theory (AET), Perception Action Mechanism Theory (PAM) , Leadership Member Exchange Theory (LMX) have been studied to ascertain its relevance to inculcate empathetic leadership behaviour in leaders. Eminent global political leaders' style of functioning during times of COVID has been explored in this study. Few firms, the way they supported their employees and contributed for society is also covered in this study. Main objectives of this study are to understand relationship between empathy and leadership behaviour, to know various organizational outcomes caused by empathetic leadership, to evaluate various theories of empathy in relevance to leadership behaviour. to study leadership behaviour of global leaders during times of COVID. This study is purely a conceptual one with an eye on large number of papers piled from literature. Findings have shown that leaders' behaviour certainly influence followers job performance, job satisfaction, ability to innovate new ideas, global assignees' work adjustment and workplace diversity in a positive manner and reduced employee stress.

Key words: *empathy, leadership style, organizational outcomes*

I. INTRODUCTION:

1. **EMPATHY:** Empathy is mostly caught rather than taught. Be at work place or in personal life, people are desperately in need of support to achieve desired goals a

nd objectives. The amount of engagement committed by an employee with a clarity of thought would ensure promised results, such accomplishments must have influenced by leaders. These leaders are committed to cement relationship with the followers and generate a sense of belongingness and strong bondage among themselves and thereby both the parties could able to sustain and fulfil endeavours (Bell & Hall, 1954; Holt & Marques, 2012). Empathy is a unique quality to understand and appreciate another person's achievement, during this process leader extend warmth, support, openness and job security (Long & Schultz, 1973; Mahsud, Yukl, & Prussia, 2010). Lot of research happened in the background of Empathy and witnessed a profuse literature on its drivers and possible outcomes. According to Riomar Obliopas; Felix Afable and Janette Rivera (2020) cognitive empathy established a positively significant relationship with the performance of a leader. Increased job satisfaction and secured working environment enable employees to cater organizational needs in the lines of innovation is considered to be epithetical behaviour of a leader (Danish, 1969; Long & Schultz, 1973; Mahsud et al., 2010)

In this study researcher's prime focus emphasized on empathetic behaviour and its effect on possible outcomes .Empathy is considered as capacity to feel what another person is experiencing from within the scope of individual's frame work. Empathy is key component of emotional intelligence and is carrying high relevance to leadership (Bar-On & Parker, 2000; Salovey & Mayer, 1990). Empathy is stepping into another's shoes and know inner feelings of the victim . From the findings of (Brown et al. 2011; Dutton et al. 2014; Keltner 2009; Wilson and Wilson 2008) it is revealed that being empathy towards others is a biological, psychological and learned phenomenon. Many social scientists and biologists have proven that humans are others oriented as it make sense to call us a social animals and we need survive others.

1.1 **IMPORTANCE OF EMPATHY**:

Few years ago, male engineers instructed by Ford Motor Company to wear an empathy belly, works like a simulator made them to experience symptoms of a pregnant women. They were asked to experience back pain, discomfort, bladder pressure and even an extra weight of 30 pounds or so. Whole sequence was designed to know difficulties faced by a pregnant women while driving in the form of reach, shifts in posture and general bodily awkwardness. Later they were stimulated to know difficulties involved in driving through a foggy vision and stiff joints of   elderly drivers. Whole episode is meant to know difficulties from other point of view, could be named as empathy. Which Henry Ford once famously said was the key to success. (Adam Waytz,2016).

Empathy is emerging as a needy part of 21st century leadership quality   and can no longer be ignored if we want to prevent furtherance of ethical disasters in the business world. There are many exciting reasons to say why empathy really matters. Employees' performance depends on the warmth and support extended by the leader. Due to managing key result areas like integration of technological advancements with business process units , increase in degree of competition, ever changing expectations of customers, shorter product life time, volume versus variety of production, the leaders' role has become cumbersome and inevitably required them to coddle employee individual preferences and further compelled leaders to resolve followers issues on case to case base personally. Leader's empathy can ease stressors of employees and eventually transforms their behaviour from destructive to productive. followers can respond in a constructive manner, when a leader tend to show genuine worry toward them and speak honestly by leaving nepotism aside. Some of the researches

shown that leader's civility is earmarked by followers and they show better performance and become competent enough to lead organisation in a productive manner. Followers get relief from suffering and well connected to their boss and show higher level of engagement and is quite possible, when leader show compassion (Dutton et al. 2014; Miller 2013).

2.0 OBJECTIVES OF THE STUDY

To understand various theories pertaining to empathetic leadership behavior.

To study relationship between empathetic leadership behavior and organizational outcomes.

To compare and contrast empathetic behavior exhibited by global political leaders during turbulent times of COVID

To understand the contribution of various companies in exhibiting empathy towards their employees and society during COVID pandemic situation.

2.1 RESEARCH GAP & PROBLEM:

Empathy appears to be low on the list of critical leadership skills among business students (Holt & Marques, 2012). This could be perceived as a result of the firm, resolute leader who cared little or nothing about the ideas or sentiments of his or her followers.

According to (Brown et al, 2010), though he found that narcissistic and empathetic personality traits are significant predictors in ethical decision making, empathy witnessed among business students and leaders are considered to be negligent .

 Brown et al. (2010) said that empathy seems to be a frequently recurring theme upon research scholars' contribution in determining good leadership in contemporary times. Empathy was linked to higher burnout and secondary traumatic stress, according to Gleichgerrcht an d Decety (2013).

It's an alarming situation that, Increase in employee stress, burnout and turnover intentions will downsize productivity of the organization. With the technological advancements, globalization and unforeseen contingencies like the COVID-19 situations, employees are facing greater risk of burnout and raising turnover intentions. Hence this problem should be addressed with lots of care and leader should understand the importance of empathy.

 Hence, it's worth studying to know the effect of empathetic leadership behaviour on organisational outcomes

2.2 METHODOLOGY OF THE STUDY

This study is purely a conceptual paper. Literature pertaining to the topic selected was reviewed by the researcher through secondary source of data. Various findings generated by eminent researchers in the area of empathetic leadership behavior were considered and evaluated with respect to the objectives mentioned in the study. Results are with drawn form the survey conducted by prominent research consultancies were used in this study, specifically data pertaining to leadership behavior during the times of COVID-19 times.

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Thorough literature review was carried out in relevance to title of the study and also based on the inferences drawn by authors

3. THEORIES SUPPORTING EMPATHY:

3.1 AFFECTIVE EVENTS THEORY (AET): This theory primarily focus on within-person's variability in emotions (Weiss & Cropanzano 1996). According to this theory average emotional baseline and affective events that occur in work place are major factors to influence people's emotions and moods. Automatic empathic response is triggered due to workplace situations. Affective empathy is feeling emotions of others witnessed automatically. For example a research on Mirror Neuron System (MNS) conducted by Di Pellegrino, Fadiga, Fogassi, Gallese & Rizzolatti, (1992); Gallese, Fadiga, Fogassi, & Rizzolatti, (1996); Rizzolatti, Fadiga, Fogassi, & Gallese, (1996) explained facts that there are certain visuomotor neurons in premotor cortex of monkeys discharge similar action, when one monkey watching another what it is performing. Similar evidence in humans can be seen in motor cortex activation in similar areas as mirror neuron regions permit us to acknowledge the suffering of others. These automatic response tend to gear up when we attend emotions of others. Our physiological and affective state is always altered when we empathize others (Vignemont & Singer, 2006)

According to this AET theory, there are two types empathy. Affective empathy is feeling the emotion of others and cognitive empathy is knowing the emotions of others. This theory even applied with reference to age and gender. As individual grew older ,affective empathy is more likely to increase (Sze, Gyurak, Goodkind, & Levenson, 2012) and is true to believe that older people may have influential experiences, which make them feel empathized and reverse is not true (Hall, Andrzejewski, & Yopchick, 2009). We would have witnessed and even personally experienced within our family life that gender reference says female are more empathetic than male and having strong Mirror Neuron System (MNS) (Pfeifer and Dapretto 2009) and they might be more caretaking and less analytics then male (Baron-Cohen, 2002).

3.2 PERCEPTION-ACTION MECHANISM THEORY (PAM):

According to this theory, action or any discomfort undergoing by a person is equally reciprocated by others and eventually discharge pain and emotion towards their grief. Person who is indorsing emotional state in others will activate neural region of same related feelings in those of perceiving visually and audibly. Evidence from neural self-overlap, according to Preston & de Waal, (2002); Preston & Hofelich, (2012) when we observe people feeling painful and distress during turbulent times, we show our concern and try to make them feel comfortable. Based on person's need and valuing their welfare it is proposed to notice that we respond to his pain and grief (Batson, 1991; Batson et al., 2007).

3.3 LEADER MEMBER EXCHANGE THEORY:

 LMX Graen & Cashman, (1975); Lloyd, Boer & Voelpel, (2017) This theory of leadership is a popular one. It creates a strong bondage between employers and employees to an extent of going beyond work place agreements and establish mutual consensus among themselves and leveraged by both the parties. Here, followers commit an extra role behaviour and leaders provide followers with liberty and freedom. A leader who is unable to form high-quality relationships is less likely to become more

effective than one who can do so. (Graen and Uhl-Bien, 1995). LMX is exchange process, in which follower would work beyond the schedules and targets and leaders provide them benefit regardless of workplace efforts. LMX theory will get into practice when followers are ready to perform extra role behaviour (Graen & Cashman, 1975; Graen, Scandura, & Graen, 1986).

3.4 SERVANT LEADERSHIP THEORY:

Servant leadership theory is of different shade from LMX as it focus more on non-exchange aspects of leadership. It gives prominence to leaders' ability to understand follower's emotional needs. Servant leadership formulate specific guidelines to be followed to understand difficulties of the followers. It developed statements so as how a leader should treat a followers (Mikkelson, Sloan, & Hesse, 2017; Russell & Stone, 2002). Here the leader is more worried about followers' outcomes at workplace environment. Having known that leader's performance is highly knotted with followers achievement, clear set of rules are propounded by servant leaders in achieving desired goals.

3.5 INITIATING STRUCTURE AND CONSIDERATION: Theory of initiating structure leader will strongly engage both empathy and specified structure to achieve desired results and consideration (Judge et al., 2004; Weissenberg & Kavanagh, 1972). The primary focus of leadership here is on managerial style rather than the dyadic relationship. However, initiating structure and consideration (ISC) remains the theory most similar to empathetic leadership whereas leaders are forced to ascertain how a leader can inspire and influence their followers and manage their emotional needs. Creating a positive working environment and mould follower needs to achieve goals on time in a persistent manner is an ultimate schema of this type of initiating structure and consideration.

1.0 EMPATHETIC LEADERSHIP BEHAVIOR OUTCOMES:

Cognitive abilities of a person are witnessed by us during the times of resolving rigid issues and we called him as leader (Atwater, Dionne, Avolio, Camobreco, & Lau, 1999; Atwater & Yammario, 1993; Lord, De Vader, & Alliger, 1986). Creative abilities of a leader is ascertained during the times of managing complex tasks (Humphrey, 1985; Humphrey & Berthiaume, 1993; Humphrey, Sleeth, Kellett, & Showalter, 2000).

As empathetic leadership is defined as feeling of ones in respect to difficulties of others and is assumed to be within the frame work of the individuals. Leader should extend empathy during the turbulent times of his follower and specifically when they failed to meet the define goals. Leader should respect the emotional needs of followers and share his bit of mind, concern, warmth, support and become solid baseline in his achievement. Here, in this study we witness some of the prominent outcomes of empathetic leadership behaviour.

1.1 LEADERSHIP STYLES:

Different leadership styles, such as transformational leadership, charismatic leadership, and servant leadership, have all been linked to empathy. (Gardner & Stough, 2002). Empathy shown by Leaders depends on the style to which they belongs to. As all roads lead to Rome, end result is same, as all leadership styles would follow the path of empathetic behaviour towards their followers.

Leaders' behaviour is highly influenced by empathy towards follower's emotion and existing work place situations. Leader cognitive abilities drive followers to achieve desired targets on time with less

cost. Mutual understanding and unconditional compassion towards followers' achievement obviously create a congenial atmosphere. Leaders are anxious about employee outcomes and followers are fretful on their compensatory benefits and these mutual preferences could be attained by empathetic behaviour of leaders. (Kellett, Humphrey, 2002) and (Sleeth , 2006) found that empathy is the most important predictor of leadership. Ability to have and show empathy is prominent part of leadership quality to ensure high level of commitment and optimum productivity. For example transformational leaders shows empathy in order to acquire their follower's needs and achievement (Bass, 1985). Whereas authentic leader are meant to have awareness about others. (Mahsud, Yukl, and Prussia, 2010) disclosed that relationship-oriented leadership behaviour can be expected from the leaders who can exhibit high amount of empathy.

1.2 EMPATHY AND JOB TURNOVER

Leaders who are willing to show compassionated behaviour towards employees will certainly inspire and empower them to perform job with an ease of doing. Employees feel in secured, specifically in these days of ever changing environment in the areas of technology, organization structure, and information sharing and talent management. It's a big call from industry to employees to fine tune their skills and stay updated with the latest innovations, in this process employees may feel in secured and they need a bit of empathy from leaders to show better performance. Thus empathy may reduce job turnover and protect employees from losing their jobs. "Task empathy, openness and communication are considered to be linked with transformational to leadership, low job turnover, leadership effectiveness, and individual advancement" (Rosete & Ciarrochi, 2005).

1.3 EMPLOYER-EMPLOYEE RELATIONSHIP:

Organization success depends upon the information sharing practices among employer and employees. Such practices can result in acquiring key performance indicators of organizations like increased brand image, market share, productivity, sales and quality. Relationship among employer and employee plays crucial role in determining the effectiveness of organisational climate. Leader's role is impeccable in shaping commitment based organizations where employees are self-committed and productive oriented. Leader job plays vital in influencing follower's behaviour, he need to perform a role of counsellor, share a bit of mind and create a climate where follower can explore his problems, thus leads to favourable relationship among employer and employee. There has been a great concern towards employer and employee relationship and leadership effectiveness   due to changes in market growth and rapid globalization . In the global economy, leadership effectiveness helps to grow businesses and compete more effectively in the global economy (McCuddy & Cavin, 2008)

1.4 JOB SATSIFACTION AND INNOVATION:

Leader creates a wonderful organizational climate with enough space, where performers would exhibit talent. This will certainly distress employee work feelings and reduce friction among leaders and followers, provided all this happens when followers start believing in leaders. Showing empathy towards employees motivate their inherent talents and obviously make them to stand united and give exponential rise in productivity. Having leader compassionate with the follower's achievement and respond positively with   pay, role clarity, career development opportunities will create a positive climate to achieve job satisfaction. "While many potential affective improvements exist, a follower's

job satisfaction provides a good proxy for and overall measure of someone's workplace mental state"(Bures, Henderson, Mayfield, Mayfield, & Worley, 1995; Wilkin, 2013).

Leader extend helping hand to test on results practiced by followers to identify innovative thoughts. This should help him to downsize risk and feel safer in conducting experiments till achieve desired results and also same with the stress levels. Employee innovation is most likely outcome an emphatic leadership. Leaders' behaviour would free flow thoughts of followers with guaranteed rewards thus, result in employee innovation (Amabile, Schatzel, Moneta, & Kramer, 2004; M. Mayfield, 2011). Hence, empathy is associated with job satisfaction and innovation.

1.5 JOB PERFORMANCE:

It's not surprise to say that Job performance is an indicator of employees, tells us about the amount of concern they received from leaders. It was concluded by majority of the researchers that there exist an association between job performance of the employees and empathy exhibited by their leaders. "Managing group members' emotions are highly attributed with task performance of the employees"(Pescosolido, 2002).

According to Centre for Creative Leadership (CCL), conducted a survey on 6,731 Managers from 38 countries to reveal that "Empathy is favourably associated to job performance, and empathic feeling plays a crucial part in building this paternalistic climate of support and protection in these high power-distance cultures to promote successful job performance." Empathy is a skill that can be developed, and leaders may need to work on their ability to show empathy. Fortunately, empathy is a skill that can be learned rather than a personality trait.

1.6 BIG PERSONALITIES OF MGT :

Five different measurements of the big-five personality model are neuroticism, extroversion, openness, agreeableness and conscientiousness. There are research findings from many studies that there exists relationship between empathy and elements of big-five personality model. Tran (2013) studied 794 Austrian public cases and found that the measurement openness was positively correlated with the empathy. Nurses with higher openness personalities had higher empathy tendencies. Ina survey organized on 99 nurses by Claxton-Oldfield and Banzen (2010) and same is compared with general population, it was found that the big five personality measurements like agreeableness, openness, and extroversion exhibited high scores with empathy and low score with neuroticism.

1.7 EMPLOYEE STRESS:

Empathic leaders' behaviour has certain effect on stress levels of the employees. Employees experiencing empathy from the leaders are less likely to fall under stress and shows favourable path towards attainment of optimum productivity (Scott et al. 2010). From the study of (McColl-Kennedy & Anderson ,2002) it was revealed that feelings of optimism and feelings of nervousness of subordinates are highly influenced by empathy demonstrated by leaders, which in turn influenced sales performance. According to (Xiuyu, Jing, Lina, Zahang, Chang, Yuje 2021) having sm

ooth workplace environment and improved empathy can limit the extensiveness of occupational stress among mental health nurses. There is an improvement in mood and relationship to humanization due to the role played by cognitive empathy. Scott, B. A., Colquitt, J.

4.8 EMPATHY IN DIVERSE WORK PLACE: Employees belonging to various cultural background go under culture shock for being exposed towards a diversified working environment. Global work force emerged from varied backgrounds are to be well received by leader's approach. Diversified work place environment is encircled by varied culture, value system, ethics, practices, and race. Leader should show empathy towards encouraging and stimulating employees to achieve desired goals. (Goleman, Boyatzis, and McKee 2002) say that empathy makes resonance possible whereas the lack of it creates dissonance.

5.0 EMPATHETIC LEADERSHIP BEHAVIOR OF HR DECISION MAKERS TOWARDS GLOBAL ASSIGNEES   DURING COVID-19:

International assignees faced pathetic situation during the turbulent times of Covid-19. Staying away from loved ones and disturbed mental health condition lead them to precarious situation. Organizations consoled them during pandemic situation through accidental virtual work environment and gave them warmth and support. Disturbed mind set, isolated away from others, horrified way of doing things are tested patience level of international assignees. Global HR leaders played major role in showing concern toward protecting their employees from being depressed.

5.1 EMPATHY TOWARDS GLOBAL EMPLOYEES:

 According to survey conducted by CARTUS, Global mobility Pulse survey (2020) it was revealed that their employees have shown deep concern upon their feelings and emotions. The following findings are revealed.28% of organisations have shown improvement in hardship allowance to be offered to their employees. During this global crisis, 86% of organisations are temporarily honouring full host country allowances and benefits for assignees who have returned to their home country. To keep key stakeholders updated, 78% of organisations have increased the level of communications with their employees on daily or bi-weekly basis to understand the evolving situations in their work place.

5.2 GLOBAL EMPLOYEE HEALTH CARE:

From the survey conducted on 568 global workforce (AXA, Global Health Care, 2020) findings revealed that 46%, working internationally has positively impacted their mental health. Although international working brings many challenges

82% of the employees expressed their satisfaction level upon the concern shown by their HR leaders when they have effected with general health issues during the times of COVID-19. of the employees of those who experienced challenges in managing mental health conditions.

73% of international workers agreed that their leaders care about their mental health and well-being and agreed that their leader are empathic in understanding their emotions. 80% agree that virtual mental health support played major role offered as a necessary part of employee benefit package. .

For 86% of those on assignment, technology enabled services led by leaders in form of medical therapy, counselling session have really helped them to manage personal relationships inturn helped them to come out of mental depression.

5.3 GLOBAL EMPLOYEE BENEFITS:

impact of empathetic leadership behaviour on organizational outcomes: reference to   global political leaders and companies during covid times

During the time of COVID-19, organisations show empathy towards their global assignees by offering various benefits. According to survey findings of AXA, world or work report (2021) being empathetic, the following are the benefits offered to expats located in various parts of the world. Travel insurance Tax and accountancy services, Accommodation costs, International health insurance Life insurance, Local health insurance, Travel costs home for holidays, Benefits to cover other transport costs, Income protection, Financial planning support, Initial relocation, costs Driver and car

6.0 THE BIG ENCHILADA – FAULT LINE LDEADERSHIP VS EMPATHETIC LEADERSHIP BEHAVIOR OF GLOBAL POLITICAL LEADERS DURING COVID-19.

Political leaders' concern towards nation plays major role in building image of a country, their behavioural approach towards responding to critical issues raise national interest. Leadership behaviour of renowned political leaders have considered in this study. Here, it is worth emulating to bring research work of Thomas Maak, Nicola M. Pless & Franz Wohlgezogen (2021a) who have classified fault line behaviour of leader as   Narcissism and ideological rigidity. Narcissism is called to be peculiar behaviour of a person, who is in full of love about himself and having prime concern about self-achievements. Narcissism is an old part of study and even considered to a dark side of leadership (Conger, 1990).

In his study they made emphasis on fault line leadership behaviour exhibited by global political leaders during the tough times of COVID-19 by US former President, Donald Trump and his Brazilian counterpart James Bolsonaro on one side and leaders who have shown empathetic and compassionate leadership behaviour by Jacinda Ardern, Prime Minister, New Zealand and chancellor, German, Angela Merkel.

Trump's behaviour earmarked   him as a narcissist, the way he exhibited reckless attitude towards US citizens during the turbulent times of COVID-19. His talks hardly, owned a flavour of empathy and more of inflated sense of self strands to his leadership achievements. Though death toll mount with the wide spread of deadly virus. Trump, shown reluctance to an inquiry over twitter and quoted "Never suggested it although, based on all the many things accomplished during the first 3 ½ years, perhaps more than any other Presidency, sounds like a good idea to me!"(Trump, Aug 10, 2020). US cases are multiplied and death are in rise toll, Trump says, he would not take responsibility for the 'Chinese virus' (Bruni, 2020). His word worked like 'fire accelerant' to the situation prevailing in covid conditions. He maintained to see not to expose health experts in press briefings and made himself occupied on 'success' of his administration's Covid-19 response and blaming Chine, Obama administration, Governors, WHO and democrats for rising cases in US(Qiu,2020).

 It is surprise to notice that New York times made an analysis and published on Trump's press briefing held on April 26, 2020 and it was found that the most repetitive theme were self-congratulations on handling of the COVID crisis for more than 600 times in 5 weeks; empathy for others or national unity was witnessed for only 160 times (Peters et al., 2020).

Leader empathy play's major role in determining individual and organizational goals. Few words of compassion, understanding feeling and emotions of others certainly minimize the level of uncertainty. Like Trump, another political leader Jair Bolsonaro, president of Brazil, who is less interested towards constitution charge , he was army captain before President of Brazil having militaristic views, at one

point he simply dismissed deadly virus as 'a measly cold' and when he was questioned by press people on extreme rise in death toll, he replied 'so what ? sorry, what do you want me to do ? ' (Londono et al., 2020a). Hence, these two leaders behaviour is considered to be fit example for fault line leadership.

 In contrast to the above approach of having polarization, careless communication with public and no empathy towards followers, Approach followed by Jacinda Ardern, prime minister, New Zealand and Angela Merkel, Chancellor, Germany exemplify pure compassion and empathy towards their citizens in the turbulent times of COVID-19. In her first press briefing she had soft spoken whole heartedly with care, compassion, empathy and responsibility to create a senses of security and belief in Government among citizens. Ardern followed 'go hard go early' principle. She deployed tactful and strategic oriented national effort in encountering challenges like lockdown, testing, contact tracing, quarantine measures, public education and people engagement (Jefferies et al., 2020). Ardern came under lime lights through her effectiveness in managing spread of virus. Her compassionate style of functioning rather I put,   her empathetic leadership skills has leveraged in 'high pubic confidence and adherence to a suite of a relatively burdensome pandemic-control measures' (Baker et a., 2020). Such initiatives gave a nice payoff in the form of prodigious support to have a subsequent victory in the elections held during October, 2020.

New Zealanders already experienced the demonstration of empathic behaviour from their Prime Minister, Jacinda Ardern prior to COVID-19, when she come through one of the darkest moments in history, two mosques hit by the terrorists in Christ Church on 15th March, 2019, killing 57 people during a Friday prayer. Ardern addressed the nation with compassion and genuine empathy,offering 'condolences and comfort to those affected both directly and indirectly by the attacks' (Blackwell, 2020, p. 14). She visited mosques, the very next day after the attacks to console people who lost their loved ones and met with community leaders. Her message was clear, shown empathy, compassion and met people face to face with their grief and extend support, respect and love towards the victims. Sometimes, Leader's action stimulate a kind of warmth and support in followers, such as Ardern, during her travels to mosque, she borrowed scorf from others.

 Germany's Chancellor Merkel holds a Ph.D. degree in the field of chemistry, she strictly implemented the guidelines issued by eminent German scientist of virology department over public freedom and governed 16 federal states not to lift restrictions too early (Kupferschmidt & Vogel, 2020; Sauerbrey, 2020). She took a role of orchestrator during these tough situations by showing empathy towards the citizen of Germany. In her speech, she addressed gathering with care, compassion and love. She says "There hasn't been a crisis for our country since the Second World War in which action in a spirit of solidarity on our side was so critical" (Merkel, 2020). Strategic decisions were formulated and implemented by Merkel's federal government by converging university medical departments into a single corona task force and funded extremely well to have action plan strategies in identifying treatment procedures, (Charite, 2020).

In this study, researchers focused on   behaviour of political leaders to say, Trump and Bolsonaro belongs to narcissism leadership style who are self-centred and never show empathy towards their people and failed to communicate at public stand. On other side, Ardern and Mekel behaviour exemplify true empathy and shown deep concern and compassion towards their citizens. Hence, Empathy plays important role in deciding success of individual or may be of business sphere.

7.0 EMPATH SHOWN BY RENOWNED ORGANIZATIONS DURING COVID TIMES IN INDIA:

7.1 TATA CONSULTANCY SERVICES (TCS):

COVID-19 Emergency Response Apex committee at firm level formulated holistic action plan and continuous monitoring is taking place across the globe with a prime objective of employee wellbeing. TCS built 11 Covid helath care centres in their premises across the cities of having capacity of 240 beds. Regular webinars, virtual meetings , interactives sessions, counselling services(TCS Cares), doctors suggestions, fitness sessions are organised along with 24*7 dedicated helpline associates to cater the needy one.

TCS extended helping hand by contributing 250 crore to the PM Cares Fund in order to support people under turbulent times of Covid-19. This company in Singapore collaborated with local Government and organized graduate skill upgradation program during Covid times along with its usual recruitment process.

TCS developed an Innovation centre in Hyderabad, where a team of scientists employed deep neural network-based generative and predictive models to identify 31 new molecules, indicating that a cure for COVID-19 is possible.

A team of TCS scientists employed deep neural network-based generative and predictive models to find 31 new molecules that offer promise for developing a cure for COVID-19 at TCS' Innovation Lab in Hyderabad, India.

7.2 WIPRO

Empathetic leaders always respond to emotions and feeling of their employee. Such empathetic attitude will result high in followers productivity. From the words of WIPRO, Chairman "India, where over 160,000 of our employees are based, is emerging out of a ravaging second wave of COVID-19. The last couple of months have been incredibly hard, mentally and emotionally, on us all. In this time of deep stress and grief, we are doing everything we can to help our employees. These include providing COVID-19 Isolation Care centers for our staff and their families, partner ing with major hospitals to provide medical support to critically ill employees, additional medical reimbursement and leaves related to COVID-19, as well as vaccination at our campuses" (Rishad A.Premji, Chairman, Wipro , Annual report 2021).

Global Coalition for COVID-19 Medical Care (GCCMC) led this firm to create knowledge based sharing system associated with dedicated team of doctors to educate employees on the lines of preventive actions measures to control COVID-19. It also reached 13 million beneficiaries all over India in supplying dry rations and hygiene kits. WIPRO converted its Pune campus staffed into 450 bed COVID-19 hospital. They have covered 1,561 projects based on integrated health care support and livelihood regeneration through a mechanism of comprehensive COVID-19 response.

Since organizations are empathetic towards their feelings of employee, their efforts have been wide-ranging, and global. In India, they have collaborated with hospitals, medicine services, and ambulance services to ensure continuous monitoring on health system of their employee as a part of preventive

measure for the wellbeing of their employees. Company contributed 200 Crores as a relief efforts to PM fund in supporting the communities around them.

7.3 INFOSYS

Empathetic behaviour of INFOSYS firm has contributed 100 crore for COVID-19, relief fund

through Infosys foundation. Helped in filling the demand gap of oxygen concentrators and ventilators. Created technology support 'Crush Covid RI' and 'Apthamitra' for the local government during these turbulent times of COVID-19. They have established covid cares centres in cities Hyderabad, Pune, NCR, Bengaluru and also planning to set up similar centres in other major cities. INFOSYS even collaboratd with emergeny ambulance providers and associated with more than 1500 hospitals in 240 cities in India to enable treatment to their employees across India. Medical treatment covered under employee insurance and an additional paid leave of 21 days for the covid diagnosed employees.

8.0 FINDINGS OF THE STUDY:

Theories propounded by eminent authors have relevance with the empathetic behavior of leaders

There exists a relationship between empathetic leadership behavior and organizational outcomes like job satisfaction, job performance, diversified work place, job satisfaction, employee innovation, employer-employee relationship and employee diversified work place

Positive empathy will create a congenial atmosphere and leverage overall productivity of the organization.

Negative empathy may lead to employee burnout and rise in turnover intentions thus lead to downfall in productivity of the organization.

Narcissist and ideological rigidity leaders cannot understand emotions and feelings of followers

Compassionate or empathetic leader can make a difference and create win-win situation for both leaders and followers. Empathetic leaders can integrate followers individual development with organizational development.

9.0 IMPLICATIONS

 The above literature-based reflections have presented a clear message: empathy is an essential aspect of 21st century leadership and can no longer be ignored if we want to prevent continuation of ethical disasters in the business world. Leader should embrace pathway of empathy to understand follower's emotions and feelings. Such thought process can really bring big change in organisation development.

Major performance indicators of any company are profits, market share, brand image are associated with organizational outcomes that are discussed in this study like job satisfaction, employee innovation, employer-employee relationship and employee diversified work place. Hence, empathy should be considered as a needy quality to be owned by business leaders and budding business students.

In this study various theories and behavior of leaders are studied and empathy, concern shown by various eminent companies towards protecting mental health of their employee during COVID times

are discussed. Leaders should instill hope in their employees by showing empathy and motivate them to achieve desire goals.

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