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RESEARCH ARTICLE

Employee Performance Attributes in Post Pandemic Era: Redefining Compassion, Employee Communication, Employee Engagement, and Job Satisfaction

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ABSTRACT

This study aims to determine how job changes affect compassion, employee communication, employee engagement, and job satisfaction. Previous research has focused on action in times of COVID-19. in order to fill the research gap, it is crucial to do current research that focuses on the post-pandemic era, where many employees are starting to work back to the office after 2 years of working from home. The sample consists of employees of the company in Jakarta, and there are 200 people total in the sample. This method employs a non-probability sampling analysis model in conjunction with a purposive sampling approach to data collection. Quantitative associative surveying and Structural Equation Modeling (SEM) are the two methods that make up this technique. Google forms were used to send questionnaires, which were then used to collect responses for analysis. According to the findings of the research, compassion does not affect employee performance; however, compassion does affect employee communication; employee communication affects job satisfaction; employee communication affects employee performance; employee engagement affects job satisfaction; and job satisfaction affects employee performance. Following the Covid-19 epidemic, the findings of this study offer an academic and practical overview that may be utilized to assist firms in developing work commitment for human resources to improve employee performance.

INTRODUCTION

Research on employee happiness has garnered the attention of industrial and organizational psychology specialists for a considerable amount of time. It is indisputable that there are subsets of the working population whose primary motivation for going to the office is to satisfy duties rather than because they genuinely enjoy their work. However, it is vital to highlight that the level of an employee's pleasure with their employment significantly affects the quality of their performance. This is certainly an important topic for further research (Ali and Anwar, 2021). According to (Sinambela, 2012), the ability of an employee

to carry out a set of predetermined responsibilities is the employee's performance. Performance is a highly essential factor in employee evaluations since it indicates how successfully an employee can carry out the responsibilities that have been delegated to them. Because of this, it is vital to establish criteria that are both explicit and quantitative. These criteria are typically utilized as references.

The idea of maintaining a healthy balance between one's personal life and one's professional life has fascinated researchers for years. It has been a topic of study for sociologists and psychologists. However, the topic is just now gaining traction among academics and scholars, particularly in light of the COVID-19 pandemic (Dhamija et al., 2019). On the other side, organizations can encourage commitment-oriented human resource strategies to accomplish their organizational goals, which is especially important given the challenging conditions brought on by the COVID-19 epidemic (Cesário and Chambel, 2017). This is the antithesis of the situation, of course, when management is being evaluated daily on its capacity to keep its staff engaged while also enforcing policies that have already been created. As a result of the progression of time and the unrestricted dissemination of information, it is now much simpler for employees to switch jobs and even switch industries. As a result, organizations face a challenging challenge in trying to maintain employee retention and involvement, particularly in these uncertain economic times (Chandani et al., 2016). Employee engagement efforts provide 2 key benefits. Because it also contains their views and thoughts that are directly relevant to the work situation, it will first increase the ability to make better judgments, make better plans, or improve more effectively. This is because it will include their perspectives and ideas. Second, increasing employee involvement also enhances "ownership" of decisions and responsibility for them by involving employees in the implementation of those decisions (Shrotryia and Dhanda, 2020).

As a result of the worldwide COVID-19 epidemic, modifications have also been made to business arrangements. During this challenging time, human resource managers continually develop inventive, creative, and efficient approaches to engage employees healthily (Bailey et al., 2017; Chanana, 2021). Even in the past decade, organizations have realized that they can leverage employee engagement to increase employee retention, customer satisfaction, and improve financial and overall organizational performance. This realization has led to widespread acceptance of employee engagement (Gupta and Sharma, 2016). It is common practice to view employee communication as one of the problem-solving approaches that may be utilized to maintain employee engagement (Thornhill et al., 1996).

A compassionate workplace is beneficial to the health of employees as well as the profits of the firm. It is becoming increasingly accepted that the study of compassion in organizations is a promising trend (Simpson et al., 2014). After realizing that the suffering of employees in an organization incurs considerable financial, psychological, and social costs, researchers and practitioners in organizations have recently begun to pay more attention to compassion in the workplace. This is because compassion in the workplace has been shown to improve employee health and well-being. Research has begun to conceptually investigate the positive impacts of compassion in the workplace where it happens since it has been recognized that there is a cost associated with being indifferent to the suffering of employees (Hur et al., 2018). The construction of the compassion factor is in line with the reality that occurred during the covid-19 pandemic, where there was so much suffering, but on the other hand, there were various kinds of love and care. This also refers to the basic concept of compassion which was adapted from Buddhist philosophy and used as research by Seligowski et al. (2015) where compassion is related to the individual's openness to the suffering experienced to generate self-care and kindness, understand and not overestimate shortcomings and see this condition. as an experience experienced throughout human life (Seligowski et al., 2015).

The previous study has shown that there is a favorable association between employee work satisfaction and productivity, profits, job security, and changes in the market. The concept of job satisfaction can refer to several various things, including the opportunities for promotion, the working conditions, the interaction with coworkers, the length of time spent at work,

reputation, and salary (Vorina et al., 2017). A person's ability to be content in their work environment is directly correlated to their level of commitment to their employer (Amin, 2021). Despite the vast amount of interdisciplinary research that has been conducted, there is an extreme dearth of research on how changing jobs can alter one's level of job satisfaction. On the other hand, no prior research attempts to explain why people shift jobs after the COVID-19 outbreak is virtually ended and become endemic (Chadi and Hetschko, 2018). This study was carried out in Jakarta, which is located in Indonesia. This is significant because, in the year 2020, this city became the core of the coronavirus outbreak in Indonesia. There were 2,738 confirmed instances of the virus in this city alone, and more than 100 people died there out of a total of 221. Because of this, businesses in this city need to make sure that their employees have the option to Work From Home (WFH) to prevent the spread of infection (Fachriansyah, 2020). Therefore, it is important to see the post-pandemic changes.

This study intends to identify a better approach to influence work productivity during job changes as a transition from the COVID-19 pandemic to being an endemic disease by looking at this gap and attempting to find a better way to do so. This study aims to investigate how different aspects of an employee's job can affect their happiness, involvement, compassion, and communication regarding the state of performance after the COVID-19 pandemic was declared over, and the infection became endemic. After the COVID-19 pandemic is over, the outcomes of this study will help the organization's effective approach to increase employee performance in terms of employee happiness, communication, and compassion.

LITERATURE REVIEW

Theoretical Background
Compassion

Compassion is a new concept adapted from the Buddhist philosophy of being compassionate towards oneself and paying attention to oneself to endure difficult circumstances. Seligowski et al. (2015) used this construction as research, thus pioneering this concept. Compassion is related to the individual's openness to the suffering experienced to cause self-care and kindness, to understand and not judge shortcomings excessively, and to see this condition as an experience that is experienced throughout human life (Seligowski et al., 2015). Compassion can be defined as an organization's capacity that addresses human suffering. The 'suffering' refers to an expansive range of displeasing subjective incidents, including emotional and physical pain, psychological distress, and existential grief (Dutton et al., 2011).

Compassion in the workplace is characterized as feelings of affection, concern, and kindness displayed toward subordinates or coworkers without anticipating a specific organizational benefit (Eldor, 2018). Thus, organizational compassion can be viewed as a form of selective and non-attentive focus contained within a certain compassionate organizing process (Simpson et al., 2014). Compassion enables distressed employeespso to overcome their difficulties and continue working by lowering the worry and dread that weakens them and allows them to emotionally re-adjust after a terrible experience (Moon et al., 2016).

A recent study in the management literature has demonstrated unequivocally that emotions exist in the workplace and positively affect employee performance. Compassion for public sector employees positively impacts staff performance and engagement (Eldor, 2018). Specifically, the data indicate that getting compassion from managers is contagious and influences employees' compassion toward residents (Dodson and Heng, 2022; Ullah et al., 2017). Therefore, this fundamental human emotion of compassion does not end at the front door of public services but rather embraces it and changes its personnel's attitude, emotional, and behavioral performance. Some research indicates that Human Resources involvement that promotes meaningfulness and compassion may have additional individual-level benefits for employee performance (Bajwa et al., 2016; Nazir and Islam, 2020).

According to another body of research, employees who feel affection from their superiors are more likely to participate in prosocial activity toward other individuals and their organizations (Moon et al., 2015). A pleasant emotion known as compassionate satisfaction is felt by caregivers when they can connect with patients on an empathic level and experience

a sense of success as a result of the care they have provided (Slatten et al., 2011). Helpers can derive a sense of value, meaning, and purpose from their difficult labor when they experience compassionate satisfaction (Dwyer et al., 2021). The development of the feeling that one is cared for by an organization as a result of one's interactions with other members of that organization leads to major positive outcomes for employees, including job satisfaction and organizational commitment (Moon et al., 2015).

Employee Engagement

Employee engagement is an approach to the workplace that aims to ensure that employees are committed to the goals and values of their organization, that they are motivated to contribute to the organization's success, and that they can improve their sense of well-being at the same time. Kahn (1990) is credited with being the first person to popularize the term "employee engagement." The formal concept known as employee engagement theory proposes that businesses can boost customer happiness and staff output by providing employees with opportunities to be challenged, supported, and inspired. According to this theory, businesses that have high levels of employee motivation and loyalty enjoy the benefits of employee engagement. These benefits include lower rates of employee turnover and less absenteeism, higher levels of customer satisfaction, increased profits, and increased levels of creativity and innovation. Employees are said to be engaged when they can use themselves effectively in their professional duties, including when they can use and express themselves physically, emotionally, and cognitively (Eldor and Vigoda-Gadot, 2017). Employee engagement is a workplace strategy that aims to ensure that employees are committed to the goals and values of their organization, motivated to contribute to the success of the organization, and able to enhance their sense of well-being, all while contributing to the success of the organization (Tao et al., 2022). According to Verona's findings, increased levels of life happiness are associated with increased levels of employee engagement (Vorina et al., 2017). Employees who work enthusiastically toward the achievement of company goals are considered to be engaged. Employees who are not active in the organization may give the impression that they are contributing to the business's success, but their efforts are not driven by enthusiasm or commitment (Chanana, 2021). Employees that are dissatisfied with their jobs and their lives as a whole are examples of those who are not involved in their workplaces. Additionally, it was discovered that the involvement included three distinct facets. A person's level of engagement in their work can be broken down into three categories: intellectual engagement, which refers to a dedication to improving one's performance at work; affective engagement, which refers to positive feelings after doing one's work; and social engagement, which refers to having conversations with others about improving work-related improvements (Chandani et al., 2016).

Employees will pick the amount of engagement that is appropriate for them in response to the resources provided by their employer (Eldor and Vigoda-Gadot, 2017). It is essential to employee performance and the overall success of a company or organization for improved levels of employee engagement since these levels can lead to increased profitability and organizational competitiveness (Bailey et al., 2017; Eldor and Vigoda-Gadot, 2016). The significance of engagement is that it will result in enhanced employee performance, higher levels of job satisfaction, and, as a direct consequence, the accomplishment of organizational objectives (Nazir and Islam, 2017; Ameer, 2017). On the other hand, lower levels of staff involvement can affect productivity, level of service to customers, and overall performance (Al Mehrzi and Singh, 2016). Empirical research conducted by Gupta has demonstrated that the degree to which employees are invested in their work is a key predictor of desirable business outcomes such as profitability, productivity, and the retention and pleasure of customers (Gupta and Sharma, 2016). An employee's level of engagement reveals not only their emotional commitment to accomplishing their own goals but also their commitment to the firm's success (Gupta and Sharma, 2016).

To a large extent, employee engagement can be attributed to levels of job satisfaction (Chanana, 2021). Previous studies showed that job participation was positively correlated with job satisfaction, which prompted researchers to conclude that the two

factors are related. According to the findings of further research, employee involvement is directly correlated to job satisfaction (Chanana, 2021; Macey and Schneider, 2008).

Employee Communication

Each communication theory covers only some human dialogue, information transfer, or media activity. Many theories try to explain the different aspects of the complex interactions that make up communication. Communication is an interactive process; information transferred through mechanical or electronic media flows in only one direction or multiple directions (Casmir, 1994).

In this context, "employee communication" refers to communication transactions that take place between individuals and groups at various levels and in various areas of specialization to design and redesign the organization, put the designs into action, and coordinate day-to-day activities. The aims, values, and successes of a business can be more easily identified with the help of the content of employee communications, which can make the identification process go more smoothly (Smidts et al., 2001). When employees communicate effectively with one another and their supervisors, it can ultimately lead to positive working relationships and conduct that is supportive of the organization (Kang and Sung, 2017).

When it comes to an organization's chances of survival and success, effective communication among its staff members is necessary. It is a management technique that helps identify, construct, and maintain relationships between an organization's management and the workforce of that business. A communication strategy combines communication planning and management to accomplish specific objectives (Prouska et al., 2022). The primary objective of the communication strategy is to ensure that, firstly, comprehension is achieved and, secondly, that the communicator understands the message received. Second, make arrangements for the reception if the receiver has understood and is willing to take the message. Third, for an activity to be considered motivational, it must first be able to motivate (Panuju and Denpasar, 2018). According to the previously conducted research findings, an intermediate concept of public relations known as effective internal and employee communication contributes to the growth of satisfying organizational-employee relationships, which in turn increases the value of organizations' communication and public relations functions (Chen, 2008).

Communication with employees encompasses all forms of formal and informal interactions within the company at varying hierarchical levels (Fritz, 2022). Employees share information, the meaning of that knowledge, and their emotions as part of this essential process in organizations. It is beneficial for establishing relationships, developing organizational culture, participating in decision-making, and facilitating most organizational activities (Nurdin, 2014). Employee relations are all about strategic communication management in the context of managing interdependence and developing mutually beneficial relationships between a business and its internal stakeholders (Mazzei et al., 2019).

The findings indicate that a positive relationship exists between employee engagement and the following aspects of the organization's internal communication: perceived communication satisfaction, knowledge sharing, continual learning, and intrapreneurship (Chanana, 2021). The role of employee communication is essential in the configuration of an inclusive employee relations approach that is conducive to employee voice. Employee voice is intended to be the unrestricted communication of ideas, suggestions, concerns, or opinions on work-related issues to improve the organization's or unit's functioning. In this particular instance, employee communication is regarded as a component of the organizational setting that serves as a precursor to employee engagement (Mazzei et al., 2019). It should come as no surprise that firms that practice strategic employee communication should see increased levels of employee engagement (Walden et al., 2017). It has been noted that a company's ability to engage its employees can be affected by the quality of communication within the company (Kang and Sung, 2017).

An attractive communication climate can significantly contribute to a company's long-term success (Smidts et al., 2001) and influence company performance (Kang and Sung, 2017). It has been demonstrated that effective communication among employees leads to increased levels of job satisfaction and

performance among workers, as well as success for the organization (Jo and Shim, 2005). Employees' satisfaction with management communication is closely correlated with their outlook on organizational changes (DuFrene and Lehman, 2014).

Job Satisfaction

There is a substantial overlap between theories explaining human motivation and job satisfaction theory. Maslow's Hierarchy of Needs Theory, Herzberg's Motivator-Hygiene Theory, the Job Characteristics Model, and the Dispositional Approach are some of the most influential theories regarding the relationship between job satisfaction and its effects on employees. The requirements hierarchy hypothesis developed by Maslow was one of the first to investigate the factors most essential in determining one's level of job satisfaction. The idea proposes that human needs can be organized into a hierarchy with five levels: physiological requirements, safety needs, belongingness/love needs, esteem needs, and self-actualization needs, respectively. According to Herzberg's theory, more is needed to meet more than one's fundamental requirements to have happiness in one's work. In his work, man strives to become more fully himself. The need he has for self-actualization contributes to his level of job satisfaction. This hypothesis proposes the existence of two distinct classes of work variables. The factors that either satisfy or dissatisfy (Ali and Anwar, 2021; Rachmawati and Suyatno, 2021; Saks, 2019).

The degree to which an individual believes that their needs linked to their work are being met is one of the primary factors determining their job satisfaction level (Toropova et al., 2020). People often refer to an employee's level of job satisfaction when discussing their attitude toward their place of employment (Kong et al., 2018). The nature of the work, the level of supervision, the perks, the contingent rewards, the operating procedures, and the people one works with are some of the components that can be categorized as factors contributing to job satisfaction (Dhamija et al., 2019). Because job-related satisfaction plays such a significant role in both the private and the professional lives of individual workers, it has emerged as a significant research variable within the field of organizational behavior (Adamopoulos and Syrou, 2022). Job satisfaction is

more than just an attitude that explains a person's internal state, both qualitatively and quantitatively, according to the findings of several studies that have been conducted by a variety of researchers who have emphasized the significance of job satisfaction and the factors that led up to it (Dhamija et al., 2019).

According to Hoboubi et al. (2017) job satisfaction can be defined as an employee's affective orientation towards the task that he does. One way to think of it is as an overarching sentiment regarding one's job, while another is as a constellation of linked attitudes regarding various facets of one's job (Hoboubi et al., 2017). Engagement is a byproduct of satisfaction; consequently, the company needs to align the aims of the job with the individual goals of the person so that the employee can feel content with his work and get engaged in his work (Chandani et al., 2016). They discovered a substantial relationship between work and organizational engagement and emotional commitment, active learning, initiative, OCBO, and perceived organizational performance. Additionally, a favorable correlation exists between organizational involvement and job satisfaction (Saks, 2019).

The degree to which employees are happy in their job is one indicator of their welfare. In the context of employment, "job satisfaction" refers to the sense of well-being that individuals derive from a variety of factors connected to their work, such as the ability to fulfill one's needs, the nature of the work being performed, personal development, opportunities for advancement, qualities possessed by supervisors, organizational support, and interpersonal connections with coworkers (Aisyah et al. 2020). A vast amount of research demonstrating that job happiness is positively connected with employee performance is consolidated and summarized in the meta-analysis (Chadi and Hetschko, 2018).

It is commonly accepted that the level of satisfaction experienced by workers is a driving factor in both staff retention and employee productivity. To achieve higher levels of productivity, responsiveness, quality, and service recognition, it is essential that people feel fulfilled in their jobs (Ali and Anwar, 2021). Because job satisfaction has a moderate correlation with employee performance, job satisfaction is a predictor of performance. This is because job satisfaction has

a moderate association with employee performance (Rachmawati and Suyatno, 2021). If employees feel satisfied with working by themselves, employee performance will be high, and vice versa; low job satisfaction will automatically reduce employee performance (Loan, 2020; Ramli et al., 2018), indicated by undesirable behavior such as tardiness, absenteeism, and turnover (Andrade et al., 2019).

Job satisfaction can positively impact employee commitment and performance (Beloor et al., 2017; Nguyen and Nguyen, 2022). When employees are happy with their compensation, the fairness of their workplace, the prospects for promotion, and the support they receive from management, they are more inclined to commit to their firm (Lirios, 2021; Loan, 2020). A high level of job satisfaction will favorably improve work commitment, which will, in turn, lessen the intentions of employees to leave their jobs (Al-Muallem and Al-Surimi, 2019; Ardyanfitri, 2016). On the other hand, when workers are concerned about the company's future, their willingness to remain employed decreases (Beloor et al., 2017).

H1: Compassion has a significant positive effect on employee performance

H2: Compassion has a significant positive effect on job satisfaction

H3: Employee communication has a significant positive effect on job satisfaction

H4: Employee communication has a significant positive effect on employee performance

H5: Employee engagement has a significant positive effect on job satisfaction

H6: Employee engagement has a significant positive effect on employee performance

H7: Job satisfaction has a significant positive effect on employee performance

RESEARCH METHODS

The city of Jakarta served as the location for this study. The investigation was carried out between March and June of 2022. This research took a quantitative associative approach, employing surveys and equation modeling SEM methodologies. Collecting information using research tools by giving out questionnaires to corporate employees in Jakarta who work in Jakarta using Google Forms. After that, the application Lisrel 8.5 is utilized to acquire these results. The

participants in this research are the people who work for the company in Jakarta. The researcher chose to employ a non-probability sampling strategy in conjunction with a purposive sampling approach for the sampling technique that was used.

Because the method of estimate that was utilized was Maximum Likelihood (ML) and the data had a multivariate normal distribution, the sample size of 100–200 was sufficient. This test tends to reject Ho when the sample size is more than 200. On the other hand, if it is lower than 200, then this test is more likely to approve H0 (Yamin and Kurniawan, 2009). 200 different samples were used for this research project. to determine whether or not the model can be successfully applied using the goodness of fit method. In this investigation, a Likert scale of 1-5 was utilized (strongly disagree, disagree, neutral, agree, strongly agree). Reject H0 if the t-value is more than 1.96, but do not reject H0 if the t-value is less than 1.96 (Yamin and Kurniawan, 2009).

In measuring various variables, we used various questionnaires adapted from previous studies. This study uses a 5-item scale developed by Shrotryia and Dhanda (2020) and Vorina et al. (2017) for employee engagement measurement. One of the sample questions is, "I know what is expected of me at work." To test compassion, this study uses a 5-item scale developed by Hur et al. (2016) and also Nadim and Zafar (2021). One of the sample questions is, "How often do you receive attention, care, and compassion from your organization?" This study uses a 5-item scale developed by O'Neil (2008) and Thornhill et al. (1996) to test employee communication. One of the sample questions is, "The company makes positive efforts to keep employees well informed." To test job satisfaction, this study uses a 5-item scale developed by Ramli et al. (2018) and Vorina et al. (2017). One of the sample questions is, "At my work, I feel full of energy." To test employee performance, this study uses a 5-item scale developed by Hee et al. (2019) and Ramli et al. (2018). One of the sample questions is, "I am satisfied with my performance because most of it is very good."

The questionnaire for this investigation had 23 questions, each of which was answered and returned by one of the study's 200 participants. The university's study ethics office approved the ethical

requirements that were followed for this study on May 31st, 2022. This division is responsible for ensuring that the permission form adequately describes the study's goal, encourages participants to participate voluntarily, and protects the confidentiality of their responses. Table 1 presents the sample statistics in a descriptive format for your perusal.

Table 1: Profile of respondents

Profile		Frequency	Percent
Sex	Male	43	22
	Female	157	78
Age	<26	176	88
	>41	0	0
	26–30	20	10
	31–35	3	1.5
	36–40	1	0.5
Marital Status	Unmarried	190	95
	Married	10	5
Level of Education	High School	101	50.5
	Diploma	1	0.5
	Under Graduate	93	46.5
	Graduate	4	2
	Post Graduate	1	0.5

Table 1 shows the distribution of respondents based on social status and demographic profile. Of the 200 respondents, 43 (22%) are male, and about 157 (78%) are female. Furthermore, 10 (5%) of the respondents are married, and about 190 (95%) respondents are single.

Likewise, 176 (88%) respondents' age range was <26 years, about 20 (10%) 26-30 years, while 3 (1.5%) 31-35 years, then 1 (0.5%) were 36-40 years. Furthermore, 101 (50.5%) reported having completed education up to high school, as many as 1 (0.5%) completed up to Diploma, 93 (46.5%) to Under Graduate, then 4 (2%) completed up to Graduate, then 1 (0.5%) completed up to Post Graduate. Table 2 represents the validity results and t-values of the variables.

Table 2: Convergent validity

Construct	Indicator (Likert Scale 1-5)	*t*-value	Standardized Loading Factors	Adapted from
Employee Engagement	I know what is expected of me at work	7.04	0.52	
	I contribute something valuable to the company I work for every opportunity I get.	7.09	0.53	(Shrotryia and Dhanda, 2020; Vorina et al., 2017)
	At my place of employment, I make the most of opportunities that will help me learn and advance.	7.60	0.56	
	My objectives are congruent with the overall vision and mission of the business.	6.70	0.50	
	My input is valued at the company where I work.	5.27	0.50	
Compassion	How often do you receive your organization's attention, care, and compassion?	11.65	0.78	(Hur et al., 2016; Nadim and Zafar, 2021)
	How often do you feel your supervisor pays attention to you, cares about you, and sympathizes with you?	10.74	0.73	
	How often do you feel like your coworkers pay attention to you, care about you, and have sympathy for you?	10.06	0.69	

Table 2 Continue...

Construct	Indicator (Likert Scale 1-5)	*t*-value	Standardized Loading Factors	Adapted from
Employee Communication	The company makes positive efforts to keep employees well informed	8.62	0.59	
	The information that I obtained from the company can be relied upon.	9.59	0.65	(O'Neil, 2008; Thornhill et al., 1996)
	A significant shift is going to take place within my organization, as I was notified of it.	6.82	0.59	
	My company is very good at quickly disseminating information.	11.67	0.75	
	The details that were provided to me by the company are comprehensive.	13.72	0.84	
Job Satisfaction	At my work, I feel full of energy	1.96	0.65	(Ramli et al., 2018; Vorina et al., 2017)
	I am in a position where I can make progress in my work.	8.24	0.71	
	I have a lot of enthusiasm for what I do.	8.78	0.77	
	My work inspires me	6.73	0.55	
	My job responsibilities, including their determination and scheduling, are open to my determination and planning.	6.37	0.52	
Employee Performance	I am satisfied with my performance because most of it is very good	1.96	0.66	Hee et al., 2019)
	Because of the quality of my work, I consistently earn high praise.	8.47	0.75	
	I can fulfill the job's obligatory performance requirements.	7.37	0.62	
	My hard work makes me do my job well	6.95	0.58	
	I am one to take the lead when it comes to performing my duties.	6.37	0.53	

Table 3: Construct Reliability

Construct	Construct Reliability	AVE
Employee Engagement	0.96	0.83
Compassion	0.98	0.94
Employee Communication	0.98	0.93
Job Satisfaction	0.96	0.85
Employee Performance	0.96	0.83

If the value of the loading factors is larger than the critical value > 1.96 and has a Standardized Factor Loading (SLF) of 0.5, then a variable is said to have strong validity on the construct or latent variable; nevertheless, the SF value should be greater than 0.7 (Hair et al., 2014; Wijanto, 2008; Yamin and Kurniawan, 2009). According to Table 2, all convergent validity results can be accepted because the value of loading factors is greater than 1.96 and has a SLF of greater than 0.5.

Both the construct reliability measure and the average variance extracted metric will be utilized in the SEM process of testing reliability. The predicted value for CR is greater than 0.7. The AVE value demonstrates the significance of the indication changes that the construct may be able to hold by displaying their meaning. The minimum value for AVE considered acceptable is 0.5 (Hair et al., 2014; Wijanto, 2008; Yamin and Kurniawan, 2009). According to Table 3, the level of build reliability is above what is suggested.

Table 4: Goodness of Fit

No	Goodness of Fit	Cut-Off Value	Table	Ket
1	*p*-Value for RMSEA	> 0.5	0.00	Close Fit
2	Parsimonious Normed Fit Index (PNFI)	> 0.6	0.78	Good Fit
3	Comparative Fit Index (CFI)	> 0.9	0.95	Good Fit
4	Incremental Fit Index (IFI)	> 0.9	0.95	Good Fit

Table 4 shows that the goodness of fit value is acceptable as follows: *p*-Value for RMSEA (0.000), Parsimonious Normed Fit Index (0.78), Comparative Fit Index (0.95), and Incremental Fit Index (0.95).
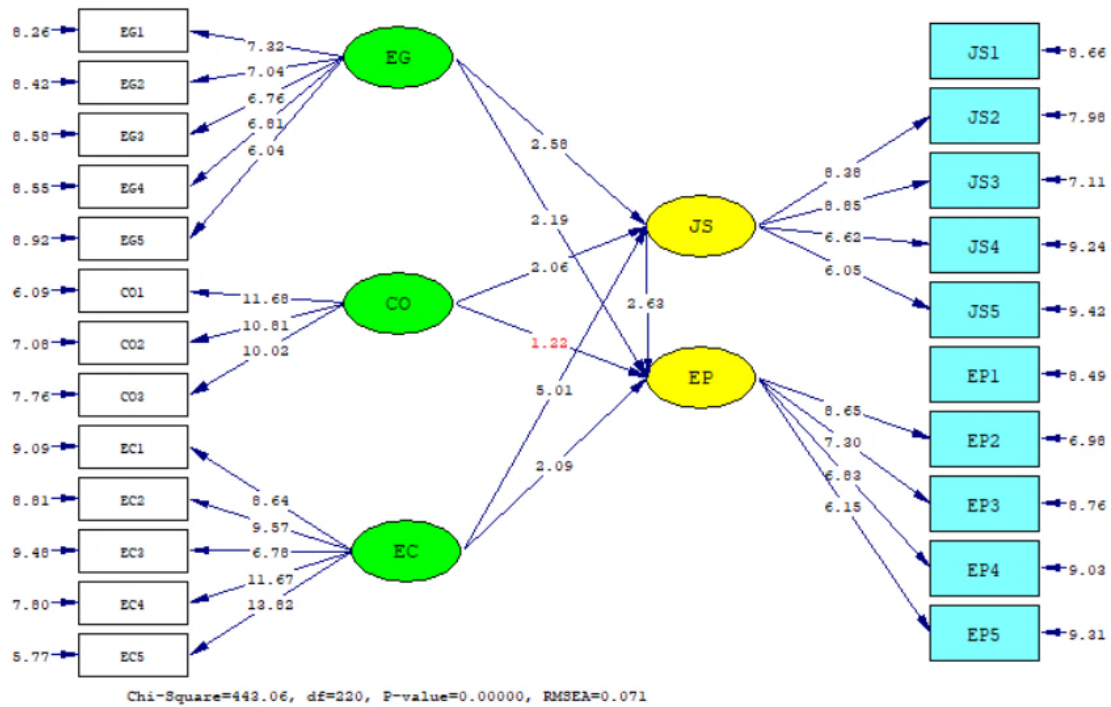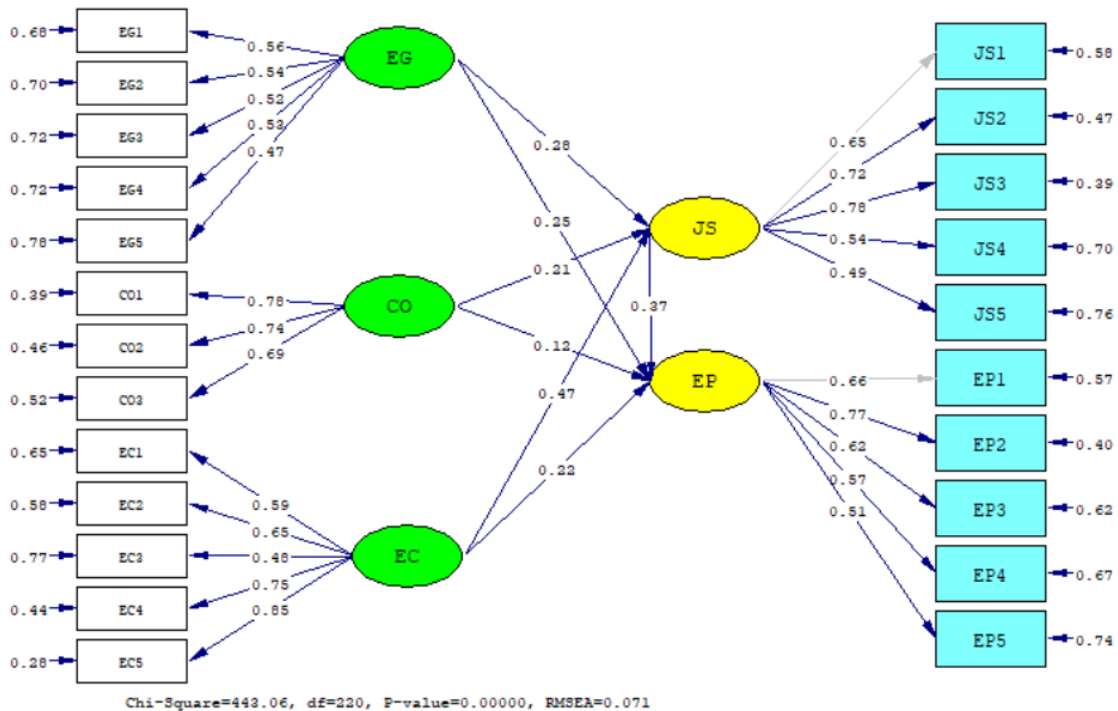

Figure 1: Structural model (*t*-value)

Figure 2: Structural model (standardized solution)

Table 5: Causal relations between variables

No	Path	Standardization Coefficient	*t*-value	*t*-table	Remarks
1	Compassion → Employee Performance	0.12	1.22	1.96	Not Significance
2	Compassion → Job Satisfaction	0.21	2.06	1.96	Significance
3	Employee Communication → Job Satisfaction	0.47	5.01	1.96	Significance
4	Employee Communication → Employee Performance	0.22	2.09	1.96	Significance
5	Employee Engagement → Job Satisfaction	0.28	2.58	1.96	Significance
6	Employee engagement → Employee Performance	0.25	2.19	1.96	Significance
7	Job satisfaction → Employee Performance	0.37	2.63	1.96	Significance

Table 5 shows the results of the study that in hypothesis 1, compassion does not affect employee performance (*t*-value = 1.22), hypothesis 2 shows that compassion affects job satisfaction (*t*-value = 2.06), hypothesis 3 shows that employee communication affects job satisfaction (*t*-value = 5.01), hypothesis 4 shows that employee communication affects employee performance (*t*-value = 2.09), hypothesis 5 shows that employee engagement affects job satisfaction (*t*-value = 2.58), hypothesis 6 shows that employee engagement does not affect employee performance (*t*-value = 2.19), hypothesis 7 shows that job satisfaction affects employee performance (*t*-value = 2.63).

DISCUSSION

Empirical research has shown that compassion does not affect employee performance but that it does have an effect on employee communication, employee communication affects job satisfaction, employee communication has an effect on employee performance, and employee communication has an effect on job satisfaction. However, employee engagement has an effect on job satisfaction, employee engagement has an effect on employee performance, and job satisfaction has an effect on employee performance. After the Covid-19 pandemic is over, the findings of this study offer an academic and practical summary that may be utilized to assist firms in developing Compassion, employee communication, employee engagement, and work commitment for human resources to improve employee performance. The significance of our findings regarding employment change during the transition from COVID-19 to the endemic cannot be overstated. Companies and workers are required to adapt to reduce activities involving many people during the pandemic, with the implementation of WFH

Covid-19 being a problem in Indonesia. During the pandemic, companies and workers are required to reduce activities involving many people. Because the pandemic caused by the COVID-19 virus, also known as the coronavirus, is affecting every firm and organization, both employees and employers need to be prepared to adapt. The COVID-19 pandemic condition tends to hurt several factors that affect the quality of a person because of the many changes that occur in daily routines, living in uncertainty, fear of the situation, the prolonged duration of the pandemic, and loss of work, loss of entertainment venues, and reduced interaction. These factors include: living in fear of the situation, fear of the situation; living in uncertainty; and living in uncertainty. Interpersonal interactions between persons (Haryanti, 2020).

Compassion does not affect employee performance, according to the findings of research conducted on employee changes that took place during the COVID-19 transition. This contradicts the findings of earlier studies, which found that compassion affects employee performance; specifically, the more compassion a company has, the higher the level of employee performance (Samsuryaningrum and Winahyu, 2021). Research conducted by (Dodson and Heng, 2022) was also specifically associated with positive factors for better mental and physical health. These resources help maintain well-being (i.e., resilience), work-related attitudes (i.e., job satisfaction), and employee performance (Dodson and Heng, 2022). People behave and behave from the values they adhere to, both spiritual values (religion) as well as social and cultural values. These socio-cultural values are the result of individual interactions with other members of society, which are then expressed in various cultural forms (Ramadhani and Pangestu, 2022). The variances in the findings of this study are probably the result of the highly various cultural characteristics that exist in Indonesia and that

effect job changes after the COVID-19 pandemic are over.

Compassion affects job satisfaction, which has similarities with previous research, which states that the results of statistical tests show that affection has a significant positive effect on job satisfaction, either partially or simultaneously. The findings of our study found job changes during the COVID-19 transition, and our research found that compassion affects job satisfaction. Passion is an important part of being a personal support system for doing their job happily because it is part of the passion and what they are passionate about. The influence of affection stems from the awareness and personality of each individual to be able to do and accept everything related to his profession (Mennita and Abdillah, 2022).

Employee communication affects job satisfaction and has significant similarities with the results of previous research conducted by Ureńa et al. (1995) with the results of the analysis showing that employee communication has a positive and significant effect on employee performance and communication has a dominant influence on employee performance. Job satisfaction is affected by employee communication and has significant similarities with the results of previous research conducted by Ureńa et al. (1995). Prouska et al. (2022) in his research, explains that effective communication by employees can help maintain job satisfaction, engagement, and commitment. Communication among workers is essential to the successful operation of a business to manufacture high-quality goods (Suwondo, 2012). Communication between employees needs to be effective, which means that both parties involved need to be on the same page regarding the significance of the information being sent. Ensure that the process of exchanging messages results in clear input (Nurdin, 2014).

Analysis reveals that the communication variable significantly and partially affects employee job satisfaction. Employee communication affects job satisfaction has a lot in common with the findings of the research that was given by Diatmika Plenary (Paripurna and Diatmika, 2013). Communication is the most critical component of working together effectively. In particular regarding one's work. Communication is of utmost significance, not just among staff members but also between staff members and management (Syukur et al., 2019). Maintaining open lines of communication with one's workforce is essential to the successful operation of any organization. Communication with employees needs to be effective, which means that both parties involved need to have the same understanding of the message that is being transmitted. Allow the process of exchanging messages to create input that is free of ambiguity.

The performance of employees refers to how they carry themselves while working on a specific project or job. It refers to something or an outcome that workers create within the organization (Adianita et al., 2017). The two most important aspects that determine performance are the individual's workability and the amount of effort put in at work (willingness to work) (Julianto and Carnarez, 2021). The performance of an individual is measured by how well they meet the rules, criteria, and expectations set forth by the organization. The employee's abilities determine an employee's performance, the amount of work they put in, and how they perceive their tasks. It contributes to the growth of organizational productivity by improving the efficiency and effectiveness of individual tasks (Triana, 2020). The exceptional performance of employees in a company leads to outcomes such as high quality and high productivity among those individuals. When the people around an employee efficiently perform their responsibilities, that employee's excitement and energy level will grow. The level of employee performance is mirrored in how the corporation communicates with its workforce. Effective communication empowers employees (Al-Muallem and Al-Surimi, 2019).

The findings of the research by Hee et al. (2019) provided demonstrate that there is a considerable favorable influence that employee communication has on the performance of employees. The findings of these investigations have the potential to generate significant ideas and knowledge that can be used for actual developments. From the company's perspective, a better understanding of the significance of employee communication in enhancing employee performance is required. For this to take place, management should place more emphasis on the

development of soft skills to enhance expression and communication among workers. To cultivate a strong connection between superiors and subordinates, managers should organize more activities, such as meetings between different departments. To ensure that members of the company can communicate effectively with one another, it is necessary to devise a suitable training and development program (Al-Muallem and Al-Surimi, 2019). This research is comparable to the research that is being done right now, which focuses on how employee engagement influences job satisfaction during the shift from COVID-19 to endemic.

Several pieces of evidence from different studies indicate that employee training and involvement can greatly forecast employee success. It was discovered that the amount of employee engagement was a significantly better predictor of employee performance than employee performance training. According to the findings of the correlation research, there is a statistically significant and positively correlated relationship between employee training and performance. The additional research into the correlation indicates a substantial favorable relationship between employees and the company (Sendawula et al., 2018). The findings of this study are the same as the findings of this study, which indicated that employee engagement influences employee performance; hence, employee engagement greatly affects employee performance in influencing employee changes after the shift from COVID-19 to endemic conditions. Employee engagement has been of lasting interest to organizations because of its direct relationship to employee organizational commitment, organizational citizenship behavior, job satisfaction, and employee performance (Tao et al., 2022). The phenomenon known as employee performance is a construction with multiple dimensions, and it is a highly important criterion that is used to judge whether or not a business is successful. Employees are a company's most important resource and most valuable asset because of their ability to shape an organization's reputation and impact the company's bottom line. Companies cannot exist without their employees (Sendawula et al., 2018).

Known organizations in both the public and private sectors around the world rely on their workforces to achieve maximum production, which directly correlates to increased organizational efficiency (Adianita et al., 2017). In this scenario, the requirement for every company to make certain that their workers are happy in their jobs becomes an absolute necessity. The study of job satisfaction is fascinating because it relates to organizational commitment, job performance, frequent turnover, absences, health and well-being, and life satisfaction (Adamopoulos and Syrou, 2022). However, various academics and scholars have done research in this sector. Still, more research on work satisfaction and employee performance is required because employees are regarded as vital to the organization. The findings of research that the author carried out reveal that Employee engagement affects employee performance in job changes that occurred at companies in Jakarta during the COVID-19 epidemic. The findings of this research are consistent with those of earlier studies that Inuwa (2016) has carried out; specifically, the analysis findings indicate a positive and substantial association between job satisfaction and employee performance. This study will serve as a policy guide for managers in enhancing employee performance through job satisfaction. Additionally, it will inspire additional research in the areas of behavior, organization, and human resource management (Inuwa, 2016).

This study offers several recommendations, one of which is an approach centered on employee engagement. When we consider life before the COVID-19 epidemic, we have the impression that conditions back then tended to be safer and more typical of what we consider to be "normal." Engaging in a wider variety of pursuits and activities without being excessively inhibited by the anxiety that comes with the possibility of catching a severely contagious virus is possible. They can have more freedom to behave by their wants and needs when interacting with a large number of people and traveling to various locations. In light of these circumstances, workers have a responsibility to look for ways to improve their management of the many work activities they participate in so that their individual goals and business goals can coexist. As an appeal to accept, adapt, and survive the pandemic while continuing to work, various laws and policies have been set up to

ensure that people continue to be productive at work. The things employees can do to manage performance during the COVID-19 change they are going through, such as maintaining a balance between the rights and obligations of the company and its employees, are discussed. The global pandemic of covid-19 has had an impact on a great number of workers and businesses. Many businesses were forced to function inefficiently due to the unstable internal situation generated by the decrease in demand. The corporate sector is also facing challenges during the pandemic regarding flexibility and creativity in managing talent within the company. The pandemic caused by the coronavirus is putting the management teams of businesses and organizations in all sectors of the economy to the test. The fallout from this crisis may continue for some time and bring up far more challenges than was originally anticipated. Prolonged uncertainty is a good cause for leaders to pursue practices that can create or reinforce behaviors and values that can sustain the organization and its members. This is a good reason for leaders to pursue practices that can build or reinforce behaviors and values. People of the company over an extended period of crisis and can help the organization prepare for the next significant challenge in a way that is both effective and efficient (DuFrene and Lehman, 2014).

Organizations have a responsibility to their staff members to assist them to find meaning in their job and to make every effort to address any challenges that staff members may confront. This can be accomplished by educating workers on the connection between their contributions on the job and the company's overarching objectives (Al Mehrzi and Singh, 2016; Chandani et al., 2016). In addition, employees should be provided with unambiguous advice and direction to empower them. This will give employees the impression that their efforts are valued and relevant to the overall success of their firm (Al Mehrzi and Singh, 2016). Organizations that foster employee engagement, intelligently manage personnel, and communicate with employees in a way that is honest, accurate, and timely will be able to weather the market turmoil of today and be successful tomorrow. As a component of talent management, businesses need to be vigilant and astute in boosting employee engagement and improving communication with staff members to weather the current financial

storm that has beset the market. When it comes to achieving their aims and objectives, organizations and their personnel are equally reliant on one another. The engagement of workers should not be a one-time event but rather should be ingrained in the ethos of the firm. Some of the advice that the author provided includes letting employees know what the organization expects of them, ensuring that employees have the appropriate materials and equipment, allowing employees to perform to the best of their abilities, remembering to give recognition, demonstrating to employees that you care about them, and always continuing to encourage their professional growth (Chanana, 2021).

As a result, one of the conclusions that can be drawn from this study is that the quality of the human resources available in every organization or business is one of the aspects that determines how well those organizations perform (Iskandar, 2018). If a company has access to high-quality human resources, it will undoubtedly be in a better position to achieve the goals it has set for itself (Iskandar, 2018). The management of human resources has the potential to be a key factor in the success of enterprises and organizations. Although technical improvements are becoming ever more sophisticated, the presence of humans in particular industries cannot be substituted by machines. Employees are valuable human resources in every organization or corporation (Martoredjo, 2015). An organization or firm is responsible for improving its employees' performance. The quality of the work produced by employees directly correlates to the level of performance the organization achieves. To preserve the high level of performance provided by employees. Employees are also assets that the company owns, and the company uses them to construct or develop the company by the goals that have been established (Yuniarti et al., 2021).

This reveals two consequences when viewed from the perspectives of compassion among employees, communication among employees, engagement among employees, and job satisfaction. First, employees can deliver their best performance, and second, a nice synergy is created when interacting effectively with employees. The organization's production will improve significantly with improved

coordination because effective coordination ensures that tasks are appropriately delegated to ensure timely completion. As a direct consequence of this, the company's overall productivity level improves. In addition to this, they can be more productive because there are no interruptions to their job. Second, there is evidence that indicates that an employee's performance improves in proportion to the degree to which they are involved in the organization. An employee willing to participate in the work must feel that they are contributing to a specific and meaningful cause; therefore, it will be fascinating to learn what motivates an employee to be willing to participate in the work. Third, job satisfaction is oriented toward the organization in such a way that performance leads to satisfaction, and satisfaction leads to performance. This cycle continues. Therefore, if a person is happy in their job, they will perform better; nevertheless, to be happy in their profession, they must put effort into reaching this happiness. A high level of job satisfaction can lead to increases in productivity and attendance, as well as reductions in the risk of accidents and the strain of work-related stress. If employees find their work fun and interesting, they will be willing to go the extra mile for the good of the Whole Organization.

CONCLUSION

This reveals two consequences when viewed from the perspectives of compassion among employees, communication among employees, engagement among employees, and job satisfaction. First, employees can deliver their best performance, and second, a nice synergy is created when interacting effectively with employees. The organization's production will improve significantly with improved coordination because effective coordination ensures that tasks are appropriately delegated to ensure timely completion. As a direct consequence of this, the company's overall productivity level improves. In addition to this, they can be more productive because there are no interruptions to their job. Second, there is evidence that indicates that an employee's performance improves in proportion to the degree to which they are involved in the organization. An employee willing to participate in the work must feel that they are contributing to a specific and meaningful

cause; therefore, it will be fascinating to learn what motivates an employee to be willing to participate in the work. Third, job satisfaction is oriented toward the organization in such a way that performance leads to satisfaction, and satisfaction leads to performance. This cycle continues. Therefore, if a person is happy in their job, they will perform better; nevertheless, to be happy in their profession, they must put effort into reaching this happiness. A high level of job satisfaction can lead to increases in productivity and attendance, as well as reductions in the risk of accidents and the strain of work-related stress.

A thoughtful communication plan is required to promote employee involvement. This is necessary to guarantee that the content of the message, the timing of its delivery, and the means used to deliver it are all acceptable. Even though it may be difficult to quantify the benefits of successful internal communication, these advantages can be evaluated informally by considering the level of employee happiness, dedication, and effort during the transformation process. Disclosure of ethical considerations and transparency in operations are two of the most essential conditions for efficient communication during times of transition. Instead of attempting to rotate communications, a unified management team should focus on assisting people as they work through difficult situations. Instead of relying on the news media or employee (or former employee) blogs and posts, management should regularly provide critical information to employees rather than providing it themselves. Those who are going through a period of change can get the energy they need from inside themselves and from each other if they cultivate positivity. Workers' participation in the process of change boosts their sense of accomplishment while bringing the business closer to achieving its objectives. Active conversation is one of the many ways in which organizations that are through transformation need to use several strategies to foster a feeling of community within the business. As a result, cultivating compassion in the work of public service is essential to the process of institutionalizing modern public service administration and, ultimately, to the benefit of people and other stakeholders in the public realm.

Theoretical Implications

The research has theoretical implications for filling the gaps of previous research related to the post-pandemic era. Even though compassion is a positive thing for the world of work, especially during the COVID-19 pandemic, it does not significantly affect employee performance. The results of this study are the basis for academics in future research to discuss aspects of compassion not only for the benefit of employee performance but also for company performance.

Practical Implications

Research has practical implications for decision-makers. Where communication no longer has to meet face to face. The presence of the covid-19 pandemic impacts electronic media, indirectly connecting employees within the organization wherever they are. It also plays an important role in increasing employee engagement and supporting performance. Therefore, the results of this study have implications for reforming company policies, such as restructuring employee policies by regulating employee working hours no longer having to be from the office but providing employee flexibility, but still needing to be controlled. Finally, please pay attention to compassion for employees; although it does not directly improve performance but directly increases employee satisfaction and indirectly affects employee performance.

Research Limitations and Future Research

Future research is expected to be able to discuss how the performance of employees after this pandemic is over as a whole and to be able to investigate several variables outside this research, such as resilience, OCB, and adversity quotient. This research is limited to Jakarta, and it is hoped that future research will expand to several regions in other countries.

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