IMPLICATIONS OF COMPASSION AND COMMUNICATION FOR EMPLOYEES AFTER THE COVID-19 PANDEMIC IS OVER

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Abstract

The COVID-19 pandemic has brought about many changes within the organization, including the aspects of compassion and employee communication which also affect employee performance. After this pandemic is over and transitioning into an endemic state, it is very important to do this research. The purpose of this study was to investigate how affection and communication between employees are elements that influence job satisfaction, employee commitment, and employee performance. The method of purposive sampling was utilized, and the sample consisted of 200 people totaling corporate employees in Jakarta. The sample was taken from the city of Jakarta. Quantitative and associative techniques are used in data processing, along with survey techniques and structural equation modeling. According to the findings of this study, compassion has no bearing on the performance of employees. On the other side, compassion is a factor in how satisfied one is in their employment and how committed they are to their profession. In a similar vein, communication among employees influences job happiness, devotion to one's work, and performance on the job. In addition, there is a correlation between job happiness and employee performance, as is the case with work dedication, which also influences employee performance. The findings of this study provide an academic and practical overview that may be used to aid businesses in developing employee work commitment, employee job happiness, and employee performance during the period when the COVID-19 outbreak was occurring.

Keywords: Compassion, Communication, Job Satisfaction, Work Commitment, Employee Performance


Declaration of conflicting interests: The Authors declare that there is no conflict of interest.
1. INTRODUCTION

Quality of work-life has been a topic of study for psychologists and sociologists for a considerable amount of time. Recently, notably during the COVID-19 pandemic, there has been a resurgence of interest in this area among academics (Dhamija et al., 2019). Companies, despite the challenging climate brought on by the COVID-19 pandemic, can promote commitment-oriented human resource policies in order to accomplish their objectives (Cesário & Chambel, 2017).

When workers are fully committed to the success of the company, it is much more likely to achieve its stated objectives. As a matter of fact, businesses actively work to boost employee organizational commitment since it is widely believed that people who feel emotionally invested in their work are more likely to be happy with their jobs and, consequently, to work more for their employers. The importance of organizational commitment as a connecting factor between motivation and productivity has made it an attractive topic for study in recent years (Al Zefeiti & Mohamad, 2017). Since both workers and businesses gain from their employees' dedication to the company, researchers have argued that organizational commitment can be viewed as a type of partnership (Al Zefeiti & Mohamad, 2017).

Compassion in the workplace has been shown to increase both productivity and morale. There has been a recent upswing in interest in the study of compassion in the workplace (Simpson et al., 2014). Organizational experts and practitioners have recently focused more on workplace compassion due to the high financial, psychological, and societal consequences of employee misery. The costs that might result from being indifferent to an employee's suffering have been studied extensively, while many studies have examined the benefits of compassion in the workplace (Moon et al., 2015).

Previous studies have established a causal relationship between employee turnover and job satisfaction, commitment, productivity, profits, and security. Several factors, such as professional growth opportunities, working environment, rapport with coworkers, length of service, industry standing, and financial compensation, can contribute to an employee's overall sense of job satisfaction (Vorina et al., 2017). One's commitment to their employer can be sustained if they enjoy their employment (Amin et al., 2021).

Despite all of this multidisciplinary research, we still know surprisingly little about how switching jobs affects people's happiness on the job. Previous studies, however, have not shed light on the topic of job-related turnover that occurred following the peak of the COVID-19 pandemic (Chadi & Hetschko, 2017). In addition, there is currently a lack of consistency in the findings of studies that examine the connection between employee dedication and performance. Disconnect between employee dedication and productivity in the workplace (Al Zefeiti & Mohamad, 2017). However, many academics contend that firm loyalty directly correlates with productivity (Al-Muallem & Al-Surimi, 2019).

By examining this void, the authors hope to identify a more effective strategy for influencing labor productivity during the shift from a pandemic to an endemic state of COVID-19. Studying the effects of career transitions on elements like job satisfaction, loyalty, compassion, and communication are the primary goal of this study's research design. We argue for a middle ground between organizational dedication, work fulfillment, and productivity. Once the COVID-19 outbreak has passed, it is believed that the findings of this study will add to the organization's effective plan for boosting employee performance in terms of employee dedication, job satisfaction, communication, and compassion.

This paper was structured as follows. Section 2 reviews the literature on the subject. Section 3 analyzes the methodology that has been used to conduct the research. Section 4 presents the results, and Section 5 contains a discussion of the findings. The final Section 6 summarizes the conclusions of this study.

2. LITERATURE REVIEW

2.1. Compassion

Affection, care, and tenderness shown to subordinates or coworkers without expecting any return from superiors or one's superiors are what we call "compassion" in the workplace (Eldor, 2018). Thus, an organization's compassion can be understood as a form of attentional and attentional non-selective bias inherent in a given compassionate organizing process (Simpson et al., 2014). Showing compassion for troubled workers can help them get through tough times and get back to work by alleviating the anxiety and fear that saps their strength and allowing them to emotionally readjust after experiencing trauma (Moon et al., 2015).

Employees who feel appreciated are more willing to help out both their coworkers and the company as a whole, according to studies (Moon et al., 2015). Caring professionals have compassion when they feel empathy for their patients and satisfaction with a job well done (Slatten et al., 2011). Helpers are better able to extract value, meaning, and purpose from their difficult tasks when they are motivated by compassion (Dwyer et al., 2021). Employees' positive critical outcomes, like increased job satisfaction and dedication to the organization, can be traced back to the prevalence of caring relationships among the members of that organization (Moon et al., 2015).

2.2. Employee communication

"Employee communication" refers to a two-way flow of information between individuals and/or groups at different levels and with diverse areas of expertise to create and refine organizational structures, implement those structures, and coordinate day-to-day operations (Smidts et al., 2001). Employees that are able to effectively communicate with one another are more likely to form positive working relationships and show loyalty to their employer (Kang & Sung, 2017). Effective two-way communication among employees is crucial to the success of any business. It's a useful management tool for establishing and maintaining communication channels between upper management and their staff (Chen, 2008). One of the most important functions of any organization is
the free flow of ideas, interpretations, and feelings among its members. It’s a boon to team building, communication, decision-making, and pretty much everything else that goes on in an organization. Strategic communication management is at the heart of employee relations, which aims to foster positive interactions between the company and its employees and other internal stakeholders (Mazzei et al., 2019). Particular facets of corporate communication inspire dedication and enthusiasm among workers (Walden et al., 2017).

The long-term success of a business can benefit greatly from an inviting atmosphere of open communication (Smidts et al., 2001), and impact business results (Kang & Sung, 2017).

2.3. Job satisfaction

Feelings of contentment in one’s job can be traced back to one’s perception of how well their work-related demands are being met (Toropova et al., 2020). Employees’ positive attitudes toward their jobs are often mentioned while discussing their work environment (Kong et al., 2018). Components of a job (including its nature, management, perks, contingent rewards, standard operating procedures, and coworkers) that contribute to an employee’s overall sense of contentment in their position can be categorized in a variety of ways (Dhamija et al., 2019).

The importance of job satisfaction and the factors that contribute to it have been emphasized by a number of academics, who have discovered that it is more than just an attitude that accounts for a person’s internal state, from both a qualitative and quantitative point of view. These researchers have found that job satisfaction and the factors that contribute to it are important for a number of reasons (Dhamija et al., 2019). Satisfaction in one’s job refers to the way one feels about his/her job. One way to think about it is as an overarching feeling about one’s employment, while another way is to think about it as a collection of interconnected feelings about various aspects of one’s profession (Hoboubi et al., 2017).

Employee retention and output are both thought to be influenced by how happy workers are in their jobs. Raising levels of output, responsiveness, quality, and acknowledgement of service require content workers (Ali & Anwar, 2021). If workers are satisfied, they will produce excellent results, and vice versa. If workers are unhappy in their jobs, they will be less productive (Loan, 2020; Ramli, 2019b) shown in unfavorable indicators like attendance, tardiness, and employee turnover (Andrade et al., 2019).

Employee dedication and productivity are strongly influenced by a sense of job satisfaction (Beloor et al., 2017) and a reduction in the likelihood of voluntary turnover among staff (Al-Muallem & Al-Surimi, 2019). When workers are happy with their compensation, treatment on the job, advancement prospects, and the backing they receive from management, they are more likely to remain loyal to their company (Lirios, 2021; Loan, 2020).

2.4. Work commitment

Employees who accept the organization’s principles and strive to uphold them over the long term develop a sense of belonging in the workplace known as “work commitment” (Rahayuningsih & Putra, 2018; Senanyake, 2021). Work commitment also refers to the moral and evaluative beliefs held by leaders who, in their pursuit of success, place a premium on efficiency, consistency, and structure in the workplace (Lirios, 2021).

When an organization’s mission, values, and goals align with an employee’s professional values and ambitions, the employee is more likely to embrace the organization’s desired behaviors. In turn, this enhances the employee’s commitment to the organization and level of interest in the work they perform (Beloor et al., 2017; Cesário & Chambel, 2017; Al Zefeiti & Mohamad, 2017).

Since an organization’s success or failure is often the result of the motivation and efforts of its personnel, keeping their commitment is crucial (Liu & Mao, 2020). A number of studies have indicated that an employee’s level of organizational commitment is directly related to his/her level of job satisfaction, as both measure an individual’s positive outlook on his/her place of employment (Culibrk et al., 2018).

Employees that are invested in their organizations are more invested in their work, which leads to higher results. Workers’ motivation to put forth effort is affected by their level of commitment, which in turn influences their output and output quality. Consistent with past research, this study found that an employee’s level of dedication significantly affects their productivity on the job (Irfan & Marzuki, 2018; Loan, 2020).

Different research has proven a link between organizational commitment, work satisfaction, and performance, but the intensity of this association varies.

Higher levels of dedication to one’s organization are generally associated with greater levels of job performance (Loan, 2020).

2.5. Hypothesis development

Based on the description above, this study has a research model in which compassion and employee communication as independent variables affect job satisfaction, work commitment, and employee performance as the dependent variables. From this research model, this study hypothesizes that:

H1: Compassion influences employee performance.
H2: Compassion influences job satisfaction.
H3: Compassion influences work commitment.
H4: Employee communication influences job satisfaction.
H5: Employee communication influences work commitment.
H6: Employee communication influences employee performance.
H7: Job satisfaction influences employee performance.
H8: Work commitment influences employee performance.

3. RESEARCH METHODOLOGY

3.1. Study design

This study, a cross-sectional investigation conducted during the COVID-19 pandemic, had as one of it
aims an investigation of how compassion, employee communication, and employee engagement affected job satisfaction and commitment in the face of job changes brought on by the pandemic’s eventual transformation into an endemic disease. Both March and June of 2022 were devoted to the study, both of which took place in Jakarta. Surveys and structural equation modeling were employed in this quantitative study (structural equation modeling).

3.2. Study participants

Indonesia’s capital and second-largest metropolis, Jakarta, hosted the study. This city is the epicenter of Indonesia’s coronavirus outbreak, with 2,738 confirmed cases and over 100 deaths projected for 2020. It was an obvious option for the study (Fachriansyah, 2020). Researchers employed a technique called “purposive sampling” to choose their sample. Workers in Jakarta were used as the population for this study’s samples. The number of samples used in this research was 200, and it was based on the maximum likelihood estimate using a multivariate normal data distribution. The recommended sample size is between 100 and 200 respondents; thus, the study followed this recommendation (Yamin & Kurniawan, 2009).

3.3. Data collection

Twenty-two items were included on the questionnaire, each of which was answered by one of the two hundred people who participated in the study. Distributing Google Forms-based surveys to people who work in Jakarta in order to collect data for a study. On May 31, 2022, the university’s research ethics office accepted the protocol for this study as meeting all necessary ethical standards. The department is in charge of making sure that the permission form gives a clear explanation of the study’s goals, encourages participants to take part willingly, and keeps their answers private. Table 1 displays respondent profiles.

3.4. Data analysis

Using a questionnaire based on research by Hur et al. (2018) and Nadim and Zafar (2021), we were able to quantify the degree to which people are empathetic. We used a modified version of the questionnaires developed by O’Neil (2008) and Thornhill et al. (1996) to evaluate staff members’ abilities to communicate with one another. In addition, we adapted questionnaires from Ramli (2019a) and Vorina et al. (2017) to measure contentment on the job. Also, we employ a questionnaire based on the job commitment variables identified by Li et al. (2021) and Daud (2010). Meanwhile, we adopted a questionnaire from Hee et al. (2019) and Ramli (2019a) to assess worker performance.

To determine whether the model can be successfully applied using the goodness of fit method. Likert scales (ranging from 1 to 5 points) were used in this study (strongly disagree, disagree, neutral, agree, strongly agree). If the t-test value is greater than 1.96 then the research hypothesis is acceptable, but if it’s less than 1.96, don’t (Yamin & Kurniawan, 2009). The Linear Structural Relationship (Lisrel) 8.5 software is then used to obtain the results.

4. RESEARCH RESULTS

The distribution of respondents by socioeconomic class and demographic profile is shown in Table 1.

Table 1. Profile of respondents

<table>
<thead>
<tr>
<th>Profile</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sex</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Male</td>
<td>43</td>
<td>22</td>
</tr>
<tr>
<td>Woman</td>
<td>157</td>
<td>78</td>
</tr>
<tr>
<td>Age</td>
<td></td>
<td></td>
</tr>
<tr>
<td>&lt; 26</td>
<td>176</td>
<td>88</td>
</tr>
<tr>
<td>&gt; 41</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>26-30</td>
<td>20</td>
<td>10</td>
</tr>
<tr>
<td>31-35</td>
<td>3</td>
<td>1.5</td>
</tr>
<tr>
<td>36-40</td>
<td>1</td>
<td>0.5</td>
</tr>
<tr>
<td>Relationship status</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Unmarried</td>
<td>190</td>
<td>95</td>
</tr>
<tr>
<td>Married</td>
<td>10</td>
<td>5</td>
</tr>
</tbody>
</table>

About 157 (78%) of the responses are female, while 43 (22%) are male. In addition, nearly 190 (95%) of the respondents are single and 10 (5%) are married. A total of 176 responders (88%) were less than 26 years old, with the ages of the youngest group being 10 years old. Table 2 represents the validity results and t-values of the variables.

Table 2. Convergent validity (Part 1)

<table>
<thead>
<tr>
<th>Construct</th>
<th>Indicator (Likert scale 1-5)</th>
<th>t-value</th>
<th>SLF</th>
<th>Adapted from</th>
</tr>
</thead>
<tbody>
<tr>
<td>Compassion</td>
<td>How frequently do you feel that someone cares about you and your needs at work?</td>
<td>11.65</td>
<td>0.78</td>
<td>Hur et al. (2018), Nadim and Zafar (2021)</td>
</tr>
<tr>
<td></td>
<td>In what ways do your supervisor show you care, compassion, and attention?</td>
<td>10.74</td>
<td>0.73</td>
<td></td>
</tr>
<tr>
<td></td>
<td>When did you last feel appreciated, cared for, and loved by your coworkers?</td>
<td>10.06</td>
<td>0.69</td>
<td></td>
</tr>
<tr>
<td>Employee communication</td>
<td>The organization takes proactive measures to keep workers informed.</td>
<td>8.62</td>
<td>0.59</td>
<td>O’Neil (2008), Thornhill et al. (1996)</td>
</tr>
<tr>
<td></td>
<td>The company’s information was reliable, as far as I can tell.</td>
<td>9.59</td>
<td>0.65</td>
<td></td>
</tr>
<tr>
<td></td>
<td>A significant shift is happening at work, and I was notified about it.</td>
<td>6.82</td>
<td>0.30</td>
<td></td>
</tr>
<tr>
<td></td>
<td>My organization is very good at disseminating information in a timely manner.</td>
<td>11.67</td>
<td>0.75</td>
<td></td>
</tr>
<tr>
<td></td>
<td>As far as I can tell, the company’s information is comprehensive.</td>
<td>13.72</td>
<td>0.84</td>
<td></td>
</tr>
<tr>
<td></td>
<td>I’ve got plenty of answers for my job.</td>
<td>1.96</td>
<td>0.65</td>
<td>Ramli (2019b), Vorina et al. (2017)</td>
</tr>
<tr>
<td></td>
<td>I have the chance to move up the corporate ladder.</td>
<td>8.24</td>
<td>0.71</td>
<td></td>
</tr>
<tr>
<td></td>
<td>I take great pride in my work and am very dedicated to it.</td>
<td>8.78</td>
<td>0.77</td>
<td></td>
</tr>
<tr>
<td></td>
<td>That’s why I love what I do; it motivates me.</td>
<td>6.73</td>
<td>0.55</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Freedom of choice and control over my work schedule is a huge benefit.</td>
<td>6.37</td>
<td>0.52</td>
<td></td>
</tr>
</tbody>
</table>
Table 2. Convergent validity (Part 2)

<table>
<thead>
<tr>
<th>Construct</th>
<th>Item</th>
<th>Li et al. (2021), Reddy et al. (2019)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work commitment</td>
<td>Active cooperation with coworkers is something I'm willing to do in the workplace.</td>
<td>1.96 0.55</td>
</tr>
<tr>
<td></td>
<td>I intend to stay with my current employer and continue contributing to the growth of the organization.</td>
<td>6.38 0.65</td>
</tr>
<tr>
<td></td>
<td>I'm dedicated to my company.</td>
<td>5.86 0.57</td>
</tr>
<tr>
<td></td>
<td>My lifelong pursuit of knowledge and skill development continues.</td>
<td>6.16 0.62</td>
</tr>
<tr>
<td>Employee performance</td>
<td>The majority of my work is excellent; thus, I consider myself successful.</td>
<td>1.96 0.66</td>
</tr>
<tr>
<td></td>
<td>In return for my efforts, I have received high praise.</td>
<td>8.47 0.75</td>
</tr>
<tr>
<td></td>
<td>I am able to fulfill the job's obligatory performance requirements.</td>
<td>7.37 0.62</td>
</tr>
<tr>
<td></td>
<td>The effort I put in allows me to perform successfully at my profession.</td>
<td>6.95 0.58</td>
</tr>
<tr>
<td></td>
<td>I'm a self-starter who gets things done.</td>
<td>0.37 0.33</td>
</tr>
</tbody>
</table>

Note: SLF = Standardized loading factors.

Table 3. Construct reliability

<table>
<thead>
<tr>
<th>Construct</th>
<th>CR</th>
<th>AVE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Compassion</td>
<td>0.98</td>
<td>0.94</td>
</tr>
<tr>
<td>Employee communication</td>
<td>0.98</td>
<td>0.93</td>
</tr>
<tr>
<td>Job satisfaction</td>
<td>0.96</td>
<td>0.85</td>
</tr>
<tr>
<td>Work commitment</td>
<td>0.92</td>
<td>0.77</td>
</tr>
<tr>
<td>Employee performance</td>
<td>0.96</td>
<td>0.85</td>
</tr>
</tbody>
</table>

Note: AVE = Average variance extracted, CR = Construct reliability.

If the loading factors for a given variable are above the crucial value of 1.96 and the SLF is above 0.5 (and ideally above 0.7), then the variable can be said to have excellent validity on the construct or latent variable in question (Hair et al., 2009; Wijanto, 2008; Yamin & Kurniawan, 2009). Based on the data in Table 2 all items are included since their loading factors are more than or equal to 1.96 and their standardized factor loadings are greater than or equal to 0.5.

Using the construct reliability measure and the average variance extracted metric, we shall evaluate the validity of the structural equation modeling. A CR greater than 0.7 is predicted. The AVE value exemplifies the significance of the construct’s potential indication variation content. Minimum AVE > 0.5 is considered an acceptable number (Hair et al., 2009; Wijanto, 2008; Yamin & Kurniawan, 2009). From Table 3, construct reliability has been above the recommended level.

Table 4. Goodness of fit

<table>
<thead>
<tr>
<th>No.</th>
<th>Goodness of fit</th>
<th>Cut-off value</th>
<th>Table Decision</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>p-value for RMSEA &gt; 0.05</td>
<td>0.00</td>
<td>Close fit</td>
</tr>
<tr>
<td>2</td>
<td>PNFI &gt; 0.6</td>
<td>0.79</td>
<td>Good fit</td>
</tr>
<tr>
<td>3</td>
<td>CFI &gt; 0.9</td>
<td>0.95</td>
<td>Good fit</td>
</tr>
<tr>
<td>4</td>
<td>IFI &gt; 0.9</td>
<td>0.95</td>
<td>Good fit</td>
</tr>
</tbody>
</table>

Note: RMSEA = Root mean square error of approximation, PNFI = Parsimony normed fit index, CFI = Comparative fit index, IFI = Incremental fit index.

Table 4 demonstrates that the value of its goodness is acceptable as follows: the p-value for RMSEA is 0.000, while the PNFI is 0.79, the CFI is 0.95, and the IFI is 1 (0.95).

The t-value for the relationship between compassion and employee communication and the dependent variables (job satisfaction, work commitment, and employee performance) is shown in Figure 1. Table 5 then summarizes the t-value findings.

Figure 1. Structural model (t-value)

Table 5. Goodness of fit

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Figure 1. Structural model (t-value)

![Figure 1](image.jpg)

Note: CO = Compassion, EC = Employee communication, JS = Job satisfaction, WC = Work commitment, EP = Employee performance.

Standardized solution values for job satisfaction, work commitment, and employee performance are shown in Figure 2, along with the amount of influence of the two independent variables (compassion and employee communication). Then, in Table 5, we summarize the standardized solution’s outcomes.
The study’s findings are summarized in Table 5, which reveals that, contrary to H1, compassion has no bearing on worker productivity (t-value = 1.02). The H2 demonstrates that compassion influences contentment in the workplace (t-value = 4.15). H3 shows that compassion has an effect on work commitment (t-value = 3.70). Communication among workers affects their happiness on the job, as shown in H4 (t-value = 5.67). Employees’ level of dedication to their jobs can be affected by their ability to communicate with one another, as shown in H5 (t-value = 2.91). Employee output is influenced by internal communications, as shown in H6 (t-value = 2.00). The correlation between employee happiness and productivity is demonstrated in H7 (t-value = 2.03). Employee success is correlated with the amount of effort put out at work, as shown in H8 (t-value = 2.00).

5. DISCUSSION OF THE RESULTS

The H1 tests reveal that kindness has little bearing on productivity. Previous research has linked compassion to improved workplace productivity, but this study found the opposite (Eldor, 2018). It is determined by the author that during the extended COVID-19 pandemic, all employees have the compassion to help other human beings. However, it is not boosting productivity levels. However, findings from the second and third hypotheses indicate that compassion has an impact on job satisfaction and dedication. This study’s findings that compassion affects job satisfaction and dedication are in line with those of earlier studies (Slatten et al., 2011; Zoghbi-Manrique-de-Lara & Guerra-Baez, 2016). Compassion in the workplace manifests itself when professionals show consideration, empathy, and generosity to those under their supervision or in similar roles, even if they stand to gain nothing personally from it (Eldor, 2018).

Fourth, fifth, and sixth illustrate that employee communication affects workplace happiness, work dedication, and employee performance. The results of this study are the same as previous studies which found that employee communication has an effect on job satisfaction (Gondowahjudi et al., 2018), work commitment (Ng et al., 2006), and employee performance (Herawati et al., 2022). Job satisfaction can be increased when there is open communication between employers and workers regarding the sharing of information and strategies for resolving issues (Herawati et al., 2022). Effective communication is crucial to success in the workplace since it fosters understanding, cooperation, and contentment in one’s position (Gondowahjudi et al., 2018). Management’s openness in talking to employees is a key factor in keeping workers invested in the company (De Nobile & Bilgin, 2022). Employees are more invested in their work when they are able to communicate with their bosses openly and positively based on mutual understanding and respect (Güney et al., 2012). It is the organization’s duty to keep in touch with its staff in order to keep them feeling valued, proud to work there, committed to their jobs, and satisfied with their results (Lee & Baek, 2019).

In light of these findings, it is critical for businesses to have channels of open communication.
with their staff. Communication instruments should be considered in the establishment of a communication strategy. Employees’ expectations for open and honest communication during times of transition and uncertainty rise, so it's important to have a clear strategy for communicating with them at this period. Instead of hearing about company news through rumors or the media, employees should check in directly with management (DuFrere & Lehman, 2014).

The seventh and eighth outcomes demonstrate that an employee’s level of job satisfaction and dedication to their work affects their productivity. Consistent with earlier research, this one found that contentment in one’s job has an impact on productivity (Kim et al., 2017; Rhee et al., 2017; Vaillancourt & Wasylkiw, 2020) and work commitment affects employee performance (Ko & Choi, 2020; Moon et al., 2014). The results of this study show that worker retention and productivity increase during the transition phase in large part due to employees’ high levels of job satisfaction (Eliyana et al., 2019; Setia et al., 2021). This research also shows that devoted workers are better able to cope with disruptions and continue working at high levels of efficiency. Employees that are highly committed to the company’s mission and values are more likely to have a sense of ownership over their work, resulting in higher productivity (Hendri, 2019).

Flexible working hours, management development programs, and good grievance management can reduce job discontent caused by work complexity, lack of personal growth possibilities, and poor top-level management support, according to some research (Dhamija et al., 2019). Meanwhile, there are a number of approaches that can be taken to boost employees’ dedication to their jobs, such as encouraging a more positive and progressive work ethic, encouraging employees to help one another, encouraging a more positive and competitive climate for excellence, and encouraging employees to work together more effectively (Yong-Hui et al., 2011).

6. CONCLUSION

As a result of our findings, firms will be better equipped to foster compassion, employee communication, and work commitment in an effort to boost employee performance in the wake of the COVID-19 pandemic’s eventual conclusion. Our findings suggest that compassion does not have a direct impact on productivity, but it does contribute to happier workers who are more invested in their jobs. On the other hand, research has linked effective communication with higher levels of job satisfaction, loyalty, and productivity in the workplace. High levels of job satisfaction and staff dedication have also been linked to increased productivity in the workplace. Staff performance can be enhanced through the mediation of job happiness and employee commitment. Meanwhile, in the real world, compassion can be a mediator for enhanced productivity through employee dedication and contentment in the workplace.

Overall, this study validates the consequences of the function of communication in training and openness to change, therefore it adds to the existing literature on these topics. Open and frank two-way communication with staff is seen as an essential element in developing an environment that fosters high levels of job satisfaction, strong employee engagement, and, ultimately, high levels of productivity.

The transition from a pandemic to an endemic phase poses challenges for companies trying to instill their core values in the minds of their personnel. Employees may feel threatened, overworked, neglected, and afraid in uncertain economic times. The challenge for managers at all levels is to maintain morale and productivity in the face of uncertainty without sugarcoating the truth. To get the content, timing, and delivery of a message just perfect, it is necessary to engage in extensive audience research and strategic planning.

According to the results of this research, ethical disclosure and openness are two of the most crucial factors in successful communication during times of transition. Instead of trying to switch up who does the talking, a united management team should be focusing on helping workers weather any storms that may come their way. Instead of relying on the media or employee (or ex-employee) blogs and posts, employees should receive crucial information regularly from management. Organizations transforming need to adopt a wide range of approaches to foster an atmosphere of open communication and mutual support among employees.

REFERENCES


