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

Christian Wiradendi Wolor [*], Suherdi [**],
Rizki Firdausi Rachma Dania [**], Ahmad Nurkhin [***], Rofi Rofaida [****]

* Corresponding author Faculty of Economics, Universitas Negeri Jakarta, Jakarta, Indonesia
Contact details: Faculty of Economics, Universitas Negeri Jakarta, Rawamangun Muka Street, Jakarta, Indonesia
** Faculty of Economics, Universitas Negeri Jakarta, Jakarta, Indonesia
*** Faculty of Economics, Universitas Negeri Semarang, Semarang, Indonesia
**** Faculty of Economics and Business Education, Universitas Pendidikan Indonesia, Bandung, Indonesia

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

Authors' individual contribution: Conceptualization — C.W.W., S., and R.F.R.D.; Methodology — A.N. and R.R.; Software — C.W.W.; Validation — A.N. and R.R.; Formal Analysis — S. and R.F.R.D.; Investigation — C.W.W. and S.; Resources — S. and R.F.R.D.; Data Curation — A.N. and R.R.; Writing — Original Draft — C.W.W., S., and R.F.R.D., Writing — Review & Editing — A.N. and R.R.; Visualization — C.W.W., S., and R.F.R.D.; Supervision — C.W.W.

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 oneself 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 benefits 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 has 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 content when left alone, 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 as 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; Senanayake, 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 (Ćulibrk 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

Profile	Frequency	Percent
Sex		
Male	43	22
Woman	157	78
Age		
< 26	176	88
> 41	0	0
26–30	20	10
31–35	3	1.5
36–40	1	0.5
Relationship status		
Unmarried	190	95
Married	10	5

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)

Construct	Indicator (Likert scale 1–5)	t-value	SLF	Adapted from
Compassion	How frequently do you feel that someone cares about you and your needs at work?	11.65	0.78	Hur et al. (2018), Nadim and Zafar (2021)
	In what ways do your supervisor show you care, compassion, and attention?	10.74	0.73	
	When did you last feel appreciated, cared for, and loved by your coworkers?	10.06	0.69	
Employee communication	The organization takes proactive measures to keep workers informed.	8.62	0.59	O'Neil (2008), Thornhill et al. (1996)
	The company's information was reliable, as far as I can tell.	9.59	0.65	
	A significant shift is happening at work, and I was notified about it.	6.82	0.50	
	My organization is very good at disseminating information in a timely manner.	11.67	0.75	
	As far as I can tell, the company's information is comprehensive.	13.72	0.84	
Job satisfaction	I've got plenty of pep for my job.	1.96	0.65	Ramli (2019b), Vorina et al. (2017)
	I have the chance to move up the corporate ladder.	8.24	0.71	
	I take great pride in my work and am very dedicated to it.	8.78	0.77	
	That's why I love what I do: it motivates me.	6.73	0.55	
	Freedom of choice and control over my work schedule is a huge benefit.	6.37	0.52	

Table 2. Convergent validity (Part 2)

Work commitment	Active cooperation with coworkers is something I'm willing to do in the workplace.	1.96	0.55	Li et al. (2021), Reddy et al. (2019)
	I intend to stay with my current employer and continue contributing to the growth of the organization.	6.38	0.65	
	I'm dedicated to my company.	5.86	0.57	
	My lifelong pursuit of knowledge and skill development continues.	6.16	0.62	
Employee performance	The majority of my work is excellent; thus, I consider myself successful.	1.96	0.66	Hee et al. (2019), Ramli (2019b)
	In return for my efforts, I have received high praise.	8.47	0.75	
	I am able to fulfill the job's obligatory performance requirements.	7.37	0.62	
	The effort I put in allows me to perform successfully at my profession.	6.95	0.58	
	I'm a self-starter who gets things done.	6.37	0.53	

Note: SLF = Standardized loading factors.

Table 3. Construct reliability

Construct	CR	AVE
Compassion	0.98	0.94
Employee communication	0.98	0.93
Job satisfaction	0.96	0.85
Work commitment	0.92	0.77
Employee performance	0.96	0.83

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.
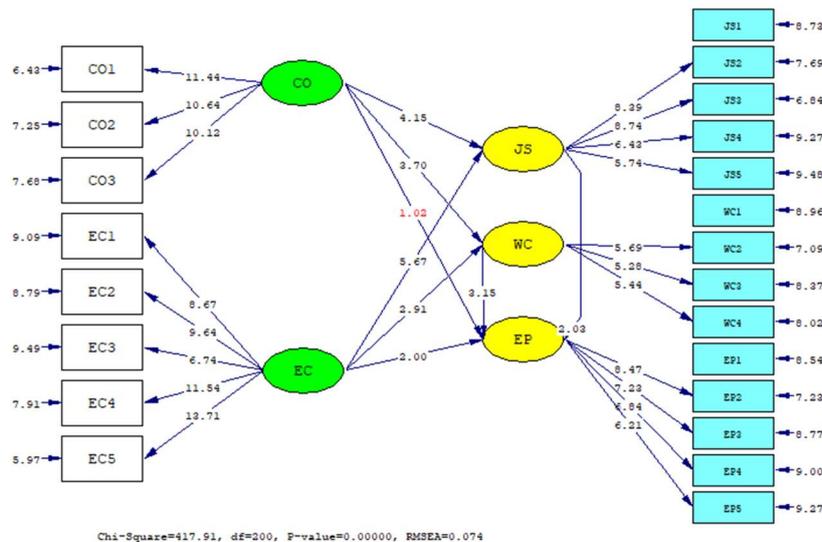
Table 4. Goodness of fit

No.	Goodness of fit	Cut-off value	Table	Decision
1	P-value for RMSEA	> 0.05	0.00	Close fit
2	PNFI	> 0.6	0.79	Good fit
3	CFI	> 0.9	0.95	Good fit
4	IFI	> 0.9	0.95	Good fit

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)

Chi-Square=417.91, df=200, P-value=0.00000, RMSEA=0.074

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.
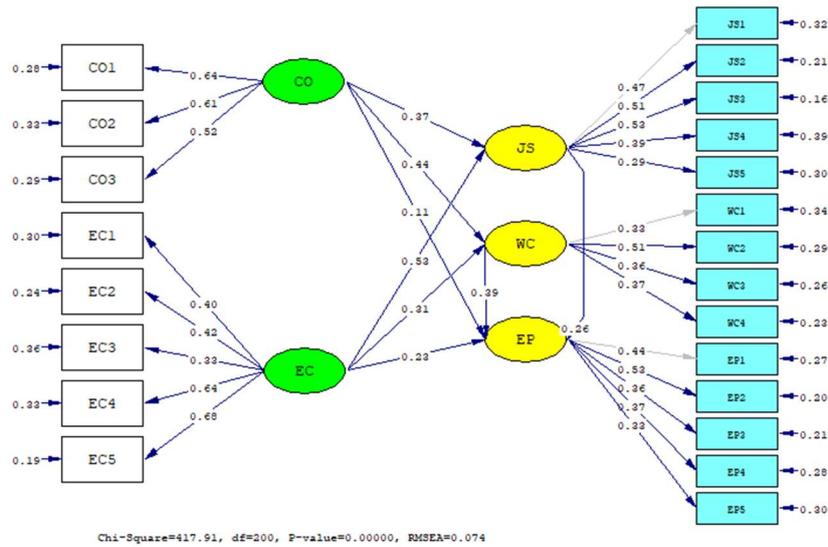
Figure 2. Structural model (standardized solution)

Chi-Square=417.91, df=200, P-value=0.00000, RMSEA=0.074

Table 5. Causal relations between variables

No	Path	Standardization coefficient	t-value	t-table	Remarks
1	Compassion → Employee performance	0.11	1.02	1.96	Not significance
2	Compassion → Job satisfaction	0.37	4.15	1.96	Significance
3	Compassion → Work commitment	0.44	3.70	1.96	Significance
4	Employee communication → Job satisfaction	0.53	5.67	1.96	Significance
5	Employee communication → Work commitment	0.31	2.91	1.96	Significance
6	Employee communication → Employee performance	0.23	2.00	1.96	Significance
7	Job satisfaction → Employee performance	0.26	2.03	1.96	Significance
8	Work commitment → Employee performance	0.39	3.15	1.96	Significance

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 (DuFrene & 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

1. Al Zefeiti, S. M. B., & Mohamad, N. A. (2017). The influence of organizational commitment on Omani public employees' work performance. *International Review of Management and Marketing, 7*(2), 151–160. https://econjournals.com/index.php/irmm/article/view/3982
2. Ali, B. J., & Anwar, G. (2021). An empirical study of employees' motivation and its influence job satisfaction. *International Journal of Engineering, Business and Management, 5*(2), 21–30. https://doi.org/10.22161/ijebm.5.2.3
3. Al-Muallem, N., & Al-Surimi, K. M. (2019). Job satisfaction, work commitment and intention to leave among pharmacists: A cross-sectional study. *BMJ Open, 9*(9), Article 024448. https://doi.org/10.1136/bmjopen-2018-024448
4. Amin, F. A. B. M., Mokhtar, N. M., Ibrahim, F. A. B., Nishaalni, & bin Nordin, M. N. (2021). A review of the job satisfaction theory for special education perspective. *Turkish Journal of Computer and Mathematics Education, 12*(11), 5224–5228. https://www.proquest.com/openview/68adaa312c0e4ffa10103867d78495fa/1?pq-origsite=gscholar&cbl=2045096
5. Andrade, M. S., Westover, J. H., & Peterson, J. (2019). Job satisfaction and gender segregation. *Journal of Business Diversity, 19*(3), 22–40. https://www.researchgate.net/publication/339338612_Job_Satisfaction_and_Gender
6. Beloor, V., Nanjundeswaraswamy, T. S., & Swamy, D. R. (2017). Employee commitment and quality of work life — A literature review. *International Journal of Indian Psychology, 4*(2), 175–188. https://doi.org/10.25215/0402.040
7. Cesário, F., & Chambel, M. J. (2017). Linking organizational commitment and work engagement to employee performance. *Knowledge and Process Management, 24*(2), 152–158. https://doi.org/10.1002/kpm.1542

8. Chadi, A., & Hetschko, C. (2017). The magic of the new: How job changes affect job satisfaction. *Journal of Economics & Management Strategy, 27*(1), 23–39. https://doi.org/10.1111/jems.12217

9. Chaerul, M. R., & Noni, A. (2019). Enhance employee performance for increase work motivation on Universitas Pembangunan Panca Budi medan. *International Journal in Management and Social Science, 7*(8), 2321–1784. https://www.indianjournals.com/ijor.aspx?target=ijor:ijmss&volume=7&issue=8&article=009

10. Chen, N. (2008). Internal/employee communication and organizational effectiveness: A study of Chinese corporations in transition. *Journal of Contemporary China, 17*(54), 167–189. https://doi.org/10.1080/10670560701693146

11. Ćulibrk, J., Delić, M., Mitrović, S., & Ćulibrk, D. (2018). Job satisfaction, organizational commitment and job involvement: The mediating role of job involvement. *Frontiers in Psychology, 9*(132), Article 132. https://doi.org/10.3389/fpsyg.2018.00132

12. Daud, N. (2010). Investigating the relationship between quality of work life and employee commitment amongst bank employees in Malaysian firms. *International Journal of Business and Management, 5*(10), 190–196. https://doi.org/10.5539/ijbm.v5n10p75

13. De Nobile, J., & Bilgin, A. A. (2022). A structural model to explain influences of organisational communication on the organisational commitment of primary school staff. *Education Sciences, 12*(6), Article 395. https://doi.org/10.3390/educsci12060395

14. Dhamija, P., Gupta, S., & Bag, S. (2019). Measuring of job satisfaction: The use of quality of work life factors. *Benchmarking: An International Journal, 26*(3), 871–892. https://doi.org/10.1108/BIJ-06-2018-0155

15. Diamantidis, A. D., & Chatzoglou, P. (2019). Factors affecting employee performance: An empirical approach. *International Journal of Productivity and Performance Management, 68*(1), 171–193. https://doi.org/10.1108/IJPPM-01-2018-0012

16. DuFrene, D. D., & Lehman, C. M. (2014). Navigating change: Employee communication in times of instability. *Business and Communication Quarterly, 77*(4), 443–452. https://doi.org/10.1177/2329490614544736

17. Dwyer, M. L., Alt, M., Brooks, J. V., Katz, H., & Poje, A. B. (2021). Burnout and compassion satisfaction: Survey findings of healthcare employee wellness during COVID-19 pandemic using ProQOL. *Kansas Journal of Medicine, 14*(2), 121–127. https://doi.org/10.17161/kjm.vol1415171

18. Eldor, L. (2018). Public service sector: The compassionate workplace — The effect of compassion and stress on employee engagement, burnout, and performance. *Journal of Public Administration Research and Theory, 28*(1), 86–103. https://doi.org/10.1093/jopart/mux028

19. Eliyana, A., Ma'arif, S., & Muzakki. (2019). Job satisfaction and organizational commitment effect in the transformational leadership towards employee performance. *European Research on Management and Business Economics, 25*(3), 144–150. https://doi.org/10.1016/j.iedeen.2019.05.001

20. Fachriansyah, R. (2020, November 11). Coronavirus means working from home for many. But some say it's easier said than done. *Jakarta Post.* https://www.thejakartapost.com/news/2020/04/08/coronavirus-means-working-from-home-for-many-but-some-say-its-easier-said-than-done.html

21. Gondowahjudi, L. E., Ratri, D. R., & Hakim, L. (2018). Pengaruh pelatihan komunikasi efektif terhadap peningkatan pengetahuan karyawan RSUD Kota Malang [The effect of effective communication training on increasing knowledge of employees of Malang City Hospital]. *Jurnal Ilmiah Administrasi Publik, 4*(2), 100–105. https://doi.org/10.21776/ub.jiap.2018.004.02.2

22. Güney, S., Diker, O., Güney, S., Ayranci, E., & Solmaz, H. (2012). Effects of organizational communication on work commitment: A case study on a public agency in Ankara. *Business Management Dynamics, 2*(4), 18–29. https://journaldatabase.info/articles/effects_organizational_communication.html

23. Hair, J. F., Jr., Black, W. C., Babin, B. J., & Anderson, R. E. (2009). *Multivariate data analysis* (7th ed.). Pearson.

24. Hee, O. C., Qin, D. A. H., Kowang, T. O., Husin, M. M., & Ping, L. L. (2019). Exploring the impact of communication on employee performance. *International Journal of Recent Technology and Engineering, 8*(3S2), 654–658. https://doi.org/10.35940/ijrte.c1213.1083s219

25. Hendri, M. I. (2019). The mediation effect of job satisfaction and organizational commitment on the organizational learning effect of the employee performance. *International Journal of Productivity and Performance Management, 68*(7), 1208–1234. https://doi.org/10.1108/IJPPM-05-2018-0174

26. Herawati, H., Purwanto, A., Suci, R. P., & Hermawati, A. (2022). Analyzing the impact of organizational communication and organizational citizen behavior on nurse perfomance with mediation of job satisfaction at Malang Lavalette Hospital. *Asia Pacific Journal of Business Economics and Technology, 2*(3). https://www.apjbet.com/index.php/apjbet/article/view/50

27. Hoboubi, N., Choobineh, A., Ghanavati, F. K., Keshavarzi, S., & Hosseini, A A. (2017). The impact of job stress and job satisfaction on workforce productivity in an Iranian petrochemical industry. *Safety and Health at Work, 8*(1), 67–71. https://doi.org/10.1016/j.shaw.2016.07.002

28. Hur, W.-M., Moon, T.-W., & Ko, S.-H. (2018). How employees' perceptions of CSR increase employee creativity: Mediating mechanisms of compassion at work and intrinsic motivation. *Journal of Business Ethics, 153*(1), 629–644. https://doi.org/10.1007/s10551-016-3321-5

29. Irfan, S., & Marzuki, N. A. (2018). Hierarchy culture as a moderator on the relationship between work motivation and work commitment. *Indian Journal of Positive Psychology, 9*(1), 89–96. https://www.i-scholar.in/index.php/ijpp/article/view/173711

30. Kang, M., & Sung, M. (2017). How symmetrical employee communication leads to employee engagement and positive employee communication behaviors: The mediation of employee-organization relationships. *Journal of Communication Management, 21*(1), 82–102. https://doi.org/10.1108/JCOM-02-2017-0024341

31. Kim, Y. H., Kim, S. R., Kim, Y. O., Kim, J. Y., Kim, H. K., & Kim, H. Y. (2017). Influence of type D personality on job stress and job satisfaction in clinical nurses: The mediating effects of compassion fatigue, burnout, and compassion satisfaction. *Journal of Advanced Nursing, 73*(4), 905–916. https://doi.org/10.1111/jan.13177

32. Ko, S.-H., & Choi, Y. (2020). The effects of compassion experienced by SME employees on affective commitment: Double-mediation of authenticity and positive emotion. *Management Science Letters, 10*(6), 1351–1358. https://doi.org/10.5267/j.msl.2019.11.022

33. Kong, H., Jiang, X., Chan, W., & Zhou, X. (2018). Job satisfaction research in the field of hospitality and tourism. *International Journal of Contemporary Hospitality Management*, *30*(5), 2178–2194. https://doi.org/10.1108/IJCHM-09-2016-0525

34. Lee, J.-H., & Baek, C. (2019). A study on the impact of corporate communication on work performance. *Journal of the Society of Korea Industrial and Systems Engineering*, *42*(3), 242–251. https://doi.org/10.11627/jkise.2019.42.3.242

35. Li, Y., Yang, J., Wu, M., Wang, J., & Long, R. (2021). A comprehensive model of the relationship between miners' work commitment, cultural emotion and unemployment risk perception. *Sustainability*, *13*, Article 2995. https://doi.org/10.3390/su13052995

36. Lirios, C G. (2021). Modeling work commitment in the COVID-19 era. *Indonesian Journal of Innovation and Applied Sciences*, *1*(3), 187–199. https://doi.org/10.47540/ijias.v1i3.287

37. Liu, J., & Mao, Y. (2020). Continuing medical education and work commitment among rural healthcare workers: A cross-sectional study in 11 western provinces in China. *BMJ Open*, *10*(8), Article 037985. https://doi.org/10.1136/bmjopen-2020-037985

38. Loan, L. T. M. (2020). The influence of organizational commitment on employees' job performance: The mediating role of job satisfaction. *Management Science Letters*, *10*(1), 3307–3312. https://doi.org/10.5267/j.msl.2020.6.007

39. Mazzei, A., Butera, A., & Quaratino, L. (2019). Employee communication for engaging workplaces. *Journal of Business Strategy*, *40*(6), 23–32. https://doi.org/10.1108/JBS-03-2019-0053

40. Moon, T.-W., Hur, W.-M., Ko, S.-H., Kim, J.-W., & Yoo, D.-K. (2015). Positive work-related identity as a mediator of the relationship between compassion at work and employee outcomes. *Human Factors and Ergonomics in Manufacturing & Service Industries*, *26*(1), 84–94. https://doi.org/10.1002/hfm.20615

41. Moon, T.-W., Hur, W.-M., Ko, S.-H., Kim, J.-W., & Yoon, S.-W. (2014). Bridging corporate social responsibility and compassion at work: Relations to organizational justice and affective organizational commitment. *Career Development International*, *19*(1), 49–72. https://doi.org/10.1108/CDI-05-2013-0060

42. Nadim, M., & Zafar, M. A. (2021). Evaluation of nurses' job engagement as an outcome of experienced compassion in the workplace, using the lens of affective event theory. *SAGE Open, 11*(4). https://doi.org/10.1177/21582440211058185

43. Ng, T. W. H., Butts, M. M., Vandenberg, R. J., DeJoy, D. M., & Wilson, M. G. (2006). Effects of management communication, opportunity for learning, and work schedule flexibility on organizational commitment. *Journal of Vocational Behavior*, *68*(3), 474–489. https://doi.org/10.1016/j.jvb.2005.10.004

44. O'Neil, J. (2008). Measuring the impact of employee communication on employee comprehension and action: A case study of a major international firm. *Public Relations Journal*, *2*(2). https://prjournal.instituteforpr.org/wp-content/uploads/Measuring-the-Impact.pdf

45. Rahayuningsih, T., & Putra, A. A. (2018). Impact of adversity intelligence and work commitment on cyberloafing behavior. *International Journal of Counseling and Education*, *3*(2), 69–72. https://doi.org/10.23916/0020180311620

46. Ramli, A. H. (2019a). Compensation, job satisfaction and employee performance in health services. *Business and Entrepreneurial Review*, *18*(2), 177–186. https://doi.org/10.25105/ber.v18i2.5335

47. Ramli, A. H. (2019b). Manage of job stress and measure employee performance in health services. *Business and Entrepreneurial Review*, *18*(1), 53–64. https://doi.org/10.25105/ber.v18i1.5307

48. Rhee, S.-Y., Hur, W.-M., & Kim, M. (2017). The relationship of coworker incivility to job performance and the moderating role of self-efficacy and compassion at work: The job demands-resources (JD-R) approach. *Journal of Business and Psychology*, *32*(6), 711–726. https://doi.org/10.1007/s10869-016-9469-2

49. Senanayake, C. M. (2021). The effect of rewards on work commitment of nurses at surgical and medical section (SMS) of National Hospital. *SciMedicine Journal*, *3*(3), 230–241. https://doi.org/10.28991/scimedj-2021-0303-4

50. Setia, S. I. K., Muafi, M., & Setini, N. M. (2021). The role of technology, organizational culture, and job satisfaction in improving employee performance during the COVID-19 pandemic. *Journal of Asian Finance, Economics and Business*, *8*(1), 495–505. https://doi.org/10.13106/jafeb.2021.vol8.no1.495

51. Simpson, A. V., Clegg, S., & Pitsis, T. (2014). "I used to care but things have changed": A genealogy of compassion in organizational theory. *Journal of Management Inquiry*, *23*(4), 347–359. https://doi.org/10.1177/1056492614521895

52. Slatten, L. A., Kerry, D. C., & Carson, P. P. (2011). Compassion fatigue and burnout: What managers should know. *The Health Care Manager*, *30*(4), 325–333. https://doi.org/10.1097/HCM.0b013e31823511f7

53. Smidts, A., Pruyn, A. T. H., & Van Riel, C. B. M. (2001). The impact of employee communication and perceived external prestige on organizational identification. *Academy of Management Journal*, *44*(5), 1051–1062. https://journals.aom.org/doi/abs/10.5465/3069448

54. Sundari, K. S. S., & Priya, A. A. S. (2020). Impact of working environment on job satisfaction of employees. *International Journal of Multidisciplinary Research, 6*(7), 403–406. https://doi.org/10.36713/epra4849

55. Taheri, R. H., Miah, M. S., & Kamaruzzaman, M. (2020). Impact of working environment on job satisfaction. *European Journal of Business and Management Research*, *5*(6). http://doi.org/10.24018/ejbmr.2020.5.6.643

56. Thornhill, A., Lewis, P., & Saunders, M. N. K. (1996). The role of employee communication in achieving commitment and quality in higher education. *Quality Assurance in Education*, *4*(1), 12–20. https://doi.org/10.1108/09684889610107995

57. Toropova, A., Myrberg, E., & Johansson, S. (2020). Teacher job satisfaction: The importance of school working conditions and teacher characteristics. *Educational Review*, *73*, 71–97. https://doi.org/10.1080/00131911.2019.1705247

58. Vaillancourt, E. S., & Wasylkiw, L. (2020). The intermediary role of burnout in the relationship between self-compassion and job satisfaction among nurses. *Canadian Journal of Nursing Research*, *52*(4), 246–254. https://doi.org/10.1177/0844562119846274

59. Vorina, A., Simonič, M., & Vlasova, M. (2017). An analysis of the relationship between job satisfaction and employee engagement. *Economic Themes*, *55*(2), 243–262. https://doi.org/10.1515/ethemes-2017-0014

60. Walden, J., Jung, E. H., & Westerman, C. Y. K. (2017). Employee communication, job engagement, and organizational commitment: A study of members of the millennial generation. *Journal of Public Relations Research*, *29*(2–3), 73–89. https://doi.org/10.1080/1062726X.2017.1329737

61. Wijanto, S. H. (2008). *Structural equation modeling dengan Lisrel 8.8: Konsep dan tutorial.* Graha Ilmu.
62. Yamin, S., & Kurniawan, H. (2009). *Structural equation modeling: Learn easier questionnaire data analysis techniques with Lisrel — PLS.* Salemba Infotek.
63. Yong-Hui, K. E., Ming, Z., & Bai-Bi, C. (2011). Research on the integration and development between tourism industry and cultural & creative industries in Fujian and Taiwan. *Journal of Shaoguan University.* https://en.cnki.com.cn/Article_en/CJFDTotal-SSCG201109032.htm
64. Zoghbi-Manrique-de-Lara, P., & Guerra-Baez, R. (2016). Exploring the influence of ethical climate on employee compassion in the hospitality industry. *Journal of Business Ethics, 133*(1), 605–617. https://doi.org/10.1007/s10551-014-2415-1