# FACTORS AFFECTING EMPLOYEE JOB SATISFACTION AND COMMITMENT AFTER THE COVID-19 PANDEMIC ENDS

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*Abstract: This study aims to examine compassion, employee communication, and employee engagement as factors that influence job satisfaction and employee commitment. This research is very important to do during the transitional period from the COVID-19 pandemic to being endemic. The sample consisted of company employees in Jakarta, and the total sample was 200 people using the purposive sampling technique. Data processing methods are quantitative and associative with survey methods and structural equation modeling. This study shows that compassion does not affect job satisfaction or work commitment, employee communication affects job satisfaction but not work commitment, employee engagement affects job satisfaction but not work commitment, and employee engagement affects job satisfaction and work commitment. The findings of this study offer an academic and practical overview that can be used to assist companies in developing employee work commitment and job satisfaction during the COVID-19 endemic period.*

*Keywords: Job Satisfaction, Communication, Compassion, Engagement, Commitment*

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# Introduction

Among industrial and organizational psychologists, employee satisfaction has emerged as a significant field of study. Some people love their lives and see them as crucial ingredients of their lives. On the other side, there are those people who dislike their jobs so much that they only do them because they have to. A person's level of job satisfaction can be measured by how much they love their role and the work they do for a company. The degree to which individuals are satisfied with their compensation depends on a variety of characteristics of their organization's work environment (Suriyana, 2021). Work commitment is love and loyalty, a concept that refers to the continuous training of employee loyalty, is a very strong emotional bond and interpersonal attachment by proactively defining their role to stay on the side of organizational goals and values and strive to achieve organizational goals that lead on the alignment of existing values with the results they believe in. It is dynamic and is a prerequisite for the establishment of an organization's reputation. People's talents may advance beyond the scope of their employment, or their priorities may shift as a result of the demands of their jobs. Alterations could also be made to the nature of the work or the bonuses that the company provides, among other things (Oludeyi, 2015)

The COVID-19 pandemic has made the idea of quality of work-life not just a prima donna among psychologists and sociologists but also a concept that scholars and academics wish to ask further (Dhamija et al., 2019). It is a necessity for the building of an organization's reputation and is dynamic. People's abilities may expand outside their roles, or their priorities may shift as a result of their professional obligations. The nature of the job or the perks that a company may offer may also vary (Cesário & Chambel, 2017). When members of an organization are significantly invested in the organization, its goals and objectives may be attained. Because it is expected that individuals with psychological ties to a company will be more satisfied and, as a result, more productive, organizations try to promote employee organizational commitment.

Researchers say that organizational commitment can be considered as a link or relationship between employees and the organization. This is due to the fact that there are benefits for both individuals and companies when employees are committed to their organizations (Zefeiti & Noor Azmi, 2017). This is of course the opposite where Management finds Its capacity to maintain employee engagement while also carrying out established policies is put to the test on a regular basis. Due to employees' frequent job changes, a distinct area of the industry has been overwhelmed by employee turnover. Thus, in current unpredictable economic times, it has become difficult to maintain employee engagement and retention (Chandani et al., 2016).

Due to the global pandemic of COVID-19, business agreements have altered. In spite of the challenges that we are currently facing, human resource managers are coming up with innovative, creative, and fruitful methods to engage their workforce in positive ways (Bailey et al., 2017; Chanana & Sangeeta, 2021). Even in the last decade, employee Engagement has gained a lot of traction as enterprises have determined they can use it to raise staff retention, increase customer satisfaction, and improve financial performance well as overall organizational performance. (Gupta & Sharma, 2016). There are two major benefits associated with employee engagement efforts. Due to the

inclusion of their opinions and ideas that are specifically relevant to the workplace, it will first enhance the ability to decide, plan, or improve more effectively. Second, by encouraging individuals to carry out decisions, employee engagement also raises "ownership" and responsibility for those decisions (Setiawan, 2021)

A compassionate workplace is good for employee health and company earnings. The study of compassion in organizations is widely seen as a positive trend (Simpson et al., 2014). Scholars and business professionals have recently begun to pay more attention to compassion in the workplace as a result of the discovery that the suffering of employees in a firm incurs enormous financial, psychological, and societal consequences. Realizing Research has begun to theoretically examine the advantages of compassion in the workplace, including the cost of disregarding employee suffering (Moon et al., 2015).

Previous studies have shown that there is a connection between employee turnover and factors such as job satisfaction, loyalty, productivity, pay, and job security. Job satisfaction can be measured from a variety of perspectives, including compensation, reputation, working conditions, and factors like career opportunities and relationships with coworkers (Vorina et al., 2017). It is essential for employees to experience job satisfaction in the first place if they are to continue showing commitment to the organization. (Azaliney Binti Mohd Amin et al., 2021). In spite of the vast amount of inter-disciplinary research that has been conducted, there is a paucity of information regarding the relationship between job transition and job satisfaction. Unfortunately, previous studies were still carried out during the COVID-19 pandemic, so they could not explain the phenomenon of a job change at the period of change from the COVID-19 pandemic to the endemic (Chadi & Hetschko, 2017).

This study aims to address this research gap. We conducted quantitative research to test compassion, employee communication, and employee engagement as factors that influence job satisfaction and employee commitment amid job changes as a transition from the COVID-19 pandemic to endemic diseases. This research is very important to do as a basis for organizations to make the latest policies and regulations after this pandemic is over as a novelty compared to previous research.

## Literature Review

### Compassion

Compassion in the workplace is defined as the expression of feelings of care, concern, and kindness toward one's subordinates or coworkers without the expectation of receiving a particular benefit for oneself or one's business (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 employees to overcome their challenges and continue working by reducing their anxiety and dread, which weakens them, and helping them to emotionally re-adjust after a terrible event (Moon et al., 2015).

A recent study published in the management literature has indisputably proved that emotions do exist in the workplace, and that these emotions have a positive effect on the productivity of employees. Compassion for public servants improves employee engagement and performance (Eldor, 2018). Specifically, the data indicate that getting compassion from managers has a contagious effect and influences employees' compassion toward residents. Therefore, this essential human emotion of compassion does not cease at the front door of public services; rather, it embraces it and alters the attitude, emotional performance, and behavioral performance of the individuals working in these services. One way to improve HR performance is to conduct training for HR. HR training is a planned activity for HR with the function of developing and training knowledge and skills in improving the quality of HR and improving organizational performance (Yuliani & Mansur, 2021). Some research indicates that Human Resources involvement that fosters meaningfulness and compassion may have additional individual-level benefits for employee performance (Nazir & Islam, 2020).

In addition, research suggests that employees who are shown affection are more likely to engage in prosocial behavior toward both other people and their companies (Moon et al., 2015). Compassionate satisfaction is a good emotion experienced by care providers when they are able to connect empathetically with patients and have a sense of accomplishment in the care delivery process (Slatten et al., 2011). Compassionate fulfillment enables aid workers to get value, significance, and significance from their difficult task (Dwyer et al., 2021; Mennita et al., 2022). Experiencing affection among organizational members fosters an employee's view that the organization cares about them, resulting in job satisfaction and organizational commitment (Moon et al., 2015). When employees receive caring support following a major occurrence, their commitment to the organization often rises (Zoghbi-Manrique-de-Lara & Guerra-Baez, 2014).

## Employee Engagement

When employees use and express themselves physically, emotionally, and cognitively in the course of their work, we refer to this phenomenon as employee engagement (Eldor & Vigoda-Gadot, 2016). This strategy was developed by Gallup and is called the Employee Value Proposition (EVP). The study by Verona demonstrates that employee engagement will increase if life pleasure rises (Vorina et al., 2017). Engaged personnel are people who are zealous in their pursuit of organizational objectives. A disengaged employee looks to be working towards the organization's common goals, but without enthusiasm and vigor (Chanana & Sangeeta, 2021). Unengaged employees are those that are dissatisfied with their jobs due to their discontent (Chandani et al., 2016).

Employees will pick different levels of engagement in response to the resources provided by their employer. (Eldor & Vigoda-Gadot, 2016). It is crucial to employee performance and the success of a business or organization for there to be a higher level of employee engagement as this can lead to enhanced profitability as well as increased organizational competitiveness (Bailey et al., 2017; Eldor & Vigoda-Gadot, 2016). Engagement is important since it will improve employee performance, boost job

satisfaction, and ultimately help the organization achieve its objectives (Islam, 2017). Inversely, decreasing employee involvement can harm productivity, customer service, and performance. (Al Mehrzi & Singh, 2016). Through the use of empirical research, Gupta has established that employee engagement is a strong predictor of desired outcomes such as increased profitability, increased productivity, increased customer retention, and increased customer satisfaction (Gupta & Sharma, 2016). Engagement also demonstrates an employee's emotional commitment to accomplishing both individual and corporate objectives (Gupta & Sharma, 2016).

The results of previous studies indicate that not only does employee engagement play a substantial role in predicting organizational commitment, but it also has a considerable positive effect on organizational commitment. When workers feel enthusiastic about their jobs, they are more likely to remain loyal to their employers (Islam, 2017). According to the findings of study, persons' levels of loyalty to their place of employment increase in direct proportion to the degree to which they are interested in their work (Chanana & Sangeeta, 2021; Macey & Schneider, 2008). Job contentment is an important driver of employee engagement (Chanana & Sangeeta, 2021). Previous studies have shown that a person's level of involvement in their job is positively correlated with the level of job satisfaction they report. Further research demonstrates that employee job satisfaction contributes to employee engagement (Chanana & Sangeeta, 2021; Macey & Schneider, 2008).

## Employee Communication

Communication at work is one of the defining characteristics of a highly participatory organizational culture (Ruck & Welch, 2012). The purpose of employee communication is to develop and redesign the organization, implement the design, and coordinate daily operations. As it conveys an organization's objectives, beliefs, and achievements, the content of employee communications can aid the identification process (Smidts et al., 2001). Superior employee communication has the potential to ultimately result in constructive employee relationships and actions that are supportive of the organization (Sung, 2017).

In order for an organization to survive and develop, effective internal employee communication is crucial. As a management tool, it facilitates the identification, development, and maintenance of relationships between management and employees inside a company. Effective employee internal communication, as an intermediate notion of public relations, leads to the establishment of satisfied organizational-employee relationships, consequently enhancing the value of the organization's communication and public relations functions (Kang & Sung, 2017) .

Communication is the most critical skill required to do this function effectively. Leadership is responsible for making the team's decisions, but effective communication can facilitate decision-making (Febrianto, 2021). Employee communication encompasses all sorts of official and informal internal communication at all organizational levels. The process by which employees in a company communicate information, meaning, and feelings to one another is an essential one. It makes the

majority of organizational functions easier to carry out, as well as the construction of relationships, the growth of organizational culture, involvement in decision-making, and other organizational endeavors. Employee relations are a form of strategic communication management that aims to manage interdependence and build connections inside a business that are beneficial to all parties involved (Mazzei et al., 2019).

Employee communication is one of a number of well-designed and integrated personnel tactics that may be used to foster this shared perspective and develop commitment (Mishra et al., 2004). Certain components of workplace communication increase organizational members' work engagement and dedication (Walden et al., 2017). A company's long-term success can be substantially impacted by its communication climate (Smidts et al., 2001). It has been demonstrated that effective employee communication increases employee job satisfaction and performance and contributes to corporate success (Jo & Shim, 2005). The relationship between employee satisfaction with management communication and their outlook on organizational change is substantial (DuFrene & Lehman, 2014)

**Job Satisfaction**

Job satisfaction is a mental state determined by the degree to which individuals perceive their work-related needs to be met (Toropova et al., 2020). When people discuss the work attitudes of employees, they typically refer to their job happiness (Kong et al., 2018). The nature of the work, the supervisors, the perks, the contingent rewards, the operational procedures, and the coworkers all play a role in an employee's level of contentment with their job (Dhamija et al., 2019). They have shown that job satisfaction is more than just an attitude that reflects a person's job satisfaction is more than just an attitude that reflects a person's (Dhamija et al., 2019).

According to Hoboubi, job satisfaction may be defined as the affective attitude a person has toward the work that they do. One way to look at it is as an overarching perspective on work, while another is as a constellation of perspectives on various aspects of the working world (Hoboubi et al., 2017). Therefore, in order for the employee to feel content with his work, the company must align the job's aims with his own ambitions (Chandani et al., 2016). According to the findings of the researchers, emotional commitment, active learning, initiative, OCBO, and perceived organizational performance were considerably associated with work and organizational engagement. Additionally, a positive correlation exists between engagement in one's organization and one's level of job happiness (Saks, 2019).

Employee welfare is commonly measured by metrics such as job satisfaction. Job satisfaction encompasses the happiness that people gain from a variety of job-related factors, such as fulfillment, task features, personal progress, advancement chances, managerial traits, organizational support, and social relationships at work. The level of pleasure experienced by staff members is widely recognized as an important contributor to both employee retention and productivity. The contentment of one's workforce is a

prerequisite for increased levels of efficiency, responsiveness, quality, and recognition of one's brand (Jamal Ali & Anwar, 2021).

Employee engagement and performance are influenced by job satisfaction (Beloor et al., 2017). When employees are content with their salary, workplace justice, advancement prospects, and management support, they are more likely to remain loyal to their firm (García Lirios, 2021; Loan, 2020). A higher degree of job satisfaction will have a positive effect on work dedication, which will in turn reduce the likelihood of employees looking for new opportunities (Al-Muallem & Al-Surimi, 2019). However, when employees experience uncertainty, they lose motivation to continue working for the organization (Beloor et al., 2017).
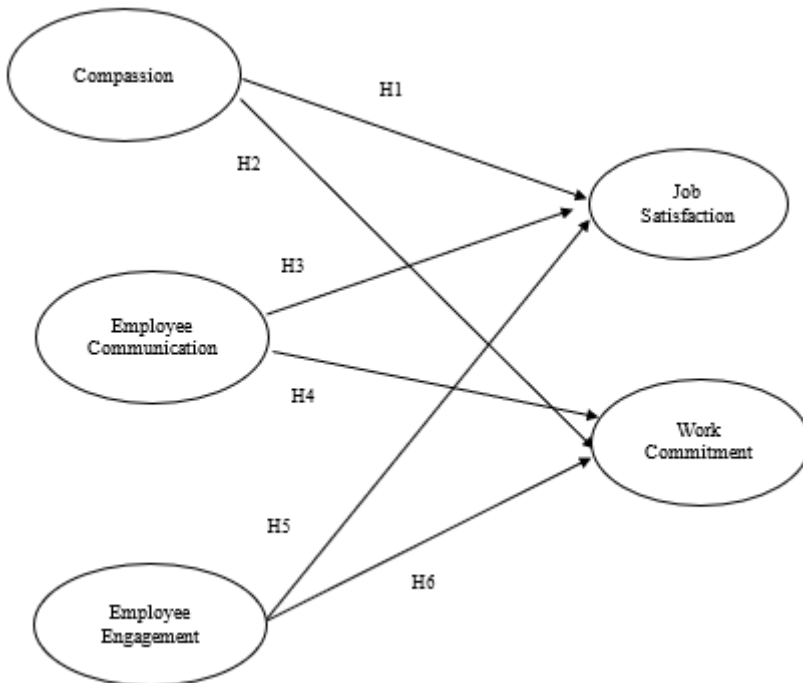
### Work Commitment

The employees' acceptance of the company's goals and ideals, their willingness to make an effort to join the organization, and their desire to continue working for the organization are all components that make up their work commitment (Rahayuningsih & Putra, 2018; Senanayake, 2021). Work commitment also refers to a set of moral and evaluative values that are exemplified by leaders who, in the pursuit of their goals, have a strong belief in the ideals of productivity, order, and systematization of organizational functioning. Work commitment is exemplified by people who have a strong belief in the ideals of productivity, order, and systematization of organizational functioning (García Lirios, 2021). This is because employees in organizations whose values and goals coincide with their professional values and goals are more likely to adopt positive behaviors associated with the organization's mission, values, and goals (Beloor et al., 2017; Cesário & Chambel, 2017; Zefeiti & Noor Azmi, 2017).

Because an organization's level of success is directly proportional to the level of dedication and effort put forth by its staff members, which is frequently the direct outcome of employee commitment to their jobs, it is essential for an organization to maintain employee commitment (Liu & Mao, 2020). Multiple studies have shown that there is a high correlation between organizational commitment and work satisfaction, and that individuals who are more devoted to their organizations are less likely to quit their jobs. Another finding from these studies is that organizational commitment is positively correlated with job satisfaction. It is possible to consider organizational commitment to be an extension of work satisfaction due to the fact that it is related to an employee's positive attitude not toward his job, but rather toward the organization (Ćulibrk et al., 2018).

Employees that have a high level of dedication to their organization generally have the mindset that they are capable of handling a bigger workload. Because they are more engaged in the work and give the job more thought, workers who have a high level of commitment are able to complete their responsibilities more effectively than their counterparts who have a lower level of commitment. Because it influences their productivity and quality of work, commitment can either raise or decrease employees' willingness to perform their duties. Greater levels of value-based commitment of employees to their firms are associated with more information exchange, decreased

absenteeism, and improved levels of performance (Beloor et al., 2017; Cesário & Chambel, 2017). Several studies have found a correlation between organizational commitment, job satisfaction, and job performance; however, the strength of this correlation differs from study to study (Loan, 2020).

*Figure 1.* Research Model



Hypotheses:

H1: Compassion affects Job Satisfaction

H2: Compassion affects Work Commitment

H3: Employee Communication affects Job Satisfaction

H4: Employee Communication affects Work Commitment

H5: Employee Engagement affects Job Satisfaction

H6: Employee Engagement affects Work Commitment

# Methodology

## Study Design

This research was conducted during the COVID-19 pandemic, a cross-sectional study was conducted, and one of the objectives was to examine compassion, employee communication, and employee engagement as factors affecting job satisfaction and employee commitment amid job changes as a transition from the COVID-19 pandemic to endemic disease. The research was carried out in Jakarta in March and June 2022. This research used a quantitative approach using surveys and structural equation modeling (Structural Equation Modeling).

## Study Participants

The research was conducted in Jakarta, which is the capital city of Indonesia and the second largest urban agglomeration in the world. The location for this study was chosen because this city is the epicenter of the corona virus outbreak in Indonesia with 2,738 positive cases and more than 100 deaths in 2020 (Fachriansyah, 2020). The sampling technique used by researchers was a purposive sampling technique. The samples taken were employees in Jakarta who worked for companies as the population of this study. The number of samples in this study was 200 referring to the maximum likelihood estimation with multivariate normal data distribution, where the recommended sample size is 100-200 respondents (Yamin & Kurniawan, 2009).

## Data Collection

The questionnaire for this investigation had 22 questions, each of which was answered and returned by one of the 200 study participants. Collecting data through research instruments by distributing questionnaires to employees who work in Jakarta using Google Forms. The university's study ethics office approved the ethical requirements followed for this study on May 31, 2022. The division is responsible for ensuring that the consent form adequately describes the study objectives, encourages participants to participate voluntarily, and protects the confidentiality of their responses. Respondent profiles are shown in table 1.

## Data Analysis

For the measurement of employee engagement, we used questions that were adapted from (Shrotryia & Dhanda, 2020; Vorina et al., 2017). For assessing employee communication, we adapted a questionnaire from (O'Neil, 2008). Furthermore, to access compassion, we adapted a questionnaire from (Hur et al., 2016; Nadim & Zafar, 2021). Meanwhile, for assessing Job satisfaction, we use an adapted questionnaire from (Ramli, 2019; Vorina et al., 2017). On another side, we use a questionnaire adapted from (Li et al., 2021; Reddy et al., 2019) for a variable work commitment.

To determine whether 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 & Kurniawan, 2009). The results are then obtained using the Lisrel 8.5 program.

## Variables

### Dependent Variables

The first dependent variable in this study is job satisfaction. Job satisfaction consists of five questions adopted from (Shrotryia & Dhanda, 2020; Vorina et al., 2017), among others: "When I'm at my job, I have a lot of energy."; "I have the chance to progress in my profession."; "I am enthusiastic about my work"; "My work inspires me"; "I have the opportunity to be responsible for determining and planning my work."

The second dependent variable in this study is work commitment. The work commitment consists of four questions adopted from (Li et al., 2021; Reddy et al., 2019), among others: "I am willing to collaborate actively with coworkers to fulfill assignments at work."; "I will continue to work in my organization and sincerely contribute my services to its development."; "I care about my organization"; "I am willing to collaborate actively with coworkers to fulfill assignments at work."

### Independent Variables

The first independent variable in this study is employee engagement. Employee engagement consists of five questions adopted from (Shrotryia & Dhanda, 2020; Vorina et al., 2017), among others: "I am aware of my responsibilities at work."; "I exert every effort to add value to the organization for which I work."; "I seize the opportunities that allow me to develop and advance in work.";"Both the organization's vision and mission, as well as my own personal goals, are congruent with one another";"My opinion counts in my workplace."

The second independent variable in this study is compassion. Compassion consists of three questions adopted from (Hur et al., 2016; Nadim & Zafar, 2021), among others: "How often do you receive attention, care, and compassion from your organization?"; "How often do you get attention, care, and compassion from your boss?"; "How often do you receive attention, care, and compassion from your co-workers?"

The third independent variable in this study is employee communication. Employee communication consists of five questions adopted from (O'Neil, 2008), among others: "The company makes positive efforts to keep employees well informed"; "Accurate information was provided by the company"; "I was informed of a major change taking place within me company.";"Information is shared precipitously from my company"; "Complete information was provided by the company."

# Results

## Respondents

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 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 |
| Marital Status | Unmarried | 190 | 95 |
| | Married | 10 | 5 |
| Level of Education Has Been Completed | High School | 101 | 50.5 |
| | Diploma | 1 | 0.5 |
| | Under Graduate | 93 | 46.5 |
| | Graduate | 4 | 2 |
| | Post Graduate | 1 | 0.5 |

## Data Validity and Reliability Testing

**Table 2:** Convergent Validity

| Construct | Indicator (Likert Scale 1-5) | t-value | Standardized loading factors | Adapted from |
|---|---|---|---|---|
| Employee Engagement | I am aware of my responsibilities at work. | 7.04 | 0.52 | (Shrotryia & Dhanda, 2020; Vorina et al., 2017) |
| | I exert every effort to add value to the organization for which I work. | 7.09 | 0.53 | |
| | I seize opportunities that allow me to develop and advance in work. | 7.60 | 0.56 | |
| | Both the organization's vision and mission, as well as my own personal goals, are congruent with one another. | 6.70 | 0.50 | |
| | My opinion counts in my workplace | 5.27 | 0.50 | |

| Construct | Indicator (Likert Scale 1-5) | t-value | Standardized loading factors | Adapted from |
|---|---|---|---|---|
| Compassion | How often do you receive attention, care, and compassion from your organization? | 11.65 | 0.78 | (Hur et al., 2016; Nadim & Zafar, 2021) |
| | How often do you get attention, care, and compassion from your boss? | 10.74 | 0.73 | |
| | How often do you receive attention, care, and compassion from your co-workers? | 10.06 | 0.69 | |
| Employee Communication | The company makes positive efforts to keep employees well informed | 8.62 | 0.59 | (O'Neil, 2008) |
| | Accurate information was provided by the company. | 9.59 | 0.65 | |
| | I was informed of a major change taking place within my company | 6.82 | 0.59 | |
| | Information is shared promptly from my company | 11.67 | 0.75 | |
| | Complete information was provided by the company. | 13.72 | 0.84 | |
| Job Satisfaction | When I'm at my job, I have a lot of energy. | 1.96 | 0.65 | (Ramli, 2019; Vorina et al., 2017) |
| | I have the chance to progress in my profession. | 8.24 | 0.71 | |
| | I am enthusiastic about my work | 8.78 | 0.77 | |
| | My work inspires me | 6.73 | 0.55 | |
| | I have the opportunity to be responsible for determining and planning my work | 6.37 | 0.52 | |
| Work Commitment | I am willing to collaborate actively with coworkers to fulfill assignments at work. | 1.96 | 0.55 | (Li et al., 2021; Reddy et al., 2019) |
| | I will continue to work in my organization and sincerely contribute my services to its development | 6.38 | 0.65 | |
| | I care about my organization | 5.86 | 0.57 | |
| | I am willing to collaborate actively with coworkers to fulfill assignments at work. | 6.16 | 0.62 | |

**Table 3:** Construct Reliability

| Construct | Construct Reliability | Average Variance Extracted |
|---|---|---|
| Employee Engagement | 0.96 | 0.83 |
| Compassion | 0.98 | 0.94 |
| Employee Communication | 0.98 | 0.93 |
| Job Satisfaction | 0.96 | 0.85 |
| Work Commitment | 0.92 | 0.77 |

If the value of the loading factors is greater than the crucial value of 1.96 and the standardized factor loading (SLF) is 0.5, then a variable is said to have good validity on the underlying construct or latent variable. It is ideal for the SF value to be greater than 0.7. (Hair et al., 2014;

Wijanto, 2008; Yamin & Kurniawan, 2009). According to table 2, all of the results of the convergent validity test can be accepted because the value of the loading factors is greater than 1.96, and it has a standardized factor loading (SLF) value that is greater than 0.5.

For testing reliability in SEM, the construct reliability measure and the average variance extracted measure are utilized. CR is projected to be greater than 0.7. The AVE value indicates the significance of indicator variation content that the construct may include. The minimum allowable AVE value is greater than 0.5 (Hair et al., 2014; Wijanto, 2008; Yamin & Kurniawan, 2009). Table 3 indicates that the build dependability exceeds the recommended level.

## Hypothesis Testing

**Table 4:** Goodness of Fit

| No. | Goodness of Fit | Cut-Off Value | Table | Remarks |
|-----|-----------------|---------------|-------|---------|
| 1 | *P-Value for RMSEA* | > 0.5 | 0.00 | Close Fit |
| 2 | *Parsimonious Normed Fit Index* (PNFI) | > 0.6 | 0.77 | Good Fit |
| 3 | *Comparative Fit Index* (CFI) | > 0.9 | 0.94 | Good Fit |
| 4 | *Incremental Fit Index* (IFI) | > 0.9 | 0.94 | 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 (0.77), Comparative Fit Index (0.94), and Incremental Fit Index (0.94).
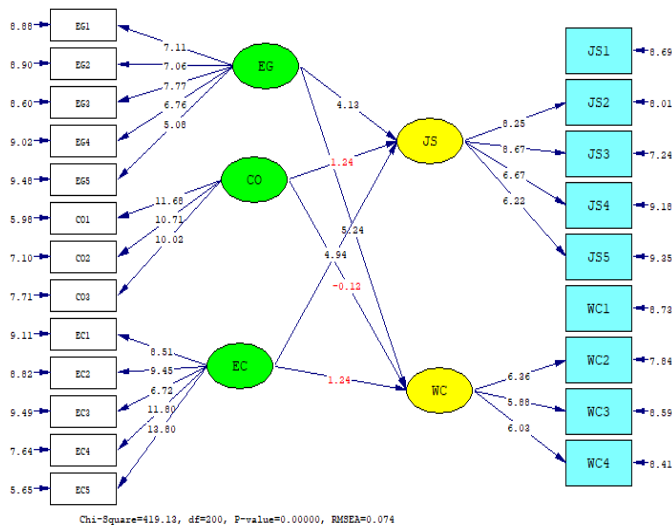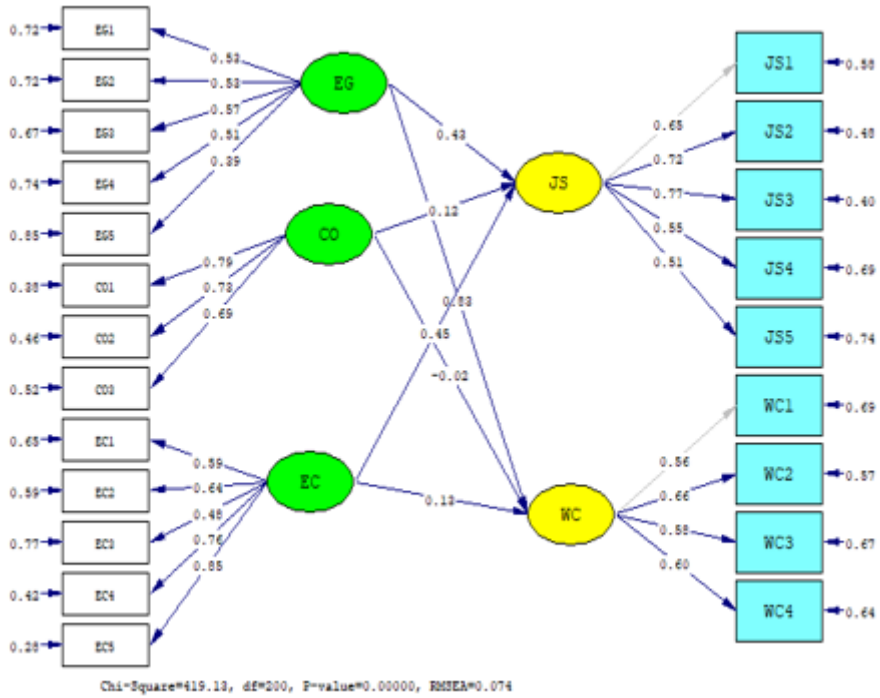
**Figure 2.** *Structural Model (t-value)*



Chi-Square=419.13, df=200, P-value=0.00000, RMSEA=0.074

***Figure 3:*** *Structural Model (Standardized Solution)*



Chi-Square=419.13, df=200, P-value=0.00000, RMSEA=0.074

Information:

1.    EG: Employee Engagement

2.    CO: Compassion

3.    EC: Employee Communication

4.    JS: Job Satisfaction

5.    WC: Work Commitment

**Table 5:** Causal Relations Between Variables

| No. | Path | Standardization Coefficient | t-value | t-table | Remarks |
|-----|------|----------------------------|---------|---------|---------|
| 1 | Compassion → Job Satisfaction | 0.12 | 1.24 | 1.96 | Not Significance |
| 2 | Compassion → Work Commitment | -0.02 | -0.12 | 1.96 | Not Significance |
| 3 | Employee Communication → Job Satisfaction | 0.45 | 4.94 | 1.96 | Significance |
| 4 | Employee Communication → Work Commitment | 0.12 | 1.24 | 1.96 | Not Significance |
| 5 | Employee Engagement → Job Satisfaction | 0.43 | 4.13 | 1.96 | Significance |
| 6 | Employee Engagement → Work Commitment | 0.83 | 5.24 | 1.96 | Significance |

Table 5 shows the results of the study that in hypothesis 1, compassion has no effect on job satisfaction (t-value = 1.24), hypothesis 2 shows that compassion has no effect on work commitment (t-value = -0.12), hypothesis 3 shows that employee communication has an effect on job satisfaction (t-value = 4.94), hypothesis 4 shows that employee communication has no effect on work commitment (t-value = 1.24), hypothesis 5 shows that employee engagement has an effect on job satisfaction (t-value = 4.13), hypothesis 6 shows that employee engagement has an effect on work commitment (t-value = 5.24).

# Discussion

The results of the first and second hypotheses show that compassion has no effect on job satisfaction and work commitment. The results of this study are different from previous studies which found that compassion has an effect on job satisfaction and work commitment (Moon et al., 2015; Slatten et al., 2011). The sense of compassion possessed by employees is implemented in the form of caring, concern, and kindness towards one's subordinates or co-workers without the hope of receiving benefits (Eldor, 2018). The author analyzes that during the prolonged COVID-19 pandemic, all employees had this compassion to help fellow human beings. But not to increase job satisfaction and work commitment. This is related to the large number of victims who died due to the COVID-19 pandemic.

This research is of course different from previous research conducted before the COVID-19 pandemic, where compassion by employees and companies in the form of CSR will increase job satisfaction and employee commitment (Zoghbi-Manrique-de-Lara & Guerra-Baez, 2014). This is also proven in the research conducted by Ramadhani & Pangestu, because it intersects with the spiritual, social and cultural values they adhere to (Ramadhani & Pangestu, 2022).

The results of the third hypothesis show that employee communication has an effect on job satisfaction. The results of this study are in line with the results of research conducted by Purwanto et al (2020), where there is a relationship between open communication between workers and high levels of job satisfaction. This influence indicates a positive influence, meaning that if communication is improved then job satisfaction will increase (Purwanto et al., 2020). The ability to communicate is the most important means in increasing employee job satisfaction (Febrianto, 2021).

However, different results are shown in the fourth hypothesis where employee communication has no effect on work commitment. The results of this study are different from previous research that employee communication has an effect on work commitment (Ramadhi & Amri, 2021). However, different results are shown in the fourth hypothesis where employee communication has no effect on work commitment. The results of this study are different from previous research that employee communication has an effect on work commitment. Even though employee communication is well done and integrated it can develop employee work commitment (Mishra et al., 2004). However, the authors analyze these different results because during the prolonged COVID-19 pandemic many employees had to work from home, employees had many options to gather with their families or find other job vacancies.

Within the context of the COVID-19 epidemic, Chanana offers five recommendations for improving employee engagement practices in her essay. Establishing a stronger communication routine with your remote workforce, encouraging them with quick rewards, letting loose and ensuring flexibility, developing a virtual community with all of your employees, and doing online team-building activities are some of the things that may be done (Chanana & Sangeeta, 2021).

The results of the fifth and sixth hypotheses show that employee engagement has an effect on job satisfaction and work commitment. The results of this study are in line with previous studies where employee engagement has an effect on job satisfaction and work commitment (Gupta & Sharma, 2016; Islam, 2017; Matthews, 2018). Various strategies to increase the level of engagement of new hires, such as providing them with realistic job previews and robust induction programs, as well as rigorous training and development programs, certification programs and other similar initiatives, are offered. Activities such as leadership exercises, communication exercises, team building activities, and reward systems are some examples of the types of activities that can be carried out. This will have an impact on increasing employee work commitment (Yong-hui et al., 2011).

Likewise, with job satisfaction, job satisfaction is a key policy objective within the context of human resource management; as a result, our findings are noteworthy in this regard. Therefore, personnel managers must analyze the circumstances under which employees join the organization (Chadi & Hetschko, 2017). Managers must establish a dynamic corporate culture and implement effective support initiatives to boost employee work satisfaction and work commitment (Kong et al., 2018). The COVID-19 pandemic condition tends to harm 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. social between individuals (Yulia et al., 2020). Several studies explain that the level of employee job satisfaction and work commitment can be increased by implementing flexible working hours, management development programs, and effective managerial support (effective grievance management). This is done to prevent dissatisfaction among employees that is caused by the complexity of their work, limited opportunities for personal growth, and inadequate support from top management (Dhamija et al., 2019).

## Conclusions

This study found that compassion has no effect on job satisfaction and work commitment. Likewise, employee communication has no effect on work commitment. But on the other hand, employee communication affects job satisfaction. Likewise, employee engagement has an effect on job satisfaction and work commitment. The study results have relevant implications for practitioners during the COVID-19 endemic that organizations can improve communication to make employees understand the relationship between their work contribution and overall business goals. Good communication with employees makes employees feel heard and motivates them to improve their performance as a form of appreciation for the organization. In addition, clear guidelines and directions should be provided to employees to empower them so that they feel their contributions are valued and relevant to the success of the organization.

In addition to managing communication, employee involvement must also be considered to increase job satisfaction and employee commitment. Employee engagement is not only done once but must be integrated with the company culture to encourage the development of employees and the organization as a whole. Likewise, with compassion, even though there is no effect, positive activities such as donations to orphanages or CSR activities can provide positive things for employees and the organization.

## Acknowledgements

## Funding

## Declaration of conflicting interests

The authors declare no conflicting interests.

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