

Relationship Between Resilience Sources & Job Satisfaction Post-Covid-19 In Indonesia: The Mediating Role of Vision, Purpose & Empathy

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ABSTRACT: This research explores the relationship between resilience sources and job satisfaction in post-COVID-19 Indonesia, emphasizing the mediating roles of vision, purpose, and empathy. Resilience, defined as the ability to adapt to adversity, has evolved from an individual trait to encompass organizational factors, especially in the context of significant disruptions like the COVID-19 pandemic. The study aims to fill existing literature gaps by analyzing how these resilience sources impact job satisfaction among Indonesian employees, thereby enhancing understanding of resilience in a local context. Using a quantitative approach, data were collected from 101 respondents, revealing a positive correlation between resilience and job satisfaction. Findings indicate that while resilience significantly predicts job satisfaction, vision, purpose, and empathy do not serve as effective mediators in this relationship. Additionally, age was found not to correlate with resilience, whereas senior managers exhibited higher resilience scores compared to lower-level employees. The research concludes that, despite the expected mediating roles of vision, purpose, and empathy, organizational resilience remains paramount for enhancing job satisfaction in a post-pandemic landscape.

Keywords: resilience, job satisfaction, post-COVID-19, vision, purpose, empathy

INTRODUCTION

Resilience was once an abstract concept which was difficult to measure. It is defined as an ability to cope with adversity and overcome difficult situations as an individual (Shela, Ramayah, & Noor Hazlina, 2023). Initially, resilience was considered an individual trait (Ayoko, 2021). When the resilience concept was studied further, the idea of organisational resilience emerged, referring to the integration of various adaptive capabilities to create positive trends of organisational functioning after adversity (Hillmann & Guenther, 2021, p. 10). Organisational resilience does not restrict resilience to individual traits alone; rather, it relates to relational and environmental factors (Cross, Dillon, & Greenberg, 2021).

In recent years, organisational resilience has been a significant influential factor to job satisfaction. When an organisation experience restructuring or adversities, stakeholders' resilience determines the ability to overcome adversity (Beuren, dos Santos, & Theiss, 2022). A sense of vision, purpose, and empathy means the indicator of organisational resilience contributing to job satisfaction in overcoming adversities (Cross et al., 2021). The COVID-19 pandemic is a major adversity affecting individuals and organisations worldwide. The pandemic has revolutionised organisational culture and means of communication, accelerating the integration of hybrid and remote work systems requiring organisations to

quickly adapt and redesign their structure (Amis & Greenwood, 2021). When an organisation faces such changes, a high level of resilience is critical in determining organisational success and leading to job satisfaction.

This research aims to identify a relationship between the post-COVID-19 resilience sources and job satisfaction in Indonesia; in particular, on the mediating role of vision, purpose and empathy. Previous literature explains various aspects regarding resilience, job satisfaction, and their relationship (Suhandiah, Ekowati, Suhariadi, Yulianti, & Wardani, 2020). Research specifically investigating the roles of resilience sources (vision, purpose and empathy) and how they affect resilience and job satisfaction in Indonesia post-pandemic was not yet conducted. By addressing the gap, this research would elevate knowledge of resilience and job satisfaction in Indonesian context.

This research generates an insightful perspective that will help practitioners identify the relationship between resilience sources (vision, purpose, and empathy) and job satisfaction. This research also provides ideas for the maintenance and improvement of resilience and job satisfaction levels following global adversity events.

In the COVID-19 pandemic context, resilience is a crucial element supporting organisations, institutions, and individual to bounce back from the pandemic. Observing its strong influence, the researcher is interested in identifying resilience sources and the post-pandemic resilience conditions to formulate recommendations for maintaining and raising a resilience level after such adversity. The pandemic transforms a working culture and means of communication. It is important to comprehensively analyse the impact of such changes in work environment and how it could affect job satisfaction level, including its role in supporting both organisations and individuals to overcome the adversity and adapt to new situations.

Available literature on resilience and job satisfaction is largely qualitative research with less emphasis on resilience sources (vision, purpose, and empathy) in the pandemic context. Moreover, research on these topics is concentrated in Europe, the United Kingdom (UK), and the United States (US). To address this gap, the research examines relationship between resilience sources and job satisfaction through vision, purpose and empathy as mediating variables in Indonesia; the results of which are then considered to formulate recommendations on how to boost the post-COVID-19 resilience and job satisfaction levels.

This research aims to identify relationship between the post-pandemic resilience sources and job satisfaction in Indonesia by focusing on the mediating role of vision, purpose, and empathy. An improvement in organisational resilience and job satisfaction takes a long-term process, considering its complicated nature in both internal and external elements (Kessler, Lucianetti, Pindek, Zhu, & Spector, 2020). By focusing on the mediating role of vision, purpose and empathy, this research sets a starting point for enhancing the post-pandemic organisational resilience and job satisfaction in Indonesia. Also, the present research provides in-depth analysis and practical recommendations which are beneficial for organisations and practitioners to improve the post-pandemic resilience and job satisfaction levels in Indonesia.

To achieve the aim, the research objectives are as follows:

1. Reviewing the available literature to identify a relationship between resilience and job satisfaction levels during the pandemic;
2. Identifying a relationship between resilience sources (vision, purpose, and empathy) and job satisfaction;
3. Identifying fluctuation in resilience and job satisfaction levels during and post-COVID-19 pandemic;
4. Discussing the research result and its implication for human resource practitioners;

5. Formulating comprehensive recommendations for the post-pandemic resilience and job satisfaction improvement.

Literature review

This chapter outlines study findings, research gaps identification, and hypothesis development through literature review. The literature review provides the readers with an understanding of the research topic by critical discussions from available literature (Paul & Criado, 2020).

Resilience

Resilience means a positive adaptation or ability to survive and persevere despite experiencing adversities (Beuren et al., 2022). It is also defined as a significant stressor coping mechanism (Wu et al., 2020).

According to (Troy et al., 2023), exposure to adversities, such as bankruptcy and job loss, will disrupt one's psychological functioning, leading to negative psychological phenomena, such as stress and depression. A person with strong psychological resilience may cope and recover in a short time despite experiencing initial grief and recover with a higher sense of meaning.

The resilience scope used to be narrow, only limited to individual trait, at which individual characteristic was the only determinant of resilience level (Ayoko, 2021). In the early development of resilience concept, two different views of resilience emerged: trait and process perspectives. From a trait perspective, resilient individuals are the emotionally stable, less neurotic, and generally better at facing and recovering from adversities (Hartmann, Weiss, Newman, & Hoegl, 2020). While, from a process perspective, resilience means a process in which individuals may strengthen their resilience by facing adversities with their significant other's support. The process approach proves that resilience could be raised as it is influenced by the support system (relational) role (Hartwig, Clarke, Johnson, & Willis, 2020).

When the notion of resilience is studied further in different contexts, the resilience includes multidimensional factors in organisational context (Brown et al., 2021; Burnard & Bhamra, 2019). This multidimensional view is align with an organisational resilience concept suggesting that an organisation's ability to survive and anticipate adversity relies on quality of relational and environmental factors (Ayoko, 2021; Melián-Alzola, Fernández-Monroy, & Hidalgo-Peñate, 2020; Son & Ham, 2020).

According to the critics, there has been arguably no "true formula" of organisational resilience since each organisation has their own standards, needs, and definition of resilience. Also, having too many resilient individuals is not the key to having a strong organisational resilience as organisational resilience means about collective action, not an individual (Hillmann & Guenther, 2021). However, various literature underline the urgency of focusing on organisational resilience since it is linked to organisational citizenship behaviour (OCB) and organisational performance (Bui, Chau, Degl'Innocenti, Leone, & Vicentini, 2019). Higher organisational resilience is likely followed by higher OCB which ultimately leads to the better organisational performance (Suhandiah et al., 2020).

Job satisfaction

Job satisfaction is one of most-observed concepts in organisational studies. Job satisfaction is defined in many terms such as positive psychological state resulted from excellent performance (Judge, Zhang, & Glerum, 2020), or simply "positive feeling toward task performed" (Amin, 2021). Job satisfaction might associate with the task focus approach, in which a satisfactory state would be achieved once an individual completes a task; however, task completion alone means not the sole element to achieving job satisfaction. Son & Ham

(2020), argue that an employee might feel satisfied with the role or task yet remains dissatisfied with the job due to work environment; therefore, this task-focus definition of job satisfaction is incomprehensive.

The job satisfaction definition has been adapted to fit a multidimensional context that is viewed as the extent to which an organisation satisfies its employees' needs. According to the Affective, Behavioural, Cognitive (ABC) theory, a satisfactory state will be achieved if an organisation meets affective, behavioural, and cognitive needs of its employees. The fulfillment of these factors also associates with the OCB, leading to the increased job satisfaction (Qing, Asif, Hussain, & Jameel, 2020).

Recent literature also highlights a significance of the Leader-Member Exchange (LMX) theory in improving the OCB and job satisfaction. The construct of LMX theory is based on different degrees of closeness between leader and member; however, organisation's members who maintain closer, but not stricter, interactions with leaders likely have higher satisfaction (Zhou, Rasool, Yang, & Asghar, 2021).

Despite a positive correlation between ABC, OCB and job satisfaction, focusing on employee needs has its downside. It is argued that the job satisfaction's effect on improving performance is not immediate as it may take up to four years, relying on organisation's resources (Kessler et al., 2020).

Another criticism notices different levels of satisfaction among employees. Some employees may become easily satisfied, while the other seem constantly dissatisfied with their jobs despite the company's efforts to meet their needs. Standard for job satisfaction remains unclear due to different living standards, low levels of person-job fit, or the ordinary nature of assigned tasks (Hoff, Song, Wee, Phan, & Rounds, 2020).

Concerning criticisms to the job satisfaction concept, practitioners should be aware that job satisfaction means a long-term project which takes time to manifest. In addition, the personal perception of job satisfaction among employees may vary and needs to be identified through the person-job fit analysis (Beuren et al., 2022; Hou et al., 2020).

Resilience and job satisfaction during COVID-19 pandemic: Global perspective

The COVID-19 pandemic disrupted and affected individual and organisational activities, psychological well-being, and economic stability (Ntounis, Parker, Skinner, Steadman, & Warnaby, 2022). Businesses and individuals were forced to quickly adapt to the pandemic adversities to survive (Edelheim, 2020). From a resilience perspective, the pandemic has negatively affected employees' resilience level. However, the effect severity varies across different industries. In England, tourism-related businesses were the most affected as they suffered from a great loss during the pandemic with an average loss of 81-100% compared to pre-pandemic. Tourism industry experienced the greatest financial loss in England. Moreover, both tourism and other industries went through the crisis with a quite low level of resilience (Ntounis et al., 2022).

Research on Romanian employees by (Nemteanu, Dinu, & Dabija, 2021) revealed that the pandemic reduced the job satisfaction levels due to job insecurity and instability, also the low opportunity of promotion. When the employees tried to adapt to the pandemic crisis, they grew negative perspectives to promotional opportunities, superiors, and relationship with colleagues which then led to lower level of job satisfaction.

Besides, the pandemic has shifted work culture from on-site to remote. These changes disrupted the employees' satisfaction level (Toscano & Zappalà, 2020). Furthermore, Martin et al (2022) explained that remote working was unpopular before the pandemic at only 5% of employees in the US and 4.7% in the UK; yet, the percentage has significantly increased to 50%

in the US and 43% in the UK after the pandemic. Additionally, similar situation also goes in France, with a significant increase to 35% after the pandemic from 3% before.

Resilience and job satisfaction during COVID-19 pandemic: Indonesian perspective

Research on resilience and satisfaction conducted on 300 Iranian nurses using the Connor-Davidson Resilience Scale (CD-RISC) and Minnesota Satisfaction Questionnaire (MSQ) has identified a strong correlation between resilience and job satisfaction (Shahrbabaki, et al., 2023, pp. 1-8). Resilience provides a sense of perseverance, proper stress management during adversity and job attachment, leading to higher job satisfaction among resilient individuals (Labrague, 2021, p. 1893). The Iranian research also showed that during the COVID-19, nurses had moderate levels of resilience (mean=58.14, SD=4.66) and job satisfaction among 59.7% of the samples (mean=39.38%, SD=3.85) (Shahrbabaki, Abolghaseminejad, Lari, Zeidabadinejad, & Dehghan, 2023). Resilience helps individuals perceive obstacle and failure as a normal anomaly in life that does not impair satisfaction and performance (Hartmann, Backmann, Newman, Brykman, & Pidduck, 2022).

Similar outcomes also occur in the Indonesian context. In research comparing the impact of psychological capital on job satisfaction among 52 Indonesian nurses, resilience emerged as a predictor of job satisfaction in other psychological capital dimensions. By using a zero-order beta coefficient, resilience is influential to job satisfaction at 29%, followed by self-efficacy at 19%, hope at 11.4% and optimism at 2.7% (Sabila & Febriansyah, 2021)

The correlation between resilience and job satisfaction among Iranian and Indonesian nurses was found similar. However, in the Indonesian context, resilience received the lowest score at 69% compared to optimism and self-efficacy at 80% (Sabila & Febriansyah, 2021). This demonstrates inadequate facilitation and attention to resilience among Indonesian nurses. Furthermore, Indonesian and Iranian nurses' average job satisfaction during the pandemic was slightly different, at 62% and 59.7%, respectively.

Another research at Dr. Soetomo Hospital in Indonesia also highlights inadequate facilitation and attention to organisational resilience in the country during the pandemic. The hospital provides additional beds in isolation room, from 14 to 255 beds, which later increase the employees' workload. Consequently, 33% of the nurses developed high levels of anxiety and 26% had high trait anxiety triggered by COVID-19-related concerns (dealing with patients and high-pressure work environment). The higher anxiety level among nurses associates with lower resilience level (Setiawati, Wahyuhadi, Joestandari, Maramis, & Atika, 2021).

From Indonesian corporate perspective, research has been conducted on correlation between resilience and job satisfaction, but failed to draw a correlation between these two variables. In research on 40 employees at PT. Bungasari Flour Mills sales department, job satisfaction and performance were strongly correlated (p -value=0.006); yet, resilience did not directly correlate with job performance (p -value=0.165). However, the pandemic resilience and satisfaction levels and their correlation was not identified (Rahardi, Nurbaiti, & Fauzi, 2022)

Three major gaps in research on the pandemic resilience and job satisfaction in Indonesia were identified in previous research: first, the available literature mostly only mention certain jobs (i.e., nurse) instead of including other jobs; second, the literature focus on how resilience and job satisfaction affect performance during the pandemic; and third, less research observe a correlation of the post-pandemic resilience and job satisfaction levels.

In regard to the research gaps, the first research hypothesis is formulated as follows.
H1: Positive relationship between resilience and job satisfaction in the post-COVID-19 in Indonesia.

Vision, purpose, empathy

Based on the process approach to resilience and the organisational resilience concept, resilience is a characteristic which could be cultivated through interpersonal engagements and supportive environments (Brown et al., 2021). The quality of relational connection determines one's support system, allowing them to know where to go for help, avoid loneliness, and ask for support during difficult situations (Shela et al., 2023). Cross, et al (2021) mentioned eight relational sources affect the level of resilience; work surge, politics, pushback, vision, perspective, purpose, and humor as illustrated in the following Figure.

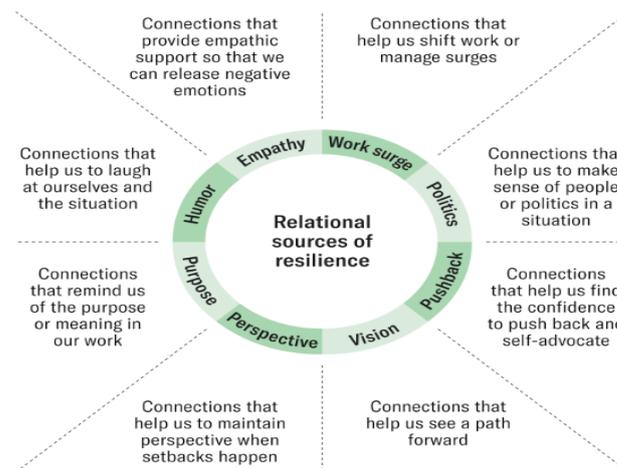


Figure 1: Relational Sources of Resilience (Cross, et al., 2021)

Based on the model above, vision is ability to see a path forward; purpose is ability to see a meaning in the work; and empathy is ability to connect and share feelings to others. Two separate literatures confirm the significance of vision, purpose and empathy as resilience sources.

The results of research on 102 executives in a Brazilian firm showed that respondents with stronger resilience exhibited high vision and sense of purpose, motivating them to perform better. The joy of completing a task during adversity leads to higher job satisfaction. In another research, empathy is a resilience source affecting the job satisfaction level, too. In recent research involving Chinese and European health professionals during the pandemic, empathy helped them and nurses build stronger resilience and higher job satisfaction. The ability to sense other people's emotions and a sense of teamwork were primary driving forces of health professionals' work ethics during the pandemic, which then led to greater satisfaction level as they noticed that the pandemic was under control (Özdil & Kutlu, 2019).

Concerning resilience sources, other studies argue that leadership style and incentive elements are more prominent predictors of resilience. The literature provides an example, suppose someone with a strong psychological resilience works in a laissez-faire leadership with no incentive to work harder. The resilient individuals will be less hard-working and persevering when facing adversity due to inadequate leadership style and insufficient incentives to be more resilient.

The different views regarding which source of resilience is more prominent and less research on the mediating role between resilience and job satisfaction, especially in the post-pandemic indicate the needs to formulate the research hypotheses as follows:

H2: Vision, purpose, and empathy mediate job satisfaction.

H3: Vision, purpose, and empathy are stronger predictors of resilience.

Age, job level, and resilience

Age diversity is a demographic factor contributing to organisational success. Older individuals assumably possess valuable experiences and wisdom; while, younger ones are believed to have higher technological literacy and adaptability to environmental dynamics (Kim, Jeong, Yiu, & Moon, 2021). Regarding relationship between age and resilience, the existing body of literature presents divergent outcomes.

Jahanshahi (2020) argues that senior employees possess greater job control and accumulated experience, enabling them to foster resilience when confronted with stressful situations. Further reinforcing this, the results of a research on 1,715 Dutch university staff during the pandemic proved that older staff became more productive and experienced less work conflict during the pandemic. The findings suggest that the older generation are more resilient and able to reframe negative impacts of the pandemic better than the younger despite of their lower technological literacy (Scheibe, De Bloom, & Modderman, 2022).

Conversely, an investigation in Yogyakarta, Indonesia, focusing on Small-Medium Enterprises (SMEs) during the pandemic proposes a different perspective. In that research, job position is a more prominent factor in predicting resilience (Zutshi, et al., 2021, p. 6542). Higher position in a company links to higher level of resilience. People with higher positions in a company likely have stronger social capital to assist problem solving, more adequate managerial capabilities to sense opportunities, and greater power to influence company's regulations (Hadjielias, Christofi, & Tarba, 2022; Zutshi, Mendy, Sharma, Thomas, & Sarker, 2021).

Supporting the correlation of job level and resilience, another relevant literature reinforces this idea by shedding light on challenges which may arise when teams are composed based on observable characteristics such as age, sex, and race. Issues which might arise from age-based team are: intragroup conflict intensification, difficulties in communication, and complications of internal coordination. Factors such as similarities in job function (e.g, marketing, Human Resource) and job position level (e.g, Staff, Senior Managers) are more important in team formation to improve organisational resilience (Liang & Cao, 2021).

Based on the existing literature, there is a conflicting argument about which the more prominent predictor of resilience. The literature review results show that age weakly correlates with resilience; while, job position is a more prominent factor in influencing resilience. In the present study, the following hypotheses are proposed to address the disagreement.

H4: Age groups have no correlation with resilience scores.

H5: Senior Managers possess higher resilience scores than employee/staff-level personnel.

The urgency of this research lies in the unprecedented disruptions caused by the COVID-19 pandemic, which significantly altered the workplace dynamics and employee well-being globally, including in Indonesia. The pandemic not only tested organizational resilience but also highlighted the critical role of job satisfaction in navigating such crises. Despite global studies on resilience and job satisfaction, a comprehensive understanding of these factors in Indonesia's unique socio-cultural and economic context is lacking, particularly in the post-pandemic era. As organizations transition to new norms of work, the need to explore the drivers of resilience and their relationship with job satisfaction becomes imperative for sustainable growth and employee retention.

The research gap emerges from the limited exploration of resilience sources—specifically vision, purpose, and empathy—and their mediating roles in the relationship

between resilience and job satisfaction. Existing literature predominantly focuses on resilience and job satisfaction separately or in Western contexts, leaving a void in understanding how these concepts interact in Indonesia. Furthermore, while resilience has been studied in various professions, the examination of its nuanced impact across diverse job levels and industries in Indonesia remains insufficient. The lack of emphasis on post-pandemic resilience adjustments and their implications for job satisfaction further underscores the need for this research.

The novelty of this research lies in its approach to examining the mediating roles of vision, purpose, and empathy in the relationship between resilience and job satisfaction, set against the backdrop of Indonesia's post-pandemic recovery. By integrating these mediators, the study offers a fresh perspective on how relational and organizational factors shape resilience and job satisfaction. Additionally, it contributes to the global discourse by providing insights from a non-Western, emerging economy context, where socio-economic factors and cultural dynamics play a significant role in shaping workplace behavior.

The research aims to uncover the relationship between resilience and job satisfaction in Indonesia, with a focus on the potential mediating roles of vision, purpose, and empathy. It seeks to address the gaps in the existing literature by providing empirical evidence and actionable insights for improving resilience and job satisfaction in the post-pandemic workplace. By exploring these dynamics, the study aspires to enhance organizational strategies for fostering resilience and promoting job satisfaction among employees.

The benefits of this research are multifaceted. For practitioners, it provides a framework to identify and leverage resilience sources for improving job satisfaction and employee performance. For policymakers and organizational leaders, the findings offer guidance on designing interventions to build resilience and enhance workplace satisfaction in times of crisis. For academics, the research adds depth to the existing literature on resilience and job satisfaction, offering new avenues for exploration.

The implications of this research are far-reaching, as it underscores the importance of integrating resilience-building strategies into organizational policies and practices. By highlighting the roles of vision, purpose, and empathy, the study advocates for a more human-centric approach to workforce management. This has the potential to not only improve employee well-being but also drive organizational success, adaptability, and sustainability in a rapidly changing world.

RESEARCH METHODOLOGY

This research applied a quantitative method by ways of "numerically describe a phenomenon" and "determining a relationship between two or more variables" (Stockemer, Stockemer, & Glaeser, 2019). In this research, other than identifying the relationship between resilience and job satisfaction, the quantitative method also allows one to compare the data findings with available literature data during the COVID-19 pandemic; also, it provides comparable data for further studies on similar topics in which qualitative method cannot provide due to inadequate objectivity and measurability (Saunders, Lewis, & Thornhill, 2019). Furthermore, the previous literature, studies, and theories available on the research topic suggest the importance deductive approach by means of hypothesis formulation and testing (Casula, Rangarajan, & Shields, 2021).

Using a quantitative method has several limitations: not capturing the respondent's emotional complexity, overall nuances of the subjective topics, and ignoring the rationale for the respondent's choices (Bim et al., 2021). However, considering time limitation and

comparative needs of the research topic, the quantitative method is the most suitable and feasible methodological option to implement.

Based on the method selected, this research provides a quantifiable, comparable and objective results addressing the gap in the current literature on resilience and job satisfaction by including the mediating roles (vision, purpose, and empathy), incorporating the post-pandemic context, and specifying in Indonesia.

RESULT AND DISCUSSION

Preliminary analysis

After meticulously implementing the data pre-processing methodology, which removed 76 invalid responses and 6 responses with multiple outliers, the dataset has been refined to consist of 101 data entries. This streamlined and meticulously curated dataset is poised to offer a robust foundation for analysis, free from the distortions introduced by invalid responses and multiple outliers.

Demographic descriptive analysis

The total number of sufficient responses is 101, comprising 68.32% males and 31.68% females. Most respondents are 20-30 years old (63.37%), followed by the 30-40 years old (22.77%) and the 40-50 years old (12.87%). In addition, only 0.99% of respondents aged older than 50 years. From job position perspective, most respondents are employees/staff at 68.32%, followed by junior and senior managers at 20.79% and 9.09%, respectively. Only 0.99% of the respondents are retired from their jobs.

Table 1: Demographic data table

1. Sex

Sex	Frequency	Percentage
Male	69	68.32%
Female	32	31.68%
N	101	

2. Age

Age Group (years)	Frequency	Percentage
<20	0	0%
20-30	64	63.37%
30-40	23	22.77%
40-50	13	12.87%
>50	1	0.99%
N	101	

3. Job position

Job Position	Frequency	Percentage
Employee/staff	69	68.32%
Junior Manager	21	20.79%
Senior Manager	10	9.09%
Retired	1	0.99%
N	101	

Based on the sample population, the total mean of resilience is 77.29 with a mean per item of 3.09 and a standard deviation of 8.99. The job satisfaction shows a total mean of 76.46

with the mean per item of 3.82 and standard deviation of 9.83. Both resilience and job satisfaction have the minimum- maximum value of 60-100 and 53-100, respectively (Table 4).

Table 2: Resilience and job satisfaction descriptive statistics

Variable	Minimum	Maximum	Mean	Standard deviation	Mean/item
Resilience	60	100	77.29	8.99	3.09
Job satisfaction	53	100	76.46	9.83	3.82
Vision	7	12	9.90	1.30	3.30
Purpose	3	8	6.06	1.16	3.03
Empathy	2	8	6.04	1.01	3.02

For the component of vision, the total mean is 9.90 with an average score among participants was 3.30, and a standard deviation of 1.30. Purpose has a total mean of 6.06 with an average score of approximately 3.03, and a standard deviation of 1.16. The total mean for Empathy scores at 6.04, averaged around 3.02 with a standard deviation of 1.01 (Table 4).

Exploratory factor analysis

Exploratory factor analysis serves as a preliminary step to identify underlying patterns in datasets by grouping correlated variables. To ensure the data appropriateness for such analysis, tools such as Bartlett's test and the Kaiser-Meyer-Olkin (KMO) measure are employed. For the Resilience (CD-RISC), the validation through Bartlett's test paired with a KMO value of 0.76 indicate its suitability for factor analysis. Similarly, the Job Satisfaction (MSQ) dataset, marked by a notable Bartlett's result and a KMO of 0.83, is also fit for this purpose.

Kaiser's Criterion, with an emphasis on retaining components with eigenvalues exceeding one, suggests that the resilience (CD-RISC) dataset has eight pertinent factors, and the Job Satisfaction (MSQ) dataset has six. However, this method's potential to occasionally overestimate the number of factors is moderated by insights from Scree Plots. The Scree Plot for CD-RISC reveals an elbow point at 1 with 7 eigenvalues and a steepness plateau at 20; while, for MSQ, the plot highlights an elbow at 1, 5 eigenvalues, and a plateau at 16. Incorporating these findings from both Kaiser's Criterion and Scree Plots, factors for CD-RISC and MSQ are relevant. Given these results, a factor analysis could be validly conducted on both the resilience (CD-RISC) and job satisfaction (MSQ) datasets.

This chapter elaborates the aims of research as addressed in the previous chapter. Concerning the research objectives, Table 11 outlines the relation between objectives and chapters; the full information is in appendix 4.

Hypothesis testing

This sub-chapter outlines the findings regarding hypothesis testing; each hypothesis testing used different methods explained in the Research Methodology (Chapter 3).

Hypothesis 1: Positive relationship between the post-COVID-19 resilience and job satisfaction in Indonesia

Table 3: Pearson Correlation Metrix

	Job Satisfaction	Empathy	Purpose	Vision	Resilience
Resilience	0.39	0.50	0.78	0.71	1
Vision	0.29	0.28	0.53	1	-
Purpose	0.27	0.27	1	-	-
Empathy	0.27	1	-	-	-
Job satisfaction	1	-	-	-	-

The Pearson Correlation Matrix illustrates a linear relationship between variables (Shrestha, 2020, p. 40). By analysing the matrix, resilience has a strong positive correlation with vision (0.71) and purpose (0.78), implying that, as resilience scores increase, the scores for both vision and purpose likely rise as well. Similarly, resilience has a moderate positive relationship with empathy (0.50) and job satisfaction (0.39), meaning the higher resilience likely associates with increased empathy and job satisfaction, though the relationship is not as strong as with vision and purpose. Vision and job satisfaction have a weaker positive correlation of 0.29 (Table 5).

The Sig. (2-tailed) results provide the significance levels for the corresponding correlation coefficients in the Pearson Correlation Matrix. Generally, a p-value lower than 0.05 is statistically significant. The Sig. (2-tailed) indicates that all the p-values are substantially below 0.05, confirming the statistically significant correlations **(see appendix 2)**.

Table 4: Regression results of hypothesis 1

Measure	Result
R-Squared	0.153
Adjusted R-squared	0.145
F-statistic	17.92
Associated p-value	5.17e-05

The results of regression analysis indicate that resilience is a significant predictor of job satisfaction, explaining approximately 15.3% of its variance, indicated by the R-squared value of 0.153 and the adjusted R-squared value of 0.145. The model is statistically significant with an F-statistic of 17.92 and an associated p-value of 5.17e-05 (Table 6).

Table 5: Coefficient regression result of hypothesis 1

	Coefficient	Standard Error	t- value	p- value	95% CI
Intercept (const)	32.62	10.39	3.14	2	12.00, 52.24
Resilience	0.43	101	4.23	0	0.23, 0.63

Specifically, a one-unit increase in resilience is associated with a 0.43 unit increase in job satisfaction, a statistically significant relationship (t-value=4.23, p-value=0.000) and with a 95%

confidence interval for a resilience coefficient of 0.23, 0.63 (Table 7). The analyses provide robust support for Hypothesis 1 that resilience has a statistically significant relationship with job satisfaction as evidenced by a 95% confidence interval for the resilience coefficient of 0.23, 0.63. Therefore, the hypothesis stating a significant relationship between resilience and job satisfaction was then accepted.

Hypothesis 2: Vision, purpose, and empathy mediate job satisfaction

Investigation into relationship between resilience and job satisfaction applied Ordinary Least Squares (OLS) regression models. This analysis also ventures into understanding how the other variables (vision, purpose, and empathy) play a role in predicting job satisfaction when resilience is considered.

Baron-Kenny mediation steps provide a valuable framework for analysing such relationships. According to their criteria, for a variable to act as a mediator, three essential conditions must be met: the independent variable (IV) should significantly predict the dependent variable (DV) (c-path); the IV should predict the mediator (a-path); and when the IV and mediator are jointly taken to predict the DV, the mediator should predict the DV (b-path), and the effect of the IV on the DV should be less than in the original model (c'-path) (Otuya, 2019).

Considering the criteria, resilience predicts job satisfaction directly and is also a significant predictor for vision, purpose, and empathy. These relationships satisfy Baron-Kenny's first two conditions as these p-values indicate statistically significant relationships ($p < 0.05$). However, the third condition posits some challenges.

Table 6: Mediation analysis on job satisfaction

Predictor Pair	Mediator's Prediction of DV (b-path)	Effect of IV on DV (c'-path) after including Mediator	Explanation
Resilience & Vision	Vision: $p = 0.87$	Resilience: $p = 0.006$	Vision does not significantly mediate the effect of resilience on job satisfaction.
Resilience & Purpose	Purpose: $p = 0.53$	Resilience: $p = 0.002$	Purpose does not significantly mediate the effect of resilience on job satisfaction.
Resilience & Empathy	Empathy: $p = 0.35$	Resilience: $p = 0.002$	Empathy does not significantly mediate the effect of resilience on job satisfaction.

When incorporating vision, purpose, and empathy in models predicting job satisfaction alongside resilience, none of variables significantly predicts job satisfaction; specifically, vision ($p=0.87$), purpose ($p=0.53$), and empathy ($p=0.35$) do not reach statistical significance, which makes it difficult to establish them as mediators between resilience and job satisfaction (Table 8). For mediation to be confirmed, all the three criteria must be satisfied (Otuya, 2019, pp. 108-109). Given that the potential mediators do not significantly predict job satisfaction when resilience is controlled for, it suggests that vision, purpose, and empathy do not mediate the relationship between resilience and job satisfaction (see appendix 3).

Hypothesis 3: Vision, purpose, empathy are stronger predictors of resilience

In this analysis, an examination is taken to see whether the influence of an independent variable (resilience) on the dependent variable (job satisfaction) is channeled through a

mediating variable, a combination of vision, purpose, and empathy measures. Initially, it discerns how resilience affects the mediating variable (Path a). Subsequently, it investigates the direct effect of resilience on job satisfaction while accounting for the mediating variable (Paths b and c). The mediation is quantified as the indirect effect, calculated by multiplying coefficients from Path a and Path b, delineating the magnitude of resilience's effect on job satisfaction conveyed through mediating variable (Hofmann, Curtiss, & Hayes, 2020).

To validate the robustness of indirect effect, the analysis employs bootstrapping, which is a resampling technique extensively used for its efficacy in generating empirical confidence intervals, especially in mediation analysis (Özdil & Kutlu, 2019). In this process, 5,000 bootstrap samples are drawn, and for each, the indirect effect is recalculated. The outcome is a 95% confidence interval for the indirect effect, derived from the 2.5th to 97.5th percentiles of the bootstrapped indirect effects, offering an interval estimate of the potential true effect size in the broader population. The results of the mediation analysis are articulated through two primary statistics: the indirect effect and its corresponding 95% confidence interval.

The indirect effect, valued at approximately 0.1008, quantifies the extent to which resilience influences job satisfaction through its effect on the mediating variable `combined measure of value of vision, purpose, and empathy. In simpler terms, this value indicates that for every unit increase in resilience, there is an estimated increase of 0.1008 units in job satisfaction, facilitated solely through the pathways of vision, purpose, and empathy combined.

However, to ascertain the reliability and significance of this indirect effect, the 95% confidence interval must be scrutinized, ranging from approximately -0.45 to 0.63. A confidence interval provides a plausible range for the indirect effect based on the data, with 95% certainty. The fact that the interval spans both positive and negative values, crossing zero, implies that the indirect effect is not statistically significant at the 95% confidence level. In essence, while there might be some mediation effect present, it cannot be confidently stated that the effect of resilience on job satisfaction, mediated through combined measure of vision, purpose, and empathy, is distinctly different from zero in the broader population.

The mediation analysis suggests a potential pathway through which resilience might influence job satisfaction via the mediating effect of vision, purpose, and empathy. The observed indirect effect is 0.1008, implying a potential influence of these relational sources on job satisfaction. However, the 95% confidence interval for this effect (-0.45 to 0.63) encompasses both positive and negative values, indicating that this effect is not statistically significant at the conventional 95% confidence level.

Conclusively, the current data analysis does not provide compelling evidence to support the hypothesis that 'vision, purpose, empathy' is a stronger predictor of job satisfaction than other sources of resilience.

Hypothesis 4: Age groups have no correlation with resilience scores

ANOVA, a statistical method, is applied to determine differences among group means. For accuracy, crucially, the data should meet specific conditions; for example, the data variances or spread should be consistent across the groups (Pearce & Derrick, 2019). The variance consistency is checked using Levene's test, resulting in a p-value of 0.72. This indicates that the groups have similar variances, an important condition for the reliability of ANOVA results. By this confirmation, the researcher proceeded with the ANOVA analysis.

Table 7: Age group ANOVA output

	Sum of Squares	Degrees of Freedom	F-Statistic	PR(>F)
C (Age group)	117.13	3.0	0.47	0.70
Residual	7961.39	97.0	NaN	NaN

The one-way ANOVA conducted on the resilience scores across different age groups yielded an F-statistic of 0.47 with an associated p-value of 0.70 (Table 9). Based on the typical threshold (alpha level) of 0.05 for statistical significance, the p-value was considerably higher. This result implies that there is not a statistically significant difference in resilience scores among the age groups represented by the variable age.

The lack of a significant difference suggests that age, as classified in this dataset, does not appear to be a strong predictor of resilience scores among participants. Overall, based on the dataset, the H4 is accepted while age has been a point of interest in resilience research; it may not be the only, or even the primary, determinant of resilience in every context.

Hypothesis 5: Senior Managers possess higher resilience scores compared to Employee/Staff-level personnel

Table 8: Senior Manager ANOVA Output

	Sum of Squares	Degrees of Freedom	F-Statistic	PR(>F)
C (Job level)	563.45	1.0	7.89	0.0063
Residual	5503.90	77.0	-	-

The ANOVA and regression analyses aimed at evaluating the hypothesis that resilience scores differed between Senior Managers and Employee/Staff-level personnel. For these results, the ANOVA table provides a global test to determine if any difference between these groups exist. The F-statistic of 7.89 is significant with a PR(>F) of 0.0063, showing a statistically significant difference in resilience scores between the two groups. A significant F-statistic, especially one below the commonly-accepted alpha level of 0.05 (Table 10).

The accompanying OLS regression results furnish some additional insights. The Intercept's coefficient for Senior Managers is 8.032 (p-value 0.006), suggesting that, on average, Senior Managers have a resilience score of about 8.032 points higher than that of Employee/Staff.

In conclusion, the provided statistical results lend credence to the hypothesis *H5* stating that Senior Managers possess higher resilience scores than Employee/Staff-level personnel. The differential in scores, an average of roughly 8 points, is not only statistically valid, but also bears implications for organisational considerations such as training and professional development.

Table 9: Research Objectives

Research Objective	Chapter
Reviewing literature to identify relationship between the pandemic resilience and job satisfaction levels.	Chapter 2 (Literature review)
Identifying relationship between different sources of resilience (vision, purpose, and empathy) and job satisfaction.	Chapter 4 (Data analysis): Identify the research outcome. Chapter 5 (Discussion): Reasoning of hypothesis acceptance and rejection.
Identifying fluctuation in resilience and job satisfaction levels during and post-COVID-19 pandemic.	Chapter 5 (Discussion): Data comparison
Discussing the research outcomes and implications for HR practitioners.	Chapter 5 (Discussion): Discussing research result. Chapter 6 (Recommendation): Justify the implication of research outcome.
Formulating comprehensive recommendations for improving resilience and job satisfaction post-COVID-19 pandemic.	Chapter 6 (Recommendation)

COVID-19 data comparison

From the COVID-19 pandemic perspective, according to (Shahrbabaki et al., 2023), by using the same questionnaire method, the total means for resilience and job satisfaction in Iran are at 58.14 and 39.38, respectively. Additionally, the mean per item is at roughly 2.04 for resilience and 2.06 for job satisfaction. Comparing the research findings, there is an increase by 33% (total mean in this research= 77.28) in resilience and a significant increase by 99% (total mean in this research =76.46) in job satisfaction with the average mean of 4.09 for resilience and 3.82 for job satisfaction.

From Indonesian perspective, none of current literature identifies resilience and job satisfaction among employees during the pandemic in single research. Moreover, the Indonesian research literature discussing the same topic mostly concern healthcare workers. Hence, the literature focusing on resilience and job satisfaction aspects among healthcare workers in Indonesia would be used as a comparative data and assumed as the general state of Indonesian employees’ resilience and job satisfaction during the pandemic.

From a resilience perspective, the total mean for the healthcare workers during the pandemic is roughly at 69 (Musri, Santoso, Tanuwijaya, & Bangun, 2022; Sabila & Febriansyah, 2021). Compared to the research findings, the resilience level among Indonesian workers is assumably increasing by 12%. From job satisfaction standpoint, comparative data for Indonesian employees is found. Based on research on Indonesian civil servants and a startup corporate staff, the total mean of job satisfaction level in Indonesia is assumably at roughly 70 (Faris, Aktaviana, Firmansyah, & Apriliani, 2021; Wijayanti & Widharto, 2019), compared with the research findings indicating a 9.22% increase. By comparing the research findings and the current literature, both resilience and job satisfaction levels are evidently improved in the post-pandemic.

The pandemic triggered various negative psychological phenomena, such as stress, anxiety, and depression, enforcing organisations and individuals to improve resilience and reducing job satisfaction level to survive the pandemic (Cheng & Kao, 2022). The pandemic era provides a valuable lesson for organisations and individuals to be more resilient, to prepare for future adversities, and implement measures to retain or improve employee’s resilience, productivity, and job satisfaction better than the pre-pandemic (Raghavan, Demircioglu, &

Orazgaliyev, 2021). Based on research findings and comparison with available literature, employees evidently retain the same work ethics during the pandemic paired with the improvement in working condition and organisational policies, resulting in the improvement of the resilience and job satisfaction aspects in the post-pandemic.

Hypothesis discussion

The research result accepts Hypothesis 1: Positive relationship between the post-pandemic resilience and job satisfaction in Indonesia. The acceptance is supported by various literature. Beuren et al (Beuren et al., 2022) identified their relationship among other factors such as common interests of the employer and the employed. Another literature also suggests that individuals with stronger resilience are likely satisfied with their job due to ability to deliver high quality outcomes despite of having a pressure of adversity.

Then Hypothesis 2 is rejected due to the research findings showing that vision, purpose, and empathy do not mediate job satisfaction. Two literatures could explain the research outcomes: first, Kokalan (2019) argued that job satisfaction is subjective as each individual has their definition of job satisfaction; second, the facilitation of various employees' needs is critical to achieve job satisfaction. According to ABC and LMX theories, job satisfaction could be achieved through the satisfaction of affective, behavioural, and cognitive needs paired with the quality of leader-member exchange (Judge, et al., 2020, p. 207). By combining the existing literature, theories on job satisfaction and research findings indicate that the subjective nature of job satisfaction is mediated by more comprehensive mediating factors such as ABC and LMX, rather than vision, purpose, and empathy.

Hypothesis 3, stating that vision, purpose and empathy are the stronger predictors of resilience, proved to be insignificant. The literature suggested that vision and purpose influence resilience leading to job satisfaction; while, empathy is a factor strengthening the work ethics in a team (Beuren, et al., 2022; Hou, et al., 2020). However, the findings did not illustrate that vision, purpose, and empathy mediate job satisfaction. The finding outcome could be explained by the fact that resilience is the byproduct of the overall interactions between the individual, groups, and the environment (Ayoko, 2021, p. 417). Therefore, the 'vision, purpose, and empathy' only covers an insignificant portion of the overall resilience concept.

Hypothesis 4, stating that age group does not have a correlation with resilience score is accepted. Multiple literature presents that age is related with resilience, but the findings show otherwise. Current literature argues that age and resilience are related due to the more resilient older generation (Scheibe, et al., 2022; Jahanshahi, et al., 2020); however, the findings show that age is not the determinant of resilience.

The explanation to this phenomenon lies in the fact that the state of corporate-level resilience is based on the network one has, the ability to sense opportunities during adversities, and a power to influence the company's direction at which the variable of age alone cannot signify.

Finally, the findings accept the hypothesis that Senior Managers possess a higher level of resilience compared to the staff. Hypothesis 5 confirms that the higher the job level, the more resilient one becomes. Social capital, the ability to seek opportunities in a turbulent situation, and the power to influence company policy as an element of organisational resilience are possessed by the upper-level management, making them more resilient than the lower level. Besides, the literature show that the team formed based on similarities at employment level and function are more resilient compared to the demographic-based team (Bui, et al., 2019; Liang & Cao, 2021). Therefore, based on the acceptance of Hypotheses 4 and 5 paired

with the available literature, it is logical to perceive that the older the person and the higher the employment level, the more resilient one becomes; however, the findings have shown that the employment level correlates with resilience, while age alone does not.

In conclusion, the resilience and job satisfaction levels in Indonesia have improved in the post-pandemic era due to valuable lessons learned during the pandemic concerning resilient work ethics and the improvement of the post-pandemic working conditions. With regards to the hypothesis, the research findings conclude that Hypotheses 1, 4, and 5 are accepted, while Hypotheses 2 and 3 are rejected.

Limitation

This section discusses several research limitations. First, difficulty in obtaining access to the manager-level respondents is problematic. The demographic part of the data sample shows an unequal spread of respondent's employment level. An unequal spread between manager and staff position negatively affects the data analysis and research outcomes. Although the correlation between variables is identified, the research outcome accuracy could be improved by controlling the respondent's employment level spread.

Second, the questionnaire survey method is prone to bias. As the Likert-scale questionnaire requires respondents to do self-rate themselves, the method is prone to self-report bias. Self-report bias is a term referring to the difference between the reported and actual ratings due to the under or over-estimation of the respondent's own ability (Hodge, Shah, McCullough, Gapstur, & Patel, 2020).

Third, the wide scope of occupation among respondents might impair the outcome accuracy, especially on a factor which relates to the mediating role and job satisfaction. The research should have focused on a particular occupation or sector which requires high levels of resilience and job satisfaction.

Last, the time limitation is another factor negatively affecting the research outcome. A longer research period allows the researcher to implement a longitudinal study observing the levels of resilience and job satisfaction in different time frame, expand the number of respondents, control the demographic variables to improve the effectiveness of method, and improve data accuracy (**see appendix 5 for research time frame**).

Chapter 6: Practical recommendations

By comparing resilience and job satisfaction levels during the pandemic to the present post-pandemic research in the Discussion chapter, the research findings suggested organisations to improve employees' resilience and job satisfaction levels in Indonesia in today's post-pandemic by focusing on recruitment, development, and environment aspects.

A description of stakeholder involvement in all aspects of improvement is critical before implementing any recommendation proposed. Such description may produce more efficient decision making and clear responsibilities to implement the proposed suggestions (Nederhand & Klijn, 2019). The involvement also creates a positive interdependence collaboration in which it refers to the alignment of goals, collective teamwork, and shared responsibilities among stakeholders (Raveendran, Silvestri, & Gulati, 2020).

Based on those considerations, the recommendation formula includes elements of the proposed recommendation (what), suggested action (how), responsible parties (who), rationale for the proposed recommendations based on research outcomes (why), frequency, possible constraints, and mitigation. The following table is a complete list of recommendations:

Table 10: Recommendation table

• Recommendation 1: Recruitment

What	COVID-19 reflections during interview
How	A recruitment interview process may explore the pandemic reflections by adopting questions on how to manage to cope with the shift in work culture during the pandemic, or what a valuable thing to learn from the pandemic (Kaden, 2020, p. 165).
Who	HR Department
Why	Chapter 5 shows an increase in the post-pandemic resilience. The global pandemic urges organisations and individuals to be more resilient to survive. Therefore, asking pandemic-related questions in the interview could illustrate the candidate's resilience state.
Frequency	One time (during interview)
Possible constraints	The pandemic context might be obsolete overtime.
Mitigation	To mitigate potential constraints, an interview should adopt Volatile, Uncertain, Complex, and Ambiguous (VUCA) business environment-related questions (Worley & Jules, 2020, p. 279). A scenario-based interview question on how to handle situation suppose the organization merges several different divisions resulting in expanded duties in the division will illustrate a candidate's ability to endure adversity (Wolcott & Lobczowski, 2021, p. 181).
Improvement category	Resilience

• Recommendation 2: Development

What	Job shadowing
How	<p>An organisation should provide a job shadowing training for prospective employees. The HR team need to identify potential talents and pair them with managers.</p> <p>The potential talents will observe managers' activities for an hour every weekday in two months and further make a reflection report reviewing what they learn by the end of the program. The HR team then should discuss their reports with an emphasis on how to raise a resilience aspects.</p>
Who	Middle – top managers and HR team
Why	Job shadowing is a work-based experience where a staff-level is paired with a higher-level manager to observe and learn from the manager's activities (Rony, et al., 2019, p. 388). By shadowing managers, prospective employees may create their own points of improvement based on what they observe and learn about how to be resilient, instead of being told what to do. Research findings show that senior managers have resilience scores higher than staff.
Frequency	One hour every weekday for two months.
Possible constraints	Potential scheduling conflict
Mitigation	If job shadowing is unlikely implemented, a certification-based promotion system should be done. The number of certifications that remain beyond mandatory training should be included in the promotion requirements. The certification-based promotion system will indirectly encourage employees to learn resilience and enhance a positive sense of competition in the workplace (Martinson, et al., 2023, p. 40)

Improvement category	Resilience
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• **Recommendation 3: Environment**

What	Adapting technology to an environment of positive interdependence
How	Raising positive interdependency between divisions could be by investing in the creation of online platforms facilitating a knowledge sharing and communications similar to Massive Open Online Course (MOOC) concept (Condé & Cisel, 2019, p. 37). Once the platform is created, an annual competition on innovation should be made by pairing two different divisions to produce a presentation or report on how to improve innovation aspects in the organisation. Additionally, shared rewards should be allocated for the competition winner to encourage collaboration.
Who	The CEOs and managers: Budget allocation for platform creation and selecting the competition winner. HR Division: Training employees to use the platform. IT Department: Preparing the organisation's technological readiness.
Why	Literature review shows the importance of collaboration and technological adaptation to maintain performance during a turbulent situation such as the COVID-19 pandemic. The Hypothesis 5 acceptance indicates that a resilient team establishment should be based on employment level diversity.
Frequency	The platform could be used throughout the year while the competition is held in the first quarter.
Possible constraint	Insufficient costs for technological transformation
Mitigation	To mitigate constraints, enforcing a policy of job rotation which assigns employees to work for a week in another division is suggested. Through the policy, each division will learn from each other's best practices and allow employees to enhance their cross-disciplinary knowledge that generates a higher job satisfaction level.
Improvement category	Resilience and job satisfaction

Chapter 7: Direction for further research

Research on resilience and job satisfaction with the mediating role of vision, purpose, empathy could be expanded in various ways; in particular, less literature addressing the topic in the post-pandemic situation suggests that the research topic has potential to be explored and of benefit to practitioners.

The research findings show vision, purpose, and empathy not mediating job satisfaction and not being strongest predictors of resilience. Since resilience and job satisfaction aspects are subjective and relational, further research should focus on more comprehensive mediating roles such as the LMX or the ABC; instead of the vision, purpose, and empathy.

In this research, a wide range of occupations is an issue. To improve the accuracy of research on resilience and job satisfaction, further research may concern on occupations requiring resilience and job satisfaction on a daily basis, such as entrepreneur, tourism, or infrastructure.

Furthermore, the unequal spread of respondent's employment level evidently results in less accurate data so that establishing an access to the top, middle, and lower levels of management prior to distributing questionnaires is fundamental. This could be implemented by ensuring access to multiple organisations so that the spread of employment levels could be controlled.

Another issue is the bias of self-assessment questionnaire in which the 360-degree feedback method could be applied to mitigate the bias. To improve the data accuracy, an individual response could be compared with their performance measures in the organisation they work for. Moreover, a peer-review method in which individual responses could be reviewed by their co-workers means another alternative to prevent the over/underestimation of self-assessment (Fleenor, Taylor, & Chappelow, 2020).

Last, time limitation is a factor reducing the research accuracy. The extended period of research will allow the researcher to take a longitudinal or mixed method study on resilience and job satisfaction resulting in more accurate outcomes; furthermore, this results in additional time to control the spread of employment levels and to reach a larger sample population.

CONCLUSION

In conclusion, the research provides an insight into the relationship between the post-pandemic resilience sources and job satisfaction in Indonesia with an emphasis on the mediating role of vision, purpose and empathy. The acceptance of hypotheses 1, 4, and 5 confirms a strong relationship between the post-pandemic resilience and job satisfaction in Indonesia with an additional finding that age and resilience score are not related, and senior managers possess resilience score higher than the staff. The rejection of hypotheses 2 and 3 indicates that vision, purpose and empathy does not mediate job satisfaction and is not the strongest predictor of resilience.

Furthermore, by comparing the findings and existing literature, the Discussion chapter shows the improvement of the post-pandemic resilience and job satisfaction levels in Indonesia. In addition. This research has successfully formulated practical recommendations based on the findings and achieved all the research objectives

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