

Coworker Altruism and Workplace Compassion as Predictors of Employee Performance: The Mediating Role of Employee Engagement in A State-Owned Plantation Company

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Abstract

This study aims to examine the role of coworker altruism and workplace compassion in enhancing employee performance through employee engagement in a state-owned plantation company. A quantitative approach was employed using stratified random sampling involving 205 employees of a state-owned plantation company in West Java. Data were collected through structured questionnaires using a five-point Likert scale and analyzed using Structural Equation Modeling–Partial Least Squares (SEM-PLS) with SmartPLS 4.0. The results indicate that coworker altruism and workplace compassion have positive and significant effects on employee engagement and employee performance. Furthermore, employee engagement serves as a mediating variable that strengthens the relationship between humanistic workplace values and employee performance. The structural model demonstrates substantial explanatory power, indicating that the proposed variables significantly explain variations in employee performance. Given the results, managers should foster prosocial behavior and compassion-based workplace culture as strategic human resource practices to enhance employee engagement and performance. Managers are also advised to develop policies that support a more humanistic and sustainable work environment. This study contributes to the existing literature by integrating coworker altruism and workplace compassion into a mediation model based on employee engagement, particularly within the context of state-owned plantation enterprises, which has received limited attention in prior research.

Keywords

Altruism; Employee Engagement; Employee Performance; Workplace Compassion

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1. INTRODUCTION

In recent years, the workplace has become increasingly complex due to global competition, digital transformation, and organizational restructuring, which compel companies to continuously enhance efficiency and productivity. Agro-industrial companies, which rely heavily on operational coordination and workforce performance, face substantial pressure to improve competitiveness while maintaining



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employee well-being. Consequently, organizations are no longer focused solely on financial outcomes but also on psychological and social factors influencing employee behavior. However, heightened job demands often lead to stress, uncertainty, and weakened interpersonal relationships, which may ultimately undermine employee performance (Bakker & Demerouti, 2017; Guest, 2017; Schaufeli, 2018).

At the organizational level, agro-industrial firms have also begun to experience increasing individualism and declining cross-functional collaboration. Many employees tend to prioritize individual performance targets rather than fostering supportive work relationships. This condition reflects low coworker altruism, defined as employees' willingness to help colleagues, share resources, and cooperate voluntarily to achieve collective goals. Organizational behavior literature suggests that prosocial behaviors such as altruism are positively associated with job satisfaction, employee engagement, and psychological well-being (Organ, 1988; Podsakoff et al., 2009; Grant & Mayer, 2009). Nevertheless, research on coworker altruism across divisions remains limited, particularly in agro-industrial contexts, despite its potential to enhance team effectiveness and overall organizational performance (Bolino & Grant, 2016).

In addition, organizations face another challenge in the form of declining workplace compassion, defined as sensitivity to coworkers' suffering accompanied by a willingness to provide support. In agro-industrial environments characterized by physically demanding tasks and production targets, employees often focus primarily on their own responsibilities, thereby reducing attention to coworkers' difficulties. Workplace compassion involves recognizing others' suffering, experiencing empathy, and taking meaningful actions to alleviate their difficulties. Prior studies indicate that workplace compassion is positively associated with employee performance, motivation, and well-being (Dutton et al., 2006; Lilius et al., 2008; Srivastava & Gupta, 2022; Haldorai et al., 2020; Nazir & Islam, 2020). Conversely, low levels of compassion may increase job stress, interpersonal conflict, and emotional exhaustion, which ultimately reduce performance and increase turnover intentions (Frost, 2003; Simpson et al., 2014).

From a psychological perspective, employee engagement, as introduced by Kahn (1990), explains that employees who perceive their work as meaningful, experience psychological safety, and possess sufficient energy are more likely to fully invest themselves physically, cognitively, and emotionally in their roles. Subsequent research has consistently demonstrated that employee engagement is positively associated with employee performance, productivity, and organizational effectiveness (Saks, 2006; Schaufeli & Bakker, 2004; Christian et al., 2011). In agro-industrial organizations, which typically operate under high operational and production demands, employee engagement becomes a critical mechanism for sustaining performance and productivity. Empirical studies in labor-intensive industries further indicate that engaged employees demonstrate higher work quality, commitment, and

discretionary effort, which ultimately enhance organizational performance (Bakker et al., 2014; Albrecht et al., 2015).

However, much of the existing research in Indonesia has predominantly focused on financial well-being factors such as salary, incentives, and compensation as primary determinants of employee satisfaction and performance. While financial incentives remain important, they are insufficient for creating a more humanistic and supportive work environment. International literature suggests that humanistic workplace values, including coworker altruism and workplace compassion, play an important role in improving employee engagement and performance. Srivastava and Gupta (2022) demonstrate that workplace spirituality can buffer declining employee well-being, while Haldorai et al. (2020) highlight that compassion-related workplace spirituality reduces deviant workplace behavior. Nazir and Islam (2020) further show that corporate social responsibility fosters employee engagement, compassion, and meaningfulness at work. In addition, recent studies emphasize that prosocial workplace climates strengthen employee motivation, psychological safety, and collaborative performance (Grant & Parker, 2009; Dutton et al., 2014).

Recent studies have further emphasized the importance of humanistic workplace values in shaping employee attitudes and performance outcomes. For instance, research demonstrates that workplace compassion, social support, and altruistic behavior significantly improve employee retention and strengthen employees' sense of belonging in highly competitive environments (Siddiq et al., 2024). Additionally, altruistic leadership has been shown to enhance organizational citizenship behavior by fostering trust, commitment, and reciprocal employee contributions (Siddiq et al., 2024). Furthermore, supportive interpersonal relationships, including social support and person job fit, have been found to significantly enhance employee engagement and ultimately improve performance outcomes (Klana et al., 2025). These findings collectively suggest that altruism, compassion, and social support operate as complementary humanistic mechanisms that strengthen employee engagement and contribute to sustainable employee performance.

As an alternative solution, management scholars increasingly emphasize the importance of developing compassion-based organizational cultures to enhance engagement, performance, and employee retention. Organizations that cultivate supportive and caring work environments tend to experience higher levels of employee engagement and improved performance outcomes (Lilius et al., 2008; Simpson et al., 2014). At the policy level, several agro-industrial companies have begun introducing compassion-oriented leadership practices and employee support programs aimed at improving psychological well-being and team collaboration. These developments suggest that strengthening coworker altruism and workplace compassion, supported by value-based HR practices,

may serve as effective and sustainable non-financial strategies for enhancing employee performance (Bolino & Grant, 2016).

This study offers several contributions to the literature. First, it integrates two humanistic constructs coworker altruism and workplace compassion into a single model to explain employee performance. Second, this study explicitly positions employee engagement as a mediating mechanism, providing deeper insight into how humanistic workplace values influence performance outcomes. Third, the study is conducted within the context of an Indonesian agro-industrial company, thereby extending human resource management research in labor-intensive and production-oriented settings.

The urgency of this study is further reinforced by increasing levels of job stress, burnout, and employment uncertainty in the post-pandemic workplace, as well as the growing trend of contractual employment arrangements. Traditional management approaches relying solely on financial incentives are no longer sufficient to maintain employee performance. Agro-industrial companies require strategies that simultaneously sustain productivity and preserve psychological well-being and interpersonal relationships. Therefore, strengthening coworker altruism and workplace compassion through employee engagement is expected to provide a more humanistic, sustainable, and performance-oriented HR strategy. Accordingly, this study aims to provide empirical evidence and practical recommendations for enhancing employee performance through value-based human resource management practices.

2. METHODS

This study employed a quantitative research design to examine the relationships among coworker altruism, workplace compassion, employee engagement, and employee performance. Data were collected from employees working in a state-owned agro-industrial company. Respondents included employees with at least one year of tenure to ensure sufficient work experience and familiarity with organizational conditions.

A total of 205 respondents participated in this study using a stratified random sampling technique to ensure proportional representation across employee groups. The adequacy of the sample size was considered appropriate for Partial Least Squares Structural Equation Modeling (PLS-SEM), which recommends a minimum sample size based on model complexity and indicator loadings. Previous studies suggest that PLS-SEM can produce stable estimates with sample sizes ranging from 100 to 200 respondents, particularly for models with moderate complexity (Hair et al., 2019; Kock & Hadaya, 2018). Therefore, the sample size of 205 respondents was deemed sufficient for robust statistical analysis.

Data were collected using structured questionnaires administered in paper-based format. All variables were measured using a five-point Likert scale ranging from strongly disagree to strongly

agree. The collected data were analyzed using Structural Equation Modeling–Partial Least Squares (SEM-PLS) with SmartPLS 4.0. The analysis included evaluation of the measurement model through convergent validity, discriminant validity, and reliability tests. The structural model was assessed using R-square values, path coefficients, and bootstrapping procedures to examine both direct and indirect effects.

Respondent characteristics were analyzed based on age, gender, education level, job status, and tenure. The majority of respondents were above 35 years old (48.8%), followed by employees aged 31–35 years (24.9%), 25–30 years (17.6%), and below 25 years (8.8%). This distribution indicates that most respondents were experienced employees with mature organizational understanding.

Based on gender, most respondents were male (91.2%), while female employees accounted for 8.8%. In terms of education level, the majority of respondents had a high school or vocational education background (52.7%), followed by bachelor's degree holders (29.3%) and diploma graduates (18%). This composition reflects the labor-intensive characteristics of agro-industrial operations.

Regarding job status, most respondents worked in production units (95.1%), while administrative and other roles accounted for 4.9%. In terms of tenure, 49.8% of respondents had more than 10 years of work experience, 38% had 5–10 years, and 12.2% had less than five years. This indicates that the sample largely consisted of long-tenured employees familiar with organizational practices.

Descriptive analysis further showed that coworker altruism, workplace compassion, employee engagement, and employee performance were all rated at high levels. These findings suggest that respondents perceived strong helping behavior, supportive workplace interactions, high engagement, and favorable performance conditions within the organization.

Tabel 1. Variables Measurement

Variables	Codes	Indicators	Statements
Coworker Altruism	X1.1	Empathy	I understand and care about the condition of my coworkers.
	X1.2	Empathy	I empathize with the difficulties experienced by my coworkers.
	X1.3	Voluntary	I help coworkers without being forced to do so.
	X1.4	Voluntary	I help coworkers without expecting any reward in return.
	X1.5	Willingness to Help	I have a strong desire to help coworkers who need assistance.
	X1.6	Willingness to Help	I am willing to spend my time helping coworkers.

Workplace Compassion	X2.1	Noticing	I recognize when coworkers experience difficulties or problems at work.
	X2.2	Empathizing	I feel concerned about the difficulties experienced by my coworkers.
	X2.3	Sense-making	I try to understand the causes of my coworkers' difficulties.
	X2.4	Acting	I provide real assistance to coworkers who need help.
Employee Engagement	M.1	Vigor	I have high enthusiasm and energy at work.
	M.2	Vigor	I remain energetic and persistent when facing difficult work.
	M.3	Dedication	I find my work meaningful and important.
	M.4	Dedication	I feel proud of the work that I do.
	M.5	Absorption	I am highly focused when doing my work.
	M.6	Absorption	I feel deeply immersed and enjoy the work I do.
Employee Performance	Y.1	Work Quality	I am able to complete my work with good quality.

Measurement of Variables

All constructs in this study were measured using previously validated scales adapted from prior research. Responses were recorded using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).

Coworker Altruism. Coworker altruism was measured using indicators adapted from Kuswoyo, Tentama, and Muhopilah (2020). The construct captures employees' voluntary helping behavior and concern for colleagues. The measurement includes four dimensions: empathy, voluntary helping behavior, willingness to help, and internal motivation to assist coworkers. These indicators reflect prosocial behavior performed without expecting rewards and aimed at improving others' well-being.

Workplace Compassion. Workplace compassion was measured based on the framework developed by Dutton et al. (2006), Kanov et al. (2004), and Lilius et al. (2008). The construct consists of four dimensions: noticing, empathizing, sense-making, and acting. These dimensions represent employees' ability to recognize coworkers' suffering, experience empathy, interpret the situation, and take supportive action to alleviate difficulties.

Employee Engagement. Employee engagement was measured using the Utrecht Work Engagement Scale (UWES) developed by Schaufeli and Bakker (2004). The construct includes three dimensions:

vigor, dedication, and absorption. Vigor reflects high levels of energy and resilience at work, dedication refers to strong involvement and enthusiasm, and absorption represents deep concentration and immersion in work tasks.

Employee Performance. Employee performance was measured using indicators adapted from Yulianto (2020), capturing five dimensions: work quality, quantity, timeliness, effectiveness, and independence. These dimensions reflect both task performance and behavioral contributions to organizational outcomes.

3. FINDINGS AND DISCUSSION

3.1 Respondents' Characteristics (N = 205)

Table 2. Respondents' Characteristics (N = 205)

Categories	Possible Answers	F	%
Age	< 25 years old	18	8.8%
	25–30 years old	36	17.6%
	31–35 years old	51	24.9%
	> 35 years old	100	48.8%
Gender	Male	187	91.2%
	Female	18	8.8%
Educational Background	Senior High School/Vocational High School	108	52.7%
	Diploma	37	18.0%
	Bachelor's Degree	60	29.3%
Work Status	Production Division	195	95.1%
	Administration and Others	10	4.9%
Length of Employment	< 5 years	25	12.2%
	5–10 years	78	38.0%
	> 10 years	102	49.8%

Source: Processed Data (2026)

3.2 Measurement Model

The measurement model evaluates the relationships between observed indicators and their respective latent constructs through factor loadings. In this study, outer loadings are used to assess the

extent to which each indicator reflects its underlying construct. Values displayed on the arrows represent the standardized loading factors of each indicator.

The values presented within the endogenous constructs, namely employee engagement and employee performance, indicate the coefficient of determination (R^2), which reflects the proportion of variance explained by the exogenous variables. Meanwhile, the arrows connecting latent constructs represent path coefficients that describe the strength and direction of the relationships among variables. The results of the measurement model were obtained using SmartPLS and are presented in Figure 1.

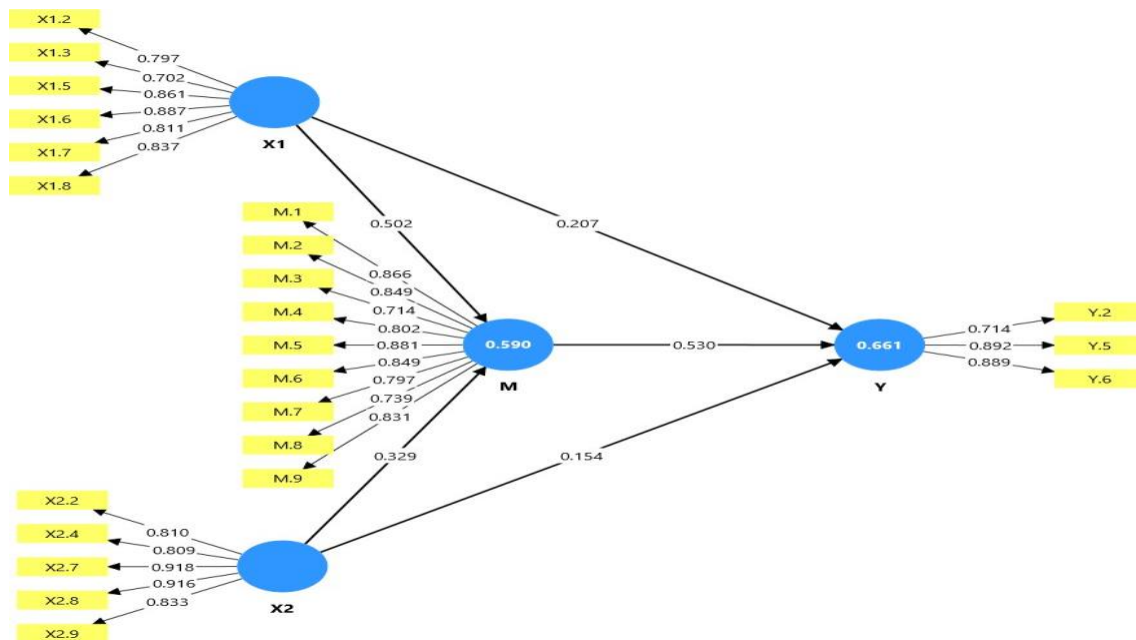


Figure 1. Results of the outer model data using SmartPLS.

Based on the PLS-SEM analysis presented in Figure 2, all indicators for constructs X1, X2, M, and Y demonstrated outer loading values above 0.70, indicating adequate convergent validity and reliability in representing their respective latent variables. These results confirm that the measurement model meets the recommended threshold for indicator reliability. The structural model results show that X1 has a positive effect on M with a path coefficient of 0.502 and also exhibits a direct effect on Y of 0.207, although the magnitude is relatively modest. Similarly, X2 positively influences M with a coefficient of 0.329 and has a direct effect on Y of 0.154, indicating a comparatively weaker direct relationship. Among the predictors, M shows the strongest effect on Y with a coefficient of 0.530, suggesting that employee engagement plays a central mediating role in linking X1 and X2 to Y. The coefficient of determination (R^2) for M is 0.590, indicating that 59% of the variance in M is explained by X1 and X2. Meanwhile, the R^2 value for Y is 0.661, suggesting that 66.1% of the variance in Y is explained by X1, X2, and M. These values indicate moderate to substantial explanatory power of the model. Overall, the indirect effects through M appear to be stronger than the direct effects of X1 and X2 on Y, indicating that the mediating role of employee engagement is substantial in explaining employee performance.

Table 3. Reliability and Validity

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
M	0,936	0,937	0,947	0,666
X1	0,90	0,902	0,923	0,669
X2	0,91	0,91	0,933	0,737

Source: Data Processing with SmartPLS (2026)

Table 3 presents the results of the reliability and validity assessment of the measurement model. The findings indicate that all constructs meet the recommended criteria for PLS-SEM analysis. Cronbach's alpha values for M (0.936), X1 (0.90), and X2 (0.91) exceed the minimum threshold of 0.70, indicating satisfactory internal consistency reliability. These results suggest that the indicators within each construct consistently measure the same underlying concept. Furthermore, composite reliability values (rho_a and rho_c) for all constructs are also above the recommended threshold of 0.70. The rho_c values for M (0.947), X1 (0.923), and X2 (0.933) indicate high composite reliability, confirming that the constructs demonstrate strong measurement consistency. Convergent validity was assessed using the Average Variance Extracted (AVE). The AVE values for M (0.666), X1 (0.669), and X2 (0.737) exceed the minimum requirement of 0.50, indicating that each construct explains more than half of the variance of its indicators. This confirms that convergent validity has been established. Overall, the results demonstrate that the measurement model satisfies the reliability and convergent validity requirements, indicating that the constructs are suitable for further structural model analysis.

Table 4. Fornell Larcker

	M	X1	X2	Y
M	0,816			
X1	0,730	0,818		
X2	0,677	0,693	0,859	
Y	0,785	0,700	0,656	0,836

Source: Data Processing with SmartPLS (2026)

Discriminant validity was assessed using the Fornell–Larcker criterion, as presented in Table 4. The results indicate that all constructs meet the required threshold for discriminant validity. The square root of the Average Variance Extracted (AVE) for each construct exceeds the correlations with other constructs in the model. Specifically, the square root of AVE values on the diagonal are 0.816 for M, 0.818 for X1, 0.859 for X2, and 0.836 for Y. These values are greater than the corresponding inter-construct correlations, indicating that each construct shares more variance with its own indicators than with other constructs. For example, the square root of AVE for M (0.816) is higher than its correlations with X1 (0.730), X2 (0.677), and Y (0.785). Similar patterns are observed for X1, X2, and Y, where diagonal values

exceed off-diagonal correlations. These findings confirm that each construct demonstrates adequate discriminant validity and is empirically distinct from the others. Therefore, the measurement model satisfies the Fornell–Larcker criterion and is appropriate for further structural model analysis.

Table 5. R Square

	R-square	R-square adjusted
M	0,590	0,586
Y	0,661	0,656

Source: Data Processing with SmartPLS (2026)

Table 5 presents the coefficient of determination (R^2) values, which indicate the explanatory power of the structural model. The R^2 value for M is 0.590, with an adjusted R^2 of 0.586. This result suggests that 59% of the variance in M is explained by its predictor variables, while the remaining 41% is attributed to factors not included in the model. Similarly, the R^2 value for Y is 0.661, with an adjusted R^2 of 0.656. This indicates that 66.1% of the variance in Y is explained by the independent variables included in the model, whereas 33.9% is influenced by other variables outside the scope of this study. Overall, the R^2 values of 0.590 and 0.661 can be interpreted as moderate to substantial explanatory power, indicating that the structural model demonstrates satisfactory predictive capability for the endogenous constructs. These findings suggest that the proposed model provides a meaningful explanation of employee engagement and employee performance.

Table 6. Direct Effect Hypothesis Test

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
M -> Y	0,530	0,522	0,090	5,882	0,000
X1 -> M	0,502	0,509	0,076	6,565	0,000
X1 -> Y	0,207	0,204	0,063	3,303	0,001
X2 -> M	0,329	0,323	0,09	3,654	0,000
X2 -> Y	0,154	0,163	0,075	2,048	0,041

Source: Data Processing with SmartPLS (2026)

Table 6 presents the results of the direct effect analysis. The findings indicate that all hypothesized relationships in the structural model are positive and statistically significant. This is evidenced by T-statistics values exceeding 1.96 and p-values below 0.05, indicating support for all direct effect hypotheses. The relationship between M and Y shows a path coefficient of 0.530, with a T-statistic of 5.882 and a p-value of 0.000. This result indicates that M has a positive and significant effect on Y, suggesting that higher levels of M are associated with increased Y. The path from X1 to M yields a coefficient of 0.502, with a T-statistic of 6.565 and a p-value of 0.000, indicating a positive and significant effect. Furthermore, X1 also has a direct effect on Y, with a coefficient of 0.207, a T-statistic of 3.303, and a p-value of 0.001. Although this direct effect is significant, its magnitude is smaller compared to the indirect pathway through M. Similarly, X2 demonstrates a positive and significant effect on M, with a coefficient of 0.329, a T-statistic of 3.654, and a p-value of 0.000. The direct effect of X2 on Y is also significant, with a coefficient of 0.154, a T-statistic of 2.048, and a p-value of 0.041, although the magnitude of this relationship is relatively weaker. Overall, these findings indicate that all independent variables exert significant direct effects on the endogenous constructs. The results support the proposed hypotheses and confirm the structural relationships within the research model.

Table 7. Indirect Effect Hypothesis Test

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
X1 -> M -> Y	0,266	0,268	0,071	3,734	0.000
X2 -> M -> Y	0,175	0,167	0,052	3,382	0,001

Source: Data Processing with SmartPLS (2026)

Table 7 presents the results of the indirect effect analysis. The findings indicate that M functions as a mediating variable in the relationships between X1 and Y as well as X2 and Y. The mediation effects are supported by T-statistics values greater than 1.96 and p-values below 0.05, indicating statistically significant indirect relationships. The indirect effect of X1 on Y through M shows a path coefficient of 0.266, with a T-statistic of 3.734 and a p-value of 0.000. This result indicates that X1 has a positive and significant indirect effect on Y via M. In other words, higher levels of X1 lead to increased M, which subsequently enhances Y. These findings confirm that M mediates the relationship between X1 and Y. Similarly, the indirect effect of X2 on Y through M yields a coefficient of 0.175, with a T-statistic of 3.382 and a p-value of 0.001. This indicates that X2 also has a positive and significant indirect effect on Y through M. Thus, improvements in X2 contribute to higher M, which in turn leads to improved Y.

Because the direct effects of X1 and X2 on Y remain significant while the indirect effects are also significant, the mediation can be classified as partial mediation. This suggests that M partially explains the relationships between X1 and Y as well as X2 and Y. Therefore, the proposed mediation model is supported. Overall, the SEM-PLS results demonstrate that all relationships among variables are positive and statistically significant. Beyond statistical interpretation, these findings provide theoretical and managerial implications, indicating that humanistic workplace values influence employee performance both directly and indirectly through employee engagement.

3.3 Discussion

The Direct Effect of Coworker Altruism on Employee Performance (H1)

The direct effect analysis presented in Table 6 demonstrates that *Coworker Altruism* (X1) has a positive and significant effect on *Employee Performance* (Y). This relationship is supported by a path coefficient of 0.207, a T-statistic of $3.303 > 1.96$, and a p-value of $0.001 < 0.05$. Therefore, H1 is supported. This direct relationship indicates that voluntary, helping behaviors among colleagues act as an operational lubricant on the shop floor. When an employee encounters technical difficulties or an unexpected surge in workload, the spontaneous initiative of coworkers to help prevents operational bottlenecks. This horizontal practical support minimizes individual error rates and directly helps employees maintain timeliness in achieving quantitative production targets. This finding aligns with the core tenets of *Social Exchange Theory* (SET), which emphasizes that positive social exchanges within the work environment directly enhance collective task performance. From a managerial standpoint, organizations are advised to shift away from heavily individualized work cultures toward a collaborative framework. This can be achieved by designing team-based performance indicators to foster horizontal altruistic behaviors.

The Direct Effect of Workplace Compassion on Employee Performance (H2)

The direct pathway assessment in Table 6 confirms that *Workplace Compassion* (X2) exerts a positive and significant effect on *Employee Performance* (Y). The statistical results yield a path coefficient of 0.154, a T-statistic of $2.048 > 1.96$, and a p-value of $0.041 < 0.05$. Consequently, H2 is supported. A work climate characterized by compassion, empathy, and genuine institutional care during personal hardships serves as a critical stress buffer for employees. Employees who receive flexibility or emotional support during personal crises (e.g., family health issues or bereavement) experience a heightened sense of psychological safety. By alleviating emotional anxiety, their cognitive focus remains unclouded at work, enabling them to maintain standard levels of output quality and accuracy. Although statistically significant, the direct path coefficient of X2 on Y (0.154) is the weakest predictor in the model. This

indicates that workplace compassion cannot be instantaneously converted into physical productivity without first binding the employee's internal commitment. Management must implement consistent, welfare-oriented emotional policies to fully capitalize on this humanistic value.

The Direct Effect of Coworker Altruism on Employee Engagement (H3)

The structural model results reveal that *Coworker Altruism* (X1) has a strong positive and highly significant effect on *Employee Engagement* (M). The empirical data indicates a substantial path coefficient of 0.502, backed by a T-statistic of $6.565 > 1.96$ and a p-value of $0.000 < 0.05$. Hence, H3 is fully supported. Through the lens of the *Job Demands-Resources* (JD-R) model, harmonious and supportive horizontal relationships are classified as essential social resources. Being surrounded by supportive coworkers renders the daily work routine pleasant and minimizes interpersonal friction. This external social resource fuels intrinsic motivation, accelerating employees' energy (*vigor*) and meaningful attachment (*dedication*) to their organizational roles. This result reinforces contemporary organizational behavior literature that positions team cohesion as a primary driver of work engagement. Organizations are recommended to facilitate informal interventions, such as team-building activities, to cultivate deeper emotional bonds among personnel outside of formal constraints.

The Direct Effect of Workplace Compassion on Employee Engagement (H4)

The structural model assessment proves that *Workplace Compassion* (X2) has a positive and significant direct effect on *Employee Engagement* (M). This relationship is supported by a path coefficient of 0.329, a T-statistic of $3.654 > 1.96$, and a p-value of $0.000 < 0.05$. Thus, H4 is supported. When management and the broader work environment treat employees with compassion during hard times, individuals internalize this as authentic *perceived organizational support* (POS). Guided by the norm of reciprocity embedded in social exchange dynamics, employees reciprocate this institutional empathy by fully investing their psychological energy, time, and mental focus (*absorption*) into the company's future objectives. An organizational climate rooted in compassion functions as a powerful incubator for affective commitment. Management must instill a culture of compassionate leadership among supervisors to ensure that employee retention and morale remain stable at an optimal level.

The Direct Effect of Employee Engagement on Employee Performance (H5)

Direct effect testing in Table 6 establishes that *Employee Engagement* (M) exerts a positive and profoundly dominant effect on *Employee Performance* (Y). This pathway captures the highest path coefficient in the entire model (beta = 0.530), accompanied by a T-statistic of $5.882 > 1.96$ and a p-value of $0.000 < 0.05$. Therefore, H5 is supported. Engaged employees operate out of deep intrinsic motivation

rather than mere compliance, financial dependency, or fear of administrative sanctions. This abundant psychological energy translates into proactive behaviors, higher autonomy in field-level problem solving, and sharp focus. The tangible manifestation of this optimal mental state is reflected in superior performance outcomes, characterized by high output quantities, precise quality standards, and resource utilization efficiency. This finding reinforces the global scientific consensus in HR management that employee engagement is the engine of corporate productivity. It reminds managers that engagement assessments must serve as a prerequisite metric before evaluating or escalating physical output targets.

The Mediating Role of Employee Engagement in the Relationship Between Coworker Altruism and Employee Performance (H6)

The indirect effect analysis shown in Table 7 confirms that *Employee Engagement* (M) positively and significantly mediates the relationship between *Coworker Altruism* (X1) and *Employee Performance* (Y). This indirect pathway yields a coefficient of 0.266, with a T-statistic of $3.734 > 1.96$ and a p-value of $0.000 < 0.05$. Since the direct effect of X1 on Y also remains significant ($\beta = 0.207$, $p = 0.001$), this mechanism is classified as partial mediation. Hence, H6 is supported. This finding unveils an essential psychological pathway. Altruistic behaviors among colleagues do not automatically skip into rigid physical productivity metrics. Instead, an altruistic climate operates by first cultivating a socially safe space that fosters emotional energy and a sense of belonging (*employee engagement*). Once this psychological attachment is established, it acts as a generator that translates social comfort into superior task execution. The fact that the indirect effect coefficient (0.266) is larger than the direct effect (0.207) highlights that employee engagement serves as a vital amplifier for the impact of altruism on performance. This underscores the motivational process of the JD-R theory, where social resources (*altruism*) foster psychological engagement, which in turn results in positive organizational outcomes (*performance*). Management must realize that horizontal social dynamics should be nurtured strategically to ignite work engagement, rather than letting them dissolve into unguided socialization.

The Mediating Role of Employee Engagement in the Relationship Between Workplace Compassion and Employee Performance (H7)

The structural analysis for the final hypothesis (H7) demonstrates that *Employee Engagement* (M) positively and significantly mediates the relationship between *Workplace Compassion* (X2) and *Employee Performance* (Y). This indirect effect registers a path coefficient of 0.175, supported by a T-statistic of $3.382 > 1.96$ and a p-value of $0.001 < 0.05$. Given that the direct effect of X2 on Y is also significant ($\beta = 0.154$, $p = 0.041$), the mediation model is confirmed as a partial mediation. Therefore, H7 is supported. This mechanism demonstrates that compassion in the workplace does not influence performance through a

cold, transactional process. Institutional empathy during difficult times is absorbed by employees as a valuable psychological resource, nurturing a deep sense of ownership and attachment. This stable emotional state then drives individuals to go above and beyond in their performance and quality standards. Because the indirect effect (0.175) is higher than the direct effect (0.154), it emphasizes that employee engagement is an indispensable bridging link. From both a theoretical and practical standpoint, this concludes that humanistic workplace values, such as coworker altruism and workplace compassion, yield their maximum long-term productivity yields when funneled through the optimization of employee engagement instruments. Organizations should actively train frontline supervisors in compassionate leadership to secure sustainable corporate performance through genuine employee commitment.

4. CONCLUSION

Based on the PLS-SEM analysis, all constructs in the research model met validity and reliability criteria, indicating that the measurement model was appropriate for further analysis. The structural model results showed that coworker altruism and workplace compassion positively and significantly influenced employee engagement and employee performance. Employee engagement demonstrated the strongest effect on employee performance, highlighting its critical role in enhancing performance outcomes.

The R-square values indicated that the model had adequate explanatory power in explaining the endogenous variables. The direct and indirect effect analysis further revealed that employee engagement partially mediated the relationships between coworker altruism, workplace compassion, and employee performance. The indirect effects through employee engagement were more dominant than the direct effects.

These findings suggest that improving coworker altruism and workplace compassion enhances employee engagement, which subsequently leads to improved employee performance. Overall, the proposed model is supported, and all hypotheses are accepted. The results highlight the importance of humanistic workplace values in enhancing employee performance through psychological engagement mechanisms.

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