

# **The Influence of Employee Perceived CSR on Job Performance: through the mediation of Job Satisfaction and Employee Engagement**

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## **Abstract**

Research on Corporate Social Responsibility (CSR) has developed tremendously over the past four decades, especially regarding affective organizational commitment, organizational behavior, and many other variables. However, research on how employee perception on organizational CSR activities and how it relates to job performance are still scant in nature. This study aims to answer these gaps. This study uses quantitative approach using Social Exchange Theory as the underlying argument. Purposive sampling is used in this study with aim on Greater Jakarta area (Jabodetabek), and the questionnaire was distributed using WhatsApp application. As many as 105 respondents returned the distributed questionnaire, in which only 93 is deemed to be worthy of further analyses. Four variables are used to be the focus of this study, namely Employee perception on CSR, Job Performance, Employee Engagement and Job Satisfaction. The study found that Employee perceived CSR directly affect Job Performance. The variable of Employee Engagement partially mediated the relationship between Employee perceived CSR and Job Performance. While Job Satisfaction did not mediate the relationship between Employee perceived CSR towards Job Performance. This study manages to provide contribution in the literature of CSR especially in the perspective of Employee perception on CSR and in the context of developing countries.

## **Keywords**

Employee Perceived CSR, Job Satisfaction, Employee Engagement, Job Performance and Social Exchange Theory

## **1. Introduction**

Business activities can have a positive and negative influence on society and the environment, (Sarfranz Qun, Abdullah and Alvi, 2018) which makes Corporate social responsibility an important topic in public policy (Wang, Xu, Wang, 2020). This is mostly due to its role in minimizing negative external implications (Sarfranz et al., 2018), which makes research on Corporate Social Responsibility becoming more and more important topic in literature. Kotler & Lee (2005) defines Corporate Social Responsibility (CSR) as a commitment to improving the welfare of society through free business practices and the contribution of corporate resources. A similar definition was also put forward by Coombs & Holladay (2012) regarding CSR which is a voluntary action implemented by a company when carrying out its mission and fulfilling its obligations to stakeholders, including employees, society, and the environment. Then, Santoso (2014) emphasizes that CSR that carried out with the aim of meeting legal requirements is not a voluntary actions, thus it cannot be considered as CSR. Previous research has found a positive relationship between CSR perceptions and various employee outcomes, such as affective organizational commitment (AOC), job satisfaction, organizational identification, organizational citizenship behavior (OCB), creativity and employee engagement (Hur, Moon and Choi, 2019; Wang et al., 2020; Aguinis & Glavas, 2012). However, the exact mechanism by which the perception of CSR can improve employee work outcomes is still somewhat elusive (Hur et al., 2019) and the lack of rigor in exploring the mediator of the relationship of CSR perceptions with employee job performance (Glavas, 2016). Meanwhile, based on the Social Exchange Theory (SET) some previous researchers found that when employees feel respected and valued by organizations that implement CSR, they are willing to trust the organization and take more responsibility and effort for improving their performance to reach the organizational target (Wang et al., 2020; Tafolli

and Grabner-Kräuter, 2020). Through previous study that explored the relationship between Employee perceived CSR and Employee Engagement, there is a possibility for employee engagement that might drive employee retention outcomes, innovation (Chaudhary, 2019) and even Job Performance (H. L. Kim et al., 2017), thus making employees as a very important assets for organization success. CSR initiatives (such as company-sponsored volunteer programs), which aims to improve employee engagement also provide momentum for different organizational units (e.g. Human Resources) to develop and/or offer such initiatives as a way to attract, engage, and retain employees (Gullekson Arnold, Brooks, 2021) . All of these arguments are inseparable from the assumption of employees as one of the main stakeholders in the organization. Hence, with those initiatives, organization fulfilling social obligations and it can affect the attitudes and behaviors of their employees (Ahmad, Islam, Saleem 2017) towards organization. On the other hand, there are researchers who find out that employee job performance is influenced by job satisfaction (Ngwenya & Pelsler, 2020); (Heriyati & Ramadan, 2012) ; (Platis, Reclitis and Zimeras 2015).

Social exchange Theory (SET) (Mitchell, Cropanzano & Quisenberry, 2012; Saks, 2006; Wahyu, 2013) and the theory of self-determined (Deci & Ryan, 2000) which underlies previous research on constructions that affect and are influenced by job satisfaction and employee engagement, are still lack of empirical evidence that examines how the perception of employees as internal stakeholders is influenced by organizational CSR actions (Chaudhary & Akhouri, 2019). These argument on employee perceptions of CSR towards Job Performance and how Job Satisfaction and Employee Engagement might mediates their relationship was also found to be lacking in the literature especially in the context of developing countries (Chaudary, 2019). The findings of these arguments might not only improve the branding of the organization but can also provide a platform for the respective company to improve positive employee perception, hence its work outcome and performance, which in the long run might improve organizational performance as well. Thus such activity might increase the full potential of CSR activities performed by organization. It is the objective of this research to fulfill the gap in the literature as suggested by Chaudhary & Akhouri's (2019).

## **1.1 Objectives**

Based on the SET and SDT theory which proposes to further examine the role of employee perceived CSR which can influence attitudes and actions on employee job performance (Chaudhary & Akhouri's, 2019) through employee engagement and job satisfaction, which still lacks empirical evidence, thus making the potential for employee perceived CSR is not embraced in improving the job performance of employees in Indonesia. Therefore, this study proposes to assess employee perceptions of CSR activities carried out by the company to employees and outside the company, along with employee engagement and job satisfaction through their respective measurement items on job performance.

The purpose of this study is to identify potential factors that can affect job performance, because employee job performance is the most important thing in a company (Kim et al., 2017). Where to achieve these objectives, several questions were developed in this study, including: can employee perceived CSR directly affect job performance? Does employee perceived CSR need to be mediated by employee engagement to influence job performance? or job satisfaction mediating the relationship between employee perceived CSR and job performance?

## **2. Literature Review**

The theory of social exchange (SET) is a theory that provides a theoretical foundation to explain why employees choose to become more or less involved in their organizations. Briefly, this theory explains in the relationship of social exchanges between individuals and organizations generating emotions and feelings that can lead individuals to feel attached to organizations (Huang Ma, and Meng, 2018; Mitchell et al., 2012; Saks, 2006; Wahyu,2013). In this study, social exchanges from these organizations are in the form of implementing CSR to employees through economic, ethical, legal and discretionary dimensions (Tafolli and Grabner-Kräuter, 2020); (Tepayakul & Rinthaisong, 2018). Complementing the SET theory, there is a Self-determined theory driven by Deci and Ryan (2000) in explaining the theory of intrinsic motivation in which a person does something for his own benefit, satisfaction, pleasure and personal challenges in the absence of outside rewards, which is also used by Lu, Ren, Zhang Wang, Ahmed, Streimikis (2020) and Hur, Moon and Ko (2018) in their research related to Perceived CSR, Job Satisfaction and Employee Engagement.

### **2.1 Perceived Corporate Social Responsibility (PCSR)**

Employees' perceptions CSR reflect how employees view the total number of CSR activities their organizations undertake (Tafolli and Grabner-Kräuter ,2021; Grabner-Kra'uter, Breitenacker and Tafolli, 2020). According to Coombs and Holladay (2012) *Corporate Social Responsibility (CSR)* is a company activity that provides benefits to society and the environment with voluntary actions implemented by the company when carrying out its mission and

fulfilling its obligations to stakeholders, including employees, society, and the environment. Sarfraz et al., (2018) stated that the Concept of *Corporate Social Responsibility (CSR)* has developed into an issue that is often debated and has attracted media attention over the past ten years. Sarfraz et al. (2018) add that in developing countries, research on CSR is still not mainstreamed and irrelevant. The public is not fully aware of the concept of CSR and its measurement. From the results of his analysis, Turker (2009) found 4 dimensional structures in CSR, namely CSR to social and non-social stakeholders, employees, customers, and the government. Glavas and Kelley (2014) add it is important to measure employee perceptions that are difficult to measure through CSR managed units separate from the majority of employees (e.g., corporate foundations, CSR Departments Safety departments and others) whose activities may not be aware of by employees. Thus, in this study, the researcher will only focus on employees' perceptions of CSR itself. Complementing the existing research, Abdullah & Budiman (2019), suggests that an organization can greatly benefit from CSR measures that are implemented properly.

## **2.2 Job Satisfaction (JS)**

Job Satisfaction is a person's assessment of aspects and factors related to employee satisfaction (Tafolli and Krauter, 2020). Job satisfaction is valued as one of the most considered attributes in an employee related matter (Wang et al., 2018). Meanwhile, according to Sarfraz et al., (2018) an employee who has high Job Satisfaction will work more effectively, not feel objections, and have a lower turnover rate. Employees who have high Job Satisfaction will feel happy and enjoy their job, especially when they are given the opportunity to innovate and learn new things (Sandhu, 2015; Sudibjo and Sutarnji, 2020). Meanwhile, Tepayakul and Rinthaisong (2018) argue that Job Satisfaction is influenced by Intrinsic and Extrinsic factors: (a) Intrinsic in the form of achievement, recognition, responsibility, progress, and development and (b) Extrinsic in the form of superior nature, office atmosphere, co-workers, salary, office regulations, work safety, and status (Herzberg, 1987). According to Huang et al., (2018) it is important for superiors to maintain a positive employee mood while working so that the employee has high Job Satisfaction Hence it makes Job Satisfaction an important variable to be further studied.

## **2.3 Employee Engagement**

Employee Engagement has been defined as "utilizing members of an organization to play a role in their work and also the involvement of employees in expressing themselves physically cognitively and emotionally while they are carrying out their role in the organization" (Kahn, 1990). Pongton & Suntrayuth (2019) defines employee engagement as people who speak positively about their organization, who will survive in the organization, and strive to do more than the minimum requirements for their organization. Kevin Cruse defines Employee Engagement as the emotional commitment that employees have to the organization and its goals (Helios 2017). Employee Engagement has been identified by researchers and practitioners as a key issue for organizations, and also for the broader national and global economy (Gullekson et al., 2021). Complementing the existing definition, Employee Engagement is conceptualized as the amount of commitment, energy, and devotion that employees give in their employee-related duties (Farrukh Sajid, Lee and Shahzad, 2020). In his research Chaudhary (2017) found that Employees today have high expectations for their company. They are looking for additional components such as inspiration in addition to traditional benefit offerings. They expect the company they work for to inspire them so that they feel good about their employee choices. As a result, it becomes important for organizations to describe themselves as the company that has been chosen.

## **2.4 Job Performance**

Job performance in general can be defined as behavior that is formed by a combination of abilities, efforts and traits that refer to organizational values to achieve work effectiveness so that organizational goals can be achieved. Pongton and Suntrayuth (2019) put Job Performance as one of the most important dependent variables and has been studied for a long time and defines this Job Performance as the way in which employees perform their work. Generally, Job Performance is measured during job performance reviews where supervisors consider factors such as time management, organizational skills, and productivity to analyze each employee. Aftab, Sarwar, Amin and Kiran (2021) added that employee job performance has become a fundamental component in most management and organizational behavior studies related to work relationships. However, Sekhar, Chandra, Patwardhan, and Vyas (2018) revealed that there are still some areas where research evidence on employee engagement, FHRM, and Job performance is limited. So that Job Performance as a Dependent variable needs to be further studied.

## **2.5 Employee Perceived CSR and Job Performance**

Several studies that have produced evidence that employees who perceive themselves as working for companies that carry out good CSR activities show higher commitment, loyalty, trust, interest, and Job Satisfaction (Brieger, Anderer,

Fröhlich, Bärö & Meynhardt, 2020). Several studies that have been carried out provide results that employee perceptions of CSR carried out by their companies can affect the improvement of job performance, but the research has not provided clear evidence of a direct relationship between Employee Perceptions CSR and job performance improvement (Carmeli, Gilat and Waldman., 2007). Currently, there are more and more studies that confirm that Perceived CSR has a positive impact on employee motivation, behavior and Job Performance (Brieger et al. 2020). Therefore, we suggest a hypothesis:

***H1: Employee Perceived CSR significantly affects Job Performance.***

## ***2.6 Employee Perceived CSR, Employee Engagement and Job Performance***

In line with social exchange (SET) theory and Self-determined theory (SDT), Pongton and Suntrayuth (2019) stated that many studies have defined job performance as the outcome of effort, commitment, and employee engagement. Sekhar et al. (2018) added that Employees involved in CSR activities were found to be more likely to make their employee perform well. Thus, the employees involved can complete a variety of employee tasks that they must fulfill. In line with the expression the employees involved can improve their performance (Pongton and Suntrayuth, 2019). However, Gao (2014) states that the relationship between CSR and employee engagement is not clearly explored. Meanwhile, in their research, Sekhar et al (2018) stated that Employee Engagement is an important predictor of a positive attitude towards organizations and Job Performance. While Wang et.al (2020) who found a link between Perceived CSR and employee engagement, performance and creativity were more significant among younger employees. In the previous literature, it was also stated that Employee Engagement has a significant relationship with CSR (exogenous variables) and employee performance (endogenous variables), as partial mediator between the relationship of Perceived CSR and employee job performance, due to Employee Engagement has a direct relationship with perceived CSR and employee job performance (Ali Haq, Amin, Noor, Mahasbi and Aslam, 2020). This statement is supported by Hur et.al (2019) which revealed that a stricter mediator exploration in the relationship between CSR perceptions and job performance is needed to better understand how and why employee perceptions CSR affect job performance. Therefore, based on the theory of Social Exchange (SET) and the theory of self-determined (SDT) the researcher suggest hypotheses:

***H2 : Employee Perceived CSR significantly affects Employee Engagement***

***H3 : Employee Engagement positively affects Job Performance***

***H4: Employee Engagement positively mediates the relationship between Employee Perceived CSR and Job Performance***

## ***2.7 Employee Perceived CSR, Job Satisfaction and Job Performance***

According to De Roeck & Maon (2018) who makes Perceived Company Social Responsibility (PCSR) related to the work performance of an employee can be explained by Social Exchange Theory (SET). according to SET, it can be said that companies that are socially responsible for their employees make employees feel uncomfortable and want to return the favor. And this form of repayment is to work better and harder so that the organization can achieve its vision and mission (Brieger, Anderer, Fröhlich, 2020). Such as the results of research from Wang et.al (2020) which found CSR that is positively related to organizational identification, work engagement, and job satisfaction. Sarfraz et al., (2018) also found that CSR felt by employees can improve their positive work attitudes such as job satisfaction. With job satisfaction, it can create a better work climate and environment. In addition, Tafolli and Grabner-Kräuter (2020) revealed that employees' perceptions of CSR can increase their positive attitudes and feelings towards their employees, which called job satisfaction. This Job Satisfaction is able to help improve Job Performance (Lam et al., 2020). Furthermore, Bhatti, Juhari, and Zakariya (2018), found that individuals who feel satisfied (related to employees) will improve performance at work. This increase in performance will usually give them Rewards from the company which will further increase their job satisfaction. Therefore, based on the SET theory, the researcher suggests hypotheses:

***H5 : Employee Perceived CSR significantly affects Job Satisfaction.***

***H6 : Job Satisfaction significantly affects Job Performance***

***H7 : Job Satisfaction mediates the relationship between Employee Perceived CSR and Job Performance)***

Through deeply reviewed the theoretical constructs from previous research, the author proposes the research model as shown in Figure 1.

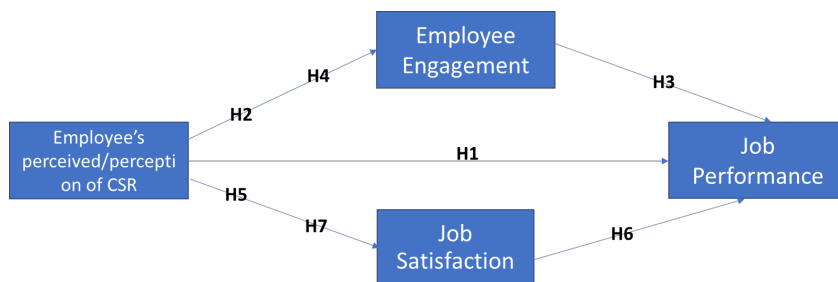


Figure 1. Research Model

### 3. Methods

In the researcher's study, researchers will use a research strategy: Survey, by collecting information from individuals for employees in companies that carry out CSR activities. Of course, there are not a few companies that carry out CSR activities and each company has its own employees, so it is not possible to take the entire population in Indonesia to be researched. Therefore, it is necessary to use the sample size selection method to be used as a research target. Non-Probability Sampling method Purposive Sampling type will be used to select samples in this study. The number of samples to be taken by researchers is at least 40 respondents. This number refers to the suggestion of the sample size of Roscoe's research (1982), where the feasible sample size is 30 to 500 with the provision of data analysis with multivariate method at least can get the sample size 10 times of the variables studied. In this study, there are 4 variables that will be studied, so that the minimum number of sample sizes are 40 respondents.

### 4. Data Collection

Data collection method that will be used by researcher are the method of collecting questionnaire data online in order to have a wider geographical area coverage (Sekaran, 2003; Sekaran & Bougie, 2020). In designing this questionnaire question stage, researcher will adapt the questionnaire questions from previous researcher. Employee Perceived CSR has 4 elements, namely economic, Legal, Ethics and discretion, the 16 measurement indicators are adapted from Tafolli & Kräuter, (2020). 6 Measurement indicators of Job Satisfaction adapted from Iverson, Olekalns and Erwin (1998). And 5 Job Performance measurement indicators adapted from Manzoor, Wei, Nurunnabi, Subhan, Shah and Fallatah (2019); Janssen, Nico and Yperen (2004). These three variables use the Likert measurement scale 1-7 from strongly disagreeing to strongly agreeing. While the Employee Engagement variable has 3 dimensions, namely vigor, dedication, and Absorption with 18 measurement indicators using the Likert Scale 1-7 from never to always. Then, researcher will use the Multiple Regression approach with SPSS software to analyze the hypothesis of the relationship between independent and dependent variables and because this study has multiple mediation variables, the researcher will use Process Macro tool which is formed by Hayes (2013) which is a development of baron and Kenny's (1986) method of internalizing the effects of mediation (Akhtar, 2022). Referring to the statistical analysis method of previous researchers, this research article will also use homoscedasticity & Multicollinearity between variables, an analysis method through path modeling and strengthened by reliability tests using the Cronbach Alpha formula. Meanwhile, for testing the normality of the data set, researchers will test the normality of the data using SPSS software, with Multi-variate Assumption to see the assumption of normality from the data set obtained, to get maximum results in the statistical test of the entire data set in this study.

### 5. Results and Discussion

#### 5.1 Demographic Information and Reliability & Validity test

The total respondents obtained from the distribution of the questionnaire online were 105 people with a percentage of men 78% and women 22%. From the total respondents who were screened through the question option "Does the company you work for carry out CSR (Company Social Responsibility) activities", the target respondent was reselected became 95 people. With the percentage of the largest number of respondents are employees from the

Cigarette / HPTL industry as much as 33%, with the last level of education of respondents is S1 as much as 49%, the length of work of respondents in their companies is mostly in the range of 11-15 years most of the years 26%, While the average age of the majority respondents is at a distance of 36-40 years as much as 29%, details can be seen in Table 1. Respondent Profile)

Table 1. Respondent Profile

Demography Variable	Category	Frequency	Percentage
Sex	Male	82	78%
	Female	23	22%
Age	36-40	30	29%
	< 25	27	26%
	31-35	17	16%
	41-45	15	14%
	>50	10	10%
	26-30	4	4%
	46-50	2	2%
Industry	Tobacco	35	33%
	Mining	31	30%
	Oil & Gas	13	12%
	Construction	6	6%
	Banking	5	5%
	FMCG	2	2%
	IT	2	2%
	Others	11	10%
Education	Bachelor	51	49%
	High school	23	22%
	Master	21	20%
	Diplomate	8	8%
	Others	2	2%
Tenure	11-15 years	27	26%
	< 1 year	25	24%
	> 16 years	24	23%
	6-10 years	21	20%
	2-5 years	8	8%

Through Outlier checking of 95 people data using Mahalanobis Distance which has a p-value below 0.05 and a standardized score that has a standard cut off  $\pm 3$  (Ronald, 1988). Researcher found out 2 outliers from the data set, thus the total data set became 93 people. Furthermore, a Validity and Reliability Test was carried out on a data set that no longer had an outlier.

Table 2. Validity Test

	Employee Perceived CSR	Job Satisfaction	Employee Engagement	Job Performance
KMO Measure of Sampling Adequacy	0.886	0.783	0.906	0.817
Sig.	0.000	0.000	0.000	0.000
Validity (Sig. <0.05)	Valid	Valid	Valid	Valid

Validity test using Kaiser-Meyer-Olkin (KMO) and Bartlett's Test in SPSS 23.0 software for Windows is declared Valid if the KMO Measure of Sampling Adequacy and Bartlett's Test of Sphericity has a significance value of <0.05 (Verdian, 2019). Based on Table 2. it can be concluded that the Validity Test with Kaiser-Meyer-Olkin (KMO) and Bartlett's Test shows all indicators for each of its variables valid.

Table 3. Reliability Test

Variable	N of items	Cronbach's Alpha	Decision
Employee Perceived CSR	16	0.931	Reliable
Job Satisfaction	5	0.881	Reliable

<i>Employee Engagement</i>	18	0.937	Reliable
<i>Job Performance</i>	4	0.897	Reliable

The reliability test uses Cronbach's Alpha with a minimum limit of 0.6 which means that the indicator is reliable. (Nunnally, 1994; Ghozali, 2016; Azwar 2011). Based on Table 3. from the test the results of the reliability test means that all the indicators of the variables tested are reliable.

### 5.2 Multivariate Assumption Analysis

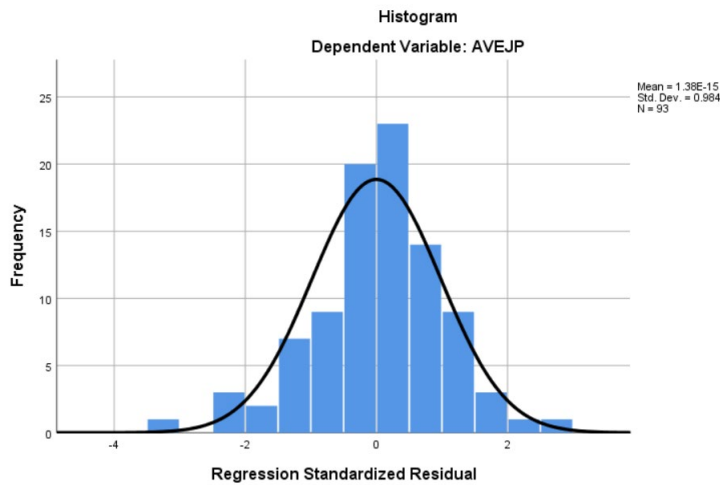


Figure 2. Histogram Regression Standardized Residual

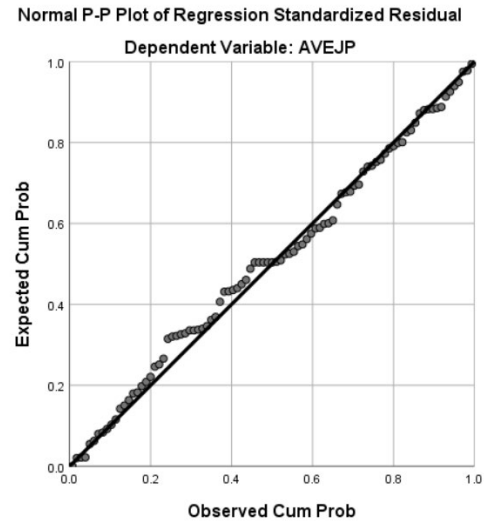


Figure 3. Normal P-P Plot

The Normality test is carried out using multi-variate assumptions. Normality Test with Multi-variate Assumption by looking at Figure 2. the residual Value on the Histogram whose Mean value in the middle = 0 which means that the dependent variable is not so significant in terms of multivariate assumptions, as well as the results of Figure 3. the normal P-P Plot where the distribution of points does not run away from the middle line significantly, then in terms of multivariate assumptions, it can be assumed that the Assumption of Normality has been successfully achieved in the data set of this study (Hair, 2010).

### 5.3 Linearity test, Homoscedasticity and Multi-Collinearity

Table 4. Linearity Test

ANOVA Table	
Variabel	Linearity Significance
Job Performance * Employee Perceived CDR	0.000
Job Performance * Employee Engagement	0.000
Job Performance * Job Satisfaction	0.000
Employee Engagement * Employee Perceived CSR	0.000
Job Satisfaction * Employee Perceived CSR	0.000

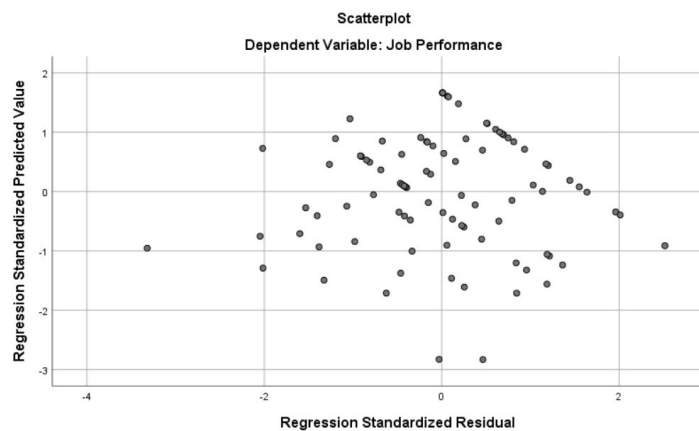


Figure 4. Homoscedasticity test

The Linearity test on Table 4. between variables is carried out one by one, and it is found that the linearity test instruments between the Variables can be seen in the ANOVA table of the Linearity significance column section that all values are 0.000, which means that it is below  $\alpha=0.05$  so it can be assumed that each of the relationships between variables has an assumption of linearity that has been fulfilled. (Hair, Black, Babin & Anderson, 2010).

The Homoscedasticity test is seen on a scatterplot Figure 4. whose plot points are scattered in all directions or do not swarm in one forget, thus it can be assumed that the Homoscedasticity test has been successfully run. (Hair et al, 2010).

Table 5. Multi-Collinearity

Model	Collinearity Statistics	
	Tolerance	VIF
Employee Perceived CSR	0.635	1.574
Employee Engagement	0.334	2.997
Job Satisfaction	0.337	2.964

Meanwhile, the Multi-Collinearity Test can be seen in Table 5. above. In the Collinearity Statistics section, which shows the values of VIF, and Tolerance means that Tolerance values below 1 and VIF values below 10 are assumed to be the absence of collinearity relation between the variable (Hair et al., 2010). Thus, all variables in the data set meet the requirements of the multi-Collinearity test.

#### 5.4 Regression analysis and hypothesis discussion

Hypothesis Testing was carried out using SPSS 23 Software which was analyzed with the Multiple regression analysis method in testing the relationship between variables and the bootstrapping method recommended by Hayes (2013) with the Process Macro tool which allows to get output in the form of effects indirect between dependent variables and independent variables.

Table 6. Multiple Regression Output

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Regression Sum of Squares	F	Sig.
Predictors : EPCSR, JS, EE, Dependent : JP	0.703	0.494	0.477	0.51062	22.690	29.008	0.000

From the results of the Multiple Regression Analysis, the output produced in Table 6. is R Square, where the value of R Square is 0.494, which means that the three predictor variables can explain the dependent variable Job Performance of 49.4%, of which the rest is about 50.6% is explained by other variables that are not included in this research method. Indeed, there are many other factors that can affect Job Performance. While on the Sig. part. (Significantly) the value is below  $\alpha=0.05$  which is 0.000, then it means that the regression model is declared Valid.

Table 7. Multiple-Regression Hypothesis testing direct effect independent variable on dependent variable

Hypotheses	Unstandardized B	Coefficients Std. Error	Standardized Beta	t-value	p-value
EPCSR - JP	0.463	0.071	0.563	6.499	0.000

To test Hypothesis 1, a test was carried out between Employee Perceived CSR and the Job Performance which resulted in an output of p-value of 0.000 where the value was below  $\alpha = 0.05$ , which means that Employee Perceived CSR has a significant influence on Job Performance. Then **H1 is accepted.**



Table 8. Hypothesis testing using Hayes Process tools

Hypotheses	Unstandardized B	Coefficients		t-value	p-value	Bootstrapping	
			Std. Error			LLCI	ULCI
EPCSR - JP	0.202	0.078		2.596	0.011		
EE - JP	0.305	0.111		2.751	0.007		
JS -JP	0.137	0.092		1.494	0.139		
EPCSR - JS	0.662	0.100		6.621	0.000		
EPCSR - EE	0.558	0.083		6.734	0.000		
EPCSR - EE - JP	0.170	0.059				0.060	0.294
EPCSR - JS - JP	0.091	0.077				-0.049	0.261

Furthermore, testing between the variable Employee perceived CSR and Job Satisfaction, and Employee Engagement was carried out in conjunction with testing multiple mediation using the Process tool from Hayes which produced the output of Table 8. The p-value of the Employee Perceived CSR variable is 0.011 below  $\alpha = 0.05$  which still shows that employee perceived CSR results have a significant influence on Job Performance. Meanwhile, for the Employee Engagement Variable which has p-value of 0.007 below  $\alpha = 0.05$ , means that Employee Engagement has a significant influence on Job Performance, then **H3 is Accepted**. However, Job Satisfaction Variable which has a p-value of 0.139 where the value is above  $\alpha = 0.05$ , means that Job satisfaction does not have a significant effect on Job Performance. Then **H6 is rejected**. While Employee Perceived CSR has a p-value of 0.000 which is below  $\alpha = 0.05$  which indicates that Employee Perceived CSR has a significant influence on Job satisfaction, then **H5 is accepted**. Similarly, Employee Perceived CSR has a p-value of 0.000 where the value is below  $\alpha = 0.05$  which indicates that Employee Perceived CSR has a significant influence on Employee Engagement, then **H2 is accepted**.

In Table 8. It can also be seen the effect of mediation or there is no mediation effect in the Bootstrapping section. With a 95% confidence level provision if the Range of Confidence Interval Lower bootstrap and Confidence Interval Upper Bootstrap does not include a value of zero (0), then there is a mediation effect. Conversely, if the Confidence Interval Lower bootstrap and Confidence Interval Upper Bootstrap ranges include zero (0) values, then there is no mediation effect. (Hayes, 2013; Baron & Kenny (1986).

From the results of Bootstrap for Employee Engagement is 0.060 for Lower-level Bootstrap, and 0.294 for Upper-Level Bootstrap, where in the range of 0.060 and 0.294 there is no value of 0, so it can be concluded that there is a mediation effect of Employee Engagement on Employee Perceived CSR with Job Performance, then **H4 is accepted**. While the Confidence Interval of the Bootstrap result for Job Satisfaction is -0.0 to 0.261 for Lower-level Bootstrap, and 0.261 for Upper-Level Bootstrap, which is in the range of -0.049 and 0.261 includes a value of 0, so it can be concluded that there is no mediation effect of Job Satisfaction on Employee perceived CSR with Job Performance, then **H7 is rejected**.

In addition, the p-value of Employee Perceived CSR when tested simultaneously with the mediation variable is 0.011 whose value is below  $\alpha = 0.05$  which means that Employee Perceived CSR significantly has an effect directly to Job Performance. Thus, it can be concluded that there is a partial mediating effect between Employee Perceived CSR, Employee Engagement and Job Performance, because with the existence of Employee Engagement, the relationship between Employee Perceived CSR and Job Performance weakens.

## 6. Conclusion

The results showed for the seven hypotheses made, there were 5 (five) hypotheses accepted and 2 (two) hypotheses rejected. Accepted hypotheses include H1: Employee Perceived CSR significantly affects Job Performance which is in line with previous research by Wang et al. (2020), Brieger et al. (2020) and Carmeli et al. (2007). Similarly, H2: Employee Perceived CSR significantly affects Employee Engagement, H3: Employee Engagement positively affects Job Performance and H4: Employee Engagement positively mediates the relationship between Employee Perceived CSR and Job Performance which is in line with Chaudary's research (2019), Gao (2014), Sekhar et al. (2018) and Wang et al. (2020). Meanwhile, of the 3 (three) hypotheses related to the Variable Job satisfaction, only one hypothesis is accepted, namely H5: Employee Perceived CSR significantly affects Job Satisfaction which is in line with previous research proposed by Sarfraz et al. (2018) and Tafolli et al. (2020), and 2 (two) hypotheses that were rejected include H6: Job Satisfaction significantly affects Job Performance and H7: Job Satisfaction mediates the

relationship between Employee Perceived CSR and Job Performance, where the results of the study are different from the previous research put forward by Bhatti et al. (2018), Lam et al. (2020).

The conclusion obtained from this study is, by knowing that Job Performance can be influenced by employee perceptions of CSR activities carried out by the company, the company can increase CSR positive activities and as much as possible engage employees in these CSR activities that can improve their job performance to achieve the company's goals and objectives. In line with the SET theory underlying this study, that employees feel respected and valued by organizations that implement CSR, will be willing to trust the organization and take more responsibility to improve organizational performance as well as make more effort in doing their work to improve their performance (Wang et al., 2020; Tafolli and Grabner-Kräuter, 2020). Meanwhile, the employee's perception of CSR which only affects Job satisfaction without any influence on Job Performance, might be because someone who feels satisfied with their job, and feels that unnecessary to make their performance improve. This is because employees who are satisfied with their job have the potential to live in their Comfort zone, so that they can make employees stop to make an improvements in job performance because they are satisfied and comfortable with the condition of their employees, where in Corbett's research (2013); Rayner and Cooper (1997) argue that the comfort zone of these employees is contrary to the development or improvement of employee performance which can have an impact on organizational success. However, this cannot be ascertained, because it requires further and deeper research to find out the obvious reason.

Implications that can be realized from the results of this study, among others, provide empirical evidence for companies to be able to focus more on CSR activities both internally and external by involving employees in these activities to cause good perceptions and give more meaning to employees at work to be able to improve their work performance. In addition, companies in developing countries such as Indonesia can embrace this CSR potential to increase the outcome or positive performance of employees which will later have a good impact for the company or organization itself.

From the results of this study, researchers realized that there are still many shortcomings contained in this study, including sampling areas still focusing on a small part of the area in Jakarta. In addition, the number of samples is still too small to represent all regions in Indonesia. For this reason, based on the findings of this study, researchers can then determine or divide the sampling area as respondents to get maximum research results and can be generalized)

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