



The Effect of Corporate Social Responsibility on Employee Performance with Job Satisfaction and Employee Engagement as Mediation Variables (Study on employees of PT. Salim Ivomas Pratama Tbk PKS Sungai Dua in Pekanbaru, Riau)

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Abstract. The purpose of this study was to analyze the effect of corporate social responsibility on employee performance where job satisfaction and employee engagement are mediated variables. Research investigating social responsibility improves employee performance through job satisfaction and employee engagement. Collecting data using a questionnaire. The model is tested by using the outer model and inner model. A sample of 124 employees at PT. Salim Ivomas Pratama Tbk Sungai Dua PKS in Pekanbaru, Riau. The results of research on social responsibility have a positive effect on employee performance, t count $>$ Z score 1.96 worth 2.142 and p value <0.05 worth 0.033; In addition, job satisfaction mediates the relationship of social responsibility to employee performance, t statistics $>$ Z score 1.96 worth 2.511 and p value <0.05 worth 0.012, while the indirect effect is t value $>$ Z score 1.96 worth 2.419 and p value < 0.05 worth 0.016. Employee engagement mediates the relationship of social responsibility to employee performance, t value $>$ Z score 1.96 worth 2.208 and p value < 0.05 worth 0.028, while the indirect effect is t value $>$ Z score 1.96 worth 2.199 and p value < 0.05 is worth 0.028. The limitations of this study are the limited sample; Future research is expected to be carried out with a larger sample.

Keywords: Corporate Social Responsibility, Satisfaction, Engagement, Performance

Introduction

The COVID-19 had a big impact on social and economic life in the world. A very crisis and unexpected situation greatly affects various aspects of human life, one of which is related to the life of a company, because the health of employees in the company can be threatened which



will affect the company's performance. An organization is increasingly dependent on employee performance because employee performance directly affects shareholder wealth and the profitability of an organization (Lu et al., 2020). Based on the research by (Story and Neves 2015) the interaction between intrinsic and extrinsic Corporate Social Responsibility will be able to predict employee performance, if the employee feels that the organization will invest in activities that are in accordance with the values, employees respond to this behavior according to their capacity and ability.

Well thought out corporate social responsibility (CSR) is essential to make a business successful and it is part of achieving competitive advantage and is an organizational strategy (Story and Castanheira 2019). Companies that have a strong CSR program will have many benefits from better public relations, then customers and stakeholders will be happier and of course will improve company performance. Making meaningful resources to engage in CSR activities will generate managerial benefits and also provide financial benefits for the organization It will be very interesting to examine the types of CSR practices that can influence individual performance (Edwards and Kudret 2017). However, several studies show that the interaction between CSR and organizational performance is not universal, but through various mediating and moderating variables based on internal and external factors, such as CSR commitment, involvement, trust and organizational identification, founding status of chief executive officer (CEO), organizational size, customer satisfaction, reputation, competitive advantage, CSR knowledge (Inoue, Funk, and McDonald, 2017; Inoue and Lee, 2011; Marin, Martín, and Rubio, 2017)

Having positive activities related to external and internal CSR will have an impact on employees, namely increasing job satisfaction, so employees will improve their performance (Story and Castanheira 2019). It is a fact that employees will feel more satisfied with their work



when they work for a socially responsible company. How a person feels about his job is seen by the social treatment of the work environment, which shows that CSR can affect job satisfaction. The company's activities in carrying out social responsibility can affect the level of employee satisfaction at work (Tamm, Eamets and Motsmees, 2010).

This study will develop a research model Story and Castanheira (2019) which examines the relationship between CSR and employee performance where job satisfaction is a mediating variable; then developed with a journal (Ali et al. 2020) which examines the relationship between CSR and employee performance where employee engagement is a mediating variable. Then this research will be conducted in the company PT. Salim Ivomas Pratama Tbk PKS Sungai Dua as the object of research. In accordance with the initial research, this study found something new, namely good CSR will make employees satisfied and make employees feel bound to work which will ultimately improve employee performance.

The novelty in this study is that the first journal uses job satisfaction and affective commitment as mediating variables, and the second journal uses employee engagement as a mediating variable, and in this study combines two interrelated variables in the two journals that are relevant to the object of research.

This study uses PT. Salim Ivomas Pratama Tbk PKS Sungai Dua branch in Riau as the object of research, is very influential on this palm oil business, the problem in this company is the decline in employee performance, because many employees are affected by covid-19, in this company it is not possible to work from home, processing Palm oil can only be done at the factory, with this the company's profitability decreases and its performance is disrupted so that its processing is hampered, so the company provides CSR in the form of health insurance, health insurance, health benefits which are expected to increase job satisfaction and employee



engagement. will improve employee performance.

Research Methods

This study uses Saturation Sampling (Sample Saturated or Census). The reason for using a saturated sample / census is because the population in this study is small, so the sample in this study is all employees, 124 employees of PT. Salim Ivomas Pratama Tbk PKS Sungai Dua. The technique used in collecting data is data collection through questionnaires. The study will use data analysis techniques with statistical inferential Structural Equation Modeling (SEM).

The research instrument uses instruments adopted from previous studies: CSR adopted from Turker (2009) such as work environment, decent living, needs and wants, appropriate salary, equal opportunities. Employee Performance adopted from Janssen and Ypren (2004) such as matching duties, meeting job requirements, responsibilities, job obligations, failures.

Job Satisfaction was adopted from (Tasios and Giannouli 2011) such as working conditions, good organization, workplace, the company understands employee problems, the company cares about employees. Employee Engagement adopted from Soane, Truss, Alfes, Shantz, Reez and Gatenby (2012) such as intellectual attachments: focus, concentration, paying attention to work; social attachment: the same work values, the same work goals, the same work attitude; affective attachment: positive work, energetic, passionate.

Result and Discussion

Measurement Model (Outer Model)

The measurement model uses two methods, namely validity as measured by convergent validity and discriminant validity and reliability as measured by composite reliability and Cronbach's alpha. Validity is the extent to which the measuring instrument performs its measurement function (Cooper and Schindler 2014); in other words, the validity test is to

measure using research instruments. Convergent validity test, loading factor value > 0.70 , and Discriminant Validity of the Square root of Average Variance Extracted (AVE) value must be bigger than the correlation between variables (Hair et al. 2014).

In the results of the validity test, it was shown that there were 68 questions stated as valid and qualified variables; then Cronbach's Alpha is said to be reliable because its value is > 0.60 , it can be concluded that in this study the variables are feasible to be used as instruments for research or can be said to be reliable.

Table 1. Cronbach's Alpha

Variable	Cronbach's Alpha	Composite Reliability
CSR	0.962	0.966
JS	0.967	0.970
EE	0.923	0.936

Source: Smart-PLS Data Processing Results, 2022

Table 2. Average Variance Extracted (AVE)

Variabel	Average Variance Extracted (AVE)
CSR	0.656
JS	0.572
EE	0.619

Source: Smart-PLS Data Processing Results, 2022

Structural Model (Inner Model)

Hypothesis Testing 1

Path Coefficient Value

The path coefficient is used to represent the hypothetical relationship that connects the model construction. Values on the path coefficients are standardized over a range from -1 to 1, with coefficients closer to 1 representing a strong positive relationship and coefficients

approaching -1 indicating a strong inverse or negative relationship (Hair et al. 2014).

Table 3. Path Coefficient

Variabel	Original Sample (O)	T Statistics (O/STDEV)	P Values
CSR -> PERFORMANCE	0.168	2.142	0.033
CSR -> JS	-0.793	20.332	0.000
CSR -> EE	0.859	26.095	0.000
JS -> PERFORMANCE	0.360	2.511	0.012
EE -> PERFORMANCE	-0.279	2.208	0.028

Source: Smart-PLS Data Processing Results, 2022

Based on Table 4, the results on the path coefficient/original sample are that if positive results are obtained, it means that the relationship formed between exogenous variables and endogenous variables is unidirectional, the higher the exogenous variable, the higher the endogenous variable. If a negative result is obtained, it means that the relationship formed between the exogenous variable and the endogenous variable is inverted, the lower the exogenous variable, the higher the endogenous variable.

In Table 4, it can be seen that CSR > PERFORMANCE obtained a statistical t value > Z score of 1.96 worth 2.142 and p value <0.05 worth 0.033 which means it has a positive and significant influence between corporate social responsibility on employee performance, which means the higher social responsibility is the company, the higher the employee's performance; so that Hypothesis 1 = Social Responsibility has a positive and significant effect on Employee Performance is accepted.

Then the direct influence can then be described as follows: 1) CSR > JS t statistic value > Z score 1.96 worth 20,332 and p value < 0.05 worth 0.000 meaning it means that there is a significant positive influence between corporate social responsibility on job satisfaction, which means that if CSR increases, job satisfaction will also increase. 2) CSR > EE statistical t value >



Z score 1.96 worth 26,095 and p value <0.05 worth 0.000 it means that there is a significant positive influence between corporate social responsibility on employee engagement, which means that if CSR increases, employee engagement will also increase. 3) JS > PERFORMANCE t statistic value > Z score 1.96 worth 3,304 and p value <0.05 worth 0.001 meaning that it has a positive and significant influence between job satisfaction on employee performance, which means that if job satisfaction increases, employee performance will also increase. 4) EE > PERFORMANCE t statistic value > Z score 1.96 worth 2,208 and p value <0.05 worth 0.028 meaning that it has a positive and significant influence between employee engagement on employee performance, which means that if employee engagement increases, employee performance will also increase.

R2 Value (R Square)

The value of R2 is used as a measure of the model quality criteria or goodness of fit model as well as the coefficient of determination (KD); then with the value of the coefficient of determination (R2). Changes in the value of R-Square are used to explain the effect of certain exogenous latent variables on endogenous latent variables. We can see the R-Square criteria with values of 0.75, 0.50, 0.25, respectively, indicating a strong, medium, or weak level of predictive accuracy. Based on the tests obtained, it can be concluded that each variable has an R Square > 0.5, which means that R square is in the medium category.

Table 4. R Square

Variabel	R Square
JS	0.570
EE	0.628
PERFORMANCE	0.783

Source: Smart-PLS Data Processing Results, 2022

f-square test (f^2)

The f-square test is conducted to determine whether a model has a good value or describes how much influence the exogenous latent variable has on the endogenous latent variable in the structure. Values of 0.02, 0.15, and 0.35 represent small, medium, and large effects, respectively.

Table 5. f-square

Variable	CSR	JS	AC	EE	PERF
CSR		1.689	1.328	2.823	0.032
JS					0.065
AC					0.111
EE					0.066
PERF					

Source: Smart-PLS Data Processing Results, 2022

Based on the results of the f square test, it can be concluded as follows:

Variable	<i>f square</i>	Criteria
CSR -> PERFORMANCE	0.032	Small
CSR -> JS	1.689	Strong
CSR -> EE	2.823	Strong
JS -> PERFORMANCE	0.065	Small
EE -> PERFORMANCE	0.371	Strong

Based on the tests obtained, it can be concluded that in each variable has a value of R Square > 0.5 which means that R square has a moderate result.

Stone Glacier Value (Q2)

Prediction relevance/ Stone Glessler Value (Q square) serves to validate the model or to match the structural relevance of the model. This test was conducted to determine the predictive capability of how well the resulting value (Hair et al., 2014). Q2 criteria can be seen with values



of 0.02 (small), 0.15 (medium) and 0.35 (large). Based on the results obtained, the value of the variables of corporate social responsibility, job satisfaction, commitment affective, employee engagement and employee performance , variable has a Q Square > 0.35, meaning that the Q Square value is included in the large category.

Table 6. Stone Geisser Value (Q²)

Variabel	Q ² (=1-SSE/SSO)
CSR	
JS	0.350
EE	0.451
PERFORMANCE	0.431

Source: Smart-PLS Data Processing Results, 2022

Goodness of Fit Model (GoF Index)

The model fit test with the goodness of fit index describes the overall fit of the model, both for the outer model and the inner model and is calculated manually with the following formula:

$$GoF = \sqrt{AVE \times R^2} \dots\dots\dots 1)$$

GoF = Goodness of Fit

AVE = Average Variance Extracted

R² = R Square

The results obtained are:

Average AVE : (0.656+0.572+0.619+0.573) / 4 = 0.605

Average R² : (0.570+0.628+0.783) / 3 = 0.66

Then it is entered into the formula, so that the following values are obtained

$$GoF = \sqrt{0.605 \times 0.66} \dots\dots\dots 2)$$

$$GoF = 0.631$$

Based on the calculation, the GoF value is 0.631 , meaning that the goodness of fit index value is high and the fit of the model, both outer and inner models is high.

Test Hypotheses 2 and 3

This test was conducted to see the value of the indirect effect between variables. In this study, there are three mediating variables, namely job satisfaction, affective commitment and employee engagement. Mediation is a state in which the mediator variable can absorb exogenous effects on endogenous constructs in the PLS pathway model (Hair et al. 2014).

Table 7. Statistical t test

Variabel	Original Sample (O)	T Statistics (O/STDEV)	P Values
CSR -> PERFORMANCE	0.168	2.142	0.033
CSR -> JS	-0.793	20.332	0.000
CSR -> EE	0.859	26.095	0.000
JS -> PERFORMANCE	0.360	2.511	0.012
EE -> PERFORMANCE	-0.279	2.208	0.028
Variabel	Original Sample (O)	T Statistics (O/STDEV)	P Values
CSR -> JS -> PERFORMANCE	-0.285	2.419	0.016
CSR -> EE -> PERFORMANCE	-0.240	2.199	0.028

Source: Smart-PLS Data Processing Results, 2022

In Table 8, it can be seen that CSR > JS > PERFORMANCE obtained a statistical t value > Z score of 1.96 worth 2.419 and p value <0.05 worth 0.016 which means that the job



satisfaction variable is able to mediate the influence of corporate social responsibility on employee performance, which means that the more high CSR then employee performance will also be higher indirectly through job satisfaction; so that Hypothesis 2 = Job satisfaction mediates the effect of CSR on employee performance is accepted.

In Table 8, it can be seen that CSR > EE > PERFORMANCE got the t statistic value > Z score of 1.96 worth 2.199 and p value <0.05 worth 0.028 meaning that the employee engagement variable is able to mediate the influence of corporate social responsibility on employee performance, which means the higher the employee's engagement. CSR, employee performance will also be higher indirectly through employee engagement; so that Hypothesis 3 = Job satisfaction mediates the effect of CSR on employee performance is accepted.

The Influence of Corporate Social Responsibility on Employee Performance

Analysis of the effect of corporate social responsibility on employee performance from the analysis obtained a t statistic > Z score 1.96 worth 2.142 and a p value <0.05 worth 0.033, which means that there is a significant positive effect between corporate social responsibility on employee performance which means H1 is accepted.

The results of this study support the research obtained by Story & Castanheira (2019) that social responsibility has a positive and significant influence on employee performance at a large and leading financial institution in Latvia, Europe. Employees who have feelings for their company, they will improve their performance in organizations that they consider to have a good image. These results also support the research by (Ali et al. 2020) which revealed that the direct impact of CSR on employee performance indicates that employees of Pakistani manufacturing companies perceive CSR practices as more relevant to increase their identification with the company and is a significant predictor of their performance. (Chaudhary 2017) states that CSR has a strong impact on employee performance. This means that corporate social responsibility



has an important influence to improve employee performance.

The Effect of Corporate Social Responsibility on Employee Performance through Job Satisfaction Variables.

Based on the results of the analysis, it shows that there is an influence of corporate social responsibility on job satisfaction at PT Salim Ivomas Pratama Tbk PKS Sungai Dua. This can be seen from the t statistic $> Z$ score 1.96 worth 20,332 and p value < 0.05 worth 0.000 meaning that there is a significant influence between corporate social responsibility on job satisfaction. Based on the results of the analysis, it shows that the better the corporate social responsibility, the better the job satisfaction of employees; as stated by (Tamm et al. 2010) that the activities of companies that carry out social responsibility can affect the level of employee job satisfaction with their work.

Based on the results of the analysis shows the influence of job satisfaction on employee performance. This can be seen from the t statistic value $> Z$ score 1.96 worth 2.511 and p value < 0.05 worth 0.012 meaning that there is a significant positive effect between job satisfaction on employee performance. Based on the results of this analysis, it shows that the better the employee's job satisfaction, the better the employee's performance. Employees who have good job satisfaction tend to be more enthusiastic in doing their jobs. Conversely, low job satisfaction can lead to bad behavior at work, such as being lazy at work and not wanting to come to work. These things show that the higher the job satisfaction, the higher the employee performance. This result is consistent with the finding found by (Judge et al. 2001) that job satisfaction and employee performance have a positive and significant relationship, meaning that job satisfaction can affect employee performance.

Based on the results of path analysis, there is an influence of corporate social responsibility on employee performance, both directly and indirectly through job satisfaction.



This can be seen from the direct influence, namely the t statistic $> Z$ score 1.96 worth 2.142 and p value < 0.05 worth 0.033, while the indirect effect is the t statistic $> Z$ score 1.96 worth 2.419 and p value < 0.05 is worth 0.016. This means that the higher the corporate social responsibility, the higher the job satisfaction so that it will improve employee performance; so it can be concluded that job satisfaction partially mediates the effect of corporate social responsibility on employee performance. This is in accordance with the theory according to Baron & Kenny (1986) that having partial mediation occurs if the effect of the dependent variable on the mediating variable is positive and significant and the influence of the independent variable on the mediating variable also has a positive and significant effect.

The results of this study support previous research proposed by Story & Castanheira (2019) which shows that the variable of corporate social responsibility on employee performance with job satisfaction as a mediating variable; so it can be concluded that Hypothesis 2: Job Satisfaction mediates the effect of CSR on Employee Performance is accepted.

The Influence of Corporate Social Responsibility on Employee Performance through Employee Engagement Variables.

Based on the results of the regression analysis above, it shows that there is an influence of corporate social responsibility on employee engagement at PT Salim Ivomas Pratama Tbk PKS Sungai Dua. This can be seen from the t statistic $> Z$ score 1.96 worth 26,095 and p value < 0.05 worth 0.000 meaning that there is a significant influence between corporate social responsibility on employee engagement. The results of the analysis show that the better corporate social responsibility, the better employee engagement; as stated by Afsar, Al-Ghazali, & Umrani (2020) that employees will be motivated to provide more work engagement if the company's sense of responsibility for their personal activities is balanced with the implementation of organizational social responsibility.



Based on the results of the regression analysis, it shows that there is an influence of employee engagement on employee performance. This can be seen from the efficiency of the t statistic value $> Z$ score 1.96 worth 2.208 and p value < 0.05 worth 0.028 meaning that there is a significant positive influence between employee engagement on employee performance. The results of the analysis show that the better employee engagement, the better employee performance. Employees who have good engagement will be more enthusiastic and have a good work attitude in doing their jobs. On the other hand, low employee engagement can lead to bad behavior in their work. This shows that the higher the employee engagement, the higher the employee's performance. This study supports the findings found by Demerouti & Cropanzano (2010), they suggest that employee engagement has a positive and significant relationship on performance.

Based on the results of the path analysis, there is an influence of corporate social responsibility on employee performance, both directly and indirectly through employee engagement. This can be seen from the magnitude of the direct effect, namely the t statistic $> Z$ score 1.96 worth 2,142 and the p value < 0.05 worth 0.033, while the indirect effect is the t statistic $> Z$ score 1.96 worth 2,199 and p value < 0.05 is worth 0.028. This means that the higher the corporate social responsibility, the higher the employee engagement so that it will improve employee performance, so it can be concluded that employee engagement partially mediates the influence of corporate social responsibility on employee performance. This is in accordance with the theory according to (Baron and Kenny 1986) that having partial mediation occurs if the effect of the dependent variable on the mediating variable is positive and significant and the influence of the independent variable on the mediating variable also has a positive and significant effect.

The results of this study support the previous research proposed by (Ali et al. 2020)



which suggests that corporate social responsibility on employee performance with employee engagement as a mediating variable; so it can be concluded that Hypothesis 3: Employee Engagement mediates the effect of CSR on Employee Performance is accepted.

Conclusion

Based on the research results obtained by previous studies, it shows that corporate social responsibility has a positive and significant influence on employee performance, in this study job satisfaction and employee engagement are able to mediate the influence of CSR on employee performance. This research is expected to provide understanding to companies to develop strategies, especially in improving employee performance through corporate social responsibility, job satisfaction and employee engagement as mediating variables. This understanding can be used to design possible stimuli that can improve employee performance. The results in this study are expected to be able to make an understanding of the company in order to improve employee performance through job satisfaction and employee engagement, so that they pay more attention to what will make employees feel satisfied and bound in the company.

This research has been carried out as best as possible in accordance with scientific work, but it can be realized that the results obtained still have shortcomings and weaknesses as a result of existing limitations, so the results obtained are not in line with expectations. Although in this study showed significant results, the concept still needs to be developed and tested on a wider object, because this research model can only explain corporate social responsibility on employee performance at PT Salim Ivomas Pratama Tbk PKS Sungai Dua; Likewise, concepts that have not shown significant results need further testing so as to provide opportunities to develop models in a wider context.

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