



The Effect Of Corporate Social Responsibility, Job Crafting, Employee Motivation, Employee Engagement And Job Satisfaction On Organizational Commitment

Nurstefani Dwi Putri ¹, Justine Tanuwijaya ², Andreas Wahyu Gunawan Putra ³

^{1,2,3} Universitas Trisakti

Email: ¹ 122012211017@std.trisakti.ac.id

How to Cite :

Putri, D, N., Tanuwijaya, J., Putra, G, W, A. (2025). The Effect Of Corporate Social Responsibility, Job Crafting, Employee Motivation, Employee Engagement And Job Satisfaction On Organizational Commitment . EKOMBIS REVIEW: Jurnal Ilmiah Ekonomi Dan Bisnis, 13(1). doi: <https://doi.org/10.37676/ekombis.v13i1>

ARTICLE HISTORY

Received [05 Agustus 2024]

Revised [12 November 2024]

Accepted [04 January 2025]

KEYWORDS

Corporate Social Responsibility, Job Crafting, Employee Motivation, Employee Engagement, Job Satisfaction, Organizational Commitment, Vocational Higher Education.

This is an open access article under the [CC-BY-SA](https://creativecommons.org/licenses/by-sa/4.0/) license



ABSTRACT

The present study investigates the intricate relationships among corporate social responsibility (CSR), job crafting, employee motivation, employee engagement, organizational commitment, and job satisfaction within the domain of Indonesian vocational higher education institutions. Employing a quantitative research methodology, data were gathered from a sample of 254 participants through a structured questionnaire administered in 2024. Structural Equation Modeling (SEM) was utilized to examine the hypothesized relationships among the variables. Empirical findings indicate that CSR, employee motivation, and employee engagement exert a significant positive influence on job satisfaction. Furthermore, job satisfaction demonstrates a substantial positive impact on organizational commitment. Notably, the study revealed that while CSR does not directly affect organizational commitment, it indirectly influences this outcome through its positive association with job satisfaction. Both employee motivation and engagement were found to significantly enhance organizational commitment, both directly and indirectly via job satisfaction. These results underscore the critical role of job satisfaction in fostering organizational commitment. Consequently, the study recommends that vocational higher education institutions prioritize the enhancement of CSR initiatives, the cultivation of employee engagement, and the implementation of equitable decision-making processes to cultivate heightened job satisfaction and organizational commitment.

INTRODUCTION

In today's dynamic globalized era, organizations are required to constantly adapt and improve their performance to maintain a competitive advantage. Organizational commitment, as a crucial foundation, not only influences individual performance but also affects intentions to leave the job, employee participation, and their level of engagement with the organization. Therefore, organizational commitment can be considered a key factor in the sustainability and prosperity of an organization (Lee & Kim, 2023). Organizational commitment refers to an employee's loyalty to the organization, a sense of responsibility to perform to the best of their abilities, and their intention to remain with the company (Loan, 2020). A strong commitment from employees can lead to increased productivity, loyalty, and retention within an organization (Otoo & Rather, 2024). Therefore, organizations should endeavor to enhance employee commitment by focusing on key factors such as job satisfaction, corporate social responsibility (CSR), job crafting, employee motivation, and employee engagement. These elements are crucial in cultivating a sense of belonging, responsibility, and sustainability within the organization (Ahsan & Khalid, 2024; Ekmekcioglu & Nabawanuka, 2023).

Organizational commitment can be enhanced by factors that contribute to employee job satisfaction. As job satisfaction is positively correlated with organizational commitment, it becomes a pivotal objective for organizational leaders (Aljumah, 2023). Employees who experience high levels of job satisfaction tend to exhibit greater productivity, innovation, and contribute to higher organizational performance (Nguyen & Ha, 2023). Employee turnover is often linked to job satisfaction, with employees more likely to stay when they feel positive about their work (Al-refaei et al., 2023). Corporate Social Responsibility (CSR) has become an increasingly important topic in management and business literature over the past few decades. Employees who perceive that their company cares about social and environmental well-being tend to feel more valued and supported in their work. Corporate Social Responsibility practices contribute to a positive organizational climate, thereby fostering employee job satisfaction and commitment (Glavas & Kelley, 2014). Despite a substantial increase in research on Corporate Social Responsibility, a significant proportion of organizations have limited comprehension of the causal relationship between CSR practices and employee performance (Ahsan & Khalid, 2024). Empirical studies that delineate the differential impacts of internal and external Corporate Social Responsibility dimensions are notably underrepresented in the existing literature (Farooq et al., 2017). Given the existing research gaps, there is a compelling need for further studies to elucidate the mechanisms through which corporate CSR programs influence employee attitudes and behaviors, particularly organizational commitment and job satisfaction.

The heightened competitive environment in higher education has compelled institutions to undertake strategic initiatives to attract students. These initiatives often involve enhancing academic program quality, integrating technology into the learning process, and investing in modern infrastructure (Asrar-ul-Haq et al., 2017). The attainment of these objectives is contingent upon the strategic development of human resources, with a particular emphasis on faculty and staff, as key drivers of institutional quality enhancement (Abror et al., 2020). Given the aforementioned phenomenon, this study aims to investigate the influence of corporate social responsibility (CSR), job crafting, employee motivation, and employee engagement on organizational commitment, with job satisfaction as a mediator, within Indonesian vocational higher education institutions. The education sector was selected due to the government's mandated Community Empowerment Training program since 2016, which offers free training and education to enhance community capabilities. This research seeks to examine the extent to which implemented CSR programs impact the human resources of higher education institutions. Moreover, the scarcity of research on the influence of CSR on organizational commitment through job satisfaction within the education industry motivated this study.

LITERATURE REVIEW

Corporate Social Responsibility (CSR)

Corporate Social Responsibility (CSR) is a voluntary business practice through which companies integrate social and environmental concerns into their operations and interactions with stakeholders. In essence, CSR signifies a company's acknowledgment and response to the economic, social, and environmental impacts of its activities (Silva et al., 2023). Corporate social responsibility (CSR) encompasses a business approach wherein organizations integrate social and environmental concerns into their operations and stakeholder interactions. Beyond fiduciary responsibilities to shareholders, CSR mandates consideration for the broader community, employees, customers, and the environment. While research has traditionally focused on CSR's impact on employees, emerging studies increasingly demonstrate its influence on overall corporate performance. Effective CSR management can enhance corporate image, reputation, return on investment, and financial outcomes (Ali et al., 2020; Javed et al., 2020). Organizations undertaking external CSR initiatives are often perceived as responsible, ethical, and socially conscious entities, which can subsequently enhance their corporate reputation and foster increased job satisfaction among employees, which ultimately has an impact on improving company performance (Ahsan & Khalid, 2024),

Job Crafting

Job crafting can be conceptualized as a proactive process through which employees modify their work tasks and roles to enhance job meaningfulness and align their work more closely with personal values and capabilities (Tims et al., 2016). Job crafting emerges as an informal, proactive strategy whereby individuals autonomously modify the parameters of their work roles to enhance job quality and align their responsibilities more closely with personal strengths and aspirations (Bruning & Campion, 2018). In accordance with the Job Demands-Resources model, the components of work that employees possess the autonomy to shape and modify encompass both job demands and job resources (Tims et al., 2016). Within the Job Demands-Resources theoretical framework, the job components amenable to proactive employee design and modification encompass job demands and job resources (Bakker & Demerouti, 2007). Job demands encompass specific work elements that necessitate physical and/or psychological exertion from employees. Conversely, job resources are particular work components that equip employees to manage and mitigate job demands, thereby facilitating goal attainment and professional growth. Based on these definitions, job crafting is a proactive employee-driven process involving the modification of certain job aspects to enhance job satisfaction, engagement, and overall well-being. Employees tailor their work to align with their skills, interests, and personal values, consequently fostering a more meaningful and fulfilling work environment.

Employee Motivation

Motivation is a psychological state inherent to individuals that influences their actions towards goal attainment (Chakraborty & Ganguly, 2019). Characterizes motivation as an intrinsic force driving the attainment of both organizational and individual objectives (Hitka et al., 2021). It was concluded that motivation represents an inclination towards productive work and goal attainment. Essentially, employee motivation embodies the degree of vigor, dedication, and ingenuity exhibited by individuals in their roles. This disposition is influenced by both intrinsic and extrinsic stimuli that shape employee actions and behaviors within the organizational context. Employee motivation is a critical factor due to its direct correlation with performance, productivity, and job satisfaction, ultimately impacting organizational success and goal achievement (Vavra et al., 2021).

Employee Engagement

Employee engagement is defined as the degree to which an employee is involved in and committed to their work, organization, and colleagues. In essence, it reflects the strength of an employee's connection to the company and their ability to collaborate effectively with peers (Chakraborty & Ganguly, 2019). Employee attachment refers to the degree to which employees are immersed and dedicated to their respective job functions (Saks, 2019). Organizations should prioritize employee engagement as it is evident that companies exhibiting high levels of employee engagement surpass those with lower engagement in terms of customer satisfaction, efficiency, and profitability (Rothmann, 2016). Employee attachment significantly contributes to improved organizational citizenship behavior, organizational commitment, and overall performance (Salas Vallina et al., 2021). Otoo and Rather (2023) elucidated in their research that employee engagement exerts influence on a range of human resource practices, encompassing strategic change initiatives, career development and training programs, organizational learning processes, and overall organizational development.

Job Satisfaction

Job satisfaction is a multifaceted construct encompassing positive affective, cognitive, and behavioral responses to one's work, including attitudes, values, beliefs, and overall disposition (Lee & Kim, 2023). Alternatively, job satisfaction can be defined as the emotional response of organizational members to their work. This sentiment can manifest as cognitive, affective, and evaluative dispositions stemming from the individual's appraisal of their work experiences (Aljumah, 2023). Job satisfaction is a multifaceted construct encompassing positive affective, cognitive, and behavioral responses to one's work, including attitudes, values, beliefs, and overall disposition (Lee & Kim, 2023). Alternatively, job satisfaction can be defined as the emotional response of organizational members to their work. This sentiment can manifest as cognitive, affective, and evaluative dispositions stemming from the individual's appraisal of their work experiences (Glavas & Kelley, 2014).

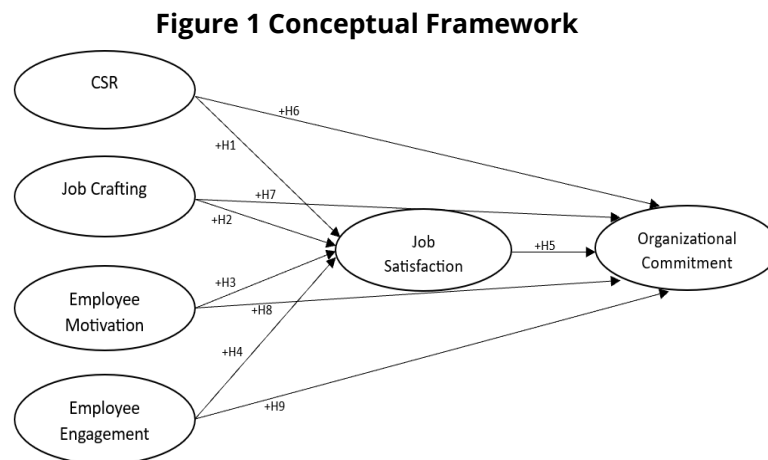
Organizational Commitment

Organizational commitment represents an employee's psychological bond and emotional attachment to their organization. This construct is associated with socially desirable behaviors often exhibited by employees who align their values, norms, and objectives with those of the employer (Camilleri et al., 2024). Organizational commitment is characterized as an affective state that anchors employees to an organization, thereby diminishing their inclination to depart (Ahakwa et al., 2021). Organizational commitment is conceptualized as an attitudinal construct reflecting employee allegiance to the organization. It is a dynamic process fostered by individual involvement in organizational decision-making, consequently cultivating employee focus on the organization's prosperity (Febrina & Syamsir, 2020). Furthermore, when employees perceive their organization as dedicated to creating a positive societal and environmental impact, they tend to exhibit heightened pride and job satisfaction.

Additionally, when employees perceive their organization as committed to positive societal and environmental impact, they tend to exhibit heightened pride and job satisfaction. Furthermore, implementing job redesign strategies to enhance both efficiency and job meaningfulness can significantly elevate workplace job satisfaction levels (Ekmekcioglu & Nabawanuka, 2023).

Previous research has indicated that employees driven by either intrinsic motivations, such as personal fulfillment, or extrinsic incentives, like external rewards, exhibit varying levels of job satisfaction (Aljumah, 2023). Employees exhibiting strong work and organizational attachment are more likely to align with company objectives, demonstrate enhanced productivity, and maintain long-term organizational tenure.

Based on the explanation that has been described, a conceptual framework can be formed as follows:



METHODS

This study uses a quantitative method to test hypotheses about the influence of independent variables such as Corporate Social Responsibility (CSR), job crafting, employee motivation, and employee engagement on organizational commitment, with job satisfaction as a mediating variable. Cross-sectional data was collected from the Vocational Higher Education sector in Indonesia in 2024. Variable measurements use a Likert scale of 1-5, except for job crafting which uses a scale from "never" to "very often." Primary data was collected through a questionnaire distributed to 625 employee populations in Vocational Universities under BPSDM and 254 data processed. Data testing methods include validity tests, reliability tests, and model feasibility tests. Data analysis consists of descriptive statistical analysis to understand the characteristics of variables and Structural Equation Modelling (SEM) analysis to test the influence between variables.

RESULTS

This study uses primary data obtained from the distribution of questionnaires to employees working in the vocational higher education industry in Indonesia. The data obtained by 254 respondents was processed using SEM PLS software, the respondent profiles are described as follows:

Table 1 Characteristic Responses

Characteristic	Frequency	Percent
Gender		
Male	145	57.1
Woman	109	42.9
Total	254	100.0
Age		
< 25 Years	20	7.9
26 - 35 Years	130	51.2
36 - 45 Years	77	30.3
46 - 55 Years	20	7.9
> 55 Years	7	2.8
Total	254	100.0

Characteristic	Frequency	Percent
Gender		
Male	145	57.1
Woman	109	42.9
Education		
Diploma 3	34	13.4
Diploma 4	24	9.4
S1	122	48.0
S2	72	28.3
S3	2	.8
Total	254	100.0
Length of work		
< 5 Years	90	35.4
6 – 10 Years	89	35.0
11 –15 Years	54	21.3
> 15 Years	21	8.3
Total	254	100.0

Source: Processed data

Based on the table, the number of male employees is more than female, with 145 males (57.1%) and 109 females (42.9%). The largest age group was 26-35 years old with 130 respondents (30.3%), while the age group over 55 years was the least with 7 respondents (2.8%). S1 education dominated with 122 respondents (48.0%), followed by S2 with 72 respondents (28.3%).

The length of work for less than 5 years became the majority with 90 respondents (35.4%), showing the number of new employee hires in the last 5 years in the vocational higher education industry. *The results of data processing using SEM PLS in the tables below contain information about the average values of the dimensions and variables tested.*

Table 2 Descriptive Statistics of Corporate Social Responsibility

Indicator		Mean
CSRI1	The agency encourages employees to participate in community empowerment activity programs	4.4646
CSRI2	Agency policies encourage employees to develop skills and careers	4.4252
CSRI3	Agency management pays attention to the needs and wants of employees	4.185
CSRI4	The agency implements flexible policies to provide a good work-life balance for employees	4.2756
CSRI5	Decisions made by management related to employees are usually fair	3.9961
CSRI6	The agency supports employees who want to obtain additional education/training	4.2953
CSR Internal		4.2736
CSRE1	The agency participates in activities that aim to provide skills and improve the quality of individuals in the surrounding community	4.3031

CSRE2	Agencies make investments to create a better life for future generations	4.2559
CSRE3	The agency implements a special program to minimize the unemployment and poverty rate in the surrounding community	4.1772
CSRE4	The agency targets sustainable growth that considers future generations	4.1693
CSRE6	The agency contributes to campaigns and projects that improve the welfare of the community	4.0709
CSRE7	Agencies protect consumer rights beyond legal requirements	4.1142
CSRE8	The agency provides complete and accurate information about the services offered to customers	4.5354
CSRE11	Agencies comply with legal regulations completely and immediately	4.5906
External CSR		4.2771
CSR Mean Total		4.2753

Source: processed data

The table above shows that the highest mean value of the Corporate Social Responsibility variable is that the Agency complies with legal regulations completely and immediately with a value of 4.59. This explains that all respondents agreed with the efforts of vocational higher education institutions to carry out corporate social responsibility in terms of complying with legal regulations completely and immediately.

Based on the results of the total mean with a value of 4.27, it can be said that all respondents agreed with the existence of Corporate Social Responsibility carried out by vocational higher education institutions.

Table 3 Descriptive Statistics Of Employee Motivation

Indicator		Mean
EMI1	I love the work I'm currently working on	4.5276
EMI2	I am very happy with the work I am doing	4.5354
EM Internal		4.5315
EME1	My job gives me a better standard of living	4.4567
EME2	I have a job with good pay and benefits	4.4016
External EM		4.4291
Employee Motivation		4.4803

Source: processed data

Based on the table above, the highest mean value of the Employee Motivation variable with a value of 4.53 is that I am happy with the work I do. The results show that all respondents agree that they are very happy in doing work at vocational college institutions. Based on the results of the total mean with a value of 4.48, it was explained that all respondents agreed with the employee motivation possessed by the respondents in working at vocational higher education institutions.

Table 4 Descriptive Employee Engagement Statistics

Indicator		N	Mean
EEPE1	I put everything I have in the job	254	4.374
EEPE2	I work very hard at work	254	4.326
EE Physical engagement			4.350
EECE1	I'm proud of my work	256	4.4555
EECE2	I feel motivated at work	256	4.448
EECE3	I'm interested in my work	256	4.437
EE Cognitive engagement			4.4803
EEE1	I'm satisfied with my job	256	4.480
EEE2	I concentrated on the task	256	4.417
EEE3	The work I do gets a lot of attention	256	4.003
EE Emotional engagement			4.267
Employee engagement			4.366

Source: processed data

Based on the table above, the highest mean value of 4.55 from the employee engagement variable is that I am proud of my work. This shows that all respondents agreed that they are very proud of the work they do at vocational college institutions. The total mean result of the employee engagement variable of 4.36 means that all respondents agree with the employee engagement owned by the respondents at vocational higher education institutions.

Table 5 Descriptive Job Satisfaction Statistics

Indicator		N	Mean
JS1	I really enjoy the job	254	4.4646
JS2	I like my job better than most people	254	4.1417
JS3	I rarely get bored with work	254	4.0709
JS4	I wouldn't consider taking another job	254	3.9409
JS5	Almost every day I am enthusiastic about my work	254	4.1378
JS6	I feel quite satisfied with the job	254	4.2205
Job Satisfaction		254	4.1627

Source: processed data (attached)

The table above shows the highest mean value of the job satisfaction variable, namely I really enjoy my job with a score of 4.46. From these results, it can be said that all respondents agreed that respondents really enjoyed working at vocational higher education institutions. Based on the results of the total mean with a value of 4.16, it can be said that the job satisfaction felt by the respondents in this vocational higher education institution is high.

Table 6 Descriptive Statistics Of Organizational Commitment

Indicator		N	Mean
OCA1	I would love to spend the rest of my career at this agency	254	4.2992
OCA2	I feel part of the family in this agency.	254	4.4094
OC Affective		254	4.3543
OCC1	Many things in my life will be disrupted if I decide to leave the current agency	254	4.1693
OCC2	It will be very difficult for me to leave the current agency, even if I want to	254	4.0315
OC Continuance		254	4.1004
OCN1	Currently surviving in this agency is a necessity and also a desire	254	4.374
OCN2	I feel obliged to continue working at my current agency	254	4.315
OC Normative		254	4.3445
Organizational Commitment		254	4.2664

Source: processed data (attached)

Based on the table above, the highest mean value of the organizational commitment variable of 4.4 is an indicator that I feel part of the family in this agency. The results of this data explain that all respondents agreed that respondents while working at vocational higher education institutions felt part of the family.

In addition, the total mean result of the organizational commitment variable showed a value of 4.2 which means the high level of organizational commitment owned by respondents in vocational higher education institutions today.

Table 7 Hypothesis Test Results

Hypothesis		Coefficient	Statistics	P-value	Decision
H1	CSR has a positive effect on job satisfaction	0.184	3.058	0.001**	Supported hypothesis
H2	Employee motivation has a positive effect on job satisfaction	0.208	2.976	0.002**	Supported hypothesis
H3	Employee engagement has a positive effect on job satisfaction	0.516	7.000	0.000**	Supported hypothesis
H4	Job satisfaction has a positive effect on organizational commitment	0.249	2.587	0.005**	Supported hypothesis
H5	CSR has a positive effect on organizational commitment	0.076	0.975	0.165	Hypothesis not supported
H6	A positive correlation exists between employee motivation and organizational commitment.	0.185	2.400	0.009**	Supported hypothesis

Hypothesis		Coefficient	Statistics	P-value	Decision
H7	Employee engagement has a positive effect on organizational commitment	0.247	2.602	0.005**	Supported hypothesis
H8	CSR has a positive effect on organizational commitment with job satisfaction mediation	0.046	1.926	0.028**	Supported hypothesis
H9	Employee motivation has a positive effect on organizational commitment with job satisfaction mediation	0.052	2.088	0.019**	Supported hypothesis
H10	Employee engagement has a positive effect on organizational commitment with job satisfaction mediation	0.129	2.222	0.014**	Supported hypothesis

Source: processed data

DISCUSSION

Hypothesis Result 1 is that CSR has a positive effect on job satisfaction. The estimation coefficient was 0.184, the statistical t was 3.058, the p-value was 0.001 (< 0.05). H_0 was rejected, H_1 accepted. The result of Hypothesis 2 is that Employee motivation has a positive effect on job satisfaction. The estimation coefficient was 0.208, the statistical t was 2.976, the p-value was 0.002 (< 0.05). H_0 was rejected, H_2 accepted.

The result of Hypothesis 3 is that Employee engagement has a positive effect on job satisfaction. The estimated coefficient was 0.516, the statistical t was 7.000, the p-value was 0.000 (< 0.05). H_0 was rejected, H_3 accepted. The result of Hypothesis 4 is that Job satisfaction has a positive effect on organizational commitment. The estimation coefficient was 0.249, the statistical t was 2.587, the p-value was 0.005 (< 0.05). H_0 was rejected, H_4 accepted.

The result of Hypothesis 5 is that CSR has a positive effect on organizational commitment. The estimation coefficient was 0.076, the t-statistic was 0.975, the p-value was 0.165 (> 0.05). H_0 accepted, H_5 was not proven. The result of Hypothesis 6 is that Employee motivation has a positive effect on organizational commitment. The estimation coefficient was 0.185, the statistical t was 2.400, the p-value was 0.009 (< 0.05). H_0 was rejected, H_6 accepted. The result of Hypothesis 7 is that Employee engagement has a positive effect on organizational commitment.

The estimation coefficient was 0.247, the t-statistic was 2.602, the p-value was 0.005 (< 0.05). H_0 was rejected, H_7 accepted. The result of Hypothesis 8 is that Job satisfaction mediates the positive influence of CSR on organizational commitment. The estimation coefficient was 0.046, the t-statistic was 1.926, the p-value was 0.028 (< 0.05). H_0 was rejected, H_8 accepted. The result of Hypothesis 9 is that Job satisfaction mediates the positive influence of employee motivation on organizational commitment.

The estimated coefficient was 0.052, the statistical t was 2.008, the p-value was 0.019 (< 0.05). H_0 was rejected, H_9 accepted. The result of Hypothesis 10 is that Job satisfaction mediates

the positive influence of employee engagement on organizational commitment. The estimation coefficient was 0.129, the t-statistic was 2.222, the p-value was 0.014 (< 0.05). H_0 was rejected, H_{10} accepted.

CONCLUSION

The analysis of data from 254 employees in the Indonesian vocational higher education sector revealed significant positive relationships between corporate social responsibility (CSR), employee motivation, and employee engagement with job satisfaction. Moreover, job satisfaction was found to significantly influence organizational commitment. While CSR demonstrated no direct impact on organizational commitment, it exerted an indirect positive influence through job satisfaction. Similarly, both employee motivation and engagement positively affected organizational commitment, both directly and indirectly via job satisfaction.

The findings underscore the importance of enhancing job satisfaction to bolster organizational commitment. A notable deficiency was identified in the CSR indicator "decisions taken by management related to employees are usually fair," with a mean score of 3.9, suggesting a need for improved fairness and transparency in managerial decision-making. Additionally, the low mean score of 4.0 for the indicator "the work I do gets a lot of attention" in the employee engagement construct highlights the necessity for increased attention to employee needs and performance monitoring. To elevate job satisfaction, strategies aimed at retaining employees through career development, skill enhancement, rewards, incentives, and a supportive work environment are essential.

The absence of a direct relationship between CSR and organizational commitment necessitates a critical evaluation and refinement of CSR initiatives. To enhance employee engagement with CSR, institutions should prioritize clear communication, employee involvement in program development, and alignment of CSR programs with employee values and needs. By implementing these recommendations, vocational higher education institutions can create more impactful CSR programs that positively influence both the community and employees, ultimately fostering stronger organizational commitment.

SUGGESTION

The present study is circumscribed to the vocational higher education sector within the Indonesian shipping industry, limiting the generalizability of findings to other industrial contexts. Data were collected from a sample of 254 participants across three vocational higher education institutions.

The research design focuses exclusively on the impact of corporate social responsibility, employee engagement, and employee motivation on organizational commitment, mediated by job satisfaction. Hypothesis testing was conducted using Structural Equation Modeling (SEM) with Partial Least Squares (PLS-SEM) software.

To enhance the comprehensiveness of future research, expanding the sample to encompass a broader spectrum of vocational higher education industries, including health, aviation, tourism, hospitality, and agriculture, is recommended. Additionally, increasing sample size and incorporating diverse industries such as manufacturing, health, construction, and mining is likely to yield more varied and robust findings.

Further research may also benefit from exploring additional independent variables, such as job crafting and human resource practices, as potential antecedents of organizational commitment and job satisfaction. Furthermore, alternative SEM software packages, including AMOS and LISREL, could be employed for comparative analysis and methodological rigor.

REFERENCES

- Abror, A., Patrisia, D., Syahrizal, S., Sarianti, R., & Dastgir, S. (2020). Self-efficacy, employee engagement, remuneration and employee loyalty in higher education: The role of satisfaction and Ocb. *International Journal of Advanced Science and Technology*, 29(3), 5456–5470.
- Ahakwa, I., Yang, J., Agba Tackie, E., & Atingabili, S. (2021). The Influence of Employee Engagement, Work Environment and Job Satisfaction on Organizational Commitment and Performance of Employees: A Sampling Weights in PLS path Modelling. *SEISENSE Journal of Management*, 4(3), 34–62. <https://doi.org/10.33215/sjom.v4i3.641>
- Ahsan, M. J., & Khalid, M. H. (2024). Linking corporate social responsibility to organizational commitment: the role of employee job satisfaction. *Journal of Global Responsibility*. <https://doi.org/10.1108/JGR-01-2023-0012>
- Al-refaei, A. A.-A., Ali, H. B. M., Ateeq, A. A., & Alzoraiki, M. (2023). An Integrated Mediating and Moderating Model to Improve Service Quality through Job Involvement, Job Satisfaction, and Organizational Commitment. *Sustainability*, 15(10), 7978. <https://doi.org/10.3390/su15107978>
- Ali, H. Y., Danish, R. Q., & Asrar, ul H. M. (2020). How corporate social responsibility boosts firm financial performance: The mediating role of corporate image and customer satisfaction. *Corporate Social Responsibility and Environmental Management*, 27(1), 166–177. <https://doi.org/10.1002/csr.1781>
- Aljumah, A. (2023). The impact of extrinsic and intrinsic motivation on job satisfaction: The mediating role of transactional leadership. *Cogent Business & Management*, 10(3). <https://doi.org/10.1080/23311975.2023.2270813>
- Asrar-ul-Haq, M., Kuchinke, K. P., & Iqbal, A. (2017). The relationship between corporate social responsibility, job satisfaction, and organizational commitment: Case of Pakistani higher education. *Journal of Cleaner Production*, 142, 2352–2363. <https://doi.org/10.1016/j.jclepro.2016.11.040>
- Bakker, A. B., & Demerouti, E. (2007). The Job Demands-Resources model: state of the art. *Journal of Managerial Psychology*, 22(3), 309–328. <https://doi.org/10.1108/02683940710733115>
- Bruning, P. F., & Campion, M. A. (2018). A Role-resource Approach-avoidance Model of Job Crafting: A Multimethod Integration and Extension of Job Crafting Theory. *Academy of Management Journal*, 61(2), 499–522. <https://doi.org/10.5465/amj.2015.0604>
- Camilleri, M. A., Troise, C., & Morrison, A. M. (2024). Motivations and commitment to work in the hospitality industry: investigating employee psychology and responsible organizational behaviors. *Tourism Review*, 79(1), 85–103. <https://doi.org/10.1108/TR-12-2022-0611>
- Chakraborty, T., & Ganguly, M. (2019). *Crafting Engaged Employees Through Positive Work Environment* (pp. 180–198). <https://doi.org/10.4018/978-1-5225-7799-7.ch011>
- Christodoulou, P., Psillaki, M., Sklias, G., & Chatzichristofis, S. A. (2023). A blockchain-based framework for effective monitoring of EU green bonds. *Finance Research Letters*, null, null. <https://doi.org/10.1016/j.frl.2023.104397>
- Ekmekcioglu, E. B., & Nabawanuka, H. (2023). How discretionary HR practices influence employee job satisfaction: the mediating role of job crafting. *Employee Relations: The International Journal*, 45(3), 776–793. <https://doi.org/10.1108/ER-07-2022-0326>
- Farooq, O., Rupp, D. E., & Farooq, M. (2017). The Multiple Pathways through which Internal and

- External Corporate Social Responsibility Influence Organizational Identification and Multifoci Outcomes: The Moderating Role of Cultural and Social Orientations. *Academy of Management Journal*, 60(3), 954–985. <https://doi.org/10.5465/amj.2014.0849>
- Febrina, D., & Syamsir, S. (2020). The Influence of Integrity and Commitment Organizational on Employee Performance. *International Journal of Research and Analytical Reviews (IJRAR)*, 7(1), 799–805.
- Glavas, A., & Kelley, K. (2014). The Effects of Perceived Corporate Social Responsibility on Employee Attitudes. *Business Ethics Quarterly*, 24(2), 165–202. <https://doi.org/10.5840/beq20143206>
- Hitka, M., Lorincová, S., Potkány, M., Balážová, Ž., & Caha, Z. (2021). DIFFERENTIATED APPROACH TO EMPLOYEE MOTIVATION IN TERMS OF FINANCE. *Journal of Business Economics and Management*, 22(1), 118–134. <https://doi.org/10.3846/jbem.2020.13702>
- Javed, M., Rashid, M. A., Hussain, G., & Ali, H. Y. (2020). The effects of corporate social responsibility on corporate reputation and firm financial performance: Moderating role of responsible leadership. *Corporate Social Responsibility and Environmental Management*, 27(3), 1395–1409. <https://doi.org/10.1002/csr.1892>
- Lee, M., & Kim, B. (2023). Effect of the Employees' Mental Toughness on Organizational Commitment and Job Satisfaction: Mediating Psychological Well-Being. *Administrative Sciences*, 13(5), 133. <https://doi.org/10.3390/admsci13050133>
- Loan, L. T. M. (2020). The influence of organizational commitment on employees' job performance: The mediating role of job satisfaction. *Management Science Letters*, 3308–3312. <https://doi.org/10.5267/j.msl.2020.6.007>
- Nguyen, C. M. A., & Ha, M.-T. (2023). The interplay between internal communication, employee engagement, job satisfaction, and employee loyalty in higher education institutions in Vietnam. *Humanities and Social Sciences Communications*, 10(1), 329. <https://doi.org/10.1057/s41599-023-01806-8>
- Otoo, F. N. K., & Rather, N. A. (2024). Human resource development practices and employee engagement: the mediating role of organizational commitment. *Rajagiri Management Journal*, 18(3), 202–232. <https://doi.org/10.1108/RAMJ-09-2023-0267>
- Rothmann, S. (2016). Employee Engagement. In *The Wiley Blackwell Handbook of the Psychology of Positivity and Strengths-Based Approaches at Work* (pp. 317–341). John Wiley & Sons, Ltd. <https://doi.org/10.1002/9781118977620.ch18>
- Saks, A. M. (2019). Antecedents and consequences of employee engagement revisited. *Journal of Organizational Effectiveness: People and Performance*, 6(1), 19–38. <https://doi.org/10.1108/JOEPP-06-2018-0034>
- Salas Vallina, A., Alegre, J., & López Cabrales, Á. (2021). The challenge of increasing employees' well-being and performance: How human resource management practices and engaging leadership work together toward reaching this goal. *Human Resource Management*, 60(3), 333–347. <https://doi.org/10.1002/hrm.22021>
- Silva, P., Moreira, A. C., & Mota, J. (2023). Employees' perception of corporate social responsibility and performance: the mediating roles of job satisfaction, organizational commitment and organizational trust. *Journal of Strategy and Management*, 16(1), 92–111. <https://doi.org/10.1108/JSMA-10-2021-0213>
- Tims, M., Derks, D., & Bakker, A. B. (2016). Job crafting and its relationships with person–job fit

and meaningfulness: A three-wave study. *Journal of Vocational Behavior*, 92, 44-53.
<https://doi.org/10.1016/j.jvb.2015.11.007>

Vavra, J., Patak, M., Kostalova, J., & Bednarikova, M. (2021). S-LCA Indicators as Employee Motivation Factors. *European Journal of Sustainable Development*, 10(2), 267.
<https://doi.org/10.14207/ejsd.2021.v10n2p267>