

The mediating effect of job satisfaction on the Relationship between internal corporate social Responsibility and employee engagement on the selected Furniture companies in fujian province, china.

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Abstract: This study investigated the mediating effect of job satisfaction on the relationship of corporate social responsibility and employee engagement of the selected Manufacturing companies in Fujian Province, China. The study explored the dimensions of internal corporate social responsibility such as training and education, health and safety, human rights, work-life balance, and work-place diversity and employee engagement. The primary data collected was analyzed using Partial Least Square Structural Equation Modelling (PLS SEM). Based on the findings of the study, majority of the respondents were female and ages between 31 to 40 years old. Majority of them, earned 5, 0001 to 6,000 Yuan (31.97%) and 3001 to 4000 Yuan (21.19%) and with classified as certified skilled worker. In addition, all of the companies have a total number of > 100 employees with an operating revenue is > 10 million RMB and manufactures metal furniture related to office equipment such as metal chairs, steel cabinets, tables. Majority of the companies were owned by private individuals and operate the business for a year to 10 years. The results revealed that internal CSR has positive and significant effect on employee engagement and job satisfaction. Also, job satisfaction has positive and significant effect on employee engagement. Moreover, job satisfaction does not mediate the relationship between Internal CSR and Employee Engagement for low-income group. However, there is no significant mean differences on the level of internal CSR, job satisfaction and employee engagement between groups. The study provides more insights on how Chinese Manufacturing companies and other enterprises may promote employee engagement through improved internal corporate social responsibility and job satisfaction. The implications of the study were discussed, and a model was developed based on the findings on the research hypothesis.

Keywords: Corporate Social Responsibility (CSR); Internal Corporate Social Responsibility (ICSR); Employee Engagement; Job Satisfaction

1 Introduction

1.1 Rational of the study

Work is a significant component of human existence due to the fact that it takes up one-third of our entire lives and serves as a source of belonging and meaningfulness. Work is a crucial component of human existence and is strongly linked to companies. In this regard, this research might posit that if activities are covered in ongoing, participatory discussions that result in action, then CSR can help to the pursuit of meaning for an employee who participates in CSR initiatives through their employment. In other words, CSR can aid in the pursuit of significance. People are able to distinguish between the kind of meaning their employment provides for them and the quantity of meaning they encounter as a result of engaging in this process (Cunha et al., 2022)

A comprehension of employee engagement is necessary for the success of any strategy aimed at recruiting and retaining qualified personnel. Employee engagement and CSR are two of the most hotly debated topics in the world of business in the modern day. Employers need workers who will provide their absolute best effort in order to assist the organization in accomplishing the goals it has set for itself. Workers are looking for employment that are not only

rewarding but also challenging and have some sort of purpose. An engaged workforce is one way that people are beginning to talk about situations like this one, which benefits everyone involved. In this section, this research will define the meaning of employee engagement, investigate how it is assessed, explain why it is so essential, and offer an overview of the current situation of employee engagement. Employee Engagement is an essential aspect of management theory and practice. There are two types of definitions for employee engagement: as a multifaceted construct (cognition, emotions, and behaviors) and as a unitary construct (a positive state of mind, a dedicated willingness, the antithesis of burnout). The varying levels of employee engagement are explained by the Needs-Satisfaction framework, the Job Demands-Resources model, and the Social Exchange Theory (Sun & Bunchapattanasakda, 2019). Several resources have had a significant impact on employee engagement at work, and these resources are categorized as organizational resources, social resources, job resources, home resources, and personal resources. Organizational resources are the organizational aspects of a job that are functional in accomplishing work objectives, can reduce job demands and their associated physiological and psychological costs, and can stimulate personal growth, learning, and development. Climate and culture, rewards and recognition, learning and development opportunities, policies

and services, and leadership are examples of organizational resources (Lee et al., 2019).

Employee engagement has become one of the most essential priorities for human resource managers and practitioners in organizations since the advent of the COVID-19 pandemic, which affected numerous businesses. Employee engagement is a workplace attitude that compels all members of an organization to contribute their best efforts every day, in support of the organization's mission and values (Chanana & Sangeeta, 2020). Work engagement, organizational engagement, and job engagement, which collectively contribute to employee engagement, were investigated using the UWES measure and single-item general measures. Work engagement predicts job satisfaction, organizational commitment, organizational citizenship behavior, and intention to leave, according to the UWES measure of work engagement. Using single-item measures of job engagement and organization engagement yielded comparable outcomes (Saks, 2019).

Financial loss is one of the most alarming consequences of low employee engagement. Employee disengagement can cost American businesses up to \$550 billion per year in lost productivity (Young et al., 2018). Hence, organizations have prioritized employee engagement because it directly affects their performance. Confirmatory factor analysis and structural equation modeling conducted in a cross-sectional study involving 1,578 employees working in a range of different organizations to assess the significance of proposed associations between organizationally focused resources, organizational engagement climate, and engagement, showed that organizational engagement climate was positively associated with job resources and employee engagement (Albrecht et al., 2018). Correlation analysis performed in a Ugandan study to investigate the contribution of training and employee engagement on employee performance revealed that there is a significant positive relationship between training and employee performance (Sendawula et al., 2018). A study conducted among 142 Makassar City Regional Revenue Agency employees to investigate the influence of Information Technology, Human Resources (HR) and work engagement on performance showed that work engagement had positive and significant effect on their performance (Heslina & Syahrani, 2021). These data demonstrate that organizations with engaged employees tend to perform better, as evidenced by factors such as increased productivity, decreased employee turnover and attrition rates, decreased absenteeism, increased loyalty and benevolence towards the organization, and positive word of mouth. Therefore, it was significant that in this current business environment, companies/organizations must ensure that their employees are engaged in order to boost work performance, increase consumer attraction, and improve their local and international image.

Even though the focus of this section is on employee engagement, it is important to point out that a significant portion of the analysis can also be applied, either explicitly or implicitly, to the processes of attracting and keeping personnel. There is a direct link between attracting new employees, keeping the ones you have, and keeping them engaged in their work. Therefore, any plan that is going to be successful in doing these things needs to be built on an understanding of how to keep employees engaged. The concept of corporate social responsibility has progressed from being piloted by a handful of volunteer employees to being led by company officers and supported at the officer level. This endeavor now

covers opportunities in a variety of domains, including employees, stakeholders, economic well-being, sustainability, environmental growth, legal morality, community support, and discretionary assistance, among others.

The current definition of CSR as "context-specific organizational actions and policies that take into account stakeholder expectations and the triple bottom line of economic, social, and environmental performance" (Aguinis, 2011) has confirmed the significance of CSR. Additionally, as "corporate responsibility for social impact" (European Commission, 2011, p. The activities that make up a company's CSR program can range widely, from charitable contributions to volunteer work to environmental sustainability initiatives (Rupp & Mallory, 2015). People's impressions of the company shape corporate reputation, which is an opinion that is widely held in society (Helm, 2011). The same company's employees feel the same way about their employer.

The objective of this study will focus on the blue-collar group to confirm whether the perceptions of low income and low education groups regarding CSR affect their job satisfaction. Employee engagement and CSR impressions were correlated, and Job

Engagement as a mediator in this relationship. These findings imply that even if CSR has a beneficial impact on employees, they still prefer that it not require them to perform tasks outside of their regular jobs. Corporate social responsibility might have existed before point of sale. According to Smith and Marwick (2009) Organizations encounter significant obstacles in their quest for corporate success due to globalization, fluctuating economic conditions, expectations for ongoing change, and the war for talent. The psychological contract has changed from what it previously was; for many people, a job for life is no longer a reality, and redundancy is actually a very real prospect.

There is evidence that today's employers and workers have different expectations than they did in the past. Engagement could potentially be the "deal breaker" for organizations seeking long-term success in these increasingly difficult times. Some workers now look for short-term professions in other organizations in the hopes that they will commit for the short term and leave unfulfilling jobs behind, or simply use the experience they learn in one position as a stepping stone to another. In order to enhance services and reduce costs, organizations encourage workers to put up extra effort and come up with creative solutions. The shift in the workplace requires managers to recognize it and avoid adopting an authoritarian management style, which is likely to alienate workers who prefer more collaborative and empowering leadership, as well as stifle creativity and the willingness to put in extra effort.

Previous research has looked at how CSR views affect organizational pride, work engagement, and affective commitment performance as well as turnover intention. The current study examines the impact of CSR perceptions on organizational identity and work embeddedness, two other important employee outcomes, and suggests an underlying mechanism through which CSR perceptions affect employee outcomes. The COVID-19 pandemic had a significant negative influence on global profits and profitability and resulted in an unprecedented level of economic disruption outside of severe recessions. Their adherence to moral business conduct and corporate social responsibility (CSR) has been put to the test.

Because of the extreme pressures brought on by the COVID-

19 epidemic, this research might anticipate that some businesses will prioritize short-term advantages and scale down their commitment to long-term CSR initiatives. The epidemic, however, also presents a chance for companies to move toward more sincere and real CSR and help address pressing global social and environmental issues. The impact of COVID- 19 on CSR investment and the response of people's attitudes and behavior in the workplace, is set against the backdrop of this potential conflict in priorities.

The study's attention to socially responsible blue-collar human resource management (SRBC-HRM) suggests that it focused on ethics in the HR field in terms of reducing unfavorable workplace consequences. Therefore, no conclusions can be drawn regarding how ethics affect the HR sector's positive discretionary operations, which are growing increasingly common in developing nations(Lin-Hi et al., 2019).With this the information the concerning to the status of the influence of corporate social responsibility in the job engagement of employees of the selected companies in the Fujian province, China. If the corporate CSR affecting employees' attitudes toward their jobs and the steps that can be taken by the business to leverage a positive outcome and improve its CSR foundation if one is achieved. The CSR construction of businesses should be reinforced in order to foster the growth of social CSR. This can be done by improving employees' attitudes toward their work. It has been established that the majority of top-level managers possess a strong sense of social responsibility, and high- earning workers typically have similar characteristics. This research still has a lot to learn about how CSR activity affects low-income and uneducated workers, including whether they pay attention to it.

2 Review of literature

2.1 Corporate Social Responsibility (CSR)

Corporate social performance (CSP) and CSR have received a lot of attention from academics during the 1970s (Carroll, 1979), including Sethi (1975), Votaw (1973), Bowman and Haier (1975), Fitch (1976), Abbott and Monsen (1976). (1979). The notable writer during this era was Carroll (1979) who provided a four-part concept of Corporate Social Performance (CSP) inclusive of economic obligations, legal responsibilities ethical responsibilities, and discretionary responsibilities. Carroll (1979) said that managers or administrators of businesses that have selected CSP should consider three key factors. Another description comes from Kotler and Lee (2005), who described CSR as 'a commitment to promote community well-being via discretionary business practices and contributions of company resources.

Baker (2003) asserted that CSR has to do with how businesses manage their business processes in a way that benefits society while being aligned with the business. In a similar vein, the World Bank (2002) defined CSR as the obligation of

businesses to promote sustainable economic growth through collaboration with workers, their families, the community, and society in a way that improves their standard of living and subsequently promotes business and development. However, Turker's (2009) definition is used in this study. CSR was described by Turker (2009) as corporate behaviors that go above and beyond a company's economic interests and are intended to positively affect stakeholders (Melo et al, 2022).

2.2 Taxonomies of CSR

The HRM system must serve the needs of internal and external stakeholders in order to be viewed as socially responsible. (Shen & Jiuhua Zhu, 2011) (Iqbal et al., 2019) Researchers studying macro-CSR frequently distinguish between internal and external CSR since receivers of CSR are frequently either inside or external to the company (Werther & Chandler, 2010) (Agarwala & Sahu, 2022). In terms of internal and external CSR, which are focused on internal and external stakeholders, respectively, academics a company's social endeavors (Verdeyen,2004) (Hur et al., 2019). Internal CSR refers to an organization's policies and procedures that are concerned with the mental and physical health of its personnel (Verdeyen, 2004) (Hur et al., 2019). They include diversity, equal opportunity, work-life balance, respect for human rights, and employee health and safety (Vuontisjärvi, 2006) (Jang & Ardichvili, 2020). External CSR refers to actions aimed at stewardship toward the neighborhood, the environment, or customers (El Akremi, 2015). Environmental and social initiatives that improve the company's standing and reputation with its external stakeholders are referred to as "external CSR" (Carroll, 1979; Gupta & Das, 2022). Volunteering, cause-related marketing, corporate philanthropy, and the preservation of the environment and animals are examples of external CSR efforts (Brammer, 2007; Karamad, 2021).

2.3 CSR Issues in China

Employees feel more like themselves and more a part of the firm since CSR projects provide them the chance to demonstrate interests in topics like charity, environmental sustainability, and community service that are typically reserved for after- hours activities. This is particularly relevant to blue-collar (rural migrant) employees in the industrial sector who are particularly exposed to unfavorable working conditions and exploitation by their employers because of their low education, low status, and legal discrimination (An & Bramble, 2018; Fitzgerald et al., 2013). As a result, from the perspective of Chinese blue- collar workers, mainstream Western-based internal CSR practices that make positive discretionary contributions to employee well-being (such as job enrichment, diversity, or work-life balance programs) are less relevant than policies that are specifically aimed at ensuring employees' physical and psychological safety (Lin- Hi et, 2013; Hi et al., 2020).

2.4 Internal Corporate Social Responsibility

Prior to the development of the group engagement model (Tyler and Blader, 2003; Adamovic et al., 2020), the majority of organizational identification research did not distinguish between internal regard and external respect, focusing instead on workers' perceptions of what others thought of their organization. This research contends that internal CSR, which prioritizes the health and well-being of employees, conveys signals that the company is kind and appreciates its employees. Respect is sensed internally as a result of this.

The idea of corporate social responsibility has several facets. According to a widely established idea, it is the execution of socially responsible actions that are in line with societal norms and not subject to any law or authority, organizational interests, or any of the above (McWilliams et al., 2006; Wickert, 2021). 16 items were used to assess CSR, including measures of training and education ($\beta = 0.126, t = 2.138, p < .05$), human rights ($\beta = 0.147, t = 2.529, p < .05$), health and safety ($\beta = 0.242, t = 2.529, p < .01$), work life balance ($\beta = 0.134, t = 2.529, p < .05$) and

workplace diversity ($\beta = 0.142$, $t = 2.529$, $p < .05$). The following are the internal CSR questions that have been modified from earlier research.

2.5 Work Life Balance

Social performance was seen to be negatively impacted by work-life balance but not significantly ($\beta = 0.042$, $p > 0.05$). This result is comparable to the research revealed that work-life balance had no discernible impact on organizational commitment, which in turn increased productivity inside an organization (Adu-Gyamfi et al., 2021). The Work Life Balance Scale has 3 items. The scale's first seven components were taken from Smith and Gardner (2007), while one was taken from Wong and KO (2009).

2.6 Training and Education

Social performance and training and growth were significantly positively correlated ($r = 0.229$, $p > 0.05$). This suggests that training and development are crucial components of employee retention and a key gauge of an organization's social effectiveness. Workers are more likely to have a good attitude toward work if they believe

their employer cares about their wellness and supports it by providing them with opportunity to improve their abilities and address their personal growth (Adu-Gyamfi et al., 2021).

2.7 Health and Safety and Human Rights

With their permission, this research used the Ali et al. (2010) tool to assess health, safety, and human rights. Human rights and social performance are positively and insignificantly correlated ($\beta = 0.067$, $p > 0.05$). Yet, we discovered that there is only a weak relationship between social performance and human rights. This result conflicts with that of the research, which discovered a link between social performance and organizational performance via human rights (Adu-Gyamfi et al., 2021).

2.8 Workplace Diversity

Workplace diversity and social performance also demonstrated a favorable and significant connection ($\beta = 0.501$, $p > 0.05$). In essence, a company that prioritizes diversity in the workplace, such as by giving all employees the same opportunity regardless of their gender, color, or religion, can improve social performance. This is corroborated by earlier research, which showed that when a company uses diversity management, it informs employees that the company is dedicated to addressing their various wants and welfare (Adu-Gyamfi et al., 2021).

2.9 Employee Engagement

The two dimensions of EE (Job Engagement and Organizational Engagement) were measured using Saks' (2006) instrument with his permission. Kahn (1990) discovered that three psychological factors—meaningfulness, safety, and availability—were related to employees' levels of engagement or disengagement at work. In other words, employees were more engaged at work under circumstances that provided them with greater psychological significance and safety as well as when they were more psychologically available.

2.10 CSR and Employee Engagement (EE)

Numerous earlier studies suggested that CSR is crucial for improving employee attitudes and behaviors toward the organization. Blau (1964) asserted that people give to and exchange

attitudes and behaviors with others with the expectation of receiving something in return. This study hypothesizes that there is a positive relationship between internal CSR and EE.

Despite the increasing significance of studying micro-corporate social responsibility (CSR), there exists a notable research void when it comes to investigating the relational dynamics linking CSR and employee engagement. (Gürlek & Tuna, 2019). The R^2 of 0.784 suggesting there is 78.4% of the variation in job satisfaction was explained by ICSR, whereas employee engagement had an R^2 of 0.802, which indicates that job satisfaction can explain 80.2% of the variance in employee engagement (Hossen et al., 2020). CSR has a direct positive effect on employee engagement ($\beta = 0.36$, $p < 0.001$) as well as an indirect effect via meaningfulness ($\beta = 0.25$, $p < 0.001$) and compassion ($\beta = 0.29$, $p < 0.001$) (Nazir, 2020). Therefore, it is hypothesized:

H1: Internal CSR has positive and significant impact on Employee Engagement.

2.11 Job satisfaction

The level of job satisfaction is contingent upon the quality of the working environment. By offering optimal facilities within the work environment, it becomes feasible to achieve the organizational objectives. (Taheri et al., 2020). Blauner's reasoning makes it very evident that the requirements of low-status, blue-collar employees differ from those of higher-status, more educated individuals. In contrast to individuals with higher-level employment, blue-collar employees are more interested in "staying occupied" on the job and tend to view work as instrumental rather than as an expression of their concerns. Hence, factors like compensation and job stability are among the main extrinsic factors that determine job satisfaction among low-status workers (Gruenberg, 1980).

2.12 CSR and Job satisfaction (JS)

According to Bauman and Skitka (2012), CSR initiatives by organizations may increase employees' job satisfaction in terms of safety, security, self-worth, and a sense of belonging, as well as the fulfillment of societal ideals and the advancement of organizational goals.

Job satisfaction is intricately linked to a wide range of noteworthy workplace behaviors. (Taheri et al., 2020). Employees' perceptions of CSR may have an impact on their behavioral attitudes, such as job happiness, which Barakat et al. relate to enhanced job performance, according to Rupp (2006).

Investigating the potential impacts of "macro-level variables on individual-level effects" was another recommendation made by Wong and Gao (2014). The R value of 0.529 shows a moderate correlation between job satisfaction and the overall predicting variables (internal CSR practices) (Chan, 2019). The Tsourvakas (2018) indicates that there is a weak positive relationship between job satisfaction and responsibility ($r = .292$, $n = 90$, $p < .01$). Social identity theory, which discusses the potential impact of employees' perceptions of CSR on employees' attitudes (i.e., job satisfaction), provides substantial evidence for these phenomena. Consequently, it is hypothesized:

H2: Internal CSR has positive and significant relationship on Job Satisfaction.

2.13 Job satisfaction (JS) to Employee Engagement (EE)

There is occasionally a misconception between job satisfaction and employee engagement (EE). Although these variables are interconnected, they represent distinct factors. According to Djoemadi et al., job satisfaction is identified as a key factor that has a positive impact on employee engagement. Anderson (2014) discovered a link between job happiness and employee engagement. Employee engagement can considerably predict job happiness, claim Orgambdez-Ramos et al. (2014). A cohesive bond between organizational members and the company facilitates the effective execution of work procedures. Nonetheless, the company ought to offer members supplementary creativity and engage employees by affording them chances to articulate their viewpoints or concepts. (Fidyah & Setiawati, 2020). Job satisfaction ($\beta = 0.895$, $t = 34.348$, $f^2 = 4.038$) was also found to have a positive relationship with employee engagement (Hossen et al., 2020). Employee engagement has a strongly positive correlation with job satisfaction (0.734) and, at the same time, negative correlation with potential turnover (-0.529) (Reissova, 2021). As a result, the following theory is proposed:

H3: Job Satisfaction has positive and significant relationship on employee engagement.

2.14 Job Satisfaction mediates CSR and EE

According to several earlier research in other industries, there is a strong and favorable association between ICSR practices and employee work satisfaction (Obeidat et al., 2018; Low, Ong, & Tan, 2017). In addition, job satisfaction varies according to an employee's level or position. The aforementioned debate is consistent with Crede, Chernyshenko, Stark, Dalal, and Bashshur's (2007) assertion that the ICSR elements affect employees' job satisfaction, which will encourage employee engagement. Last but not least, it contributes to deepening our understanding of the exchange relationships that underpin organizations, as suggested by the social exchange theory (Blau, 1964).

Based on the aforementioned idea, it became clear that there is a mediating relationship between employee engagement and ICSR activities and job satisfaction. The R^2 of 0.784 suggesting there is 78.4% of the variation in job satisfaction was explained by ICSR, whereas employee engagement had an R^2 of 0.802, which indicates that job satisfaction can explain 80.2% of the variance in employee engagement (Hossen, 2020).

H4: Job satisfaction mediates the relationship between internal CSR practices and employee engagement.

2.15 Low-Income Groups and High-Income Groups

According to the "Law of the People's Republic of China on the Promotion of Small and Medium-sized Enterprises" and "the State Council on further promoting the development of small and medium-sized enterprises on a number of opinions" (Guo Fa [2009] No. 36) and statistics on the division of large, medium and small enterprises (provisional) (National Statistics [2003] No. 17) manufacturing employment of less than 1,000 people or business income of 400 million yuan or less for small, medium and micro enterprises. Among them, 300 employees and above, and business income of 20 million yuan and above for medium-sized enterprises; 20 employees and above, and business income of 3 million yuan and above for small enterprises; 20 employees or less than 20 people or business income of 3 million yuan for micro enterprises.

2.16 Low-Income Groups

Low-income groups, also known as low-income individuals or families, refer to segments of the population with limited financial resources and income levels below a certain threshold. These groups frequently encounter significant economic obstacles and may struggle to meet their most fundamental needs, including housing, food, healthcare, education, and transportation (Lou et al., 2020).

2.17 High-Income Groups

High-income groups have earnings that exceed the national or regional average or median income levels. They frequently belong to the highest income bracket and may have substantial disposable income. Individuals with high incomes frequently hold prestigious or well-compensated jobs, such as administrators, professionals, entrepreneurs, or those in in-demand industries. They may have advanced degrees, specialized talents, or extensive experience, all of which contribute to their increased earning potential (Shin, 2020).

3 Methods

This chapter discussed the type of research design, research instrument, data gathering procedures, and statistical treatment used in answering the research problems.

3.1 Research Design

The study aimed to assess the influence of CSR on the employee's job engagement in Fujian Province, China, to attain sustainability in the business industry. This study used a descriptive-quantitative design. A cross-sectional survey research strategy was utilized in gathering the necessary data for the study. This study gathered data through the use of a descriptive-quantitative literature-adapted questionnaire. Primary and secondary data served as the main source of the data. Primary data were collected using an online survey and with the respondents. Secondary data were collected from government agencies, key expert interviews, books, published articles, and other reference materials.

3.2 Research Environment

The study was conducted in Xiamen City, Fujian Province, China. The ten (10) medium furniture manufacturing companies. The scope of production operations of these manufacturing companies varies but in terms of products, all of these companies produce metal furniture.

The definition of small medium enterprises (SME) is mostly based on the number of employees that usually fewer than 500 employees. In China, the definition of an SME is complex which depends on the industry category and based on the number of employees, annual revenue and total assets (Promotion Law of China, 2003, National Statistics Bureau, 2017). For manufacturing industry, medium enterprises have a total number of of > 100 employees with an operating revenue is > 10 million RMB.

3.3 Research Respondents

The survey questionnaire was distributed to thirty workers per company. Thus, a total of 300 respondents were identified and catered in the study. The most commonly used minimum sample size estimation method in PLS-SEM is the '10-times rule' method (Hair et al., 2011; Peng & Lai, 2012). In determining the minimum sample size for PLS- SEM, the rule of thumb should be ten times

the maximum number of arrows pointing to the latent variable in the PLS path model (Hair et al., 2021). Hair et al. (2021) presented the minimum sample size needed to identify the minimum R2 values of 0.10, 0.25, 0.50, and 0.75 in any of the endogenous constructs in the structural model for significance levels of 1%, 5%, and 10%, presuming a commonly used level of statistical power of 80% and a specific level of complexity of the PLS path model (i.e., the maximum number of arrows pointing to a construct in the PLS path model). The minimum R2 value of 0.25 for significance levels of 1%, and statistical power of 80% with 10 arrows pointing to a construct the ideal sample size is 100. Thus, the sample size is sufficient for subsequent

data analysis. The data were collected and analyzed in the Smart PLS software. Stratified proportionate sampling technique were utilized in the study. The respondents of the study were workers who are working full time and working for at least a year in the furniture manufacturing company.

3.4 Research Instruments

This study was a descriptive quantitative study and investigated the influence of internal Corporate Social Responsibility and employee engagement of employees of the selected manufacturing companies in Fujian Province, China. The survey questionnaire was adapted from previous studies. The questionnaire is composed of two parts namely the respondent's demographic profile: age, sex, length of service, monthly income, job position, highest educational attainment. The profile of the manufacturing companies were described in terms of its subsector, type of ownership, number of years in business. To determine the influence of internal Corporate Social Responsibility on the employee engagement, a 7 point likert scale were used in the study. The respondents were asked based on the level of agreement on the statements where 7 is strongly agree and 1 is strongly disagree. The Internal Corporate Social Responsibility (ICSR) was composed of 5 first order constructs with total of 16 items Training and Education (5), Health and Safety (3), Human Rights (2), Work life and Balance (3) and Workplace Diversity (3). Employee Engagement (EE) was also consist of two first order constructs: Job engagement (5) and Organizational engagement (5) with total of 10 items. Job Satisfaction was composed of 4 items. Thus, a total of 30 items (See Appendix B). These measurement items were adapted from specific reference sources, as indicated in the table below. The measurement items were adjusted and modified based on the findings from previous studies, ensuring high reliability, as well as the pilot test results conducted in the current study (Hasan, 2020).

3.5 Research Procedures

Data Gathering

The data were collected after the approval of the Human Resource Department. Printed questionnaire was distributed to randomly select 30 respondents for each company. In checking the current internal CSR activities implemented by the company, the researcher interviewed the company's human resource manager or representative. The data were collected and to be analyzed in the SmartPLS software. Based on the total 300 respondents, the researcher collected 295 answered questionnaires with response rate of 98.33%. However, 26 respondents were deleted due to uniform responses, very low and high responses. Thus, a total of 269 valid questionnaire were included in the final data analysis. After the data

cleaning, the questionnaire was coded in Excel File and imported to PLS SEM version 4 for the subsequent data analysis.

3.6 Treatment of Data

The company and respondent profiles were analyzed using frequency counts and percentages. PLS-SEM was employed to determine the influence of internal CSR on employee engagement and the mediating effect of job satisfaction on the relationship between internal CSR and employee engagement. Weighted Mean (see table for the mean interpretation) was used to assess the level of the following variables: Internal CSR, Job Satisfaction and Employee Engagement, Lastly, Multigroup analysis in PLS-SEM was used to examine if there is a significant difference in level of the following variables between Low income (monthly income range from below 3000 to 5000 Yuan) and high- income groups (5,001 and above).

4 Results, analysis, and discussion

This chapter outlines the discussion of the statistical analysis and interpretation of the data collected from the employees in the ten (10) selected furniture manufacturing companies in Fujian Province, China.

4.1 Profile of the Selected Manufacturing Companies

The ten (10) medium furniture manufacturing companies, all of these companies produce metal furniture. All of these companies have a total number of > 100 employees with an operating revenue is > 10 million RMB. Majority of the companies (50%) manufactures metal furniture related to office equipment such as metal chairs, steel cabinets, tables and the likes. Majority of these companies were owned by private individuals (70%). In terms of number of years in business. Majority of these companies operate for a year to 10 years (60%).

Out of the 269 employees, 56 of them were below 30 years of age (20.82%), 31 to 40 years (33.83%), 41 to 50 years old (18.22%), 51 to 60 years old (15.61%) and above 60 years old (11.52%). Surprisingly, there are still employees who were working even after the retirement. These workers are working in the company for project based or part time

works. In China, the retirement age for men is 60 years old and 55 years old for female civil servants and 50 for female workers.

Majority of the respondents were female (58.74%) and male (41.26%). According to a report by the Global Database of Quotas for Women in 2018, women account for nearly 80 percent of all factory workers in China. The report found that women are concentrated in certain sectors of the Chinese economy. Most of the workers have been with the company for 4 to 6 years (26.02%) and 1 to 3 years (17.47%).

Majority of them, earned 5,000 to 6,000 Yuan (31.97%) and 3001 to 4000 Yuan (21.19%). In recent years, China has been criticized for the low wages its factory workers receive. While the average worker in China does make less than their counterparts in developed countries, there is a wide range of salaries earned by factory workers in China. According to a report by the China Labor Bulletin, factory workers in China earn an average monthly salary of 3,500 yuan (US\$530). However, this figure varies widely depending on the region, type of factory, and position held. For example, workers in Shenzhen earn an average of 4,769 yuan

(US\$700) per month, while workers in Dongguan earn an average of 4,133 yuan (US\$610) per month. Positions that require more skill or experience, such as engineers or managers, tend to earn more than entry-level positions. For example, an engineer in a Chinese factory might earn an average monthly salary of 10,000 yuan (US\$1,470), while a factory manager could earn up to 20,000 yuan (US\$2,940).

The respondents' profile was distributed according to their job position. The presentation shows that majority of the respondent were classified as Certified Skilled worker (with certification and license) which accounts 36.43%, warehouse and Production Workers (32.34%) and part time or project-based workers (31.23%). A technician's certificate is a national vocational qualification, which is examined and awarded by the national labor authorities. There are five levels of national vocational qualifications, namely junior, intermediate, senior, technician and senior technician. It is the main basis for recruitment and employment of workers by employers, and is also a valid document for notarizing the skills of those who go abroad for employment and foreign labor cooperation. Most of the workers were completed an associate degree (32.34%) and bachelor's degree (24.54%).

4.2 Assessment of Measurement Model

In analyzing the data of this dissertation, Partial Least Square-based Structural Equation Modeling (PLS-SEM) with SmartPLS software, version 4.0, was utilized to assess the measurement and structural model. The assessment criteria for the outer model include factor loadings, α : Cronbach's α , CR: Construct reliability, and AVE: Average variance extracted

4.3 Creating the Second Order Construct

The second order construct involves testing second-order models that contain two-layer structures of constructs. In this study, the first-order constructs are Training and Education (TE), Health and Safety (HS), Human Rights (HR), Work Life Balance (WLB), Workplace Diversity (WD), organizational engagement and job engagement. The second order constructs are internal Corporate Social Responsibility (ICSR) and employee engagement (EE). There are different approaches to use in creating higher-order constructs.

For example, the repeated indicators approach, and the total effects analysis of a collect-type HCM (i.e., the extended repeated indicators approach; Becker et al., 2012). In the repeated approach, the indicators of the first-order constructs are used as indicators for the second-order construct. The other method is the embedded and disjoint two stages approach (Sartstedt et al., 2019) which allows modeling and estimating higher-order construct in PLS-SEM. The disjoint two-stage approaches estimate the model in the first stage without the second-order construct. In the second stage, the latent variable/ construct scores of the first-order construct are used as indicators for the second-order construct to estimate the model parameters (see appendix for the latent scores). In this study, the researcher used disjoint two-stage approach to estimate the second-order constructs: internal CSR and Job Engagement.

4.4 Assessment of Measurement Model

In analyzing the data of this dissertation, Partial Least Square-based Structural Equation Modeling (PLS-SEM) with SmartPLS software, version 4.0, was utilized to assess the measurement and

structural model. SmartPLS 4.0 statistical software evaluates the measurement model's psychometric properties and estimates the structural model's parameters. The assessment criteria for the outer model include reliability, internal consistency, convergent validity, and discriminant validity. The table below shows Factor loadings, α : Cronbach's α , CR: Construct reliability, AVE: Average variance extracted.

Table 1 Measurement Model (Stage 1)

Construct	Item	FL	Cronbach's alpha α	CR	(AVE)
Training and Education	TE1	0.91	0.928	0.93	0.778
	TE2	0.92			
	TE3	0.88			
	TE4	0.87			
	TE5	0.83			
Health and Safety	HS7	0.90	0.856	0.87	0.776
	HS8	0.84			
Human Rights	HR9	0.92	0.847	0.925	0.864
	HR10	0.90			
Work Life Balance	WLB11	0.91	0.905	0.908	0.84
	WLB12	0.92			
	WLB13	0.88			
Workplace Diversity	WD14	0.93	0.90	0.901	0.833
	WD15	0.91			
	WD16	0.90			
Job Engagement	JE22	0.88	0.931	0.94	0.788
	JE23	0.93			
	JE24	0.93			
	JE25	0.93			
	JE26	0.76			
Organizational Engagement	OE17	0.86	0.917	0.919	0.752
	OE18	0.86			
	OE19	0.87			
	OE20	0.84			
	OE21	0.90			

4.5 Construct Reliability and Validity

The research began by analyzing the construct's reliability and validity to ensure that the data were accurate and verifiable. The outer loadings were evaluated to ensure the composite reliability values were above 0.70 and the average extracted values (AVEs) were higher than 0.50. An AVE of 0.50 indicates that a latent variable can explain about 50% of the variance of its indicators on average. The convergent validity was assessed with the benchmark value above 0.70 of the factor loadings and construct reliability (CR). The item loadings were examined to measure the measurement model indicator reliability. Cronbach's Alpha and the composite reliability values were also above the 0.70 thresholds.

4.6 Discriminant Validity

It is the extent to which a construct is truly distinct from another construct. Discriminant validity was analyzed by using two measures: (1) Fornell and Larcker's (1981) criterion; and (2) the Heterotrait-monotrait criterion and cross-loadings (see Appendix). In this study, Fornell and Larcker's criterion was utilized in the study since this is the most common method and strict in assessing the discriminant validity. A measurement model had adequate discriminant validity when: (1) the square root of the AVE of each

of the latent variables should be higher than the correlation with all other latent variables, and (2) an indicator's loading should be higher than all of its cross-loadings. Based on table 9, the square root of AVE is greater than the correlation coefficient with the other latent variables.

Table 2 Fornell and Larcker's criterion in Stage 1

	HS	HR	JE	OE	TE	WLB	WD
Health and Safety	0.881						
Human Rights	0.217	0.93					
Job Engagement Organizational	0.176	0.288	0.888				
Engagement Training and Education	0.401	0.255	0.173	0.867			
Work Life Balance	0.275	0.189	0.275	0.291	0.882		
Workplace Diversity	0.349	0.361	0.503	0.21	0.311	0.917	
	0.351	0.169	0.159	0.159	0.322	0.407	0.913

Table 3 Heterotrait-monotrait criterion in Stage 1

	HS	HR	JE	OE	TE	WLB	WD
Health and Safety							
Human Rights	0.236						
Job Engagement Organizational	0.187	0.318					
Engagement Training and Education	0.457	0.281	0.183				
Work Life Balance	0.302	0.203	0.292	0.315			
Workplace Diversity	0.393	0.399	0.55	0.229	0.339		
	0.397	0.184	0.171	0.176	0.353	0.45	

Collinearity Statistics. The Variance Inflation Factor (VIF) is examined in PLS-SEM to determine the degree of collinearity. A VIF is more than 5 suggests a possible issue with collinearity (Ringle et al, 2015). JE24 (5.219), JE25 (5.292), WLB11 (5.036) were removed from the final analysis due to high VIF value.

4.7 Second Stage Assessment of Using Disjoint Two-Stage Approach Construct Reliability and Validity

In the second phase of analyzing the measurement model using the Disjoint Two- Stage Technique, Table 6 displays the construct reliability and validity. The outer loadings were evaluated to ensure the composite reliability values were above 0.70 and the average extracted values (AVEs) were higher than 0.50. An AVE of 0.50 indicates that a latent variable can explain about 50% of the

variance of its indicators on average. The convergent validity was assessed with the benchmark value above 0.7 of the factor loadings and construct reliability (CR). The item loadings were examined to measure the measurement model indicator reliability.

Table 4 Measurement Model (Stage 2)

Construct	Cronbach's alpha α	HR	JE
Internal CSR	0.883	0.694	0.637
Job Satisfaction	0.935	0.936	0.837
Employee Engagement	0.876	0.871	0.633

4.8 Discriminant Validity

It is the extent to which a construct is truly distinct from another construct. Discriminant validity was analyzed by using two measures: (1) Fornell and Larcker's (1981) criterion; and (2) the Heterotrait-monotrait criterion and cross-loadings. In this study, Fornell and Larcker's criterion was utilized in the study since this is the most common method and strict in assessing the discriminant validity. A measurement model had adequate discriminant validity when: (1) the square root of the AVE of each of the latent variables should be higher than the correlation with all other latent variables, and (2) an indicator's loading should be higher than all of its cross-loadings. Based on table 9, the square root of AVE is greater than the correlation coefficient with the other latent variables.

Collinearity Statistics. The Variance Inflation Factor (VIF) is examined in PLS-SEM to determine the degree of collinearity. A VIF is more than 5 suggests a possible issue with collinearity (Ringle et al, 2015). Based on the table below, no VIF value higher than 5. Thus, there is no collinearity issue in the model.

4.9 Evaluation of the Structural Model

The subsequent step in analyzing data using PLS-SEM is structural model evaluation. The typical assessment criteria consist of the determination coefficient (R2). The two-stage approach combines the precise estimate of latent variable scores provided by PLS path modeling. In addition, this method gives excellent flexibility, as it is the only method applicable when the exogenous construct or moderator is established formatively. The total path coefficient of the model is then subjected to a significance test.

4.10 Coefficient of Determination (R2)

This dissertation uses the SmartPLS algorithm function to obtain the R2 values. A value of R2 around 0.67 was considered substantial, while values around 0.333 were average, and values of 0.19 and lower were weak (Chin, 1998b). As shown in the table below, the R2 value of employee engagement is only 0.33 which indicates that turnover intention is explained by potential variables with a 39.5% variance. , which has moderate explanatory power. However, the R2acceptability level varies significantly per field of study and research. According to Cohen J. (2013), the R2 value of 0.26 has significant explanatory power, R2value of 0.13 as medium level explanatory power and 0.02 as weak explanatory power.

Table 5 Coefficient of Determination (R2)

	High Income		Low Income		Complete	
	R-square	R-square adjusted	R-square	R-square adjusted	R-square	R-square adjusted
Employee Engagement	0.368	0.357	0.354	0.345	0.343	0.325

4.11 Influence of Internal CSR on Employee Engagement

The results revealed that internal CSR has positive and significant effect on employee engagement with ($\beta=0.0387$, $p < .001$), therefore H1 is supported. Internal CSR initiatives that align with employees' values and beliefs can create a sense of purpose and meaning in their work. When employees perceive that their organization is committed to responsible and ethical practices, it can enhance their motivation and engagement. Similarly, the study supports the findings of several authors which indicates that CSR has a large overall influence on employee engagement; however, there was no discernible difference in employee engagement between internal and external types of CSR (Blau, 1964 Albdour and Altarawneh, 2012, Ferreira and Oliveira, 2014).

4.12 Influence of Internal CSR on Job Satisfaction

The results revealed that internal CSR has positive and significant effect on job satisfaction with ($\beta=0.60$, $p < .001$), therefore H2 is supported. Internal CSR initiatives can address employee needs and concerns leading to improved job satisfaction. When employees feel they are valued, employees feel engaged, collaborative and trust the organization. Internal CSR activities such as fair treatment of employees, promoting diversity and inclusion and investing in employee development such as training and education, can increase trust in the organization. Internal CSR initiatives can address employee needs and concerns thus leading to improve job satisfaction. Employees who are satisfied with their work experience are more likely to be engaged, productive and committed to the organization's goal. The results confirmed the study conducted by Suh (2016) which found out a strong positive impact of CSR employees on job satisfaction of 1,249 employees from 40 companies in Korea.

4.13 Influence of Job Satisfaction on Employee Engagement

The results revealed that job satisfaction has positive and significant effect on employee engagement with ($\beta=0.265$, $p < .001$), therefore H3 is supported. Job Satisfaction plays a significant role in driving employee engagement. Satisfied employees tend to be more motivated, productive, and invested in their work. When employees find satisfaction in their work, they are more likely to be engaged and contribute to the organization's goals and success. Organizations that prioritize both job satisfaction and employee engagement can create a positive work environment that promotes motivation, productivity and employee wellbeing. By addressing factors that contribute to job satisfaction and fostering employee engagement, organizations can create virtuous cycle that benefit both employees and the organization. The results confirmed the study conducted by several authors (Blanchard et al., 2019, Anderson, 2014) wherein working conditions, employment relationships, and promotion opportunities emerged as the most significant aspects contributing to job satisfaction.

4.14 Mediating Effect of Job Satisfaction in the Relationship between Internal Corporate Social Responsibility and Employee Engagement

Mediation occurs when a third mediator variable intervenes between two other related constructs. According to Hair et al (2021), there are three types of mediation. Complementary mediation occurs when the indirect effect and the direct effect are significant

and point in the same direction. Competitive mediation occurs when the indirect effect and the direct effect are significant but point in opposite directions. Indirect only mediation happens when the indirect effect is significant but not the direct effect. In addition, there are two types of non-mediation: direct only non-mediation occurs when the direct effect is significant but not the indirect effect. No effect non mediation neither the direct nor the indirect effect is significant.

The results revealed that direct effect of Internal CSR -> Job Satisfaction is ($\beta=0.60$, $p < .001$), and Job Satisfaction -> Employee Engagement ($\beta=0.265$, $p < .0002$) and the Internal CSR -> Job Satisfaction -> Employee Engagement ($\beta=0.159$, $p < .0006$) H4 is supported and Complementary mediation occurs since both indirect and direct effect has positive value and significant when employees feel valued, treated fairly, provided trainings and education from the company, they are more likely satisfied and when they are satisfied, they are more engaged and collaborative in the organization. The study supports the study conducted by Manimegalai & Baral (2018) which indicates that job satisfaction mediates the association between ICSR practices and employee engagement in 486 hotel employees in Malaysia. Also, Lee (2018) studied 306 workers and outlined the underlying mechanism between organizational ICSR activities with employee engagement.

Table 6 Influence of Internal CSR on Employee Engagement

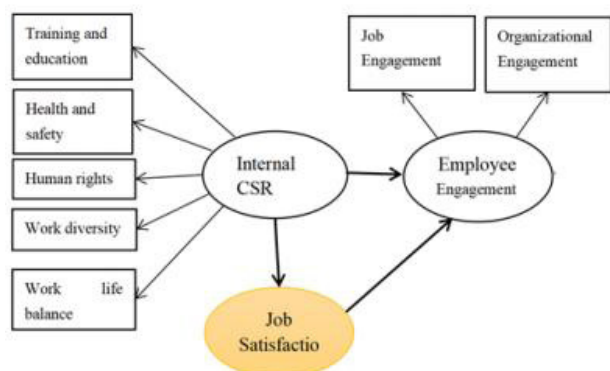
Path	β	(STDEV)	T statistics	P values	Decision
Direct Effect					
Internal CSR -> Employee Engagement					
Internal CSR -> Job Satisfaction	0.387	0.076	5.083	0	supported
Job Satisfaction -> Employee Engagement	0.6	0.047	12.868	0	supported
Engagement Total Indirect	0.265	0.086	3.09	0.002	supported
Internal CSR -> Employee Engagement					
Specific Indirect Internal CSR -> Job Satisfaction -> Employee Engagement	0.159	0.058	2.764	0.006	supported
Engagement Total Effect	0.159	0.058	2.764	0.006	supported
Internal CSR -> Employee Engagement					
Internal CSR -> Job Satisfaction -> Employee Engagement	0.546	0.053	10.232	0	supported
Job Satisfaction -> Employee Engagement	0.6	0.047	12.868	0	supported
Engagement Total Effect	0.265	0.086	3.09	0.002	

4.15 High Income and Low-Income Group

The table above shows that internal CSR has positive and significant effect on employee engagement for both high- and low-income group. Moreover, Internal CSR has positive and significant effect on job satisfaction for both groups. However, job satisfaction does not mediate on the relationship between internal CSR and employee engagement of low-income group.

The multigroup analysis allows to test if pre-defined data groups have significant differences in their group-specific parameter estimates (Sarstedt et al., 2011; Hair et al, 2018). Based on table 18, level of internal CSR, job satisfaction, employee engagement of high group employee differs from the low-income group and the mean difference between group is not significant. The P value is greater than 0.05, indicating that there is no significant difference in the mediating effect value of Job Satisfaction among groups.

Figure 1 Ji Xinting and Gantalao proposed Employee Engagement Model



The figure illustrates the Research Model, which presents the relationships between Internal Corporate Social Responsibility, Employee Engagement, and Job Satisfaction. The model encompasses various dimensions of internal corporate social responsibility, such as work-life balance, training and education, health and safety and human rights, and work diversity. It also examines the influence of Internal corporate social responsibility on both job satisfaction and employee engagement, and further highlights the mediating effect of job satisfaction in the relationship between internal corporate social responsibility and employee engagement.

This research model contributes to the body of knowledge on the relationship between internal corporate social responsibility, employee engagement, and job satisfaction. The findings of the study support the hypotheses thereby confirming the positive influence between internal corporate social responsibility and job satisfaction, the influence between internal corporate social responsibility and employee engagement, the significant influence of job satisfaction on employee engagement, as well as the mediating effect of job satisfaction in the relationship between internal corporate social responsibility and employee engagement.

This model may serve as reference paper for pedagogical purposes, and for future researchers to study, determine, and enhance the relationship between job satisfaction,

employee engagement, and internal corporate social responsibility. It may also contribute to formulation of new theories and hypotheses in this field of study. By going through

scholarly reviews, references, and reanalysis, scholars may deepen their knowledge in understanding corporate social responsibility, employee engagement, and their job satisfaction, and may also provide and propose new variables and dimensions that may be used to test these variables and understand their influences in industrial and educational contexts.

4.16 Implication to Theory, Research and Practice

This research demonstrated the relationship between internal CSR, job satisfaction and employee engagement and contributes both theoretical and practical perspectives. Based on the result, low-income group has low job satisfaction as to compared with high income group hence it is recommended that companies should focus on implementing internal CSR such as training and education work-life balance, work-life diversity, human rights and health safety for all employees thus promotes good working environment and culture, thus improving job satisfaction and greater engagement in the organization. In addition, to ensure increased employee engagement, Chinese companies can develop policies to improve work environment and work engagement. In addition, future researchers could use multiple other dimensions to assess job satisfaction, such as motivation, performance, and productivity. These measures can promote overall employee well-being and satisfaction, foster a positive work environment, and contribute to the success of the company.

5 Conclusions

The study aims to assess the influence of internal CSR on employee engagement among employees of selected furniture manufacturing companies in Fujian Province, China. The study used descriptive-quantitative design and a literature-adapted 7-point Likert Scale to collect data from 300 respondents. The data were encoded in Microsoft Excel and imported to PLS SEM for further analysis.

Below are the summarized contributions and findings of the study: The researcher conducted assessments of internal corporate social responsibility, employee engagement, and job satisfaction, revealing moderate levels of practice in each area, and identified a positive influence between internal corporate social responsibility and both employee engagement and job satisfaction, with job satisfaction serving as a mediating factor, leading to the proposal of a model linking these relationships and influences, while also noting the difference in the assessment of mediation between low-income and high-income groups.

5.1 Influence of Internal CSR on Employee Engagement

The results revealed that internal CSR has positive and significant effect on employee engagement. It means that when employees perceive that their organization is committed to responsible and ethical practices, it can enhance their motivation and engagement. Moreover, the internal CSR has positive and significant effect on job satisfaction. Internal CSR activities such as fair treatment of employees, promoting diversity and inclusion and investing in employee development such as training and education, can increase trust in the organization and improves job satisfaction of employees. Also, job satisfaction has positive and significant effect on employee engagement which means that satisfied employees tend to be more motivated, productive, and invested in

their work. When employees find satisfaction in their work, they are more likely to be engaged and contribute to the organization's goals and success. Moreover, job satisfaction mediates the relationship between Internal CSR and Employee Engagement. However, when group according to income, the results show that job satisfaction does not mediate on the relationship between internal CSR and employee engagement of low-income group.

With a focus on internal corporate social responsibility, it is recommended that companies prioritize employee training, work-life balance and diversity, human rights protection, implement policies to enhance health and safety measures, and promote

organizational and job engagement, while future researchers may explore job satisfaction through dimensions like motivation, performance, and work efficiency.

The limitation of this paper is that it fails to extend the research environment to the whole province, and the factories investigated are concentrated in Xiamen city, which is due to the limitation of the allowed interview conditions. However, Xiamen City is representative due to its high economic level and light industry development status in Fujian Province. Therefore, future research can add metal furniture manufacturing enterprises across Fujian Province as the research environment for further study.

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