



Bridging Employees' Perceptions of Corporate Social Responsibility and Work Engagement through Organizational Commitment in an Indonesian Infrastructure Context

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Abstract

This study investigates the extent to which employees' perceptions of Corporate Social Responsibility (CSR) shape their level of work engagement, positioning organizational commitment as an intervening mechanism. The analysis draws on the case of PT Jasamarga Transjawa Tol in Indonesia. Grounded in the growing academic discourse on internal CSR implications, this research employs a quantitative methodology involving a saturated sample of 161 employees. It utilizes Partial Least Squares Structural Equation Modeling (PLS-SEM) for statistical evaluation. The findings reveal that employees' perceptions of CSR have a positive and statistically significant effect on both organizational commitment and work engagement. Moreover, organizational commitment emerges as a key mediating construct that links CSR perception to employee engagement. These insights clarify the psychological mechanisms through which CSR initiatives impact employee attitudes, highlighting organizational commitment as a critical pathway to enhanced engagement. Ultimately, this study contributes to the literature on organizational behavior by presenting empirical evidence that reinforces the strategic relevance of internal CSR in fostering a committed and engaged workforce, particularly in the context of public infrastructure organizations.

Keywords: *Employee-Perceived Corporate Social Responsibility, Organizational Commitment, Work Engagement*

INTRODUCTION

Human capital quality remains a central pillar in the advancement of any organization (Rahmawati et al., 2024; Siswanto et al., 2022), as employee engagement significantly contributes to organizational success (Poorani & Pradap, 2024; Ramadhan, 2023). Engaged employees typically demonstrate higher levels of motivation, loyalty, and performance (Gede & Huluka, 2024). As a result, in the face of rapidly evolving and intensely competitive market conditions, the strategic role of employee engagement has become increasingly vital for organizational sustainability and growth (Rana & Chopra, 2019). However, achieving and sustaining optimal employee engagement poses an ongoing challenge for many companies. In the context of PT Jasamarga Transjawa Tol, a strategic toll road operator in Indonesia, employee engagement is a critical factor in maintaining service excellence. This study seeks to explore one of the potential drivers of engagement through how workforces interpret and internalize their organization's corporate social responsibility initiatives. According to Glavas (2016), corporate social responsibility (CSR) has been conceptualized and empirically examined as a strategic mechanism to enhance employee involvement across various organizational domains. This study is anchored in Social Exchange Theory, which provides a conceptual foundation for understanding how perceived organizational support, such as CSR, can foster reciprocal attitudes like commitment and engagement (Ergun et

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al., 2025).

Social Exchange Theory (SET) posits that when employees perceive the organization as genuinely committed to societal and stakeholder welfare, such as through CSR, they tend to reciprocate this perceived organizational support with positive attitudes and behaviors (Bhatti et al., 2022). In this context, CSR perception cultivates a sense of obligation and trust (George et al., 2020), which strengthens employees' affective organizational commitment (George et al., 2021). This emotional attachment, in turn, becomes a psychological bridge that motivates employees to be more cognitively, emotionally, and behaviorally engaged in their work (Kumprang & Suriyankietkaew, 2024). Thus, organizational commitment functions as a mediating mechanism that channels the positive effects of CSR perception into enhanced work engagement.

CSR initiatives, when perceived positively by employees, may foster positive emotional responses in employees (Kocollari et al., 2025), including a more profound emotional commitment to the organization. This emotional bond, conceptualized as organizational commitment, may play a mediating role in translating CSR perception into actual engagement. Psychologically, employees who perceive CSR positively often develop a sense of identification with the organization's values and mission, fostering a shared identity and sense of purpose (Dang & Do, 2024). This alignment strengthens their emotional bond (affective commitment) with the organization. Once committed, employees are more likely to invest their cognitive, emotional, and physical energies into their work (Kossyva et al., 2023), leading to higher work engagement (Mohammed et al., 2025). Previous literature suggests that CSR is no longer seen solely as an external obligation but as a strategic asset that can yield internal benefits (Loor-Zambrano et al., 2022), including enhanced employee engagement (Hu et al., 2024) and commitment (Alnehabi & Al-Mekhlafi, 2023). However, the extent to which CSR perception influences employee behavior through organizational commitment remains underexplored, particularly in the Indonesian public infrastructure sector.

PT Jasamarga Transjawa Tol, an Indonesian state-owned company with a core business in designing, building, and maintaining toll roads nationwide (Yuliani & Saputri, 2022), implements a wide range of CSR programs, from supporting local micro-enterprises and educational access to environmental sustainability and religious social aid (Gandi & Mutaqi, 2022). These programs aim to create shared value by integrating community development into the company's operational framework. For instance, CSR training sessions such as digital marketing workshops for micro-enterprises demonstrate the company's commitment to inclusive economic empowerment. However, it remains unclear whether employees perceive these CSR initiatives as meaningful, relevant, or engaging. The extent to which employees are aware of, involved in, or personally connected to these programs has not been systematically evaluated. Moreover, many CSR programs appear to be externally oriented, with limited evidence of intentional internal employee participation in their design or execution. Both are very important, although in slightly different ways (Cajander & Reiman, 2024; Story et al., 2016).

To gain early insight, a pre-survey was conducted involving 39 employees of PT Jasamarga Transjawa Tol. The results indicated several internal engagement challenges. A total of 71.8% of respondents expressed a lack of motivation and encouragement from peers to participate in CSR. Moreover, 69.2% of respondents reported rarely initiating CSR-related ideas, and 66.7% stated they had not developed emotional bonds with the company's CSR efforts. Around 64.1% had not realized the importance of their role in supporting CSR programs, while 59% viewed CSR involvement as unrelated to their professional responsibilities. Furthermore, 56.4% were not actively participating in CSR activities. In terms of organizational commitment, 59% of respondents acknowledged the absence of a strong emotional connection with the organization. These preliminary findings reveal a psychological disconnection that may explain the limited engagement with CSR and highlight the importance of investigating the role of

organizational commitment as a mediating variable.

Accordingly, this research aims to examine how employees' interpretations of CSR initiatives influence their engagement at work, with organizational commitment considered as a mediating factor. To address this aim, the study is guided by the following specific objectives:

- To analyze the influence of employees' perceptions of corporate social responsibility (CSR) on work engagement at PT Jasamarga Transjawa Tol
- To analyze the influence of employees' perceptions of corporate social responsibility (CSR) on organizational commitment at PT Jasamarga Transjawa Tol
- To analyze the influence of organizational commitment on work engagement, PT Jasamarga Transjawa Tol
- To analyze the role of organizational commitment in mediating the influence of employees' perceptions of corporate social responsibility (CSR) on work engagement, PT Jasamarga Transjawa Tol.

By focusing on these objectives, this study contributes to the expanding discourse on the internal impact of CSR and delivers actionable recommendations for human resource and corporate responsibility professionals. The findings are expected to inform the design of integrated CSR strategies that not only deliver external social value but also foster stronger employee attachment and sustainable organizational performance.

LITERATURE REVIEW

Social Exchange Theory

Social Exchange Theory (SET) stands as one of the most prominent theoretical frameworks in organizational behavior research ([Ahmad et al., 2023](#)). SET is a foundational framework in organizational behavior that explains social relationships as processes of negotiated exchanges between parties. Rooted in the principle of reciprocity, SET posits that individuals are more likely to engage in positive behaviors when they perceive that they are receiving favorable treatment ([Hatamleh et al., 2023](#)). In organizational contexts, this theory has been widely applied to understand how employees respond to tangible and intangible resources provided by their employers ([Wang et al., 2022](#)). These exchanges are not merely economic but also involve socio-emotional investments such as trust, respect, and recognition ([Rajâa & Mekkaoui, 2025](#)). Social Exchange Theory provides a conceptual foundation for understanding how perceived organizational support, such as CSR, can foster reciprocal attitudes like commitment and engagement ([Ergun et al., 2025](#)).

Work Engagement

Work engagement has gained prominence as a pivotal construct within organizational behavior scholarship, characterized as a complex construct that integrates mental, emotional, and behavioral aspects ([Kossyva et al., 2023](#)). The concept has attracted substantial scholarly and practical attention in recent years, underscoring its relevance in contemporary organizational contexts ([Albrecht et al., 2021](#)). Recognized as a key determinant of both individual and organizational effectiveness ([Koeswayo et al., 2024](#); [Ying & Allaqtta, 2025](#)), work engagement has shown strong associations with increased employee output, creativity, organizational dedication, and allegiance, thereby fostering institutional success and adaptability ([Koeswayo et al., 2024](#)), especially in public service organizations. [Silva et al. \(2024\)](#) highlight its crucial role in shaping public servant performance and improving service delivery to citizens. Furthermore, [Abdelwahed and Doghan \(2023\)](#) assert that engagement reflects the highest level of employee dedication and involvement within the organizational framework. Consequently, work engagement is

increasingly regarded as a strategic asset in human resource management, prompting a surge of empirical investigations into its antecedents, mediating variables, and outcomes across varying organizational environments.

Employee-Perceived Corporate Social Responsibility (CSR) and Its Influence on Work Engagement

The construct of employee-perceived corporate social responsibility (CSR) has increasingly become a focal point in organizational behavior studies (Kim & Lee, 2022). According to Murshed et al. (2021), this concept refers to the extent to which employees recognize that their organization's voluntary initiatives and practices address responsibilities toward multiple stakeholders and contribute to broader societal well-being. Cunha et al. (2022) emphasize the importance of examining employees' CSR perceptions, as these perceptions allow for deeper insights into the alignment between organizational values and employee expectations. Given its impact on employee-related psychological and behavioral outcomes, one of the most pertinent areas of influence is work engagement (Ali et al., 2021).

Work engagement is generally characterized by employees' energy, enthusiasm, and full immersion in their tasks (Utari & Mustaqim, 2022). This construct is linked to beneficial outcomes for organizations, such as increased productivity, greater innovation, and lower employee turnover. A growing volume of academic research highlights the crucial impact of how CSR is perceived in enhancing employee involvement (Rupp et al., 2018). According to Ali et al. (2021), when CSR initiatives are in harmony with employees' core values and sense of responsibility, their engagement levels may rise. Beyond its influence on engagement, prior studies have also demonstrated that employees' perceptions of CSR have shown a meaningful relationship with, and influence on, their commitment to the organization (He & Sutunyarak, 2024). Accordingly, drawing upon the studies as mentioned above, this research presents the following two hypotheses:

H1: Employee-perceived corporate social responsibility (CSR) has positive and significant influence on work engagement.

H2: Employee-perceived corporate social responsibility (CSR) has positive and significant influence on organizational commitment.

Organizational Commitment and Its Role in Mediating the Influence of Employee-Perceived Corporate Social Responsibility (CSR) on Work Engagement

Organizational commitment is widely acknowledged in scholarly discourse as a fundamental psychological construct representing an employee's emotional bond, sense of identification, and active participation within the organization (Rai et al., 2025). Within the framework of employee-perceived corporate social responsibility (CSR), organizational commitment not only emerges as a direct attitudinal response but also operates as a mediating pathway through which CSR perceptions are translated into heightened work engagement. Empirical findings by Kim et al. (2021) demonstrate that employee-perceived CSR significantly impacts organizational commitment. Furthermore, a substantial body of prior research has established a positive relationship between organizational commitment and work engagement (Arulsenthilkumar & Punitha, 2023; Otoo & Rather, 2024). Based on this evidence, it is posited that organizational commitment may function as an intermediary variable linking CSR perceptions to employees' engagement levels. Consequently, organizational commitment can be conceptualized as a psychological conduit that transforms socially responsible organizational practices into favorable employee behavioral outcomes, thereby reinforcing the theoretical proposition that ethical and CSR-oriented strategies enhance engagement through both emotional and cognitive mechanisms. Accordingly, drawing upon the studies as mentioned above, this

research presents the following two hypotheses:

H3: Organizational commitment has positive and significant influence on work engagement.

H4: Organizational commitment has positive and significant in mediating the influence of Employee-perceived corporate social responsibility (CSR) on organizational commitment.

RESEARCH METHOD

This study employed a quantitative explanatory research design using a survey method to investigate the relationship between employees' perceptions of Corporate Social Responsibility (CSR), organizational commitment, and employee engagement. The population consisted of 161 employees at PT Jasamarga Transjawa Tol. All of whom were included in the sample through a saturated sampling technique, allowing comprehensive data coverage. Three variables were analyzed in the model: perceived CSR (independent variable) measured by 9 item of indicators adopted and developed from (Latif et al., 2022), organizational commitment (mediating variable) measured by 9 item of indicators adopted and developed from (Sina et al., 2025), and employee engagement (dependent variable) measured by 9 item of indicators adopted and developed from (Shrotryia & Dhanda, 2019). For instrument development, the items adopted from previous studies were adapted to fit the specific Indonesian infrastructure context and the cultural nuances of PT Jasamarga Transjawa Tol's employees. This adaptation involved minor rephrasing to ensure contextual relevance and clarity, while retaining the core meaning of the original constructs. Prior to data collection, the translated and adapted questionnaire was tested with all employees to ensure clarity, comprehensibility, and cultural appropriateness. Data were collected through structured questionnaires based on established indicators and measured using a five-point Likert scale.

Primary data were obtained directly from respondents via questionnaires and complemented by secondary data drawn from academic journals, industry reports, and company documentation. The questionnaire's reliability and validity were tested using Cronbach's Alpha (≥ 0.70), Composite Reliability (≥ 0.70), and Average Variance Extracted (AVE) set at ≥ 0.50 to ensure measurement accuracy (Hair et al., 2020). To analyze the data, the study employed Partial Least Squares Structural Equation Modeling (PLS-SEM) using SmartPLS 4.0. This approach allows for robust analysis even with non-normal data and small sample sizes (Hair & Alamer, 2022). The analysis involved evaluating the outer model (to assess indicator reliability and construct validity) and the inner model (to examine hypothesized relationships between constructs). Structural model assessment included R-square, path coefficients, and effect size (f^2). The mediation effect of organizational commitment was tested through bootstrapping procedures, providing statistical evidence for the indirect influence of CSR perception on employee engagement.

FINDINGS AND DISCUSSION

Demographic Profile of the Respondents

Table 1. Respondent Description

Characteristic	Category	Frequency (n)	Percentage (%)
Gender	Male	131	81.37%
	Female	30	18.63%
Age	< 25 years	6	3.73%
	25–30 years	30	18.63%
	31–35 years	42	26.09%
	36–40 years	34	21.12%
	> 40 years	49	30.43%

Work Tenure	< 1 year	0	0.00%
	1–3 years	30	18.63%
	4–6 years	45	27.95%
	7–10 years	44	27.33%
	> 10 years	42	26.09%

Table 1 presents the demographic profile of the respondents, comprising 161 employees of PT Jasamarga Transjawa Tol. The majority of participants were male (81.37%), while female employees accounted for 18.63% of the total. In terms of age distribution, the most significant proportion of respondents was over 40 years old (30.43%), followed by those aged 31–35 years (26.09%), 36–40 years (21.12%), 25–30 years (18.63%), and below 25 years (3.73%). Regarding work tenure, none of the respondents had been employed for less than one year. The most common length of service was 4–6 years (27.95%), followed closely by 7–10 years (27.33%) and more than 10 years (26.09%), while 18.63% had worked for 1–3 years. These demographic characteristics provide a comprehensive overview of the respondent distribution, ensuring the validity and reliability of subsequent analyses.

Descriptive Analysis of Variables

Table 2. Variables Descriptive Analysis Results

Variables	Indicators	Mean	Status
Employee-Perceived Corporate Social Responsibility (EP-CSR) (X)	EP-CSR1.1	3.59	High
	EP-CSR1.2	3.86	High
	EP-CSR1.3	3.61	High
	EP-CSR2.1	4.07	High
	EP-CSR2.2	3.84	High
	EP-CSR2.3	3.9	High
	EP-CSR3.1	4.16	High
	EP-CSR3.2	3.88	High
	EP-CSR3.3	4	High
Average Mean EP-CSR		3.88	High
Organizational Commitment (OC) (Z)	OC1.1	4.09	High
	OC1.2	3.86	High
	OC1.3	3.47	High
	OC2.1	3.74	High
	OC2.2	4.16	High
	OC2.3	3.74	High
	OC3.1	3.83	High
	OC3.2	4.12	High
	OC3.3	3.67	High
Average Mean OC		3.85	High

Work Engagement (WE) (Y)	WE1.1	3.99	High
	WE1.2	3.57	High
	WE1.3	3.78	High
	WE2.1	3.92	High
	WE2.2	3.7	High
	WE2.3	3.53	High
	WE3.1	3.88	High
	WE3.2	3.57	High
	WE3.3	4.19	High
Average Mean WE		3.79	High

The descriptive analysis results presented in Table 2 indicate that employees at PT Jasamarga Transjawa Tol generally reported high perceptions across all measured variables. The mean scores for the Employee-Perceived Corporate Social Responsibility (EP-CSR) indicators ranged from 3.59 to 4.16, with an overall average of 3.88, suggesting a consistently high level of perceived CSR across different dimensions. Similarly, Organizational Commitment (OC) indicators scored between 3.47 and 4.16, yielding an average of 3.85, which reflects a strong emotional and attitudinal attachment of employees to the organization. The Work Engagement (WE) variable also demonstrated high scores across its indicators, ranging from 3.53 to 4.19, with a mean value of 3.79, indicating that employees generally exhibit high levels of vigor, dedication, and absorption in their work. The consistently high mean values across all indicators and variables suggest a favorable internal climate where CSR initiatives, organizational commitment, and employee engagement are perceived positively and mutually reinforcing—providing a robust foundation for further inferential analysis.

Outer Model

Reliability Test Results

Table 3. Reliability Test Results

Variables	Loading	Cronbach's Alpha	Composite Reliability	Status
Employee-Perceived Corporate Social Responsibility (EP-CSR) (X)		0.902	0.920	Reliable
EP-CSR1.1	0.776			Reliable
EP-CSR1.2	0.768			Reliable
EP-CSR1.3	0.716			Reliable
EP-CSR2.1	0.779			Reliable
EP-CSR2.2	0.770			Reliable
EP-CSR2.3	0.707			Reliable
EP-CSR3.1	0.746			Reliable
EP-CSR3.2	0.732			Reliable
EP-CSR3.3	0.743			Reliable
Organizational Commitment (OC) (Z)		0.900	0.918	Reliable

OC1.1	0.714	Reliable		
OC1.2	0.710	Reliable		
OC1.3	0.755	Reliable		
OC2.1	0.738	Reliable		
OC2.2	0.707	Reliable		
OC2.3	0.806	Reliable		
OC.31	0.742	Reliable		
OC3.2	0.783	Reliable		
OC3.3	0.743	Reliable		
Work Engagement (WE) (Y)	0.914	0.929	Reliable	
WE1.1	0.717	Reliable		
WE1.2	0.789	Reliable		
Variables	Loading	Cronbach'a Alpha	Composite Reliability	Status
WE1.3	0.740			Reliable
WE2.1	0.842			Reliable
WE2.2	0.778			Reliable
WE2.3	0.826			Reliable
WE3.1	0.741			Reliable
WE3.2	0.733			Reliable
WE3.3	0.762			Reliable

Source: SmartPLS 3.3.3 Data Processing

The findings of the reliability assessment, as outlined in Table 3, confirm that all constructs and their corresponding indicators exhibit robust internal consistency, thereby affirming their reliability. Notably, the constructs of EP-CSR (CSR), OC, and WE demonstrate elevated Cronbach's Alpha coefficients (0.902, 0.900, and 0.914, respectively) alongside high Composite Reliability values (0.920, 0.918, and 0.929, respectively), all surpassing the commonly accepted threshold of 0.70 (Hair et al., 2021a; Taber, 2018). Furthermore, the standardized factor loadings of the individual indicators range between 0.707 and 0.842, each exceeding the recommended minimum of 0.70, thereby indicating strong indicator reliability (Lin & Hsu, 2022). These results collectively validate that the measurement model exhibits adequate reliability and is thus appropriate for subsequent structural equation modeling to test the proposed theoretical relationships.

Validity Test Results

Table 4. Convergent Validity Test Results

Variables	AVE	Status
EP-CSR	0.561	Valid
OC	0.555	Valid
WE	0.594	Valid

Source: SmartPLS 3.3.3 Data Processing

Table 4 illustrates the results of the convergent validity assessment, relying on Average Variance Extracted (AVE) figures computed for each latent construct. The AVE scores derived for constructs EP-CSR (0.561), OC (0.555), and WE (0.594) surpass the minimum threshold value of “0.50” recommended by [Cheung et al. \(2024\)](#) and [Dash and Paul \(2021\)](#). This finding demonstrates that each construct captures over 50% of the variance associated with its corresponding indicators. Accordingly, these results offer empirical evidence supporting the adequacy of the convergent validity across all examined latent variables.

Table 5. Fornell-Lacker Criteria (Discriminant Validity)

	EP-CSR	WE	OC
EP-CSR	0.749		
OC	0.598	0.745	
WE	0.568	0.596	0.771

Source: SmartPLS 3.3.3 Data Processing

The assessment of discriminant validity in Table 5 adheres to the Fornell–Larcker criterion, which stipulates that the square root of each construct’s Average Variance Extracted (AVE) should exceed its correlations with other constructs. The diagonal values — EP-CSR (0.749), OC (0.745), and WE (0.771) — represent the square roots of the AVEs for each construct and are shown to be higher than their respective inter-construct correlation values. This indicates that each construct is more closely related to its measurement items than to those of other constructs. For example, the AVE square root for EP-CSR (0.749) surpasses its correlations with OC (0.598) and WE (0.568). This consistent trend across all constructs provides evidence of adequate discriminant validity. Consequently, the analysis confirms that each construct shares greater variance with its associated indicators than with unrelated constructs, thus meeting the Fornell–Larcker threshold ([Dash & Paul, 2021](#)).

Inner Model

Structural Model Analysis Results

Table 6. Results of R^2 and F^2 Tests

Dependent Variable	R^2	F^2 by EP-CSR	F^2 by OC	F^2 by WE
OC	0.358	0.558		
Y	0.425	0.121	0.178	

Source: SmartPLS 3.3.3 Data Processing

The findings summarized in Table 6 highlight the predictive capacity and effect magnitude of the exogenous variables on the endogenous constructs, as assessed through the R^2 and F^2 statistics. The coefficient of determination (R^2) for the mediating variable (OC) is reported at 0.358, implying that approximately 35.8% of the variability in Z is accounted for by variable EP-CSR. Additionally, the R^2 value for the outcome variable (WE) stands at 0.425, indicating that the combined influence of EP-CSR and OC explains 42.5% of the variance in WE. These results reflect a model with moderate explanatory strength, aligning with the classification thresholds proposed by [\(Hair et al., 2021b\)](#), which define R^2 values of 0.25, 0.50, and 0.75 as indicative of weak, moderate, and substantial levels of explanatory power, respectively.

Furthermore, the F^2 values offer insight into the effect size of each exogenous construct on the endogenous variables. The F^2 of 0.558 from EP-CSR to OC signifies a large effect size, emphasizing the substantial contribution of X in explaining variations in OC. Regarding the

dependent variable WE, the F^2 values of 0.121 from EP-CSR and 0.178 from OC suggest small to medium effect sizes, respectively, based on the guidelines proposed by [Fey et al. \(2023\)](#). These findings highlight that while EP-CSR exerts a moderate direct effect on WE, the indirect pathway through OC also contributes meaningfully to the variance in WE, thereby supporting the potential mediating role of OC in the structural model.

Path Coefficients Results

Table 7. Path Coefficients Test Results

Path	Original Sample (β)	T-Statistics	P-Value	Status
EP-CSR -> OC	0.598	6.047	0.000	Accepted
EP-CSR -> Y	0.329	4.676	0.000	Accepted
OC -> Y	0.399	6.586	0.000	Accepted
EP-CSR -> OC -> Y	0.239	3.835	0.000	Accepted

Source: SmartPLS 3.3.3 Data Processing

According to the path coefficients outlined in Table 7, the influence of EP-CSR and OC is statistically significant, with a coefficient value of 0.598, a t-statistic of 6.047, and a p-value of 0.000. This outcome signifies a robust and direct influence of employees' perceptions of CSR on their level of commitment to the organization. These empirical findings reinforce the argument that favorable employee perceptions of corporate social initiatives are positively associated with heightened organizational commitment. Consistent with earlier empirical studies ([He & Sutunyararak, 2024](#); [Kim et al., 2018](#)), this result also aligns theoretically with the view that CSR enhances employees' psychological connection to their organization ([Kim et al., 2018](#)). From the lens of Social Exchange Theory (SET), when employees perceive that their organization actively invests in societal well-being through CSR ([Kanwal et al., 2024](#)), they view this as a form of organizational support and care. This perception triggers a felt obligation to reciprocate, fostering a stronger sense of loyalty and emotional attachment—manifesting as increased organizational commitment.

Additionally, the analysis reveals a statistically significant direct influence of EP-CSR on WE, as demonstrated by a path coefficient of 0.329, a t-value of 4.676, and a p-value of 0.000. Although the effect size is relatively smaller compared to the association between EP-CSR and OC, the positive coefficient suggests that favorable perceptions of EP-CSR are associated with higher levels of WE among employees. This finding is consistent with prior empirical evidence ([Cunha et al., 2022](#); [Farid et al., 2019](#)) and indicates that positive EP-CSR perceptions may strengthen employees' perception of meaningfulness in their professional roles and deepen their emotional connection to the organization. The confirmation of Hypotheses 1 and 2 reinforces the theoretical assertion that EP-CSR initiatives facilitate both the enhancement of WE and the cultivation of OC ([Bui et al., 2024](#)). This direct link suggests that, beyond fostering commitment, positive CSR perceptions can also directly enhance engagement by making employees feel proud of their organization and more connected to its broader purpose ([Schaefer et al., 2024](#)).

Furthermore, the statistical results confirm a significant influence of OC and WE, with a coefficient value of 0.399, a t-value of 6.586, and a p-value of 0.000. These outcomes support the proposition that OC serves as a crucial determinant of WE, aligning with previous research ([Arulsenthilkumar & Punitha, 2024](#); [Otoo & Rather, 2024](#)). Both variables have long been central to the discourse in human resource development research ([Kim et al., 2017](#)). [Jena et al. \(2017\)](#) emphasize that a strong OC is critical in fostering higher levels of WE. Such commitment serves as

an intrinsic motivational force that drives employees to invest discretionary effort, maintain organizational loyalty, and actively participate in realizing corporate objectives (Melisani et al., 2024). From a practical perspective, this highlights the strategic necessity of cultivating OC as a foundation for promoting engagement and enhancing organizational performance (Suryani, 2018). However, it is important to acknowledge that not all prior findings are consistent with this result. For instance, Satata (2020) found that organizational commitment did not significantly influence work engagement. This contradiction may be attributed to contextual differences, particularly in terms of industry characteristics and job nature. Satata's (2020) study was conducted in the field of information technology development with a relatively small and specialized sample ($N = 32$). In contrast, the current study focuses on employees in the public infrastructure sector with a relatively greater sample ($N = 161$). Nevertheless, the current study's results appear to be in alignment with the broader literature, reinforcing the relevance of OC as a predictor of WE in the Indonesian infrastructure sector.

The findings further demonstrate a statistically significant indirect pathway from EP-CSR to WE via OC, as reflected in a coefficient value of 0.239, a t-statistic of 3.835, and a p-value of 0.000. This suggests that OC functions as an intervening mechanism within the influence of EP-CSR and WE. Consequently, the indirect effect (0.239) accounts for a substantial portion of the total effect, although it is smaller than the direct effect of EP-CSR on OC (0.598) and the direct effect of OC on WE (0.399). This indicates that while CSR can directly influence engagement, a significant part of its influence is indeed channeled through the emotional and psychological bond employees form with the organization. This evidence supports the theoretical proposition that OC serves as a key psychological mechanism that connects ethical perceptions of the organization to positive behavioral outcomes among employees (Gašić et al., 2024). In line with SET, employees who feel valued by their organization's CSR efforts develop a sense of commitment, and this commitment then serves as the psychological conduit through which they are motivated to contribute more actively and enthusiastically to their work (Espinosa-Jaramillo, 2024).

Taken together, all examined structural paths demonstrate strong statistical significance, with p-values below 0.05 and t-statistics exceeding the threshold of 1.96, thereby lending robust empirical support to the proposed hypotheses. These results not only validate the conceptual model integrating EP-CSR, OC, and WE but also make a meaningful contribution to the organizational behavior literature by clarifying the cognitive and emotional channels through which CSR shapes how employees think and behave within the organization. Specifically, these channels include the enhancement of employees' sense of perceived organizational support and identification with organizational values (cognitive channels), which then foster emotional bonds like organizational commitment. This commitment, in turn, drives reciprocal behaviors such as increased effort, enthusiasm, and dedication (emotional and behavioral channels) that constitute work engagement. From a managerial standpoint, these findings underscore the critical role of cultivating constructive employee views regarding CSR practices to build long-term organizational commitment and enhance engagement.

CONCLUSIONS

This research offers empirical validation of the pivotal influence exerted by employees' perceptions of corporate social responsibility (CSR) on enhancing both organizational commitment and work engagement. Structural equation modeling analysis confirms that employees' positive perceptions of CSR significantly and directly strengthen their commitment to the organization, while also moderately enhancing their engagement at work. Furthermore, organizational commitment is identified as a key determinant of employee engagement and

serves a partial mediating role in the connection between CSR perceptions and engagement outcomes. These outcomes reinforce the theoretical proposition that organizational commitment serves as a fundamental pathway by which ethical and socially responsible organizational practices foster heightened levels of employee engagement. From a practical standpoint, organizations—particularly HR professionals and CSR managers—are advised to design CSR initiatives that are employee-centered, transparent, and value-driven. Strengthening internal communication and actively involving employees in CSR programs can serve as actionable strategies to enhance both commitment and engagement.

LIMITATION & FURTHER RESEARCH

Despite offering valuable insights, this study presents certain limitations. Primarily, the adoption of a cross-sectional research approach limits the ability to infer causal relationships among the studied variables, as data collection was conducted only once at a particular moment. Furthermore, the reliance on self-reported responses from employees within a single organization—PT Jasamarga Transjawa Tol—could limit the generalizability of the results to other organizational environments or cultural settings. The study's exclusive emphasis on perceived corporate social responsibility (CSR), organizational commitment, and employee engagement also potentially neglects other significant intervening or influencing factors.

Future investigations should consider incorporating additional variables such as leadership style, organizational trust, or psychological empowerment to provide a more comprehensive understanding of the mechanisms linking CSR and work engagement. Adopting longitudinal or experimental designs is strongly encouraged, as these approaches can address the current limitation regarding causality by tracking changes over time or through controlled interventions. Conducting similar studies in varied industrial sectors and geographical locations is also recommended to allow comparative insights across sectors or cultures, aligning with the global and applied scope of this journal.

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