

ABSTRAK

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HOW SUBSTANTIVE CORPORATE SOCIAL RESPONSIBILITY ATTRIBUTIONS PROMOTE EMPLOYEE ENGAGEMENT: A TRIPLE MEDIATION MODEL CASE STUDY AT PT XYZ TELEKOMUNIKASI

(xvi + 113 halaman: 6 gambar; 18 tabel; 4 lampiran)

Persaingan yang ketat dalam dunia bisnis saat ini mendorong perusahaan untuk meningkatkan kinerja karyawan demi mencapai tujuan organisasi. *Substantive Corporate Social Responsibility (CSR) Attributions* menjadi salah satu pendekatan penting dalam meningkatkan *Work Engagement* karyawan. Oleh karena itu, penelitian ini bertujuan untuk menganalisis pengaruh *Substantive CSR Attributions* terhadap *Work Engagement* melalui tiga model mediasi: *Work Meaningfulness*, *Psychological Safety*, dan *Organization-Based Self-Esteem*. Penelitian ini dilakukan di PT XYZ Telekomunikasi Kantor Pusat Jakarta Selatan. Data dikumpulkan melalui survei yang melibatkan 150 karyawan divisi operasional dengan menyebarkan kuesioner secara online melalui *Google Forms*. Penelitian ini merupakan penelitian kuantitatif, dengan metode pengumpulan data non-probability sampling dengan teknik convenience sampling dan menggunakan skala 5 likert. Metode analisis mencakup statistik deskriptif, pengukuran dan pemodelan struktural menggunakan software SmartPLS 4.0. Hasil penelitian menunjukkan adanya *Substantive CSR Attributions* berpengaruh positif terhadap *Work Engagement* secara langsung melalui tiga model mediasi: *Work Meaningfulness*, *Psychological Safety*, dan *Organization-Based Self-Esteem*. Namun dari temuan ini menunjukkan bahwa *Work Meaningfulness* dan *Organization-Based Self-Esteem* tidak memediasi hubungan antara *Substantive CSR Attributions* dan *Work Engagement*. Temuan ini menekankan pentingnya implementasi *Substantive CSR Attributions* yang tulus dan berorientasi pada karyawan, serta perlunya kebijakan manajerial yang mendukung terciptanya *Psychological Safety* untuk mendorong *Work Engagement* secara optimal.

Referensi: 29 (2015-2025)

Kata kunci: *Corporate Social Responsibility, Psychological Safety, Employee Engagement, Work Engagement, Work Meaningfulness, Organizational-Based Self-Esteem*.

ABSTRACT

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(xvi + 113 pages; 6 figures; 18 tables; 4 appendices)

The growing competition in today's business landscape requires companies to consistently improve employee performance to achieve organizational goals. Substantive Corporate Social Responsibility (CSR) attributions have become an essential approach to strengthening employee engagement. However, the effectiveness of such initiatives often depends on how employees perceive meaning in their work, feel psychologically safe, and develop self-esteem rooted in their organizational identity. Therefore, this study aims to analyze the mediating role of work meaningfulness, psychological safety, and organization-based self-esteem in the relationship between substantive CSR attributions and work engagement.

This research was conducted at the head office of PT XYZ Telekomunikasi, South Jakarta, involving 150 employees from the operations division. Data were collected through an online questionnaire distributed via Google Forms. This is a quantitative study using non-probability sampling with a convenience sampling technique and employing a five-point Likert scale. Data analysis was conducted using descriptive statistics, measurement modeling, and structural equation modeling through SmartPLS 4.0 software.

The results indicate that substantive CSR attributions positively influence work engagement both directly and indirectly through the mediating variables. However, only Psychological Safety was found to significantly mediate this relationship, while Work Meaningfulness and Organization-Based Self-Esteem did not show a significant mediating effect. These findings underline the importance of implementing employee-centered and genuine CSR initiatives, as well as establishing managerial policies that foster psychological safety to effectively boost employee engagement.

Reference: 29 (2015-2025)

Keywords: *Corporate Social Responsibility, Psychological Safety, Employee Engagement, Work Engagement, Work Meaningfulness, Organizational-Based Self-Esteem.*