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The Effect of Internal CSR And Organisational Culture On Employee Well-Being Sustainability, Mediated By Job Satisfaction

Firsania Rizkita, Mahfizatun Nurhayati.
Magister Management Mercu Buana University, Indonesia
Email:*55124010007@student.mercubuana.ac.id;mafizatun.nurhayati@mercubuana.ac.id.*

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ABSTRACT

Purpose – This study aims to analyse and explain the influence of internal Corporate Social Responsibility (CSR) and organisational culture on sustainable employee well-being, with job satisfaction as an intervening variable, amongst employees in the Operations and Risk Management Division of PT Agrinas Pangan Nusantara. **Methodology –** This study employed a quantitative approach using an explanatory research design. The study population comprised 139 employees, with a saturation sampling technique (census) used. Data were collected via an online questionnaire using a 1–5 Likert scale. Data analysis was conducted using Partial Least Squares-based Structural Equation Modelling (SEM-PLS) via the SmartPLS 4.0 software. **Findings –** The research findings indicate that internal CSR and organisational culture have a positive and significant impact on job satisfaction and sustainable employee well-being. Job satisfaction has been shown to act as a mediating variable linking these two independent variables to sustainable employee well-being. Job satisfaction makes the greatest contribution to long-term well-being through the dimension of meaning in work. **Novelty –** This study makes a new contribution by employing the construct of sustainable employee well-being, based on the eudaimonic approach, within the context of a state-owned food enterprise currently undergoing organisational transformation.

INTRODUCTION

Sustainability has increasingly evolved beyond a primary focus on environmental protection and economic performance toward a broader concern with the sustainability of people within organizations. In human resource management, this shift has contributed to the growing interest in sustainable human resource management (sustainable HRM), in which employee well-being is considered an important component of long-term organizational sustainability. Recent research indicates that sustainable HRM has developed rapidly as a field of study, although its concepts, mechanisms, and employee-related outcomes remain fragmented across the literature.

A particularly important trend is the increasing emphasis on employee well-being as a strategic organizational concern rather than merely an individual or short-term outcome. Current workplace discussions increasingly focus on physical and psychological health, psychosocial risks, workload, social support, psychological safety, and employees' ability to remain healthy and productive over time.

The World Health Organization highlights excessive workloads, low job control, job insecurity, discrimination, and poor working environments as important risks to mental health at work. Globally, depression and anxiety are estimated to result in approximately 12 billion lost working days annually, demonstrating that employee well-being has implications not only for employees but also for organizational productivity and sustainability.

This trend is also reflected in the growing academic interest in sustainable HRM and employee well-being. A systematic review of sustainable HRM and well-being found that sustainable HRM is associated with employee well-being, but empirical research remains relatively underdeveloped and more comprehensive models, stronger theoretical connections, and robust research designs are still required. Recent research further emphasizes the need to understand how organizational practices translate into employee well-being through specific psychological mechanisms rather than examining organizational practices and well-being as isolated relationships. Within this broader trend, Internal Corporate Social Responsibility (Internal CSR) has become relevant because it represents organizational practices directed toward employees, including occupational health and safety, employee development, fairness, and work-related support. Likewise, organizational culture shapes employees' daily experiences through organizational values, communication, interpersonal relationships, and managerial practices. These organizational factors may influence not only employees' immediate attitudes toward their jobs but also their capacity to maintain physical, psychological, and social well-being over time.

However, the existing literature still reveals several important research gaps. First, previous studies have frequently examined employee well-being as a short-term outcome, such as happiness, satisfaction, or psychological well-being, whereas Sustainable Employee Well-Being as a long-term and multidimensional outcome remains relatively underexplored. The research gap identified in the present study indicates that previous research has demonstrated positive relationships between Internal CSR, organizational culture, and employee-related outcomes, but relatively few studies have positioned sustainable employee well-being as the principal outcome.

Second, the role of job satisfaction as a mediating mechanism remains insufficiently examined. Previous studies have generally established that job satisfaction is positively associated with employee well-being, but it has often been positioned as an outcome rather than as a mechanism through which organizational practices influence sustainable well-being. Consequently, there is limited empirical evidence explaining whether Internal CSR and organizational culture contribute to sustainable employee well-being through employees' job satisfaction.

Third, previous research has often examined Internal CSR, organizational culture, and job satisfaction separately or through partial relationships. There remains limited empirical evidence testing these variables simultaneously within an integrated structural model, particularly when job satisfaction is positioned as a mediator between organizational factors and sustainable employee well-being.

Fourth, the organizational and contextual gap remains significant. Existing evidence has been more commonly developed in private-sector organizations, while research concerning employee well-being in state-owned enterprises remains comparatively limited. More specifically, research focusing on state-owned food enterprises in developing-country contexts that are undergoing substantial organizational transformation remains scarce.

Finally, there is a policy-to-experience gap. The existence of formal CSR policies and organizational values does not necessarily mean that employees experience those policies consistently in their daily work. Previous research suggests that employees may perceive a difference between formal organizational policies and their actual workplace experiences. This issue is particularly relevant in organizations undergoing major transformation, where formal organizational values and policies must be translated into actual employee experiences.

These gaps are particularly relevant in the context of PT Agrinas Pangan Nusantara, a state-owned enterprise operating in the food sector. The company underwent a major transformation from PT Yodya Karya, which historically operated in engineering consultancy, into PT Agrinas Pangan Nusantara, with a new strategic orientation toward the food sector and national food security. This transformation was formally launched on 14 May 2025 and required adjustments in business processes, organizational structures, work systems, and employee competencies. The Operations and Risk Management Division is particularly relevant because it is directly involved in operational activities and organizational risk management.

The company has implemented various programs intended to support employees, including occupational health and safety, health insurance, medical examinations, sports activities, remuneration systems, incentives, salary increases, training, professional certification, employee surveys, and the implementation of the AKHLAK values as organizational principles. Nevertheless, the existence of these programs does not necessarily indicate that all employees experience their benefits optimally. The preliminary survey conducted in this study found that job satisfaction received the lowest score at 48%, particularly regarding compensation and rewards, while Internal CSR was rated at 69% and organizational culture at 76%. Although the work environment and leadership support were perceived relatively positively, these conditions did not fully translate into employee satisfaction and sustainable well-being.

The preliminary findings also indicate a gap between formal organizational policies and employees' actual experiences. Approximately 50% of respondents perceived inconsistencies in the implementation of organizational values across units and management levels. This suggests that the implementation of AKHLAK values has not yet been experienced consistently by all employees. Overall, the preliminary survey indicates that sustainable employee well-being has not been fully established, particularly because of relatively low job satisfaction, suboptimal perceptions of Internal CSR, and inconsistent organizational culture.
These conditions create both theoretical and practical research problems. Theoretically, it remains unclear how Internal CSR and organizational culture contribute to sustainable employee well-being and whether job satisfaction functions as the psychological mechanism connecting these organizational factors to long-term employee well-being. The study therefore addresses the need for an integrated model that explains both the direct effects of Internal CSR and organizational culture and their indirect effects through job satisfaction.

Practically, the problem concerns the discrepancy between organizational policies and employees' experiences. Although PT Agrinas Pangan Nusantara has implemented various employee-oriented programs and adopted the AKHLAK values, preliminary evidence suggests that these practices have not been experienced consistently by all employees. The company therefore needs empirical evidence to determine whether its Internal CSR practices and organizational culture are actually associated with job satisfaction and sustainable employee well-being, particularly during the organizational transformation process. This problem is consistent with the broader recognition that psychosocial working conditions, organizational culture, workload, career development, and workplace support are important determinants of employee well-being.

Accordingly, this study aims to analyse and explain the effects of Internal Corporate Social Responsibility and organizational culture on Sustainable Employee Well-Being, both directly and indirectly through job satisfaction, among employees in the Operations and Risk Management Division of PT Agrinas Pangan Nusantara. Specifically, the study examines: (1) the effect of Internal CSR on job satisfaction; (2) the effect of organizational culture on job satisfaction; (3) the effect of Internal CSR on Sustainable Employee Well-Being; (4) the effect of organizational culture on Sustainable Employee Well-Being; (5) the effect of job satisfaction on Sustainable Employee Well-Being; and (6) the mediating role of job satisfaction in the relationships between Internal CSR and organizational culture and Sustainable Employee Well-Being. These objectives are consistent with the research objectives formulated in the thesis.

The novelty of this study lies in the integration of Internal CSR, organizational culture, job satisfaction, and Sustainable Employee Well-Being into a single empirical model. Rather than treating job satisfaction merely as an organizational outcome, this study positions it as an intervening mechanism that explains how organizational practices and cultural conditions are translated into sustainable employee well-being. This approach extends the discussion of employee well-being from short-term satisfaction toward a more sustainable, multidimensional understanding of employee health, psychological security, social support, workload sustainability, and meaningful work.

Furthermore, the study contributes contextual novelty by examining this integrated relationship within a state-owned food enterprise undergoing organizational transformation, a context that remains relatively underrepresented in the existing literature. The use of a eudaimonic perspective also emphasizes that sustainable employee well-being involves not only feeling happy at work but also the ability to develop, find meaning in work, remain psychologically and physically healthy, and sustain positive functioning over time.
Therefore, this study contributes theoretically by extending the sustainable HRM perspective through an integrated model of Internal CSR, organizational culture, job satisfaction, and Sustainable Employee Well-Being. Practically, the findings are expected to provide evidence for PT Agrinas Pangan Nusantara and other state-owned enterprises in developing human resource policies that align organizational transformation with employee well-being and the internalization of AKHLAK values.

LITERATURE REVIEW

The research about employee wellbeing has changed from looking at short moments of happiness to a bigger idea called sustainability. This idea includes being physically healthy mentally stable and socially balanced. Earlier studies by Suwatno and Priansa in 2020 and by Putri and Wulansari in 2021 showed that some things about a company are linked to employee wellbeing.. This link was only studied for a short time. This study uses Social Exchange Theory as its way to understand things. This theory explains how companies and people influence each other. The idea of Internal CSR means a company cares about safety, growth and fairness. Organisational culture is shown through the AKHLAK BUMN values. Sustainable Employee Well-Being comes from the ideas of Pfeffer in 2018 and, from Grant and others. These ideas focus on long-term health. Being able to change when needed.

GRAND THEORY : Social Exchange Theory

This study is grounded in Social Exchange Theory (SET), which explains that relationships between employees and organizations develop through reciprocal exchanges. When organizations provide valuable resources, fair treatment, support, and favorable working conditions, employees are more likely to respond with positive attitudes and behaviors. Within this framework, Internal CSR and organizational culture can be understood as organizational resources provided to employees, while job satisfaction represents an important psychological response to those organizational conditions. This positive response may subsequently contribute to sustainable employee well-being.
The relationships among the variables are therefore conceptualized as follows. Internal CSR and organizational culture represent organizational conditions that can directly contribute to Sustainable Employee Well-Being. At the same time, these organizational conditions may improve employees' job satisfaction, which subsequently strengthens their well-being. This positioning makes job satisfaction an important mediating mechanism rather than merely an outcome of organizational practices.

Internal CSR (X1)

Internal Corporate Social Responsibility (Internal CSR) refers to organizational policies and practices directed toward employees as internal stakeholders. Unlike external CSR, which primarily addresses society and other external stakeholders, Internal CSR focuses on employee-related responsibilities, including safe working conditions, employee development, fairness, and work-life support. Research has increasingly linked Internal CSR with employee well-being and other positive employee outcomes. Ramdhan et al. (2022), for example, found that Internal CSR can function as an important work and personal resource that supports employee well-being and work performance. More recent evidence also indicates that Internal CSR can influence employee well-being through organizational and psychological mechanisms, suggesting that employee-oriented CSR should be viewed as part of strategic human resource management. In this study, Internal CSR is operationalized through four dimensions: occupational health and safety, training and development, fairness and ethical treatment, and work-life balance. These dimensions reflect the extent to which the organization protects employees, supports their development, treats them fairly, and facilitates sustainable working conditions. The focus is consistent with international research showing that employee-related CSR is closely connected with job satisfaction and well-being.

Organisational Culture (X2)

Organizational culture refers to the shared values, norms, beliefs, and practices that shape how employees understand and perform their work. Culture influences employees' perceptions of their working environment, interpersonal relationships, organizational support, and expected behaviors. International research demonstrates that organizational culture is relevant to employee well-being because supportive cultural conditions can create psychological security, stronger interpersonal relationships, and more positive work experiences. For example, a longitudinal study in Japan found that organizational cultures emphasizing interpersonal harmony were positively associated with employee well-being. Similarly, research in educational organizations found a significant relationship between organizational culture and organizational well-being. Following the organizational culture framework adopted in this study, culture is represented by four dimensions: process-oriented versus results-oriented, employee-oriented versus job-oriented, open system versus closed system, and loose versus tight control. These dimensions capture whether an organization emphasizes procedures or outcomes, employee welfare or task completion, openness or restriction, and flexibility or control. In the context of PT Agrinas Pangan Nusantara, these dimensions are also relevant to understanding how organizational values, including the AKHLAK values, are experienced in employees' daily work.

Job Statisfaction (Z)

Job satisfaction refers to employees' overall positive or negative evaluation of their jobs and work experiences. It reflects how employees perceive and evaluate different aspects of their work rather than simply whether they like their jobs. International research indicates that job satisfaction is associated with important work-related conditions, including compensation, supervision, working conditions, and opportunities for professional development. In this study, job satisfaction consists of four dimensions: compensation, supervision, the work itself, and career growth. These dimensions represent both extrinsic and intrinsic aspects of employees' evaluations of their work. Compensation reflects perceived fairness of rewards, supervision concerns the quality of guidance and support from supervisors, the work itself reflects employees' experiences with their tasks, and career growth reflects opportunities for development and advancement. Recent international evidence also shows that career advancement and supervisor support are significant factors associated with job satisfaction.

Sustainable Employee Well Being (Y)

Sustainable Employee Well-Being refers to employees' capacity to maintain positive physical, psychological, and social functioning over time while continuing to perform their work. This concept goes beyond temporary happiness or immediate job satisfaction by emphasizing the sustainability of employees' well-being throughout their working lives. Recent research increasingly conceptualizes sustainable workplace well-being as multidimensional, incorporating physical health, psychological functioning, social relationships, meaningful work, and supportive working conditions. In this study, Sustainable Employee Well-Being is measured through four dimensions: physical and psychological health, sustainable workload, social support in the workplace, and safety and psychological security. These dimensions reflect whether employees can maintain their health, manage work demands sustainably, receive adequate interpersonal support, and experience a safe and psychologically secure working environment. The eudaimonic perspective adopted in this study further emphasizes that well-being involves not only feeling good but also experiencing meaning, personal development, and positive functioning through work. Recent research on sustainable well-being similarly highlights the importance of maintaining well-being across employees' careers rather than focusing solely on short-term positive feelings.

HYPOTHESIS DEVELOPMENT

H1: Internal CSR has a positive and significant effect on Sustainable Employee Well-Being.
When we look at Social Exchange Theory, the internal policies that companies have for social responsibility are seen as something really valuable for the people who work there. These policies are like an investment in the employees. They make the employees want to give back. This is because the employees feel like the company is taking care of them so they want to do their best for the company.
From the point of view of the people in charge of managing the employees having policies like keeping everyone safe at work teaching them things and being fair to everyone is really important. These policies help make sure that the employees are doing well in the run.
So when employees feel like their company is really supporting them with social responsibility they can handle the stresses of work better. They are more able to deal with the ups and downs of their job. Some researchers, like Ramdhani & Yusuf and Ma & Latif have studied this. Found that when companies have programs that focus on helping their employees it really improves the employees mental health and well-being, in a way that lasts.

H2: Organisational Culture has a positive and significant impact on Sustainable Employee Well-Being.
According to Social Exchange Theory, a supportive organisational culture provides a healthy social environment, to which employees respond by improving the quality of their working lives. From an HRM perspective, organisational culture (such as the AKHLAK values in state-owned enterprises) is the primary foundation for creating a psychologically safe working climate and supporting a profound sense of meaning in work (eudaimonic). Thus, a working environment grounded in strong values helps employees remain resilient and well in the long term. Studies by Hidayat (2023) and Sari & Nugroho (2022) demonstrate that a positive organisational culture contributes directly to the achievement of employee well-being.

H3: Internal CSR has a positive and significant effect on Job Satisfaction.
When a company takes care of its employees it is like making a promise to them. This promise is about things like paying them and helping them with their careers. Social Exchange Theory says that when a company does this it makes employees happy and they like their jobs.
From the point of view of people who manage employees doing things for them like helping them balance work and life and teaching them new skills makes them like their jobs even more. When employees feel like the company is helping them they are usually happier with their jobs.
Some people, like Kurniawan and Hartati and Kim and Lee did research on this. They found out that when companies are good to their employees the employees are happier, with their jobs. The more a company does for its employees the happier they are. This is what Kurniawan and Hartati found out in 2023 and Kim and Lee found out in 2020.

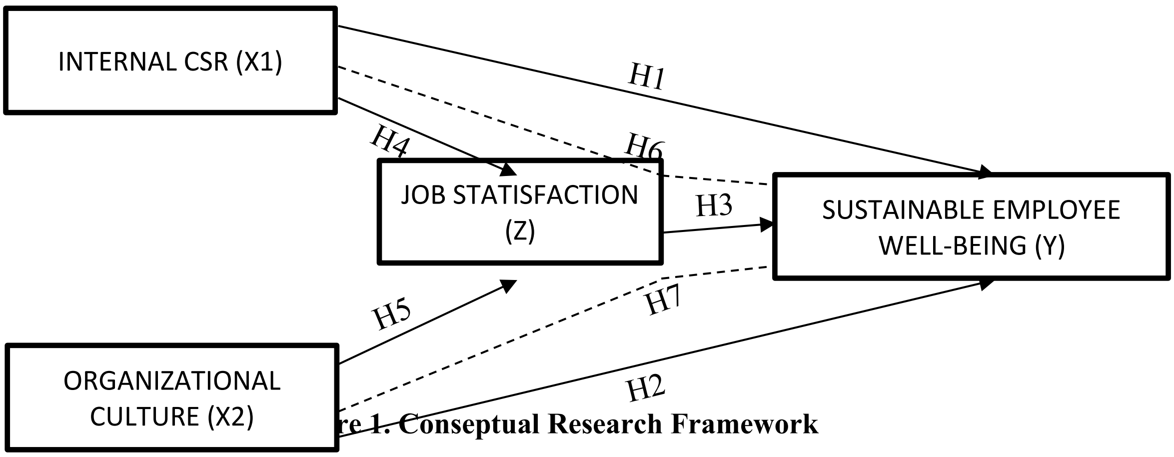
H4: Organisational Culture has a positive and significant effect on Job Satisfaction.
When the values of a company match the values of the people who work there it makes for an comfortable work place. This is because people feel good when they are working in a place that believes in the things they do. From the point of view of the people in charge of hiring and managing staff a

strong company culture gives employees a sense of who they're what they should be doing which makes their job easier and makes them happier. When employees really believe in the values of the company they feel like they are important. Some researchers, Lestari and Hadi found out in 2021 that when a company has a culture the people who work there are much happier with their jobs. A good company culture is really important for making employees happy and satisfied with their work. The Social Exchange Theory says that when companies and employees have the values it is good, for everyone.

H5: Job Satisfaction has a positive and significant effect on Sustainable Employee Well-Being.
So the Social Exchange Theory says that people are satisfied with their jobs when they feel like they are getting what they need from their work. This feeling is what gives people the energy to keep going and deal with situations. For people in charge of managing employees making sure people are happy with their jobs is not a nice thing to do it is necessary to keep people healthy and strong both physically and mentally. When people like their jobs they can handle the stress that comes with working. They can keep doing their jobs well for a long time. Some researchers, like Santos and Goncalves in 2022 and Ferreira and others, in 2020 have found that job satisfaction is really important for people to be okay and do well at their jobs. Job satisfaction is what helps employees stay happy and healthy. That is why job satisfaction is so important.

H6: Job Satisfaction mediates the effect of internal CSR on Sustainable Employee Well-Being.
Within the context of Social Exchange Theory, job satisfaction acts as a psychological transmission mechanism that validates that the benefits of CSR support are genuinely felt before they are transformed into stable well-being. From an HRM perspective, job satisfaction is positioned as a 'bridge' that transforms the company's formal policies regarding employee well-being into a tangible sense of personal well-being. Thus, internal CSR programmes will achieve maximum results in terms of long-term well-being if they are able to foster job satisfaction first. This finding is supported by Suwatno & Priansa (2020), who demonstrated the mediating role of job satisfaction in the relationship between organisational practices and well-being.

H7: Job Satisfaction mediates the effect of Organisational Culture on Sustainable Employee Well-Being.
A good company culture is really important. It gives people things they need that're not money like feeling safe and supported. When people get these things they are happy. It helps them feel stable in their bodies and minds. The people in charge of hiring and taking care of employees think that being happy at work is a part of how company values make people strong and happy. So a good company culture needs people to be happy at work to really make them feel good and stable. Some researchers, like Akter and Rahman in 2021 and Pratama and Widodo in 2023 found out that being happy, at work is a part of how the work environment affects peoples overall wellbeing.



re 1. Conseptual Research Framework

METHOD

Research Design and Population

This study uses an approach to test ideas within a specific group of people by collecting structured data. The goal is to understand how things are related and why. This research is designed to figure out how the companys internal policies on Corporate Social Responsibility and the company culture affect the well-being of employees in a way. It looks at this connection directly and also through how it affects job satisfaction.

The people in this study are all the employees, in the Operations and Risk Management Division of PT Agrinas Pangan Nusantara, which is 139 people. To get an understanding the study included every single one of these employees. This was done to get an accurate picture of what is going on with the employees especially since there are not that many of them.

Measurement and Instrumentation

Primary data was collected via a survey using a closed-ended questionnaire designed on the basis of dimensions and indicators drawn from established literature. Variables were measured using a 1–5 Likert scale, ranging from 'Strongly Disagree' (score 1) to 'Strongly Agree' (score 5). The questionnaires were distributed online via the Google Forms platform and in hard copy between October 2025 and April 2026. In addition to primary data, this study also utilised secondary data sourced from the company's 2023 annual report, internal HR policies, and relevant academic literature to strengthen the interpretation of the results.

Primary data were collected using a self-administered structured questionnaire. The measurement instruments for all four latent variables were adapted from validated scales in established human resources and organizational behavior literature, specifically: (1) **Internal Corporate Social Responsibility** (X1, 10 indicators: occupational safety and health, training and development, justice and ethical treatment, and work-life balance) adapted from **Turker (2009)**; (2) **Organizational Culture** (X2, 10 indicators: process vs. results orientation, employee orientation, open systems, and control levels) adapted from **Hofstede et al. (1990)**; (3) **Job Satisfaction** (Z, 10 indicators: satisfaction with compensation, supervision, the work itself, and career growth) adapted from the conceptual framework of **Kreitner and Kinicki (2001)** and **Locke (1976)**; and (4) **Sustainable Employee Well-Being** (Y, 10 indicators: physical and psychological health, sustainable workload, social support, and safety/psychological security) adapted from **Grant et al. (2007)**, **Christianson and Price (2007)**, and **Warr and Nielsen (2021)**. All questionnaire items were evaluated using a standard **5-point Likert scale**, ranging from 1 (Strongly Disagree) to 5 (Strongly Agree).

Table 2. Operationalization Of Research Variable.

Variable	Theorectical Basis	Measurement Dimentions	Scale
Internal CSR (X1)	Internal CSR (X1) Turker (2009)	Health and Safety at Work, Training and Development, Fairness and Ethical Treatment, Work Life Balance.	5 – Point Likert
Organizational Culture (X2)	Budaya Organisasi (X2) Hofstede et al (1990)	Process Oriented vs Results Oriented,Employee Oriented, Open System, Loose vs Tight Control.	5 – Point Likert
Job Satisfaction (Z)	Kepuasan Kerja (Z) Locke,E.A (1976)	Compensation, Supervisor, Work it Self, Career Growth.	5 – Point Likert
Sustainable Employee Well-Being (Y)	Sustainable Employee Well Being (Y) Grant el al (2021)	Physical and Psychological Health,Sustained Workload, Social Support In The	5 – Point Likert

	Workplace ,Safety And Psychological Security.	

Source : Processed Research Data (2026)

Data Analysis Method

Data analysis was performed using Structural Equation Modeling-Partial Least Squares (SEM-PLS) through SmartPLS 4.0 software. The PLS-SEM approach is highly suitable for this study as it effectively handles complex path models with multiple simultaneous direct and indirect mediation relationships, without requiring strict normal distribution assumptions for small-to-medium sample sizes. The empirical evaluation follows a rigorous two-step process: (1) evaluation of the measurement model (outer model) to establish indicator reliability, internal consistency, convergent validity (using factor loadings and AVE), and discriminant validity (using Fornell-Larcker Criterion and HTMT ratios); and (2) evaluation of the structural model (inner model) using R-Square, Q-Square, and path analysis. Significance testing for all hypothesized direct and mediating paths was conducted using the bootstrap resampling procedure with 5,000 resamples.

RESULT AND CONCLUSION

Respondent Characteristics

Prior to conducting structural modeling, a descriptive profile of the 139 valid respondents was completed. Demographic characteristics revealed a diverse and professional workforce within the Operations and Risk Management Division at PT Agrinas Pangan Nusantara. In terms of gender distribution, female employees represented the majority of the sample, accounting for 64% (89 respondents), while male employees accounted for 36% (50 respondents).

Regarding age distribution, the workforce is notably young and productive: 15.8% of respondents are under 25 years old, a significant majority of 65.5% (91 respondents) are in the 26–35 age range, 15.1% are 36–45 years old, and a small minority of 3.6% are aged 46 and above. In terms of tenure, 7.2% of staff have been employed for less than 1 year, 33.1% (46 respondents) for 1–3 years, 25.9% for 4–6 years, 14.4% for 7–9 years, and 19.4% have been employed at the company for more than 10 years.
The combination of a dynamic young workforce and a significant percentage of senior employees indicates that the staff possesses a comprehensive understanding of the company's operational, structural, and cultural dynamics during its period of organizational transformation, making their feedback highly reliable for human resources assessments.

Measurement Model (Outer Model) Evaluation

To establish reliability and validity, the measurement model was evaluated. Construct reliability is confirmed when both Cronbach's Alpha and Composite Reliability (CR) values exceed 0.70. Convergent validity is satisfied when individual indicator outer loadings are greater than or equal to 0.70, and the Average Variance Extracted (AVE) for each construct exceeds 0.50. The restructured measurement metrics are divided into Table 3 (Indicator Loadings) and Table 4 (Reliability & Validity Summary) below:

Table 3. Summarizes the outer model quality metrics.

Variable	Indicator	Outer Loading	Cronbach 's Alpha	Composite Reliability	AVE
Internal CSR (X1)	X1.01	0.788	**0.945**	**0.947**	**0.670**
	X1.02	0.822			
	X1.03	0.803			

	X1.04	0.834			
	X1.05	0.843			
	X1.06	0.824			
	X1.07	0.815			
	X1.08	0.802			
	X1.09	0.829			
	X1.10	0.824			
Organizational Culture (X2)	X2.01	0.794	**0.946**	**0.950**	**0.674**
	X2.02	0.722			
	X2.03	0.829			
	X2.04	0.854			
	X2.05	0.830			
	X2.06	0.826			
	X2.07	0.815			
	X2.08	0.822			
	X2.09	0.841			
	X2.10	0.821			
Job Satisfaction (Z)	Z1.01	0.751	**0.928**	**0.930**	**0.608**
	Z1.02	0.794			
	Z1.03	0.812			
	Z1.04	0.789			
	Z1.05	0.845			
	Z1.06	0.751			
	Z1.07	0.760			
	Z1.08	0.816			
	Z1.09	0.742			
	Z1.10	0.873			
Sustainable Employee Well-Being (Y)	Y.01	0.759	**0.935**	**0.943**	**0.632**
	Y.02	0.796			
	Y.03	0.744			
	Y.04	0.758			
	Y.05	0.834			
	Y.06	0.736			
	Y.07	0.795			
	Y.08	0.810			
	Y.09	0.756			
	Y.10	0.779			

Source : Processed Research Data (2026)

As shown in Table 3, all 40 indicator items exhibited outer loadings above the recommended threshold of 0.70, with the lowest loading observed for X2.02 (0.722) and the highest for Z1.10 (0.873). All indicators were therefore retained and considered reliable for measuring their respective constructs. The Cronbach's Alpha values ranged from 0.928 to 0.946, while Composite Reliability values ranged from 0.930 to 0.950, exceeding the recommended threshold of 0.70. In addition, the Average Variance Extracted (AVE) values ranged from 0.608 to 0.674, exceeding the minimum threshold of 0.50. These results confirm the internal consistency and convergent validity of all constructs (Hair et al., 2022).

Discriminant validity was established using two rigorous approaches: the Fornell-Larcker criteria and the Heterotrait-Monotrait Ratio (HTMT). According to the Fornell-Larcker criteria, the square root of the AVE for each construct (diagonal values) must exceed the correlation coefficient between that construct and all other latent variables (off-diagonal elements) (Hair et al., 2022). As shown in Table 4, the square root of the AVE for each construct exceeds the correlations with other constructs, indicating that the Fornell-Larcker criterion is satisfied.

Table 4. Discriminant Validity Matrix (Fornell-Larcker Criterion)

Construct	(X1)	(X2)	(Y)	(Z)
Internal CSR (X1)	**0.818**			

Organizational Culture (X2)	0.558	**0.821**		
Sustainable Employee Well-Being (Y)	0.631	0.642	**0.780**	
Job Satisfaction (Z)	0.641	0.662	0.721	**0.795**

Source : Processed Research Data (2026)

Furthermore, to ensure that each construct captures a unique phenomenon, the Heterotrait-Monotrait Ratio (HTMT) was evaluated. Following the standards of Hair et al. (2022), all HTMT values must be below the 0.90 threshold. As shown in Table 5, all HTMT ratios range from 0.581 to 0.764, confirming that discriminant validity is fully established across all constructs.

Table 5. Heterotrait-Monotrait Ratio (HTMT) Results

Construct Relation	HTMT Value
Organizational Culture (X2) <-> Internal CSR (X1)	0.581
Sustainable Well-Being (Y) <-> Internal CSR (X1)	0.668
Sustainable Well-Being (Y) <-> Organizational Culture (X2)	0.675
Job Satisfaction (Z) <-> Internal CSR (X1)	0.666
Job Satisfaction (Z) <-> Organizational Culture (X2)	0.687
Job Satisfaction (Z) <-> Sustainable Well-Being (Y)	0.764

Source : Processed Research Data (2026)

Furthermore, discriminant validity was assessed using the Heterotrait-Monotrait Ratio (HTMT). As shown in Table 5, all HTMT values are below the recommended threshold of 0.90, indicating that discriminant validity is established among all constructs (Hair et al., 2022). The HTMT value between Organizational Culture (X2) and Internal CSR (X1) is 0.581, indicating an acceptable level of discriminant validity between the two constructs. The HTMT value between Sustainable Employee Well-Being (Y) and Internal CSR (X1) is 0.668, while the value between Sustainable Employee Well-Being (Y) and Organizational Culture (X2) is 0.675. These values indicate that Sustainable Employee Well-Being is empirically distinct from both Internal CSR and Organizational Culture. Furthermore, the HTMT value between Job Satisfaction (Z) and Internal CSR (X1) is 0.666, while the value between Job Satisfaction (Z) and Organizational Culture (X2) is 0.687, indicating that Job Satisfaction is sufficiently distinct from both organizational constructs. Finally, the HTMT value between Job Satisfaction (Z) and Sustainable Employee Well-Being (Y) is 0.764, which remains below the 0.90 threshold and therefore confirms adequate discriminant validity between the mediator and the dependent variable. Overall, the HTMT values range from 0.581 to 0.764, with the highest value observed between Job Satisfaction and Sustainable Employee Well-Being (0.764). Since all values are below 0.90, all constructs demonstrate satisfactory discriminant validity.

Structural Model (Inner Model) Evaluation.

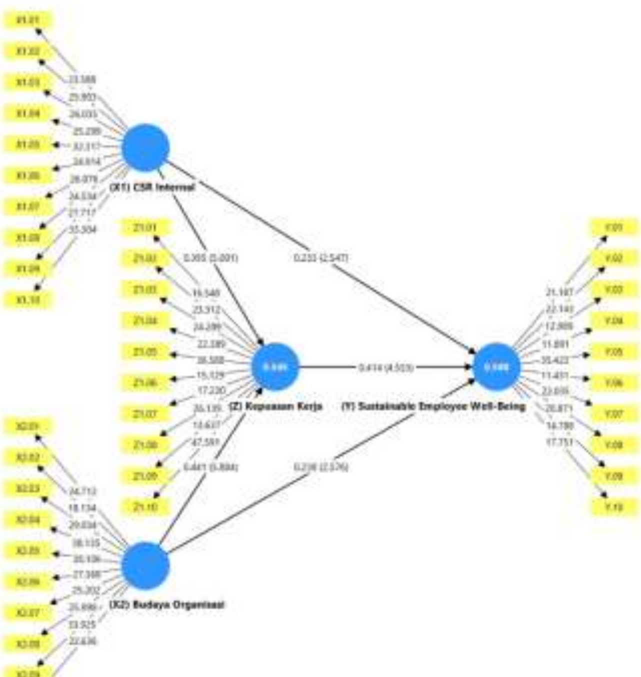


Figure 2. PLS -SEM Bootstrapping Model Results

Following measurement model validation, the structural model (inner model) was evaluated. Based on the statistical results from the thesis draft, the **R-Square (*R*2)** value for **Job Satisfaction** is **0.551**, indicating that **55.1%** of the variance in job satisfaction at PT Agrinas Pangan Nusantara is explained by **Internal Corporate Social Responsibility** and **Organizational Culture**.
The **(*R*2)** value for **Sustainable Employee Well-Being** is **0.520**, demonstrating that **52.0%** of its variance is explained by the independent variables and the mediator, exceeding the **moderate threshold** of 0.50 as established by Hair et al. (2022). These metrics confirm that the model has a substantial capacity to explain the factors influencing employee well-being within the organization.

Table 6. R Square (R^2) Value Research Model

Latent Variable	R Square (*R*2)	R Square Adjusted
Job Satisfaction (Z)	0.551	0.544
Sustainable Employee Well-Being (Y)	0.520	0.513

Source : Processed Research Data (2026)

As shown in Table 6, the R^2 value for Job Satisfaction (Z) is 0.551, with an adjusted R^2 of 0.544. This indicates that 55.1% of the variance in Job Satisfaction is explained by Internal CSR and Organizational Culture, while the remaining 44.9% is explained by other factors outside the model. For Sustainable Employee Well-Being (Y), the R^2 value is 0.520, with an adjusted R^2 of 0.513. This indicates that 52.0% of the variance in Sustainable Employee Well-Being is explained by Internal CSR, Organizational Culture, and Job Satisfaction, while the remaining 48.0% is explained by other factors outside the model. The adjusted R^2 values of 0.544 and 0.513 indicate that the explanatory power remains relatively stable after adjustment for the number of predictors. Overall, the results presented in Table 6 demonstrate that the research model has moderate explanatory power for both endogenous constructs.

Table 7. Path Coefficients and Hypothesis Testing Results (Bootstrapping)

Relationship	Original Sample	T	P
Internal CSR → Sustainable Employee Well-Being	0.233	2.547	0.010
Internal CSR → Job Satisfaction	0.395	5.001	0.000
Organizational Culture → Sustainable Employee Well-Being	0.238	2.576	0.010
Organizational Culture → Job Satisfaction	**0.441**	**5.884**	0.000
Job Satisfaction → Sustainable Employee Well-Being	0.414	4.553	0.000
Internal CSR → Job Satisfaction → Sustainable Employee Well-Being	0.164	2.966	0.003
Organizational Culture → Job Satisfaction → Sustainable Employee Well-Being	0.183	3.517	0.000

Source : Processed Research Data (2026)

As shown in Table 7, the bootstrapping results indicate that all hypothesized direct and indirect relationships are statistically significant, as all T-statistics exceed the critical value of 1.64 for a one-tailed test and all P-values are below 0.05. For the direct effects, Internal CSR (X1) has a positive effect on Sustainable Employee Well-Being (Y), with an Original Sample (O) of 0.233, Sample Mean (M) of 0.232, Standard Deviation (STDEV) of 0.091, T-statistics of 2.547, and P-value of 0.010. This result supports H1. Internal CSR (X1) also has a positive effect on Job Satisfaction (Z), with an Original

Sample of 0.395, Sample Mean of 0.399, STDEV of 0.079, T-statistics of 5.001, and P-value of 0.000, supporting H2.

Organizational Culture (X2) has a positive effect on Sustainable Employee Well-Being (Y), with an Original Sample of 0.238, Sample Mean of 0.238, STDEV of 0.092, T-statistics of 2.576, and P-value of 0.010. This finding supports H3. Organizational Culture (X2) also shows a positive effect on Job Satisfaction (Z), with an Original Sample of 0.441, Sample Mean of 0.442, STDEV of 0.075, T-statistics of 5.884, and P-value of 0.000, supporting H4. Among the direct relationships, this path has the highest Original Sample coefficient ($\beta = 0.441$) and the highest T-statistics (5.884), indicating the strongest relationship among the direct effects examined in the model.

Furthermore, Job Satisfaction (Z) has a positive effect on Sustainable Employee Well-Being (Y), with an Original Sample of 0.414, Sample Mean of 0.416, STDEV of 0.091, T-statistics of 4.553, and P-value of 0.000. This result supports H5 and indicates that higher levels of job satisfaction are associated with higher levels of Sustainable Employee Well-Being.
For the indirect effects, Internal CSR (X1) has a positive and significant indirect effect on Sustainable Employee Well-Being (Y) through Job Satisfaction (Z), with an Original Sample of 0.164, Sample Mean of 0.168, STDEV of 0.055, T-statistics of 2.966, and P-value of 0.003. This finding supports H6 and indicates that Job Satisfaction significantly mediates the relationship between Internal CSR and Sustainable Employee Well-Being. Similarly, Organizational Culture (X2) has a positive and significant indirect effect on Sustainable Employee Well-Being (Y) through Job Satisfaction (Z), with an Original Sample of 0.183, Sample Mean of 0.184, STDEV of 0.052, T-statistics of 3.517, and P-value of 0.000. This result supports H7 and confirms the mediating role of Job Satisfaction in the relationship between Organizational Culture and Sustainable Employee Well-Being.

Overall, the results presented in Table 7 demonstrate that all seven hypotheses are supported. The positive Original Sample coefficients indicate that all relationships in the proposed model are positive. The indirect effect of Organizational Culture on Sustainable Employee Well-Being through Job Satisfaction ($\beta = 0.183$) is slightly stronger than the corresponding indirect effect of Internal CSR ($\beta = 0.164$), indicating that Organizational Culture has a relatively stronger indirect relationship with Sustainable Employee Well-Being through Job Satisfaction.

DISCUSSION

The Influence of Internal CSR on Sustainable Employee Well-Being (H1).

The analysis shows an strong link between Internal Corporate Social Responsibility and the long-term well-being of employees. This supports H1 ($\beta = 0.233$, $T = 2.547$ $P = 0.010$). What this means is that when PT Agrinas Pangan Nusantara focuses on needs like health insurance, safe working conditions and training employees feel better physically and mentally over time. According to Social Exchange Theory (Blau, 1964) when a company gives something to employees like internal CSR programs employees respond with loyalty and better health. From the Sustainable HRM point of view Alziadi and Aboramadan (2021) say that internal CSR helps build a base, for lasting resilience. This result matches what Chaudhary found in 2021 and what Ramdhan and others found in 2022. They both said that CSR policies that focus on employees are signs of long-term mental health.

The Influence of Organizational Culture on Sustainable Employee Well-Being (H2).

The study of how companies start and grow shows that the way a company works and how happy its employees are are closely connected. This means that when a company has a culture, based on AKHLAK values it makes people feel safe and supported. This helps people do their jobs better and be stronger in the run. When people feel like they can be themselves at work they do a job. This is like what Hidayat said in 2023 that when a company has a culture people who work there feel more important and able to do their jobs well for a long time. This idea is also supported by what Sari and

Nugroho found in 2022 and what Fathinah and Setiawan found in 2024 that being happy at work is about feeling good, about what you do.

The Influence of Internal CSR on Job Satisfaction (H3).
The study shows that Internal CSR and job satisfaction are connected in a way. This means that when people think their company is fair and helps them with their careers and well being they are happier with their jobs. It is like the company is making a promise to take care of its employees and this makes them feel good. Internal CSR is a system that helps employees like their jobs more. Some people, like Gutterman, who wrote about this in 2023 think that Internal CSR is a way for companies to show they care about their employees. Other people, like Kim and Lee who wrote about this in 2020 and Latif and his team, who wrote about this in 2022 found out that when companies do things for their employees the employees are happier with their jobs no matter what kind of job they have. Internal CSR is important because it helps employees feel good, about their company and their jobs.

The Influence of Organizational Culture on Job Satisfaction (H4).
The bootstrapping analysis reveals a positive and significant direct relationship between organizational culture and job satisfaction, supporting H4 ($\beta = 0.441$, $T = 5.884$, $P = 0.000$). Notably, this path shows the strongest influence in the research model. This finding indicates that workplace harmony, collaboration, and value alignment are more dominant predictors of satisfaction at PT Agrinas than financial factors alone. Symmetrically with Social Exchange Theory, the alignment between organizational and individual values creates a comfortable social exchange that fosters satisfaction. From an HRM perspective, Lestari and Hadi (2021) argue that a strong culture provides the "meaning of work" that boosts employees' affective responses toward their duties. This result is consistent with Nguyen et al. (2022) and Pratama and Widodo (2023).

The Influence of Job Satisfaction on Sustainable Employee Well-Being (H5).
The bootstrapping analysis reveals a positive and significant direct relationship between job satisfaction and sustainable employee well-being, supporting H5 ($\beta = 0.414$, $T = 4.553$, $P = 0.000$). This finding demonstrates that satisfied employees serve as a psychological "buffer," maintaining mental stability and controlled stress levels even during heavy operational transformations. Within Social Exchange Theory, satisfaction is the evaluative response to a balanced exchange, providing the energy needed to sustain resilience. From the Human Resource Management perspective, Santos and Gonçalves (2022) describe satisfaction not merely as a final result, but as a long-term investment in eudaimonic health. This finding is also supported by Robinson et al. (2024) and Ferreira et al. (2020), who emphasized the crucial role of satisfaction in achieving stable, long-term psychological well-being.

The Mediating Role of Job Satisfaction between Internal CSR and Sustainable Well-Being (H6).
The bootstrapping analysis confirms that job satisfaction significantly mediates the relationship between Internal CSR and sustainable employee well-being, supporting H6 ($\beta = 0.164$, $T = 2.966$, $P = 0.003$). This finding indicates that corporate policies do not automatically produce sustainable well-being; they must first build a sense of personal satisfaction. In the context of Social Exchange Theory, satisfaction acts as the mechanism that validates the benefits of CSR support before they are transformed into mental resilience. From the HRM perspective, satisfaction is the "bridge" that converts formal policies into a tangible sense of personal welfare. This mediating role has been empirically validated by Putri and Wulansari (2021) and Ferreira et al. (2020).

The Mediating Role of Job Satisfaction between Organizational Culture and Sustainable Well-Being (H7).
The bootstrapping analysis confirms that job satisfaction significantly mediates the relationship between organizational culture and sustainable employee well-being, supporting H7 ($\beta = 0.183$, $T = 3.517$, $P = 0.000$). This suggests that consistent AKHLAK values increase workplace happiness, which subsequently stabilizes long-term psychological health. Referring to Social Exchange Theory, a positive social environment requires a positive evaluative response (satisfaction) to result in eudaimonic stability. From the HRM perspective, job satisfaction is a vital pathway explaining how cultural values

are translated into an employee's mental resilience. This result aligns with Akter and Rahman (2021) and Pratama and Widodo (2023), who identified job satisfaction as a universal mediator connecting the work environment to sustainable outcomes.

CONCLUSION

This study looked at how Internal Corporate Social Responsibility and the culture at a company affect how happy employees are with their jobs and how well they are doing at PT Agrinas Pangan Nusantara. The study found that Internal Corporate Social Responsibility and the company culture have a positive impact on how happy employees are with their jobs and how well they are doing. It also found that being happy with their jobs has a positive impact on how well employees are doing and helps connect Internal Corporate Social Responsibility and company culture to how well employees are doing.

These results show that how well employees are doing is affected by what the company does and how employees feel. When a company always does what it says it will do with Internal Corporate Social Responsibility like keeping employees safe and helping them learn and grow and has a culture based on AKHLAK values employees are happier, with their jobs. This happiness is important because it helps employees stay strong and healthy for a time, which is a big part of being happy and healthy. So it is very important for PT Agrinas Pangan Nusantara to help employees do well by being a place to work and taking care of employees, which will help the company do well in the long run.

RECOMMENDATIONS

The findings provide practical implications for state-owned enterprises, particularly PT Agrinas Pangan Nusantara, in strengthening sustainable human resource management. Organizations should maintain and strengthen Internal CSR by managing workloads and ensuring workplace safety, consistently internalize the "AKHLAK" organizational culture—specifically the "Harmonis" value to show genuine care for employee welfare and implement transparent and objective performance evaluation systems. These practices are expected to improve job satisfaction and support sustainable employee well-being, ultimately contributing to organizational resilience and long-term operational sustainability in the national food sector.

RESEARCH LIMITATION AND FUTURE RESEARCH

This study has several limitations that should be acknowledged to provide context for the findings. First, the scope of the research object was limited to the Operations and Risk Management Division at PT Agrinas Pangan Nusantara, which may restrict the generalizability of the results to other divisions or organizations with different business characteristics. Second, the research variables included in the model do not account for all factors influencing employee well-being; statistical results indicate that 48.0% of the variance in sustainable employee well-being is explained by external factors not captured in this study, such as transformational leadership or generational characteristics. Third, the cross-sectional design collecting data at a single point in time limits the ability to observe the long-term dynamics of employee perceptions during the company's ongoing organizational transformation. Finally, the use of a Eudaimonic approach to measure well-being is relatively new in local literature, and instruments contextualized to the Indonesian work culture require further validation.

Future studies are encouraged to expand the scope of the research by involving all divisions within the company or conducting comparative studies across other state-owned enterprises (BUMN) in the food sector to enhance the generalizability of the findings. It is also recommended to incorporate additional variables that may influence sustainable well-being, such as Perceived Organizational Support, Work-Life Balance, Organizational Commitment, Job Demands-Resources, Psychological Safety, or Employee Engagement. Methodologically, future researchers should consider employing longitudinal research designs to provide stronger evidence of causal relationships and better capture changes in employee well-being over time. Lastly, further exploration into different predictors of job satisfaction is suggested to gain a deeper understanding of the psychological mechanisms that drive long-term employee resilience.

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