

Adrian & Anggiani, 2020

Volume 6 Issue 1, pp. 760-774

Date of Publication: 30th June 2020

DOI- <https://doi.org/10.20319/pijss.2020.61.760774>

This paper can be cited as: Adrian, M. P., & Anggiani, S., (2020). Affection of CSR to Job Satisfaction Mediated by Quality of Work Life (Case Study of Four Star Hotel in Indonesia). PEOPLE: International Journal of Social Sciences, 6(1), 760-774.

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AFFECTION OF CSR TO JOB SATISFACTION MEDIATED BY QUALITY OF WORK LIFE (CASE STUDY OF FOUR STAR HOTEL IN INDONESIA)

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Abstract

The purpose of this study is to discuss the perceptions of employees in the hospitality industry on corporate social responsibility and their influence on employee job satisfaction which is mediated by the quality of life of employees. This study hypothesizes about employee job satisfaction with corporate social responsibility mediated by the quality of work life. The population in this study consisted of the hotel industry with 4 star classes working for companies where CSR practices. Methods of data collection include the distribution of survey questionnaires. Using samples taken from four star hotel employees in DKI Jakarta Indonesia, 175 samples were used as samples for analysis using Structural Equation Model. The results showed that there are influences of each dimension of CSR (legal, economy, ethical, philanthropic) to the quality of work life. This study also shows the influence of employee job satisfaction to the quality of work life of employees. There is a mediation of quality of work life between CSR dimensions to job satisfaction. This research is expected that the company can find

out the needs that must be met by the company for job satisfaction of its employees through CSR activities.

Keywords

Corporate Social Responsibility, Job Satisfaction, Quality of Work Life, Hotel Industry, Four Star Hotel

1. Introduction

Nowadays in Business Modern era, Corporate Social Responsibility is the most topic discussed. This statement supported by about 60 per cent of surveyed industry professional perceived that their customer expect them to be involved in CSR activities. In Indonesia, CSR is the most discussed topic in the last 4 years; more business firm realized the important of CSR for employee performance. Some large company has done CSR not only philanthropy (based on humanity) but also has been a part of their business strategy, such as a program that aim to employee satisfaction and well-being.

Job satisfaction is one of the key for successes in an organization that could be effect to work performance, customer satisfaction, employee's attendance and employee turnover. At the end, job satisfaction will be effect indirectly to the company's profitability. In service business, job satisfaction is highly considered as human resources are the main assets. Service improvement in service business is depend on employee's job satisfaction. Program of CSR in a company could increase an employee's positive perception of the company they work that could effectedtheir job satisfaction.

There are some factor that effect the implementation of CSR in a company that is legal, economy, ethic, philanthropic. Implementation of CSR depend on legal and administration that different on each state that regulated by the government. In economy value, company has responsibility to run a long-term business by consider of stake holder, investor, employee and public. Company should respond to the risk of business and create the safety that needed for all of the part. Ethics behavior is a basic approach that use for eliminate unethical norms from company and determine where the right and wrong.

Hotel chains and 4-star hotels are the hotel industry that are most likely to require CSR in their management strategies, given the large amount of costs that must be incurred at the the beginning of the implementation of CSR. Comparison of 4-star hotels is quite significant from year to year but not comparable with the increase in the application of CSR in the hospitality industry.

2. Research Issue

Objective of the study are to exam and to analyze:

- Corporate Social Responsibility at four star hotels in Jakarta.
- Employee's Quality of Worklife at four star hotels in Jakarta.
- Employee's Job Satisfaction at four star hotels in Jakarta.
- The effect of Corporate Social Responsibility to Job Satisfaction mediated by Quality of Worklife.

3. Literature Review

This Study discusses the theory and the effect of variables that relating to the research as Corporate Social Responsibility, Quality of Worklife, and Job satisfaction.

3.1. Legal Corporate Social Responsibility and Quality of Worklife

Organizations need implementing partners for their CSR programs because activities are often not within the company's core competencies. Therefore the role of the government which has formulated the legal framework and CSR policy is needed because it is implemented systematically (Yegon, et al, 2015). Based on the above theory, the hypothesis taken is:

H1; there is an influence between Legal Corporate Social Responsibility on Quality of Worklife

3.2. Economic Corporate Social Responsibility and Quality of Worklife

Economic value bears the responsibility of the company that it will strive for long-term sustainable business, to respond adequately to business risks and to create the necessary security, how shareholders, investors and workers, and thus society at large (Arsic, et al, 2017). Based on the above theory, the hypotheses taken are:

H2; there is an influence between Economic Corporate Social Responsibility on Quality of Worklife.

3.3. Ethical Corporate Social Responsibility and Quality of Worklife

According to Thardsatien (2015), states that Quality of Work life is strongly influenced by overall company policy and business ethics in particular. That is, business ethics including CSR greatly affect the Quality of Worklife. Based on the above theory, the hypothesis taken is:

H3; there is an influence between Ethical Corporate Social Responsibility on Quality of Work life.

3.4. Philanthropic Corporate Social Responsibility and Quality of Worklife

According to Aguidelo, et al (2019), companies that have committed to CSR policies, must try to use your business to benefit the community as a whole. This can involve sourcing fair

trade products, for example, or agreeing to pay your employees a living wage. It can also involve hard work that is beneficial to the community, for example using your resources to arrange a collection of charity funds. Based on the above theory, the hypothesis taken is:

H4; there is an influence between Philanthropic Corporate Social Responsibility on Quality of Worklife.

3.5. Quality of Worklife and Job Satisfaction

Several studies have shown that Quality of Worklife has a significant influence on several employee behaviors, including job satisfaction, turnover, commitment, participation and identification of an organization (Kim, et al, 2018). Based on the above theory, the hypothesis taken is:

H5; there is an influence between Quality of Worklife on Job Satisfaction.

3.6. Legal Corporate Social Responsibility and Job Satisfaction

The European Federation of Food and Agriculture Trade Unions and Tourism, Hotels and Restaurants, and Cafes in Europe design compliance parameters regarding equality of opportunity, non-discrimination, working conditions, fair wages, vocational training and lifelong learning, health and safety (Leanisz & Cantabria, 2013). Based on the above theory, the hypothesis taken is:

H6; there is an influence between Legal Corporate Social Responsibility on Job Satisfaction

3.7. Economic Corporate Social Responsibility and Job Satisfaction

According to Arsic, et al (2017), a company must fulfill its economic responsibilities by referring to returning money to investors, achieving leadership positions in the market, making maximum profits, guaranteeing customer satisfaction and loyalty, giving fair compensation to employees, etc. Based on the above theory, the hypothesis taken is:

H7; there is an influence between Economic Corporate Social Responsibility on Job Satisfaction.

3.8. Ethical Corporate Social Responsibility and Job Satisfaction

Thardsatien (2015) also found a positive correlation between direct involvement in CSR activities on the one hand, and identification with organizational values and satisfaction with the workplace. Based on the above theory, the hypothesis taken is:

H8; there is an influence between Ethical Corporate Social Responsibility on Job Satisfaction.

3.9. Philanthropic Corporate Social Responsibility and Job Satisfaction

Kim, et al (2018) also revealed that CSR activities can positively influence employee perceptions about a company. This employee perception is more likely to affect job performance factors such as job satisfaction and customer orientation. Based on the above theory, the hypothesis taken is:

H9; there is an influence between Philanthropic Corporate Social Responsibility on Job Satisfaction.

3.10. Legal Corporate Social Responsibility and Job Satisfaction through Quality of Work Life

Kim, et al (2018) show that in the Midwestern city Quality of WorkLife positively influences organizational identification, job satisfaction, work involvement, work effort and job performance, while it has a negative relationship with personal alienation. Based on the above theory, the hypothesis taken is:

H10; there is an influence between Legal Corporate Social Responsibility on Job Satisfaction through Quality of Work Life.

3.11. Economic Corporate Social Responsibility and Job Satisfaction through Quality of Work Life

Kim, et al (2018), stated that external CSR activities contribute to the QWL of employees, while the lack of a sense of social responsibility causes employees to reduce the value of their work, so that QWL is low. In this case including the amount of employee salary given properly, as well as other benefits that make employees feel comfortable. Based on the above theory, the hypothesis taken is:

H11; there is an influence between Economic Corporate Social Responsibility on Job Satisfaction through Quality of Work Life

3.12. Ethical Corporate Social Responsibility and Job Satisfaction through Quality of Work Life

According to Kim, et al (2018), CSR efforts of companies that show real concern for their employees, are related

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H8; there is an influence between Ethical Corporate Social Responsibility on Job Satisfaction.

3.14. Philanthropic Corporate Social Responsibility and Job Satisfaction

According to Sarfraz, et al (2018), corporate social responsibility has a perspective to influence employee attitudes and behavior, such as organizational identification, job satisfaction and commitment, and employee interest. Based on the above theory, the hypothesis taken is:

H9; there is an influence between Philanthropic Corporate Social Responsibility on Job Satisfaction.

3.15. Legal Corporate Social Responsibility and Job Satisfaction through Quality of Work Life

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H11; there is an influence between Economic Corporate Social Responsibility on Job Satisfaction through Quality of Work Life

3.17. Ethical Corporate Social Responsibility and Job Satisfaction through Quality of Work Life

According to Kim, et al (2018), CSR efforts of companies that show real concern for their employees, with regard to not only physical and psychological well-being, can enable companies to increase the QWL of their employees. Based on the above theory, the hypothesis taken is:

H12; there is an influence between Ethical Corporate Social Responsibility on Job Satisfaction through Quality of Work Life.

3.18. Philanthropic Corporate Social Responsibility and Job Satisfaction through Quality of Work Life

Based on the findings of Kim, et al (2018), it indicates that the economic and philanthropic dimensions of CSR affect organizational trust, while only the ethical dimension has a significant influence on job satisfaction. Based on the above theory, the hypothesis taken is:

H13; there is an influence between Philanthropic Corporate Social Responsibility on Job Satisfaction through Quality of Work Life.

4. Method

This research is a hypothesis testing research that aims to test the hypothesis that has been proposed. The dependent variables in this study are Legal Corporate Social Responsibility, Corporate Social Responsibility Economics, Ethic Corporate Social Responsibility and Philanthropic Corporate Social Responsibility, the independent variable of this study is Job Satisfaction, between dependent and independent variables there are intervening variables namely Quality of Work Life.

The following is a schematic of the problems of Corporate Social Responsibility for Job Satisfaction Mediated by Quality of Work Life (QoWL)

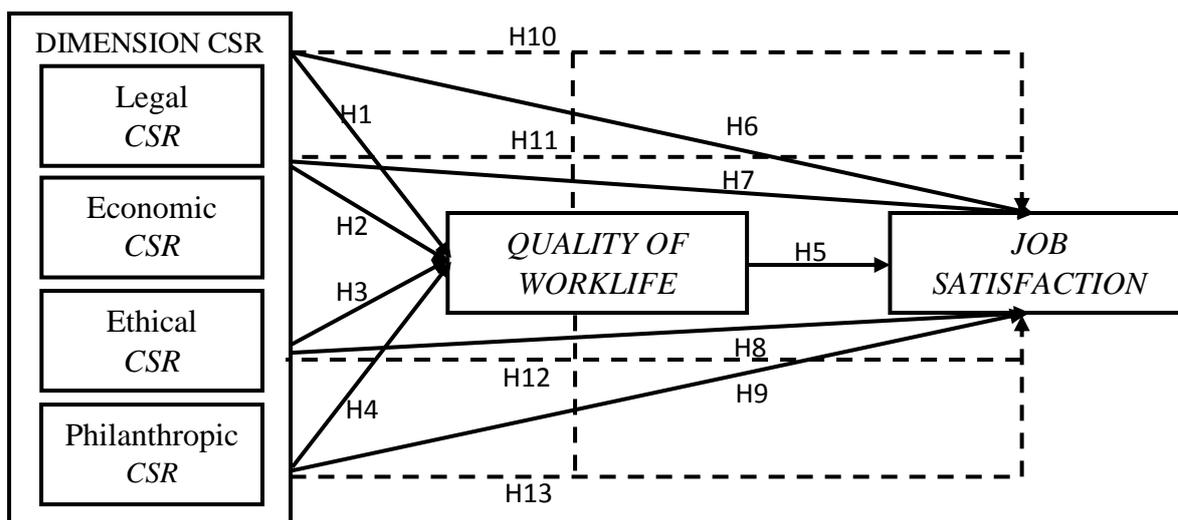


Figure 1: Conceptual Framework Affection of CSR to Job Satisfaction Mediated by Quality of Work life

4.1. Sampling Technique

The type of data obtained is primary data, which is directly collected from respondents. Data collection methods and techniques are carried out by conducting surveys of respondents using a closed questionnaire in which answers have been provided previously.

The sampling technique in this study was conducted using non-probability sampling with a purposive sampling method. The number of samples used in this study was adjusted to the analytical method used, namely the Structural Equation Model (SEM).

According to Ferdinand (2014) in the SEM method, the number of samples needed is at least 5 times the number of indicator variables. So that the number of samples used in this research is 175 respondents, with the sample sufficient to represent the population.

4.2. Research Instrument Testing

Testing the validity of this study with confirmatory factor analysis (CFA) using SPSS 22.0 software, where each item of statement must have a loading factor > 0.6 . Confirmatory Factor Analysis (CFA) must be met, because it is one of the requirements to be able to analyze the model with Structural Equation Modeling (SEM).

In addition to the validity test, there is also a reliability test. The reliability test aims to measure the reliability or internal consistency of a research instrument. A questionnaire is said to be reliable if a person's answer to a statement is consistent or stable from time to time. To test reliability, Cronbach's Alpha was analyzed using the SPSS program. According to Ghozali (2016) Cronbach's Alpha can be accepted if > 0.6 . The closer alpha cronbach's to 1, the higher the internal consistent reliability.

4.3. Scale of Measurement

All items are measured using a five-point Likert type scale ranging from "strongly disagree" to "strongly agree." Measurements are made using statements made in the form of questionnaires, statement items are measured using a five-point Likert scale (1 = strongly disagree until 5 = strongly agree).

Statement for Corporate Social Responsibility, Job Satisfaction and Quality of Work Life are developed from the research of Kim, Lina, etc. Corporate Social Responsibility consists of four dimensions: Legal, Economy, Ethics, and Philanthropic. The statement for Job satisfaction contains of four statement item and the mediating variable is Quality of Work Life consists of five statement item. All items of the measurement describe as follows.

Table 1: Statement of Corporate Social Responsibility

Statement Item of Corporate Social Responsibility	
<i>Legal Corporate Social Responsibility</i>	
1.	The company abiding by regulations of business
2.	The company complies with employment-related laws, which are about recruitment and benefits for employees
3.	The company has correct rules and methods of operation for employees and customer
4.	The company is committed to legal contracts associated with business operation
<i>Economy Corporate Social Responsibility</i>	
1.	The company generating as much employment impact
2.	The company has regulation to improve the service for customer
3.	The company has regulation to improve employee's productivity
4.	The company is attempted to save operational cost
<i>Ethical Corporate Social Responsibility</i>	
1.	The company follows the professional standards
2.	The company Having a comprehensive code of conduct
3.	The company monitoring the potential negative impacts of employee's activities on the community environment
4.	The company being recognized as a trustworthy company
5.	The company trying to protect the environment
<i>Philanthropic Corporate Social Responsibility</i>	
1.	The company aware of the responsibility of contributing to the community
2.	The company providing variety of donations
3.	The company being committed to building a better community
4.	The company participating in a variety of volunteer activities
5.	The company developing a campaign for helping the needy

Table 2: Statement of Job Satisfaction

Statement Item of Job Satisfaction	
1.	Overall, I am satisfied with my job
2.	I feel comfortable with my job
3.	I think my role of job is important
4.	I think my job is fun

Table 3: *Statement of Quality of Worklife*

Statement Item of Quality of Work Life	
1.	The company provide the facilities for employees to socialize
2.	The company provide the facilities for employee's health and safety needs
3.	The company provide the facilities for employee's actualization needs
4.	The company provide the facilities for employee's economic and family needs
5.	The company provide the facilities for employee's knowledge needs

5. Results and Discussion

In this study, the object of study was 4-star hotel employees in Jakarta. Pictures of respondents surveyed can be seen from several characteristics which include: (1) gender, (2) Age, (3) Educational background, (4) Duration of Work. Descriptive test results of the characteristics of respondents can be seen as follows:

Table 4: *Descriptive Test Result of Respondent Characteristics*

Variable	Category	Frequency	Percentage (%)
Gender	Male	96	54,86
	Female	79	45,14
Age	≤ 23 years old	21	12,00
	24-38 years old	97	55,43
	≥ 39 years old	57	32,57
	≤ 23 years old	21	12,00
Education	Senior High School	37	21,14
	Diploma 3	25	14,29
	Bachelor degree / Diploma 4	87	49,71
	Master degree	21	12,00
Work Duration	≤ 1 year	39	22,29
	1-5 years	57	32,57
	6-10 years	37	21,14
	≥ 10 years	42	24,00
Monthly Revenue	IDR 1.000.000 – IDR 3.000.000	36	20,57
	IDR 3.000.000 – IDR 5.000.000	87	49,71
	≥ IDR 5.000.000	52	29,71

Based on gender, in this study collected as many respondents, male respondents consisted of 96 people (54.86%) and 79 female respondents (45.14%). The number of male respondents more than female respondents because men are considered more capable in doing their work in several divisions contained in the hotel, such as kitchen, and housekeeping.

Based on data from respondents with age profiles, there were 21 (12.00%) respondents aged ≤ 23 years, 97 (55.43%) respondents aged 24-38 years, 57 (32.57%) respondents aged ≥ 39 years. When viewed from these results, more workers aged between 24-38 years, this is because most hotel management recruits employees who are recent graduates (fresh graduated).

Based on educational background, there were 37 (21.14%) respondents with high school / vocational education backgrounds, 25 (14.29%) respondents with D3 education background, 87 people (49.71%) respondents with S1 / D4 background, 21 (21%) respondents had S2 education background, and 5 (2.86%) respondents had S3 education background. This can occur because the educational requirements for new employees in most hotels are S1 / D4 in the hotel sector.

Based on the duration of work duration of employees, there were 39 (22.29%) respondents had a duration of work ≤ 1 year, 57 (32.57%) respondents had a work duration of 1 - 5 years, 37 (21.14%) respondents had work duration 6-10 years, 42 (24.00%) respondents had a work duration of ≥ 10 years.

Based on monthly income, there were 36 (20.57%) respondents had an income of between Rp 1,000,000 and Rp 3,000,000, as many as 87 (49.71%) respondents had an income of Rp 3,000,000 - Rp 5,000,000, and 52 (29.71%) of respondents had income of \geq Rp 5,000,000.

Table 5: Summary of Descriptive Statistic

Variable	Mean	N
<i>Legal Corporate Social Responsibility</i>	3.99	175
<i>Economy Corporate Social Responsibility</i>	4.09	175
<i>Ethical Corporate Social Responsibility</i>	4.09	175
<i>Philanthropic Corporate Social Responsibility</i>	4.12	175
<i>Quality of Worklife</i>	4.04	175
<i>Job Satisfaction</i>	4.06	175

Based on the table above, it shows overall that the highest average is found in the Philanthropic Corporate Social Responsibility variable with an average value of 4.12. This may be because Philanthropic Corporate Social Responsibility is the most common and easiest thing to do by a company, only with an awareness of corporate social responsibility, with minimal costs, a company has been able to realize the policy.

Table 6: Model Feasibility Test Results

Criteria Goodness of Fit	Result Model	Cut-off value	Explanation
χ^2 – Chi-square	589,248	high	Unacceptable Fit
p-value	0,000	$\geq 0,05$	Unacceptable Fit
GFI	0,933	≥ 0.90	Goodness of Fit
RMSEA	0,094	≤ 0.08	Unacceptable Fit
AGFI	0,923	≥ 0.90	Goodness of Fit
NFI	0,889	≥ 0.90	Unacceptable Fit
TLI	0,932	≥ 0.90	Goodness of Fit
CFI	0,932	≥ 0.90	Unacceptable Fit
CMIN/DF	1,728	$< 2,00$	Goodness of Fit

Absolute fit measure is the main requirement for the chi square value are not met, this is seen from the chi square value of 859,248 $>$ 394,626 and p-value 0,000 (below 0.05) so that this model is Unacceptable Fit. Testing the other goodness of fit through the other criteria of absolute fit measure by looking at the RMSEA value of 0.094 (greater than 0.08) so that this model is Unacceptable Fit. At GFI has a value of 0.933 (≥ 0.90) expressed Goodness of Fit.

Criteria are based on the incremental fit measure AGFI 0.923 (≥ 0.90), NFI of 0.889 (≤ 0.9), TLI of 0.932 (≥ 0.9 or close to one) CFI of 0.825 (≤ 0.9 or close to one). Based on incremental fit measure testing, it is stated that NFI and CFI are declared Unacceptable Fit, AGFI and TLI, and declared Goodness of Fit.

Criteria based on Parsimonious Fit Measure by looking at the normed chi square value of 1.728 (meeting the lower limit 1 and upper limit 2).

Overall, it can be concluded that this model is declared goodness of fit in Incremental Fit Measures, Incremental Fit Measures and Parsimonious Fit Measures to be used as a tool in confirming a theory that has been built based on existing observational data or it can be said that this model is goodness of fit.

Table 7 : Summary of Hypothesis Test Result

Hypothesis	Path Analysis	Result
H ₁	<i>Legal CSR</i> → <i>Quality of Worklife</i>	Accepted
H ₂	<i>EconomyCSR</i> → <i>Quality of Worklife</i>	Accepted
H ₃	<i>EthicalCSR</i> → <i>Quality of Worklife.</i>	Accepted
H ₄	<i>PhilanthropicCSR</i> → <i>Quality of Worklife</i>	Accepted

H ₅	<i>Quality of Worklife → Job Satisfaction.</i>	<i>Accepted</i>
H ₆	<i>Legal CSR → Job Satisfaction.</i>	<i>Accepted</i>
H ₇	<i>Economy CSR → Job Satisfaction.</i>	<i>Accepted</i>
H ₈	<i>Economy CSR → Job Satisfaction.</i>	<i>Accepted</i>
H ₉	<i>Philanthropic CSR → Job Satisfaction.</i>	<i>Accepted</i>
H ₁₀	<i>Legal CSR → Quality of Worklife → Job Satisfaction</i>	<i>Accepted</i>
H ₁₁	<i>Economy CSR → Quality of Worklife → Job Satisfaction</i>	<i>Accepted</i>
H ₁₂	<i>Ethical CSR → Quality of Worklife → Job Satisfaction</i>	<i>Accepted</i>
H ₁₃	<i>Philanthropic CSR → Quality of Worklife → Job Satisfaction</i>	<i>Accepted</i>

Based on the results of the first hypothesis test, it was found that H₀ was rejected and H₁ was accepted. This means that Legal Corporate Social Responsibility has a positive effect on Quality of Work Life. Based on the results of the second hypothesis test that H₀ is rejected and H₂ is accepted. This means that Economic Corporate Social Responsibility has a positive effect on Quality of Work Life. Based on the results of hypothesis 3 test states that H₀ is rejected and H₃ is accepted. This means that Ethical Corporate Social Responsibility has a positive effect on Quality of Work Life.

Based on the results of hypothesis 4 test stated that H₀ is rejected and H₄ is accepted. This means that Philanthropic Corporate Social Responsibility has a positive effect on Quality of Work Life. Based on the results of hypothesis testing 5 states that H₀ is rejected and H₅ is accepted. This means that there is an influence between Quality of Work Life on Job Satisfaction. Based on the results of hypothesis testing 6 states that H₀ is rejected and H₆ is accepted. This means that Legal Corporate Social Responsibility has a positive effect on Job Satisfaction. Based on the results of hypothesis 7 test states that H₀ is rejected and H₁ is accepted. This means that Economic Corporate Social Responsibility has a positive effect on Job Satisfaction.

Based on the results of hypothesis 8 test states that H₀ is rejected and H₁ is accepted. This means that Ethical Corporate Social Responsibility has a positive effect on Job Satisfaction. Based on the results of hypothesis testing 9 states that H₀ is rejected and H₁ is accepted. This means that Philanthropic Corporate Social Responsibility positively influences Job Satisfaction. Based on the results of hypothesis testing 10 states that H₀ is rejected and H₁ is accepted. This means that Legal Corporate Social Responsibility has a positive influence on Job Satisfaction through the mediation of Quality of Work Life. Based on the results of hypothesis testing 11

states that H0 is rejected and H1 is accepted. This means that Economic Corporate Social Responsibility has a positive influence on Job Satisfaction through the mediation of Quality of Work Life.

Based on the results of hypothesis testing 12 states that H0 is rejected and H1 is accepted. This means that Ethical Corporate Social Responsibility has a positive influence on Job Satisfaction through the mediation of Quality of Work Life. Based on the results of hypothesis testing 13 states that H0 is rejected and H1 is accepted. This means that Philanthropic Corporate Social Responsibility has a positive influence on Job Satisfaction through the mediation of Quality of Work Life. Thus it can be concluded that the mediation of Quality of Work Life is full mediation.

6. Conclusions, Managerial Implications, Limitations and Future Research

Based on the results obtained, it can be concluded that there is an influence between corporate social responsibilities on job satisfactions mediated by quality of worklife. The effect of mediating quality of worklife is full mediation meaning that when a company conducts policies based on corporate social responsibility, it is necessary to consider the quality of worklife so that its effect on job satisfaction is more effective.

Thus it is recommended for hotel management to pay attention to corporate social responsibility in this case there is several dimensions, namely legal, economy, ethical and philanthropic. However, in addition to corporate social responsibility, to increase job satisfaction more optimally, the company needs to pay attention to the quality of work life of its employees by fulfilling several aspects such as work facilities, health insurance, rewards for employees, salary conformity, family benefits, and conducting regular training. With the fulfillment of these aspects, the quality of work life of employees will be met and will have a positive effect on employee job satisfaction.

In this study, there are some limitations of the research conducted, first, basically there are several other variables that can be caused by Quality of Worklife, but in this study only focuses on the Job Satisfaction variable. Second, human resources as a research sample is limited based on the location of the study conducted, namely employees who work in 4 star hotels in DKI Jakarta. So there is a possibility of differences in results at different locations. Third, the study was conducted on a sample of employees in 4-star hotels, so there may be differences in results in other types of hotels. Therefore, further research is recommended to examine not only one hotel criteria, but also other hotel classes such as star hotels and hotel chains. For further

research it is also advisable to add theory and add other variables such as organizational justice and turnover intention.

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