

## **Can Life Satisfaction Become an Important Role in Increasing Employee Performance? A Case Study**

Syaifuddin <sup>1</sup>, Fajar Rezeki ananda <sup>2</sup>, Yusniar Lubis <sup>3</sup>, Nasib <sup>4</sup>

<sup>1</sup>Professor of Doctor of Management, *University of Prima Indonesia*, Medan Indonesia

<sup>2</sup> Management Program, Faculty of Economics and Business, University of Prima Indonesia, Medan, Indonesia

<sup>3</sup> Professor of Doctoral Program in Agricultural Sciences, University of Medan Area, North Sumatra Indonesia

<sup>4</sup>Mahkota Tricom Unggul University of Medan Indonesia

*syiaifuddin@gmail.com; fajarezekiananda@gmail.com; lubisyusniar@gmail.com; nasibwibowo02@gmail.com*

**Abstract.** The main objective of this study is to the role of life satisfaction in mediating job enrichment and corporate social responsibility on employee performance. This research was conducted at PT. Perkebunan Nusantara III is an Indonesian state-owned company engaged in the oil palm plantation sector. This research is very important to do in measuring the extent to which the performance of employees at PT. Perkebunan Nusantara III in supporting the income of the State of Indonesia. The research approach uses Structural Equation Modeling (SEM). 94 employees of PT. Perkebunan Nusantara III was chosen as the population and research sample. Collecting data using a questionnaire as a way for researchers to obtain research data. The results of this study indicate that indirectly life satisfaction has a significant effect in mediating job enrichment and corporate social responsibility on employee performance. The implication of the findings that the researchers got shows that the job enrichment so far carried out by company leaders is not by the abilities of employees. The purpose of job enrichment is so that employees have new challenges in completing their tasks. However, financially PT. Perkebunan Nusantara III has been able to make its employees feel very appreciated for their sacrifice and loyalty to the company. Furthermore, employees are treated non-financially in a family manner. Finally, the satisfaction and pride of employees at PT. Perkebunan Nusantara III is shown work loyalty to the company. Employees have a strong sense of self-confidence because they are accepted to join one of the state-owned companies in Indonesia.

The partnership program as part of corporate social responsibility as a form of the company's concern for the community also adds to the admiration of employees.

**Keywords:** job enrichment, CSR, life satisfaction, employee performance

## 1. Introduction

Bureaucratic reform in state-owned enterprises (SOC) in Indonesia has now become the main task, especially for the SOC minister (Meirinawati, 2021). Mental reform at every level of management requires everyone to be adaptive, loyal, collaborative, trustworthy, harmonious, and competent, which are core values that must be possessed by SOC employees (Pratomo, 2021). This goal is carried out so that state-owned companies become one of the cornerstones to contribute to the Indonesian State Budget. These core values are expected to make every employee work according to their duties and functions. Good governance in state-owned companies can only be achieved by improving employee performance (Dirkareshza, 2022). Mentally and morally every employee who works for a state-owned company must have a sense of responsibility for the progress or decline of the company. Mental and morale must be strong in employees because they join a state-owned company, not a family company. This means that state-owned companies, in addition to providing value to the community, do not continue to suffer losses (Kertati, 2021).

The government's efforts to make state-owned companies the main source of income other than taxes continue to be made from time to time. Financially, state-owned companies such as PT. Perkebunan Nusantara III continues to strive to improve the performance of its employees. Management continues to evaluate and open recruitment when there are positions that require competent employees so that the career path of each employee does not have to start from the lowest level to the highest level.

Life satisfaction is one of the studies that have not been discussed in state-owned companies such as PT. Perkebunan Nusantara III. Most of the studies that have been done so far only deal with job satisfaction, not life satisfaction. This means that an employee's life satisfaction is much broader than his job satisfaction. An employee who is satisfied with working in a certain position cannot be stated with certainty that his life satisfaction is fulfilled (Ver, 2020). Many factors determine the sense of life satisfaction that exists in employees. The results of a study conducted (by Pereira, 2020) indicated that life satisfaction has a significant effect on employee performance. So that when life satisfaction is in employees, the efficiency of work errors will be smaller. So that in the end the company will experience an increase in profitability.

Job enrichment is considered one of the dominant factors in influencing employee life satisfaction (Werblow, 2019). Job enrichment has been widely carried out in both private and government companies. The purpose of job enrichment is to

reduce the work error rate. Another impact of job enrichment is to reduce the level of work saturation of the employees. Many studies discuss job enrichment as an important element in increasing job satisfaction (Ngarm, 2016). Likewise, PT. Perkebunan Nusantara III has been doing job enrichment as a strategy to maintain the emotional stability of its employees. So at the end, when this feeling of satisfaction is in employees, it is expected that their performance will be better. One of the studies conducted (Azeez, 2020) indicated that when the company can present a sense of life satisfaction to its employees, of course, the greater the possibility that management is easily to achieve the targeted goals. However, this is different from the research results (Ratnasari, 2020) not always life satisfaction obtained by an employee can improve his performance. This is certainly material for deep consideration, especially for PT. Perkebunan Nusantara III in presenting a sense of satisfaction in the lives of its employees.

Corporate social responsibility is one of the important factors in increasing an employee's life satisfaction (D. P. S. B. S. Kim, 2020). Corporate social responsibility is one of the obligations that must be given to the community around the company (Zhang, 2020). Policies and regulations are officially made so that every company has a sense of responsibility for the impact of company activities (Glavas, 2016). The results of the (H. K. Y. R. E. T. Y. G. Kim, 2020) study confirm that corporate social responsibility has a significant effect on employee life satisfaction. This satisfaction makes employees more loyal to the company and produces maximum performance. Then the results of other studies show that corporate social responsibility is not always able to improve employee performance (Streimikis, 2020). This is because corporate social responsibility is more directed to conditions outside the company, not to employee performance.

So far the company PT. Perkebunan Nusantara III already has good procedures in its corporate social responsibility program as a form of social awareness. The existence of existing policies and regulations is expected to give employees a sense of pride. So that the sacrifices that employees have given so far have had a big impact on the community in the company's environment. Just like what has been done by PTPN Nusantara III, which has been active in distributing corporate social responsibility to the concerns of the people in Indonesia. Various corporate social responsibility programs are consistently carried out to improve the welfare of the community. With the existence of corporate social responsibility, the pride of the employees certainly cannot be measured in material terms, but the sense of pride in the company's concern for the community is an inner satisfaction that makes employees feel satisfied in their lives. The urgency of this research is very important, where prediction models or formulas and leading indicators are found in predicting employee performance models by the SEM approach. It is hoped that the results of this study can be used as input, especially in the management of PT. Perkebunan Nusantara III in improving employee performance, especially in

maximizing the level of company profitability in supporting the resilience of the Indonesian state income.

## **2. Literature Review**

### **2.1. Job Enrichment**

Job enrichment is an effort made by management in providing challenges to its employees to foster a sense of job satisfaction (Orpen, 1979)(Wibawa, 2021). Management will carry out several job designs that are considered capable of making each employee have high involvement (Tumbuan, 2020). Job enrichment also makes employees feel appreciated for every activity in the company, either directly or indirectly, to contribute and collaborate on work. (Nanle, 2015a). To be able to be actively involved in job enrichment, employees are first given training as a basic capital to prepare themselves so that the decisions that will be made in the organization are by expectations (Supartha, 2018). It is hoped that with job enrichment, employees will experience a decrease in work stress on their workload (S. S. W. A. S. R. Saleem, 2012). This of course has an impact on increasing employee performance and being better than before (Nugroho, 2017). A study conducted by (Clark, 2009) indicated that job enrichment has a significant effect on satisfaction and has an indirect impact on employee performance. Furthermore, this is corroborated by the results of (Aminuddin, 2020) concluded that challenging job designs tend to attract employees to prove their abilities.

### **2.2. Corporate Social Responsibility**

The company's responsibility to the surrounding environment is proof of a good commitment to the company (H. K. Y. R. E. T. Y. G. Kim, 2020). The company will give part of the percentage of its profits as part of its concern for the surrounding environment (Maier, 2021). Both company leaders and employees also feel proud of the company's responsibility to the community (Streimikis, 2020). However, not all companies are aware of or able to provide some of the profits obtained to be given to the community or the surrounding environment (A. K. F. W. S. Kim, 2020). However, it should be noted that not all companies have sufficient capacity to provide social responsibility assistance to the community (Zhang, 2020). The inability to increase profitability is the main reason why companies are unable to do so. When the company is able and has a strong commitment to providing social assistance to the surrounding environment, this will have an impact on the inner satisfaction of its employees. So that this sense of inner satisfaction makes employees work with a sense of awareness and an open heart. Employees feel happy and are not burdened or forced to carry out all their duties and responsibilities.

### **2.3. Life Satisfaction**

Satisfaction at work for an employee is the hope of every individual. Life satisfaction is not only job satisfaction but also overall satisfaction (Bufquin, 2021). Satisfaction with the family environment, living environment, and work environment are dimensions of one's life satisfaction. Life satisfaction can be seen from the characteristics of an employee in maintaining his emotional stability (Pereira, 2020). Because this will have an impact on the health of an employee, employees who already have good life satisfaction tend to work with full awareness and a sense of responsibility. Employees will have a moral burden on their work (Zheng, 2019). Then the employee will state to himself that the company has provided a lot of remuneration, especially against his expectations. So that employees will behave to the maximum to provide the best for the survival of the company. Employee life satisfaction will have a major impact on job satisfaction (Awaluddin, 2021). So that, in the end, will improve its performance. The results of previous studies stated that companies that can provide life satisfaction to their employees have a major impact on achieving company targets (Munro, 2019).

### **2.4. Employee Performance**

Employees who work in certain positions will try their best to achieve success in carrying out their duties and responsibilities. The work of employees will have an impact on the work of other employees (Bufquin, 2021). Good performance will also be seen from the ability of employees not to make the smallest work mistakes (Lopera, 2020). The quality and quantity of work are important elements for a leader in evaluating the performance of his subordinates (S. A. M. A. S. Saleem, 2019). In addition, the ability to work together and communicate is also a complementary element of the good or bad performance of employees (Lopera, 2020). Maximum performance directs employee attitudes in reminding the behavior of other employees who have intentions and actions that are detrimental to the company (Endri, 2022). Because this causes replacement costs for the behavior and actions taken by the employee, it can be said that the employee's performance is not optimal not only influenced by individual factors (Abdul, 2019). Companies with long organizational structures will also affect the quality and quantity of employee work because such things require complex coordination and supervision (Nanle, 2015b).

The hypotheses in this study are as follows:

1. Job enrichment has a significant effect on the life satisfaction of employees
2. Corporate social responsibility has a significant effect on the life satisfaction of employees
3. Job enrichment has a significant effect on employee performance
4. Corporate social responsibility has a significant effect on employee performance

5. Job enrichment has a significant effect on employee performance through life satisfaction
6. Corporate social responsibility has a significant effect on employee performance through life satisfaction

### 3. Research Methodology

The approach used in this research is Structure Equation Model (SEM). The population in this study is employees at PT. Perkebunan Nusantara III has had a working period of more than 10 years. Furthermore, the sampling technique used simple random sampling, where the researcher selected 94 employees. The data of this study were sourced from primary data through the distribution of research questionnaires. Before the test data to see the direct and indirect effects of job enrichment and corporate social responsibility variants, the data must first pass the validity and reliability testing. This goal is needed to ensure whether the questionnaire that has been obtained can measure the research variables. The data analysis technique is Partial Least Square (PLS) which aims to conduct path analysis, both direct and indirect effects of job enrichment and corporate social responsibility variables on employee performance through life satisfaction (Sholihin & Ratmono, 2013).

### 4. Results and Discussion

#### 4.1. Respondent Description

##### a. Description of Respondents by Gender

The general description of the respondents in this study was employees at PT. Perkebunan Nusantara III while the procedure and asked to fill out a questionnaire. Characteristics of respondents by gender can be seen in the following table:

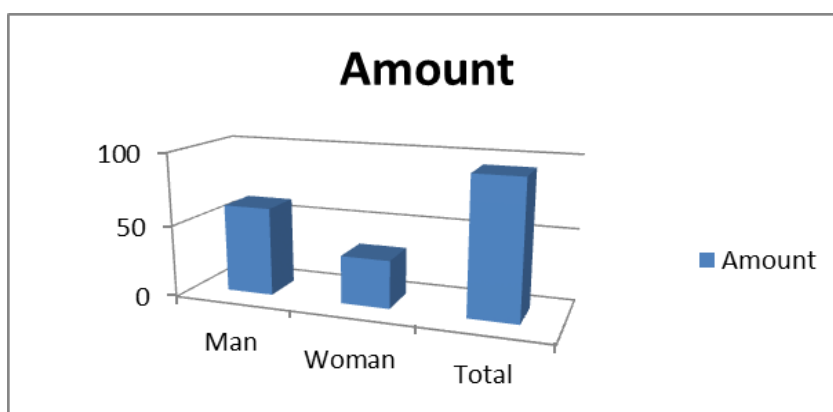


Fig. 1: Characteristics of respondents by gender

Based on the picture above, it can be seen that out of 94 respondents, 61 respondents (65%) were male, while 33 respondents were female (35%). This shows that PT. Perkebunan Nusantara III prefers male employees. It is intended male respondents are needed, especially in oil palm plantation areas.

**b. Description of Respondents Based on Education Level**

General description of respondents in this study employee at PT. Perkebunan Nusantara III. based on education level can be seen in the following figure:

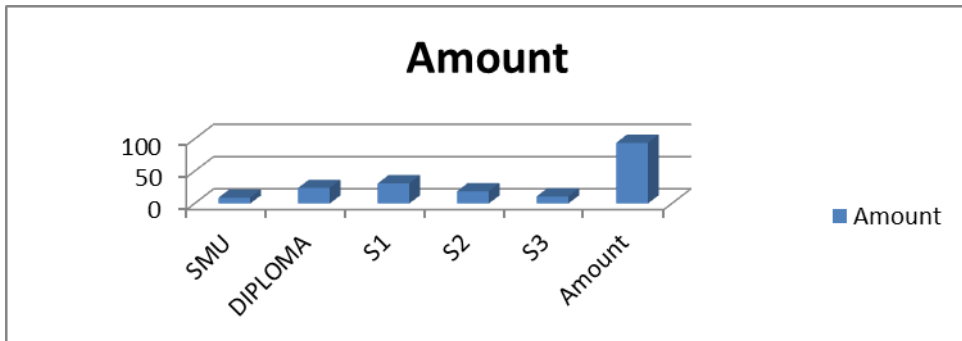


Fig. 2: Characteristics of respondents based on education level

Based on the tables and graphs above, it is known that there are 9 employees with high school education or (10%), consumers with a Diploma education totaling 24 consumers or (26%), consumers with S1 education totaling 31 people or (33%) and consumers with education S2 totaled 19 people or (20%) and consumers with S3 education amounted to 11 people or (12%).

**c. Description of Respondents by Age**

The general description of respondents in this study were employees at PT. Perkebunan Nusantara III. based on age can be seen in the image below:

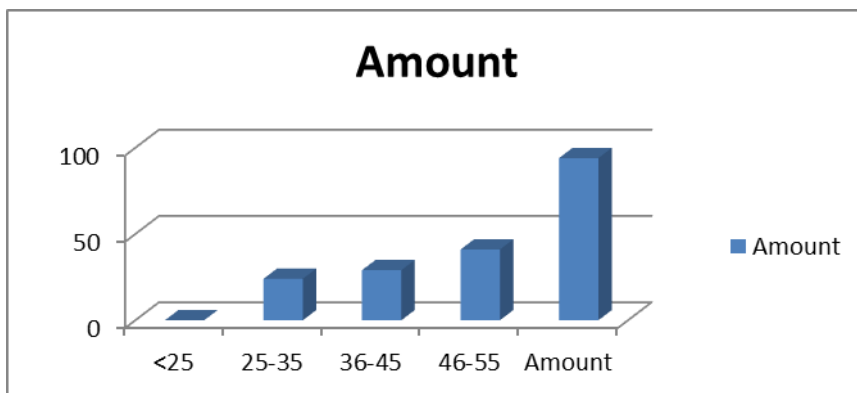


Fig. 3: Characteristics of respondents based on education level

Based on the tables and graphs above, it is known that there are 0 employees aged <25 years (0%), consumers aged 25-35 years are 24 people (26%), consumers aged 36-45 are 29 people (31% ) and consumers aged 46-55 years amounted to 41 people (44%). This can be interpreted that employees at the age of 46-55 years have more security in working for more than 10 years. this means that employees feel comfortable working at PT. Nusantara Plantation 3.

#### 4.2. Measurement Model Analysis (Outer Model) Convergent Validity Test

##### a. Convergent Validity Test

The results of the convergent validity of the data instruments in this study are shown in the following table:

Table 2: Loading factor

**Outer Loadings**

Matrix	Corporate Social Responsibility	Employee Performance	Job Enrichment	Life Satisfaction
CR1	0.788			
CR2	0.847			
CR3	0.744			
CR4	0.798			
EP1		0.800		
EP2		0.819		
EP3		0.834		
EP4		0.805		
JE1			0.763	
JE2			0.757	
JE3			0.814	
JE4			0.844	
LS1				0.713
LS2				0.745
LS3				0.734
LS4				0.765

Based on the table above, shows that the loading factor value is more significant than 0.7. So that all existing items can be declared valid.

##### b. Discriminant Validity Test

The results of the determinants of the validity of the test data in this study are shown in Table 3.



Table 3: Discriminant Validity

**Discriminant Validity**

	Corporate Social Responsibility	Employee Performance	Job Enrichment	Life Satisfaction
Corporate Social Responsibility	0.795			
Employee Performance	0.326	0.815		
Job Enrichment	0.627	0.441	0.795	
Life Satisfaction	0.633	0.624	0.640	0.740

From table 3 above, the model has good discriminant validity if each loading indicator value of a latent variable is greater than the other correlated variables. The cross-loading value in this study for each indicator is greater than the other latent variables. This shows that each variable has good discriminant validity.

**c. Construct a Reliability Test**

The results of data processing show that:

Table 4: Construct reliability

**Construct Reliability and Validity**

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Corporate Social Responsibility	0.806	0.813	0.873	0.632
Employee Performance	0.835	0.859	0.887	0.664
Job Enrichment	0.806	0.814	0.873	0.633
Life Satisfaction	0.724	0.724	0.828	0.547

Based on table 4 shows that the average value is >0.5. then the value of composite reliability > 0.874. So it can be concluded that the indicators in the study can measure well.

**4.3. Measurement Model Analysis (Inner Model) Coefficient of Determination (R<sup>2</sup>)**

Table 4. R-Square

	R Square	R Square Adjusted
Employee Performance	0.407	0.387
Life Satisfaction	0.498	0.487

Based on the data from Table 4, it is known that the value of Adjusted R-Square for the life satisfaction variable is 0.487 or 48.7%, while the remaining 51.3% is influenced by other variables not examined in this study. Meanwhile, for the employee performance variable, the value of Adjusted R-Square is 0.387 or 38.7%, while the remaining 61.3% is influenced by other variables not discussed in this study.

#### 4.4. Predictive Relevance (Q2)

The value of Q2 has the same meaning as the coefficient of determination (R-Square). The value of Q2 which is greater than 0 indicates that the model has predictive relevance. On the other hand, if the value of Q2 is less than 0, it indicates that the model has less predictive relevance. In other words, where all the values of Q2 are higher, the model can be considered more suitable for the data. Consideration of the value of Q2 can be done as follows:

$$Q_2 = 1 - (1 - R_1^2)(1 - R_2^2) \dots (1 - R_n^2) \quad Q_2 = 1 - (1 - 0.487)(1 - 0.387)$$

$$Q_2 = 1 - (0.513)(0.613)$$

$$Q_2 = 1 - 0.084$$

$$Q_2 = 0.916$$

Based on the results of the analysis, a Q2 value of 0.916 was obtained. So it can be concluded that all variables in this study, namely job enrichment, corporate social responsibility, life satisfaction, and employee performance, contributed 91.6% of the original data in the existing structural model. Then the remaining 8.4% needs to be assessed by other variables other than the research variables.

#### 4.5. Effect Size (F2)

Effect Size (F2) is to determine the kindness of the model, and also to find out whether the predictor variable has a weak influence, sufficient or strong impact on the structural level.

#### 4.6. Hypothesis Test

Table 6: Direct effect

	Original Sampl...	Sample Mean (...)	Standard Devia...	T Statistics ( O/STDEV )	P Values
Corporate Social Responsibility -> Employee Performance	-0.164	-0.138	0.188	0.873	0.383
Corporate Social Responsibility -> Life Satisfaction	0.382	0.394	0.105	3.651	0.000
Job Enrichment -> Employee Performance	0.132	0.149	0.158	0.835	0.404
Job Enrichment -> Life Satisfaction	0.400	0.391	0.109	3.672	0.000
Life Satisfaction -> Employee Performance	0.644	0.615	0.166	3.876	0.000

#### **4.7. Effect of Job Enrichment on Life Satisfaction**

Directly job enrichment has a significant effect on life satisfaction. This result can be seen from the significance value of 0.000 which is smaller than 0.05. This study is in line with the results of previous studies which state that job enrichment has a significant effect on life satisfaction (Nugroho, 2017)(Basit, 2021)(Nanle, 2015a). The findings in this study indicate that job enrichment was carried out at PT. Perkebunan Nusantara III is realized by giving autonomy to the work. An employee has the right and responsibility to make a decision quickly when required to deal with a work problem. This autonomy is not granted to every employee but is based on certain positions. Before an employee is given the autonomy right, the leader has to be able to build good communication in creating feedback for decision-making. (Clark, 2009) states that an employee's life satisfaction can be started from a comfortable work environment and work culture. An employee who is comfortable at work certainly has a big impact on harmony in the household (S. S. W. A. S. R. Saleem, 2012). So life satisfaction makes an employee more committed to work and family and becomes a better person (Nanle, 2015a). Furthermore (Supartha, 2018) also supported that life satisfaction causes an employee to be willing or sincere in work. This is a noble and honorable obligation for being able to provide the best for the company (Wibawa, 2021).

#### **4.8. Effect of Corporate Social Responsibility on Life Satisfaction**

The results of direct data testing show that corporate social responsibility has a significant effect on life satisfaction. It is known that the significance value of corporate social responsibility of 0.000 is smaller than 0.05. This means that corporate social responsibility has a significant effect on the life satisfaction of employees at PT. Perkebunan Nusantara III. This result is in line with previous research which states that when a company has good sensitivity to corporate social responsibility, it has an impact on the life satisfaction of employees (Skitka, 2012)(Hsu, 2012)(Istikomah & TBSA, 2014). The implication of the findings that the researchers got shows that so far the corporate social responsibility in PT. Perkebunan Nusantara III has been carried out with various social programs for the community. Community development and business partnerships are corporate social responsibility programs as a form of the company's concern for the surrounding environment. Results of the study (A. K. F. W. S. Kim, 2020) indicated that companies that have corporate social responsibility funds and are given to the surrounding environment as a form of care, then employees who work at the company will be well received by the community around the company. In addition, the community will not interfere with or damage any activities carried out by the company when carrying out its production.

#### **4.9. Effect of Job Enrichment on Employee Performance**

The results of the data analysis conducted directly conclude that job enrichment has no effect on employee performance, where it is known that the significance value of the job enrichment variable is 0.404 which is greater than 0.05. The results of this study are not in line with the results of previous studies which state that job enrichment has a significant effect on employee performance (Nanle, 2015a)(Fuller, 2001)(Azeez, 2020). The findings in this study indicate that job enrichment so far carried out by company leaders is not by the abilities of employees. The purpose of doing job enrichment is so that employees have new challenges in completing their tasks. The job enrichment carried out did not have a major impact on employees' work results. According to (Sushil, 2014), when job enrichment is carried out in the company but not based on the abilities and desires of the employees, then this is not directly able to improve the quality and quantity of the employee's work. Before the company conducts job enrichment, it is better to conduct an assessment and personal interview to ensure what kind of job enrichment is most suitable for the position and individual in the company (Wibawa, 2021).

#### **4.10. Effect of Corporate Social Responsibility on Employee Performance**

The results of data analysis show that corporate social responsibility has no direct effect on employee performance. This can be seen from the significance value of 0.383 which is greater than 0.05. The results of this study are not in line with the results of previous studies which state that corporate social responsibility has a significant effect on employee performance (H. K. Y. R. E. T. Y. G. Kim, 2020)(Maier, 2021)(Streimikis, 2020). The findings in this study imply that the corporate social responsibility at PT. Perkebunan Nusantara III has not been maximally felt by employees. Community development and partnership programs are distributed to communities around PT. Perkebunan Nusantara III. However, this does not have an impact on employees, especially on work motivation and the quality of their work. The corporate social responsibility program has never targeted the employees' residences. Many employees complain that the environment where they live is in dire need of corporate social responsibility from the company. Repairing houses of worship, and fostering youth groups and non-economic communities are very feasible to be touched by the program. It is better if the management of PT. Perkebunan Nusantara III allocates some of the existing corporate social responsibility funds specifically for the environment where the employees live. The point is that the program must have been based on the terms and considerations as well as the accountability for the use of funds professionally and proportionally. (Zhang, 2020) explained that corporate social responsibility that is channeled on target will make an employee feel proud. So that employees will

work with enthusiasm and produce the maximum possible quality and quantity of work (Maurício, 2016).

Table 7: Indirect effect

	Original Sampl...	Sample Mean (...)	Standard Devia...	T Statistics (IQ...	P Values
Corporate Social Responsibility -> Life Satisfaction -> Employee Performance	0.246	0.240	0.087	2.823	0.005
Job Enrichment -> Life Satisfaction -> Employee Performance	0.258	0.238	0.092	2.798	0.005

#### 4.11. Effect of Job Enrichment on Employee Performance through Life Satisfaction

Indirectly, life satisfaction has a significant effect in mediating the effect of job enrichment on employee performance. This is indicated by a significance value of 0.005 which is smaller than 0.05. This study is in line with the results of previous studies which concluded that life satisfaction plays an important role in increasing the effect of job enrichment on employee performance (Zheng, 2019)(OlusegunAninkan, 2014)(Wibawa, 2021). Furthermore, the findings obtained by the researcher are that so far the life satisfaction of the employees of PT. Perkebunan Nusantara III has been categorized as good. This is reflected in the absence of employees who decide to move to find another company, especially in the welfare of life. Financially PT. Perkebunan Nusantara III has been able to make its employees feel much appreciated for their sacrifice and loyalty to the company. Furthermore, employees are treated non-financially in a family manner. This is shown by family gathering activities which are routinely carried out every year. The goal is a sense of togetherness in the big family PT. Perkebunan Nusantara III can be established between one employee and another or the leader to subordinates. A study (Ngarm, 2016) indicated that job design is necessary for employees to minimize work stress levels. When employees feel the workload received is too excessive, it can be ascertained that the ability to produce maximum performance is also impossible to do.

#### 4.12. Effect of Corporate Social Responsibility on Employee Performance through Life Satisfaction

Indirectly, life satisfaction has a significant effect in mediating the effects of corporate social responsibility on employee performance. This result can be seen from the significance value of 0.005 which is smaller than 0.05. This study is in line with the results of previous studies which state that life satisfaction has a significant effect in mediating the effects of corporate social responsibility on employee performance (Fauzi, 2020)(Glavas, 2016)(Ismaila, 2021). The implications of the findings in this study indicate that employee satisfaction and pride at PT. Perkebunan Nusantara III is a reflection of work loyalty to the company. Employees have a strong sense of self-confidence because they were accepted to

join one of the state-owned companies in Indonesia. The partnership program as part of corporate social responsibility as a form of the company's concern for the community also adds to the admiration of employees. Because this can be done cannot be separated from the sacrifice of energy and thoughts of employees who contributed to the company.

(Omer, 2018) states that life satisfaction in employees will be seen from their mental and inner conditions towards their work position. Feel comfortable at work and not pressured or forced to carry out their duties and responsibilities. The company does not only provide remuneration in the form of greater finances but also creates a good working environment that is also important in fostering a sense of satisfaction in the life of employees (Kwon, 2018). The company is also trying to make the office where employees work become their second home after the house where their family lives (Duong, 2021).

## **5. Conclusions**

The conclusion that researchers can find is that job enrichment and corporate social responsibility directly have a significant effect on life satisfaction while job enrichment and corporate social responsibility have no direct effect on employee performance. Lastly, indirectly, life satisfaction has a significant effect in mediating job enrichment and corporate social responsibility on employee performance. The implications of the findings in the job autonomy research are very much needed by employees in accelerating access to decision-making in the field. However, all of this must be in the company's operational standards that have been set. Furthermore, corporate social responsibility is expected not only for community social activities but corporate social responsibility funds can also be channeled to educational scholarships, especially for the people around PT. Perkebunan Nusantara III. Finally, the life satisfaction felt by employees so far has been to employee expectations. This can be seen from the employee's sense of comfort in a conducive environment both in the family environment and in the office.

Limitations in this study are respondents who only come from PT. Perkebunan Nusantara III, even though PT. There are 14 companies in this Nusantara plantation in Indonesia. All of these companies are Indonesian state revenues apart from tax revenues. It is hoped that this further research will use populations and samples from all PT. Archipelago plantations in Indonesia. So that the results of this study can be used as a basis, especially by the Minister of State-Owned Enterprises in improving the performance of their employees.

## References

- Abdul, M. A. S. M. R. P. E. M. (2019). job satisfaction as an intervening variable in the effect of motivation on the performance. *Global Journal of Management and Business Research: A Administration and Management*, 19(6), 1–7
- Aminuddin, H. I. A. S. S. F. A. A. Z. H. (2020). Exploring job design as predictors of job performance at a malaysian automobile company. *Jurnal Intelek*, 15(2), 48–59
- Awaluddin, N. S. N. R. (2021). the effect of quality of work life, organizational culture and job satisfaction on employee engagement. *Bina Bangsa International Journal of Business and Management (BBIJBM)*, 1(2), 158–165. <http://bbijbm.lppmbinabangsa.id/index.php/home/article/view/16/25>
- Azeez, S. (2020). A critical review of impact of job enrichment and employee performance, motivation and productivity. *International Journal of Scientific Research and Engineering Development*, 3(3), 1403–1411. [www.ijrsred.com](http://www.ijrsred.com)
- Basit, S. N. C. Z. A. A. (2021). How despotic leadership jeopardizes employees performance: The roles of quality of work life and work withdrawal. *Leadership and Organization Development Journal*, 42(1), 1–16. DOI:10.1108/LODJ-11-2019-0476
- Bufquin, J. Y. P. S. K. H. D. (2021). An examination of restaurant employees' work-life outlook: The influence of support systems during COVID-19. *International Journal of Hospitality Management*, 97(May), 102992. DOI:10.1016/j.ijhm.2021.102992
- Clark, J. S. M. M. A. (2009). Has it been affected all along? A test of work-to-family and family-to-work models of conflict, enrichment, and satisfaction. *Personality and Individual Differences*, 47(3), 163–168. DOI:10.1016/j.paid.2009.02.015
- Dirkareshza, A. F. M. Y. A. S. R. (2022). optimalisasi good corporate governance penguatan bumh dalam perlindungan keuangan negara. *Mahadi*, 1(1), 96–111
- Duong, Q. B. T. T. C. N. D. A. H. D. A. (2021). the impact of corporate social responsibility on employee management: A case study in Vietnam. *Journal of Asian Finance, Economics, and Business*, 8(4), 1033–1045. DOI:10.13106/jafeb.2021.vol8.no4.1033
- Endri, P. F. S. P. S. A. B. S. E. S. E. Y. R. E. (2022). Work stress mediates motivation and discipline on teacher performance: Evidence work from home policy. *Journal of Educational and Social Research*, 12(3), 80. DOI:10.36941/jesr-2022-0068

Fauzi, W. A. N. C. (2020). The influence of social responsibility in employee satisfaction mediated by corporate image and organizational commitment. *Jurnal Ilmiah Akuntansi Dan Bisnis*, 15(2), 1–18. DOI:10.24843/JIAB.2020.v15.i02.p07

Fuller, B. P. N. R. H. M. G. B. J. (2001). The influence of empowerment and job enrichment on employee loyalty in a downsizing environment. *Group and Organization Management*, 26(1), 93–113. DOI:10.1177/1059601101261006

Glavas, A. (2016). Corporate social responsibility and employee engagement: enabling employees to employ more of their whole selves at work. *Frontiers in Psychology*, 7(May), 1–10. DOI:10.3389/fpsyg.2016.00796

Hsu, K. T. (2012). The advertising effects of corporate social responsibility on corporate reputation and brand equity: Evidence from the life insurance industry in Taiwan. *Journal of Business Ethics*, 109(2), 189–201. DOI:10.1007/s10551-011-1118-0

Ismaila, K. Y. S. A. A. A. A.-R. A. A.-A. I. M. M. (2021). Corporate social responsibility and organizational performance: Mediating role of employee job satisfaction. *Zagreb International Review of Economics & Business*, 24(2), 135–157. DOI:10.2478/zireb-2021-0014

Istikomah, & TBSA. (2014). The relative effects of personal CSR and organizational CSR on work-life satisfaction and job satisfaction. *15th International Conference on Human Resource Development Research and Practice across Europe*, 12(2007), 703–712. <https://hsgm.saglik.gov.tr/depo/birimler/saglikli-beslenme-hareketli-hayat-db/Yayinlar/kitaplar/diger-kitaplar/TBSA-Beslenme-Yayini.pdf>

Kertati, I. (2021). Reformasi birokrasi dan perilaku anti korupsi. *Jurnal Media Admnistrasi*, 3(1), 1–7

Kim, A. K. F. W. S. (2020). Development and validation of standard hotel corporate social responsibility (CSR) scale from the employee perspective. *International Journal of Hospitality Management*, 87(October 2019), 102507. DOI:10.1016/j.ijhm.2020.102507

Kim, D. P. S. B. S. (2020). the effect of government's support policy and experience on the performance of SMEs. *Journal of the Korea Convergence Society*, 11(8), 195–201. <https://www.koreascience.or.kr/article/JAKO202025465016418.page%0Ahttps://www.koreascience.or.kr/article/JAKO202025465016418.pdf>

Kim, H. K. Y. R. E. T. Y. G. (2020). Why hotel employees care about corporate social responsibility (CSR): Using need satisfaction theory. *International Journal of Hospitality Management*, 87(September 2019), 1–8. DOI:10.1016/j.ijhm.2020.102505



- Kwon, H. K. E. W. M. U. N. (2018). The effects of corporate social responsibility (CSR) on employee well-being in the hospitality industry. *International Journal of Contemporary Hospitality Management*, 07(02), 1–35
- Lopera, D. R. P. A. L. G. F. G. (2020). Disentangling organizational commitment in the hospitality industry: The roles of empowerment, enrichment, satisfaction, and gender. *International Journal of Hospitality Management*, 90(June), 1–9. DOI:10.1016/j.ijhm.2020.102637
- Maier, A. P. H. J. P. K. G. W. (2021). The relationship between perceived corporate social responsibility and employee-related outcomes: A meta-analysis. *Frontiers in Psychology*, 12(July), 1–21. DOI:10.3389/fpsyg.2021.607108
- Meirinawati, I. P. (2021). Optimalisasi penerapan good corporate governance di era reformasi birokrasi. *Proceeding Call For Paper*, 134–139
- Munro, R. M. O. M. C. Z. (2019). Work-life balance, job satisfaction and turnover intention amongst information technology employees. *Southern African Business Review*, 20(1), 446–467. DOI:10.25159/1998-8125/6059
- Nanle, M. (2015a). Effect of job enrichment on employee motivation in selected private universities in South-West Nigeria. *Researchers World – Journal of Arts Science & Commerce*, 67–77. DOI:10.18843/rwjasc/v6i4/09
- Nanle, M. (2015b). Effect of job enrichment on employee motivation in selected private universities in South-West Nigeria. *Researchers World – Journal of Arts Science & Commerce*, November 2021, 67–77. DOI:10.18843/rwjasc/v6i4/09
- Ngarm, S. S. P. P. (2016). The interaction effect of job redesign and job satisfaction on employee performance. *Evidence-Based HRM*, 4(2), 162–180. DOI:10.1108/EBHRM-01-2015-0001
- Nugroho, M. T. B. I. A. B. R. (2017). the effect of job enrichment, self efficacy and organizational commitment on job satisfaction and performance of civil servants of department of health, Sinjai Regency, South Sulawesi Province. *International Journal of Business and Management Invention*, 6(2), 49–64. www.ijbmi.org
- OlusegunAninkan, D. (2014). The impact of reward management and job enrichment on job satisfaction among employees in the ogun state polytechnics. *International Journal of Business and Management Invention*, 3(31), 42–53. www.ijbmi.org
- Omer, S. K. (2018). The impact of corporate social responsibility on employee's job satisfaction. *Journal of Process Management – New Technologies, International*, 6(3), 56–64. DOI:10.5937/jouproman6-18296

Orpen, C. (1979). The effects of job enrichment on employee satisfaction, motivation, involvement, and performance: A field experiment. *Human Relations*, 32(3), 189–217. DOI:10.1177/001872677903200301

Pereira, P. F. C. G. S. F. P. R. M. S. (2020). What if employees brought their life to work? The relation of life satisfaction and work engagement. *Sustainability*, 1–12

Pratomo, A. A. W. S. (2021). Inovasi pelayanan publik dalam mendukung reformasi birokrasi di era masyarakat informasi. *Jurnal Media Administrasi*, 3(1), 42–49

Ratnasari, Y. R. S. L. (2020). Pengaruh kepemimpinan dan motivasi terhadap kepuasan kerja serta dampaknya terhadap kinerja karyawan. *Dimensi*, 9(3), 505–515

Saleem, S. A. M. A. S. (2019). The impact of perceived supervisor support on employees' turnover intention and task performance: Mediation of self-efficacy. *Journal of Management Development*, 38(5), 369–382. DOI:10.1108/JMD-03-2019-0076

Saleem, S. S. W. A. S. R. (2012). The impact of job enrichment and job enlargement on employee satisfaction keeping employee performance as intervening variable: A correlational study from Pakistan 1 OBS OBS. *Kuwait Chapter of Arabian Journal of Business and Management Review*, 1(9), 145–166

Sholihin, M., & Ratmono, D. (2013). Analisis SEM-PLS dengan Wrap PLS 3.0 untuk Hubungan nonlinier dalam penelitian sosial dan bisnis. Andi Offset.

Skitka, C. W. B. L. J. (2012). Corporate social responsibility as a source of employee satisfaction. *Research in Organizational Behavior*, 32, 63–86. DOI:10.1016/j.riob.2012.11.002

Streimikis, intao L. L. R. C. Z. C. W. R. R. A. J. (2020). Corporate social responsibility and employee behavior: Evidence from mediation and moderation analysis. *Corporate Social Responsibility and Environmental Management*, 27(4), 1719–1728. DOI:10.1002/csr.1919

Supartha, I. A. M. W. G. (2018). The effect of job enrichment and employee empowerment to organizational commitment with work motivation as a mediation. *International Journal of Economics, Commerce and Management*, 6(4), 494–506. [https://simdos.unud.ac.id/uploads/file\\_penelitian\\_1\\_dir/2bc88025c4809996cecfb2872e5661b7.pdf](https://simdos.unud.ac.id/uploads/file_penelitian_1_dir/2bc88025c4809996cecfb2872e5661b7.pdf)

Sushil, S. (2014). Role of job enrichment and job enlargement in work-life balance. *Global Journal of Finance and Management*, 6(3), 239–244. <http://www.ripublication.com>

Tumbuan, Y. K. R. J. L. W. J. F. . (2020). The analysis of job enrichment among employee in badan pendapatan daerah kota manado. *EMBA*, 8(4), 640–646

Ver, A. T. (2020). Does good internal communication enhance life satisfaction? *Journal of Communication Management*, 1–14. DOI:10.1108/JCOM-11-2019-0146

Werblow, W. S. P. J. (2019). Dose good job enrichment policy and practices impact employee job satisfaction? *The Journal of Global Business*, 6(1), 1–11

Wibawa, I. A. M. I. W. G. S. I. G. A. M. D. I. M. A. (2021). Job enrichment, empowerment, and organizational commitment: The mediating role of work motivation and job satisfaction. *Journal of Asian Finance, Economics, and Business*, 8(1), 1031–1040. DOI:10.13106/jafeb.2021.vol8.no1.1031

Zhang, C. W. R. H. T. (2020). Corporate social responsibility in international hotel chains and its effects on local employees: Scale development and empirical testing in China. *International Journal of Hospitality Management*, 90(September 2019), 102598. DOI:10.1016/j.ijhm.2020.102598

Zheng, T. S. R. F. (2019). The effects of work-family enrichment on job and life satisfaction of Korean employees. *International Journal of Financial Research*, 10(5), 138–144. DOI:10.5430/ijfr.v10n5p138