

Employee Perception of CSR and Quite Quitting Behavior: The Mediating Role of Work Meaningfulness

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Abstract— This study examines the relationship between corporate social responsibility (CSR) and quiet quitting behavior, focusing on the mediating role of work meaningfulness. A total of 375 employees participated in the survey during February- March 2024. The respondents are employees who work in the banking, healthcare services, and manufacturing sectors in Kebumen Regency. This study uses smart PLS 4 to conduct the measurement model and structural model assessment. The findings suggest that employees' perceptions of CSR (economic responsibilities, ethical responsibilities, and discretionary responsibilities) have a negative effect on quiet quitting behaviour. In contrast, legal responsibility displays an insignificant effect on quiet quitting behavior. Specific indirect effect evaluation revealed that meaningful work has a mediating effect in the perceived CSR-quiet quitting behaviour connection. This study contributes to the understanding of CSR's impact on employee initiative at work by nurturing meaningful of work.

Index Terms— Corporate social responsibility, Meaningful of work, Quality work life, Quite quitting behavior.

I. INTRODUCTION

Corporate Social Responsibility (CSR) has become a significant focus for many companies, encompassing activities that contribute positively to society and the environment beyond their core business operations. This includes environmental responsibility, employee well-being, and involvement in social issues. In the context of organizational behavior, employee perceptions of CSR by the company have gained increasing importance. The way employees view and understand their company's CSR practices directly impacts their attitudes and behaviors at work. Research has shown that when employees feel their company is involved in socially and environmentally responsible activities, they tend to be more satisfied with their jobs, more loyal to the company, and more motivated to perform at a high level (Gullifor, 2023; Slijepčević, 2024). This is because a positive perception of CSR can increase employee identification with the company's values and goals, strengthening their sense of ownership over the organization (Mola, 2023). Understanding how employee perceptions of CSR affect their attitudes and behaviors at work is crucial in human resource management, as it can help companies improve the performance and retention of employees (Lata & Kumar, 2023).

Although there have been many studies on the impact of CSR on employee behavior, there is still a lack of research specifically examining the relationship between employee perceptions of CSR and their tendency to quit quitting behavior. Quiet quitting is defined as an employees tendency, in this case, limits their contribution

to fulfilling job responsibilities according to their role (Hamouche et al., 2023). Employees with quiet quitting usually experience a decrease in interest in doing work outside their responsibilities and focus only on completing individual tasks with minimal effort (Gabelaia & Bagociunaite, 2024). In line, previous research have revealed that a positive perception of CSR is related to job satisfaction and employee loyalty, but its impact on quiet quitting behaviour is remain overlooked (Karrani et al., 2024; Lata & Kumar, 2022). Therefore, further research in this context is essential to fill this knowledge gap and provide a more comprehensive understanding of how CSR can influence employee retention. This research gain a deeper understanding of the role of CSR in influencing employee behavior and its implications for companies in retaining valuable talent.

This present study also investigates how the quality of work life (QWL) mediates the influence of CSR perceptions on quitting behaviour. This study assumes that a positive perception of CSR can increase QWL and in turn, it reduces the possibility of employees quite quitting behavior. Based on Social Identity Theory, individuals tend to identify with a particular social group, including the organization where they work (Hameed, 2016). A positive perception of CSR can strengthen employee identification with the company, as they feel proud and tied to the values and practices represented by CSR. This research contributes significantly to understanding how CSR affects employee behavior at work. Its focus is on the impact of CSR perceptions on the level of quiet quitting among employees, which is an area that has not been studied extensively before (Iqbal, 2024). Through testing QWL as a mediator, this study reveals how a positive perception of CSR can strengthen employee identification with the company, reducing the tendency to quit quietly (Raub, 2014). This provides a foundation for companies to understand and effectively manage the impact of their CSR and retain valuable employees through improving QWL.

II. LITERATURE REVIEW

A. Quite Quitting Behavior

The term "quiet quitting" has gained significant attention in recent years, particularly in the context of work and work culture (Hamouche et al., 2023). In its most common definition, quiet quitting refers to performing work in a minimal manner, using minimal time, energy, and enthusiasm unless absolutely necessary. In some cases, this can mean not taking on additional work outside of regular working hours or not doing tasks unrelated to one's main responsibilities (Gabelaia & Bagociunaite, 2024). The causes of quiet quitting can vary, but common factors include burnout and exhaustion due to unproportional workload, fear of additional tasks being assigned, feelings of stagnation in one's job, and lack of personal time for personal life (Atalay & Dağıstan, 2023; Öztürk et al., 2023). Quiet quitting can also be caused by dissatisfaction with one's job, lack of appreciation and support from the company, and ambiguity in roles between work and family (Pevec, 2024). The effects of quiet quitting can also be diverse, including decreased productivity, low job satisfaction, and potential decline in work quality. However, quiet quitting can also have benefits, such as improving work-life balance and preventing problems that may arise from quitting work altogether (Atalay & Dağıstan, 2023).

B. Employee Perception of CSR

CSR initiatives can invigorate employee engagement by providing opportunities for employees to contribute to social causes, fostering a sense of purpose and fulfillment in their work (Cha & Jo, 2019). This increased engagement can lead to improved job performance and productivity (Cha & Jo, 2019). Employees are more likely to stay with a company that demonstrates a commitment to CSR, as it reflects positively on the organization's values and culture (Aniszewska-Banaś, 2022). This can lead to reduced employee turnover rates, saving companies the costs associated with recruitment and training (Bapat, 2021).

This study significantly contributes to the understanding of how CSR influences employee behavior in the workplace. In this context, the role of CSR in enhancing employee quality of life can be seen through four dimensions: economic, ethical, legal, and discretionary (Carroll, 1979). The economic dimension, where employees expect fair compensation and good welfare policies to feel financially valued, is crucial. The ethical aspect is also important, where employees anticipate the company operating with principles of integrity, honesty, and social responsibility to feel morally bound to the organization. Additionally, compliance with laws and regulations is a significant factor in providing employees with confidence and security. Lastly, discretionary policies beyond legal and ethical standards, such as volunteer programs or environmental initiatives, can increase employees' emotional attachment to the company, reducing their tendency to leave without notice because they feel connected to a larger purpose.

C. Meaningful of Work

The concept of meaningful work has gained significant attention in recent years, particularly in the context of human resource development and organizational studies. The definition of meaningful work varies across studies, but it generally encompasses the idea that work should be fulfilling, purposeful, and aligned individual's values and passions (Tommasi et al., 2020). Meaningful work is often associated with positive outcomes such as increased employee engagement, motivation, and job satisfaction (Bailey et al., 2019). This review aims to synthesize the empirical literature on meaningful work, exploring its definition, measurement, theoretical underpinnings, and the outcomes associated with it at individual, organizational, and societal levels (Bailey et al., 2019; Blustein et al., 2023). Research has consistently shown that meaningful work is associated with positive outcomes at individual, organizational, and societal levels. At the individual level, meaningful work is linked to increased job satisfaction, organizational commitment, and overall well-being (Bailey et al., 2019). At the organizational level, meaningful work is associated with improved employee retention, productivity, and organizational performance (Blustein et al., 2023).

D. Employee Perception of CSR and Quite Quitting Behavior

In recent years, research has shown that employees play a significant role in influencing the success of a company's CSR. Employees with a positive perspective on CSR tend to be more loyal and productive, with higher job satisfaction (Cha & Jo, 2019). Economic responsibility is the most common aspect of CSR. In this context, an employee's perspective on CSR can be understood as part of a business's responsibility to produce goods and services that meet the needs and desires of society (Powell, 2013). Employees who hold this perspective tend to view CSR as part of a company's main obligation to meet the needs and desires of society while also benefiting from it. Employees who feel that a company is responsible economically tend to feel more committed and loyal to the company. Next, in the legal aspect, an employee's perspective on CSR can be understood as part of a business's responsibility to operate within the framework of laws and regulations set by society (Slijepčević, 2024). Employees who hold this perspective tend to view CSR as part of a company's obligation to comply with existing laws and regulations. When employees consider a company to be law-abiding, they will feel a sense of shared values with the company, which can reduce turnover (Fung Wong & Kim, 2020). The ethical aspect emphasizes an employee's perspective on CSR as part of a business's responsibility to run the business in a moral manner. Employees who hold this perspective tend to view CSR as part of a company's obligation to run the business with integrity, fairness, and respect for the rights and dignity of stakeholders (Nyuur et al., 2022). Therefore, employees who work with a company that holds ethical principles tend to be more loyal and engaged with the company. The last aspect is discretionary responsibility. In this context, employees view CSR as part of a company's responsibility to contribute positively to society or to enhance their reputation (Kim & Lee, 2022). Companies need to participate in initiatives such as environmental sustainability, philanthropy, community involvement, and employee volunteer programs. This perspective will make employees feel more comfortable and committed to the company. Thus, this study proposes the hypothesis:

H1: Employee perception of CSR, which is divided into a) economic responsibilities, b) ethical responsibilities, c) legal responsibilities, and d) discretionary responsibilities, negatively impacts quite quitting behavior.

E. Mediating Role of Meaningful of Work

In this study, employees' perspectives on CSR are multifaceted, intertwined with their perceptions of the company's economic, legal, ethical, and discretionary responsibilities. Employees who perceive CSR as an integral part of the company's economic responsibility, they tend to develop the meaning at work (Janssen, 2022). This is because they see the company actively addressing community needs through its products and services, aligning with their own values and goals. Similarly, from a legal perspective, employees who view CSR as a commitment to compliance with laws and regulations feel a greater sense of connection and intend increasing the meaningful of work to the company (Aniszewska-Banaś, 2022). When they believe the company operates ethically within the legal framework, it fosters a shared set of values, reducing turnover intentions. Ethical considerations play a significant role in employees' perceptions of CSR. When employees perceive the company as upholding moral principles such as integrity, justice, and fairness, they are more likely to be engaged and loyal. This ethical alignment strengthens the bond between employees and the company, reinforcing their meaning of work (Cunha, 2022). Moreover, the discretionary aspect of CSR, which involves contributing positively to society and enhancing reputation, also impacts employee loyalty. Participation in initiatives like environmental sustainability, philanthropy, and community engagement fosters a sense of purpose

beyond individual roles, enhancing job satisfaction and retention (Fung Wong & Kim, 2020). In essence, employees' perspectives on CSR encompass economic, legal, ethical, and discretionary dimensions, all of which contribute to their attachment and loyalty to the company. Employees who perceive the company as fulfilling these responsibilities effectively, they are more likely to be engaged, loyal, and satisfied with their roles. Thus, this study proposes the hypothesis:

H2: Employee perception of CSR, which is divided into a) economic responsibilities, b) ethical responsibilities, c) legal responsibilities, and d) discretionary responsibilities, positively impacts meaningful work.

The meaningful of work channels CSR dimensions and employee quite quitting behavior by fostering a sense of purpose, attachment, and loyalty (Mirvis, 2012). When employees feel that their work contributes to a broader corporate social responsibility, it strengthens their commitment to the organization and reduces the likelihood of turnover. Employees find their work meaningful when they view it as a contribution to meeting societal needs through the company's products and services, fostering a sense of purpose and significance (Supanti, 2019). Compliance with laws and regulations reinforces this sense of purpose by indicating ethical operations, aligning employees with the company's commitment to legal obligations, and reducing turnover. Holding ethical principles, such as integrity and fairness, fosters a positive work environment where employees feel valued and respected, further increasing the meaning of their work and fostering loyalty. Being involved in CSR initiatives beyond legal and economic obligations, such as sustainability initiatives and community engagement, allows employees to contribute to social good, increase job satisfaction, and reduce the quite quitting behavior (Kim & Lee, 2022). Thus, this study proposes the hypothesis:

H3: Meaningful of work negatively impact quite quitting behavior.

H4: Meaningful work mediates the perception of CSR (a. economic responsibilities, b. ethical responsibilities, c. legal responsibilities, and d. discretionary responsibilities) on employees quite quitting behavior.

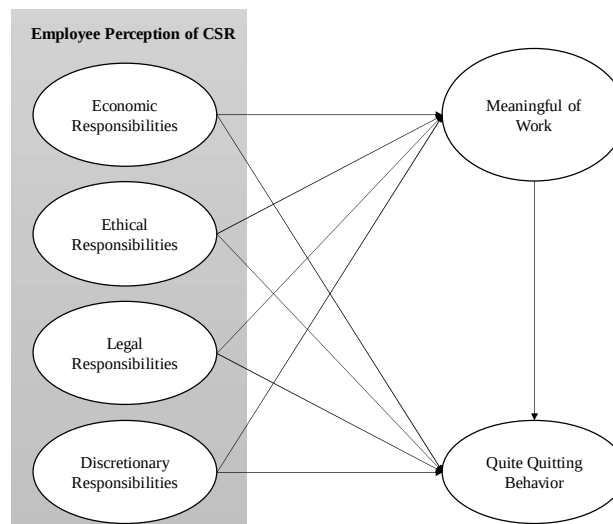


Figure 1. Empirical model

III. METHODOLOGY

A. Sample and Measurement

This study focused on employees operating in three main industrial sectors: banking, healthcare services, and manufacturing in Kebumen Regency. A total of 375 respondents were involved as the study sample using the convenience sampling technique. The survey method was employed by distributing questionnaires to respondents to collect the required data. The questionnaire was distributed from February to April 2024. The collected data was then analyzed using the Smart PLS tool to identify relevant relationships among variables in the research model.

Employee perception of CSR was measured using four dimensions modified from Cha & Jo (2019) that consist of economic responsibilities (4 items), ethical responsibilities (4 items), legal responsibilities (4 items), and discretionary responsibilities (4 items). Meaningful work indicator was measured using three items developed by

Akgunduz et al. (2018) and quite quitting behavior was measured using nine items adopted from (Galanis et al. (2023). All the indicators were rated using a 5-Likert scale, from “strongly disagree” to “strongly agree.”

B. Outer Model Analysis

The measurement model test results in Table 1 and Table 2 indicate that the model has convergent validity, which is assessed by the factor loading and Average Variance Extracted (AVE) (Hair et al., 2019). The factor loading values are greater than 0.7, and the AVE values are greater than 0.5, indicating that the model has convergent validity. Additionally, the construct reliability is high, as the Composite Reliability (CR) values are greater than 0.7 and the Cronbach's Alpha (CA) values are greater than 0.60. These results meet the criteria for both convergent validity and construct reliability, which are essential in ensuring the quality of the measurement model.

TABLE I. MEASUREMENT MODEL ASSESSMENT

Variables		Measurement Items	Mean	SD	Loading Factor
Economic Responsibilities (EC)	EC1	In my company, the product quality (or service) seems to be improving constantly.	3.35	.08	.72
	EC2	My company seems to have a system that reacts to customer complaints.	3.01	.23	.709
	EC3	My company contributes to national economic growth through profit maximization.	3.20	1.02	.86
	EC4	My company puts much effort into employment.	3.31	.21	.87
Ethical Responsibilities (ER)	ER1	My company has high overall ethics standards and protocols.	3.09	.74	.85
	ER2	There are no excessive ads or false ads.	3.90	.11	.80
	ER3	My company conducts transparent business.	3.65	.13	.864
	ER4	My company carries out fair transactions with business partners.	3.09	.20	.781
Legal Responsibilities (LR)	LR1	In my company, products meet legal standards.	3.66	.56	.85
	LR2	My company contributes to social welfare systems as mandated by law	3.01	1.01	.91
	LR3	My company seems to fulfill the responsibilities indicated on their contracts with other partners.	3.77	1.04	.85
	LR4	Management seems to put e rto into ethical business management, complying with the product related regulations.	3.65	.45	.72
Discretionary Responsibilities (DR)	DR1	My company collaborates business with the regional community and other institutions.	3.61	.50	.91
	DR2	My company support sponsorship for sports and cultural events.	3.38	.91	.76
	DR3	My company Encourages charity services supporting regional communities.	3.20	.92	.88
	DR4	We give back to society.	3.77	.88	.86
Quite Quitting Behavior (QQ)	QQ1	I find motives in my job.	3.78	.43	.874
	QQ2	I feel inspired when I work.	3.97	.12	.85
	QQ3	I do the basic or minimum amount of work without going above and beyond.	3.06	.79	.88
	QQ4	If a colleague can do some of my work, then I let him/her do it.	3.51	.14	.90
	QQ5	I don't express opinions and ideas about my work because I am afraid that the manager assigns me more tasks.	3.25	.96	.77
	QQ6	I don't express opinions and ideas about my work because I think that working conditions are not going to change.	3.91	.52	.84
	QQ7	I take as many breaks as I can.	3.02	.68	.74
	QQ8	I often do take an initiative at my work.	3.23	.30	.78
	QQ9	I often pretend to be working in order to avoid another task.	3.08	.35	.88
Meaningful of Work (MW)	MW1	The work I do is very important to me.	3.69	.35	.78
	MW2	My job activities are personally meaningful to me.	3.20	.78	.78
	MW3	The work I do is meaningful to me	3.88	.86	.84

Furthermore, the discriminant validity has been tested using the Fornell–Larcker criterion. Table 2 shows that the average variance extracted by all constructs is greater than the correlation between the construct and any other construct, which supports discriminant validity (Hair et al., 2019).

TABLE II: ASSESSMENT FOR CONVERGENT VALIDITY, DIVERGENT VALIDITY, AND RELIABILITY

Instrument	CA	CR	AVE	Instrument					
				1	2	3	4	5	6
Economic Responsibilities (1)	.80	.85	.76	.81					
Ethical Responsibilities (2)	.89	.91	.61	.65	.79				
Legal Responsibilities (3)	.73	.86	.77	.21	.55	.71			
Discretionary Responsibilities (4)	.87	.81	.59	.36	.54	.12	.79		
Quite Quitting Behavior (5)	.88	.87	.66	.41	.61	.10	.15	.71	
Meaningful of Work (6)	.79	.88	.58	.35	.47	.35	.52	.41	.89

Note: CR= composite reliability; AVE= average variance extracted; CA= Cronbach's alpha; Values above the diagonal in bold are squared inter-construct correlations for Fornell–Larcker criterion.

C. Inner Model Evaluation

The structural model, or inner model assessment, is the second stage in the structural equation model that investigates the relationships between constructs or latent variables in a model. Table 3 summarizes the inner model that describes the causal relationship between the constructs measured in the research and explains how the variables influence each other (Hair et al., 2019).

In hypotheses H1a, H1b, H1c, and H1d, this study assesses the relationship between perceived CSR dimensions and quitting behavior. The result revealed that economic responsibilities ($p= 0,002$; t -Stat: 3,087), ethical responsibilities ($p= 0,005$; t -Stat: 2,819), and discretionary responsibilities ($p= 0,001$; t -Stat: 3,261) have a negative influence on quite quitting behavior. However, in contrast, legal responsibilities are not significantly related to quite quitting behavior ($p= 0,079$; t -Stat: 1,760). Thus, H1c is rejected.

TABLE III: STRUCTURAL EQUATION MODEL ASSESSMENT

Variabels	Original Sample	STDEV	t -Stat	p -Values	Hypothesis
ECR -> Quite Quitting	-.31	.10	3.08	.00	H1a: Supported
ER-> Quite Quitting	-.62	.22	2.81	.00	H1b: Accepted
LR -> Quite Quitting	-.21	.12	1.76	.07	H1c: Supported
DR -> Quite Quitting	-.78	.241	3.26	.00	H1d: Supported
ECR -> MW	.34	.11	2.99	.00	H2a: Supported
ER-> MW	.51	.09	5.63	.00	H2b: Supported
LR -> MW	.52	.20	2.59	.01	H2c: Supported
DR -> MW	.91	.13	6.81	.00	H2d: Supported
MW-> Quite Quitting	.53	.21	2.42	.01	H3: Supported
<i>Specific Indirect Effect</i>					
EL -> MW-> QQ	-.18	.08	2.13	.03	H4a: Supported
ER-> MW -> QQ	-.27	.10	2.50	.01	H4b: Supported
LR -> MW -> QQ	-.28	.13	2.03	.04	H4c: Supported
DR -> MW -> QQ	-.48	.22	2.13	.03	H4d: Supported

Note: Economic Responsibilities (ECR); Ethical Responsibilities (ER); Legal Responsibilities (LR); Discretionary Responsibilities (DR); Meaningful of Work (MW).

In addition, this study investigates the mediating role of meaningful of works in the connection between perceived CSR and quite quitting behavior. Meaningful of work has negative effect on quite quitting behavior, thus supporting H3. The result also indicated that all perceived CSR dimensions positively correlate with meaningful work, thus supporting H2a, H2b, H2c, and H2d. In addition, this study used the specific indirect

effect test to evaluate the mediating effect. The result showed that meaning full of work has a mediating effect in the connection between economic, ethical, legal, and discretionary responsibilities toward quitting behavior. Thus hypothesis H3a, H3b, H3c and H3d were supported.

IV. DISCUSSION

This present study aims to evaluate the connection between employees' perception of CSR and quiet quitting behavior through meaningful work as mediating variables. The result shows that the dimensions of CSR-economic, ethical, and discretionary responsibilities- negatively impact employees quite quitting behavior. In the context of economic responsibilities, when employees feel that their company is committed to economic responsibility by enhancing product or service quality, responding to customer complaints, and striving to maximize profits while considering compensation, they may feel more emotionally attached and motivated in their work. On the other hand, ethical awareness, transparency in business, and fair transactions with business partners have proved to increase job satisfaction and motivate employees to put in extra effort and take initiative in their work. The discretionary aspect also shares a negative influence on quiet quitting behaviour. Employees who feel that the company contributes to the community and the environment, such as by supporting sports, cultural, or charitable activities, may feel emotionally attached to the organization and more likely to exhibit active behaviour in their work. This result indicates that employees who consider the company to be socially responsible in economic, ethical, and discretionary aspects will have an impact on reducing the likelihood of quiet quitting. In contrast with previous research, legal responsibilities display an insignificant influence on quiet quitting behavior. This study also investigates the mediating effect of meaningful work as a mediating variable. The analysis revealed that the meaningful work mediates the link between all dimensions of perceived CSR and quiet quitting behavior. In essence, when employees perceive that their organization is committed to CSR, they are more likely to find their work meaningful, which motivates them to continue working rather than quiet quitting. This punctuates the critical role of meaningful work due to perceived CSR that shapes employees' behavior. In line with social identity theory, when employees perceive that their company effectively implements CSR programs, they will likely feel that their work is meaningful. They view the company not only as a profit-driven entity but also as morally involved in social responsibility, encompassing economics, ethics, law, and discretion.

V. CONCLUSION

This study found that employee perception of CSR negatively affects quitting behavior, except for legal responsibility. In addition, the relationship between perceived CSR dimensions and quite quitting behavior is mediated by meaning full of work. This means that perceived CSR can boost employees' meaningful work, which in turn decreases quite quitting behavior. Practically, the research suggests that companies should enhance activities that provide social responsibilities. Prioritizing the meaningfulness of work through CSR programs that align with social identity theory can also promote a more engaged and committed workforce. By adopting these strategies, companies can reduce the likelihood of quiet quitting behavior among their employees and create a more positive and productive work environment. In the theoretical implication, this study provides novel avenues for future studies regarding how employee perception of CSR impacts their retention. The study's cross-sectional design poses limitations in establishing causality definitively, while reliance on self-reported data may introduce biases. The sample's specificity also hinders generalizability, and the exclusion of potential mediators like sense of calling and psychological attachment warrants further investigation. Future research could employ longitudinal designs, diverse samples, and multiple data collection methods to enhance validity. Exploring moderators such as individual and organizational factors, conducting comparative studies across industries or cultures, and experimenting with CSR interventions could provide deeper insights into the relationship between CSR, meaningful work, and employee quite quitting behavior.

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