Perceived corporate social responsibility and innovative work behaviour: the role of passion at work

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Abstract

Purpose – Perceived corporate social responsibility (CSR) reflects personal views towards CSR activities that impact emotion, attitude and behaviour. This paper aims to investigate how perceived CSR predicts innovative work behaviour (IWB).

Design/methodology/approach – This study used a survey questionnaire to collect data from Gen Y 508 nurses working in the United Arab Emirates health-care sector. This study used a structural equation model to examine the study's hypotheses.

Findings – Perceived CSR was found positively and significantly related to employees' passion at work (PAW). This study also found that PAW positively and significantly mediates the relationship between perceived CSR and IWB in the organisation.

Research limitations/implications – This study's main limitation is that it used only quantitative methodology to examine the hypotheses. Thus, this study suggests mixed-method investigations in future research.

Practical implications – This study suggests that organisations should significantly engage in CSR-related activities, as it increases employees' PAW and cause IWB to be in full swing. Passionate Gen Y nurses will improve the quality of patient care services with productive, IWB.

Originality/value – The study's findings give an insight into how Gen Y nurses' perceptions of CSR would affect their attitudinal and emotional variables. This study contributes to the knowledge domain of IWB in the organisation. Passionate Gen Y nurses will add value to the health-care system by implementing IWB.

Keywords Perceived corporate social responsibility, Passion, Innovative work behaviour, United Arab Emirates (UAE), Passion at work

Paper type Research paper

Introduction

The micro foundations of corporate social responsibility (CSR) received less academic attention (Ng *et al.*, 2019) though employees view CSR differently. Some employees see CSR as substantive, while others view it symbolically (Donia *et al.*, 2017). CSR evaluation process depends on measuring employee's experience cognitively and emotionally (Gond *et al.*, 2017). Perceived CSR (PCSR) is explored in relationship with employee's well-being and green

behaviour (Shih and Susanto, 2017); employee voluntary pro-environment behaviour (Tian and Robertson, 2019); employees' creativity (Hur *et al.*, 2018); employees' pride, embeddedness and turnover (Ng *et al.*, 2019). While other studies explored PCSR in relationship with organisational commitment through different variables such as employees view of their organisation and what they are doing to others (Glavas and Kelley, 2014); employees' prosocial motivation desire to help others (Shao *et al.*, 2017). The studies we referred to could not justify how PCSR directly affects employees cognitively without linking it with the organisation internally or externally.

In behavioural science, studies focused on employee absenteeism and turnover to measure human cognition, behaviours, decisions (Laulié and Morgeson, 2021), job satisfaction and job embeddedness (Ferreira *et al.*, 2017), while it is not the case in the service sector. Health-care service in the community is a priority before or after health-care crises such as COVID19-Pandemic Halcomb *et al.* (2020b). It is necessary to provide a high quality of patient services (Russo, 2016). In addition, it is a mandate among health-care professionals. Patients are different from clients because they need high-quality health-care services. The gaps in the previous studies measured CSR from the concept of the stakeholders' (Turker, 2009). In addition, the individual behaviour and their interactions as micro foundations took little attention in the research, although they impact the firm's outcomes (Foss and Pederson, 2016). Social responsibility was measured differently (Russo, 2016). It was measured based on the needs of stakeholders for the account as social accountability and for the need to achieve the firm's roles as social responsibility. However, organisational dynamics impact employees' performance and attitude (Schneider, 1980). The different impacts might reflect different outcomes. The CSR evaluation process is vital to expand the insights on individuals and how they experience CSR initiatives cognitively and emotionally (Gond *et al.*, 2017). Halcomb *et al.* (2020a) found that although staff nurses had sufficient information about COVID-19 Pandemic, their quality of care during the COVID-19 pandemic was slightly worse. Firms' performance is captured through the impact of CSR activities. The changes in the health-care environment require innovativeness to ensure high quality and patient care (Sarıköse and Türkmen, 2020).

Employees are a sustainable advantage in the firm (Coff, 1997), and Generation Y (Gen Y) is different in response to a specific activity. Empirical evidence highlighted that those generational differences considered other factors that can guide different attitudes and behaviours towards specific initiatives (Frye *et al.*, 2020). Gaining the knowledge on Gen Y perception of their firms CSR will contribute to the body knowledge of research in human resources development. From a generational perspective, Gen Y has different interests than other generations. Therefore, their impacts might affect CSR initiatives and practices (Lysova *et al.*, 2019).

Literature review and hypotheses development
Perceived corporate social responsibility and passion at work
Employees' work passion impacts performance outcomes (Pollack *et al.*, 2020; Li *et al.*, 2019; Kong and Ho, 2018; Strese *et al.*, 2018; Ho and Astakhova, 2018; Mcallister *et al.*, 2017). Passion is an individual emotion that impacts the response to CSR activities. It emerges when employees get knowledge and indication of the event (Vallerand *et al.*, 2003). Employees' emotions, such as pride or prestige, are affected by perceived CSR and reflect positive outcomes (Edwards, 2016; Ng *et al.*, 2019). Ng *et al.* (2019) explored the relationship between CSR perception and employees' emotions by linking employees' feelings with organisational pride. Employees feel pride because of the impact on the external stakeholders. Similarly, Edwards (2016) explored the emotion of pride by linking perceived

CSR with globally awarded activity. Employees' reaction towards organisational pride was limited to Olympic sponsorship with a high profile in global events (Edwards, 2016).

On the other hand, Mahmoud *et al.* (2021) stated that Gen Y is likely to prefer introjected regulated as work motivation. Luger, Hofer and Floh confirmed that Luger *et al.* (2021) they are characterized as high on ethical consumption. That means Gen Y, who perceived the importance of social responsibility, positively affects CSR awareness. It has been argued that CSR positively affects female Gen Y emotional value (Chatzopoulou and de Kiewiet, 2021). The authors found that transparent information towards CSR initiatives helps male Gen Y evaluate authentic CSR and CSR activities. Thus, this study hypothesised:

H1. Perceived CSR positively influences passion at work (PAW).

Passion at work and innovative work behaviour
Positive emotions, good mood, autonomy and job meaningfulness improve employees' innovativeness (Bibi *et al.*, 2021). Business continuity depends on innovation practices (Amabile, 1988). Kang *et al.* (2016) hypothesised that passion for inventing mediate the relationship between innovative climates such as policies, procedures, rewards and employee innovative work behaviour (IWB). However, the finding showed that passion indirectly affects the relationship between innovative climate and employee innovative behaviour.

Innovative behaviour is a need among staff nurses to improve the health-care environment (Renkema *et al.*, 2021; Sarıköse and Türkmen, 2020) and implement evidence-based practice (Sarıköse and Türkmen, 2020). Chatzopoulou and de Kiewiet (2021) stated that critical information and transparency effectively apply CSR strategy among Gen Y. Thus, the continued improvement in communication messages is necessary among nurses, which impacts delivering quality care (Halcomb *et al.*, 2020a). On the other hand, Halcomb *et al.* (2020b) stated that quality of care was worse during the COVID-19 pandemic, although staff nurses had sufficient knowledge about COVID-19. The study was limited to a specific period where the policy and practices were not adapted. Supanti and Butcher (2019) found that CSR has substantial effects on helping behaviour among Gen Y than others. It has impacts on employees' sense of meaningful work, which accordingly has impacts on helping behaviour. However, Severo *et al.* (2018) found that Gen Y perceives less passion for socio-environmental practices such as social responsibility, eco-innovation and cleaner production, reflecting the low level of awareness towards socio-environmental initiatives. Gen Y nurses showed less importance regarding work to personal life and willingness to use personal power to fulfil the task at work. Significant to work and expenditure readiness than other older generations (Huber, 2019). There is conflict in finding regarding Gen Y and their perceptions towards initiatives in the workplace. The studies lack the evaluation of the CSR process from individual perspectives.

Internal factors have an impact on individuals' emotions. Trepanier *et al.* (2014) confirmed that obsessive passion has a positive relationship with job demands, increasing pressure among employees and being more costly. Trepanier *et al.* (2014) stated that nurses become overwhelmed to manage the requested tasks from the organisation and focus on managing the task instead of discussing alternative solutions with other nurses. Gen Y nurses are less resilient, leading to high levels of stress and escape-avoidance behaviour (Stevanin *et al.*, 2018). Thus, this study hypothesised:

H2. PAW positively influences IWB.

Perceived corporate social responsibility and innovative work behaviour: the mediating role of passion

Innovation is a process of generating, accepting and implementing ideas such as products, services or problem-solving (Amabile, 1988). The quality and safety of patient care require innovative behaviour, and it impacts the hospital service (Sarıköse and Türkmen, 2020). The authors found that high-performance expectations among staff nurses positively affect individual innovativeness. That means high involvement in practices and autonomy improves nurses' innovative behaviour. To illustrate, when employees perceive their abilities as higher than job demands, they will seek challenges to maintain their enjoyable work or develop their skills below demanding (Ho and Astakhova, 2018). At the same time, obsessive passion will avoid work that does not match their level of competence. Won-Moo *et al.* (2020) tested emotional brand attachment, reflecting the passion emotion as a mediator between CSR perception and performing extra-role. The hypothesis was supported. It indicates the feeling and promotes positive behaviour such as IWB.

However, Cho (2021) found no significant mediation role on employee green passion between customer pressure and employee green creative behaviour. Zhang *et al.* (2021) investigated employees' CSR perception during the COVID-19 pandemic and found that CSR negatively affects safety compliance when negative emotion is high. That means negative emotion moderates the impact of CSR on participation and adaptation of safety behaviour. The study is limited to the COVID-19 crisis, so participating in other activities might reflect different results. Halcomb *et al.* (2020a, 2020b) highlighted the advantage of Telehealth communication technologies during the COVID-19 pandemic, which impacts maintaining patient care and nurses' retention.

Perception towards CSR initiatives delivers different attitudes and behaviours. Bhattacharya *et al.* (2020) indicated the need to get CSR perception from the millennial's view because they could influence CSR effectiveness, adding value to the CSR actions. Also, Severo *et al.* (2021) found that Gen Y moderates the relationship between the COVID-19 pandemic and social responsibility. It showed high intensity among Gen Y residents than other generations. Additionally, Wang *et al.* (2018) found that millennials are more vital than other generations in getting the effects of firm perception towards environmental concern, which impacts the firms and products. They focus on environmental issues. Vătămănescu *et al.* (2021) stated that CSR communication affects business reputation before and after the COVID-19 pandemic. Thus, a high level of transparency is vital among Gen Y.

Similarly, Partouche *et al.* (2020) confirmed that Gen Y perceived cause-related marketing, a CSR initiative that reflects positive attitude and behaviour. On the other hand, Severo *et al.* (2018) found that Gen Y is least in perceived social responsibility, cleaner production and eco-innovation although the accessibility for information sources and social media. Gen Y (millennials) build their perception about the organisation based on social media (Dutta and Mishra, 2021). Additionally, Shahsavar *et al.* (2020) found that Gen Y is not interested in the eco-friendly strategy, which is part of social responsibility. This study hypothesised:

H3. PAW mediates the relationships between perceived CSR and IWB.

These three hypotheses have been arranged using extant literature in a conceptual research model (Figure 1) to be examine in this study.

Figure 1.
The conceptual model

| Perceived Corporate Social Responsibility | → | Passion at Work | → | Innovative Work Behaviour |

Methods
A quantitative methodology was selected to design close-ended questions instead of open-ended questions as characteristically led in the qualitative research. Quantitative research is the direction to record and quantify research findings (Leavy, 2017, P. 9).

Participant in the study
This study used a positivist approach that targeted Gen Y nurses in the United Arab Emirates (UAE) health-care sector. The quantitative survey targeted 600 Gen Y nurses working in the health-care sector in the UAE. The sample of 568 responded to the

Demographic variables	No.	(%)
Gender		
Female	307	60.43
Male	201	39.57
Age (in years)		
22–25	9	1.8
26–29	64	12.6
30–33	151	29.7
34–38	254	50
39–40	30	5.9
Nationality		
Asia	471	92.72
Africa	32	6.30
Europe	2	0.39
America	2	0.39
South America	1	0.20
Working experience in as a nursing profession		
≤ 1	2	0.39
1–4	54	10.63
5–8	121	23.82
9–12	250	49.21
13–16	73	14.37
≥17	8	1.57
Working experience in the nursing profession in UAE		
≤ 1	4	0.79
1–4	176	34.65
5–8	236	46.46
9–12	86	16.93
≥13	6	1.18
Working in a current hospital as a nurse		
≤ 1	4	0.79
1–4	347	68.31
5–8	124	24.41
9–12	168	4.92
≥13	8	1.75
Education qualifications		
Bachelor	466	91.73
Master	23	4.53
Vocational qualification	15	2.95
Doctorate	4	0.79

Table 1.
The sample details

questionnaires and excluded 60 respondents who were not part of the Gen Y population. Hair *et al.* (2014) stated that the minimum sample size equals ten times for one construct of the most significant formative indicators. This study's online survey was conducted due to the COVID 19 situations. Table 1 presents the demographic characteristics of the sample. The highest number of responses is from nurses who have about 9 to 12 years of experience in the nursing profession, and they represent 49% of the response 250. The lowest number of retuned surveys has less than one year of experience, and they completed 0.39% (2) of the surveys. The majority of nurses holds a bachelor's degree, and they represent 91% (466), and around 0.79% (4) hold a doctorate. The highest participants are female, representing 60% (307), and 40% (201) are male participants.

Measures

The respondents rated the measuring items for PCSR, PAW, and IWB using a seven-point Likert scale (1 = strongly disagree and 7 = strongly agree).

Perceived corporate social responsibility (PCSR). We used the PCSR scale developed by Turker (2009), which had 41 items but, in our study, we used only seven items as per Ng *et al.* (2019). The sample items of PCSR include "My organisation implements special programs to minimize its negative impact on the natural environment" and "My organisation targets sustainable growth which considers future generations". The calculated Cronbach's alpha coefficient of the PCSR scale was found to be 0.854 with composite reliability of 0.888.

Passion at work (PAW). We used the PAW scale developed by Vallerand *et al.* (2003) with two parameters, namely harmonious and obsessive passions, with fourteen items altogether. The sample items of PAW include *"The new things that I discover during my nursing work allows me to appreciate it even more"* and *"My nursing work allows me to live memorable experiences"*. The calculated Cronbach alpha coefficient of the PAW scale was found to be 0.658 with composite reliability of 0.851.

Innovative work behaviour (IWB). The IWB scale of Janssen (2000) with three parameters, namely idea generation, idea promotion and idea realization, with nine items altogether. The sample items of IWB include "I create new ideas for difficult issues at work" and

"I transform innovative ideas into useful applications at work". The calculated Cronbach's alpha coefficient of the IWB scale was found to be 0.784 with composite reliability of 0.874.

Results

Measurement model

The direction of the latent variables and corresponding manifest variables impacts the measurement model formulation (Vinzi *et al.*, 2010). The convergent validity showed a reliable relationship between variables. The instrument for PCSR, PAW and IWB had the desired range of Cronbach's alpha coefficients, composite reliability and average variance extracted (AVE). The corresponding latent and manifest latent correlation reflects standardized loadings to support interpretation purposes. The standardized loadings of the items to their intended constructs were all greater than 0.6. Vinzi *et al.* (2010) state that standardized loadings of 0.6 of individual items onto its intended constructs should be acceptable since composite reliability is reliable.

We conducted both reliability and validity measurement scales before testing the hypotheses. The composite reliability is used to correct the validity of coefficients and effect size of meta-analysis (Peterson and Kim, 2013). Christensen *et al.* (2014) confirmed that the

Construct	Indicator	SDL	SD	Cronbach's alpha coefficient	Composite reliability	Average variance extracted (AVE)
PAW	HPAW ← PAW	0.908	0.008	0.658	0.851	0.741
	OPAW ← PAW	0.810	0.022			
IWB	IDG ← IWB	0.767	0.029	0.784	0.874	0.698
	IDP ← IWB	0.851	0.015			
	IDR ← IWB	0.884	0.012			
PCSR	PCSR1 ← PCSR	0.688	0.033	0.854	0.888	0.532
	PCSR2 ← PCSR	0.756	0.026			
	PCSR3 ← PCSR	0.717	0.028			
	PCSR4 ← PCSR	0.771	0.022			
	PCSR5 ← PCSR	0.678	0.036			
	PCSR6 ← PCSR	0.732	0.026			
	PCSR7 ← PCSR	0.758	0.027			

Notes: SDL: Standardised loading; SD: Standard Deviation; IWB: Innovative work behaviour, PAW: Passion at work, PCSR: Perceived corporate social responsibility

Table 2.
The convergent validity

validity supports inferences of the scores obtained from the operational measurement. Bagozzi and Yi (1988) suggested that desirable composite reliabilities value of about greater than 0.60. Table 2 shows the results of validity and reliability tests, demonstrating that all values for composite reliability were above 0.70, suggesting acceptable reliability. We also assessed convergent validity by examining the AVE in the measures. The value ranges between 0.532 to 0.741 recommended by Fornell and Larcker (1981). Therefore, the internal consistency and reliability are reliable. The value in bold italic and bracket in Table 3 is the square root of the AVE. Table 3 suggests that correlations amongst constructs are lower than the square root of the AVE, which indicates the discriminant validity of each of the constructs of the study.

Structural model
Testing for the direct hypotheses. The results determined that *H1* got accepted ($\beta = 0.488$; t = 12.571; $p < 0.000$), demonstrating that PCSR positively influences PAW. Furthermore, *H2* got accepted ($\beta = 0.266$; t = 6.348; $p < 0.000$), demonstrating that PAW positively influences IWB. Table 4 presents the test results of direct hypotheses.
Testing for the indirect hypothesis. The result in Table 5 suggests that *H3* got accepted (PCSR → PAW → IWB; $\beta = 0.130$; $t = 5.581$, $p < 0.000$). It means that PAW mediates the influence of PCSR and IWBs.

Constructs	IWB	PAW	PCSR
IWB	(*0.836*)		
PAW	0.624	(*0.861*)	
PCSR	0.449	0.471	(*0.729*)

Notes: IWB: Innovative work behaviour, PAW: Passion at work, PCSR: Perceived corporate social responsibility. # The value in bracket and italic are the square root of AVE

Table 3.
The discriminant validity

Discussion and conclusion

Firms seek improvement on their practices by adopting CSR in the corporate strategy (Cook et al., 2019; Chuang and Huang, 2018). Health-care professionals' practices require involvement in inpatient health (Austin, 2012). The results showed a significant relationship between PCSR with PAW. PCSR has a direct effect on Gen Y nurses' passion. However, Kong and Ho (2018) found that employees who experience stress reflect obsessive work passion. Our study's findings advance literature to suggest that Gen Y employees' favourable perception towards employer's CSR make them passionate about work in the organisation.

In addition, the result showed that passionate Gen Y nurses have significant effects on IWB. However, Trepanier et al. (2014) stated that obsessive than harmonious passion has a positive relationship with job demands resulting in work pressure among nurses. Gen Y nurses are less resilient, leading to high levels of stress and escape-avoidance behaviour (Stevanin et al., 2018). Severo et al. (2018) found that less passion for socio-environmental practices, which reflects low socio-environmental initiatives awareness level, impacts socio-environmental practices. One of the takeaways in this regard is that passionate Gen Y nurses will add value to the health-care system by implementing IWB in their service. The study's findings supported these hypotheses when PAW was introduced as a mediator between PCSR and IWB. There is a direct relationship between PAW and IWB.

Similarly, PCSR has a direct effect on PAW. This finding contrasts with earlier work (Cho, 2021; Zhang et al., 2021), which indicated no significant mediating and moderating impact of employees' emotions and behaviour when they perceive CSR. Our finding showed that Gen Y who perceived CSR initiatives are passionate about innovative behaviour, which contrasts earlier study (Severo et al., 2018; Partouche et al., 2018), which stated that Gen Y is least in perceiving social responsibility.

Implications for theory

Our study advances literature to propose that when employees have a favourable perception towards organisation CSR activities, they become passionate about the work in the organisation and rate as crucial to them (Vallerand et al., 2003). This study complements the growing body of knowledge Gen Y nurses' perception of CSR because

Direct effect	Standardised direct effect	SD	T value	Significance level	Hypotheses testing
PCSR → PAW	0.488	0.039	12.571	p < 0.000	H1 accepted
PAW → IWB	0.266	0.042	6.348	P < 0.000	H2 accepted

Table 4.
The testing for direct hypotheses

The indirect effect	Specific indirect effect	SD	T value	Significance level	Hypothesis testing
PCSR → PAW → IWB	0.130	0.023	5.581	p < 0.000	H3 accepted

Notes: PAW: Passion at work, PCSR: Perceived corporate social responsibility; IWB: Innovative work behaviour

Table 5.
The testing for indirect hypothesis

they represent the most significant population that impacts the organisation. Nurses are frontline workers who represent the organisation's strategy; thus, their perception impacts the quality of patient care. This study advances literature and suggests that employees with harmonious work passion have an impact in perceiving work demand and tend to improve skills or seek challenging work while employees with obsessive work passion avoid the work that does not match their interests (Ho and Astakhova, 2018). It highlights the importance of cognitive appraisal in evaluating the event (Ng *et al.*, 2019), resulting in positive behaviour among Gen Y nurses. To illustrate, the evaluation of CSR activities reflects employees' passion, reflecting a significant relationship between CSR perception and passion. The perception towards CSR initiatives enhances the positive behaviour. Nurses show an interest in accepting and adopting innovation behaviour (Sarıköse and Türkmen, 2020). This study contributes to the growing body of knowledge in understanding the impact of the CSR process. The dynamic changes in health-care services require IWB.

Implications for practice
First, CSR is the strategic view in most organisations in UAE; this study indicates that the perception of CSR at the workplace brings numerous benefits for both employees and employers. Perception of CSR increases the benefit of evaluating the CSR event objectively rather than subjectively. Thus, our study suggests that employers should endorse the benefit of CSR activities. The high impact of CSR initiatives will reflect in patient-care services. Thus, health-care entities should create CSR awareness because it directly impacts Gen Y's emotions and attitudes at work.

Second, our study finds that favourable perceptions towards CSR will make employees passionate about the work within their organisations. That is where the perception of CSR is strongly present. Therefore, employers should invest in employees' highly rated and valued activities. Although, social responsibility is a mandate in the health-care sector. This study shed-the light on the importance of the CSR process among health-care professionals.

We suggest that employers invest in employees and encourage innovative behaviour by expanding the resources such as training and development experience to sustain their capabilities. Hence, health-care management should increase the resources towards CSR activities to maintain Gen Y nurses' innovative behaviour. Innovative behaviour requires continuous education about new technology, especially in health care. Nurses are the frontline who has a direct impact on patient lives. Therefore, health-care leadership should learn to enhance IWB.

Limitations and suggestions for future research
Although this study proposes several implications, similar to other scientific research, it has limitations as presented with suggestions for future research. Future studies can use both quantitative and qualitative methodology to understand and examine how PAW relates to perceived CSR and IWBs in the organisation. This study only examined PCSR, PAS and IWB. It may be profitable to investigate the impact of PCSR in deviant behaviour. Nurses play a significant role in patient life; therefore, it is essential to explore the adverse behavioural outcomes. We also suggest conducting future research on Gen Y who work in industries other than health care to support the relationships amongst the construct as suggested in our proposed research model in this study. To illustrate, health-care suppliers significantly impact the organisation's CSR. We suggest that future studies include Gen Y professionals from other industries who impact organisational

strategy. Our study provides an improved model for understanding the micro-level of CSR by capturing the impact of PCSR in PAW and IWB. It may be profitable to investigate other variables not examined in this study, such as relational and human capital.

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