

Viet Quoc Cao

## Article

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# How Does Corporate Social Responsibility Affect Innovative Work Behaviour?

Viet Quoc Cao<sup>†</sup>

*School of Management, College of Business, University of Economics Ho Chi Minh City, Hochiminh, Vietnam*

## ABSTRACT

**Purpose:** This research examines the effect of perceived corporate social responsibility on the employee-company relationship (organisational trust, organisational identification) and employees' future well-being and participation in innovative work practices.

**Design/methodology/approach:** This study used a quantitative research approach by PLS-SEM analysis with a sample size of 400. The respondents are employees working for four distinct textile garment manufacturing enterprises in Vietnam.

**Findings:** Our study found that corporate social responsibility directly impacts organisational trust, identification, well-being, and innovative work practices, and innovative work behaviours are directly related to organisational trust, employee well-being, and identification.

**Research limitations/implications:** The study focuses on workers who have a basic understanding of corporate social responsibility. Consequently, the scope of research in diverse industries throughout the country's regions and cities must be expanded. Given the constraints, future studies should be broadened and conducted in greater detail. Each profession should concentrate its efforts on a broader range of survey subjects, such as office workers, employees, and consumers.

**Originality/value:** Employee well-being is linked to innovative work behaviour, and the stronger the company's identity, the more likely people will be to be creative at work. The author found that people who work for a company that has a good sense of itself are more likely to be creative at work. The study shows that when employees are happy, they are more likely to work in new and innovative ways.

*Keywords: Innovative work behaviours, Organisational trust, Organisational identification, Well-being, Corporate social responsibility*

## I. Introduction

Operational procedures are critical because of the rapidly changing global business environment. Specifically, companies may succeed by using new ideas. Innovation is driven by worker behavior, not

the organization. Innovative work behavior is an obvious option for every firm. Successful firms reward employees' innovative work behavior (e.g., Afridi et al., 2020). Corporate social responsibility (CSR) is generally described as the non-financial components of a company's operations that benefit stakeholders (Lim & Greenwood, 2017). CSR is conducted to protect the competitive advantage and dedication of the workforce (Porter & Kramer, 2006) Smith, 2007). When an organization produces profits

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<sup>†</sup> Viet Quoc Cao

E-mail: [vietcq@ueh.edu.vn](mailto:vietcq@ueh.edu.vn)

and is concerned with the well-being of employees, charity, and the environment, employees trust the company and have a positive attitude about working for it. Some CSR efforts may help enhance employees' well-being (Kim et al., 2018).

Most studies have focused on the relationship between perceived CSR and outside stakeholders, most typically customers. Purchase intention and brand loyalty are the key research variables. Within a firm, perceived CSR is analyzed in connection to employee engagement, job satisfaction, and operational performance (Ghaderi et al., 2019; Úbeda-García et al., 2021). Our knowledge of perceived CSR's effects on innovative work behavior is somewhat limited in the field of textiles. The textile industry uses water, energy, and pollution. CSR in the textile sector promotes enterprises to reduce water and energy use, waste, recycling, and use of eco-friendly materials and production methods. These can happen when the employees have creativity and innovation in their job. CSR programs target carbon emissions, chemical management, and water pollution to reduce the industry's environmental impact. Exposure to chemicals, noise, and physical dangers are risks of textile production. Worker safety, health, and well-being are CSR's priorities. Implementing safety measures, providing protective equipment, giving regular occupational health and safety training, and allowing workers to report problems are all part of this. Social welfare projects benefit from textile industry CSR. Supporting local communities surrounding manufacturing plants, investing in worker education and skill development, and encouraging women's empowerment and gender equality are examples. CSR projects may include healthcare, education, vocational training, and fair trade. Thus, the present study focuses on the impact of PCSR on these employee behaviors.

We believe this job has a meaningful contribution to innovation-related CSR theories. Additionally, our studies suggest the impact of perceived CSR on perceived organizational factors such as trust, organizational identification, employee well-being, and innovative work behavior. For textile enterprises, in particular, holding on to what we have is vital.

When assessing the influence on employees' attitudes and actions, analyzing plans and tactics will help leaders guarantee employees' trust, pride, and satisfaction while increasing job performance and maintaining environmental cleanliness. We aim to verify a research model showing the connection between the following factors: perceived CSR, organizational trust, organizational identity, employee well-being, and innovative work behavior.

## II. Theoretical Background and Hypothesis Development

### A. Theoretical background

#### 1. *Corporate Social Responsibility (CSR) and perceived corporate social responsibility (PCSR)*

A company's voluntary social, environmental, and economic measures are called CSR. CSR emphasizes a company's social and environmental actions. It entails incorporating ethical practices into corporate operations and decision-making. It includes ethical sourcing, community participation, environmental sustainability, employee well-being, and philanthropy (S. B. Choi & Kawk, 2015). The company's activities and objectives are usually based on its beliefs, policies, and commitments, making CSR an internal perspective. It requires a firm to account for its effects on people, communities, and the environment. CSR activities can be monitored and evaluated using GRI guidelines, UN Sustainable Development Goals (SDGs), or industry standards. Companies can declare their CSR initiatives in sustainability reports or other ways (Ryu, Chae, & Cho, 2017).

Before 2015, most research concentrated on perceived corporate social responsibility (PCSR)'s influence on external stakeholders like partners, customers, and market and state reflections. The scope was increased in 2015 and 2016 when several writers examined the influence of PCSR on brand value, expenses, and business outcomes. While each research

examined a different component of PCSR's impact on these topics, the majority established a favorable association between PCSR and items outside the organization, leading to several conclusions.

Numerous scholars have published papers on the influence of PCSR on workers. Their research examined how firms' CSR initiatives affect employee job satisfaction, loyalty, engagement, and workplace trust (Chaudhary & Akhouri, 2018; George et al., 2020; Mandhachitara & Poolthong, 2011). Consequently, these researchers discovered that employee happiness improves when workers believe their employer engages in more CSR initiatives. Additional research has studied the mediating influence of employee contentment, or trust, in CSR activities on employee behavior following favorable work satisfaction ratings. Su and Swanson (2019) found that the more CSR activities hotels engage in, the more they contribute to enhanced trust, organizational identity, employee satisfaction, and voluntary involvement with environmentally beneficial work behaviors. Ahmad et al. (2019) indicate that when workers positively see their organization's CSR activities, they will volunteer and contribute to its growth via constructive, inventive, and creative behaviors. Lu et al. (2020) determine if firms' CSR efforts also help to strengthen employee engagement in the organization via job satisfaction and workers' perceived degree of justice at work.

### III. Hypothesis Development

#### A. Perceived corporate social responsibility (PCSR)

Different publications on CSR have been published for a long time, yet there is no clear definition of CSR. Explaining CSR is challenging since it appears from many viewpoints. Corporate social responsibility differs tremendously according to who sees it (Omran & Ramdhony, 2015). Several theories on corporate social responsibility have been proposed and evaluated

(Latif & Sajjad, 2018). The criteria show that CSR is an enterprise's dedication to corporate ethics and constructing a sustainable economy, boosting the overall quality of life for employees, their families, and the community. CSR has overtaken production costs, product quality, and delivery schedule insignificance. A company's stakeholders—consumers, workers, investors, and the public—perceive its social and environmental responsibilities. It is a company's CSR image. PCSR stresses public perception, beliefs, and attitudes about a company's social responsibility. It examines how stakeholders see a company's activities and reputation for social responsibility. PCSR affects a company's reputation and stakeholder confidence. Positive PCSR boosts brand value, attracts consumers, and retains talent, whereas negative PCSR damages reputation and trust. PCSR involves how workers view CSR (Choi & Yu, 2014; Rupp et al., 2018). According to the authors, understanding workers' perspectives and behaviors regarding CSR activities is critical to a firm's success.

#### B. Organizational trust (OT)

Numerous studies have shown that trust correlates with employees' feelings of trust and positive attitudes and actions (Ng, 2015; Jang & Lee, 2022). Workers with high trust in the organization demonstrate more positive conduct (Hansen et al., 2011). Trust disincentivizes employees' desire to change their job (Mandhachitara & Poolthong, 2011). Strengthening such favorable outcomes helps to lower employee numbers. Gill (2008) suggests that people lay their confidence in others' future behavior. Various researchers have claimed that past experiences and expectations are responsible for beliefs. Therefore, if individuals or groups put their faith in another person or organization, they acquire confidence in its future conduct. Organizational integrity relies on employees' faith in their company, and an organization's development depends on employees' trust (Porras & Berg, 1978).

### C. Organizational identification (OI)

Group identities affect self-concepts and self-definitions. People belong to a group, and their characteristics belong to that group. According to social identity theory, when people display their identity, they establish a self-concept based on membership in a community or organization—the sensation of belonging (Ashforth et al., 2008). When a person is placed into a group, the characteristic traits of that group function are like self-identification in the social environment. People will compare themselves to their peers. People want to gain or keep their social identity by comparison to a group to enhance self-esteem. Individuals will identify themselves and others into separate social groupings (Tajfel & Turner, 1979), and classifications are based on shared traits (Tajfel & Turner, 1986).

Our investigation depends on organizational identity. Organizational identity is crucial because it empowers people to understand better their sense of self and their role in the world. Essential individuals are vital to group identity and affiliation, which drives organizational results. A greater organizational identity enhances individuals' commitment to the company while increasing community participation (Cole & Bruch, 2006).

### D. Employee well-being (EWB)

Most people perceive well-being as difficult to attain, often denoting both health and mental well-being, leading to misunderstanding the phrase (Wang et al., 2020). La Placa et al. (2013) have outlined a framework to characterize and identify well-being's significant characteristics. There is a view that both personal and communal happiness occurs on a spectrum. Personal happiness, also known as subjective well-being, is an individual's reaction to sadness, pleasure, work, and life satisfaction (Diener, 2006). Individual happiness describes an employee's well-being and is also affected by his or her work environment (Juniper et al., 2011). A pleasant work environment

is created by encouraging organizational resiliency and optimism (Taylor, 2008)

### E. Innovative work behavior (IWB)

Change and innovation are ongoing concerns in the cutthroat global economy, and innovative conduct is essential to organizational innovation (Khodyakov, 2007; Jang & Lee, 2022). All work behaviors promote, develop, and execute new ideas, processes, and products inside an organization. Studies into variables that support imaginative work behavior have greatly increased because the importance of innovation has grown, as Agarwal (2014) described. A critical component of innovation has been fostering more inventive ideas (Damanpour, 1988).

One of the keys to companies keeping a competitive advantage is innovation, which is also important for long-term growth (Oswal, Ruigrok, & Agrawal, 2014; Singh, 2011). Innovative work behavior is seen as essential in today's competitive business world, and a dynamic workplace is vital for innovation-driven organizations or occupations and the workforce (De Jong & Den Hartog, 2010).

### F. Perceived corporate social responsibility (PCSR) and organizational trust (OT)

Numerous scholars have argued the continued significance of trust between individuals and organizations. Trust is a proxy for the quality of interactions between entities (Mayer et al., 1995) and is required for long-term connection preservation (Hassan & Semerciöz, 2010). Shockley-Zalabak et al. (2000) assert that organizational trust is related to people's expectations about the link network and organizational behavior. According to stakeholder theory, businesses should prioritize the needs and wants of all relevant parties. Corporate social responsibility (CSR) projects show that a business cares more than just making money for its shareholders. Stakeholder trust is bolstered when an organization is seen to be making an effort

to understand and cater to the needs of its constituents. Additionally, organizational trust refers to employees' confidence in the enterprise's ability to adopt regulations in their favor (Hunt et al., 2009). Su & Swanson (2019) established that hotels' CSR efforts directly influenced employee trust.

Additionally, the company's ethical handling of social issues increases employee trust (Hosmer, 1995). Increased organizational trust leads to positive employee behavior (Hassan & Semerciöz, 2010). In the Korean casinos' context, Lee et al. (2013) found a positive effect of PCSR and OT. Our research analyses this connection via the lens of a different subject area, namely textile enterprises, with hypothesis H1a:

**H1a.** Perceived corporate social responsibility positively affects employees' trust in the organization.

#### G. Perceived corporate social responsibility (PCSR) and employee well-being (EWB)

According to Sharma et al. (2016), employee well-being is a broad word that incorporates physical and psychological well-being. Not only are organizational members concerned about their well-being, but also managers, as a proxy for total life satisfaction. According to research, employee well-being is inextricably related to job performance. Happy employees are more productive and generate more income for the business; on the other hand, unhappy employees harm their physical and psychological well-being, resulting in increased maintenance expenses, health insurance premiums, and worker productivity (Sharma et al., 2016). Psychological contract theory focuses on the demands and duties that both workers and their employers have for each other. When workers think their company is socially responsible, a good psychological bond is made. When employees think their company cares about them, it can improve their job happiness, commitment, and general health (Seeck & Parzefall, 2008). Employee well-being affects employee attitudes. When individuals are content with their professions, they work more successfully together and prioritize

group goals above personal interests (Danna & Griffin, 1999; Melnyk et al., 2013; Sharma et al., 2016).

A firm that continuously emphasizes CSR activities may show investors that it cares for its employees' natural and social environment (Farooq et al., 2014). Additionally, as indicated in the theoretical basis, CSR operations directly influence employees, a key component of any firm, especially in strategically critical national regions. Kim et al. (2018) showed that PCSR improves employees' quality of life and productivity. Additionally, PCSR helps businesses improve their employees' well-being (Gond et al., 2017). Thus, PCSR may help create a more pleasant work environment, resulting in higher employee satisfaction (Su & Swanson, 2019). Su and Swanson's (2019) study indicated a good relationship between PCSR and EWB in the hotel work environment. The hotel industry is growing in popularity in China, while the textile and garment industry is critical to the Vietnamese economy. Consequently, our study analyses the equivalent relation in the context of textile enterprises.

**H1b.** Perceived corporate social responsibility has a positive impact on employee well-being.

#### H. Perceived corporate social responsibility (PCSR) and organizational identity (OI)

In every company, organizational identity is a critical component of the person. Organizational identity enables individuals to better understand themselves and their place in society by identifying as members of a collective, a team, or a larger group. However, it is also associated with some critical individual-perceived organizational outcomes. The social identity theory says that a person's sense of self comes from the groups he or she is a part of, such as their company. Workers who think their company is socially responsible (PCSR) feel more connected to it, strengthening the organization's identity (OI). PCSR projects help the group build its social character by showing that it cares about social and environmental issues.

Organizational identity impacts member loyalty, effective teamwork, and civic conduct (Fu et al.,

2014; Lee et al., 2012).

Taking socially responsible acts helps the firm maintain a favorable reputation, which benefits workers' perceptions of their company and meets their physical requirements. These activities help develop workers' social identities as organizational members, reinforcing their identity to the company (Fu et al., 2014; Kim et al., 2019). As a result, PCSR improves workers' willingness to portray themselves as an integral part of the firm and increases their recognition of their business (Islam et al., 2016).

Su and Swanson (2019) established that PCSR strengthens organizational identity. Thus, organizational identity is the feature that most clearly represents the link between workers and the company (Dutton et al., 1994), considered a critical construct. As a result, we will re-examine the effects of PCSR on textile workers' organizational identities through hypothesis H1c.

**H1c.** Perceived corporate social responsibility has a positive impact on organizational identity.

## I. Perceived corporate social responsibility (PCSR) and innovation work behavior of employees(IWB)

The social information theory says that people's ideas about social rules and standards are shaped by their knowledge. When employees think their company is socially responsible (PCSR), it sets a social norm that values responsible and ethical behavior. This social norm can affect employees' feelings about innovation and how they develop and act on new ideas. According to social information theory (Thomas & Griffin, 1989), an employee's immediate surroundings substantially impact their attitudes and behaviors. Additionally, when employees perceive their company to be environmentally concerned, the likelihood that they would adopt ecologically beneficial activities increases (Raineri & Paillé, 2016). Su & Swanson (2019) corroborated these results by investigating hotel staff behavior in China. The hotel working environment demands pollution reduction

activities since many hotels operating in the Chinese market are enormous. The textile industry often involves chemicals and creates dirt during fabric cutting, printing, sewing, and washing. Therefore the amount of waste created is equivalent to industrial operations. Additionally, behaviors that promote a green, clean, and appealing environment are applied to grow more circumspect.

Employees who are aware of their company's CSR initiatives are more likely to propose and execute new ideas, according to (Afridi et al., 2020). Furthermore, several studies have shown that PCSR benefits employee behaviors such as organizational citizenship, commitment, and work productivity (Prieto & Pérez-Santana, 2014). When workers learn that their business supports CSR initiatives that help society and the environment and adhere to ethical standards, they are overjoyed to be a part of them (Chaudhary & Akhouri, 2018). In other words, CSR activities contributed to developing a confident and secure culture by encouraging workers to be proactive and innovative, even taking calculated risks with negative results.

According to social identity theory, employees' commitment to CSR activities instills a sense of pride in them, as they think they are part of a socially responsible organization, resulting in good attitudes and behaviors (Ellemers et al., 2004). Additionally, employees who feel their company is socially responsible will display more positive behavior toward them and engage in actions that advance the organization's goals (Newman et al., 2015). Since creative labor is a behavior, PCSR regulations may positively affect employees' innovative work habits.

Numerous research has proven a clear correlation between PCSR and workplace creativity. For example, Ahmad et al. (2019) demonstrate that PCSR directly affects creativity performance, and Brammer et al. (2015) demonstrate that organizational identity plays a mediating role in the relationship between CSR and creative performance. Furthermore, the rule of reciprocity, a critical determinant of social exchange theory, demonstrates that one party's behavior is contingent on the behavior of the other, and this dependency mitigates risks for both parties while

boosting collaboration(Molm, 1994). Thus, we suggest the following hypothesis H1d:

**H1d.** Perceived corporate social responsibility has a positive effect on employee innovation behavior.

#### J. Organizational trust (OT) and innovative work behavior of employees(IWB)

The social capital theory emphasizes how important it is for groups to have social relationships and networks (Akdere, 2005). Trust is an important part of social capital because it makes it easier for workers to work together, share information, and work together (S. M. Lee, Lim, Swanson, Park, & Lee, 2016). When employees trust their coworkers and bosses, they are more likely to work together on projects that help IWB. Trust lets workers ask for feedback, share information, and work together to develop and implement new ideas(Koo, Kim, & Kim, 2017).

Employees are driven to succeed due to their faith in the organization (Chiang & Hsieh, 2012). According to social exchange theory (Nunkoo & Ramkissoon, 2012), the more trust employees have in an organization, the more power they produce for it. Additionally, they will be more receptive to persons that provide more inventive ideas (Top et al., 2013). A prior study conducted by Su and Swanson revealed a favorable association between corporate trust and workers' green behavior. Furthermore, some research demonstrates that organizational trust produces more favorable work behaviors. According to Aryee et al. (2002), faith in the organization motivates workers to work diligently to fulfill assigned duties and collaborate with other organization members.

Consequently, workers can discuss ideas freely at work, inspiring more innovative and new ideas, which will impact their attitudes and performance. Employees who trust their employer are more inclined to act and behave in line with the employer's view and are more willing to contribute more effort. Su and Song (2019) confirmed that organizational trust positively affects innovative work behavior. Hypotheses

H2 are as follows:

**H2.** Organizational trust has a positive effect on the innovative work behavior of employees.

#### K. Employee well-being (EWB) and innovative work behavior (IWB)

Social exchange theory connects employee well-being (EWB) and innovative work behaviors (IWB). According to this theory, people's relationships are based on sharing resources, and people act in ways that help them get the most out of their social and economic situations. The idea says that people share resources and benefits in their relationships. When workers feel good about their lives, they are more likely to do IWB to give back. They think their group cares about their well-being, so they develop new ways to do their jobs and give back. This gives rise to a positive cycle in which workers' happiness makes them more likely to try new things, and the company gains from their creativity. It is acknowledged that all employees want fulfillment in their lives and jobs and to increase their enjoyment. Employee well-being is affected by work-related accidents, drug usage, unhealthy lifestyle habits, and stress (Melnik et al., 2013). Environmental activism in the workplace is an essential facet of employee well-being. According to social exchange theory, comparing costs and advantages is crucial to human behavior. A person could adapt their behavior to accommodate a perceived social exchange outcome.

Pleasure has resulted in positive behavior (Danna & Griffin, 1999). Studies of adolescents' online social behavior should establish that happiness has a beneficial influence on adolescents' online social behaviors (Erreygers et al., 2019). Positive online behaviors directly result from happiness(Danna & Griffin, 1999). Su and Swanson (2019) found a positive association between employee happiness and environmentally conscious behavior in hotel work contexts. However, no research on the influence of employee happiness on innovative work behavior has been undertaken in the textile field.



Consequently, we predict that the well-being of employees at textile enterprises would behave in ways that benefit the company, such as introducing innovative practices in the workplace. Additionally, we propose that employee well-being affects innovation activities. Thus, the following hypothesis is suggested:

- H3.** Employee well-being has a positive impact on their innovative work behavior.

#### L. Organizational identification (OI) and innovative work behavior of employees(IWB)

The Organizational identification theory postulates that people's attitudes and actions are influenced to some degree by the degree to which they identify with the organizations in which they work (Edwards, 2005). Employees cultivate a sense of belonging, loyalty, and commitment to their organization when they strongly identify with their company. Employees who have a strong sense of connection with their company are more likely to be motivated to participate in IWB. The motivation happens because employees who feel this way view their creative efforts as a method to contribute to the growth and prosperity of their company.

Any individual will operate in a way that promotes their organization since they are also members of that group. Su and Swanson (2019) investigated the relationship between business identity and employees' green workplace behavior. The more positive, constructive, and creative an organization's identity is, the more positive, productive, and creative activities it promotes and the less negative or destructive behaviors it exhibits (Syna Desivilya & Eizen, 2005). Organizational identification may result in favorable results, including more cooperation among employees in the same firm, more fluid communication to handle difficulties collectively, and more. Furthermore, organizational identification provides a more robust articulation of an organization's civic behavior (Ashforth et al., 2008; Fu et al., 2014; Islam et al., 2016). As stated in Hypothesis H4:

- H4.** Organizational identification has a positive impact on employee's innovative work behavior.

## IV. Methods

### A. Measurement

The questionnaire designed for this study was originally drafted in English. The items were first translated by two independent marketing researchers who spoke English and Vietnamese fluently and were familiar with the constructs. In the next step, the translators derived a combined translation of their independent measures, resolving translation discrepancies by discussing them. Eight constructs were used in this study. Our study uses a 7 -point Likert scale ranging from 1 (strongly disagree) to 7 (strongly agree) for these two scales. We get the scale for employees' views of perceived corporate social responsibility (PCSR) from Afridi et al. (2020); the scale comprises 14 variables, and the OI scale was proposed by (Su & Swanson, 2019).

The employees well-being (EWB) scale was adapted from the scale offered by (Sharma et al., 2016), with the 7 - point Osgood scale ranging from 1 (extremely unhappy) to 7 (very happy).

The organizational identification (OI) was adapted from the scale developed by De Roeck & Farooq (2018). The scale was measured with a 7 -point Likert scale ranging from 1 (strongly disagree) to 7 (strongly agree). Finally, Innovative work behavior (IWB) comprises ten items that employees rate on a seven-point Likert scale from 1 (rarely) to 7 (very often). The scale was adapted from the work of (De Jong & Den Hartog, 2010).

The questionnaire was presented to 05 academics and 05 employees to evaluate their perceptions of the topic of the study and assess the questionnaire's measurability and context. The questionnaire was also pre-tested by collecting consumer responses to check its wording, sequencing, and completeness. Based on the respondents' feedback, the questionnaire's

sequencing was modified, and ambiguous questions were deleted. The feedback thus improved the questionnaire's clarity, relevance, and consistency.

## B. Sampling and Data Collection

To empirically test the hypotheses, a survey was conducted on workers working in clothing and textile firms in Binh Duong Province, Dong Nai Province, and Ho Chi Minh City. A convenience sample (non-probabilistic sampling procedure) was used to design the research sample. With instructions on how to complete them, the questionnaires were distributed to the respondents by an interviewer. The instructions emphasized that the study focused only on their personal opinions to minimize possible response bias. Respondents were advised that their participation entitled them to a small gift. Cover letters were provided with all surveys to explain the aim and purpose of the research. Furthermore, respondents were guaranteed the confidentiality and anonymity of their responses. We avoided potential bias stemming from a 'sameness' in the consumers; for example, we trained interviewers were instructed not to interview more than 05 workers from the same firm. Respondents were asked to complete the self-administered questionnaire onsite within about 15 minutes. After eliminating incomplete questionnaires, we collected 400 completed questionnaires for further analysis. A total of 550 questionnaires were distributed. We gathered 400 responses ranging in age from 18 to over 41 years, with a response rate of 32.3 percent for those aged 26 to 33 years. 18 to 25-year-olds accounted for 26.8 percent, 34 to 41-year-olds accounted for 24.8 percent, and those above 41-year-olds accounted for 16.3 percent. Females accounted for 59.8 percent, while men accounted for 40.3 percent. Human Resources, Accounting - Finance, and Operations all had comparable staffing rates of 19.5 percent, 18.8 percent, and 17.2 percent. The remaining 4% are control personnel who work in various office-related industries, including warehousing, packing, and quality control. 36.5 percent of employees have

worked for their current employer for less than three years, 31.3 percent for four to ten years, 17.5 percent for less than one year, and just 14.8 percent of the 400 survey respondents had worked for their current employer for more than ten years. Additionally, the data indicates that university degrees account for 49.8 percent of employees, while college degrees account for 43.5 percent. Additionally, 6.3 percent of employees have finished high school, and just 0.5 percent have finished a Master's program.

## V. Results

### A. Measurement model results

Cronbach's alpha, the composite reliability coefficient (CR), the extracted total variance coefficient AVE, and the single-factor loading coefficient are used to assess the measurement model (outer loading). The composite confidence factor must be more than 0.7, the outer loading coefficient must be more than 0.4, and the extracted total variance( AVE) must be more than 0.5(Hair, Hult, Ringle, & Sarstedt, 2017). Cronbach's alpha and overall reliability for all factors are more than 0.7, as shown in Table 1.

The PCSR scale has three components, each with an AVE of 0.581, 0.583, or  $0.747 > 0.5$ ; nevertheless, the composite PCSR scale has an AVE of 0.409. The sum of the variances extracted from all other scales exceeds 0.5. For a single factor, all observed variables had loading coefficients larger than 0.4 (see Table 1). Thus, the reliability, factor loading, and extracted variance of the component scales indicate that the reliability and validity of the scales are acceptable.

The findings in Table 2 indicate that the PCSR scale's HTMT coefficient has two values greater than 0.9 (0.987 and 0.985), yet the author retains it for analysis; the other scales all attain the HTMT coefficient of 0.9 and fulfill the criteria for discriminant validity (Henseler et al., 2016).

**Table 1.** Reliability, convergence value of the scale, and outer loading of the factors

	CSRCH	CSRET	CSREN	OT	EWB	OI	IWB
OI1						0.785	
OI2						0.811	
OI3						0.847	
OI4						0.833	
IWB1							0.79
IWB2							0.822
IWB3							0.83
IWB4							0.871
IWB5							0.845
IWB6							0.76
IWB7							0.78
IWB8							0.828
IWB9							0.818
IWB10							0.821
EWB1					0.887		
EWB2					0.861		
EWB3					0.891		
OT1				0.829			
OT2				0.869			
OT3				0.805			
OT4				0.845			
CSRET1		0.718					
CSRET2		0.702					
CSRET3		0.800					
CSRET4		0.773					
CSRET5		0.818					
CSREN1			0.828				
CSREN2			0.883				
CSREN3			0.882				
CSRCH1	0.779						
CSRCH2	0.770						
CSRCH3	0.709						
CSRCH4	0.733						
CSRCH5	0.772						
CSRCH6	0.806						
Cronbach's alpha	0.855	0.82	0.831	0.857	0.854	0.837	0.945
Average Variance Extracted (AVE)	0.581	0.583	0.747	0.701	0.774	0.672	0.668
Composite Reliability (CR)	0.892	0.875	0.899	0.903	0.911	0.891	0.953

## B. Structural model evaluation

The author uses the  $f^2$ ,  $R^2$  indices, and path coefficients to assess the structural model (Hair et al., 2017). The  $R^2$  analysis in Figure 1 indicates that at a 5% level of statistical significance, the concepts of perceived corporate social responsibility (PCSR), organizational trust (OT), and organizational identification (OI) account for 72.2 percent of the variation in innovative work behavior (IWB), indicating that the

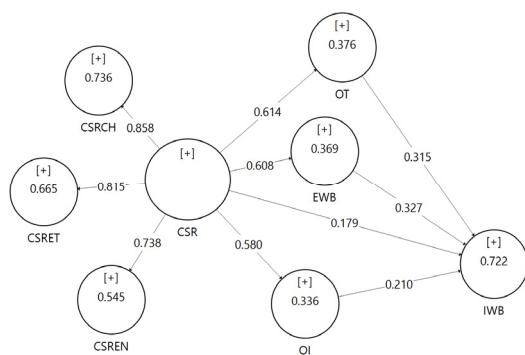


Figure 1. Structural equation model

independent variable has a high level of significance. Due to the effects of non-model factors, the remaining 29.8 percent of creative work behavior are unaccounted. PCSR explains 37.6 percent of the variation in OT, 36.9 percent in EWB, and 33.6 percent in OI, indicating that perceived corporate social responsibility has moderate explanatory power. The remaining percent is unaccounted for due to non-model factors' effect.

The value of  $f^2$  in the organizational trust column shows a large impact of this factor ( $f^2 = 0.604$ ) on OT (see Table 3). The value of  $f^2$  for the EWB column shows a large impact of PCSR ( $f^2 = 0.586$ ) on the factor. The value  $f^2$  for the OI column shows a large impact of PCSR ( $f^2 = 0.507$ ) on the OI. Finally, the value of  $f^2$  in the IWB shows a strong impact on OT ( $f^2 = 0.204$ ) and EWB ( $f^2 = 0.205$ ) but only a small effect from OI ( $f^2 = 0.205$ ) and PCSR ( $f^2 = 0.056$ ).

## C. Structural model examination

After analyzing the measurement model, the

Table 2. HTMT criterion

	CSRCH	CSRET	CSREN	OT	EWB	OI	IWB	PCSR
CSRCH								
CSRET	<b>0.597</b>							
CSREN	0.551	<b>0.561</b>						
OT	0.571	0.644	<b>0.536</b>					
EWB	0.606	0.553	0.573	<b>0.613</b>				
OI	0.567	0.574	0.528	0.594	<b>0.687</b>			
IWB	0.609	0.635	0.66	0.779	0.801	<b>0.742</b>		
PCSR	0.987	0.958	0.845	0.701	0.693	0.669	<b>0.752</b>	

Table 3. Effect size  $f^2$

	CSRCH	CSRET	CSREN	OT	EWB	OI	IWB	PCSR
	$f^2$	$f^2$	$f^2$	$f^2$	$f^2$	$f^2$	$f^2$	$f^2$
OT							0.204	
EWB							0.205	
OI							0.090	
IWB								
PCSR	2.794	1.981	1.198	0.604	0.586	0.507	0.056	

structural model is investigated further to determine the link between latent variables. We employed path coefficients and R-squared analysis to get the path coefficients for endogenous latent variables. It is critical to remember that the significance threshold is set at 5% and a p-value of 0.05. The non-parametric Bootstrap analysis was used to evaluate the study findings (Bootstrap test). Resampling is an effective technique for validating the model in practice. The study used a bootstrapping technique with a regular sample size of 5,000 observations versus a beginning sample size of 400.

Based on the findings of the analysis in the preceding table, the author determined the following hypotheses (see Table 4).

Perceived corporate social responsibility (PCSR) improves employee trust in the firm(OT)(H1a). The findings of the SEM analysis indicate that PCSR has a positive effect on OT in the company and a positive and linear connection through an impact weight of 0.613 and t-value larger than 19.978; p-value less than 0.001.

Employee well-being (EWB) is positively related to perceived corporate social responsibility (PCSR) (H1b). Findings reveal that PCSR positively affects EWB ( $\beta = 0.608$ ,  $p < 0.001$ )

Perceived corporate social responsibility (PCSR) influences company identity positively (OI)(H1c) with  $\beta = 0.580$  and a p-value less than 0.001.

Employee innovation behavior (IWB) is positively influenced by perceived corporate social responsibility (PCSR) (H1d) with  $\beta = 0.180$  and a p-value less than 0.001.

Organizational trust (OT) has a beneficial influence on employee innovation behavior (IWB) (H2) with an impact weight of 0.315 and t-value of 9.229 > 1.96, p-value less than 0.001.

Employee well-being (IWB) has a positive effect on employee innovation behavior (IWB) (H3) ( $\beta = 0.327$ , p-value = 0.000). Organizational identification (OI) has a beneficial effect on employee innovation behavior(IWB) (H4) ( $\beta = 0.210$ , p-value < 0.001). As a consequence, H1a to H4 are all supported.

## D. Discussions and implications

The following are the findings from testing the connections in the research model: The findings indicate that perceived corporate social responsibility (PCSR) positively affects employee trust in the firm (OT), which is consistent with earlier research(Su & Swanson, 2019). When workers become aware of corporate social responsibility actions, they develop a greater confidence level.

Following that, perceived corporate social responsibility (PCSR) has a beneficial effect on employee well-being (EWB), consistent with prior

**Table 4.** Bootstrapping results of a structural model

Hypotheses	Paths	Path coefficient	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values	Remarks
H1a	CSR → OT	0.613	0.030	20.114	0.000	Supported
H1b	CSR → EWB	0.608	0.032	18.762	0.000	Supported
H1c	CSR → OI	0.580	0.036	16.147	0.000	Supported
H1d	CSR → IWB	0.180	0.038	4.806	0.000	Supported
H2	OT → IWB	0.315	0.035	9.043	0.000	Supported
H3	EWB → IWB	0.327	0.037	8.850	0.000	Supported
H4	OI → IWB	0.210	0.035	6.064	0.000	Supported
	CSR → CSRCH	0.858	0.015	58.034	0.000	Supported
	CSR → CSREN	0.740	0.025	29.500	0.000	Supported
	CSR → CSRET	0.814	0.021	38.082	0.000	Supported

research (Su & Swanson, 2019). Employee well-being will improve due to their impression of corporate social responsibility efforts.

The perceived factor of corporate social responsibility (PCSR) positively impacts organizational identification (OI), which is consistent with previous research. Corporate social responsibility actions will add to the organization's identification enhancement.

Employees' perceptions of corporate social responsibility (PCSR) positively affected their innovative work behavior. This finding is consistent with earlier research (Afridi et al., 2020). Employees engaged in corporate social responsibility initiatives are likelier to engage in creative behaviors at work.

The creative work behavior of employees (IWB) is positively connected with organizational trust (OT). The more trust individuals have in a firm, the more likely they will work creatively and innovatively.

Employee well-being (EWB) is positively associated with innovative work behavior (IWB). The finding demonstrates that they are more likely to work in novel and innovative ways when satisfied employees.

Finally, the author established a positive relationship between organizational identification (OI) and workers' creative work behaviors (IWB). The stronger the organization's identification, the more motivated people will be to innovate.

## E. Theories contribution and management implications

The social identity theory places an emphasis on the part that social identity plays in determining the attitudes and behaviors of individuals. Employees' perceptions of their employer's social responsibility can positively impact their organizational identification as well as their degree of alignment with the organization's aims and values. This alignment instills a sense of pride and loyalty in employees, which can potentially affect the innovative work behavior of those individuals favorably.

The concept of social exchange examines relationships regarding both parties giving and taking gifts and

responsibilities. When employees at a business perceive that their employer is committed to social responsibility, it creates a good social environment that encourages employees to engage in creative work behaviors as a kind of social repayment. The idea of social responsibility can help to foster a supportive working environment, which in turn makes it easier to share resources and stimulates creative thinking.

Social responsibility is vast; today's culture has become an obligation for all enterprises. Corporate social responsibility is gaining traction to combine sustainable development and fundamental values in company operations to generate a shared value for enterprises and society. As the economy evolves and competition between firms becomes complicated, initiatives demonstrating social responsibility will assist organizations in mitigating risks, building reputation, and improving reputation, resulting in several commercial advantages. The research findings indicate that social responsibility benefits the firm's market position and internal business by increasing the organization's trust, identification, and employee satisfaction.

According to the data analysis and model testing findings, there is a positive association between perceived social responsibility and trust, organizational identification and satisfaction, and innovative work behavior of workers, in which trust and pleasure are the two most significant elements of workers' innovation. Thus, managers' first concern should be how to develop the corporate identity and, more crucially, the trust and pleasure of workers by increasing employee awareness of the enterprise's social duty. To do this, firms must take the following steps:

First, firms must show their ethical commitments and duties to consumers, suppliers, and staff. Businesses must conduct themselves honestly to supply consumers with items worth their price. Additionally, businesses must maintain a just and ethical relationship with their workers and stakeholders in order for both parties to cooperate toward the common objective of sustainable growth. Duty to safeguard the environment and actions for the community, such as charity and assistance, demonstrate businesses' concern for and obligation to the community and their commitment to overcome

the repercussions of pollution created by production and commercial operations. Businesses must conduct themselves honestly to supply consumers with items worth their price.

Second, businesses must adopt a detailed code of behavior for their workers, provide equal treatment for men and women, create community initiatives, and assist needy individuals. Employees should be encouraged to participate more in the company's social responsibility efforts. Through these events, workers will feel like business members, committed to the firm's long-term success and the social community.

Third, firms must adopt and frequently update new Labor Law provisions for all workers to ensure that they understand and effectively exercise their rights and duties. As required by law, assisting workers in pursuing higher ideals such as accountability for their position at work, accountability for errors made, objectivity, honesty, fairness, prestige, and innovation. These will contribute to the development of individuals and companies by providing a professional, responsible, and effective work environment that enhances their professional values.

The research findings indicate that an organization's trust component directly affects workers' innovative behaviors. We suggest some ways to build employee trust and organizational identification. For example, firms must first develop specific regulations defining the functions and responsibilities of each type of work, each department, and each individual in the organization, with a particular emphasis on the issue of individual accountability for work results. Additionally, it is vital to adopt and constantly update new materials on the Labor Law for all workers to ensure that workers understand and adhere to their legal rights and duties. Following that, businesses must ensure staff development and training and emphasize compensation and benefits. With a commensurate salary policy, enterprises must conduct performance evaluations to identify and develop good people; enterprise leaders should set aside time regularly to exchange, share, and support employees as they overcome weaknesses and promote the benefits gained during the work process.

On the leadership side, executives must develop

positive connections with corporate personnel. This relationship-building exercise aims to convince workers that their boss understands them and is willing to assist or support them in their job and personal lives. To do this, managers must devote more time listening to workers' perspectives. Managers will better understand their workers' views and objectives, enabling them to develop rules that encourage people to work more creatively and innovatively. Employees will feel more cared for and valued and more candid and comfortable discussing with their bosses.

Regularly analyze employee performance to make compensation, bonus, and promotion decisions appropriate for competent, well-suited workers to their jobs and have a high level of labor performance. Individuals who make an effort and are persistent in pursuing excellence deserve to be developed and promoted. Regular training and promotion policy implementation is necessary to ensure that workers believe the training and promotion route is practical, objective, and equitable. Additionally, firms must periodically teach personnel to grasp the organization's objectives. By completing these tasks, workers will develop a positive attitude toward work objectives, careers, supervisors, and the enterprise's fair policies, significantly increased confidence in the firm.

Employee welfare benefits creative behavior; hence, firms must adopt policies and tactics that foster creative behaviour to increase job productivity and motivate employees to act ecologically responsibly. Ensuring that employees work in a safe and healthy environment is vital. Enterprises should conduct regular and periodic occupational safety training, provide necessary labour protection equipment to employees, conduct fire prevention and suppression drills, and conduct periodic health checks on employees to detect diseases that frequently occur in the textile industry, such as respiratory (due to frequent exposure to dust and chemicals). Following that, management should place a premium on its employees' work-life balance, including overtime and family time, colleague relationships, and the planning of entertaining and community activities. Workers get the opportunity to relax and recover after arduous work hours.

## F. The study's limitations and the future research

Besides the results and contributions to management practice, the research topic has limitations.

The research focuses only on employees who are knowledgeable about corporate social responsibility. As a result, broadening the scope of study in various sectors throughout the country's regions and cities is required to get a more comprehensive picture. Employees surveyed represent various age groups, educational levels, and job titles, limiting their capacity to read and comprehend the fundamental nature of the survey, resulting in questions being answered for them, replied in a crowd, which influenced the study findings in part.

Corporate social responsibility has five pillars: economic, legal, philanthropic, ethical, and environmental. However, the topic is limited to three dimensions: charity, ethics, and the environment, with economic and legal factors being omitted. Given the present limits, future research should be expanded and undertaken more in-depth. Each profession should focus on a larger spectrum of survey subjects, including office workers, employees, and customers. Moreover, the extended research should include more occupations throughout the nation.

We may argue in favor of charity, ethics, and the environment by merging two economic and legal concerns and expanding research into the relationships between the problem and hitherto unknown factors such as human resource management practices, brand value, company image, and business performance.

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