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Abu Dhabi University

College of Business

**Perceived Corporate Social Responsibility, Innovative Work Behavior
and Organizational Deviance: Role of Passion at Work and
Organizational Commitment**

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Perceived Corporate Social Responsibility, Innovative Work Behavior and Organizational
Deviance: Role of Passion at Work and Organizational Commitment



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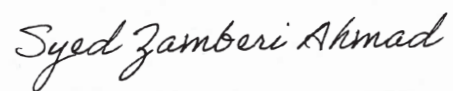


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ABSTRACT

Corporate social responsibility (CSR) is a strategic objective in many United Arab Emirates (UAE) organizations, specifically in the hospitals. It is measured via high-quality service delivery to communities. Evidently, CSR is essential within hospitals. This study examines the relation between employees' perceived CSR (PCSR) and organizational commitment (OC), innovative work behavior (IWB), organizational deviant behavior (ODV), and passion at work (PAW). Moreover, it probes the mediating effect of OC on the PCSR, IWB, and ODV relationships. Further, it investigates the mediating effect of PAW on PCSR and IWB relationships. It employed a quantitative analysis to explore the variable correlations. Accordingly, employees' PCSR significantly impacts their PAW and OC, and PCSR reduces subjectivity in evaluating CSR activities. Employees' PCSR also contributes to their IWB by mediating the role of OC, which showed that PCSR negatively affects ODV. Thus, CSR activity interactions reduce harmful behavior among employees. The study also confirmed that PAW mediates between PCSR and IWB. Despite its theoretical contribution by exploring individual-level CSR, however, it has some limitations. First, this study is limited to nurses as frontliners. Second, it did not gauge the impact of education continuity, which may impact the results. Third, it focused on the hospitals. Fourth, it was quantitatively driven.

LIST OF ABBREVIATIONS

AVE	average variance extracted
CSR	corporate social responsibility
CFA	confirmatory factor analysis
IWB	innovative work behavior
NFI	normed fit index
OC	organizational commitment
ODV	organizational deviant behavior
PAW	passion at work
PCSR	perceived corporate social responsibility
SEM	structural equation modeling
SPSS	statistical package for social sciences
SRMR	standardized root mean squared residual
UAE	United Arab Emirates

DECLARATION

I, Ranya Saeed Alhmoudi, declare that this thesis, has been comprised solely by myself and it has not been submitted in any previous application for a degree.

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My journey was well perceived with huge support from my family. A heartfelt thank you to my mother, father, sisters, and brothers for encouraging me to overcome all the challenges I faced in my journey with encouragement and unconditional love. No matter how stressed I was, you empowered me in my decisions on this journey.

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PUBLICATION(S) ARISING FROM THE DISSERTATION

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CHAPTER 1: INTRODUCTION

Natural environment and humanity concerns have garnered academic interest worldwide, given the evolution of the concept of corporate social responsibility (CSR) (Carroll, 1979). CSR is measured via four social responsibility concepts: discretionary, ethical, legal, and economic responsibilities (Carroll, 1979). It is a corporate business strategy and a generally important subject (Turker, 2009). The pressure and high community social-responsibility expectations motivate firms to expand the scope of CSR (Chuang & Huang, 2018). Hence, CSR-initiative adaptation has become a corporate strategy (Cook, Romi, Sánchez, & Sánchez, 2019), impacting stakeholders like employees. For instance, social-responsibility demands shift employees' attention to improving financial and non-financial performance (Cook et al., 2019). The CSR impact is measured via innovation capacity (Broadstock, Matousek, Meyer, & Tzeremes, 2020), business effectiveness (Chuang & Huang, 2018), effective investment and innovation (Cook et al., 2019), financial performance (Gangi, Mustilli, & Varrone, 2018), market value, innovation capability, and customer satisfaction (Habel, Schons, Alavi, & Wieseke, 2016). CSR is measured from the macro-level to identify its organization-level impact.

However, few studies examine CSR at the micro-level (Ng, Yam, & Aguinis, 2019), ignoring how employees view CSR differently. Some consider it as a substantive issue while others view it as symbolic (Donia, Tetrault Sirsly, & Ronen, 2017). Thus, to understand employee perceptions of CSR, it is necessary to holistically evaluate the CSR process by measuring employees' experience cognitively and emotionally (Gond, El Akremi, Swaen, & Babu, 2017).

Studies explore how perceived CSR relates to employees' well-being and green behavior (Shih & Susanto, 2017), voluntary pro-environment behavior (Tian & Robertson, 2019), creativity (Hur, Moon, & Ko, 2018), pride, embeddedness, and turnover (Ng et al., 2019). Others explore how it relates to organizational commitment via different variables on how employees view their organization and interact with others (Glavas & Kelley, 2014) and their prosocial motivation to help others (Shao, Cardona, Ng, & Trau, 2017). However, such studies give no clear justification on how perceived CSR affects employees cognitively and directly without linking it to an organization internally or externally. This study examined the mediated impact of organizational commitment regarding the selected variables and the indirect relationship therein. The literature review provides a detailed description of the variables.

CSR in the United Arab Emirates (UAE) is linked with the political, cultural, and economic context (Duthler & Dhanesh, 2018). For instance, Zakat is a religious concept in the UAE, linked with philanthropic orientation and CSR (Goby & Nickerson, 2016). The UAE's national CSR is a top priority among government organizations (Goby & Nickerson, 2016); thus, many studies probe

CSR at the macro-level. This study is among the first to probe micro-level CSR by addressing the variables that link employee emotion, attitude, and behavior. This chapter describes the problem statement and highlights the implications of the study. Further, it identifies the business problem regarding the background of the problem, problem statement, and rationale. It also discusses the research questions and hypotheses, including the significance of the study and academic justification. Chapter 1 concludes with the definition of terms, assumptions, limitations, and theoretical framework.

1.1 Introduction to the problem

While firms are accountable for expanding business profit, they are accountable for ensuring employees' awareness about their organizational climate (Austin, 2012), impacting employees' productivity. Behavioral science (unlike service sector) studies probe employees' absenteeism and turnover to measure human effectiveness (Schneider, 1980). For instance, in the healthcare sector, high-quality patient services are mandatory (Russo, 2016).

Patients differ from clients that need high-quality healthcare services. The gaps in the literature regard CSR measurement from the perception of stakeholders (Turker, 2009). Moreover, few studies probe individual behavior and interaction as micro-foundations, despite their impact on firm outcomes (Foss & Pedersen, 2016). Ethical theory studies measure social responsibility (Russo, 2016) based on the needs for stakeholders to achieve CSR and social accountability. Even so, organizational dynamics influence employees' performance and attitude (Schneider, 1980). The different impacts might reflect different outcomes. The

CSR evaluation process can contribute insights into individuals and how they experience CSR initiatives cognitively and emotionally (Gond et al., 2017).

Employees comprise a sustainable advantage of firms (Coff, 1997). Further, their responses differ per activity. Empirical evidence highlights generational differences as factors leading to different attitudes and behaviors toward certain initiatives (Frye, Kang, Huh, & Lee, 2020). This study focuses on Generation Y (Gen Y) nurses in the hospitals in the UAE, considering the questions as follows: How does perceive CSR impact employees' passion and organizational commitment at work? How do passion and organizational commitment predict innovative work behavior? and How do passion and organizational commitment affect organizational deviant behavior? Gaining insight into Gen Y perceptions of their firms' CSR will contribute to human resources development studies and eliminate work behavior that can hurt firm performance.

1.2 Gen Y workforce

Gen Y represents most of the workforce today. They are the youngest workforce and drive the retirement of many older workers (Twenge, Campbell, Hoffman, & Lance, 2010). The age range for Gen Y is defined differently in the literature, from those born after 1977 (Chen, Po- Ju & Choi, 2008; Gardiner, King, & Grace, 2013; Weeks & Schaffert, 2019) to those ranging between 1982 to 1999 (Twenge et al., 2010). Despite the differences, others opt for a broader lexicon, describing Gen Y with neediness, disloyalty, a sense of entitlement (Thompson & Gregory, 2012), and disinclination to contributing to society (Twenge et al., 2010). However, some find that baby boomers (1946–1964), Generation X (1965–1976), and Gen Y share the same altruism value (Weeks & Schaffert,

2019), though it is higher among baby boomers. Moreover, the work values are different among generations that reflect on different attitudes and behaviors (King, Murillo, & Lee, 2017). Gen Y has different expectations, which reflects different attitudes at work (Anderson, Baur, Griffith, & Buckley, 2017). Thus, the poor understanding of generational differences can impact corporate strategies, given that different generations have different attitudes, motivations, and commitments (Frye et al., 2020).

This study defines Gen Y as those born between 1980 and 1999 (Lim, 2012), placing them at ages 21 to 40. The range spotlights the youngest workforce, including those with a year of full-time employment, with different insights and work preferences (Frye et al., 2020). They gravitate toward flexible workplace policies, technology adaptation, and creativity. The differences mark how they perceive work activities and their interactions with others. In the UAE, research on understanding generational differences lacking. Thus, this study focuses on Gen Y, representing more than half of the UAE population.

Furthermore, the study focused on CSR at the micro-level. Different researchers suggest that CSR relates to work meaningfulness (Glavas & Kelley, 2014), employee creativity (Hur et al., 2018), organizational embeddedness (Ng et al., 2019), well-being, and green behavior (Su & Swanson, 2019). Given the gaps in the literature on the relationship between micro-level CSR with Gen Y work behavior and their impacts on organizational outcomes, this study developed a questionnaire targeting Gen Y full-time nurses.

A recent study on the relationship between CSR and society in the healthcare sector (Russo, 2016) posits that CSR practices are mandatory in the healthcare

sector. Patient care is a consolidated mission. Given the need for quality care service, healthcare professionals must meet global commitments, which impact workplace behavior (Perreira et al., 2018).

1.3 Background of the study

Firm performance is captured via the impact of CSR activities. Some scholars (Bocquet, Le Bas, Mothe, & Poussing, 2017) posit that the firm's growth is linked with strategic CSR via the impact of the product and innovation process. For instance, firms innovate when they adopt asserted CSR behaviors. Even so, it can be counterproductive. Similarly, there is a cost to voluntary work (Loi, Kuhn, Sahaym, Butterfield, & Tripp, 2020): psychological entitlement relates to moral credentials and deviance. Moreover, it induces organizational deviance (Yam, Klotz, He, & Reynolds, 2017). Helping others can induce deviance per an individual's intrinsic motivation (Koopman et al., 2020). The pressure to help others may induce deviance.

Individual passion is a counterexample that critically impacts attitudes and behavior, given that individuals are arguably inclined to activities they like (Vallerand et al., 2003). Nevertheless, if such an activity is organizationally controlled, it may induce an obsessive passion. The conflict in the relationship between the controlled activity and a person's life can impact interpersonal pressure. Obsessive passion exerts a mixed relationship with work performance (Kong & Ho, 2018). Harmonious and obsessive work passion hinges on how individuals perceived the activity (Kong & Ho, 2018). Thus, perceived CSR impacts individuals cognitively, affecting their participation in the activity.

Firms measure successful performance via sustainable innovation. Thus, they leverage the CSR initiatives to employees' productivity by having sustainable productive performance via CSR activity engagement. In the healthcare sector, CSR is measured differently. Patients differ from clients and, as has been noted, ensuring good quality is mandatory (Russo, 2016). Physicians need complex, expensive biotechnology and administrative and financial procedures to satisfy patient needs (Austin, 2012). Thus, technology impacts health professionals in their role in influencing life, birth, death, pain, and suffering.

Gen Y emerged with the advent of technology (Frye et al., 2020). Their infancy is influenced by economic prosperity, such as globalization, employment, and foreign investment (Chen & Choi, 2008). Thus, their collective formative years affect their general attitudes and behaviors (King et al., 2017). Technological adoption, for instance, induces the desire for financial independence and good education. Moreover, they seek challenging and meaningful work, collaborative co-workers, and an enabling setting to help others (Weeks & Schaffert, 2019). The CSR helping perception is stronger among Gen Y (1981–2000) employees and indirectly impacts Gen X (1965–1980) (Supanti & Butcher, 2019).

Organizational commitment is a critical perspective among Gen Y. For instance, there is a low level of affective commitment among Gen Y nurses (Nelson, 2012). Their behavior is influenced by the relationship with subordinates and supervisors and work-family conflict. Moreover, the fulfillment of commitment among health professionals requires resources such as societal grants and trust (Austin, 2012). All healthcare stakeholders must meet the corporate mission, frontliners more than anyone else (Russo, 2016).

A clear understanding of generational differences influences organizational behavior, impacting human resource strategy growth (Chen & Choi, 2008). Gen Y employees are more likely to participate in voluntary work, though fewer social rewards might affect organizational commitment (Twenge et al., 2010). Firms' investment in a sustainable relationship with Gen Y employees affects their attitude toward organizational commitment and innovative behavior, thus reducing the cost of deviant behavior.

1.4 Statement of the problem

CSR significantly impacts organizational outcomes via innovation (Bocquet et al., 2017; Mishra, 2017) and financial performance (Gangi et al., 2018), where employees are crucial (Galbreath & Shum, 2012). Several factors affect their performance toward CSR activities, such as CSR communication (De Jong & Van Der Meer, 2017; Duthler & Dhanesh, 2018; Edinger-Schons, Lengler-Graiff, Scheidler, & Wieseke, 2019), psychological needs (Hu, B., Liu, & Qu, 2019), compassion, and intrinsic motivation (Hur et al., 2018).

Although the micro-CSR measurement is newly addressed (Ng et al., 2019), Gen Y employees' perceptions of their firms toward CSR activities and how it affects attitudes and behavior remain to be addressed. Such perceptions affect employees' cognitive and emotional processes regarding their perceived CSR initiatives and the cost of their innovative versus deviant behavior. The specific problem statement regards the Gen Y perception toward CSR. They represent most of the population and differ vastly from other generations (Frye et al., 2020). Meaningful work and participation in challenging tasks are vital to Gen Y (Weeks & Schaffert, 2019). Other factors impact generational work values,

such as economic, society, employment opportunity, educational background (King et al., 2017). As noted, Gen Y employees gravitate toward technology adoption (Frye et al., 2020). Furthermore, a measure of the perceived CSR via organizational pride reveals its impact on organizational embeddedness (Ng et al., 2019). Employees' CSR perception also exerts an external impact. That is, perceived CSR via employees' passion impacts innovation and deviance.

Organizations often use CSR initiatives to affect employees' voluntary behavior (De Jong & Van Der Meer, 2017; Duthler & Dhanesh, 2018; Tian & Robertson, 2019), creativity and meaningful work (Aguinis & Glavas, 2019; Supanti & Butcher, 2019), and innovation (Amabile & Pratt, 2016; Broadstock et al., 2020; Cook et al., 2019; Mishra, 2017). Organizations advocate CSR practices to improve performance by impacting employees' innovative behavior to reduce the cost of deviance. CSR is a tool to improve helping behavior via meaningful work; thus, this study aims to help human resource developments ascertain the relationship between perceived CSR and Gen Y.

Employee value is a valuable stakeholder resource that drives CSR initiatives. Motivated employees significantly impact organization strategy, and employees engaged in firm initiatives impact their creativity, compassion, and intrinsic motivation (Ho & Astakhova, 2018). However, employees' motivation factors hinge on factors such as resources availability (McAllister, Harris, Hochwarter, Perrewé, & Ferris, 2017; Trepanier, Fernet, Austin, Forest, & Vallerand, 2014) and voluntary environment (McAllister et al., 2017; Rodell, Booth, Lynch, & Zipay, 2017; Trepanier et al., 2014). Failure to address their cognitive and emotional processes may induce failure in meeting organizational strategies.

Given that Gen Y represents most of the workforce as the older generation retires (Twenge et al., 2010), their motivation for challenging tasks impacts can inform on utilizing their skills for technological enhancement (Frye et al., 2020). It is uncommon to see innovation services among firms; thus, forward-thinking decision-makers maintain Gen Y employees' innovative behavior by clearly understanding their cognitive and emotional behavior.

1.5 Purpose of the study

This quantitative study ascertains the correlation between perceived CSR and employees' behavior by addressing the relationship between their emotions and attitude. Despite many studies on CSR perception (Glavas & Kelley, 2014; Ng et al., 2019), the literature ignores the dominant workforce, Gen Y. Extrinsic, rather than intrinsic, motivation influence their work value, the latter observed among older generations (Twenge et al., 2010). Notably, intrinsic rewards cut across generations in expressing meaningful work (Weeks & Schaffert, 2019).

It is important to quantify the relation between perceived CSR and employee behavior and attitudes by focusing on the Gen Y workforce. The research probes Gen Y full-time nurses in hospitals in the UAE. The findings will contribute insight into perceived CSR and its impacts on nurses. Furthermore, this study will demonstrate the correlation between perceived CSR and employees' passion and its influence on organizational commitment. Moreover, it illustrates the mediating role of organizational commitment in the relationship between organizational deviant behavior and innovative work behavior.

This exploratory research quantifies the individual-level CSR perception. It contributes to the literature to help decision-makers understand Gen Y nurses' perceived CSR and the significant impact on organizational outcomes.

1.6 Rationale

Despite the numerous CSR studies, there is no consensus on the definition of CSR. Some scholars link CSR with internal and external stakeholders (Aguinis & Glavas, 2019). Others define CSR beyond financial outcomes regarding innovation and its impacts on the firm performance (Broadstock et al., 2020; Cook et al., 2019). It is stakeholders' beliefs on how a business should behave (Duthler & Dhanesh, 2018) or the micro-level that reflects individual views and how they perceived CSR (Ng et al., 2019). Thus, CSR is defined per research purpose and the context of constructs.

CSR is measured via its impact on individuals' attitudes and behavior (Glavas & Kelley, 2014), engagement (Hejjas, Miller, & Scarles, 2019), commitment (Inoue, Funk, & McDonald, 2017; Mory, Wirtz, & Göttel, 2016; Shao et al., 2017), turnover intention (Lin & Liu, 2017), well-being (Su & Swanson, 2019), and meaningful work (Aguinis & Glavas, 2019; Supanti & Butcher, 2019). Few studies, however, probe the relation between cognitive and emotional processes. Firms aim to maintain CSR performance via sustainable outcomes (Broadstock et al., 2020). This study expands on sustainable performance by examining the CSR micro-level from the Gen Y perspective. They have unique views toward CSR, focusing on which will add value to real business challenges by utilizing their innovative behavior and reducing organizational deviant behavior.

1.7 Research questions and hypotheses

This study addresses three research questions and nine hypotheses. The research questions frame the relationships between perceived CSR, passion (independent variables), innovative and deviant work behaviors (dependent variables), and one mediator (organizational commitment). The target population is full-time Gen Y nurses working in UAE hospitals.

The research questions and hypotheses are as follows:

Research Question 1: How does perceived CSR influence passion and organizational commitment at work?

Research Question 2: How do passion and organizational commitment predict innovative work behavior?

Research question 3: What influence do passion and organizational commitment have on organizational deviant behavior?

1.8 Significance of the study

Despite growing studies on CSR and its effects on organizational outcomes, such as financial performance (Gangi et al., 2018) and economic orientation (Goby & Nickerson, 2016), the micro foundation of CSR remains understudied. The perceived CSR research focuses on the external factors and its effects on employee perception. For instance, scholars examine turnover by linking the relationship between employees' CSR perception and organizational pride via the mediating role of organizational embeddedness (Ng et al., 2019). Moreover, others explored the relationship between perceived CSR and engagement in voluntary behavior via organizational identification and the moderating role of

empathy (Tian & Robertson, 2019). Similarly, some examine the relationship between employees' perception of CSR and creativity via the mediating role of intrinsic motivation and compassion at work (Hur et al., 2018). However, few studies address the negative cost of CSR in organizational behavior. Arguably, discretionary behavior can induce organizational deviance in that employees can engage in extra-role activities (Bennett & Robinson, 2000). Moreover, rewarded efforts impact employees' social exchange relationship, reflecting on discretionary behavior like innovative activities (Janssen, 2000). Accordingly, an organizational innovative climate fostering risk-taking impacts innovative behavior (Kang, Matusik, Kim, & Phillips, 2016), which relates to leader-member exchange (Schuh, Zhang, Morgeson, Tian, & van Dick, 2018). Further, employees respond cognitively once they receive organizational concern signals (Scott & Bruce, 1994). Given that employees perceive CSR differently, their reactions induce innovative work behavior or organizational deviant behavior.

CSR is the primary healthcare social responsibility (Russo, 2016). Specialized healthcare providers (physicians) help reduce costs and provide high-quality patient care. Nurses are critical to the hospitals. Discretionary power is the primary mode by which nurses deploy their knowledge in serving patients, impacting their affective commitment (Nelson, 2012). Similarly, job autonomy impacts nurses and their intention to stay with an organization (Pajic, Keszler, Kismihók, Mol, & Den Hartog, 2018).

Technological advancement requires improvement in corporate-level services. These changes require a workforce motive to deliver and exert effort in the innovation services. The sensemaking perspectives toward innovative behavior

hinge on employees' intrinsic interest, accordingly reflecting firm performance (Shin, Yuan, & Zhou, 2017). High CSR performance can induce efficient investment and innovation (Chuang & Huang, 2018). Furthermore, significant differences among different generational nurses impact affective commitment (Nelson, 2012). The demographic differences therein affect firm performance. Therefore, a better understanding of perceived CSR among Gen Y improves innovative behavior and reduces organizational deviance.

CSR participation is a corporate decision; thus, articulating the challenges in meeting outcomes is important among decision-makers. CSR is different from per job, as it hinges on individuals and their social responsibility perception. Accordingly, CSR reflects discretionary behavior participation in performing extra-role tasks (Aguinis & Glavas, 2019).

CSR in healthcare is recognized as a primary service (Russo, 2016). Healthcare providers must meet high-quality service standards and reduce costs. Patients must be assessed to maintain high-quality services with acceptable behavior among healthcare providers.

1.9 Academic justification

The importance of innovation has been echoed in newspapers, conferences, and business journals since the 1980s (Amabile, 1988). The tremendous changes in business required that firms shift their strategy toward innovation. It called for innovative behavior to meet job demand (Janssen, 2000). Accordingly, firms build CSR strategies to improve performance through technological innovation (Bocquet et al., 2017). CSR performance is linked with efficient investment and

innovation (Cook et al., 2019; Pajic et al., 2018). Thus, for long-term survival, employees must perform extra-role activities, which accords with the tendency for Gen Y employees to seek challenging work, help others, collaborate with co-workers, and seek personal happiness and fulfillment (Weeks & Schaffert, 2019). However, extrinsic value is higher among Gen Y who seek monetary reward than intrinsic rewards (Twenge et al., 2010). The consequences of such discretionary behavior can induce organizational deviant behaviors (Bennett & Robinson, 2000). Such factors warrant the development of knowledge resources to maintain the Gen Y innovative behavior and reduce the cost of deviance.

Twice as many as 591 experience nurses quit their jobs, increasing the pressure to care for patients in Dubai hospitals (Cherian, Alkhatib, & Aggarwal, 2018). The global aging population requires innovative methods in medical care using technology (Pajic et al., 2018), thereby increasing the pressures among nurses to meet high service standards. Such aging problems are common in developed countries (Tsai, 2014). Thus, hospitals must advance telehealth by producing cost-effective information and biomedical technology for long-term care.

Policy and procedure changes impact the workforce in the hospitals. In the UAE, CSR comprises the Muslim context reflecting corporate philanthropy to help developing economies build schools, hospitals, and houses (Goby & Nickerson, 2016). However, the study does not extend to other nationalities who work in the hospitals and have different religious contexts that may affect CSR activities.

A study on the relation between job satisfaction and organizational commitment among nurses in Dubai hospitals with selected demographic characteristics

shows the relationship between the two variables among 26- and 45-year-old nurses, where the level of commitment correlates with extrinsic job satisfaction (Goby & Nickerson, 2016). Organizational commitment refers to employees' emotional response to certain behaviors. It compels individual employees to exceed expectations (Mowday, Steers, & Porter, 1979). Job satisfaction and organizational commitment are critical challenges among nurses because it impacts healthcare service quality (Goby & Nickerson, 2016).

High performance and sustainable employment are crucial in healthcare sectors to provide high-quality patient care (Pajic et al., 2018). Understanding Gen Y and their CSR perception can reduce financial costs and sustain productive behavior. Therefore, Gen Y awareness and how they perceived CSR contribute to a better understanding of the factors that affect their attitudes and behavior.

Beyond financial results, CSR influences employees' sensemaking (Aguinis & Glavas, 2019), given that they prefer work meaningful, which is prioritized among cross-generational cohorts (Weeks & Schaffert, 2019). Further, CSR impacts work-related outcomes; apparently, a strong relationship exists between CSR participation and helping behavior among Gen Y employees (Supanti & Butcher, 2019). However, it exhibits an indirect relationship among Gen Y employees through meaningful work.

1.10 Definitions of terms

Gen Y (also millennials, Gen Me, and nGen) refers to a group of people born between 1982 and 1999 (Twenge et al., 2010). They care about themselves and social values and have technical and creative skills (Anderson et al., 2017).

Innovative behavior is the acknowledgment of a problem to generate an idea for innovation. It combines idea adoption and implementation (Scott & Bruce, 1994) for novel outcomes (Janssen, 2000).

Organizational commitment bounds individual action or behavior to accept organizational goals and values, exert effort on behalf of their organization, and maintain the relationship with the organization (Mowday et al., 1979).

Organizational deviance refers to voluntary behavior that harms organizations, such as low or slow work effort (Bennett & Robinson, 2000).

Passion is a focused emotion toward certain activities individuals like and rate as important, in which they invest in time and effort (Vallerand et al., 2003).

Perceived CSR refers to individuals' views of CSR activities in the organization (Ng et al., 2019).

1.11 Assumptions and limitation

The study assumes access to the Internet is easy among Gen Y such they will receive and complete the questionnaires promptly. Moreover, Gen Y nurses can dedicate 15 minutes of their time to complete the questionnaires with open and honest feedback.

The limitation to this study reflects the concept of CSR in the hospitals. Despite mandatory social responsibility (Russo, 2016), discretionary behavior might negatively impact Gen Y nurses' behavior. The contribution factor is organizational deviant behavior. What influence do passion and organizational commitment have on organizational deviant behavior? This question and other

related questions contribute to the study limitation, as articulated in the research conclusion.

1.12 Theoretical framework

Cognitive appraisal theory supports this study. Cognitive reflects the knowledge situation and appraisal evaluates environmental encounters (Lazarus, 1991). CSR cognitive appraisal seeks to evaluate the event rather than the objective of the event; arguably, argued cognitive appraisal of CSR is based on employees' reactions rather than the objective level (Ng et al., 2019). Individuals' self-interactions on their work reflect their values, preference, and strengths (Weeks & Schaffert, 2019).

Individual interactions differ per work activity, as meaningful work is different among different generations (Weeks & Schaffert, 2019). Similarly, Gen Y has different work expectations from other generations. They contribute unique personalities and attitudes to the workplace. The generational gaps reflect on their attitudes (Anderson et al., 2017). Meaningful work means helping others, fulfillment, having nice co-workers, and being challenged (Weeks & Schaffert, 2019). Even though performing extra-role activities induce innovative behavior (Janssen, 2000), pressure to deliver quality may create organizational deviance (Bennett & Robinson, 2000). Cognitive appraisal theory helps in understanding the CSR process and how it affects individual attitudes and behavior.

1.13 Organization of remainder of the study

The rest of the study is structured as follows. The literature review discusses the cognitive appraisal theory, Gen Y, perceived CSR, passion, organizational

commitment, innovative behavior, and deviant work behavior in Chapter 2. Chapter 3 presents the research methodology. Chapter 4 then furnishes the study results. Chapter 5 concludes the study, highlighting the study implications for practitioners, limitations, and recommendations for further research.

CHAPTER 2: LITERATURE REVIEW

1.1 Introduction

This chapter reviews prior relevant studies to develop a structured model that supports research continuity and helps organizations align their practices with internal stakeholder needs. The prior literature also captures methodologies and applications from different industry sectors.

The conceptual framework in this study gives a better understanding of emotion, attitude, and behavior at the individual level. The first portion of this chapter analyzes cognitive appraisal theory to demonstrate the conceptual framework supporting this research. Moreover, this chapter highlights Gen Y theories to delve into the features of the dominant workforce in the UAE (Lim, 2012).

Next, the chapter details the history and theories of five constructs:

1. The study explores the histories and theories of perceived corporate social responsibility (PCSR) and investigates how PCSR affects firm strategies and contributes to workplace advantages.
2. The study probes passion at work (PAW) to measure how it influences employees' PCSR attitudes and behavior.
3. Organizational commitment (OC) is highlighted to gauge the attachment level between employees and their organization. It captures the impacts on employees' behavior.

4. Innovative work behavior (IWB) captures individuals' responses to organizational tensions and costs.
5. Organizational deviant behavior (ODV) measures the outcomes from CSR activity interactions, which impacts workplace effectiveness.

Finally, this chapter argues that a relationship exists between PCSR, PAW, OC, ODV, and IWB, which helps build the integrated model.

The framework will enhance PCSR by capturing the employee needs regarding their awareness level among CSR activities. Furthermore, it increases OC by recognizing employees' passion, which reflects on their IWB. Thus, it will help reduce ODV. The findings encourage the implementation of the conceptual framework in organizations that seek sustainable work outcomes.

1.2 Theory and hypotheses

This study employed the cognitive appraisal theory lens to answer the research questions. Cognitive appraisal theory regards the knowledge and appraisal of the situation (Lazarus, 1991; Scherer, Schorr, & Johnstone, 2001). For instance, individuals evaluate events according to their awareness level. Their cognitive appraisal gives a better evaluation of the event beyond the objective certainty of the event (Ng et al., 2019). Moreover, employees evaluate CSR activities as a public relations effort if there is a misalignment between organization CSR objectives and employees' understanding of the event (Ng et al., 2019). Thus, failing to understand the micro-level CSR may induce adverse organizational outcomes.

Individuals differ in their reactions to environmental demands. Such differences may induce different outcomes per their interactions with the event. Moreover, they differ in their sensitivity to events. Some feel guilty, others feel threatened, and others feel challenged (Lazarus & Folkman, 1984). Pains and pleasures can reflect certain physical stimuli (Lazarus, 1991). Both play an important role in building motivation where appraisal and emotion depend on them. Employees who observe an organization's CSR may feel pride (Edwards, 2016). Others appraise CSR as meaningful work (Aguinis & Glavas, 2019) or well-being (Su & Swanson, 2019). The cognitive appraisal process of attitude and behavior depends on the knowledge employees received from the work environment on certain events (Su & Swanson, 2019).

Cognitive appraisal theory furnishes insight into PCSR and individual emotion toward CSR activities. It illuminates how individuals evaluate events that affect them. Moreover, it overviews how individuals interact with different parts of the event and their responses based on their interpretations (Gond et al., 2017; Lazarus, 1991; Ng et al., 2019). It is key to understanding and evaluating the CSR process.

This study extends the literature, where employees' reactions to CSR activities are based on the cognitive appraisal of CSR, and employs fundamental building blocks of perception, emotion, attitude, and behavior (Ng et al., 2019).

Employees' reactions differ and reflect their responses. Studies note an attitude and commitment inconsistency among different generations (Frye et al., 2020; Turner, McIntosh, Reid, & Buckley, 2019). Thus, interactions with the activity among generations also differ.

Generation is commonly used to define kinship structure adopted in a wider social trend (Pilcher, 1994; Ryder, 1985). From social perceptions, a generation is a group of people or cohort born within the same historical and cultural context, such as millennials (Pilcher, 1994). It refers to people born in the same interval in time (Schaie, 1965). The measurements (environment) for each cohort are taken at 20-year intervals. The cohorts differ per environment, cultural context, and life experience. The age difference reflects the difference in behavior, thereby requiring specialized attention (Schaie, 1965). The events impact individual values, attitudes, and preferences, which stay with them during their lifetime (Schewe & Noble, 2000). External events affect them, and they experience similar technological innovations, economic revaluations, and political principles. Table 1 shows the four workforce generations (Twenge et al., 2010).

Table 1

Definition of generational “workforce” groups

Generational cohort	Year
Silent Generation, Traditionalists, Matures	1925–1945
Baby Boomers	1946–1964
Generation X	1965–1981
Generation Me, Generation Y, Millennials, nGen, and iGen	1982–1999

The differences among generations reflect differences in reactions toward activities and initiatives. Participation in CSR strongly affects the behavior of Gen Y than older generations (Supanti & Butcher, 2019). However, it positively impacts older employees than younger employees (Wisse, Van Eijbergen, Rietzschel, & Scheibe, 2018). Environmental concern and Gen Y autonomous behavior exhibits a positive relationship (De Roeck, El Akremi, & Swaen, 2016). Moreover, as per earlier findings (De Roeck et al., 2016), CSR strongly impacts Gen Y helping behavior (Supanti & Butcher, 2019). The inconsistent findings warrant the need to explore the PCSR of Gen Y and how it impacts work outcomes.

The Gen Y workforce has undergone little empirical examination (Twenge et al., 2010). Given their readiness to work, the youngest generation in 2010 was aged 28, which may explain why Gen Y was ignored in empirical studies. The generational cohorts are influenced by their parents and social activities that customized their value relative to others at their age from different generation groups. The Gen Y workforce is affected by the “wired” technology revolutions, exemplified by the accessibility to the Internet to search for information (Twenge et al., 2010). Moreover, Gen Y or Gen Me are described as individuals who are creative, care for social values, and have technical abilities and broad attitudes (Anderson et al., 2017; Twenge et al., 2010).

Gen Y work behavior is influenced by the work environment, such as the relationship with the manager. The outcomes reflect on employees’ satisfaction and retention (Frye et al., 2020). Moreover, research on turnover issues in the hospitality industry and the effect on hotel financial performance given the cost

in recruiting, retaining, and training new employees demonstrates that young employees have a high demand for the hospitality industry, with inconsistent values and attitudes between Gen Y and other generations (Frye et al., 2020). Furthermore, the perceived brand fit among employees in the hospitality service industry is essential (King et al., 2017). Employees in the service line impact brand image delivery to customers. Hence, effective brand management must focus on the internal and external organization. The alignment between attitude and behavior in the brand is essential.

Self-dissatisfaction generates determinant cognitive and behavioral changes (Gouldner, 1975). Accordingly, social psychology shows an imbalance between personal needs and self-performance cognition (Gouldner, 1975). In response, organizations work to attract millennial applicants through CSR activities by building a good cooperate image (Turner et al., 2019). For instance, millennials value organizations addressing social issues via CSR actions. Given that their motivations differ from other generations, their attitudes challenge established standard policies and procedures. Such differences reflect on their behavior, attitude, and work outcome. Additionally, the Gen Y workforce has unique life expectations, which reflect on their behavior and attitudes (Anderson et al., 2017). Such differences help solve older generational issues. Thus, the Gen Y cohorts are considered to have idea generation and problem-solving behaviors. This study focused on Gen Y nurses. Worldwide, hospitals face challenges in retaining nurses. For instance, Brazil is experiencing a shortage of professional nurse technicians (Nelson, 2012). As per new public management practices in cutting costs to increase the workload among registered nurses and decrease the

standard of nurse bedside professionalization, nurses from different generations exhibit differences in affective commitment: That is, Gen Y are more affective commitment than Gen X and baby boomers nurses (Nelson, 2012). Moreover, there is a challenge in attracting young nurses in Australia, as perceived job quality relates to work-life interference (Cheng, Nielsen, & Cutler, 2019). For instance, nurses seek job autonomy for work-life. In India, factors that affect nurses' affective commitment in the workplace impact their job performance (Sharma & Dhar, 2016). Therefore, the level of burnout is higher among nurses. In the UAE, Gen Y in 2020 represents more than half of the population (Central Intelligence Agency, 2020). A UAE study in Dubai hospitals to gauge the level of satisfaction and commitment among nurses shows that all age groups favor some commitment toward their organization (Cherian et al., 2018). Moreover, job satisfaction and OC correlate. However, a limitation exists in addressing employees' perceptions toward organization activities and their impact on work outcomes.

Employees' attitudes and behavior drive their performance (Sharma & Dhar, 2016). In the healthcare sector, performance is an indicator of the willingness to meet organizational goals by delivering good quality services to patients. The demand for healthcare services increases with economic development (Sharma & Dhar, 2016). Thus, public healthcare institutions aim for quality service. The increased demand of the aging population warrants innovative care (Pajic et al., 2018). However, increased work practices (e.g., system or work involvement) affect nurses' attitudes (Gkorezis, Georgiou, & Theodorou, 2018), inducing the intention to leave, which reflects low OC and cynicism.

Previous studies ignored social responsibilities as a micro-level consideration. Nurses are in high demand in most countries today given their huge impact on service sectors. Thus, this study targets nurses to explore PCSR and its impact on organizational outcomes.

1.2.1 Perceived corporate social responsibility

The definition of CSR has evolved. It comprises basic expectations such as economic, legal, discretionary, and ethical responsibilities (Carroll, 1979) in the current conception of firms (Freeman, Harrison, & Zyglidopoulos, 2018). Moreover, it is standard practice organizations consider for business strategies (Bridoux & Stoelhorst, 2014; Chen & Miller, 2015; Flammer & Luo, 2017; Habel et al., 2016; Luo & Bhattacharya, 2006; Turner et al., 2019). CSR and firm performance studies have seen rapid expansions (Bocquet et al., 2017; Chuang & Huang, 2018; Edinger-Schons et al., 2019; Gangi et al., 2018).

CSR initiatives in firms are linked with roles and regulations that may directly or indirectly impact society. CSR regards corporate behaviors beyond economic interests that affect stakeholders positively (Turker, 2009). For instance, as a consolidated part of healthcare mission awareness, hospitals focus on social services (Russo, 2016). CSR is newly addressed in hospitals; moreover, the social responsibility performance in healthcare is not to generate profit but to provide community service and maintain basic needs (Kooij, Jansen, Dijkers, & De Lange, 2010). It serves the community by redesigning the process to produce innovative products and provide better services. In the UAE, CSR practices are responsibilities in the political, cultural, and economic context (Duthler & Dhanesh, 2018). In 2017, the UAE ruler announced the year of

giving, where firms engaged in the national CSR. Given local religious values, CSR is not considered corporate philanthropy (Goby & Nickerson, 2016). Even so, other UAE nationalities representing the highest population group are not examined. The UAE government focuses on healthcare services for economic investment. Its participation in healthcare innovation contributes to medical research to treat diseases (Telecommunications and Digital Government Regulatory Authority, 2021).

Stakeholders contribute to organizational strategies (Turker, 2009) and impact firms differently (Freeman et al., 2018). Prior studies are limited in capturing the micro-level CSR among stakeholders, specifically employees, to explore their PCSR.

PCSR regards employees' view of CSR efforts in the firm (Ng et al., 2019). It is key to understanding the micro-foundations of CSR. Thus, researchers must focus on the micro foundation of CSR (Glavas, 2016) to unpack its black box and understand employee behavior in driving CSR strategies (Ng et al., 2019).

Employees' perceptions are important because they influence their attitudes and behaviors (Glavas & Kelley, 2014; Hur et al., 2018; Zhao, Lee, & Moon, 2019). For example, OC is an outcome of individuals' attitudes toward CSR activities (Inoue et al., 2017; Mory et al., 2016). It reflects the employee-organization relationship. PCSR also relates to their emotion (Ng et al., 2019). PAW, for instance, reflects employees' emotions and is the source of cognitive and effective work appraisal (Perrewé, Hochwarter, Ferris, McAllister, & Harris, 2014; Pollack, Ho, O'Boyle, & Kirkman, 2020). Passionate individuals engage in their selected work, (Trepanier et al., 2014), show high levels of tenacity

(Murnieks, Cardon, Sudek, White, & Brooks, 2016), and produce innovative processes or products (Oo, Allison, Sahaym, & Juasrikul, 2019; Strese, Keller, Flatten, & Brettel, 2018). However, employees with negative emotions may exhibit deviance (Crawford, Lamarre, Kacmar, & Harris, 2019; Koopman et al., 2020; Loi et al., 2020). Micro-level CSR illuminates the cognitive appraisal process of PCSR regarding employee emotions, attitudes, and behaviors (Ng et al., 2019). Employees respond differently to activities that match their interests (Ulrich, 1998). Thus, ignoring CSR process evaluation will discourage insight into how they experience CSR in their organization (Gond et al., 2017).

1.2.2 Passion

Passion is an intense enjoyment and indicates a valuable activity (Vallerand et al., 2003). It reflects identity in a person's characteristics or autonomy. PAW affects activity engagement (Kong & Ho, 2018; Makino, Caleb, Li, & Li, 2020). For example, individuals passionate about writing poems generate poetry, reflecting who they are. Harmonious passion regards activities individuals like and is a healthy adaptation (Vallerand et al., 2003). Individuals can terminate it anytime (Vallerand et al., 2003), which may induce negative outcomes. Furthermore, obsessive passion regards negative emotion in the unsuccessful commitment to work activity. In this case, individuals are controlled by the activity linked to organizational rules and policy (Vallerand et al., 2003).

Passion in many studies regards different constructs, such as career satisfaction (Coetzee & Bester, 2019), motivation (Kong & Ho, 2018), CSR perception (Hur et al., 2018); engagement (Ho & Astakhova, 2018), burnout (Trepanier et al., 2014); resource availability (Kong & Ho, 2018; McAllister et al., 2017),

innovation (Oo et al., 2019; Strese et al., 2018), outcomes (Li, Zhang, Shao, & Chen, 2019; Pollack et al., 2020; Richardson, Jogulu, & Rentschler, 2017; Rodell et al., 2017), and investment (Murnieks et al., 2016).

Different factors in certain activities influence employee engagement, which depends on job autonomy, competence, and resources availability (McAllister et al., 2017). For instance, the availability of resources reduces tension among employees and increases PAW, affecting organizational citizenship behavior, satisfaction, and performance. Autonomy reduces the negative feeling when individuals engage in an activity (Vallerand et al., 2003). It also reduces pressure among nurses in making decisions to serve patients in the healthcare sector (Cheng et al., 2019). However, the lack of autonomy impacts employees' behavior (Hejjas et al., 2019). Employees with a low autonomy level will not drive the extra-role behavior to impact CSR outcomes. Organizational barriers also influence team members' autonomy (Makino et al., 2020)

CSR awareness impacts individuals' emotions. Increased awareness of the impact of CSR activities influences individual value and passion among those who care about social and political issues (Turner et al., 2019). Thus, it is essential to explore passion in the strategic management literature because it induces creative ideas and supports commitment (Makino et al., 2020).

1.2.3 Organizational commitment

OC is an exchangeable relationship with the organization (Mowday et al., 1979) that reflects individuals' attitudes developed over time.

Commitment comprises three components as per the person-centered approach (Meyer & Allen, 1991). The first component is affective commitment; it is the emotional attachment to an organization (Meyer & Morin, 2016). It reflects a balanced relationship and develops favorable attitudes and behaviors consistent with perceived organizational support (Kurtessis et al., 2017). It also reflects desire (Kam, Morin, Meyer, & Topolnytsky, 2016). Constructs, such as PCSR, affect affective commitment. PCSR impacts quality of working life, affective commitment, and organizational citizenship behavior (Kim, Rhou, Uysal, & Kwon, 2017). Employees who perceived CSR reflect on prosocial orientation. They exert more effort in tasks and stay with their organization (Shao et al., 2017). The link between employee prosocial orientation and PCSR affects OC. The second component is normative commitment. It is an obligation to certain organizational activities (Kam et al., 2016; Meyer & Allen, 1991; Meyer & Morin, 2016). From the stakeholder theory, stakeholders consider CSR (Bowie, 2012) as a moral obligation to give back to communities.

The third component is continuance commitment, employees' awareness of the cost of leaving the organization (Kam et al., 2016; Meyer & Morin, 2016). Individual stays with their organizations given the costly alternative.

Several studies note the role of OC by identifying the organization-employee relationship. They emphasize the benefits of OC to society when employees are committed. Promotion, pay satisfaction, and intention to leave are linked with calculative OC (Mathieu & Zajac, 1990). Further, older employees opt to stay given the cost of leaving; moreover, attitude is related to work environment, engagement, supervisor satisfaction, and occupational commitment.

Individual behavior is affected by different types of motivational rewards that accordingly impact affective commitment. Committed workers draw inspiration from superiors and their assignments (Becker, Kernan, Clark, & Klein, 2018). A study on the affective commitment between professionals and organizations via motivational factors shows that intrinsic motives reflect a high autonomy and love for work done. Constructs such as internal CSR (Inoue et al., 2017; Mory et al., 2016), intellectual capital (Chen, Mavis Yi- Ching, Wang, & Sun, 2012; Ulrich, 1998), job performance (Kontoghiorghes, 2016; Sharma & Dhar, 2016), and job satisfaction (Kooij et al., 2010) influence OC.

1.2.4 Innovative work behavior

IWB is a behavioral response to tensions and demands (Janssen, 2000). It is discretionary behavior of performing extra-role activities (Janssen, 2000), but it is not an obligation (Shin et al., 2017). It helps generate new ideas, processes, and products (Bos-Nehles & Veenendaal, 2019). IWB helps individuals meet heavy job demands by generating, promoting, and realizing ideas for the work environment. It depends on the individuals' enthusiasm to work on challenging tasks (Amabile, 1988). Many factors affect IWB, as per individuals and how they perceive tensions. Some see tension as an opportunity to develop and grow (Miron-Spektor, Ingram, Keller, Smith, & Lewis, 2018). Others see tension as transitory and recurrent.

CSR impacts services to communities. For instance, given the increase in the global aging population with different chronic conditions, professional nurses are in high demand to use innovative care techniques (Pajic et al., 2018). Thus, innovation is necessary to produce new products for business performance.

More innovation induces more CSR performance (Mishra, 2017). Moreover, business practices focused on increasing profit via innovative investment ideas (De Jong & Van Der Meer, 2017).

Many factors affect IWB, which depends on managers and their awareness of the internal environment's importance to ensure opportunities for innovation (Shanker, Bhanugopan, Van Der Heijden, Beatrice IJM, & Farrell, 2017). Accordingly, IWB relates to supervisors' support, and the perceived innovation work requirement also impacts the IWB (Schuh et al., 2018). Job requirements may require employee work engagement. However, perceived job requirements may differ among individuals with different intrinsic interests.

1.2.5 Organizational deviant behavior

ODV harms individuals, organizations, or both (Bennett & Robinson, 2000). It reflects interpersonal or organizational deviance (Bennett & Robinson, 2000; Di Stefano, Scrima, & Parry, 2019). Moreover, it replicates specific normative contexts (Bennett & Robinson, 2000; Kluemper, Taylor, Bowler, Bing, & Halbesleben, 2019; Yam et al., 2017). It is a negative behavior from an imbalanced relationship (Crawford et al., 2019). As per the literature (Koopman et al., 2020), deviance may emerge from extra-role activities such as voluntary work (Loi et al., 2020). It comprises non-confidence behavior, absenteeism, and work quality damage. Employees forced to perform extra-role activities may generate ODV (Hu et al., 2019). Therefore, employees unsatisfied with their work may leave work before the closing time.

Employees may perceive CSR as symbolic, potentially costly, and risky (Donia et al., 2017). Organizational symbolic CSR focuses more on profit than helping others, while substantive CSR emphasizes giving and caring for well-being (Donia et al., 2017). It replicates moral disengagement, which reflects unethical workplace behavior (Lee, Schwarz, Newman, & Legood, 2019). Deviance can be identified via moral emotions (Lindebaum, Geddes, & Gabriel, 2017). It captures interpersonal conflict and aggression, reducing work effectiveness (Tuna, Ghazzawi, Yesiltas, Tuna, & Arslan, 2016). Unhappy employees can, for example, affect organizational service quality (Tuna et al., 2016). However, employees with high and low creativity can show deviant behavior under certain situations (Zheng, Qin, Liu, & Liao, 2019).

1.3 Hypotheses

1.3.1 Direct hypotheses

1.3.1.1 Perceived corporate social responsibility and passion

Employees' passion drives their CSR activity interaction, which impacts their performance outcomes (Ho & Astakhova, 2018; Kong & Ho, 2018; Li et al., 2019; McAllister et al., 2017; Pollack et al., 2020; Strese et al., 2018). Passion impacts employees' response to CSR activities. It emerges when they obtain knowledge of an event (Vallerand et al., 2003) and supports their cognitive appraisal (Vallerand et al., 2003). It is a cognitive process of problem-solving, knowledge, thinking, and psychological state (Lazarus, 1991; Pollack et al., 2020). It precedes a reaction. Harmonious and obsessive passion is the feeling toward a certain activity that matches individual identity (Pollack et al., 2020).

Employees' passion can affect work engagement positively or negatively. It depends on constructs that influence their emotions, inducing harmonious or obsessive passion. Passionate individuals enjoy the work they do (McAllister et al., 2017). Obsessive PAW appears when employees experience stress or exhaustion if there is a lack of resources (Kong & Ho, 2018). For instance, obsessively passionate workers have higher task and interpersonal performance than those with harmonious passion (Li et al., 2019). Obsessive employees who trust their organization have a high level of organizational engagement (Ho & Astakhova, 2018). Employees have a high level of job engagement when they trust co-workers. Passion represents individuals' motivation toward certain events (Kong & Ho, 2018). For instance, individuals differ in their responses and engagement toward CSR activities per their passion (Hejjas et al., 2019). Employees who perceived CSR activities respond to its influence (Lazarus, 1991; Pollack et al., 2020). Thus, participation in discretionary responsibilities depends on individual judgment and choices. PCSR is critical because it hinges on employees' passion, which drives business objectives.

The reaction to activities can be internally focused, inducing more corporate investments (Bridoux & Stoelhorst, 2014). Some firms consider participation in discretionary behavior as comprising firm values by investing in voluntary resources (Rodell et al., 2017). Employees' emotions, such as pride or prestige, are affected by PCSR and impact positive outcomes (Edwards, 2016; Ng et al., 2019). Scholars explore the relations between PCSR and employees' emotions by linking their feeling with organizational pride (Ng et al., 2019). Employees feel pride because of the impact on external stakeholders. Similarly, others

explore pride by linking PCSR with globally acclaimed activities (Edwards, 2016), such as the Olympics (Edwards, 2016). However, studies fail to consider low profile events, where employees' feelings may present different outcomes. Further, scholars explore individual emotions toward PCSR regarding external prestige or pride (De Roeck et al., 2016). Likewise, others highlight the relation between PCSR and organizational identification through the moderating role of cognitive empathy (Tian & Robertson, 2019). The gap resides in investigating employees' unique organizational views regarding external stakeholders. There is bias toward evaluating employees' PCSR and the organizational image effect. The response to CSR activity impacts employees' emotions. Self-esteem relates to PCSR via the moderating role of concern for self (Gao, Zhang, & Huo, 2018), which affects employees' self-esteem and response to CSR activities. For instance, employees with self-concerns benefit from CSR and collective self-esteem. The study gap, however, lies in measuring all constructs via common method bias. Furthermore, CSR impacts employee well-being (Su & Swanson, 2019). Employees participate in environmental activities such as recycling and sustainable policies, which impact positive work outcomes such as workplace green behavior. Despite successfully exploring the cognitive appraisal process, a limitation remains in addressing various subjective well-being types: positive feelings, negative feelings, and life satisfaction. Subjective well-being gives a better understating of the appraisal process from evaluation of finances to global life (Kurtessis et al., 2017). Further, employee emotions relate to PCSR, which impacts employees' quality of life (Shao et al., 2017). Despite successfully discovering cognitive appraisal of PCSR and its influence on employees' work-

life quality, a gap remains in measuring different types of CSR activities independently, which may produce different results with work-life quality.

Leaders and their direction of organization strategy affect individual passion. Scholars explore individuals' passion with the influence of a leader's passion to measure the affective and cognitive mechanisms (Makino et al., 2020). They demonstrated that leaders' cognition impacts employees' thinking. Similarly, CEO passion impacts radical outcomes by moderating the shared vision (Strese et al., 2018). However, they fail to address individual passion. The different perceptions among leaders and followers, given passion transfer, may produce different results. The gap lies in a mixed relationship between leader and work performance, which impacts employees' PAW. Employees' emotional content and reaction reflected leaders' motives because they act on behalf of the organization (Bridoux & Stoelhorst, 2014). An external motivation to perform tasks can induce interpersonal or organizational deviance (Yam et al., 2017). The study explores employees' appraisal of organizational citizenship behavior via the enforcement of stakeholder management, which induces interpersonal and deviance. Individual mechanisms operate indirectly. Individual reaction toward organization activities, thus, presents conflicting findings because the event appraisal is linked with external motives like stakeholder management. Moreover, a study on PCSR via employees-supervisor prosocial motivation demonstrates the goal alignment between employees and supervisor prosocial motivations (Kim et al., 2017). The gap lies in demonstrating the motivation of supervisor and employee prosocial motivation separately. Each individual has different perceptions toward CSR activity. For example, Gen Y lower than older

generation in helping others at work (Kuron, Lyons, Schweitzer, & Ng, 2015). Scholars explore Gen Y work values with the work attitudes. The work values decreases when they enter the work and they prefer introjected regulated work motivation (Mahmoud, Fuxman, Mohr, Reisel, & Grigoriou, 2020) and high ethical consumption (Luger, Hofer, & Floh, 2021). Their perception toward social responsibility has positive effects on CSR awareness. Moreover, CSR effects Gen Y emotional value (Chatzopoulou & De Kiewiet, 2021). Thus, the first hypothesis follows:

H1: PCSR positively influences PAW.

1.3.1.2 Perceived CSR and organizational commitment

OC is characterized by acceptance of organizational goals and values (Mowday et al., 1979). Employees employ effort on behalf of the organization to maintain the organizational relationship. Different factors impact OC. Brazilian nurses' affective commitment is influenced by contracting and multiple job holding (Nelson, 2012). For instance, changes in the organizational policy impact the level of commitment. Moreover, cutting costs induces nurses to perform extra-role activities, increasing their workload, thus affecting the level of affective commitment. Nurses are exposed to patient illness, death, and communication with patient relatives, which impacts their attitude toward their organization (Sharma & Dhar, 2016). Furthermore, perceived organizational support and procedural justice relate to affective commitment, and nurses' strong affective commitment reflects on job performance. However, perceived organizational support does not mediate the relationship between PCSR, job satisfaction, and

OC (Glavas & Kelley, 2014). It does not impact PCSR and OC, which shows a conflict in the factors that impact OC.

Internal CSR such as empowerment, work environment, skills development, work-life balance impact employees' responses to OC; moreover, internal CSR strongly relates to OC (Mory et al., 2016). Further, organizational trust and identification mediate the relationship of PCSR between employee green behavior and well-being (Su & Swanson, 2019). For instance, employees trust their work environment and find similar values, goals, and desired outcomes that reflect their perception of CSR activities and well-being. However, employees' PCSR has indirect effects on engagement in voluntary pro-environmental behavior via organizational identification, which depends on employees' empathy (Tian & Robertson, 2019). Thus, the policies and practices do not directly affect PCSR.

Moreover, firms used the involvement approach to engage stakeholders in CSR activities. Commitment negatively mediates the relationship between PCSR and behavioral loyalty in the effect of the involvement (Inoue et al., 2017). The study probed the mediating role of commitment in the relationship between PCSR and behavioral loyalty. Accordingly, Australian professional football customers repeatedly buy tickets and attend events with no direct relationship with commitment. Moreover, involvement in decision-making is an essential skill in the work environment. An exploration of the impact of leaders' political skills in an OC by involving followers in decision-making shows that such involvement impacts their emotional attachment with the firm (Thompson, G., Buch, & Kuvaas, 2017) and replicates the cognitive process to select an action

from alternative options. Furthermore, political skill yields an indirect effect on OC via participation in decision-making. The studies show that empowerment factors, such as involvement in CSR activities and participation in decision-making have no direct effects on OC.

Organizational culture influences employee attitudes. High-performance firms that support technology, knowledge management, creativity, integrity, respect, quality impact OC and satisfaction (Kontoghiorghes, 2016), which is defined regarding monetary conditions with co-workers and supervisors (Cherian et al., 2018). The study on the relationship between OC and job satisfaction among nurses in UAE hospitals shows a significant correlation between OC, extrinsic satisfaction, and total job satisfaction. Moreover, PCSR impacts OC (Shao et al., 2017) and moderates the relationship between OC and employees' prosocial motivations. Employees' perception toward CSR activities influences their helping behavior and OC level. When PCSR is high, it impacts employees' prosocial behavior and OC. Similarly, employees' PCSR impacts organizational pride, strengthening organizational embeddedness (Ng et al., 2019), which is an informative outcome to illuminate the relationship between PCSR and positive job behavior.

Employees with strong perception of CSR replicate extra role behaviors. PCSR effects OC (Boğan & Dedeoğlu, 2022; Fu, Ye, & Law, 2014). Gen Y attitudes are different from previous generation (Fu et al., 2014). They believe on responsibility on their communities (Kim et al., 2018). They are committed to the organization when they satisfy with their job. PCSR impacts affective commitment and loyal boosterism but not on interpersonal helping. The

participation in the organizational practices effect affective commitment (Renkema, De Leede, & Van Zyl, 2021). Gen Y nurses reported low level of affective commitment toward their hospitals (Stevanin, Palese, Bressan, & Kvist, 2018). For instance, CSR awareness dose not effects Gen Y purchase intention (Luger et al., 2021). The studies replicate CSR from the macro level. Thus, this study hypothesizes the following:

H2: PCSR positively influences OC.

1.3.1.3 Perceived CSR and organizational deviant behavior

Workplace deviance critically impacts economic growth (Bennett & Robinson, 2000). It affects organizational core capabilities and competencies (Tuna et al., 2016). It comprises lying about working hours, accepting bribes, production deviance, leaving for home early, extending break hours, and prolonging tasks. Deviant behavior is a trigger in presenting an appropriate behavior to achieve the task (Shoaib & Baruch, 2019). It can lead to task achievement or ignoring the task altogether depending on individuals and their value toward monetary reward (Shoaib & Baruch, 2019). Furthermore, a reward system mediates the relationship between affection for incentives and deviant behavior. For instance, employees prioritize tasks with incentives, reflecting opportunism or shirking behavior. Further, affection for incentives relates to employee deviant behavior via the moderating role of organizational justice, mediating reward expectancy. It induces better performance or unequal effort in delivering tasks.

ODV depends on the situation and constraints (Tuna et al., 2016). Volunteering may induce workplace deviance, as per employees' psychological entitlement,

when employees sense the organizational self-interest conflict that leads to workplace deviance (Loi et al., 2020). It reflects on their moral credits and credential. Similarly, employees engage in deviance internally and externally when they perceive an obligation in participating in organizational citizenship behavior (Yam et al., 2017). That is, employees' discretionary and voluntary behavior is controlled by internal or external policies, which affects individuals' perception of organizational politics and impacts ODV (Crawford et al., 2019). Such perceptions reflect on an imbalanced organizational relationship. Hence, supervisors respond to employees' perceptions toward organizational politics by giving them a low-performance rating to rebalance the relationship.

Moreover, organizational culture impacts workplace deviance. Employees are influenced by the values, beliefs, assumptions, and norms of others (Di Stefano et al., 2019), which impacts their attitudes, feeling, thoughts, and behaviors. Employees' perceptions of organizational culture positively affect workplace deviance (Di Stefano et al., 2019). Moreover, organizational justice has no significant impact on workplace deviance (Haldorai, Kim, Chang, & Li, 2020). Employees engage in deviant behavior when they perceive a lack of fairness from the organization, as per their perceptions toward fairness. Further, workplace spirituality does not mediate the relationship between organizational justice and workplace deviance. However, nurses' perception of organizational support and fairness positively affects their affective commitment in contrast to burnout (Sharma & Dhar, 2016). For instance, Gen Y negative emotion dose not effect workplace deviance (Yu et al., 2020). Gen Y reactions are not linked with CSR information whether it is negative or positive. Scholars explore

purchase behavior with perception of CSR (Anderson, Dahlquist, & Garver, 2018). Their preference on positive CSR with high price more than lower price negative CSR. However, job insecurity related to COVID-19 situation effects job engagement which impacts organizational goals (Jung, Jung, & Yoon, 2021).

Employees' perception of helping behavior impacts their response to workplace deviance (Koopman et al., 2020). Their attitude toward discretionary behavior hinges on how they perceive tasks, which reflects on their intrinsic motivation. Helping pressure indirectly relates to workplace deviance in the response to the stress in the work environment. Moreover, intrinsic motivation for citizenship weakens the relationship between helping pressure and the negative effects, which indirectly affect deviance. For instance, intrinsic motivation encourages employees to enjoy the work and link it with career growth. Further, external prestige impacts employees' deviance by mediating job satisfaction (Tuna et al., 2016). When employees are satisfied with work, it affects their perception of external prestige and curbs deviance. However, perceived external prestige does not impact counterproductive behavior. Thus, the next hypothesis follows:

H3: PCSR negatively influences ODV.

1.3.1.4 Passion and innovative work behavior

Business continuity hinges on innovation (Amabile, 1988), which has trended in business since the 1980s. It regards CSR strategies that reflect firm growth (Bocquet et al., 2017). CSR impacts firm practices through indirect innovation activities (Broadstock et al., 2020). However, a high CSR performance induces

more registered patents (Cook et al., 2019). CSR improves firm performance by enhancing the information environment and accounting quality. Similarly, firm innovation performance relates to CSR activities (Mishra, 2017), which impacts firm performance.

CSR performance requires a long-term focus on innovation (Cook et al., 2019). Long-term innovation requires non-routine tasks, and employees are critical to driving business innovation, as per the efforts employees accommodate for innovation (Schuh et al., 2018). However, some factors impact innovation. It is challenging to engage stakeholders like employees and customers in innovation (Flammer & Kacperczyk, 2016). To illustrate, involvement in high-risk projects and inherent uncertainty may induce employees' termination. Risk-taking moderates the relationship between passion for inventing and employees' innovative behavior (Kang et al., 2016). It encourages novel techniques.

Passionate individuals spend time, energy, and effort on hobbies (Vallerand et al., 2003). Thus, job demand relates to IWB when employees perceive effort-reward fairness (Janssen, 2000), even when extra-role tasks demand more time. Passion regards an activity individuals choose and reflects harmonious passion (Vallerand et al., 2003). However, obsessive passion is controlling and pressure-inducing. Harmonious passion regards intrinsic motivation when individuals adopt career management (Coetzee & Bester, 2019). Perceived innovation job requirements impact employees with low intrinsic in innovation (Shin et al., 2017). Rewarded behavior impacts employees with low-intrinsic motivation, which affects innovative behavior. However, reward systems do not impact employees' innovative behavior (Bos-Nehles & Veenendaal, 2019).

Employees' harmonious PAW positively relates to their psychological career resources (Shin et al., 2017). For example, individuals upskill themselves with the knowledge required for goal accomplishment and take risks to evaluate their career experience. Similarly, supportive supervisors and information sharing positively influence IWB (Bos-Nehles & Veenendaal, 2019), where internal factors include compensation system, training and development, information sharing, and supportive supervisors. Furthermore, knowledge sharing impacts innovative behavior (Bednall, E. Rafferty, Shipton, Sanders, & J. Jackson, 2018). Nevertheless, transformational leadership indirectly affects innovative behavior via knowledge sharing. Employees share knowledge and collaborate with team members when transformational leadership is high (Bednall et al., 2018). Collaboration with team members helps individuals understand business goals and gain support for work tasks. Interestingly, employees motivated to work have knowledge-sharing skills, which impacts innovative behavior in the absence of transformational leadership.

IWB encourages workers to upskill themselves to meet job task requirements. Workers perceiving identifiability work to improve cognitive work performance which affects IWB (Shih & Susanto, 2017). For instance, employees who feel their effort is cherished are more motivated to engage in innovation. Perceived shared responsibility, however, induces less IWB because employees believe less effort is needed.

Moreover, innovative individuals engage in problem-solving and generate or adopt novel ideas (Scott & Bruce, 1994). Long-term orientation increases innovation by encouraging experiments and enhancing innovative productivity

(Flammer & Kacperczyk, 2016). Similarly, passion for inventing mediates the relationship between an innovative climate, such as policies, procedures, and rewards, and employee IWB (Kang et al., 2016). However, passion indirectly affects the relationship between an innovative climate and employee innovative behavior. Moreover, employees' sense of task ownership in a proactive climate impacts their passion for inventing. Organizational performance relates to IWB (Shanker et al., 2017). Organizations that enhance efficiency, flexibility, and responsiveness impact IWB.

Internal factors impact individuals' emotions. Obsessive passionate individuals who trust the organization have a personal organization fit, and coworker trust impacts their job level engagement (Ho & Astakhova, 2018). That is, employees engage more in job tasks, which can impact their negative emotions toward the organizational environment. Obsessive passion has a positive relationship with job demands, increasing pressure among employees at a high cost (Trepanier et al., 2014). Nurses are overwhelmed to manage the requested tasks from their organization; they focus on managing the task instead of discussing alternative solutions with other nurses (Trepanier et al., 2014). Innovative behavior is required among staff nurses to improve healthcare environment (Renkema et al., 2021; Sarıköse & Türkmen, 2020) and implement evidence-based practice (Sarıköse & Türkmen, 2020). Critical information and transparency impact effective application of CSR strategy among GenY (Chatzopoulou & De Kiewiet, 2021). It impacts nurses' behavior on delivering quality care (Halcomb, Williams, Ashley, McInnes, Stephen, Calma & James 2020). On the other hand, the quality of care was worse during COVID-19 Pandemic although

staff nurses had sufficient knowledge about COVID-19 (Halcomb, McInnes, Williams, Ashley, James, Fernandez, Stephen & Calma, 2020). The scholars explore staff nurses' behavior to specific period of time. In addition, the policy and practices were not adapted. CSR has strong effects on helping behavior among Gen Y than older generation (Supanti & Butcher, 2019). It impacts their sense of meaningful work which accordingly impacts their helping behavior. Meanwhile, harmonious passion impacts work engagement, enabling individuals to persist in time and effort (Vallerand et al., 2003). Thus, this study hypothesizes the following:

H4: Passion positively influences IWB.

1.3.1.5 Organizational commitment and organizational deviant behavior

The outcomes of the OC are explored through the continuation of relationships or motivations, as reflected in resource allocation (Bennett & Robinson, 2000). Commitment bounds action and behavior; it costs organizations and reflects on individual identity (Mowday et al., 1979). It is the extent of individuals' values and goals with an organization regarding the response to a problem (Meyer & Allen, 1991). It is the emotional energy and interactions to avoid stress and burnout (Ulrich, 1998). Moreover, it is a causal model of behavior that helps understand and manage organizational behavior (Mathieu & Zajac, 1990), as per other scholars (Klein, Molloy, & Brinsfield, 2012). However, affective commitment negatively associates with absenteeism and exhaustion (Meyer & Morin, 2016). Further, OC negatively relates to PCSR through attendance frequency (Inoue et al., 2017). For instance, behavioral loyalty has no direct relationship with a commitment toward PCSR. Commitment can be measured

through repeat-buying sports products (attendance frequency), which represent behavioral loyalty. The gap is in exploring other constructs impacting attending sport such as live attendance competitions, impacting behavioral loyalty.

The dark side of organizational outcomes has been neglected. Deviant behavior is costly and threatens organizations (Bennett & Robinson, 2000). It is time-bound per the situation or event. It can be interpersonal or ODV. Scholars note workplace deviance as directly affecting organizations or members or both, and OC affects work deviance. OC relates to workplace deviance through different exchange norms (Di Stefano et al., 2019). To illustrate, committed employees in a trusted work environment assume responsibilities, which induces a low work deviance level. Organizational trust mediates the relationship between PCSR and counterproductive behavior (Archimi, Reynaud, Yasin, & Bhatti, 2018). It reflects employee's commitment in the required action. Relationship imbalance can also induce deviance. A test of the behavioral condition where rudeness victims are considered perpetrators shows that leader-member exchanges moderate the relation between rudeness experienced and leader perceptions of interpersonal deviance (Kluemper et al., 2019). Out-group victims may be blamed more than those in-group. Moreover, the relation between rudeness behavior and leaders' interpersonal perceptions is moderated by perceptions of job performance. Perpetrator employees with a high-quality leader-member exchange and high performance are less likely to be considered deviant. The finding may be more applicable if it explains the relationship between deviant behavior and employees' commitment.

Employees' behavior is influenced by the work environment. Individuals who perceived the political work setting exchange positive for negative behavior (Crawford et al., 2019). Accordingly, such employees receive low-performance ratings from supervisors. The study gap lies in the quality of supervisor and subordinate relationships, which impacts deviant behavior correction. Affective commitment mediates the role of perceived organizational support and achieves organizational support (Sharma & Dhar, 2016). A transparent and fair procedure induces nurses to perform tasks, reducing burnout. However, an imbalanced organization-nurse relation induces physical and emotional exhaustion (Sharma & Dhar, 2016), even loss of human lives. OC has direct effects on Gen Y behavior such as intention to remain with the organization (Frye et al., 2020). However, their job satisfaction has direct effect in the affect commitment (Kim, Borchgrevink, & Knutson, 2018). Their autonomy, competence, relatedness, and commitment effects value creation outcomes (Shulga, 2021).

Moreover, a study on the dark side of citizenship behavior in performing extra-role employed the helping pressure construct when senior employees help junior employees to deliver the tasks (Koopman et al., 2020). Accordingly, the negative effect of helping pressure drives deviance. However, when employees find clarity in the helping pressure, they find meaning in work. The gap lies in measuring employee deviance via self-report, which cannot be observed from the report.

Ethical responsibility is an expectation of CSR (Carroll, 1979). It comprises legal and economic responsibilities (Carroll, 1979) and can induce ODV (Haldorai et al., 2020). A study on the relationship between external motive

toward organizational citizenship behavior and interpersonal deviance, organizational deviance, or non-work deviance demonstrates that controlled organizational citizenship behavior affects deviance (Yam et al., 2017). Further, employees consider the organizational ethical climate, such as well-being and a sense of community. Thus, they maintain commitment through deviance, given high-level ethical behavior. Moreover, controlled conditions affect employees' behavior. Employees' experience of pressure from voluntary work may induce organizational deviance (Loi et al., 2020); thus, psychological entitlement may relate to moral licensing (moral credit and credentials) and deviant behavior. To illustrate, individuals who feel they have moral credentials may seek special treatments. Hence, an indirect relationship between volunteering and deviant behavior weakens when organizational justice perception is high. Therefore, the next hypothesis follows:

H5: OC negatively influences ODV.

1.3.1.6 Organizational commitment and innovative work behavior

A CSR strategy is to generate firm value in the market via innovative products and services. Given the increase in demand for firm investment, the demand for IWB increases (Caputo, Cillo, Candelo, & Liu, 2019; Mishra, 2017; Shanker et al., 2017; Shin et al., 2017; Strese et al., 2018). Innovation produces intangible resources, such as intellectual capital, organization capital, and reputational capital, which reflects resource-based perspectives (Mishra, 2017). Innovators involved in CSR work to improve the process and produce new services and products, which reflects on a firms' image. Hence, employee performance has garnered interest among researchers and practitioners; they seek to understand

factors that influence innovation behavior (Amabile, 1988; Amabile & Pratt, 2016). Different factors, such as OC, impact individual innovative behavior. However, OC does not extend to job performance or employee behavior, which different factors, such as a reward system (Janssen, 2000; Mowday et al., 1979), organizational climates (Kang et al., 2016; Shanker et al., 2017; Shih & Susanto, 2017), job requirement (Shin et al., 2017), and leadership (Bednall et al., 2018; Strese et al., 2018), affect. Moreover, employees are not required to have IWB to perform a task (George & Brief, 1992). OC is measured via absenteeism and turnover (Mowday & Steers, 1979).

Innovative services and products help gauge organizational performance. The CSR performance measure is reflected via the number of registered patents (Mishra, 2017). The higher the number of registered patents, the higher the financial investment in launching products, services, and production processes. A firm's innovation is linked with internal factors such as shared vision and values. A shared CEO vision and values help organizations allocate resources to meet radical innovation (Strese et al., 2018). Workers who understand goals and values and the rewards therefrom positively influence firm innovation. However, perceived shared responsibility negatively relates to IWB (Shih & Susanto, 2017). For instance, employees perform tasks less when responsibility is shared than when it is individually assigned. Accordingly, the fairness effort and reward systems relate to job demands and IWB (Janssen, 2000).

Job requirement is another factor that impacts IWB. Individualistic employees differ in intrinsic motivation, showing differences in job requirement perception (Shin et al., 2017). Apparently, perceived job requirement innovation is strong

with IWB among employees with lower interest in innovation to fulfill job requirements as appropriate from sensemaking perspectives. The organizational requirement impacts IWB. Thus, exploring collectivistic employees could yield more useful results because they may respond differently to IWB. The paradox mindset impacts individual response to IWB. Factors that affect innovation at the workplace depend on individuals and how they perceive tensions, which reflects paradox-tension (Miron-Spektor et al., 2018). Paradox-tension regards understanding the tensions to reflect positive outcomes. It depends on internal resources, such as knowledge, skills, self-esteem, supervisors' support, and external resources, such as time and money to fund the projects. A paradox mindset hinges on individual behavior when they help others. With a paradox mindset, they support colleagues to excel at work and enhance their knowledge to contribute to innovation. Meanwhile, if individuals do not have a paradox mindset, they consider it as competition and cooperation. A paradox mindset moderates the relations between tension experience and in-role job performance and innovation (Miron-Spektor et al., 2018). A high paradox mindset induces innovation while tension produces low innovation. Further, a high paradox mindset indirectly affects resource scarcity in-role job performance. The participation in organizational activities has strong impacts on Gen Y attitudes (Shulga, 2021). It improves autonomy or commitment which result on high perception on value creation outcomes. Managers used organizational identification to improve work related outcomes among Gen Y (Mazumder, Nanda Agarwal, & Sharma, 2021). Interestingly, organizational identification has no impacts on IWB at the individual level. Nurses with high performance

expectations leads to high level of individual innovativeness (Sarıköse & Türkmen, 2020). High involvement in healthcare practices and autonomy mediate the relationship between IWB and affective commitment among staff nurses (Renkema et al., 2021). PCSR effects employee's satisfaction which influence pleasure and enjoyment. Moreover, level of happiness influencing innovativeness which impacts organizational performance (Bibi, Khan, Hayat, Panniello, Alam, & Farid, 2021).

Employees differ in their response to the reward system. The failure to identify individual differences among CSR activities may induce a disengagement or engagement in CSR (Hejjas et al., 2019). Compensation, training, and development do not affect IWB (Bos-Nehles & Veenendaal, 2019), which conflicts with the finding on the influence of reward systems, such as payment, on performance (Mowday et al., 1979). Moreover, organizational culture affects employees' responses to CSR activities (Hejjas et al., 2019). CSR engagement antecedents include organizational culture, CSR intervention design, employee PCSR, and the benefit of participation in CSR activities. Employee-employer shared value impacts work engagement (Hejjas et al., 2019). However, if the leaders are uninvolved in CSR activities, employees are less committed to these values. Leadership by good example impacts employee behavior. Further, a lack of autonomy impacts employees' behavior; employees must own or lead CSR activities that match their values and beliefs. Demographic factors, such as age and years of experience, influence the innovation climate and managers' IWB (Shanker et al., 2017).

Innovations require competence, knowledge, and long-term commitment to working with team members (Kanter, 1988). Arguably, intangible resources (human capital, reputation, innovation, and culture) indirectly relate to firms and financial performance (Bocquet et al., 2017), where technological innovation mediates the relationship between strategic CSR and firms' growth. The strategic (responsive) CSR behavior affects (reflects) innovation (negative results), though limiting exploration of the role of human capital employees as intangible resources (Bocquet et al., 2017). Furthermore, human capital employees with high education are less committed to the organization (Chen et al., 2012). Highly committed employees are productive, and firms prioritize the development of intellectual capital.

Clan culture represents citizenship behavior and reflects commitment (Di Stefano et al., 2019). Individuals who seek a relationship with others in the organization reflect prosocial behavior. However, the increased pressure in productivity for rewards may induce deviance. The assertive behavior from the leadership toward the reward system induces a misuse of time and resources, which might affect employees' productivity and performance (Di Stefano et al., 2019). Moreover, transformational leadership promotes knowledge sharing and induces innovative behavior among team members (Bednall et al., 2018). Even so, only habitual employees share knowledge per their needs, such as teachers. Thus, transformational leadership impacts knowledge transfer at a low level.

Organizational climate influences employees' innovative behavior. The higher the risk-taking and proactive climate, the stronger the IWB (Kang et al., 2016). Employee commitment regards perceived risk-taking and proactive innovation

(entrepreneurial orientation). The organizational climate that reflects practices for innovating impacts employee passion to generate and implement new ideas and processes. Furthermore, organizational climate perception generates high commitment, motivation, and engagement toward firm performance (Shanker et al., 2017). Organizational climate, such as autonomy, challenging work, and freedom, impacts IWB, thereby enhancing information sharing and supportive supervision (Bos-Nehles & Veenendaal, 2019). Psychological commitment in risk-taking impacts IWB. Further, adhocracy culture negatively relates to ODV (Di Stefano et al., 2019). It enables employees to innovate, inducing low deviance. Thus, the next hypothesis follows:

H6: OC positively influences IWB.

1.3.2 Indirect hypotheses

1.3.2.1 Perceived corporate social responsibility and innovative work behavior: The mediating role of passion

This study hypothesizes that PCSR influences employees' PAW, which affects IWB. It also posits a direct relationship between employees' PAW and IWB. It, thus, seems possible that employees' PAW mediates the relationship between PCSR and IWB.

PCSR affects individuals' attitudes and behaviors (Ng et al., 2019). Their view toward organizational activities impacts work outcomes. Thus, PAW impacts employees' engagement in activities, demonstrating organizational citizenship behavior and assuming responsibility in problem-solving (Perrewé et al., 2014). PAW impacts outcomes such as job stress and performance via the relationship

with different elements, like intrinsic motivation, positive affect, empowerment, and engagement (Perrewé et al., 2014). Behavioral persistence affects workers' harmonious or obsessive passion when they interact with activities (Vallerand et al., 2003). That is, individuals with harmonious passion engage in activities, which induces positive outcomes (Pollack et al., 2020). PAW positively affects behaviors such as creativity, innovativeness, performance, and preparedness (Pollack et al., 2020).

Obsessively passionate individuals reduce engagement in activities, producing negative outcomes (Vallerand et al., 2003). Harmonious passion mediates the relation between job burnout, work engagement, and job demand (Trepanier et al., 2014). Job demand reflects an acknowledgment of workload that requires significant information and physical ability to address. Furthermore, work engagement aims to achieve work goals and increase self-interest in learning new skills. However, obsessive passion mediates the relationship between job demands and burnout. Controlled activity regarding obsessive passion induces burnout (Trepanier et al., 2014).

Individual creativity is crucial in organizational innovation (Amabile, 1988). Innovation generates, accepts, and implements products, services, or problem-solving ideas. Intrinsic motivation reflects the personal interest to be engaged in an activity to produce creative and innovative ideas and overcome problems at work (Hur et al., 2018). Compassion and intrinsic motivation mediate the relationship between PCSR and creativity (Hur et al., 2018). Additionally, entrepreneurs are passionate professionals aware of their goals, which impacts their client commitment to achieve high-level services (Clarysse, Van Boxtael,

& Van Hove, 2015). Hence, they indirectly affect the profit of service goals. Even so, entrepreneurs' development passion directly affects venture performance regarding economic goals (Clarysse et al., 2015). It reflects a shared community of entrepreneurs that impact economic goals. Similarly, the psychosocial career resources mediate the relationship between harmonious passion and career satisfaction (Coetzee & Bester, 2019). That is, career resources reflect career preferences, drivers, and harmony. Moreover, career adaptation preoccupations mediate the relationship between harmonious passion and career satisfaction. To illustrate, employees adapt to the career changes by upskilling themselves to sustain their employability.

The quality and safety of patient care requires innovative behavior because it impacts hospital service (Sarıköse & Türkmen, 2020). The high-performance expectations among staff nurses positively effects individual innovativeness. That means high involvement in practices and feeling of autonomy improve nurses' innovative behavior.

Engagement in work demands relates to employee passion. Harmonious passion relates positively to perceived demands abilities (Ho & Astakhova, 2018). For instance, when employees perceive their abilities exceed job demands, they seek new challenges to maintain enjoyable work or develop their skills if it is below the task. Obsessive passion avoids work that does not fit the competence level. Emotional exhaustion reflects on the mechanism of obsessive passion in work performance. Emotional exhaustion mediates the relation between obsessive PAW and work performance (Kong & Ho, 2018). However, leaders' level of passion positively impacts passion transfer (Makino et al., 2020). To illustrate,

individuals are affected by leaders and cognitive and personal values, which impact organizational innovation. Self-enhancement and self-transcendence positively impact organizational innovation. Hence, employee passion fosters organization-level innovation. Passion mediates the relationship between PCSR and performing extra-role (Won-Moo, Tae-Won, & Kim, 2020). Individual feeling promotes positive behavior such as innovative work behavior. However, employee green passion negatively mediate the relationship between customer pressure and employee green creative behavior (Cho, 2021). Customer pressure refers to organization CSR ethical guidelines.

Similarly, leaders' inventive passion impacts radical innovation as firm members share the same vision (Strese et al., 2018). CEOs recruit passionate employees to increase radical innovation in the firm. Moreover, shared vision moderates the relationship between CEOs' inventive passion and radical innovation. The vision clarity motivates employees to invent new products. A study on employees' passion via external factors, such as work demands and leadership influence, find that perceived resources availability moderates the relationship between PAW and performance (McAllister et al., 2017). Employees who perceive resources availability reflect on high PAW and master their goals. However, a low resources availability perception does not moderate the relationship between employees' PAW and performance. Therefore, high PAW is not affected by low perceived resources availability.

Gen Y may influence CSR effectiveness which can adds value in CSR actions (Bhattacharya, Good, & Sardashti, 2020). They moderate the relationship between COVID19 pandemic and social responsibility (Severo, De Guimarães,

& Dellarmelin, 2021). It shows high intensity among Gen Y residents than other generations. They are stronger than other generations on getting the effects of firm perception toward environmental concern which impacting the firms and products (Wang, Wang, Xue, Wang, & Li, 2018). The next hypothesis is as follows:

H7: PAW mediates the relationships between PCSR and IWB.

1.3.2.2 Perceived corporate social responsibility and innovative work behavior: The mediating role of organizational commitment

This study hypothesizes that PCSR affects employees' OC, which impacts IWB. It also suggests a direct relationship between OC and IWB. Thus, OC possibly mediates the relationship between PCSR and IWB.

OC is linked to individual attitudes and organizational goals (Mowday et al., 1979). It also reflects the mindset of matching values and goals to organizations (Meyer & Allen, 1991). OC bounds individuals and organizations (Mathieu & Zajac, 1990). The commitment comprises receiving organizational goals and values and exerting extra effort on behalf of the organization to sustain the relationship (Mowday et al., 1979). Commitment reflects a stable relationship, while satisfaction impacts daily activities. Demographics mediate between nurses' satisfaction and commitment in Dubai hospitals (Cherian et al., 2018). To illustrate, nurses with 21 to 25 years of experience have more job satisfaction and stay with their organizations, unlike nurses with 0 to 5 years of experience. Further, all ages moderate the role of OC, measured as an outcome of innovation for climate (Scott & Bruce, 1994). Scholars note that innovative behavior stems

from interactions with innovative climates, leaders, workgroups, and individual attributes, such as intuitive and systematic problem-solving styles.

Innovative behavior is discretionary beyond work-related tasks (Janssen, 2000). Employees' innovative behavior is influenced by a risk-taking and proactive climate (Kang et al., 2016). Risk-taking climates promote idea implementation than generation. Proactive climates promote shared employee perceptions and encourage acceptance of expected workplace issues. Thus, employees' sense of innovation depends on a proactive climate. However, a shared responsibility among team members negatively impacts innovative behavior (Shih & Susanto, 2017). Employees minimize effort when responsibilities are shared. However, perceived identifiability improves their IWB. OC mediates the relationship between organization identification and organizational citizenship behaviors (Fu et al., 2014). Employees express belonging to organization's CSR through voluntary behavior such as improve service. Similarly, organizational climate affects employees' commitment and motivation (Shanker et al., 2017). To illustrate, when employees perceive an organizational climate like autonomy, it induces a high level of commitment and engagement, increasing performance. Enhancing clinical governance increase autonomy among clinical professionals, which impacts social responsibility (Russo, 2016), increasing the accountability of clinical professionals and patient-care success stories. However, employees' innovative behavior positively relates to perceived job requirements and low-intrinsic interest (Shin et al., 2017). To illustrate, reward motivate employees to perform extra-role tasks. Rewarded efforts reflect a social exchange employee-organization relationship, promoting discretionary behavior (Janssen, 2000).

Technological environments attract talent. High organizational culture impacts talent retention and attraction (Kontoghiorghes, 2016). Thus, it impacts job satisfaction, job motivation, and organizational satisfaction, which affects OC. To elaborate, talented employees seek organizations that support technology, knowledge management, creativity, changes, quality, and communication. Further, the global market changes inspire creativity to produce new products and require a committed workforce to meet the changes. Similarly, internal CSR highly impacts employees' affective than normative commitment, which relates to the obligation to achieve organizational goals (Mory et al., 2016). Hence, internal CSR, such as skills development, empowerment, employment stability, work environment, workforce diversity, work-life balance, and involvement impacts affective commitment more than normative commitment. Moreover, leadership and political skills in engaging followers in decision-making impact OC (Thompson et al., 2017). Hence, followers build strong emotional bonds with organizations. Nonetheless, transformational leadership does not impact employees' innovative behavior directly (Bednall et al., 2018). For example, employees seek team support when transformational leadership is ineffective. CSR affects firm information sharing and improves quality, which impacts CSR performance (Cook et al., 2019). High CSR investment increases innovation. CSR performance depends on registered patents (Mishra, 2017). Further, technological innovation mediates the relation between strategic CSR behavior and firm growth (Bocquet et al., 2017). However, it depends on the investment in and usage of technologies, firm capabilities, and the R&D mechanism in improving and enhancing workforce capabilities. Similarly, innovative climates

moderate the relation between employees' perception of information sharing and IWB (Bos-Nehles & Veenendaal, 2019). That is, supportive supervisors influence knowledge sharing and impact IWB. However, development and training do not relate to IWB, though training and development explore OC in human resources practices. Moreover, OC mediates the relationship between PCSR and interpersonal helping (Boğan & Dedeoğlu, 2022). Employees express proactive behavior to help their colleagues. Moreover, commitment and innovative behavior related to nurses' behavior and impact care quality (Renkema et al., 2021). The high involvement in the practices influence innovative behavior. Affective commitment mediates nurses high-involvement in practices and innovative behavior. The improvement in clinical and nurses' practices are essential. Thus, extra-role behavior requires innovative behavior. Thus, the next hypothesis follows:

H8: OC mediates the relationships between PCSR and IWB.

1.3.2.3 Perceived corporate social responsibility and organizational deviant behavior: The mediating role of organizational commitment

This study hypothesizes that PCSR affects employees' OC, which impacts ODV. It posits a direct relationship between OC and ODV. Thus, OC possibly mediates the relationship between PCSR and ODV.

Commitment indicates a psychological attachment with an organization (Klein et al., 2012). OC impacts employees' absenteeism, turnover, performance, and behavior (Mathieu & Zajac, 1990). Organizational performance is linked with employees' attitude, satisfaction, commitment, and OC (Kontoghiorghes,

2016). The burnout level and nurses' affective commitment relate (Sharma & Dhar, 2016). Nurses' affective commitment mediates the role of perceived organizational support, burnout level, procedural justice, and job performance. Moreover, internal CSR, such as work environment, work-life balance, development opportunity, empowerment, and employment stability, impact affective commitment (Mory et al., 2016). Meanwhile, it has a low effect among employees with normative commitment. Normative commitment is an obligation between employees and their services with the organization.

Workplace deviance is a dark side of volunteering behavior. Organizational justice positively relates to a volunteering spirit and workplace deviance (Loi et al., 2020). It regards employees' perception toward management obligation to participate in voluntary work. Thus, employees seek incentives to accomplish extra-role tasks. However, the relation between moral credits and psychological entitlement weakens when perceived organizational justice is high (Loi et al., 2020). Moreover, healthcare institutions that support nurse well-being, provide clear fair procedures, increase affective commitment, reduce burnout among nurses, and enhance perceived organizational support. When resources exceed the social, physical, cognitive scope, depression sets in (Ulrich, 1998). Scholars explore the mediation role of OC in relationship with perceived organization support and turnover intentions (Li, Duverger, & Yu, 2018). Gen Y commitment mediate withdrawal behavior when they perceived alignment goals with their organization. Moreover, emotional exhaustion mediates the relationship between deviance behavior and deep acting (Yu, Kim, & Qu, 2020). Gen Y emotion influences their workplace behavior. Gen Y nurses are sensitive

to the stress and it impacts perceptions of work which may result on leaving intentions (Stevanin et al., 2018). Further, payback performance impacts commitment and awareness of organizational goals (Ulrich, 1998). Thus, employees perceive incompatible work demands (Van Rossenberg et al., 2018). The imbalance relationship between employees and organizational politics leads to ODV (Crawford et al., 2019). Employees' perceived organizational politics induces supervisors to rebalance the relationship via low-performance rating. Thus, organizational culture impacts workplace deviance (Di Stefano et al., 2019). It is a set of shared values and beliefs toward organizational goals. That is, employees who perceive an unfair work environment engage in deviant behavior (Haldorai et al., 2020).

CSR impacts employees' deviance. Employees' PCSR impacts their quality of work-life, which affects their affective commitment, organizational citizenship behavior, and job performance (Kim et al., 2017). Responsive CSR impacts only products, processes, or both counterproductively (Bocquet et al., 2017). It depends on employees and their perceived organizational activity. Participation in the volunteering program can induce deviance when it stems from duress than intrinsic motive. Further, reward expectancy mediates the relationship between task selection and effort distribution. Employees who value monetary incentives engage in tasks linked with reward, which induces deviance (Shoaib & Baruch, 2019). That is, employees focus more on quantity than quality.

External motivational factors impact employees' deviance. Perceived external prestige positively relates to deviance (Tuna et al., 2016). That is, employees' workplace attitudes stem from the impacts of external image; people evaluate

their values and behaviors from outside the organization, which also reflects a commitment to organizational activities. Organizational deviance also relates positively to organizational citizenship behavior, with the increase in external motivation and psychological entitlement (Yam et al., 2017). Moreover, PCSR indirectly affects employees' turnover via embeddedness and organizational pride. Hence, the final hypothesis follows:

H9: OC mediates the relationships between PCSR and ODV.

1.4 The proposed theoretical model

The nine hypotheses were based on the cognitive appraisal theory. They were derived from the literature to form the conceptual model below (Figure 1).

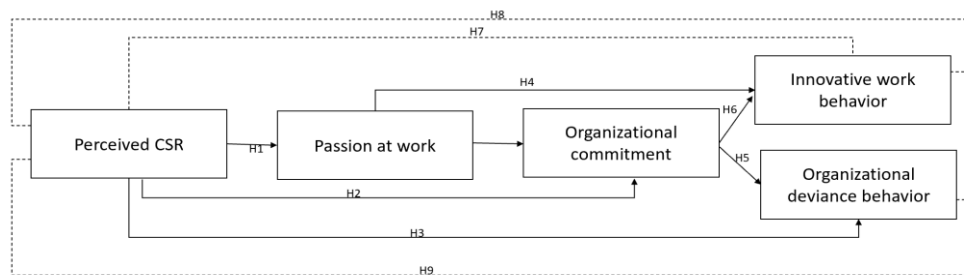


Figure 1. Theoretical research framework

The cognitive appraisal theory gives a better understanding in event evaluation (Lazarus, 1991; Scherer et al., 2001). It posits that PCSR evaluations cannot be met without considering the event knowledge and appraisal (Ng et al., 2019). It furnishes insight into individual emotions toward CSR activities (Gond et al., 2017; Lazarus, 1991; Ng et al., 2019).

Figure 1 shows the framework for this study, with the construct-hypothesis link clearly set out. The appraisal starts when employees gather information and

evaluate CSR activity, which impacts PCSR from employees' perspectives (Ng et al., 2019). It relates to employee engagement (Hejjas et al., 2019). Further, engagement closely links to employees' passion (Kong & Ho, 2018; Makino et al., 2020). That is, passionate employees support work outcomes via creativity and commitment (Makino et al., 2020). However, passion induces intension and impacts behavior (Perrewé et al., 2014), where obsessive passion is when individuals participate in a controlled activity, yielding a failed commitment (Vallerand et al., 2003).

OC reflects a psychological bond between employees and their organizations (Bosse & Coughlan, 2016), measured via absenteeism and turnover (Mowday et al., 1979). The measure can be extended using employees' behavior and performance. That is, innovative behavior results from commitment. Long-term commitment with team members and competence are required for innovation (Kanter, 1988). However, responsibility-sharing can induce a negative relation (Shih & Susanto, 2017). Consequently, deviance is linked with work pressure in voluntary work (Koopman et al., 2020), as per individuals and their PCSR.

Given the CSR micro-level debate, employees' awareness of CSR activities depends on their PCSR and cognitive evaluation. PCSR significantly impacts employees' PAW, OC, IWB, and ODV. Studies posit a direct relation between PCSR, PAW, and OC, where the relation is mediated by employees' PAW and OC, which directly affects IWB and ODV. It seems likely these relationships may be applicable among professionals in hospitals in the UAE.

1.5 Summary of chapter

This chapter helped shape the answers to the research questions on the impact of PCSR on employees' emotions, behavior, and attitudes. The arguments and clarifications posit nine hypotheses that propose that PCSR and PAW impact OC, IWB, and ODV. The next chapter presents the methodology to test the hypotheses.

CHAPTER 3: METHODOLOGY

To what extent does PCSR influence employees' (Gen Y nurses) passion, commitment, and job outcomes? This research question underpins this study and furnishes grounds for appropriate scientific methodology selection. Chapter 3 presents the research design and discusses the sample size and instrumentation to collect data from Gen Y nurses. It also describes how the data were collected, reviewed, and analyzed. Further, it highlights the reliability and validity factor along with ethical considerations when conducting research.

1.1 Research design

The driving goal of CSR initiatives is innovation-seeking among employees to improve firm growth (Bocquet et al., 2017); however, to what extent does PCSR affects Gen Y nurses' behavior? Apparently, interactions with CSR initiatives impact Gen Y behavior (Supanti & Butcher, 2019). PCSR impacts employees' behavior through IWB (Su & Swanson, 2019; Tian & Robertson, 2019). However, unclear work activities may induce deviant work behavior (Di Stefano et al., 2019; Koopman et al., 2020; Loi et al., 2020; Tuna et al., 2016; Yam et al., 2017). Researching the Gen Y demographic regarding PCSR and corresponding employees' work behavior contribute knowledge on human resources development. Moreover, it helps firms achieve CSR strategies via innovative work outcomes and reduce costs by eliminating the impact of deviant work behavior.

It is vital to understand the fundamental shifts in human emotions, behavior, and attitudes to maximize business performance by planning, obtaining, collecting, and analyzing data (Cooper & Schindler, 2014). This study determines whether PCSR and Gen Y nurses' work behavior have a statistically significant relationship. Gen Y represents more than half of the UAE population in 2020 (Central Intelligence Agency, 2020). They drive the economic future. Thus, studying how PCSR affects full-time Gen Y nurses could aid IWB in the hospitals. Moreover, Gen Y's engagement with technology reflects on the firm's performance.

Given that this study aims to probe the PCSR and its impact on employees' behavior in-depth, it employs close-ended questions via a quantitative method. Quantitative research records and quantifies research findings (Leavy, 2017), starting with theory and followed by hypotheses. It then analyzes, evaluates, and quantitatively measures constructs. The critical research quality depends on the clarity of the research concepts (Cooper & Schindler, 2014). Gen Y was selected as a demographic focus of this research, given their clearly articulated characteristics and PCSR hinges on prior studies on the research constructs.

The construct clarity regards insight generation or confusion. For instance, a construct is an image with no direct observation (Cooper & Schindler, 2014). Constructs reflect respondent feelings like employee satisfaction and OC (Swanson & Holton, 2005). PCSR, PAW, OC, IWB, and ODV are constructs defined and measured to determine the extent to which they correlate.

This study examines the relationship between PCSR and PAW as independent variables, IWB and ODVs as dependent variables, and OC as a mediator. The

conceptual framework of the study hinges on the cognitive appraisal theory. The theory holds firms accountable to measure employees' awareness of events. The evaluation of CSR events indicates employee behaviors and attitudes (Gond et al., 2017; Lazarus, 1991; Ng et al., 2019).

Questionnaires containing 42 seven-point Likert scale items (1 = strongly disagree and 7= strongly agree) were distributed to Gen Y nurses in hospitals in the UAE. They also contain a demographic section covering six items. It adopts a prior design and scale to measure PCSR comprising seven questions (Turker, 2009). Scale item validity was checked in a pilot study, yielding a validity factor of 0.88 with strong psychometric properties.

The study adopted an instrument and scale to measure PAW (Vallerand et al., 2003), which includes 14 questions each on harmonious (when people choose to participate in certain activities) and obsessive (when participation is induced by the activity) passions. The reliability factor for both is 0.85.

Further, the study adopted the instrument of attitude measurement containing 15 questions to measure OC (Mowday et al., 1979), which indicates sunk costs. The reliability factor of 0.84 is favorable to measure attitudes.

The study adopted an instrument to measure IWB (Janssen, 2000) and, thereby, organizational performance, crucial for long-term survival. It employed scales of nine questions with three questions per category (Scott & Bruce, 1994):

- Idea generation
- Idea promotion
- Idea realization

The IWB scale self-report gauges workers' cognition on IWB. The reliability factor for the three items is 0.87. Finally, the study adopted an instrument to measure ODV (Bennett & Robinson, 2000), which contains seven interrelated item questions, with a reliability factor of 0.92.

The pilot study was conducted among full-time Gen Y nurses in hospitals to ensure the survey instrument could represent proposed constructs and factors effectively. As per the respondent feedback, the questionnaires required clarity amendments. The email on the final questionnaires introduced the purpose of the study and added the consent form to participate or to decline. The survey employed SurveyMonkey, and the introductory email included the duration for answering the questions and assurance of personal information confidentiality. The sample data was managed using an Internet probability administrator. The statistical package for social sciences (SPSS) was used to analyze the data.

The research used questions on employees' emotions, attitudes, and behaviors. The survey captures the process of PCSR in-depth to give clarity to the cognitive process of Gen Y nurses. Given that poor research questions might induce a misguided research design (Ghauri, Grønhaug, & Strange, 2020), it is necessary to answer the research question empirically (Cooper & Schindler, 2014).

The population of this study included all nationalities of Gen Y full-time nurses in hospitals in the UAE. Various researchers classified Gen Y with different start and end dates. However, this study targeted Gen Y from 1980 to 1999, aged between 21 and 40 years old.

Nurses dominate the hospitals population and play a big role in driving healthcare goals. Thus, criteria such as demography support the study reliability and validity, as the questionnaires eliminate ambiguity among participants. This study followed a positivism perspective to test hypotheses (Kemper, 1981). The quantitative method drives numeric equivalents, approving and disapproving hypotheses.

1.2 Research approach

The quantitative approach is the oldest form of social research (Alston & Bowles, 2019; Tight, 2019). It is objective and hinges on observers' reality (Alston & Bowles, 2019). Moreover, it is deductive and can test hypotheses or theories and measure variable relationships (Jason & Glenwick, 2016), tracing reason from generic to specific (Alston & Bowles, 2019).

Positivism supports quantitative research methods (Robinson & Reed, 2019). The positivist researcher employs hypotheses and develops methods associated with quantitative data (Robinson & Reed, 2019). Researchers set procedures to determine the methods, data collection, analysis, and interpretation (Alston & Bowles, 2019). This study adopts a positivist approach that reflects a deductive approach to formulate a set of hypotheses.

The researcher should consider a proper paradigm with methods or conceptual frameworks, effective concepts, theories, hypotheses, statistical procedures, and approval before distributing the questionnaires (Greenfield & Greener, 2016). After the data collection, the response analyses followed. Statistical techniques generated results on the large sample of Gen Y nurses.

1.3 Research strategies

The research strategy reflects the overall approach in the research project. It covers the research design, questions, and methods. Its development includes five key areas (Bell, Bryman, & Harley, 2018). The first area is the role of the theory, which has two approaches: deductive and inductive (Bell et al., 2018). This study follows the former approach, narrowing observations from generic to specific. Moreover, the deductive approach helps tests theories (Jason & Glenwick, 2016). Second, philosophical assumptions examine assumptions on reality to articulate awareness of the business and the study focus (Bell et al., 2018). Third, the business research ontology helps understand what reality is (Bell et al., 2018). It comprises objectivism, which regards social actors, and constructivism, reflecting the construction process. Fourth, epistemology is the theory of knowledge (Bell et al., 2018) regarding the implications of how one knows or studies reality. Finally, business methods draw from quantitative or qualitative research (Bell et al., 2018). This study uses a quantitative method, relying on numerical data collection. Qualitative methods use image, written, or spoken data collection (Bell et al., 2018).

There are two research method types. An exploratory method employs data analysis that starts after the collection and examination of data (Greenfield & Greener, 2016). The formal method determines the general topic to find the link between variables to eliminate blind spots (Smith, 2019). This study followed the formal method to investigate the reality and relationship among variables, followed by an exploratory method to address the research questions.

The research strategy considered as a general approach to research ends with methodological assumptions. That is, quantitative research emphasizes data collection and analysis (Bell et al., 2018). It focuses on the relationship between theory and research. Moreover, it replicates to realities in the natural scientific model via positivism and objective reality via external social observation (Bell et al., 2018). Further, quantitative research emphasizes an inductive approach to develop theory from observation. It rejects the natural scientific model and positivism by interpreting individuals from the social world (Bell et al., 2018).

Different techniques for data collection include questionnaires, experiments, case studies, and interpretative research (Bell et al., 2018). A questionnaire is structured to extract data using questions (Bell et al., 2018).

This study employed data via primary and secondary sources. The former uses original field data, and the latter refers to data from other researchers (Bell et al., 2018). This study employs a primary source via the SurveyMonkey data collection. The research reliability and validity were checked before conducting the primary research. The study framework used relevant secondary sources. Internal secondary data integrates related topics, while external secondary data reflect journals, manuals, and publications by relevant organizations.

1.4 Sampling

This study targeted full-time Gen Y (1980–1999) nurses between 21 to 40 years old working in hospitals in the UAE. Questionnaires were distributed via SurveyMonkey. The respondents had different experience levels, genders, qualifications, and nationalities.

They received the survey links via their emails, with no direct communications with the researchers. SurveyMonkey is a popular application and saves time. Moreover, participants received the consent form, including the study purpose and confidentiality statement for completing the survey.

There are two sets of criteria to select the sample size (Wilson, 2014): A clearly defined population and sample size, which can be positivist to generate a big sample size or interpretivist for a small sample size (Wilson, 2014). This study employed a positivist approach.

1.5 Instrument design

The instrument regards the methodological system and environment (Greenfield & Greener, 2016). A research instrument should be internally and externally valid. Moreover, it should consistently investigate the research questions and hypotheses (Smith, 2019). This study used a self-administrated survey with a decent format, explicit questions, and appropriate variable items to draw out respondents. The questionnaire has two sections: the demographic profile and research variables, including independent (i.e., PCSR, PAW) and dependent variables (i.e., IWB, ODV) and the mediator (i.e. OC).

1.1.1 Study constructs

The study adopted a PCSR scale (Turker, 2009) with 41 items but employed seven items, as per (Ng et al., 2019). Further, it adopted a PAW scale (Vallerand et al., 2003) with two items. It also adopted an IWB scale (Bennett & Robinson, 2000) with three behavioral items. Moreover, it adopted an ODV scale (Bennett & Robinson, 2000) with 28 items but employed only seven items.

This study adopted an OC scale (Mowday et al., 1979) with 15 items but employed five items, as the remaining 10 items were deleted for their low factor loadings than recommended during the confirmatory factor analysis (CFA). The variable items were measured using a seven-point Likert scale (1 = strongly disagree and 7 = strongly agree) (see the Appendix for the details).

1.1.2 Pilot study

The pilot study tests the clarity and level of understanding of the questionnaires. The feedback from the nurses was to alter the questionnaire to improve its accuracy and efficacy. The pilot study helped clarify instructional ambiguity and improve the number of returned questionnaires. A seven-point Likert scale measured the survey items, comprising 42 items. The Appendix presents the final questionnaire modification.

Table 2

Variables and number of items

Variable	Number of Items	Cronbach Alpha
Perceived CSR (Turker, 2009)	7	0.88
Passion (harmonious & obsessive) (Vallerand et al., 2003)	14	0.85
Organizational commitment (Mowday et al., 1979)	5	0.84
Innovative behavior	9	0.87

(Scott & Bruce, 1994)		
Organizational deviance	7	0.92
behavior (Bennett & Robinson, 2000)		

1.6 Data collection and initial analysis

The respondents are from different hospitals in the UAE. The hospitals in the UAE are fully committed to CSR and employs the latest technology to provide high health care services.

The survey targeted 600 Gen Y nurses in the UAE and 568 responded; 60 were not part of the Gen Y population and, thus, were excluded. The online survey was conducted in response to the COVID-19 pandemic. Therefore, this research employed only one method of collecting responses via SurveyMonkey, which had the advantage of easy implementation. The study employed SPSS for the data analyses. Furthermore, CFA and structural equation modeling (SEM) were employed for reliability and descriptive analysis.

1.1.3 Respondents' demographic details

The study analyzed the data from 508 Gen Y nurses. The descriptive statistics reflect demographic questions in the survey, which show a percentage response of each category and nominal category per question. They present the tendency, distribution, and variability of basic data conversions. For instance, age help categorize responses per the age range of respondents, more than half of whom were female. Further, the biggest nationality is from Asia. The number of years

of UAE and work indicates their understating of CSR initiatives. Moreover, most respondents held a bachelor's degree, indicating a link between education level and health authority requirements for nurses (see Table 4.1 for details).

1.1.4 Data validity and reliability

Among the important phases in the research is the validity and reliability analysis, as research credibility is linked with the questionnaire reliability and validity (Wilson, 2014). Reliable research offers consistent results (Carmines & Zeller, 1979). Misinterpretation can affect the final results. Therefore, the pilot study and questionnaire amendments support the study in helping generate accurate data (Wilson, 2014).

1.7 Chapter summary

This chapter described the methodology to address the complex phenomenon of direct and indirect relationships between the study variables (i.e., PCSR, PAW, OC, IWB, and ODV). The chapter furnished the complete research plan, design, approach, strategies, sample, instrument design, constructs, pilot study, data collection, and initial analysis, concluding with the demographic results.

CHAPTER 4: RESULTS AND DISCUSSION

1.1 Introduction

This study investigates the process of PCSR, PAW, OC, IWB, and ODV among Gen Y nurses. Gen Y, as defined in this study, ranges between 21 to 40 years old. They are working as full-time employees in hospitals in the UAE. The research questionnaire was shared via SurveyMonkey. It contains six sections. The first section measured how often employees display ODV using seven questions (Bennett & Robinson, 2000). The second section captures employees' responses to IWB using nine questions (Scott & Bruce, 1994). The third section used 15 questions to measure the level of OC (Mowday et al., 1979). The fourth section used 14 questions to gauge PAW (Vallerand et al., 2003). The fifth section employed seven questions to gauge nurses' PCSR (Turker, 2009). The last section captured demographic data to categorize their responses.

SPSS version 24.0 was used to codify and quantify descriptive statistic measures. The analytical view and objective analysis were sustained throughout the data processing and documentation. This study contributes insight into Gen Y nurses and their PCSR activities to help maintain a sustainable CSR in the hospitals. Thus, it improves the understating of healthcare leaders in simplifying the CSR process to get better workplace results.

This chapter highlights the sample details in the first section, followed by the measurement model, the convergent validity, the discriminant validity results, and the structural model. That covers also hypotheses and variables testing will be examined and discussed. The discussion is highlighted in the sixth section and finally the summary of chapter four.

1.2 The sample details

This study distributed 42 seven-point Likert scale to approximately 600 Gen Y full-time nurses in hospitals in the UAE and yielded 568 responses, out of which 60 were not Gen Y and were excluded, leaving 508 questionnaires.

The highest number of responses (49%, 250) came from nurses with 9 to 12 years of experience as nurses. The lowest had less than one year of experience (0.39%, 2). Most nurses held a bachelors' degree (91%, 466), and the others (0.79%, 4) held doctorate degrees. Females dominated the sample (60%, 307), with males at 40% (201). Table 4.1 presents the demographic statistics.

Table 4.1

Descriptive statistics of demography

Demographic variables		Number	Percentage %
Gender	Female	307	60.43
	Male	201	39.76
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	≤ 1	2	0.39
experience in the			
nursing			
profession			
	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	≤ 1	4	0.79
experience in the			
nursing			
profession in the			
UAE			
	1-4	176	34.65
	5-8	236	46.46

	9-12	86	16.93
	≥ 13	6	1.18
Working in the 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's	466	91.73
	Master's	23	4.53
	Vocational qualification	15	2.95
	Doctorate	4	0.79

1.3 The measurement model

The direction of the latent and corresponding manifest variables impacts the measurement model formulation (Vinzi, Chin, Henseler, & Wang, 2010). The convergent validity shows a reliable relationship between the variables. The instrument for PAW, IWB, OC, ODV, and PCSR rely on the desired range of Cronbach's alpha, composite reliability, and average variance extracted (AVE). The correlation between the corresponding and manifest latent variables hinges on standardized loadings. The standardized loadings were set at 0.6 for three

indicators and above 0.7 for 20 indicators. Standardized loadings of 0.6 may be acceptable for composite reliability (Vinzi et al., 2010), which is above 0.8 for OC and PCSR.

1.3.1 The convergent validity

Convergent validity evaluates score consistency and stability (Christensen, Johnson, & Turner, 2014). Researchers highlight that reliability and validity are essentials. This study examined the internal consistency of a single construct. The reliability analysis is linked to the consistency level among the independent (i.e., PCSR, PAW) and dependent (i.e., ODV, IWB) variables and mediator (i.e., OC). Although the validity test was conducted by prior researchers, the pre-test questionnaire was validated via the reflexive viewpoint of 31 nurses to confirm the clarity of each item of the questionnaire (Van De Ven, 2013). The reliability and validity were measured before testing the hypotheses.

Cronbach's alpha should be 0.70 or higher for consistent measures (Christensen et al., 2014). The composite reliability corrects the validity of coefficients and effect size of meta-analysis (Peterson & Kim, 2013). Validity support inferences of the scores obtained from the operational measurement (Christensen et al., 2014). Desirable composite reliability values should be greater than 0.60 (Bagozzi & Yi, 1988). Table 4.2 shows convergent validity evidence based on the degree of the focal test scores correlates with independent measures of the same construct. It also demonstrates the internal consistency calculated in two different ways: Cronbach's alpha and composite reliability.

The reliability test evaluates variables and the results range between 0 and 1. The Cronbach's alpha of PCSR is reliable at 0.85. The composite reliability of PCSR is 0.88. One related study reported a value of 0.90 (Turker, 2009). The Cronbach's alpha for PAW is 0.65, and the composite reliability is 0.85. The reliability of the sub-scale is supported (Vallerand et al., 2003), given the alpha values for harmonious passion (0.71–0.84) and obsessive passion (0.60–0.87). ODV is reliable, with an alpha score of 0.90 and composite reliability of 0.92. Moreover, prior relevant research yielded 0.81 (Bennett & Robinson, 2000). IWB is reliable, with an alpha value of 0.78 and composite reliability of 0.87. It accords with prior research yielding 0.95 (Janssen, 2000). OC is reliable, with an alpha score of 0.77 and composite reliability of 0.84, falling within 0.82 to 0.93 (Mowday et al., 1979). After a model review, items OC1, OC2, OC3, OC4, OC5, OC7, OC8, OC9, OC11, and OC13 were deleted for low factor loadings during the CFA.

1.3.2 The results for average variance extracted

The AVE captures the amount of variance for each construct in connection with variance from measurement error (Vinzi et al., 2010). If the AVE is less than 0.5, the validity of individual indicators and constructs is questionable; the AVE range from 0.52 to 0.74 (Fornell & Larcker, 1981). Therefore, the internal consistency and reliability are reliable.

The constructs' convergent validity is evaluated (Table 4.3) via AVE. AVE greater than 0.5 for each construct satisfies the requirements and reflects an acceptable level (Vinzi et al., 2010). It reflects the data from the survey relevant to the study hypotheses.

Table 4.2

The convergent validity results

	Indicator	Standard Loading	Standard Deviation	Cronbach's Alpha	Composite Reliability
PAW	HPAS <- PAW	0.908	0.008	0.658	0.851
	OPAS <- PAW	0.810	0.022		
IWB	IDG <- IWB	0.767	0.029	0.784	0.874
	IDP <- IWB	0.851	0.015		
	IDR <- IWB	0.884	0.012		
	OC10 <- OC	0.690	0.031	0.776	0.848
	OC12 <- OC	0.724	0.029		
	OC14 <- OC	0.744	0.027		
	OC15 <- OC	0.789	0.023		

	Indicator	Standard Loading	Standard Deviation	Cronbach's Alpha	Composite Reliability
	OC6 <- OC	0.683	0.034		
ODV	ODV1 <- ODV	0.774	0.026	0.901	0.920
	ODV2 <- ODV	0.806	0.023		
	ODV3 <- ODV	0.821	0.021		
	ODV4 <- ODV	0.782	0.030		
	ODV5 <- ODV	0.763	0.037		
	ODV6 <- ODV	0.792	0.032		
	ODV7 <- ODV	0.776	0.026		
PCSR	PCSR1 <- PCSR	0.688	0.033	0.854	0.888
	PCSR2 <- PCSR	0.756	0.026		

Indicator	Standard Loading	Standard Deviation	Cronbach's Alpha	Composite Reliability
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		

Table 4.3

Average Variance Extracted

Average variance extracted	
PAW	0.741
IWB	0.698
OC	0.528
ODV	0.621
PCSR	0.532

Notes: IWB: Innovative work behavior, OC: Organizational commitment, ODV: Organizational deviant behavior, PAW: Passion, PCSR: Perceived corporate social responsibility

1.4 The results for discriminant validity

Discriminant validity measures the correlations among different theoretical constructs (Christensen et al., 2014) and tests new scales and how they operate. The study employed the square of the AVE to verify the discriminant validity of the scale. Table 4.4 presents the results (the bracketed value in bold italic). The results suggest the correlations among constructs are lower than the square of the AVE, indicating discriminant validity of each of the constructs.

Table 4.4

The discriminate validity results

	IWB	OC	ODV	PAW	PCSR
IWB	(<i>0.836</i>)				
OC	0.706	(<i>0.727</i>)			
ODV	-0.159	-0.068	(<i>0.788</i>)		
PAW	0.624	0.682	-0.003	(<i>0.861</i>)	
PCSR	0.449	0.471	-0.348	0.488	(<i>0.729</i>)

Notes: IWB: Innovative work behavior, OC: Organizational commitment, ODV: Organizational deviant behavior, PAW: Passion, PCSR: Perceived corporate social responsibility; # The values in brackets and italics are the square AVE results

1.5 The structural model

This section summarizes the questions and direct and indirect hypotheses using SEM to examine the acceptability of a theoretical model (Hu & Bentler, 1999).

1.5.1 Testing for direct hypotheses

Figure 2. shows proposed hypotheses test using SmartPLS 3.0. The results confirm H1 ($\beta=0.488$; $t=12.571$; $p<0.000$), H2 ($\beta=0.471$; $t=12.754$; $p<0.001$), H3 ($\beta=-0.407$; $t=11.263$; $p<0.000$), H4 ($\beta=0.266$; $t=6.348$; $p<0.000$), H5 ($\beta=0.124$; $t=2.390$; $p<0.017$), and H6 ($\beta=0.525$; $t=12.428$; $p<0.000$). Table 4.5 presents the test results of the direct hypotheses.

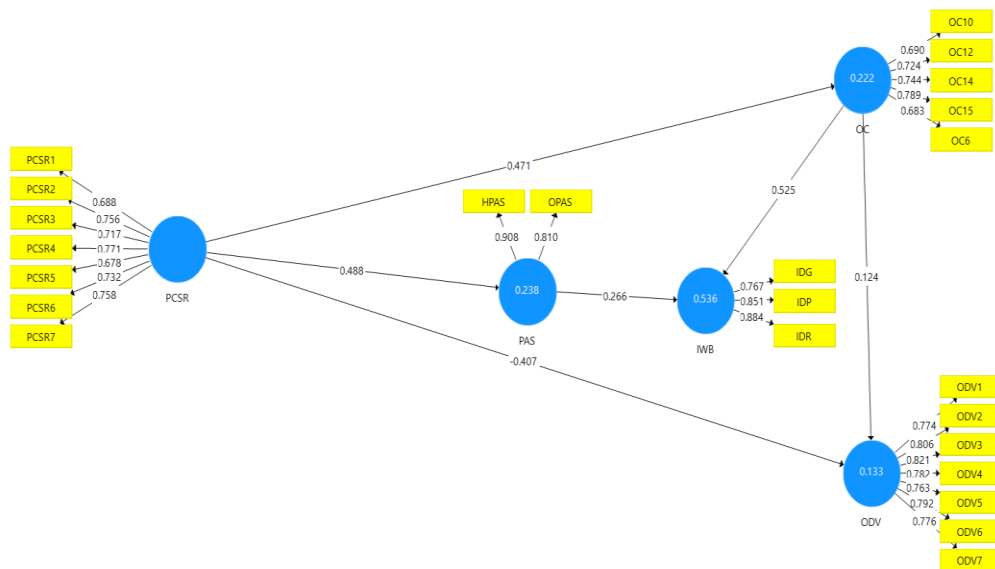


Figure 2. Output from SmartPLS 3.0

Table 4.5

Direct hypotheses test results

Direct Effect	Standardized Direct Effect	Standard Deviation	T Value	Significance Level	Hypothesis Testing
PCSR					H1
->	0.488	0.039	12.571	p< 0.000	accepted
PAW					
PCSR					H2
-> OC	0.471	0.037	12.754	P< 0.000	accepted
PCSR					H3
->	-0.407	0.036	11.263	P< 0.000	accepted
ODV					
PAW -					H4
> IWB	0.266	0.042	6.348	P< 0.000	accepted
OC ->					H5
ODV	0.124	0.052	2.390	P< 0.017	accepted
OC ->					H6
IWB	0.525	0.042	12.428	P< 0.000	accepted

Notes: IWB: Innovative work behavior, OC: Organizational commitment, ODV: Organizational deviant behavior, PAW: Passion, PCSR: Perceived corporate social responsibility

1.5.2 Testing for indirect hypotheses

The mediation test results confirm H7 (PCSR → PAW → IWB; $\beta=0.130$; $t=5.581$, $p<0.000$), H8 (PCSR → OC → IWB; $\beta=0.247$; $t=8.420$, $p<0.000$), and H9 (PCSR → OC → ODV; $\beta=0.059$; $t=2.448$, $p<0.014$). Table 4.6 presents the test results for the indirect hypotheses.

Table 4.6

Specific indirect hypotheses testing results

	Specific Indirect Effect	Standard Deviation	T Value	Significance Level	Hypothesis Testing
PCSR →					H7
PAW → IWB	0.130	0.023	5.581	$P<0.000$	accepted
PCSR →					H8
OC → IWB	0.247	0.029	8.420	$P<0.000$	accepted
PCSR →					H9
OC → ODV	0.059	0.024	2.448	$P<0.014$	accepted

Notes: IWB: Innovative work behavior, OC: Organizational commitment, ODV: Organizational deviant behavior, PAW: Passion, PCSR: Perceived corporate social responsibility

The study checked the fitness of the structural model and applied the test. The result shows that the normed fit index value is 0.77, falling within an acceptable range: 0 to 1 (Anderson & Gerbing, 1988). Moreover, the result of standardized root mean squared residual value is 0.081, which is >0.08 and acceptable (Hu & Bentler, 1999). Table 4.7 presents the results of the model fit.

Table 4.7

The model fit

	Saturated Model	Estimated Model
SRMR	0.081	0.103
d_ULS	1.964	3.180
d_G	0.448	0.538
Chi-Square	1340.445	1492.382
NFI	0.778	0.753

NFI: normed fit index; SRMR: Root mean squared residual

1.6 Discussion

Firms seek improvement in their practices by adopting a CSR strategy (Chuang & Huang, 2018; Cook et al., 2019). The CSR process evaluation depends on employees and their cognitive and emotional experience (Gond et al., 2017), where cognitive means awareness and appraisal of the event (Lazarus, 1991). Thus, CSR evaluation hinges on measuring employees' experience cognitively and emotionally (Gond et al., 2017; Lazarus, 1991). Employees evaluate CSR

events cognitively rather than subjectively. PCSR is considered a key element reflecting employees' practice perceptions (Ng et al., 2019). Thus, employees' emotions, behavior, and attitudes depend on their PCSR.

The study empirically tests H1 and H2 to answer the first research question. The findings show a significant relationship between PCSR with PAW (H1) and PCSR with OC (H2). Hence, PCSR significantly affects PAW and OC. It means PCSR affects their PAW and OC. PCSR directly affects Gen Y nurses' PAW. Gen Y nurses' PCSR influences their harmonious and obsessive work passion. However, employees who experience stress at work reflect obsessive work passion. This study advances the literature by suggesting that employees' favorable perception of employers' CSR induces PAW. It is significant as PAW replicates individuals' values toward activities they rate as important (Vallerand et al., 2003). Further, PCSR influences employees' emotions (Ng et al., 2019). For instance, nurses are exposed to patient illness and death and connect with patient relatives, which impact their emotions and attitudes (Sharma & Dhar, 2016). Thus, PAW is considered a source for cognitive and effective work appraisal (Perrewé et al., 2014; Pollack et al., 2020), which calls attention to a healthy adaptation of CSR activity among Gen Y nurses.

PCSR significantly affects OC, which reflects the bond between Gen Y nurses and their organization. OC is reflected in accepting the goals and values and exerting effort on behalf of an organization (Mowday et al., 1979). Moreover, employees' PCSR positively affects OC and employees' prosocial motivations (Shao et al., 2017). Additionally, the level of commitment among Brazilian nurses is influenced by organizational policy changes (Nelson, 2012). Hence,

individual perception significantly affects OC. The finding accords with prior studies (Mory et al., 2016; Shao et al., 2017).

Innovation practices are indicators of business continuity (Amabile, 1988). Innovation is considered a CSR strategy for business growth (Bocquet et al., 2017). H4 and H6 were fully confirmed, thereby answering the second research question. The result shows that passionate Gen Y nurses significantly affect IWB. However, obsessive passion positively relates to job demands regarding work pressure more than harmonious work passion among nurses (Trepanier et al., 2014). Further, passion for inventing indirectly relates to innovative climate and employee IWB (Kang et al., 2016). The study advances the literature by providing insight into how passion predicts IWB. Therefore, passionate Gen Y nurses contribute value to healthcare services by implementing IWB.

Furthermore, innovation requires competence and long-term team-member commitment (Kanter, 1988). Given the confirmation of H6, IWB depends on Gen Y nurses' OC. Interestingly, demographic factors such as age and years of experience impact IWB (Shanker et al., 2017). Older employees have more OC, given the cost of leaving (Mathieu & Zajac, 1990). This significant finding contributes insight into the direct effects of OC in the Gen Y IWB.

The study empirically tested H3 and H5 to answer the third research question. The result showed no direct effect of PCSR in ODV, confirming H3. Thus, Gen Y nurses' PCSR has no direct effect on their ODV, which critically impacts organization growth (Bennett & Robinson, 2000), though voluntary work may induce ODV (Loi et al., 2020). Situation appraisal (Lazarus, 1991; Scherer et

al., 2001) improves work environment behavioral consequences, as illustrated by the better CSR process evaluation.

The results confirm H5. Thus, Gen Y nurses' OC has no direct effect on their ODV. However, OC relates to ODV via different exchange norms (Di Stefano et al., 2019). The findings advance the literature on the critical role nurses play in human lives. Nurses' OC reflects a balanced relationship with organizations, which accordingly reflects on their behavior.

The findings confirm H7. There is a direct relationship between PAW and IWB. Similarly, PCSR directly affects PAW (Ho & Astakhova, 2018), as employees with harmonious work passion impact perceived work demand and improve skills or seek challenging work while employees with obsessive work passion avoid work outside their interest. It highlights the importance of cognitive appraisal in evaluating events (Ng et al., 2019), which accordingly results in positive behavior among Gen Y nurses.

Similarly, the findings confirmed H8. Individual attitude reflects on OC, which is linked with organizational goals and replicates a stable relationship (Mowday et al., 1979) via IWB (Janssen, 2000). Even so, shared responsibility negatively impacts IWB (Shih & Susanto, 2017). Further, high CSR investment improves innovation (Cook et al., 2019). The findings strongly support the premise that Gen Y nurses' PCSR positively impacts IWB.

Finally, the study confirmed H9. However, participation in a voluntary program can induce ODV (Koopman et al., 2020). The results highlight the benefit of PCSR in the evaluating process. It is significant because most hospitals in the

UAE apply CSR; however, perceptions are not evaluated adequately in the literature. Thus, the study findings extend the literature.

1.7 Chapter summary

The study employed an analytical and unbiased approach to test the hypotheses. The survey of Gen Y nurses was coded using SPSS 24.0. Reliability tests and descriptive analysis assessed the dependent-independent variable correlations. Further, the demographic results capture the percentage distributions.

The research questions target the relationship between PCSR, PAW, OC, IWB, and ODV among Gen Y nurses in hospitals in the UAE. The composite reliability resulted in reliable results between variables. The hypotheses were supported, which reflect the significant relationship between all variables.

CHAPTER 5: CONCLUSION

1.1 Introduction

This chapter reviews the statistically significant relationship between PCSR, PAW, OC, ODV, and IWB. Full-time Gen Y nurses were targeted for this study. Gen Y dominates the UAE workforce (Twenge et al., 2010). Attitudes and behaviors differ per generation (Frye et al., 2020). Thus, this study contributes insight into Gen Y attitudes and behaviors given their PCSR.

The survey was distributed via SurveyMonkey to Gen Y nurses in hospitals in the UAE, resulting in 508 valid responses. This chapter summarizes the data analysis results and presents the study limitations and recommendations for future research. The study employs the following research questions: How does PCSR influence PAW and OC? How do PAW and OC predict IWB? What influence do PAW and OC have on ODV? These questions were reflected in the nine hypotheses, indicating a significant relationship between the variables.

1.2 Achieving the research purpose

This study aims to unpack the CSR black box by exploring the CSR process among Gen Y nurses who represent the biggest population. It contributes to the literature by determining the significant relationship between the CSR process and Gen Y nurses' attitudes and behaviors.

1.2.1 Theoretical implications

This study will benefit healthcare management, specifically those not convinced with the impact of PCSR. The results recognize the benefits of CSR initiatives and prioritize their implementation. CSR significantly impacts the community through Gen Y nurses' IWB. Moreover, CSR initiatives negatively impact ODV and enhance IWB. This study has four theoretical implications. First, it is among the first studies to examine PCSR, building on the micro-foundations of CSR. It is significant to uncover the underlying mechanism of positive effects of CSR. Examining employees' PCSR contributes insight into how employees perceive their organization's activities (Ng et al., 2019). Employees' emotions, attitudes, and behavior are shaped by their PCSR, which furnishes objective rather than subjective insight into CSR activities. PCSR extends the cognitive appraisal theory, which posits that individuals evaluate events based on their awareness level (Lazarus, 1991; Scherer et al., 2001). Hence, human assets are unique and have a sustainable advantage in firms given their tacit knowledge and social complex (Coff, 1997). Empirically, attitudes and behaviors toward certain initiatives differ per generation (Frye et al., 2020). Hence, this study complements the growing body of knowledge on Gen Y nurses' PCSR given their significant population impact. Further, the generational differences hint at further research answers from the perspective of other generations.

Second, although the ODV hurts organizations, it is neglected in the literature (Bennett & Robinson, 2000; Coff, 1997). This study furnishes the means to assess the impact of PCSR on ODV and evaluate the mediation impact of OC. It offers empirical and experiential evidence on the effects of PCSR on behavior from the micro-level. Despite the growing number of studies on PCSR, OC, and

ODV, few integrate the three constructs. This study links PCSR to employees' attitudes and behavior, with significant implications for firm performance. The main reason for examining employee OC is to gauge their PCSR. The negative effects on ODV, in turn, eliminate negative behavior.

Third, this study advances the literature by proposing that employees' favorable PCSR induces their PAW (Vallerand et al., 2003). This study is convenient in recognizing the connections between factors. For instance, the evaluation of CSR activities impacts employees' passion, which accordingly highlights a significant relationship between PCSR and PAW. PCSR affects employees' emotions directly. Thus, organizations realize the significance of PCSR for employees' emotions, which may impact their changed PCSR.

Further investigation suggests that OC is another intangible factor that mediates the relationship between PCSR and IWB. The study suggests that employees' OC (Mowday et al., 1979) impacts their evaluation of CSR activities, which accordingly impacts IWB (Scott & Bruce, 1994). Thus, employees are crucial in adopting and implementing ideas toward strengthening their organizational relationship. The dual purpose of creating revenue from CSR initiatives extends to the community via high service quality and sustainable social initiatives.

1.2.2 Practical implications

This study posits several implications for managerial practices regarding firms' actions toward CSR strategies. Even though the implications apply to the UAE hospitals, they can be extended to other organizations.

This study showed significant effects of PCSR. CSR is strategic in most UAE organizations, inducing many benefits to employees and employers. PCSR increases the benefit of evaluating CSR events objectively than subjectively. Hence, this study suggests that employers should endorse the benefit of CSR activities. The Gen Y workforce represents the biggest population with the most impact on work outcomes. Therefore, healthcare entities should promote CSR awareness given its direct impact on Gen Y emotions and attitudes at work.

Furthermore, the study contributes to CSR. Favorable PCSR induces employee PAW. Combining this result with the well-acknowledged positive effects of PCSR on employees' emotions, favorable PCSR benefits firms. Employers should thus invest in activities highly rated and valued by employees. Moreover, CSR may contribute positively to OC. As employees' PCSR becomes the main purpose, the CSR role should not be undervalued.

Finally, PCSR supports behavioral outcomes because CSR can increase IWB and reduce ODV. The study proposes two behavioral outcomes from PCSR. Organizations benefit from CSR activities by increasing innovation practices and reducing deviance. The study suggests that employers must invest in employees and encourage IWB by expanding on resources such as training and development experience to sustain their capabilities. Thus, healthcare managers should increase the resources toward CSR activities to maintain Gen Y nurses' IWB. Visible CSR activities can increase employees' PCSR activities, which impacts their emotions, attitudes, and behavior.

1.3 Research limitations

The study model contributes insight into the CSR process through the direct connection between PCSR, PAW, and OC. Likewise, the indirect connection between OC as a mediating variable was established between direct and indirect variables, such as IWB and ODV. This study also furnishes a future outlook by examining the constructs. Future research must explore relevant constructs via other research designs.

Despite the several implications, the study bears some limitations, thus leaving scope for future studies. First, the study employs a small sample of 508. Hence, future research can consider a larger sample size for higher research robustness. The findings focused only on Gen Y nurses in hospitals in the UAE, which may not be generalizable to physicians working with nurses. Thus, further studies should consider Gen Y physicians within hospitals.

Second, this study develops an improved model for understanding the micro-level CSR by capturing the impact of PCSR on PAW, OC, IWB, and ODV. However, it may be worth investigating other variables, such as relational and human capital. Education continuity comprises frontliners' accreditation hours. Thus, new variables might yield different results for future studies.

Third, this study focused on Gen Y nurses in hospitals in the UAE. Future research can include other industries engaged in CSR to capture the influence of PCSR on Gen Y emotion, attitude, and behavior. Biomedical engineers impact healthcare significantly. Device and equipment advancements impact human health. Therefore, they should be part of the future focus.

Finally, future studies can employ a qualitative methodology. Interviews and focus groups with Gen Y nurses will extend the richness of the research. A qualitative methodology can capture different characteristics and observations, inducing participants to contribute to the development of relevant variables.

1.4 Conclusion

This quantitative study probes the relationship between PCSR and employees' PAW. Furthermore, the study explored the relationship between PCSR and OC. Lastly, the study examined the mediating effects of OC on PCSR, and indirect variables (ODV and IWB). Employees' PCSR indirectly relates to turnover via the mediating role of organizational embeddedness (Ng et al., 2019). Their PCSR perception relates to engagement in voluntary work via the moderating role of empathy (Tian & Robertson, 2019). The findings show that PCSR significantly impacts employees' PAW, OC, IWB, and ODV. PCSR reduces the subjectivity in evaluating CSR activities. Thus, employee interactions hinge on their evaluation of CSR activities, effectively improving firm outcomes, such as IWB. Similarly, OC mediates the role of PCSR and ODV. Firms must focus on increasing CSR awareness, which directly affects employees' PAW and OC.

Business continuity has recently been linked to innovation patterns, required to enhance the effectiveness of IWB in CSR activities. Hospitals and other government and non-government entities can critically impact employee PCSR to achieve a significant effect on behavioral outcomes. This study offers empirical evidence on the role of PCSR in OC and ODV. CSR negatively affects ODV via the mediating role of OC. Furthermore, hospitals management should endorse the benefit of PCSR. Favorable PCSR induces IWB investment. Such

initiatives impact communities through high-quality innovative services. Future studies can include Gen Y physicians and employ qualitative methods to explore opinions on CSR initiatives.

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APPENDICES

APPENDIX 1

Construct measurement instrument

Construct	Source	Measures
Passion	Vallerand et al., (2003) 14 items	My nursing work allows me to live a variety of experiences. My discoveries during my nursing work allow me to appreciate them even more. My nursing work allows me to live memorable experiences.
	HPAS	My nursing work reflects the qualities I like about myself. My nursing work is in harmony with other activities in my life. For me, it is a passion that I still manage to control. I am completely taken with nursing work.

Construct	Source	Measures
		I cannot live without my nursing work.
		The urge is so strong. I cannot help myself from doing this nursing job.
		It is challenging to imagine my life without this nursing job.
		OPAS I am emotionally dependent on this nursing job.
		I have a tough time controlling my need to do this nursing job.
		I am almost obsessive about this nursing job.
Innovative work behavior	(Janssen, 2000) 9 items	My mood depends on me doing this nursing job.
		I create new ideas for challenging issues at work.
		IDG I tend to search out new working methods, techniques, or instruments at work.

Construct	Source	Measures
		I generate original solutions to the problems at work.
		At work, I mobilize support for the innovative idea(s).
		I acquire approval for innovative ideas from the relevant person(s).
		I make important organizational members enthusiastic about innovative ideas.
		I transform innovative ideas into useful applications at work.
		I introduce innovative ideas into the work environment in a systematic way.
		At work, I evaluate the utility of innovative ideas.
Organizational Commitment	(Mowday & Steers, 1979) 14 items	OC1 I am willing to put in significant effort beyond what is normally expected to help this organization to be successful. (-)

Construct	Source	Measures
Organizational Commitment	(Mowday & Steers, 1979) 14 items	OC2 I talk up this organization to my friends as a great organization to work for. (-)
		OC3 I feel very little loyalty to this organization. (-)
		OC4 I would accept almost any job assignment to keep working for this organization. (-)
		OC5 I find that my values and the organization's values are very similar. (-)
		OC6 I am proud to tell others that I am part of this organization.
		OC7 I could just as well be working for a different organization if the type of work was similar. (-)
		OC8 My organization inspires the best in me regarding job performance. (-)

Construct	Source	Measures
		OC9 It would take a huge change in my present circumstances to cause me to leave this organization. (-) OC10 I am extremely glad that I chose this organization to work for over others I was considering at the time I joined. OC11 There is a lot to be gained professionally by sticking with this organization indefinitely. (-) OC12 I agree with this organization's policies on important matters relating to its employees. OC13 I care about the fate of this organization. (-) OC14 For me, this is the best of all possible organizations for which to work.

Construct	Source	Measures	
Perceived corporate social responsibility	Vallerand et al., 2003) 7 items	OC15	Deciding to work for this organization was a definite pleasure on my part.
		PCSR1	My organization participates in activities to protect and improve the quality of the natural environment.
		PCSR2	My organization makes investments to create a better life for future generations.
		PCSR3	My organization implements special programs to minimize its negative impact on the natural environment.
		PCSR4	My organization targets sustainable growth, which considers future generations.

Construct	Source	Measures
Organizational deviance behavior	(Bennett & Robinson, 2000) 7 items	PCSR5 My organization supports non-governmental organizations working in problematic areas.
		PCSR6 My organization contributes to campaigns and projects that promote the well-being of society.
		PCSR7 My organization encourages its employees to participate in volunteer work.
		ODV1 I spend too much time fantasizing or daydreaming instead of working.
		ODV2 I take additional or longer breaks than acceptable at my workplace.
		ODV3 I come in late to work without permission.
		ODV4 I littered the work environment.

Construct	Source	Measures
		ODV5 I neglect to follow my boss's instructions.
		ODV6 I intentionally work slower than I could have worked.
		ODV7 I put little effort into my work.