

Corporate Social Responsibility and Creative Performance: The Effect of Job Satisfaction and Organizational Citizenship Behavior

Amro AL-MADADHA¹, Farah SHAHEEN¹, Lina ALMA'ANI¹, Natalie ALSAYYED¹, Ahmad AL ADWAN²

¹ Business Administration, Princess Sumaya University for Technology, Amman, Jordan, a.almadadha@psut.edu.jo (*corresponding author), far20180618@std.psut.edu.jo, lin20180727@std.psut.edu.jo, nat20180140@std.psut.edu.jo

² Department of Business Technology, Hourani center for Applied Scientific Research, Al Ahliyya Amman University, Amman, Jordan, a.adwan@ammanu.edu.jo

Purpose: The purpose of this study is to examine how employee perceptions of corporate social responsibility (CSR) can enhance creative performance in an organization both directly and indirectly through job satisfaction and organizational citizenship behavior. This will allow organizations to consider the different factors influencing creative performance, and how these factors can be utilized in a beneficial manner for the organization.

Methods: The data for this study was collected via a survey among three telecommunication companies. The valid responses amounted to 344 junior employees. The data was then analyzed to test the hypotheses through structural equation modeling (SEM).

Results: The findings of this study indicated a direct positive significant relationship between employee CSR perceptions and creative performance. As well as a positive correlation between employee CSR perceptions and extrinsic and intrinsic job satisfaction. Furthermore, supporting the indirect effects of job satisfaction and organizational citizenship behavior. Moreover, a positive correlation between job satisfaction and organizational citizenship behavior was found. Finally, organizational citizenship behavior and creative performance showcased a positive correlation as well.

Conclusion: Organizations should consider the impact of employee CSR perceptions on creative performance, indirectly through extrinsic and intrinsic job satisfaction and organizational citizenship behavior to achieve higher levels of creative performance within their organizations.

Keywords: *Employee CSR perceptions, Job satisfaction, Creative performance, Corporate social responsibility, Creativity, Organizational citizenship behavior*

1 Introduction

The current business environment is turbulent and complex, although most strategic operations focus on external happenings. The internal environment, pertaining to the employees, is a key element in determining organiza-

tional performance. The extent to which an organization can enhance employee job satisfaction will be directly reflected through an increase in productivity, among other factors. Employee behavior is shaped by several elements, specifically job satisfaction which can be both intrinsic and extrinsic. The work environment shapes an employee's

attitudes towards work, and their professional selves and abilities, this triggers an emotional reaction in the employee's mind, which can be either negative or positive, thus shaping their standards for intrinsic and extrinsic satisfaction, and this is reflected again through their behaviors in the workplace (Bektaş, 2017).

Extrinsic job satisfaction (EJS) is derived from the external opportunities that could allow the employee to benefit from job advancements. Alternatively, intrinsic job satisfaction (IJS) stems from personal motivators such as conscience, motivation, and self-fulfillment needs; this tends to be achieved within oneself, as those drivers are intangible, subjective, and personal.

Organizational citizenship behavior (OCB) exceeds the organizational expectations and requirements that are outlined by the job description, exhibits loyalty and organizational commitment, and voluntarily takes on additional workload. This is a result of an accumulation of happenings that allow the employee to achieve extrinsic and intrinsic job satisfaction (IJS) (Lavelle, 2010).

The subjectivity and vagueness of the perceived value of creativity results in organizations overlooking and undervaluing creative performance (CP), although it is a prominent aspect of organizational success. In fact, with the dynamic nature of contemporary markets and globalization, it is now more important than ever to lead organizations with a unique perspective (Kaufman, 2016).

Corporate social responsibility (CSR) channels organizational efforts towards aligning profit maximization strategies with the surrounding community's demands for social consciousness. CSR has played a crucial role in shaping today's business practices in developed nations; it has outlined the standards for accepted business endeavors, this has been amplified by the increased demand for transparency by customers and employees. The consideration of stakeholders' concern regarding CSR efforts is crucial to organizational continuity (Stobierski, 2021).

The rise in the importance of the role CSR plays in society has contributed to shaping the manner in which employees perceive the value they add to society. Moreover, employees exhibit higher levels of job satisfaction and commitment when taking part in socially responsible activities. A research report conducted by the Society for Human Resource Management depicts that approximately 32% of employees state that one of the determinants of job satisfaction was their company's dedication to positively contributing to society through CSR (Kate & Vanessa, 2016).

The significance of this study lies in the investigation of the variables affected by employees' perceptions of organizational CSR efforts. The research findings can then be used by the telecommunications industry in Jordan to enhance organizational CSR efforts, achieve results and compete more effectively with industry rivals.

This study is based in Jordan, a developing nation located in the Middle East. The concept of CSR in Jor-

dan is still in its early stages, as business CSR efforts are characterized by voluntary practices. Furthermore, corporate governance and managerial efforts have overlooked the importance of CSR, leading to its absence in strategic plans. The country's scarce economic resources have created barriers to CSR incentives, thus discouraging companies that seek to take part in this. However, the situation is evolving, this is attributed to the impact of globalization on Jordanian business practices. The shift in perspective has created a business environment characterized by acknowledging the importance of CSR both strategically and collectively. Hence, this paper will address the gap in knowledge in Jordan regarding the contribution of CSR efforts to organizational success, facilitated by employee satisfaction, OCB, and CP.

As well, in terms of existing literature, this paper is a continuance on existing literature (Khaskheli et al., 2020), which examined the effect of CSR activities on OCB, and the mediating role of affective commitment and job satisfaction. This paper extends on previous research by fulfilling the authors' recommendations and examining another organizational contextual factor, the factor being CP. The examination of CP will allow the researchers to further understand the potential link between CSR activities and how it influences employees' creative engagement in the organization. This is of significance as organizations can potentially monetize off this creativity and it can prove to be a lucrative endeavor for the organization. In addition, this paper further addresses the existing gap in literature, by drawing upon Maslow's Hierarchy of Needs (1943), Herzberg's two-factor theory and the social exchange theory as relevant theoretical foundations to examine the extent to which employee CSR perceptions impact intrinsic and extrinsic job satisfaction. As well as, to study the impact of job satisfaction on OCB, and that of OCB on creative performance. Finally, investigating the indirect effect of job satisfaction and OCB on creative performance. Hence, to the researcher's best knowledge this is a leading study in Jordan, as employee CSR perceptions have not been examined in this context before.

To explore the connections further, this study will primarily shed light on the associations between employee CSR perceptions, intrinsic job satisfaction, extrinsic job satisfaction, OCB, and creative performance, in the context of Jordan's telecommunications industry. Even though CSR efforts have been on the rise in Jordan, published knowledge in this regard is inadequate. Hence, this study's findings will aid in eliminating the discrepancy in the available literature. What is more, this work will contribute to realizing the potential and positive impact that job satisfaction, OCB, and creative performance have on the overall profitability of an organization, while strategically serving society in a beneficial manner. This study adds to the value of existing literature by studying the correlation between employees' CSR perceptions, extrinsic and intrinsic job satisfaction as well as OCB, in addition to organiza-

tional creative performance.

Accordingly, the research paper seeks to fulfill the following objectives:

1. Examine the correlation between employee CSR perceptions and intrinsic job satisfaction.
2. Examine the correlation between employee CSR perceptions and extrinsic job satisfaction.
3. Investigate the impact of extrinsic job satisfaction on OCB.
4. Investigate the impact of intrinsic job satisfaction on OCB.
5. Examine the impact of OCB on creative performance.
6. Investigate the impact of employee CSR perceptions on creative performance.

2 Theoretical Background

2.1 Corporate Social Responsibility (CSR)

The concept of social responsibility has been defined as: “the obligations of businessmen to pursue those policies, to make those decisions, or to follow those line of actions which are desirable in terms of the objectives and values of our society” (Bowen, 1953, p. 6).

CSR can be strategized to achieve a wide array of organizational objectives; influences of CSR can be reflected both on external and internal stakeholders. Thus, CSR can be regarded as an opportunity for growth and economic prosperity (Mirshak et al., 2007).

Although some CSR campaigns succeed in increasing sales, sending a socially responsible message etc., some activities fail and receive negative backlash by the public.

2.2 CSR in the Context of the Study (Middle East and Jordan)

Currently, limited research shedding light on CSR in the Middle East is available, mainly due to the inadequate reporting of such efforts; although the concept of CSR is one that is deeply embedded in the cultural traditions of the Middle East; taking many forms of philanthropic efforts such as donations known as Zakat or Sadaqa. This is attributed to the fact that donations are handed discreetly, and efforts are undisclosed, hence they are labelled as “silent CSR” (Sidani et al., 2012).

In the Jordanian context, social philanthropic efforts are preferred over environmental endeavors. Sectors like the banking industry cater their efforts towards legal requirements and ethical efforts. The telecommunications industry in Jordan’s CSR efforts is focused on various segments in the country. Companies utilize their resources towards youth, education, sports and others (Shatara, 2021).

2.3 Extrinsic Job Satisfaction (EJS)

EJS originates from factors related to the work environment and ergonomics; it is the result of certain external factors. This could refer to the basic external needs of employees such as a safe working environment, or to more advanced determinants such as the type of managerial control present in the organization (Mardanov, 2020).

Other relevant factors that contribute to the extent of EJS could include avoiding punishment, positive reward systems, monetary incentives, remuneration packages and professional career advancement (Lin, 2007). Extrinsic motivation is based on the employee’s perceived value of an action and the constituent benefits of that action; hence such behaviors can be a useful tool to help incentivize employees.

2.4 Intrinsic Job Satisfaction (IJS)

IJS is related to internal feelings of employees towards their job. It could manifest as high levels of effort which would be reflected in increased productivity and improved performance. IJS stems from inner direction and the personal desire to reflect competence, self-efficacy and determination. Exhibiting such satisfaction could be portrayed by getting the job done, job autonomy, and involvement in the decision-making process (Bektaş, 2017).

2.5 Organizational Citizenship Behavior (OCB)

OCB tends to be a discrete contributor to organizational effectiveness, as it encompasses the voluntary behaviors that employees engage in, for the well-being of the organization and its employees. The actions exceed the expected outputs, and the average level of performance (Nurjanah et al., 2020; Al-Madadha et al., 2021).

In the past two decades, OCB has evolved to be application-based, rather than solely being a subject of academic research. Additional research has been conducted, leading to a more well-rounded approach that is inclusive of a wider assortment of related determinants (Ocampo et al., 2018). The determinants are job satisfaction, employee engagement and job embeddedness, organizational commitment, human resources practices, self-efficacy, transformational leadership, self-serving motives, and culture (Hamblin, 1967).

2.6 Creative Performance (CP)

Creativity is the generation of novel, and beneficial ideas regarding processes, products, and services (Chen et al., 2021). Creativity is not limited to an individual per-

son's input; creativity is multifaceted and could include group-level and organizational-level creativity as it has been described as individual creativity with three constituents: motivation, expertise, and creative thinking skills. Moreover, it has been suggested that creativity is built on the influence of several factors present in an individual's environment, such as personal ability, motivation, and sufficient knowledge (Amabile, 1988).

2.7 Hypothesis Development

2.7.1 Theoretical Foundation

This study is supported by three interlinked theories: Maslow's hierarchy of needs (Maslow, 1943), the social exchange theory and Herzberg's two-factor theory. The social exchange theory is based on reciprocation, referring to the amount of effort placed in a relationship between individuals. This, which can be reflected through OCB, which refers to the amount of effort an individual exerts in the workplace stemming from a feeling of belonging to the organization. Hence, it can be deduced that the social exchange theory can be perceived as a trigger of OCB. As well, OCB is attributed to internal drivers, which in turn, correspond to Maslow's theory of needs at the self-actualization and self-esteem hierarchical levels. These levels are derived by accomplishing personal milestones and job advancement, showcasing recognition and status. Whereas, self-actualization, reflects attaining one's full potential, and developing creative outputs which displays the highest level of self-fulfillment. These levels are also reflected in Herzberg's two-factor theory, specifically, the motivators which are factors that directly pool into intrinsic job satisfaction; these include work tasks, on the job advancement, growth, recognition and achievement (Amin, 2020). This link is evident in a study (Sidhu & Nizam, 2020), which outlines the relation between the three theories and their significance when organizing tasks and the appropriate awards.

2.7.2 Employee CSR Perceptions and Extrinsic Job Satisfaction (EJS)

Employees who view their organization as socially responsible are more likely to be extrinsically motivated and satisfied, as well as contribute creatively to the organization. Pitaloka and Sofia (2014) focused their efforts towards investigating the effect of CSR on EJS specifically in SMEs; where they found that CSR is strongly positively related to extrinsic job motivation. Moreover, it has been suggested that organizations perceived by employees as socially responsible would experience an increase in employee job satisfaction (Joana & Filipa, 2019). Accordingly, this research paper hypothesizes as follows:

H1: Employees' CSR perceptions have a positive influence on EJS.

2.7.3 Employee CSR Perceptions and Intrinsic Job Satisfaction (IJS)

Previous research has investigated the possible correlation linking CSR activities to intrinsic job satisfaction. Skudiene and Auraskeviciene (2012) found that the presence of CSR activities in an organization had a significant positive effect on intrinsic job motivation. Another study adopting a more holistic approach explored the determinants of CSR and their impact on intrinsic job motivation. The work concluded that there is a positive correlation between CSR and intrinsic motivation.

Based on the previous findings regarding employee CSR perceptions and IJS, this study hypothesizes the following:

H2: Employees' CSR perceptions have a positive influence on IJS.

2.7.4 Extrinsic Job Satisfaction (EJS) and Organizational Citizenship Behavior (OCB)

(Jehad et al., 2011) found that job satisfaction and OCB are closely and significantly related. However, some of the literature found that OCB could be predicted by job satisfaction, thus increasing its importance (Jehad et al., 2011). Accordingly, the following is hypothesized:

H3: EJS is positively correlated to OCB.

2.7.5 Intrinsic Job Satisfaction (IJS) and Organizational Citizenship Behavior (OCB)

Existing literature argues that OCB is strongly positively correlated to IJS. Finkelstein (2011) considered job satisfaction as the main prerequisite of OCB, arguing that the presence of satisfied employees would lead to better perceptions and a greater sense of belonging to the organization, thus leading to OCB, where employees would engage in activities that go beyond the standard job requirements.

Moreover, Finkelstein (2011) found that IJS and OCB are more strongly correlated than EJS and OCB; due to intrinsically motivated employees displaying additional drivers for engaging in OCB, whereas extrinsically focused individuals were motivated by external goals which fulfill self-interests. Accordingly, this study hypothesizes as follows:

H4: IJS is positively correlated to OCB.

2.7.6 Organizational Citizenship Behavior (OCB) and Creative Performance (CP)

Co-workers improve each other's work by offering creative recommendations, which is a form of OCB. Furthermore, citizenship behaviors can trigger creativity in organizations as they could infiltrate its social structure, modifying the direction of the employees and aligning it with spontaneous creative behaviors. Consequently, OCB and CP have been proven to be beneficial for organizations (Gilmore et al., 2013).

According to the previous findings regarding OCB and CP, this study hypothesizes the following:

H5: OCB is positively correlated to CP.

2.7.7 Employee CSR Perceptions and Creative Performance (CP)

Employee's creative behavior is likely to be influenced by how employees perceive an organization's engagement in socially responsible activities (Chen et al., 2021). Previous literature has stated that there is a positive correlation between employee CSR perceptions and CP (Abdullah et

al., 2017).

Accordingly, this study hypothesizes the following:

H6: Employee CSR perceptions are positively correlated to CP.

2.8 Theoretical Framework

The following conceptual model (figure 1) is built according to Khaskheli et al.'s study (2020). It contributes to the literature by investigating factors influenced by employee CSR perceptions, through assessing the effect of employee CSR perceptions, the indirect effect of IJS and EJS and affective commitment to OCB. This research proposes a modified conceptual model as shown below in figure 1.

The proposed model shown in figure 1 examines whether: (1) employee CSR perceptions positively impact IJS, (2) CSR perceptions and EJS are positively correlated, (3) EJS positively impacts OCB, (4) IJS and OCB are positively correlated, (5) OCB and CP are positively correlated, (6) employee CSR perceptions have a positive impact CP.

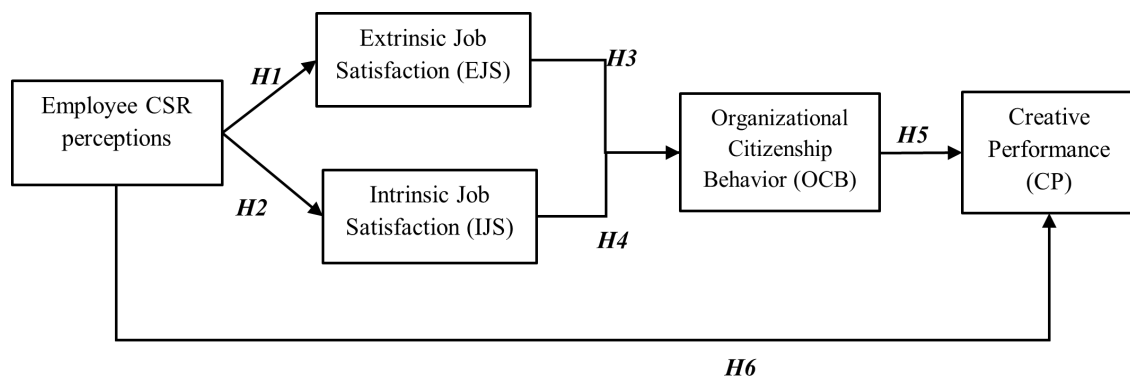


Figure 1: Conceptual Model

3 Methodology

3.1 Research Philosophy

This study follows the positivist paradigm, encompassing the quantitative approach, which adheres to the principal that any research variable can have enumerated results, which can then be utilized to verify or reject priori hypotheses. This philosophy allows for the identification and generalization of causal inferences hence contributing to the existing literature.

The approach employed in this research is deductive, accordingly, the literature review was utilized to develop relevant hypotheses to be tested by the study. The strategy utilized to collect quantitative data for the purpose of this research was surveys, since it provides generalizable results (Sukamolson, 2007). The research followed the mono-method, as it only used the quantitative approach for data collection. This study provided a cross-sectional analysis, providing data for a single timeframe, resembling the nature of the results obtained from survey. Therefore, the data was collected for analysis through a questionnaire,

providing primary qualitative data.

3.2 Quantitative Method Justification

This paper utilizes quantitative metrics that are based on existing literature; this method is proven to be reliable as it has been widely employed by existing research. This study's conceptual framework is based on that of previous studies; implementing the same testing techniques, thus validating the suitability and accuracy of the methods used for model testing (Newman et al., 2018; Mehmood et al., 2020).

Implementing the method of quantitative research for this paper is valid, as it can be used to build and understand the nature, as well as the strength of variable relationships through hypothesis testing, hence explaining any ensuing phenomena. In addition, this type of research aids in quantifying intangible elements such as behaviors, opinions and attitudes about an issue, and producing population-level generalizations (Sukamolson, 2007).

3.3 Survey Justification and Design

Considering that the conceptual model for this research is based on a set of existing theories, the paper is classified as one that follows the deductive research method, where the outcomes are deduced from existing theories. This research calls for the use of the deductive research method, as the hypotheses are based on theories, and the relationships between the elements are tested.

The data for this study has been collected using the survey technique, where a questionnaire was structured for gathering data about the selected variables. The data collection process was conducted over the course of a total of ninety days, meaning that the study is cross-sectional, as it studies several variables for a limited period. The survey, which constituted of twenty-nine questions in total, all of which were close ended, was hosted on Google Forms. The survey was disseminated to the HR departments at the telecommunication companies in question and were then distributed internally to their junior employees through the companies' corporate email systems.

The five-point Likert-scale followed in this research reflects the following stances: "1" corresponding to "strongly disagree" and "5" corresponding to strongly agree. The distributed survey was divided into six subsections; the first subsection constituted a summary of the purpose of this research, reinforcing the confidentiality of the identity of respondents. The subsequent five subsections were divided in correspondence to the variables: Employee CSR perceptions, intrinsic job satisfaction, extrinsic job satisfaction, OCB, and creative performance. Every segment included questions that reflect attitudes towards the variable in question.

3.4 Measurement and Scaling

This section outlines the items utilized in the questionnaire for measuring the research variables. The questions were obtained from secondary sources. See Appendix 1 for the twenty-nine items in the disseminated questionnaire.

Employee CSR Perceptions were measured by Boban et al. (2019); the paper investigated the attitudes and perceptions of employees towards CSR, providing twenty-five questions for this research's questionnaire. Participants were provided with four of the original twenty-five items regarding the extent to which CSR activities affect organizational success, and the organization's attractiveness to external stakeholders, such as shareholders and customers.

Extrinsic Job Satisfaction was evaluated by two different sources, used to develop an inclusive range of questions regarding extrinsic job satisfaction, the two studies provided a total of twenty items. However, the items provided by the two studies were reduced to six and used to evaluate extrinsic job satisfaction. The items assessed satisfaction with working conditions and environment, the degree of autonomy, and manager-employee relations (Kenneth, 2010; Sungmin & Haemoon, 2011).

Intrinsic Job Satisfaction was evaluated by Decker et al. (2009) and Kenneth (2010) who provided twenty-five questions, ensuring that all aspects related to intrinsic job satisfaction are represented. The modified scale included seven questions that evaluated intrinsic job satisfaction. The questions aim to decipher the feelings that employees get from doing their job such as feelings of accomplishment and the attitudes that employees have towards their tasks such as their level of difficulty.

Organizational Citizenship Behavior in this study was measured by a scale developed by (Lee et al., 2002), where six out of the seven original questions were used to evaluate the type of voluntary actions that employees are willing to participate in for the greater good of the organization, including co-worker cooperation and teamwork.

Creative Performance measured the extent to which creativity is prevalent in the performance of employees, using a scale developed by (Zhou & George, 2001), where the original questionnaire included thirteen items, that have been narrowed down to six questions that assess creative idea generation, such as new technologies, and the influence of employees' self-perspective on their creative output. Although the reference used to develop the items for the corresponding variable describes "creativity", the term has been deemed as synonymous with creative performance, hence, justifying the use of the survey as a reference.

3.5 Population and Sample

For this study, the telecommunications industry in Jordan was chosen as a sample, due to the substantial efforts dedicated towards CSR activities in various segments in the country. For instance, a leading company utilizes its resources towards youth, education, sports and others. Another telecommunications company targets people with disabilities, women, in addition to the youth, pursuing campaigns such as digital inclusion, digital education, entrepreneurship, and green energy, which pertain to different areas of life. A third company has dedicated its efforts in CSR towards education, health, art and innovation and additional areas aiming to play a significant role in shaping Jordan's future (Shatara, 2021).

The sample population for the survey included junior employees working at telecommunication companies in Jordan. The sampling technique used in this study is convenience sampling, which is a form of nonprobability sampling, as the sample population is selected based on its convenience to the researcher's objectives.

In addition, the researchers followed the ethical conduct to ensure research integrity; participation was voluntary, and anonymous. The survey was conducted electronically using Google Forms, then sent to the HR departments in the telecommunication companies, before being distributed internally to the employees.

The distributed survey was divided into six subsections; the first subsection constituted a summary of the

purpose of this research, reinforced by the confidentiality of the research and that the collected information would only be used for the purpose of this research. The subsequent five subsections represented the variables: Employee CSR perceptions, IJS, EJS, OCB, and CP. Every segment included questions that reflect attitudes towards the variable in question.

The number of participants in this survey was 344 employees, with the demographics depicted in Table 1. The participating males represented 55.9%, while females were 44.1%; the number of females is relatively high and could be a possible reflection of female empowerment, and higher involvement in the workplace in Jordan. Age was divided into four ranges, with employees 30 years old or younger constituting 36% of respondents, followed by 31- to 40-year-olds being 38.7%. Followed by 41- to 50-year-olds constituting 14.2%. Finally, 51 years and older individuals represented 2.7% of the respondents. In terms of level of educational qualification, employees holding a diploma degree or lower contributed to 2% of participants, whereas bachelor's degree holders constituted 78%. Masters' degree holders were 18.3%, while the rest were doctorate degree holders (1.4%). In terms of years of work experience, employees with less than 5 years of experience, and those with 5-9 years of experience constituted 42.4% and 48.4%, respectively. Meanwhile, employees with 10 years of experience represent the minority of respondents, making up 9%.

Table 1: Demographic Distribution

		Frequency	Percent	Cumulative
Gender	Female	152	44.1	44.1
	Male	192	55.9	100
Age	30 Years or Less	124	36	32.3
	31-40	133	38.7	74.7
	41-50	49	14.2	88.9
	51 Years and Above	38	2.7	100
Highest Qualification	Diploma or lower	7	2	5.3
	Bachelor's Degree	271	78	80
	Masters' Degree	62	18.3	98.3
	Doctorate Degree	4	1.4	100
Years of Experience	Less than 5 Years	145	42.5	35.4
	5-9 Years	166	48.4	90.9
	10 Years and Above	33	9	100.0

3.6 Measurement and Scaling

The developed questions were sent to eleven academic professionals to evaluate the coherence: providing recommendations for improvement. Accordingly, some items have been paraphrased for clarity and conciseness, all twenty-nine questions were translated from English to Arabic, using the translation and back translation method to ensure construct equivalence. Accordingly, the items utilized in the questionnaire were obtained as shown below. The list of questionnaire items is presented in the Appendix.

Employee CSR Perceptions: A 4-item scale developed by Boban et al. (2019) has been adopted in this present study, the items have measured the attitudes and perceptions of employees towards CSR. The reliability for this construct was 0.873.

Extrinsic Job Satisfaction: A 6-item scale has been adopted in this study to measure the level of satisfaction with working conditions and environment, the degree of autonomy, and manager-employee relations. The scale developed by Kenneth (2010) had a reliability coefficient value of 0.887.

Intrinsic Job Satisfaction: A 7-item scale developed by Kenneth (2010) examines aspects related to IJS. The questions aim to decipher the feelings that employees get from doing their job including feelings of accomplishment. The reliability coefficient was 0.889.

Organizational Citizenship Behavior: A 6-item scale was utilized to evaluate the type of voluntary actions that employees are willing to participate in for the greater good of the organization, including co-worker cooperation and teamwork. The scale developed by Lee et al. (2002) has a reliability coefficient equating to 0.913.

Creative Performance: A 6-item scale was developed by Zhou and George (2001), where the scales assessed creative idea generation and the influence of employees' self-perspective on their creative output. The reliability coefficient for this scale equated to 0.939.

4 Findings

4.1 Data Analysis Process

Data analysis process was divided into two stages: 1) measurement model assessing the research model constructs' reliability and validity, and 2) structural model testing the proposed hypotheses in the research model.

4.2 Measurement Model

Firstly, construct reliability and validity were evaluated. Three tests evaluating construct reliability were

employed including: Cronbach's alpha (α), composite reliability (CR), and Dijkstra-Henseler's rho (ρ_A coefficient). As introduced in Table 2, all the constructs' CR, α , and ρ_A values were higher than the recommended value of 0.7 (Hair et al., 2019), indicating that all constructs possess adequate internal consistency reliability. In terms of the evaluation of convergent validity, two metrics were employed including: factor loading, and average variance explained (AVE). Table 2 depicts that all measurement items have loaded sufficiently, with a loading value above 0.707, on their intended theoretical constructs, except IJS6 and EJS7. Accordingly, these two items were deleted. Furthermore, the AVE for each construct was greater than the minimum acceptable value of 0.5, demonstrating the presence of convergent validity (Hair et al., 2019).

Discriminant validity was assessed according to the criterion of Fornell-Larcker (1981) and the heterotrait-monotrait ratio of correlations test (HTMT) (Henseler et al., 2015). Table 3 shows that the $\sqrt{\text{AVE}}$ for each construct was larger than the correlations involving the construct, indicating the existence of discriminant validity. Furthermore, all HTMT values were below 0.85 (see Table 4), confirming the results obtained from the Fornell-Larcker test.

4.3 Structural Model

Having the reliability and validity of the measurement model confirmed, the proposed hypotheses in the research model were examined at this stage. However, before examining the research hypotheses, it is of importance to examine the presence of multi-collinearity issues. Thus, the multi-collinearity was examined by assessing the Variance Inflation Factor (VIF) (Hair et al., 2019). Table 6 shows that all VIF values were less than 3, demonstrating the absence of multi-collinearity issues. As presented in Table 5, CSR had positive influence on EJS ($\beta=0.494$, $p\text{-value}<0.001$) and IJS ($\beta=0.598$, $p\text{-value}<0.001$), indicating that H1 and H2 are supported. Additionally, EJS ($\beta=0.381$, $p\text{-value}<0.001$) had a positive significant effect on OCB, which supports H3. Similarly, IJS showed a significant positive effect on OCB ($\beta=0.468$, $p\text{-value}<0.001$), demonstrating that H4 is supported. Subsequently, H5 is found supported as OCB ($\beta=0.765$, $p\text{-value}<0.001$) had a positive significant effect on CP. Finally, CSR had a significant positive influence on CP ($\beta=0.232$, $p\text{-value}<0.001$), indicating that H6 is supported. While CSR explains a total of 24.4% ($R^2=0.244$) of the variance in EJS, it explains a total of 35.7% ($R^2=0.357$) of the variance in IJS. Such percentages are considered moderate explanatory powers as suggested by Chin (1998) (see Table 6). In addition, a total of 24.4% ($R^2=0.244$) of the variance found in EJS. Both IJS and EJS explain 55.7% ($R^2=0.557$) of the variance in OCB, which is considered a moderate explanatory power.

Finally, OCB explains 58.6% ($R^2=0.586$) of the total variance in CP.

As well, the results show that the research model acquired a high predictive power as all Q2 values were greater than zero, indicating that the proposed model had a

predictive relevance (Hair et al., 2019). The effect size (f^2) for the dependent variables were varied. The effect sizes of CSR on IJS and EJS, and IJS and EJS on OCB, were medium. The effect size of OCB on CP was large.

Table 2: Construct Reliability and Validity

Construct	Code	Loading	α	rho_A	CR	AVE
Creative Performance (CP)	CP1	0.839	0.939	0.939	0.940	0.72
	CP2	0.861				
	CP3	0.853				
	CP4	0.822				
	CP5	0.857				
	CP6	0.859				
Employee CSR perceptions (CSR)	CSR1	0.907	0.873	0.879	0.877	0.632
	CSR2	0.740				
	CSR3	0.784				
	CSR4	0.736				
Intrinsic Job Satisfaction (IJS)	IJS1	0.770	0.889	0.89	0.891	0.571
	IJS2	0.753				
	IJS3	0.749				
	IJS4	0.722				
	IJS5	0.898				
	IJS6	deleted				
Extrinsic Job Satisfaction (EJS)	EJS1	0.722	0.887	0.891	0.888	0.61
	EJS2	0.710				
	EJS3	0.748				
	EJS4	0.729				
	EJS5	0.835				
	EJS6	0.783				
	EJS7	deleted				
Organizational Citizenship Behavior (OCB)	OCB1	0.786	0.913	0.915	0.914	0.636
	OCB2	0.743				
	OCB3	0.877				
	OCB4	0.843				
	OCB5	0.748				
	OCB6	0.778				

Table 3: Discriminant Validity

Construct	CP	CSR	IJS	EJS	OCB
CP	0.849*				
CSR	0.633**	0.795			
IJS	0.652	0.598	0.756		
EJS	0.586	0.494	0.539	0.781	
OCB	0.765	0.624	0.674	0.634	0.797

*Numbers (in bold) on the leading diagonal are the $\sqrt{\text{AVE}}$ for each construct, ** correlation among the constructs
 CSR: corporate social responsibility, EJS: extrinsic job satisfaction, IJS: intrinsic job satisfaction, OCB: organizational citizenship behavior, CP: creative performance

Table 4: HTMT Test

	CP	CSR	IJS	EJS	OCB
CP	-				
CSR	0.629	-			
IJS	0.650	0.596	-		
EJS	0.583	0.491	0.536	-	
OCB	0.764	0.620	0.671	0.633	-

CSR: corporate social responsibility, EJS: extrinsic job satisfaction, IJS: intrinsic job satisfaction, OCB: organizational citizenship behavior, CP: creative performance

Table 5: Hypotheses Testing

Hypothesis	Path	β	Mean	STDEV	T Statistics	Assumption
H1	CSR -> EJS	0.494*	0.496	0.044	11.164	Supported
H2	CSR -> IJS	0.598*	0.600	0.045	13.304	Supported
H3	EJS -> OCB	0.381*	0.380	0.057	6.684	Supported
H4	IJS -> OCB	0.468*	0.470	0.056	8.419	Supported
H5	OCB -> CP	0.765*	0.765	0.033	23.540	Supported
H6	CSR -> CP	0.232*	0.432	0.036	5.851	Supported

STDE: Standard deviation; * P-value < 0.001

CSR: Employee corporate social responsibility perceptions, EJS: extrinsic job satisfaction, IJS: intrinsic job satisfaction, OCB: organizational citizenship behavior, CP: creative performance

Table 6: Predictive relevancy and multi-collinearity evaluation

Construct	VIF	R ²	f ²	Q ²
CP (CP)	-	0.586	-	0.383
Employee CSR perceptions (CSR)	-	-	0.557, 0.323	-
IJS (IJS)	1.440	0.357	0.351	0.176
EJS (EJS)	1.410	0.244	0.233	0.129
OCB (OCB)	-	0.557	1.420	0.325

VIF: Variance inflation factor; f²: effect size; Q²: prediction relevancy

Table 7: Indirect Effect Assessment

Indirect effect path	β	Mean	STDEV	T Statistics	P Values
IJS -> OCB -> CP	0.358	0.360	0.047	7.567	0.000
CSR -> EJS -> OCB	0.188	0.189	0.035	5.373	0.000
CSR -> IJS -> OCB	0.280	0.284	0.047	5.926	0.000
EJS -> OCB -> CP	0.292	0.291	0.046	6.330	0.000

STDEV= Standard Deviation

CSR: Employee corporate social responsibility perceptions, EJS: extrinsic job satisfaction, IJS: intrinsic job satisfaction, OCB: organizational citizenship behavior, CP: creative performance

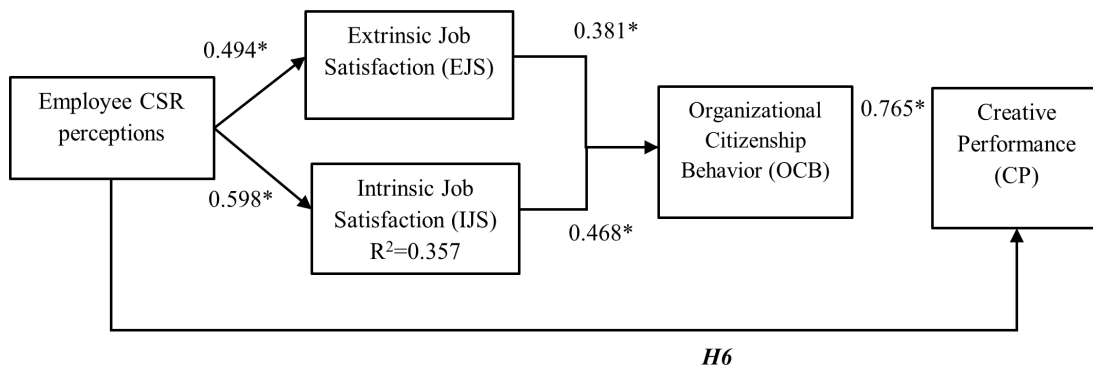


Figure 2: Structural Model (Path Analysis)

4.4 Indirect Effect Assessment

In addition to examining the relationships between the variables directly, this study also showcased that OCB has an indirect effect on intrinsic and extrinsic job satisfaction and creative performance. As well, the results showed that extrinsic and intrinsic job satisfaction indirectly affected employee CSR perceptions and OCB.

All indirect effects have been found to have significant correlations. Specifically, the strongest indirect effect was IJS on CP through OCB ($\beta=0.358$, $p\text{-value} < 0.001$); this indicates that the effect of IJS on CP is carried through OCB. This means that increasing IJS would enhance CP by enhancing OCB. Similarly, the indirect effect of EJS on OCB is found significant ($\beta=0.0.292$, $p\text{-value} < 0.001$). Increased EJS would lead to an increase in OCB, and therefore increase CP. This holds true for the indirect effect of CSR on OCB through EJS ($\beta=0.0.188$, $p\text{-value} < 0.001$) and IJS ($\beta=0.28$, $p\text{-value} < 0.001$) respectively.

The path analysis displayed in figure 2, portrays the relationships among this study's variables. To begin with, the correlations are depicted through the standardized coefficient values, which all hold a positive value indicating a positive correlation among the variables. As well, the

path analysis displays the R^2 values which explains the variance among the relationships between the variables.

5 Discussion

The research found that the independent variable employee perceptions of CSR, positively impacts the four variables: extrinsic job satisfaction, intrinsic job satisfaction, OCB and creative performance. There was a variation in the value of the standardized coefficients (β) for each variable. Indeed, OCB and creative performance had the strongest positive correlation ($\beta= 0.765$), followed by: CSR and intrinsic job satisfaction ($\beta=0.598$), CSR and extrinsic job satisfaction ($\beta=0.494$), intrinsic job satisfaction and OCB ($\beta=0.468$), and extrinsic job satisfaction and OCB ($\beta= 0.381$). Finally, the direct relationship between employee CSR perceptions and creative performance ($\beta= 0.232$) As well, according to the data analysis, all the correlations proved to be significant due to the $p\text{-value}$ being less than 0.001.

In addition, all the mediating variables had an intervening effect among the relevant variables. The strongest mediation effect was that of OCB on intrinsic job satisfaction and creative performance, with the standardized

coefficient (β) being 0.358, followed by the mediating effect of OCB on extrinsic job satisfaction and creative performance ($\beta=0.292$). This is followed by the mediating effect of intrinsic job satisfaction on employee CSR perceptions and OCB ($\beta=0.280$). Finally, the mediating effect of extrinsic job satisfaction on employee CSR perceptions and OCB ($\beta=0.188$). All the mediating relationships are significant since the p-value for all the variables is equal to 0.000.

5.1 Hypothesis One: Employee CSR Perceptions and Extrinsic Job Satisfaction

Employee CSR perceptions are of significance to an organization as they could influence extrinsic job satisfaction. This positive correlation has been a topic of study and some previous research has reinforced the correlation. To begin with, (Boadi et al., 2020) found a positive correlation between employee perceptions of CSR and organizational internal outcomes (employee corporate identification and employee performance), the perceived quality of work life, alongside intrinsic and extrinsic employee work motivation patterns. As well, a paper studied the mediating effect of intrinsic job satisfaction on the direct link between perceptions of external CSR and employee performance (Joana & Filipa, 2019). The findings outlined a mediating effect between external adopted CSR practices and higher extrinsic job satisfaction reflected through performance levels.

In accordance with the above discussion, previous literature examining the effect of employees' CSR perceptions on extrinsic job satisfaction, suggests that there is a positive correlation between the variables (Joana & Filipa, 2019; Boadi et al., 2020). Accordingly, the findings of this study align with the existing literature, suggesting a positive correlation also, that is showcased by the positive standardized coefficient ($\beta=0.494$, p value<0.001).

5.2 Hypothesis Two: Employee CSR Perceptions and Intrinsic Job Satisfaction

The positive impact of employee intrinsic job satisfaction on employee CSR perceptions is prevalent in existing literature. As stated previously, Tziner et al. (2011) examined the effect of employees' CSR perceptions on intrinsic job satisfaction. The study found that the strongest association, among the other variables, existed between CSR and job satisfaction. As well,

Skudiene and Vilte (2012) examined the effect of different types of CSR activities on internal employee motivation, and the research further supported that external

CSR activities are strongly correlated with internal employee motivation.

Additionally supporting this correlation is a study conducted by Al-Ghazali (2021), which examined the effect of the role of psychological capital and moral identity on CSR perceptions and job satisfaction. The study established that there is a positive correlation between CSR perceptions and intrinsic job satisfaction.

Based on the discussion presented by existing literature regarding the positive correlation between employees' CSR perceptions and intrinsic job satisfaction (Ahn, 2020), the findings of this study would support the existing literature, with the data revealing a standardized coefficient value of ($\beta=0.598$, p value<0.001).

5.3 Hypothesis Three: Extrinsic Job Satisfaction and OCB

Individuals who are extrinsically satisfied display a propensity to engage in additional behaviors enhancing the overall organizational environment. The extent to which employees are driven by extrinsic motivators is likely to influence the type of activities which they engage in (Nurjanah et al., 2020). Previous literature has exhibited a variety of results when investigating the correlation between extrinsic job satisfaction and OCB. A study conducted by Williams & Anderson (1991) concluded that there is a positive link between extrinsic job satisfaction and OCB, which are OCB efforts directed towards the organization. The positive correlation between extrinsic job satisfaction and OCB was further supported by (Swaminathan & Jawahar, 2013).

Despite previous literature implying different correlations between extrinsic job satisfaction and OCB (Williams & Anderson, 1991; Vajjayanthi et al., 2011), this study chose to hypothesize that there is a positive relation between the variables, which was confirmed through the data analysis findings of the standardized coefficient ($\beta=0.381$, p value<0.001).

5.4 Hypothesis Four: Intrinsic Job Satisfaction and OCB

Chiboiwa (2011) states that managers must invest efforts towards cultivating an environment which recognizes the importance of intrinsic job satisfaction, as a means of creating OCB among employees. In addition, Margahana et al. (2018) examined the impact of job motivation and satisfaction towards OCB in the health sector. The study also supported the fact that intrinsic job satisfaction positively influences OCB. Marcia (2011), further supporting the above-mentioned studies, affirms that there is a positive correlation between intrinsically motivated employees

and the extent to which they engage in OCB.

As mentioned above, previous literature has thoroughly examined the potential relation between intrinsic job satisfaction and OCB. This could be attributed to the intrinsic and self-driven nature of OCB (Marcia, 2011). This aligns with the hypothesis developed in this study, that is supported by the interpretation of the data, given that the standardized coefficient amounted to ($\beta=0.468$, $p \text{ value}<0.001$).

5.5 Hypothesis Five: OCB and Creative Performance

Creative performance is the outcome of a process of brainstorming, creativity, idea generation, evaluation and implementation. OCB relates to belongingness and a sense of community relating to the organization. The potential interrelation between the two variables has led it to be the subject of research. To begin with, Yaakobi & Weisberg (2020) examined how employees' and managers' collective efficacy had a moderating effect on OCB and performance. The study found that the performance effects of OCB are positively correlated to performance efficiency and creativity.

As well, according to the previous literature, it is suggested that there is a positive link between OCB and creative performance (Multi et al., 2021). Hence, the hypothesis testing provided a standardized coefficient value of ($\beta=0.765$, $p \text{ value}<0.001$), which is the strongest correlation in comparison to the other hypotheses.

Finally, it is evident that the employee perceptions of CSR play a role in determining the extent to which employees exhibit OCB and creative performance. As well, it is apparent that the presence of intrinsic and extrinsic job satisfaction has a positive effect on employees' engagement in OCB and performing creatively in the organization.

5.6 Hypothesis Six: Employee CSR Perceptions and Creative Performance

Employee CSR perceptions and creative performance have been a topic of study by several researchers, (Abdullah et al., 2017). A study conducted by Hur (2018) has examined how compassion at work and intrinsic motivation mediate the relationship between employee CSR perceptions and employee creativity. The study found there to be a positive correlation among the variables, while being mediated by work compassion and intrinsic motivation.

Accordingly, and in alignment with previous research (Mohammed et al., 2021) it is proposed that there is a positive correlation between employee CSR perceptions and

employee creativity. This is, as well, supported by the results of the data analysis of this study, since the standardized coefficient is ($\beta=0.232$, $p \text{ value}<0.001$).

It is worth mentioning as well, that the relationship between employee CSR perceptions and creative performance was weaker in a direct context, than it was in an indirect one. This implies that achieving intrinsic and extrinsic job satisfaction, as well as OCB would yield higher creative performance, than employee CSR perceptions would on their own.

5.7 Theoretical Implications

The findings of this research suggest that both the direct and indirect showcased a positive correlation. Therefore, this study answers the call for investigating variables beyond existing literature when examining the effect of employee CSR perceptions on OCB. Previous literature has examined the mediating effect of effective commitment alongside intrinsic and extrinsic job satisfaction on employee CSR perceptions and OCB (Abdullah et al., 2017). Thus, this study extends existing literature by adding a new organizational contextual factor and examining a mediating conceptual relationship. Moreover, upon the analysis of the data, it was found that investigating the indirect relationship between employee CSR perceptions and creative performance is preferable, which includes extrinsic and intrinsic job satisfaction, as well as OCB. This is due to the strong positive correlation found amongst the indirect relationships between the variables, while the direct relationship among the variables showcased a weaker positive correlation.

According to the researchers' best knowledge, this is a leading study in Jordan, as it is the first of its kind to specifically assess the effect of employee perceptions on creative performance. Furthermore, this is the first time that said variables have been investigated in the telecommunications industry in Jordan. Hence, the application of this research model on a developing country, like Jordan, provides considerable and valuable contribution. Additionally, this is of significance as there is inadequate research available on the Middle East and North Africa (MENA) region, therefore, this study provides a foundation for future research.

It has been outlined in this paper that partaking in behavior that is deemed as socially responsible causes employees to display increased levels of job satisfaction and commitment. Thus, the findings of this research can be utilized by the telecommunications industry in Jordan, to enhance organizational CSR undertakings, achieving results and successfully competing with rivals within the industry.

5.8 Practical Implications

The findings of this study offer additional information for organizations in terms of engaging in CSR activities and sustainable practices that are directly related to business success, and its impact on employee satisfaction with their company's working conditions. Positive employee perceptions of socially responsible activities undertaken by an organization would reflect positively on the organization, as it would result in increased motivation, such as through employee satisfaction with the work environment they work in, and employees feeling a sense of accomplishment when from their jobs.

As well, this would increase the extent to which employees assist each other in their duties and suggest new ways to achieve goals or objectives. This is of significance to the organization as it improves organizational performance (Jahagirdar & Bankar, 2022).

Furthermore, the findings of this study provide decision makers with the basis for increasing the extent to which employees attend functions that are not required, but help the organizational image, as the findings deduced that extrinsically and intrinsically motivated employees both engage in activities to alleviate the potential implications of the absence of others at work.

Moreover, the findings of this study suggest that employee perceptions of sustainable practices positively affect the extent to which employees consider themselves to be risk takers. However, employees are more likely to suggest new ways to achieve goals or objectives when the levels of extrinsic and intrinsic job satisfaction exist alongside high levels of OCB among employees. Accordingly, measures such as recognition systems can be introduced, for instance, an organization can employ the use of rewards, and programs i.e., employee of the month as an effort to amplify employee motivation and satisfaction, empowering employees to search out new technologies and processes and assisting employees in developing adequate plans and schedules for the implementation of new ideas.

6 Limitations and Future Research

This study encompasses several limitations that must be considered in future research. The method adopted in this study is cross-sectional, which is characterized by being time-bound, hence possibly lacking generalizability; this hinders the ability to obtain strong causal inferences between the constructs. Adopting the longitudinal approach in future studies could allow for a comprehensive examination of the inferences, thus providing more accurate results.

In addition, the study's findings are limited to Jordan, a non-western context; hence, future research must consider the cultural context, as it may have influenced the findings.

This is in alignment with Sun et al. (2012), who suggests that the generalizability of a study's findings is hindered by the cultural context. Other recommendations entail targeting a wider sample population, that includes individuals working in sectors other than telecommunications, such as the banking and pharmaceutical industries. Future research is also recommended to further examine other dependent variables relating to organizational performance i.e., financial performance. Additionally, future research is encouraged to examine variables prior to employee CSR perceptions, such as leadership styles.

Also, it is recommended that organizations consult employees while planning CSR activities, as the positive perception of employees towards the undertakings will result in higher creative performance, such as through developing a fresh approach to problem solving.

7 Conclusion

The key question that this study answers is as follows: Do employee CSR perceptions influence creative performance on the job through affecting job satisfaction and OCB? The study constituted as a response to calls to examine the relationship between OCB and CP as well as, examining CP as a new contextual organizational factor. This study examined the direct and indirect effect of employee CSR perceptions on creative performance (CP), and the indirect effect of extrinsic job satisfaction (EJS) and intrinsic job satisfaction (IJS) and organizational citizenship behavior (OCB). The results showed that positive CSR perceptions activities would reflect positively on employee behavior, in terms of EJS and IJS, OCB, and creativity. Upon testing, it was found that higher levels of creativity can be achieved with the presence of EJS, IJS, and OCB, rather than solely relying on positive perceptions of CSR activities. Such insights allowed for the deduction that employees in Jordan value an organization's CSR efforts, which can be used by organizations to introduce measures such as recognition systems, as organization can employ the use of rewards to amplify employee satisfaction. As well, it calls upon future research to examine the effect of employee CSR on other organizational contextual factors. perceptions

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Amro Al-Madadha is an Associate professor in Business Administration department at Princess Sumaya University for Technology, he holds a PhD in Management /Human Resource Management from CardiffMetropolitanUniversity–UnitedKingdom. Amro's research focuses on Leadership, Entrepreneurship, Empowerment, Creativity, Organizational Behavior and Human Resource Management. His research has been published at several international journals.

Farah Shaheen is a recent graduate from Princess Sumaya University of Technology, where she earned a bachelor's degree in Business Administration. Her research is driven by interest in organizational behavior, human resource development, strategic management, as well as the commitment to continuous learning.

Lina Almi'ani is a business administration graduate from Princess Sumaya University for Technology Amman, Jordan. She's been working in the entertainment industry for over 5 years. Helping to build bridges between cultures through entertainment and creating unforgettable experiences for everyone.

Natalie Alsayyed works in project/grants coordination and development in the humanitarian sector - fulfilling her pursuit of positively contributing to the global community. Holding a Bachelor's Degree in Business Administration, Natalie's research interests cover a variety of topics ultimately influencing societal well-being; including employee morale, livelihoods and protection.

Ahmad Samed Al-Adwan is a full Professor of Business Technology at the Business School of Al-Ahliyya Amman University in Jordan. He holds a PhD in Management Information Systems Studies/E-business and an MSc in Information Technology Management from the University of Wales, UK. Dr. Al-Adwan is a member of several international affiliations and has authored and published numerous research articles in various reputable international journals.

Appendix

Construct	Measures
Employees CSR Perceptions (Boban et al., 2019)	1. CSR activities and sustainable practices are directly related to business success 2. Customers/users are willing to pay more for the product/service of a socially responsible company/organization 3. Socially responsible companies that are oriented on sustainable practices, are considered to be more attractive to the investors compared to their competitors 4. Companies that develop and implement CSR and sustainable practices have more chances for success
Extrinsic Job Satisfaction (Kenneth, 2010; Sung-min & Haemoon, 2011)	1. I am satisfied with the way my boss handles his/her workers 2. My job provides steady employment 3. I am satisfied with my company's working conditions 4. My co-workers get along with each other 5. I get a chance to tell people what to do 6. I am satisfied with the physical work environment I work in
Intrinsic Job Satisfaction (Decker et al., 2009; Kenneth, 2010)	1. I can decide on my own how to go about doing my work 2. I am involved in challenging work 3. I have a chance to gain new skills and knowledge on my job 4. I am trusted to make suitable decisions when needed 5. I have chances for on-the-job advancement 6. I get praised for doing a good job 7. I get a feeling of accomplishment from the job
OCB (Lee et al., 2002)	1. I help others who have been absent 2. I willingly give my time to help others who have work-related problems 3. I go out of my way to make new employees feel welcomed in the work group 4. I assist supervisor with his/her work (when not asked) 5. I assist others with their duties 6. I attend functions that are not required, but that help the organizational image
Creative Performance (Zhou & George, 2001)	1. I suggest new ways to achieve goals or objectives 2. I search out new technologies, processes, and/ or product ideas 3. I consider myself to be a good source of creative ideas 4. I consider myself to be a risk-taker 5. I develop adequate plans and schedules for the implementation of new ideas 6. I often have a fresh approach to problem-solving