



From Humanism to Innovation: Exploring the Mediating Effects of Thriving at Work on the Relationship Between Perceived Corporate Humanistic Responsibility and Innovative Work Behavior

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Abstract

Although extensive research on CSR, the literature often overlooks its humanistic component, emphasizing more on satisfying external stakeholders like investors and customers. The humanistic aspect of CSR is crucial as it fosters an organisational environment that promotes employee thriving. Thriving employees possess greater psychological and social resources, catalysing innovative work behaviour. Through the lens of a sensemaking perspective, this research aims to bridge the gap by examining the nexus between CHR—employees' perceptions of how their organisations prioritise well-being and support socially responsible initiatives—and IWB, mediated by TaW. This research contributes to management literature by utilising CHR, an underexplored yet important concept of the humanistic perspective of CSR and examining its indirect effect on IWB through TaW. Data were collected via an online survey from 250 full-time employees across various industries and analysed using Structural Equation Modeling-Partial Least Squares (SEM-PLS). CHR positively affects TaW. Higher levels of TaW subsequently lead to increased IWB. Additionally, TaW mediates the relationship between CHR and IWB. The findings highlight the crucial role of CHR in boosting and sustaining employees' IWB. Organisations must ensure their CSR programs reflect humanistic values promoting employee well-being. For instance, organisations could introduce mentorship programs that pair senior leaders with junior employees, fostering a culture of support and personal development that aligns with the humanistic values central to CHR.

Keywords: Corporate Humanistic Management, Humanism Management, Innovative Work Behavior, Thriving at Work.

1 Introduction

In light of the creation of the United Nations Sustainable Development Goals, there have been burgeoning articles related to Corporate Social Responsibility (CSR) in the management literature in recent decades [1]. The literature has examined both macro consequences of CSR, such as profitability and innovation (i.e. García-Piqueres & García-Ramos, 2022) and micro consequences of CSR towards key employee outcomes. However, despite the proliferated research regarding the consequences of CSR, the literature on the micro consequences of CSR is fragmented for several reasons.

First, comparatively speaking, the number of micro consequences of CSR (hereafter micro-CSR) in the literature is scant compared to the number of literature macro consequences of CSR [3], [4]. Second, the current literature often overlooks the social, humanistic, and internal dimensions of CSR, focusing primarily on satisfying the needs of external stakeholders, such as investors and customers [1]. Second, the current micro-CSR literature has only employed a partial definition and conceptualisation of CSR. For instance, several articles only focus on internal CSR and its related concepts, such as Well-being Oriented Management [5], Green Human Resource Management (GHRM) [6] and Socially Responsible Human Resource Management (SRHRM) [7]. Meanwhile, other articles focus on the external dimension of CSR, such as protecting the ecological environment and organisational engagement with society [8]. This disparage in the micro-CSR literature hinders our understanding of the holistic impact of CSR on employee outcomes, such as employees' innovative work behaviour (IWB). Based on the two aforementioned reasons, Koon & Fujimoto (2023) call for more holistic and humanistic-centered CSR research to better understand the impact of CSR on key employee outcomes. They also developed the concept and measurement of Corporate Humanistic Responsibility (CHR). CHR is a model of CSR that emphasises humanistic responsibility within human resource management, prioritising the well-being of employees as a fundamental aspect of CSR both inside and outside the organisation [9].

Based on the above-discussed backdrop, using a sensemaking perspective, this research aims to examine how CHR influences employees' Innovative Work Behaviour (IWB) through Thriving at Work (TaW) as a mediating variable. Sensemaking refers to the process through which individuals give meaning to ambiguous or complex events by retrospectively constructing and interpreting their experiences within a social context [10]. By perceiving how their organisation prioritises human well-being in both their internal and external CSR activities, the perception will energise and vitalise employees—increasing the perceived thriving at work within employees. Corollary, this increased psychological resource equips employees to catalyse innovation within their work.

This research provides threefold contributions to the Micro-CSR literature. First, this research examines CHR, a holistic CSR conceptualisation from a humanistic perspective. This examination of CHR, instead of general CSR, answers the call for a more humanistic and holistic vision of business management in the management literature. Second, this research examines the impact of both internal and external CSR through CHR—the humanistic perspective of CSR which integrate external and internal dimensions of CSR—as the exogenous constructs in this research. This approach provides holistic point a view of how company social activities affect employee behaviours and

outcome. Last, this research also supports the mutual gain view of HRM and employee well-being debate, supporting the notion that advocating employee well-being provides benefits for both employees and employers.

2 Literature Review

2.1 Humanism, CSR, and CHR

Humanism is a management perspective that focuses on protecting the dignity and the well-being of employees in the organisation [11]. This viewpoint, which departs from standard management theories that place an emphasis on effectiveness and efficiency over human values, highlights the significance of addressing social and human concerns within commercial processes [12]. Leading management scholars have long questioned the premises of traditional management theories, calling for a paradigm shift towards more humanistic approaches, including in the implementation of CSR [9], [12].

CSR has gained significant traction from business professionals and academicians due to the development of the United Nations Sustainable Development Goals [1]. In the academic world, many research studies have been conducted to examine the consequences of CSR on both employee and organisational outcomes. However, Rupp & Mallory (2015) note a need for more examination of CSR consequences on employee outcomes (micro consequences CSR) because the current literature mostly focuses on the consequences of CSR to the external stakeholders (investors and customers). To the best of our knowledge, no research examines the holistic impact of CSR (both internal and external) towards employee outcomes.

In addition, the current literature on the micro consequences of CSR suffers conceptual and operationalisation inconsistency [9]. For example, in internal CSR, especially in HRM, the literature examines Green Human Resource Management's (GHRM) impact on employee organisation outcomes. Similar but different, Shen & Jiuhua Zhu (2011) coined the concept of Socially Responsible Human Resource Management (SRHRM). In addition, Salas-Vallina et al. (2020) developed another similar yet different concept, Well-Being Oriented Management (WOM). It is argued that this myriad conceptualisation of CSR has hindered the progress of micro CSR literature in explicating the holistic impact of CSR on employee outcomes. In addition, Koon & Fujimoto (2023) argue that aforesaid internal CSR through HRM is designed from a depersonalised and dehumanised point of view [9], [11]. Thus, Koon and Fujimoto (2023) coined the concept of Corporate Humanistic Responsibility (CHR), which integrates a humanistic perspective, internal CSR, and External CSR. Further, they also advocate for more attention given to explicating the impact of CHR towards key employee outcomes. Table 1 below summarises the difference between CHR and several other internal, employee-centred CSR conceptualisations.

Table 1. Conceptual Difference among WOM, SRHRM, GHRM, and CHR

Aspect	Well-being-Oriented Management	Socially Responsible Human Resource Management (SRHRM)	Green Human Resource Management (GHRM)	Corporate Humanistic Responsibility (CHR)
Focus	Employee health, happiness, and overall well-being	Ethical practices and social responsibility in HR policies	Environmental sustainability in HR practices	Holistic well-being and dignity of employees within and outside the organisation
Primary Goals	Enhance employee satisfaction, reduce stress, and improve mental and physical health	Promote fairness, equity, and ethical treatment of employees	Reduce the environmental footprint of HR activities	Integrate humanistic values in business, prioritise employee well-being, and promote ethical practices.

2.2 Sensemaking Perspective and CHR

Sensemaking refers to the process by which how individuals construct meaning to an ambiguous or complex event [10]. It also explains the subsequent behaviour resulting from the meaning constructed by the employees [14]. The sensemaking perspective is crucial for understanding the consequences of CHR on employee outcomes. Employee outcomes, such as high job performance, organisational citizenship behaviour, and innovative work behaviour, result from deliberate choices made by employees [15]. These choices are based on whether the employees perceive that making the choice makes sense in the context of their work environment and organisational values.

Employees face arrays of complex events in the workplace that drain their personal resources (i.e. time, knowledge, and energy). Further, in the context of innovative work behaviour, pressure for conducting innovation is higher than ever, especially in this cosmopolitan workplace [16]. In this context, employees need to construct a meaning that can provide justification for navigating themselves in managing the aforesaid event. In organisations that implement CHR, employees perceive that their organisation prioritises human well-being in every activities that the organisations do. This perception is the source of sensemaking justification that their loss of resource is justified as their organizations provides them with abundant resources (such as psychological resource, financial resource, and social resource) to replenish their resource loss due to pursuing innovation in their work.

2.3 CHR, Thriving at Work and Innovative Work Behavior

In a workplace that implements CHR, employees' dignity and well-being are prioritised through implementing five dimensions of CHR. These dimensions provide employees with a supportive environment, resource availability, and psychological safety to thrive in their workplaces, characteristics proven to be the antecedent of TaW [16]. The employee-centric workplace created by implementing CHR provides employees with a supportive environment in which employees are treated in a just and dignified manner [9]. In addition, the CHR also enables holistic training and development and holistic compensation. These two dimensions provide employees with the resources to learn and develop themselves through access to training and development. Last, the dimensions of healthy internal communication and CSR commitment foster employees' psychological safety. The supportive environment, resource availability, and psychological safety create a meaningful workplace that enables employees to feel energised and continuously learn in the organisation (thriving at work). In addition, [4], [17] also provide evidence that a meaningful workplace fosters a sense of thriving. Thus, the first hypothesis of this research is as follows:

Hypothesis 1: CHR positively influences TaW

Further, through the lenses of sensemaking, the positive psychological state of thriving at work gives employees the rationale to make sense of pressure to create an innovation. The employees perceive that their positive psychological state resulting from thriving is an ample resource for them to pursue innovation. Shin et al (2017) prove that sensemaking is needed for employees to pursue the pressure or requirement to innovate in the workplace. In addition, It has been demonstrated that thriving at work improves employees' innovative behaviours by giving them the drive and inspiration to develop and apply new ideas [16]. Moreover, positive emotional states, such as vitality, facilitate expansive cognitive thinking and creative problem-solving [16], [18]. Therefore, the second hypothesis of this research is:

Hypothesis 2: TaW positively influences IWB

Last, conducting innovative work behaviour, although heavily emphasised by business organisations, is an employee's personal choice [19]. Whether the employees will or will not engage in innovative work behaviour depends on whether they perceive that doing so is making sense, as they must manage their work resources to manage their workload. In an organisation that implementing CHR, the employees will have the rationale for making sense of the workplace pressure to do IWB. This is because, by implementing CHR, the organisations provide needed resources, support, and incentives for employees to thrive amid work pressure [9], [11], [12]. Moreover, When employees perceive their organisation's commitment to their well-being through CHR, they are more likely to make sense of their work environment positively, leading to increased innovative behaviours. The sensemaking perspective suggests that innovative behaviour is a deliberate choice by employees based on whether the behaviour makes sense within their work context (Ford, 1996). Thus, through the lenses of a sensemaking perspective, the experience of thriving is a strong justification for pursuing innovation

is making sense. To conclude, The thriving experience is a mediating mechanism through which organisational practices, such as CHR, can foster innovative work behaviours (Porath & Spreitzer, 2012; Spreitzer et al., 2005). Hence the last hypothesis of this research is as follows:

Hypothesis 3: TaW mediates the positive relationship between CHR and IWB

Given the hypothesis above, below is the conceptual model of this research

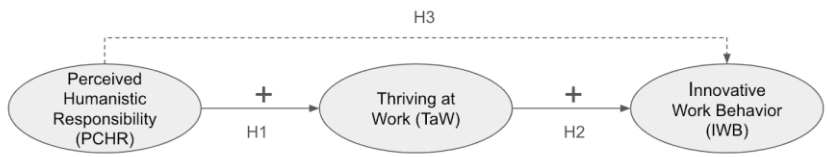


Fig. 1. Conceptual Model

3 Research Method

3.1 Sampling and Survey Procedure

This quantitative research was conducted using a non-probability purposive sampling technique. The study targeted full-time employees across various industries to ensure a diverse and comprehensive dataset. Populix, a survey platform with over 500,000 active respondents from various demographics, was utilised for data collection. This platform's extensive reach provided access to a wide pool of potential participants, aligning with the study's diverse and representative sampling requirements. Furthermore, using Populix ensures respondent confidentiality, thereby reducing the probability of Social Desirability Bias (SDB) occurring. In addition, using Populix eliminates the need for questionnaire distribution through company-owned channels. Instead, Populix uses its own application to select suitable respondents for our research, further reducing the potential for SDB to influence our findings.

The selection criteria for participants were that respondents had to be full-time employees with at least a year's tenure in their respective organisations. This requirement was set to ensure that participants had sufficient exposure to the organisational dynamics and leadership styles relevant to their industries.

Before participants commenced the survey, a confidentiality statement was presented to assure their privacy and allow them to conceal their identity. The sample size was derived from the recommendation by Hair et al. (2021), stating the minimum sample requirement as ten times the number of paths in the research model. Given the two paths in our model, at least 20 respondents were required. In total, 254 responses were received. However, four responses are eliminated due to incomplete responses. Therefore, the final number of responses is 250.

3.2 Measures

3.2.1 Corporate Humanistic Responsibility (CHR)

Corporate Humanistic Responsibility was measured using the CHR questionnaire developed by Koon and Fujimoto (2023). This questionnaire includes multiple items assessing various dimensions of humanistic responsibility within an organisation, focusing on prioritising employee well-being inside and outside the workplace. Participants responded to items such as "My organisation ensures the dignity and well-being of employees through its policies and practices" on a scale ranging from 1 ("Strongly Disagree") to 7 ("Strongly Agree").

3.2.2 Thriving at Work

Thriving at Work was measured using the thriving questionnaire by Porath et al. (2012). This scale assesses employees' sense of vitality and learning at work. Sample items include "I feel alive and vital at work" and "I continue to learn more and more as time goes by," with responses ranging from 1 ("Strongly Disagree") to 7 ("Strongly Agree").

3.2.3 Innovative Work Behavior (IWB)

Innovative Work Behavior was evaluated using a ten-item scale developed by De Jong and Den Hartog (2010). This scale covers four dimensions of IWB: idea exploration, idea generation, idea championing, and idea implementation. Participants responded to items such as "I search out new technologies, processes, techniques, and/or product ideas" and "I promote and champion ideas to others," using a scale from 1 ("Never") to 7 ("Always").

4 Data Analysis and Discussion

Structured Equation Model-Partial Least Square (SEM-PLS) was then used to analyse the data, enabling the investigation of intricate correlations between the observed variables without requiring a larger sample size or normality assumption. Additionally, as this study aims to determine the effects of temporal leadership, SEM-PLS rather than SEM-Covariance Based (SEM-CB) is a better fit for this research.

The SEM-PLS analysis evaluates the inner (structural) model, which shows the relationships between the latent variables, and the outer (measurement) model, which connects the observed variables to their corresponding latent variables. Hair et al. (2017) described that evaluating these models entails many evaluations. Both concurrent validity and reliability were assessed to rate the outer model.

Using indicator loadings and the Average Variance Extracted (AVE), concurrent validity was evaluated. Composite reliability analysis was used to assess reliability. According to the results, all constructions' composite dependability exceeded the acceptable threshold. Following concurrent validity, the Heterotrait-Monotrait (HTMT) score and the Fornell-Lacker criterion were used to evaluate the outer model's discriminant validity.

To investigate the linkage among CHR, TaW, and IWB, the inner model was assessed after the outer model was reviewed to determine the links between the components. The inner (structural) model was assessed after evaluating the outside model. Three main metrics are evaluated to analyse the inner model: R-squared (R^2), F-square (f^2), and Q-square (Q^2).

R^2 , which expresses the percentage of variation in the dependent variables that can be predicted from the independent variables, is a measure of the model's predictive accuracy. According to Cohen (1988), a measure is deemed significant when its value surpasses 0.25, moderate when it rises beyond 0.10, and weak when it rises above 0.02. When a particular exogenous construct is removed from the model, the f^2 measure is used to evaluate the change in R^2 and provides an estimate of the effect size. Values of 0.02, 0.15, and 0.35, respectively, indicate minor, medium, and substantial effects in terms of interpretation [21]. One global validation criterion for PLS path models is the Q^2 measure. It aims to evaluate the model's predictive validity and ascertain its relevance for the dependent constructs. The predictive relevance of the model is indicated by a Q^2 value greater than zero [20].

As shown in Table 2, most respondents were in senior or entry-level positions, each comprising 28.00% of the sample. Middle management comprised 16.40%, while team leaders/supervisors accounted for 14.40%. C-level executives (CEO, CFO, CTO, etc.) represented 5.60% of the respondents. In terms of industry, the largest group was from manufacturing (18.40%), followed by education (12.80%) and finance and insurance (11.20%). Other notable industries included information technology and services (10.00%), retail trade (9.60%), and construction (6.80%). The total number of respondents in this study was 250.

Table 2. Demographic Profile of Respondents

Demographic Profile	Number	Percentage (%)
Gender		
Male	80	32.00%
Female	170	68.00%
Employment Status		
Full-time, contract	88	35.20%
Full-time, permanent	162	64.80%
Position		
Entry level/Junior	70	28.00%
Senior level	70	28.00%
Team leader/Supervisor	36	14.40%
Middle management	41	16.40%
C-level (CEO, CFO, CTO, etc.)	14	5.60%
Staff	16	6.40%
Others	3	1.20%
Industry		
Agriculture, Forestry, Fishing, and Hunting	15	6.00%
Construction	17	6.80%
Education	32	12.80%
Finance and Insurance	28	11.20%
Healthcare and Social Assistance	17	6.80%
Information Technology and Services	25	10.00%
Manufacturing	46	18.40%
Retail Trade	24	9.60%

Demographic Profile	Number	Percentage (%)
Transportation and Warehousing	17	6.80%
Government	3	1.20%
Mining	3	1.20%
Hospitality	13	5.20%
Others	10	4.00%
Grand Total	250	

4.1 Outer Model Assessment

As shown in Figure 2 below, most of the indicators for each respective construct is more than 0.7, reflecting a good level of convergent validity. There are two indicators of thriving in which the loading is below 0.4. Therefore, according to Hair et al (2021), two items, THL4 and THV3, are deleted for subsequent analysis.

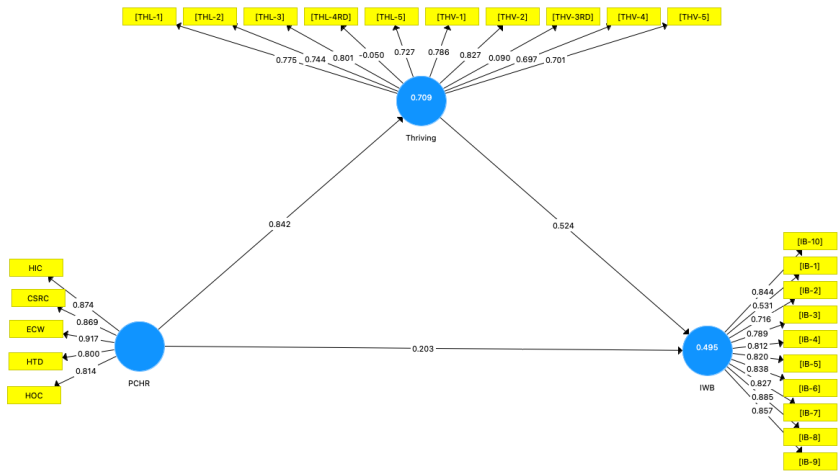


Fig. 2. Outer Model of the research

Next, the PLS Algorithm is used to calculate several metrics for assessing the validity and reliability of the outer model. The result is shown in the Table 3 below.

Table 3. Validity and Reliability Metrics of the Outer Model

Con- struct	Cronbach's Al- pha	Composite Re- liability	Average Variance Ex- tracted (AVE)	HTMT		
				IWB	PCHR	Thriv- ing
IWB	0.934	0.945	0.637			
PCHR	0.908	0.932	0.732	0.694		
TaW	0.894	0.915	0.576	0.756	0.933	

After the deletion of the two stated indicators of thriving at work, the convergent validity of the three constructs of this research, as shown by the AVE value, is at the recommended level due to the AVE value being above 0.5. In addition, for discriminant validity, the HTMT value of each pair of constructs is below 0.9, except for PCHR and thriving. Therefore, excluding PCHR, TaW, and IWB show good discriminant validity. However, although the HTMT value of PCHR does not show a good level of discriminant validity, the cross-loading analysis shows that each dimension of PCHR has the highest loading factor in the PCHR construct. Therefore, PCHR also reflects a good level of discriminant validity. Last, all three constructs show a good level of reliability as both Cronbach's alpha and composite reliability are above 0.7.

4.2 Inner Model Assessment

The inner model assessment was conducted using 10.000 bootstrapping via SMART PLS 3. Table 4 below shows the path beta of the direct and indirect path of the research model.

Table 4. SEM-PLS Inner Model Result

Path	Path Beta	P Values	R ²	f ²	Q ²
PCHR -> TaW	0.842	0.00**	0.709	2.437	0.403
TaW-> IWB	0.521	0.00**	0.494	0.156	0.31
PCHR -> IWB	0.206	0.03**		0.024	
PCHR -> TaW-> IWB (indirect effect)	0.439	0.00**	-	-	-

****significant at 1% level**

As shown above, all the direct and indirect paths are significant at the 1% level, indicating a good fit between the research model and the trends shown by the data of this research. The R² values indicate the proportion of variance explained by the predictors in the model, with CHR explaining 70.9% of the variance in TaW and TaW explaining 49.4% of the variance in IWB. The f² values show the effect sizes, with the CHR to

TaW path having a particularly strong effect size (2.437), while the Q^2 values, which indicate the model's predictive relevance, are above 0, confirming that the model has satisfactory predictive capability. Specifically, the Q^2 values for CHR to TaW (0.403) and TaW to IWB (0.310) suggest that the model has good predictive relevance for these paths. The indirect effect of CHR on IWB through TaW, with a path beta of 0.439, underscores the mediating role of TaW in this relationship. In addition, as shown in the Table 5, inner model Variance Inflation Factor (VIF) is below 5, indicating there is no evidence of Common Method Bias (CMB) exists in the inner model of this research [20].

Table 5. Inner model VIF

	IWB	PCHR	TaW
IWB			
PCHR	3.437		1.000
TaW	3.437		

4.3 Discussion

The study's findings demonstrate how important it is for businesses to practice Corporate Humanistic Responsibility (CHR) to create a positive work environment that makes employees thrive, encouraging Innovative Work Behavior (IWB). The findings are expanded upon in this discussion in light of the body of current literature. The research indicates that CHR significantly influences Thriving at Work (TaW) (path beta = 0.842, $p < 0.01$). This result is consistent with research highlighting the significance of humanistic principles in corporate social responsibility programs. According to Koon and Fujimoto (2023), businesses that put their workers' welfare and dignity first foster an environment where people can flourish. According to this research, implementing CHR practices, like providing fair compensation, promoting psychological safety, and offering comprehensive training and development, significantly improves workers' sense of vitality and learning at work (Kleine et al., 2019). Thus, CHR positively influences Thriving at Work. Additionally, the findings demonstrate that TaW significantly enhances IWB (path beta = 0.521, $p < 0.01$). This fits with the sensemaking perspective, which contends that workers act creatively when they can understand their workplace and see the importance of their contributions (Shin et al., 2017). High energy levels and a commitment to lifelong learning are traits of thriving workers with the psychological resources to solve problems creatively and innovate (Carmeli & Spreitzer, 2009; Kleine et al., 2019). This research supports the idea that an innovative workforce is more likely to display creative behaviours and improve the firm's overall performance. Hence, TaW positively influences IWB. The mediation analysis indicates that TaW mediates the relationship between CHR and IWB (indirect effect path beta = 0.439, $p < 0.01$). In addition, CHR's direct and indirect

effects are significant and show a positive path beta, a condition reflecting a complementary mediation model [22]. Therefore, the relationship between CHR, TaW, and IWB is complementary mediation. This research emphasises how important it is for employees to thrive at work and for CHR to impact creative behaviour. The sensemaking approach theoretically supports this mediation effect, which holds that workers view CHR activities as indicating that their employer prioritises their well-being. Their psychological state is improved by this constructive interpretation, which makes it simpler for them to deal with work-related stress and take part in creative endeavours (Porath & Spreitzer, 2012; Spreitzer et al., 2005). Therefore, TaW mediates the positive relationship between CHR and IWB.

According to the R^2 values, CHR explains 70.9% of the variance in TaW, and TaW explains 49.4% in IWB. These numbers, along with the significant path coefficients, demonstrate the substantial impact of CHR on fostering a positive work environment and, consequently, promoting innovative behaviours among employees. The significance of incorporating humanistic ideals into CSR practices is highlighted by the f^2 and Q^2 values, which further validate the model's significant predictive relevance and effect sizes.

5 Conclusion, implication, and limitation

5.1 Conclusion

This study underscores the vital role of Corporate Humanistic Responsibility (CHR) in fostering a thriving work environment and enhancing Innovative Work Behavior (IWB) among employees. Organisations can create a supportive and empowering atmosphere that significantly boosts employees' sense of vitality and continuous learning by prioritising employee well-being and dignity through CHR practices.

The findings confirm that CHR positively influences Thriving at Work (TaW). This strong positive relationship demonstrates that CHR practices, such as fair compensation, promoting psychological safety, and offering comprehensive training and development, significantly improve employees' sense of vitality and learning at work.

Additionally, the results show that TaW positively influences IWB. This supports the idea that employees are more likely to engage in innovative behaviours when they understand their work environment and see the value of their contributions. Thriving employees, characterised by high energy levels and a commitment to lifelong learning, possess the psychological resources necessary for creative problem-solving and innovation.

The mediation analysis indicates that TaW mediates the relationship between CHR and IWB. This emphasises the importance of a thriving work environment as a crucial mechanism through which CHR influences innovative behaviours. When employees perceive their organisation's commitment to their well-being, they are better equipped to handle work pressures and engage in creative problem-solving and innovation.

5.2 Managerial Implications

Given the findings of this research, organisations should integrate humanistic values into their CSR initiatives to foster a thriving and innovative workforce. Policies promoting fair compensation, psychological safety, and holistic training and development can enhance employee well-being, creating a positive work environment where employees feel valued and supported. Additionally, organisations should cultivate a culture of support and personal development through mentorship programs, open communication channels, and continuous learning and growth opportunities. By doing so, organisations can stimulate innovative behaviours, as employees who feel energised and continuously learn are more likely to engage in creative problem-solving and contribute to the organisation's success.

5.3 Limitation and Suggestion for future research

This study has limitations, which could affect the results and conclusions despite the noteworthy findings. The research initially implemented purposive non-probability sampling. Even though this method facilitated a comprehensive examination, it may restrict the generalizability of the results to other industries or construction companies with distinct organisational structures or cultures.

Secondly, the data were gathered through self-reported measures, which may result in common method bias. In spite that the inner VIF shows that there is no evidence of CMB occurring, the probability of CMB is still exists. The validity of the results may be compromised by the inherent biases or inaccuracies of the employees' perceptions of their performance.

Thirdly, this research only examines the impact of Corporate Humanistic Responsibility (CHR) on Thriving at Work (TaW) and Innovative Work Behavior (IWB). Referring to the CSR literature, there is evidence that employees' perception of CSR influences other key employee outcomes besides IWB, such as organisational identification. Additionally, as CHR places employee dignity and well-being at the core of every CSR activity, exploring the mechanisms through which CHR might positively influence employee well-being can be the objective of future research.

Fourth, this research is based on a dataset of 250 respondents. Although the respondents represent various industries in Indonesia, the sample size limits the generalizability of the findings. Future research should aim to conduct a more comprehensive survey with a larger sample size to enhance the generalizability of the results.

Finally, the inference of causal relationships between employee performance and temporal leadership may be restricted by the cross-sectional design of this research and limited d. More robust evidence of the causal relationships observed in this investigation could be obtained through longitudinal studies.

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