

The Impact of Corporate Social Responsibility on Employee Creativity: Examining the Mediating Role of Work Engagement and the Moderating Role of Prosocial Motivation in Commercial Banks in the Colombo District of Sri Lanka

Logendran Mayuran

Thasika Thanushan

Abstract

Purpose: Though employee creativity is vital for organizational competitiveness, mechanisms through which corporate social responsibility (CSR) perceptions foster work engagement and prosocial motivation remain underexplored. Hence, this study focuses to fill this lacuna on the impact of CSR on employee creativity.

Design/Methodology: This study, underpinned by the broaden-and-build theory, follows a quantitative research approach with the survey design. Data was collected from 295 frontline employees and their supervisors across 40 commercial bank branches in Sri Lanka.

Findings: The findings revealed that CSR perceptions significantly predict work engagement, which in turn positively predict creativity. CSR perceptions also had a positive, direct effect on creativity, supporting partial mediation. In contrast, the interaction term between CSR perceptions and prosocial motivation negatively predicts work engagement, indicating a weakening moderating effect. Moderator and mediator further confirmed that the indirect effect of CSR on creativity via work engagement was strongest at low levels of prosocial motivation, and weakest at high levels.

Theoretical and Practical Implications: These findings suggest that while CSR can enhance creativity through engagement, high levels of prosocial motivation may paradoxically dampen this effect in emotionally demanding roles.

Innovation/Value: The study contributes to CSR literature by uncovering the boundary conditions of prosocial motivation and highlights the importance of balancing CSR initiatives with employee resource capacity.

Keywords: Broaden-and-build theory, Commercial banks, CSR, Work engagement, Prosocial motivation,

Received:
1st October,
2025

Reviewed:
5th January,
2026

Accepted:
30th January,
2026



Mr. Logendran Mayuran is a Senior Lecturer, at the Department of Human Resource Management, Faculty of Management Studies and Commerce, University of Jaffna. Email: mayuranl@univ.jfn.ac.lk

Ms. Thasika Thanushan is a Senior Lecturer, at the Department of Human Resource Management, Faculty of Management Studies and Commerce, University of Jaffna. Email: ythasika@univ.jfn.ac.lk

DOI: <https://doi.org/10.33939/SLJM.30.02.02.2025>

Introduction

Corporate Social Responsibility (CSR), defined as a firm's voluntary actions to promote social good beyond its immediate interests, legal obligations, and shareholder demands (Waldman et al. 2006), has emerged as a prominent research area across business disciplines (Oh et al., 2023). Although CSR is not primarily profit-driven, studies suggest a consistent positive relationship with financial performance (Coelho et al., 2023). Scholars have long attributed this link to mechanisms like enhanced corporate reputation and customer loyalty (Le, 2023). However, these factors alone fail to explain fully the sustained organizational performance observed in firms that actively engage in CSR (Oh et al., 2023).

In recent years, scholars have revealed how employees perceive their company's efforts in CSR, which plays a partial mediating role in the CSR-performance relationship (Rupp et al., 2018). Specifically, when employees view their company as genuinely committed to CSR, this perception fosters work-related positive attitudes and behaviors that enhance organizational effectiveness (Story & Neves, 2015). Empirical evidence shows that favorable employee attitudes toward CSR are associated with improved organizational commitment (George et al. 2020), organizational identification (Brammer et al. 2015), job satisfaction (Murshed et al. 2021), retention intentions (Kumar et al. 2021), and organizational citizenship behavior (Kunda et al., 2019). Despite the growth of micro-CSR research, which examines CSR's psychological effects on employees, a critical gap remains unexplored. Prior studies have extensively explored employees' organizational attitudes and contextual performance, the specific task-level behaviors through which CSR perceptions directly drive organizational success remain unclear (Oh et al., 2023).

Recent evidence highlighting the positive link between CSR perceptions and employee creativity provides valuable insights that enrich the existing CSR literature. Numerous studies confirm that employees' perceptions of their employer's active CSR engagement foster greater creative behaviors (Ahmad et al., 2024; Hur et al., 2018; Hou et al., 2019; Chaudhary & Akhouri, 2019; Bhatti et al., 2023). Employee creativity, defined as the ability to produce original and effective responses to challenges encountered in the workplace (Volery & Tarabashkina, 2021), is not only a key aspect of task performance (Pattnaik & Sahoo, 2021; Wang, 2016), but also a vital contributor to an organization's ability to remain competitive and thrive (Martini et al., 2024; Maier et al., 2014). Research on the CSR-creativity link suggests that CSR initiatives can play a pivotal role in boosting overall organizational outcomes by fostering positive task-oriented behaviors among employees.

Since studies in this area are still in their infancy, there is a need for further theoretical and methodological development. First, the processes through which CSR perceptions influence employee creativity have yet to be identified clearly. While Amabile's (1983) framework focuses on three fundamental elements of creativity in the workplace: knowledge, thinking style, and task motivation, prior studies have explored mediators that diverge from this framework, such as social capital (Bhatti et al. 2023), workplace compassion (Hur et al. 2018), and meaningfulness (Chaudhary & Akhouri, 2019). This theoretical disconnect undermines understanding of the CSR-creativity relationship. Secondly, prior research has largely overlooked individual-level boundary conditions. Only a few studies have examined moderating factors like creative self-efficacy (Abdullah et al., 2017) and personal values (Ahmad et al. 2024), despite evidence that individual differences shape responses to CSR initiatives (Oh et al., 2023). This gap compromises practical applicability, as employees react differently to CSR based on personal characteristics. A third limitation concerns methodology. Existing studies predominantly rely on self-reported data and cross-sectional designs (Bhatti et al. 2023; Chaudhary & Akhouri, 2019), which introduce risks of common method bias and prevent proper causal inferences.

This study advances the current understanding of how CSR perceptions influence creativity by revising the mediating mechanism theory, exploring individual-level boundary conditions, and employing multisource data for robust evidence. We propose that work engagement mediates the relationship between CSR perceptions and creative work behaviors, consistent with Pattnaik and Sahoo's (2021) perspective on engagement as a key driver of individual creativity. Drawing from Rupp et al.'s (2006) framework of deontic justice in CSR, we suggest that employees derive a deeper sense of purpose from their interpretations of CSR efforts, which in turn strengthens their engagement at the workplace. Furthermore, based on Fredrickson's (2001) broaden-and-build theory, we posit that this heightened engagement, along with its associated positive emotions, fosters greater creativity. Additionally, based on the theoretical lens of needs-supplies fit (Edwards, 1991), we argue that prosocial motivation serves as a moderator of the relationship between CSR perceptions and outcomes such as work engagement and creativity. We examine prosocial motivation as a potential moderator in this study because it is a well-established driver of prosocial behaviors, including CSR initiatives (Grant, 2008; Shao et al., 2017; Glavas et al., 2024; Song et al., 2023). Following Grant's (2008) foundational work linking prosocial motivation to prosocial behaviors, subsequent research has explored its effects across various levels of analysis, from individuals to groups (Kil et al., 2021; Martin & Olson, 2015). While prosocial

behaviors benefit organizations and communities, they also entail costs, as individuals must invest time and energy that could otherwise enhance job performance (Bolino & Grant, 2016). Consequently, attitudinal and behavioral responses to CSR and similar initiatives depend heavily on individuals' underlying motivations for participating in or supporting such activities. Prosocial motivation, by reinforcing perceptions of value alignment, shapes how individuals interpret their involvement in prosocial actions (Schneider & Weber, 2022). Thus, it serves as a critical moderating factor in determining the outcomes of CSR perceptions.

This study focuses on several important points. First, as a micro-CSR study, it examines prosocial motivation as a boundary condition, responding to Hsieh et al.'s (2022) call for greater attention to individual motivation in CSR research, given its influence on employee compliance, advocacy, and engagement with CSR initiatives. By investigating how prosocial motivation shapes employees' CSR-related attitudes and behaviors, this research contributes to a deeper understanding of how CSR and prosocial motivation jointly affect employees' psychological experiences. Second, the study strengthens theoretical explanations of the CSR-task behavior mediation chain. While micro-CSR studies have primarily utilized social identity theory (Tajfel & Turner, 1986) to explain CSR's effects on employee outcomes (De Roeck et al., 2016; Brammer et al., 2015), particularly how CSR-enhanced employer reputation boosts employee identification and subsequent pro-organizational behaviors, this perspective explains CSR's impact on task-related behaviors like creative performance rather inadequately. Our research addresses this gap by demonstrating that work engagement, not just organizational identification or pride alone, serves as the critical mechanism linking CSR to beneficial task-related behaviors, offering a more complete understanding of how CSR influences different employee behavioral domains. Third, these findings provide a detailed, micro-level explanation of the extent to which an organization's ethical context influences its innovativeness. While prior studies have established a positive relationship between ethical climate and innovative performance at a macro level (Koo Moon et al., 2014; Shafique et al., 2020), there has been a lack of micro-level theory and empirical evidence (Oh et al., 2023). Our research addresses this gap by offering micro-level insights on and empirical support for the role of CSR, a key representation of ethical organizational contexts (Oh et al., 2023), in fostering creativity. Accordingly, this study focuses on the following questions.

- Do employees' perceptions of corporate social responsibility (CSR) affect their creativity in commercial banks in Sri Lanka?

- Does work engagement mediate the relationship between employees' CSR perceptions and their creativity in commercial banks in Sri Lanka?
- Does prosocial motivation moderate the relationship between CSR perceptions and work engagement, such that the positive association between CSR perceptions and work engagement is stronger among employees with higher prosocial motivation in commercial banks in Sri Lanka?
- Does prosocial motivation moderate the indirect effect of CSR perceptions on creativity through work engagement in commercial banks in Sri Lanka?

Literature review

CSR perceptions and work engagement

Schaufeli et al. (2002) conceptualized work engagement as a positive, fulfilling, work-related state of mind characterized by three key dimensions: vigor, dedication, and absorption. Vigor refers to high levels of energy and mental resilience while working; dedication reflects a sense of significance, enthusiasm, and inspiration; and absorption involves being fully concentrated and happily engrossed in one's work, often resulting in a distorted sense of time. Engaged employees bring their whole selves to their roles; they are passionate, fully present, and invested physically, mentally, and emotionally. When workers are highly engaged, they experience a ripple effect: heightened energy, a strong sense of efficacy, and deep fulfillment that extends beyond work into their personal lives (Salanova et al., 2010). May et al. (2004) argued that psychological meaningfulness, defined as the perception that one's work is valuable, worthwhile, and contributes to a greater purpose, is a critical antecedent of work engagement. When employees invest their physical, cognitive, and emotional energies into their job roles, they experience a heightened sense of significance and purpose in their work. Similarly, Rich et al. (2010) emphasized that meaningful work encourages employees to devote themselves fully to their tasks, thereby enhancing their engagement and performance. As individuals spend a substantial portion of their lives at work, deriving meaning from it becomes essential for both engagement and overall life satisfaction.

CSR helps employees find greater meaning in their work (Oh et al., 2023), which stems from deontic need, the innate human drive to be treated justly and to have one's dignity acknowledged (Folger, 1998). Individuals derive a sense of meaningfulness through involvement in pursuits that satisfy their inherent desire for purpose (Bucciarelli &

Johnson-Laird, 2005). In line with the deontic justice perspective, employees satisfy their deontic needs upon recognizing their employer's active CSR participation (Rupp et al., 2018), as it signals that their moral expectations are met. Deontic needs motivate concern for both fair treatment of oneself (first-party justice) and others (third-party justice) (Rupp et al., 2018), with "others" encompassing not just coworkers but also external stakeholders (Rupp et al., 2006). Engagement in CSR initiatives enables employees to interact with a wide array of external groups, including the public, clients, vendors, and NGOs (Dahan et al., 2010), allowing them to see how their contributions advance societal welfare, thereby enhancing their sense of meaningfulness (Kim et al., 2014). As meaningfulness is a key driver of work engagement (Kahn, 1990), those who perceive CSR favorably are more likely to feel engaged in their roles, indicating a positive relationship between CSR perceptions and work engagement.

Theoretical background

This study is primarily grounded in the broaden-and-build theory of positive emotions (Fredrickson, 2001), complemented by deontic justice theory (Rupp et al., 2006) and the needs-supplies fit perspective (Edwards, 1991). According to the broaden-and-build theory, positive emotions expand individuals' momentary thought-action repertoires and help build enduring psychological resources, such as cognitive flexibility, intrinsic motivation, and resilience, which are critical antecedents of creativity (Fredrickson, 2001). Within the CSR context, favorable CSR perceptions evoke positive emotions and a heightened sense of meaningfulness by fulfilling employees' deontic needs for moral justice and concern for others (Rupp et al., 2018), thereby broadening cognitive engagement and stimulating creative thought processes. However, despite the extensive use of social identity theory in micro-CSR research to explain attitudinal outcomes such as organizational identification, commitment, and pride (Brammer et al., 2015; De Roeck et al., 2016), comparatively limited attention has been paid to explaining task-level outcomes, such as employee creativity, through emotion-based and motivational mechanisms. Moreover, prior CSR-creativity studies have largely overlooked how individual differences shape employees' psychological and behavioral responses to CSR initiatives (Oh et al., 2023). By addressing this theoretical gap, the present study integrates the broaden-and-build theory with the deontic justice and needs-supplies fit perspectives to explain how CSR perceptions translate into creativity through work engagement (Kahn, 1990; Amabile, 1983) and when this process is strengthened or weakened by employees' prosocial motivation (Grant, 2008; Edwards, 1991).

Hypotheses formulation and conceptual framework

Work engagement and creativity

Drawing on the broaden-and-build theory (Fredrickson, 2001) and the deontic justice theory (Rupp et al., 2006), this study proposes that employees' positive CSR perceptions foster work engagement, which in turn enhances creativity. When employees perceive their organization as socially responsible, their deontic needs for moral fairness and concern for others are fulfilled, generating positive emotions and a heightened sense of meaningfulness (Rupp et al., 2018; Kim et al., 2014). According to the broaden-and-build theory, these positive emotional states expand employees' cognitive and motivational resources, leading to higher levels of work engagement (Kahn, 1990; Schaufeli et al., 2002). In turn, consistent with the componential theory of creativity (Amabile, 1983), engaged employees experience stronger task motivation and enhanced creativity-relevant processes, enabling them to generate novel and useful ideas. Accordingly, work engagement is expected to mediate the relationship between CSR perceptions and employee creativity. Amabile (1983) identified three individual-level contributors to creativity: domain-relevant knowledge (what one knows), creativity-relevant processes (how one thinks and works creatively), and task motivation (why one engages with the task). Among these, domain-relevant knowledge reflects the level of specialization and understanding within a specific field. Creativity-relevant processes involve the unique ways individuals approach problems, shaped by their dispositions, mental habits, and cognitive styles that support original idea generation. Meanwhile, task motivation highlights the internal enthusiasm and commitment that fuels the pursuit of innovative outcomes (Amabile, 1983). Being engaged in work enhances creativity by reinforcing creativity-relevant processes as well as task motivation.

People who demonstrate high levels of work engagement typically report strong feelings of energy, passion, happiness, competence, self-esteem, and influence over their environment (Bakker, 2011). These psychological states consistently foster positive emotions (Bakker, 2011). The broaden-and-build theory (Fredrickson, 2001) suggests that experiencing positive emotions can temporarily widen one's range of thoughts and actions, ultimately contributing to the development of lasting internal resources. When cognitive capacity is expanded in this way, people are more capable of viewing problems through multiple lenses and identifying novel approaches (Nishant et al., 2020), which reflects a significant enhancement in creativity-relevant processes. Additionally, building internal assets like self-efficacy and optimism (Bakker et al.,

2014) helps people sustain engagement with new ideas (Fredrickson, 2001), reflecting heightened task motivation. Essentially, highly engaged employees frequently feel uplifted emotions such as enthusiasm and joy (Bakker et al., 2008), which enhance their ability to approach problems creatively, persistently seek novel solutions, and ultimately foster workplace creativity. Recent empirical evidence has confirmed these relationships, demonstrating that work engagement is positively associated with employee creativity (Bakker et al., 2020; Inam et al., 2021; Aldabbas et al., 2023). The theoretical reasoning and evidence discussed above collectively support the following mediation hypothesis:

H₁: Work engagement mediates the positive relationship between employees' CSR perceptions and creativity.

Moderating effect of prosocial motivation

Prosocial motivation refers to the intention to support others, driven by sincere care for their well-being (Grant, 2008). A critical distinction lies between individuals with high and low prosocial motivation: those high in prosocial motivation prioritize others' welfare, while those low in it tend to exhibit self-centered behaviors. Given its demonstrated benefits for employees and organizations, prosocial motivation has garnered significant attention in organizational research (Oh et al., 2023). For instance, it enhances job security, work engagement, and job performance (Shin & Hur, 2021), while also fostering organizational citizenship behavior (Arshad et al., 2021), knowledge sharing (Thuan & Thanh, 2020), and helping behaviors (Choi & Moon, 2016). Though prosocial motivation may be viewed as a temporary state or a stable trait (Grant, 2008), prior research has predominantly treated it as a stable trait (Thielmann et al., 2020). This study similarly adopts this trait perspective.

The needs-supplies fit perspective (Edwards, 1991) posits that when the workplace aligns with what employees require, they are more likely to find their jobs meaningful (Westerman & Yamamura, 2007), prompting greater time and effort investment (Raziq & Maulabakhsh, 2015). Pro-socially motivated individuals seek roles that allow them to help others (Bolino & Grant, 2016) and value fair treatment from their organizations. CSR aligns with these aspirations, as it involves organizational efforts to benefit internal and external stakeholders (Dahan et al., 2010). Such initiatives provide employees opportunities to impact communities and beneficiaries (Rupp et al., 2018) while reinforcing third-party fairness (Rupp et al., 2018). Thus, employees with strong

prosocial motivation are more likely to find CSR initiatives meaningful, which in turn enhances their level of work engagement. Conversely, those who exhibit lower levels of prosocial motivation may not perceive the same value in CSR efforts, leading to a weaker impact on their engagement at work. Supporting this, Bolino and Grant (2016) demonstrated that prosocial values enhance how strongly task significance influences job performance, while Moon et al. (2008) provided evidence that other-orientation strengthens the link between justice climate and organizational citizenship behavior. Building on these insights, we propose that prosocial motivation intensifies the positive association between CSR perceptions and work engagement.

Building on the needs–supplies fit perspective (Edwards, 1991), this study further argues that the strength of the relationship between CSR perceptions and work engagement depends on employees' prosocial motivation. Pro-socially motivated employees derive meaning from contributing to the welfare of others and are therefore more sensitive to organizational CSR initiatives (Grant, 2008). When CSR initiatives align with this motivational orientation, employees experience greater meaningfulness and emotional resonance, which enhances their engagement at work (Rupp et al., 2018; Shin & Hur, 2021). Thus, prosocial motivation is expected to condition the extent to which CSR perceptions translate into work engagement, and consequently, influence employee creativity.

Extending this logic, we further propose that prosocial motivation intensifies the indirect influence of CSR perceptions on creativity via work engagement. Since CSR aligns with the intention to benefit others, prosocial motivation should enhance the positive relationships among CSR perceptions, work engagement, and creativity. Accordingly, the indirect influence of CSR on creativity via work engagement is likely to be stronger among individuals who are highly pro-socially motivated. Conversely, for those with low prosocial motivation, the weaker sense of meaningfulness from CSR will attenuate this indirect effect.

H₂: Employee prosocial motivation will moderate the association between CSR perceptions and work engagement, such that individuals with elevated prosocial motivation will experience a stronger positive relationship.

H₃: Prosocial motivation will moderate the indirect link between CSR perceptions and creativity through work engagement, such that this indirect effect will be more pronounced for employees exhibiting high prosocial motivation.

Based on the above arguments and hypotheses, the following framework is developed as denoted in Figure 1.

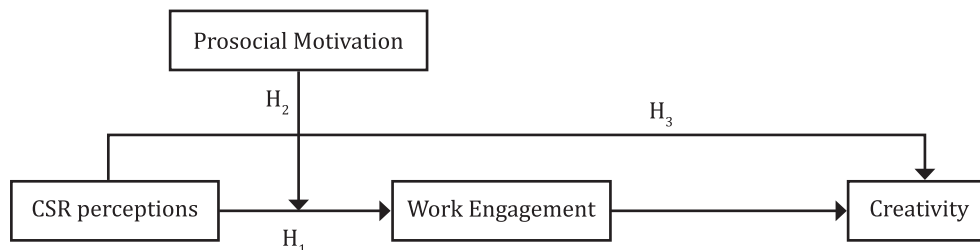


Figure 1: Conceptual framework

Methodology

Research approach

This study adopts a hypothetico-deductive approach within the quantitative research paradigm. The hypothetico-deductive method involves formulating hypotheses based on existing theories and testing them through empirical observation and statistical analysis. This approach is suitable for examining causal relationships among variables such as corporate social responsibility (CSR), work engagement, prosocial motivation, and employee creativity. In this study, hypotheses are derived from established theoretical frameworks and prior empirical findings to test the proposed model in the context of Sri Lanka's banking sector. Owen, (2025); and Arachchi & Mendis, (2021) also followed a similar methodology in their CSR related studies. Similar methodological approaches have been employed in previous studies investigating workplace behavior and employee outcomes (Hochwarter et al., 2003; Hülshager et al., 2013) as well, ensuring both theoretical rigor and empirical validity.

Measures

To assess the study variables, we employed established measures, with responses recorded on a five-point rating scale ranging from 1 ("strongly disagree") to 5 ("strongly agree"). We measured employees' CSR perceptions using Wagner et al.'s (2009) three-item scale. A sample item is: "My organization is a socially responsible company". The reliability of the scale was acceptable, as indicated by a Cronbach's alpha value of 0.73.

Work engagement was based on Schaufeli et al.' (2006) on a nine-item scale. A sample item is: "I feel bursting with energy". The scale demonstrated excellent reliability (Cronbach's $\alpha = 0.88$). Prosocial motivation was measured on Grant's (2008), four-item scale. A sample item is: "Why are you motivated to do your work? Because I care about benefiting others through my work". Internal consistency for the scale was confirmed, with Cronbach's α reaching 0.82.

Employee creativity was assessed using Coelho and Augusto's (2010) four-item scale. A sample item is: "This employee tries to be as creative as he/she can in his/her job". The internal reliability of the scale was supported by Cronbach's alpha value of 0.86, indicating a strong level of consistency among the items. To account for potential confounds, the demographic variables were controlled, including gender, age, educational level, and organizational tenure. Prior research confirms that these factors play a significant role in shaping work engagement (Khodakarami & Dirani, 2020; Douglas & Roberts, 2020; Bal et al., 2013) as well as fostering employee creativity (Binnewies et al., 2008; Syamsidah et al., 2023; Lundmark & Björkman, 2011).

Data collection

Customer-facing staff and their direct managers were selected from 40 randomly chosen branches of licensed commercial banks in Colombo, Sri Lanka. The branches were chosen from the Central Bank of Sri Lanka's official list to ensure representativeness (Central Bank of Sri Lanka, 2020). The banking sector is a cornerstone of Sri Lanka's economy, contributing significantly to its GDP and employment, making it a critical context for organizational research (Hettiarachchi, 2021). Despite its traditional conservatism, creativity has become increasingly vital in the banking industry for fostering innovative financial products, improving customer experiences, optimizing operations, and staying competitive in a digital-first era (Harrington Starr, 2024; Dash & Devs, 2025). The participating banks also demonstrate CSR commitments, supporting IT education, digital literacy, scholarships, and financial literacy programs; environmental sustainability through green financing, conservation, and waste reduction; and community welfare initiatives, including healthcare and disaster relief.

Upon securing consent from the banks' Human Resources departments, we obtained from branch managers a list of employees with at least one year of service. From this list, we randomly selected 5–8 employees per branch, ensuring diverse representation across roles such as teller operations, customer relations, loan processing, and new

account opening. Each participant was given a package that included an introductory letter, a self-guided questionnaire, and a return envelope. This letter emphasized the voluntary nature of participation and ensured both anonymity and confidentiality. Participants were instructed to complete the survey, seal it in the provided envelope, and return it directly to the researchers.

To address concerns about common method bias (Podsakoff et al., 2012), data were collected from multiple sources and at different points in time. At Time 1, employees provided data on their CSR perceptions, work engagement, social motivation, and demographics. Two months later, at Time 2, supervisors evaluated their employees' creativity. This staggered approach strengthened the validity of our findings by reducing potential biases associated with single-source or single-time-point data.

Descriptive statistics were computed to summarize the demographic characteristics of the sample and provide an overview of the key study variables. A total of 320 questionnaires were distributed, and 295 completed questionnaires were returned, yielding a response rate of 92.2%. Of the 295 participants, 58% was male and 42% was female. The average age of respondents was 31.4 years ($SD = 6.1$), and the average organizational tenure was 6.3 years ($SD = 3.7$). Regarding educational qualifications, 12% held G.C.E. Advanced Level qualifications, 38% held diplomas, 45% held bachelor's degrees, and 5% had postgraduate qualifications. In terms of marital status, 60% of the participants was single, while 40% was married. Regarding occupational roles, 30% was employed in teller operations, 25% in customer service, 16% in loan processing, 18% in new account opening, and the remaining 11% held various support or administrative roles within the bank. The demographic profile of participants provides valuable context for interpreting the study's findings on employee creativity, CSR perceptions, and prosocial motivation in Sri Lanka's commercial banking sector.

Operationalization

The operationalization of the study variables was guided by established theoretical definitions and validated measurement scales widely used in prior research. CSR perceptions were measured using Wagner et al.'s (2009) scale, which captures employees' overall evaluations of their organization's social responsibility efforts. Work engagement was operationalized using Schaufeli et al.'s (2006) Utrecht Work Engagement Scale, reflecting vigor, dedication, and absorption, consistent with its conceptualization in engagement theory. Prosocial motivation was measured using

**The Impact of Corporate Social Responsibility on Employee Creativity:
Examining the Mediating Role of Work Engagement and the Moderating Role of
Prosocial Motivation in Commercial Banks in the Colombo District of Sri Lanka**

Grant's (2008) scale, grounded in motivational theory and extensively applied in CSR and prosocial behavior research. Employee creativity was assessed through supervisor ratings using the scale developed by Coelho and Augusto (2010), aligning with task-level creativity conceptualizations. All scale items were adapted to the banking context without altering their conceptual meaning, ensuring content validity and theoretical consistency. The use of previously validated instruments enhances the reliability, construct validity, and comparability of the findings in line with existing CSR and creativity literature.

Data analysis

Reliability and validity outcomes are displayed in Table 1 below.

Table 1: Measurement model (reliability and validity)

Variable	Cronbach's Alpha	No. of Items	Composite Reliability (CR)	Average Variance Extracted (AVE)
CSR perceptions	0.73	3	0.79	0.56
Work Engagement	0.88	9	0.92	0.60
Prosocial Motivation	0.82	4	0.86	0.58
Employee Creativity	0.86	4	0.88	0.62

Source: Data analysis

According to Table 01, to assess the reliability and validity of the constructs, we examined Cronbach's alpha, composite reliability (CR), and average variance extracted (AVE) values (see Table 1). All constructs demonstrated satisfactory internal consistency, with Cronbach's alpha values ranging from 0.73 to 0.88, all exceeding the recommended threshold of 0.70 (Nunnally, 1978). Similarly, the CR values ranged from 0.79 to 0.92, confirming construct reliability. The AVE values were all above 0.50, indicating adequate convergent validity (Fornell & Larcker, 1981). Collectively, these results suggest that the measures used in this study are both reliable and valid for further analysis. These results are indicated in Table 2.

Table 2: Structural model – Path analysis using AMOS

Path	Standardized Estimate (β)	S.E.	C.R. (t-value)	p-value	Significance
CSR Perceptions → Work Engagement (a)	0.41	0.06	6.83	< 0.001	Significant
Work Engagement → Creativity (b)	0.53	0.07	7.57	< 0.001	Significant
CSR Perceptions → Creativity (c)	0.16	0.06	2.67	0.008	Significant
CSR × Prosocial → Work engagement (interaction)	-0.14	0.05	-2.80	0.006	Significant

Source: Data analysis

According to Table 2, the hypothesized structural model was tested using SEM. Results indicated that CSR perceptions had a significant positive effect on work engagement ($\beta = .41$, $SE = .06$, $CR = 6.83$, $p < .001$), supporting H1. Work engagement, in turn, positively predicted creativity ($\beta = .53$, $SE = .07$, $CR = 7.57$, $p < .001$), providing support for H2. The direct effect of CSR perceptions on creativity was also positive ($\beta = .16$, $SE = .06$, $CR = 2.67$, $p = .008$), indicating partial mediation, and thereby supporting H3.

In addition, the interaction term between CSR perceptions and prosocial motivation negatively predicted work engagement ($\beta = -.14$, $SE = .05$, $CR = -2.80$, $p = .006$). This finding supports the moderating hypothesis (H2), demonstrating that the positive relationship between CSR perceptions and work engagement becomes weaker at higher levels of prosocial motivation. Bootstrapping procedures with 5,000 resamples were employed to examine the indirect effects. Results indicated that CSR perceptions had a significant indirect effect on creativity through work engagement ($\beta = .22$, 95% CI [.12, .32]), supporting the hypothesized mediation (H3). The confidence interval did not include zero, confirming the robustness of the indirect effect.

Furthermore, the moderated mediation hypothesis was also supported. The conditional indirect effect of CSR perceptions on creativity through work engagement varied depending on the levels of prosocial motivation. Specifically, the indirect effect was stronger at low levels of prosocial motivation ($\beta = .25$, 95% CI [.14, .39]) and weaker at high levels of prosocial motivation ($\beta = .11$, 95% CI [.04, .21]). This pattern indicates that prosocial motivation attenuates the mediating role of work engagement in the CSR–creativity relationship, thereby confirming the moderated mediation hypothesis. Table 03 demotes the model fit indices.

Table 3: Model fit indices (AMOS Output)

Fit Index	Model Value	Recommended Value
Chi-Square/df (CMIN/df)	1.70	< 3.0
GFI	0.930	≥ 0.90
CFI	0.940	≥ 0.90 (≥ 0.95 = excellent)
TLI	0.925	≥ 0.90
RMSEA	0.049	< 0.08 (ideal < 0.06)
SRMR	0.046	< 0.08

Source: Data analysis

The hypothesized structural model demonstrated an acceptable fit to the data. The chi-square/df ratio was 1.70, which is below the recommended threshold of 3.0, indicating a good fit. The goodness-of-fit index (GFI = .93), comparative fit index (CFI = .94), and Tucker–Lewis index (TLI = .93) all exceeded the recommended cut-off value of .90, suggesting adequate model fit. In addition, the root mean square error of approximation (RMSEA = .049) and standardized root mean square residual (SRMR = .046) were both below the recommended threshold of .08, further supporting the adequacy of the model fit. Collectively, these indices indicate that the hypothesized model provides a satisfactory representation of the observed data.

Discussion

We propose that work engagement mediates the relationship between employees' perceptions of CSR and employee creativity. Building on Rupp et al.'s (2006) deontic justice perspective, we hypothesize that CSR perceptions foster a sense of meaningfulness, thereby increasing work engagement. According to the theoretical insights of the componential theory of creativity (Amabile, 1983) and the broaden-and-build theory (Fredrickson, 2001), being deeply engaged in work can elevate positive feelings, which in turn promote creative thinking. Our analysis confirms this model, showing that CSR perceptions are positively associated with creativity, with work engagement mediating this relationship. Although consistent with prior research linking CSR to creativity, earlier studies were limited by their reliance on single-source, self-reported data (Bhatti et al., 2023). By using multi-source data, our study provides stronger empirical support for this relationship.

Aligning with Edwards' (1991) needs-supplies fit framework, we proposed that individuals with strong prosocial motivation would exhibit a more robust association between their perceptions of CSR and outcomes such as engagement at work and creative performance, due to the natural congruence between these elements. Contrary to expectations, however, prosocial motivation diminished these associations instead of amplifying them. Despite the theoretical coherence between CSR goals and prosocial motivation, our results indicate that fulfilling such motivation through CSR does not lead to more favorable job-related attitudes or enhanced performance. These results offer valuable insights for both scholars and practitioners.

Theoretical implications

This study contributes to theory by emphasizing meaningfulness (work engagement) as a crucial element in interpreting the influence of CSR perceptions on employee attitudes and behaviors. Prior micro-CSR research has predominantly emphasized organizational identification as the central psychological mechanism connecting CSR perceptions to positive outcomes (De Roeck et al., 2016; Brammer et al., 2015). According to this view, employees derive pride from belonging to a CSR-active organization, fostering favorable attitudes and behaviors that benefit the firm. However, the dominant mechanism may vary depending on the outcome. For instance, organizational identification likely drives pro-organizational outcomes like retention intent and organizational citizenship behaviors (Cheema et al., 2020; Bharadwaj & Yameen, 2021). In contrast, our findings demonstrate that work engagement mediates the CSR-performance relationship. Thus, future micro-CSR research should integrate theoretically grounded mediators to better explain CSR's diverse effects.

The second implication highlights the relevance of needs theory in understanding CSR's influence on employees. Aligning with the needs-supplies fit perspective (Edwards, 1991), this study examines the interaction between prosocial motivation and CSR perceptions. The findings confirm that prosocial motivation plays a moderating role in the relationship between CSR and both work engagement and creativity. To deepen insights into individual responses to CSR, future studies should incorporate broader needs-based constructs, such as pro-self-motivation, competence, and relatedness.

The third implication reveals a potential "dark side" of prosocial motivation within organizations that are actively engaged in CSR. Surprisingly, social motivation appears to moderate the positive influence of CSR perceptions on both job engagement and

creativity. Although the needs-provision view (Edwards, 1991) suggests that alignment between prosocial motivation and CSR increases job satisfaction, our findings indicate that this does not always translate into increased workplace focus or energy. This discrepancy is consistent with recent evidence that social motivation can sometimes have adverse effects, such as reduced work performance (Bolino & Grant, 2016). Resource allocation theory (Hawkeye, 1997) offers an explanation: individuals allocate limited resources across tasks, and investing more in CSR may reduce resources for core responsibilities (Kurzban et al., 2013). The “dark side” of prosocial motivation may explain why it negatively moderates the effects of CSR (Liao et al., 2022; Donald et al., 2021). Although prosocial motivation fosters positive behaviors, it can also be distracting and drain important work resources (Liao et al., 2022). As a result, employees may lose focus on primary job duties and prioritize CSR activities. This trade-off is particularly important for customer-facing bank employees, as the study participants found. Their roles, which involve frequent customer interactions, are inherently emotionally and physically taxing (Humphrey et al., 2015), often leading to stress and burnout (Lee et al., 2020). Given their already depleted emotional and cognitive resources (Humphrey et al., 2015), employees who are heavily involved in CSR may further impair their ability to perform their work tasks. Thus, when customer-facing employees possess strong prosocial motivation, it could lead to lower engagement at work and curb extra-role behaviors like creativity under CSR perceptions.

Practical implications

The practical implications of this study highlight how CSR can shape employee behavior and organizational performance. When employers actively engage in CSR, employees tend to demonstrate higher work engagement and creativity. These findings suggest that employers should view CSR as a strategic tool not only for fostering positive work attitudes but also for enhancing organizational innovativeness. The effectiveness of internal CSR communication plays a role as critical as the CSR initiatives themselves. Despite this, a significant number of companies fall short in clearly articulating their CSR strategies (Oh et al., 2023), even though employees’ favorable responses are often shaped by their understanding of these efforts (e.g., Chaudhary & Akhouri, 2019; Bhatti et al., 2023). Thus, employers must ensure that their CSR efforts are communicated transparently and regularly to the workforce.

A key insight stemming from this research is that CSR’s benefits are closely tied to employees’ sense of meaningfulness. Our findings indicate that CSR’s positive impact

on employees hinges on their perception that their work contributes to a greater good. Enhancing work engagement and creativity can be achieved when organizations take deliberate steps to ensure employees recognize the positive impact of their efforts on others. For instance, CSR initiatives could be designed to showcase tangible outcomes, allowing employees to see the direct results of their efforts.

However, organizations must also manage CSR participation carefully to avoid overburdening their employees. The findings suggest that CSR-active companies must be mindful of pro-socially motivated employees, particularly in customer-facing roles. For example, bank staff with strong prosocial motivation may over-prioritize CSR initiatives, risking exhaustion and neglect of core duties. To mitigate this, firms should adopt policies that distribute CSR participation fairly, such as rotating involvement to prevent over-engagement. This approach ensures employees sustain energy for their primary roles while still contributing meaningfully to CSR.

Limitations and future directions

Despite its core contributions, this study has several limitations as well. First, the findings may lack generalizability due to the exclusive focus on the banking sector. Industry-specific traits, such as the heightened emphasis on prosocial motivation in banking, could influence employee responses to CSR initiatives, potentially explaining the observed negative moderating effect of prosocial motivation on work engagement. To address this, future research should include participants from diverse industries to determine whether the results hold across different sectors.

Second, the model overlooks situational variables that could shape the outcomes of prosocial motivation. For example, the negative moderating effect might have arisen from insufficient team support for CSR activities (Hu & Liden, 2015), rather than being an inherent trait of pro-socially motivated employees. To deepen understanding, future studies should examine contextual factors such as organizational climate or leadership support, to clarify how they interact with prosocial motivation and CSR perceptions.

Third, the study's reliance on data drawn exclusively from Sri Lankan banks limits its cultural applicability. Given that collectivistic cultures, like Sri Lanka's (Freeman, 1997), may prioritize communal welfare differently than individualistic cultures do, the findings might not translate across cultural contexts. To enhance cross-cultural validity,

future research should compare responses from both collectivistic and individualistic societies.

Finally, the study did not measure employee meaningfulness, a key mediator in CSR research, empirically (Rupp et al., 2018). Since theoretical frameworks often highlight its role, omitting its measurement in this study limits the precision of the analysis. Moving forward, explicitly assessing meaningfulness could provide deeper insights into the manner in which CSR perceptions translate into employee outcomes.

Conclusion

This study focused on impact of CSR on employee creativity. The outcome of the analysis revealed the contribution to literature and the theoretical foundation. This study revealed that CSR perceptions also had a positive, direct effect on creativity, supporting partial mediation. In contrast, the interaction term between CSR perceptions and prosocial motivation negatively predicts work engagement, indicating a weakening moderating effect. Moderator and mediator further confirmed that the indirect effect of CSR on creativity via work engagement was strongest at low levels of prosocial motivation, and weakest at high levels.

References

- Abdullah, M. I., Ashraf, S., & Sarfraz, M. (2017). The organizational identification perspective of CSR on creative performance: The moderating role of creative self-efficacy. *Sustainability*, 9(11), 2125.
- Ahmad, N., Han, H., & Kim, M. (2024). Elevated emotions, elevated ideas: The CSR-employee creativity nexus in hospitality. *Journal of Service Theory and Practice*, 34(6), 891-914.
- Aldabbas, H., Pinnington, A., & Lahrech, A. (2023). The influence of perceived organizational support on employee creativity: The mediating role of work engagement. *Current Psychology*, 42(8), 6501-6515.
- Amabile, T. M. (1983). The social psychology of creativity: A componential conceptualization. *Journal of Personality and Social Psychology*, 45(2), 357-376.
- Arachchi, H. A. D., & Mendis, T. (2021) The impact of perceived corporate social responsibility on purchase intention: Mediating role of brand attitude and moderating role of generation X & Y. *Sri Lanka Journal of Marketing* 7(3), 269-305

- Arshad, M., Abid, G., & Torres, F. V. C. (2021). Impact of prosocial motivation on organizational citizenship behavior: The mediating role of ethical leadership and leader-member exchange. *Quality & Quantity*, 55(1), 133-150.
- Bakker, A. B. (2011). An evidence-based model of work engagement. *Current Directions in Psychological Science*, 20(4), 265-269.
- Bakker, A. B., Demerouti, E., & Sanz-Vergel, A. I. (2014). Burnout and work engagement: The JD-R approach. *Annual Review of Organizational Psychology and Organizational Behavior*, 1(2014), 389-411.
- Bakker, A. B., Petrou, P., Op den Kamp, E. M., & Tims, M. (2020). Proactive vitality management, work engagement, and creativity: The role of goal orientation. *Applied Psychology*, 69(2), 351-378.
- Bakker, A. B., Schaufeli, W. B., Leiter, M. P., & Taris, T. W. (2008). Work engagement: An emerging concept in occupational health psychology. *Work & Stress*, 22(3), 187-200.
- Bal, P. M., De Cooman, R., & Mol, S. T. (2013). Dynamics of psychological contracts with work engagement and turnover intention: The influence of organizational tenure. *European Journal of Work and Organizational Psychology*, 22(1), 107-122.
- Bharadwaj, S., & Yameen, M. (2021). Analyzing the mediating effect of organizational identification on the relationship between CSR employer branding and employee retention. *Management Research Review*, 44(5), 718-737.
- Bhatti, S. H., Irshad, R., Shehzad, N., & Santoro, G. (2023). Exploring the mediating role of social capital and pro-social motivation in the relationship between CSR and creative deviance. *Journal of Intellectual Capital*, 24(5), 1206-1226.
- Binnewies, C., Ohly, S., & Niessen, C. (2008). Age and creativity at work: The interplay between job resources, age and idea creativity. *Journal of Managerial Psychology*, 23(4), 438-457.
- Bolino, M. C., & Grant, A. M. (2016). The bright side of being prosocial at work, and the dark side, too: A review and agenda for research on other-oriented motives, behavior, and impact in organizations. *Academy of Management Annals*, 10(1), 599-670.
- Brammer, S., He, H., & Mellahi, K. (2015). Corporate social responsibility, employee organizational identification, and creative effort: The moderating impact of corporate ability. *Group & Organization Management*, 40(3), 323-352.
- Bucciarelli, M., & Johnson-Laird, P. N. (2005). Naïve deontics: A theory of meaning, representation, and reasoning. *Cognitive Psychology*, 50(2), 159-193.
- Central Bank of Sri Lanka. (n.d.-a). *Licensed Commercial Banks*. Retrieved April 12, 2025, from <https://www.cbsl.gov.lk/en/authorized-financial-institutions/licensed-commercial-banks>
- Chaudhary, R., & Akhouri, A. (2019). CSR perceptions and employee creativity: examining serial mediation effects of meaningfulness and work engagement. *Social Responsibility Journal*, 15(1), 61-74.

**The Impact of Corporate Social Responsibility on Employee Creativity:
Examining the Mediating Role of Work Engagement and the Moderating Role of
Prosocial Motivation in Commercial Banks in the Colombo District of Sri Lanka**

- Cheema, S., Afsar, B., & Javed, F. (2020). Employees' corporate social responsibility perceptions and organizational citizenship behaviors for the environment: The mediating roles of organizational identification and environmental orientation fit. *Corporate Social Responsibility and Environmental Management*, 27(1), 9-21.
- Choi, B. K., & Moon, H. K. (2016). Prosocial motive and helping behavior: Examining helping efficacy and instrumentality. *Journal of Managerial Psychology*, 31(2), 359-374.
- Coelho, F., & Augusto, M. (2010). Job characteristics and the creativity of frontline service employees. *Journal of Service Research*, 13(4), 426-438.
- Coelho, R., Jayantilal, S., & Ferreira, J. J. (2023). The impact of social responsibility on corporate financial performance: A systematic literature review. *Corporate Social Responsibility and Environmental Management*, 30(4), 1535-1560.
- Dahan, N. M., Doh, J. P., Oetzel, J., & Yaziji, M. (2010). Corporate-NGO collaboration: Co-creating new business models for developing markets. *Long Range Planning*, 43(2-3), 326-342.
- DashDevs. (2025). *The 11 Bank Innovations to Follow in 2025*. Retrieved from <https://dashdevs.com/blog/trends-in-banking-to-follow/>
- De Roeck, K., El Akremi, A., & Swaen, V. (2016). Consistency matters! How and when does corporate social responsibility affect employees' organizational identification? *Journal of Management Studies*, 53(7), 1141-1168.
- Donald, J. N., Bradshaw, E. L., Conigrave, J. H., Parker, P. D., Byatt, L. L., Noetel, M., & Ryan, R. M. (2021). Paths to the light and dark sides of human nature: A meta-analytic review of the prosocial benefits of autonomy and the antisocial costs of control. *Psychological Bulletin*, 147(9), 921-946.
- Douglas, S., & Roberts, R. (2020). Employee age and the impact on work engagement. *Strategic HR Review*, 19(5), 209-213.
- Edwards, J. R. (1991). *Person-job fit: Conceptual Integration, Literature Review, and Methodological Critique*. John Wiley & Sons.
- Folger, R. (1998). Fairness as moral virtue. In M. Schminke (Ed.), *Managerial Ethics: Moral Management of People and Processes* (pp. 13-34). Lawrence Erlbaum.
- Fornell, C., & Larcker, D. F. (1981). Evaluating structural equation models with unobservable variables and measurement error. *Journal of Marketing Research*, 18(1), 39-50. <https://doi.org/10.1177/002224378101800104>
- Fredrickson, B. L. (2001). The role of positive emotions in positive psychology: The broaden-and-build theory of positive emotions. *American Psychologist*, 56(3), 218-226.
- Freeman, M. A. (1997). Demographic correlates of individualism and collectivism: A study of social values in Sri Lanka. *Journal of Cross-Cultural Psychology*, 28(3), 321-341.

- George, N. A., Aboobaker, N., & Edward, M. (2020). Corporate social responsibility and organizational commitment: effects of CSR attitude, organizational trust and identification. *Society and Business Review*, 15(3), 255-272.
- Glavas, A., Hahn, T., Jones, D. A., & Willness, C. R. (2024). Predisposed, exposed, or both? How prosocial motivation and CSR education are related to prospective employees' desire for social impact in work. *Business & Society*, 63(5), 1252-1291.
- Grant, A. M. (2008). Does intrinsic motivation fuel the prosocial fire? Motivational synergy in predicting persistence, performance, and productivity. *Journal of Applied Psychology*, 93(1), 48-58.
- Harrington Starr. (2024). *Creativity in Finance and the AI Revolution / The Financial Technologist*. Retrieved from <https://www.harringtonstarr.com/resources/blog/creativity-in-finance-and-the-ai-revolution--the-financial-technologist/>
- Hettiarachchi, K. H. I. S. (2021). Macroeconomic Variables and Banking Sector Performance in Sri Lanka. *Peradeniya Management Review*, 3(2), 64-86.
- Hochwarter, W. A., Kacmar, C. J., Perrewe, P. L., & Johnson, D. (2003). Perceived organizational support as a mediator of the relationship between politics perceptions and work outcomes. *Journal of Vocational Behavior*, 63(3), 438-456.
- Hockey, G. R. J. (1997). Compensatory control in the regulation of human performance under stress and high workload: A cognitive-energetical framework. *Biological psychology*, 45(1-3), 73-93.
- Hou, C. E., Lu, W. M., & Hung, S. W. (2019). Does CSR matter? Influence of corporate social responsibility on corporate performance in the creative industry. *Annals of Operations Research*, 278, 255-279.
- Hsieh, Y. C., Weng, J., Pham, N. T., & Yi, L. H. (2022). What drives employees to participate in corporate social responsibility? A personal characteristics-CSR capacity-organizational reinforcing model of employees' motivation for voluntary CSR activities. *The International Journal of Human Resource Management*, 33(18), 3703-3735.
- Hu, J., & Liden, R. C. (2015). Making a difference in the teamwork: Linking team prosocial motivation to team processes and effectiveness. *Academy of Management Journal*, 58(4), 1102-1127.
- Hülsheger, U. R., Anderson, N., & Salgado, J. F. (2013). Team-level predictors of innovation at work: A comprehensive meta-analysis spanning three decades of research. *Journal of Applied Psychology*, 98(6), 1128-1145.
- Humphrey, R. H., Ashforth, B. E., & Diefendorff, J. M. (2015). The bright side of emotional labor. *Journal of Organizational Behavior*, 36(6), 749-769.
- Hur, W. M., Moon, T. W., & Ko, S. H. (2018). How employees' perceptions of CSR increase employee creativity: Mediating mechanisms of compassion at work and intrinsic motivation. *Journal of Business Ethics*, 153(3), 629-644.

**The Impact of Corporate Social Responsibility on Employee Creativity:
Examining the Mediating Role of Work Engagement and the Moderating Role of
Prosocial Motivation in Commercial Banks in the Colombo District of Sri Lanka**

- Inam, A., Ho, J. A., Zafar, H., Khan, U., Sheikh, A. A., & Najam, U. (2021). Fostering creativity and work engagement through perceived organizational support: The interactive role of stressors. *Sage Open*, 11(3), 21582440211046937.
- Khodakarami, N., & Dirani, K. (2020). Drivers of employee engagement: Differences by work area and gender. *Industrial and Commercial Training*, 52(1), 81-91.
- Kil, H., O'Neill, D., & Grusec, J. E. (2021). Prosocial motivation as a mediator between dispositional mindfulness and prosocial behavior. *Personality and Individual Differences*, 177, 110806.
- Kim, J., Seto, E., Davis, W. E., & Hicks, J. A. (2014). Positive and existential psychological approaches to the experience of meaning in life. In *Meaning in Positive and Existential Psychology* (pp. 221-233). New York, NY: Springer New York.
- Koo Moon, H., & Kwon Choi, B. (2014). How an organization's ethical climate contributes to customer satisfaction and financial performance: Perceived organizational innovation perspective. *European Journal of Innovation Management*, 17(1), 85-106.
- Kumar, V., Jain, S., & Singh, A. K. (2021). A nomological network study of employer branding with CSR, motivation and intention to stay. *Asia-Pacific Journal of Business Administration*, 13(4), 553-573.
- Kunda, M. M., Ataman, G., & Kartaltepe Behram, N. (2019). Corporate social responsibility and organizational citizenship behavior: The mediating role of job satisfaction. *Journal of Global Responsibility*, 10(1), 47-68.
- Kurzban, R., Duckworth, A., Kable, J. W., & Myers, J. (2013). An opportunity cost model of subjective effort and task performance. *Behavioral and Brain Sciences*, 36(6), 661-679.
- Le, T. T. (2023). Corporate social responsibility and SMEs' performance: mediating role of corporate image, corporate reputation and customer loyalty. *International Journal of Emerging Markets*, 18(10), 4565-4590.
- Lee, M. S., & Han, S. L. (2020). The effects of relationship bonds on bank employees' psychological responses and boundary-spanning behaviors: An empirical examination of the JD-R model. *International Journal of Bank Marketing*, 38(3), 578-599.
- Liao, H., Su, R., Ptashnik, T., & Nielsen, J. (2022). Feeling good, doing good, and getting ahead: A meta-analytic investigation of the outcomes of prosocial motivation at work. *Psychological Bulletin*, 148(3-4), 158.
- Lundmark, E., & Björkman, H. (2011). New job–new ideas: The relationship between tenure and perceived creative climate. *Human Resource Development International*, 14(5), 605-621.
- Maier, A., Brad, S., Nicoară, D., & Maier, D. (2014). Innovation by developing human resources, ensuring the competitiveness and success of the organization. *Procedia-Social and Behavioral Sciences*, 109, 645-648.

- Martin, A., & Olson, K. R. (2015). Beyond good and evil: What motivations underlie children's prosocial behavior? *Perspectives on Psychological Science*, 10(2), 159-175.
- Martini, I. A. O., Gorda, A. E. S., Gorda, A. O. S., Sari, D. M. F. P., & Antara, M. E. Y. (2024). Impact of competence development, on work creativity, employee performance, and competitiveness of woven products. *Cogent Business & Management*, 11(1), 2353136.
- May, D. R., Gilson, R. L., & Harter, L. M. (2004). The psychological conditions of meaningfulness, safety and availability and the engagement of the human spirit at work. *Journal of Occupational and Organizational Psychology*, 77(1), 11-37.
- Moon, H., Kamdar, D., Mayer, D. M., & Takeuchi, R. (2008). Me or we? The role of personality and justice as other-centered antecedents to innovative citizenship behaviors within organizations. *Journal of Applied Psychology*, 93(1), 84-94.
- Murshed, F., Sen, S., Savitskie, K., & Xu, H. (2021). CSR and job satisfaction: Role of CSR importance to employee and procedural justice. *Journal of Marketing Theory and Practice*, 29(4), 518-533.
- Nishant, R., Kennedy, M., & Corbett, J. (2020). Artificial intelligence for sustainability: Challenges, opportunities, and a research agenda. *International Journal of Information management*, 53, 102104.
- Nunnally, J. C., & Bernstein, I. H. (1994). Validity. *Psychometric Theory*, 3(1), 99-132.
- O'Reilly, C. A., & Chatman, J. (1986). Organizational commitment and psychological attachment: The effects of compliance, identification, and internalization on prosocial behavior. *Journal of Applied Psychology*, 71(3), 492. <https://psycnet.apa.org/doi/10.1037/0021-9010.71.3.492>
- Oh, S. H., Hur, W. M., & Kim, H. (2023). Employee creativity in socially responsible companies: Moderating effects of intrinsic and prosocial motivation. *Current Psychology*, 42(21), 18178-18196.
- Pattnaik, S. C., & Sahoo, R. (2021). Employee engagement, creativity and task performance: role of perceived workplace autonomy. *South Asian Journal of Business Studies*, 10(2), 227-241.
- Podsakoff, P. M., MacKenzie, S. B., & Podsakoff, N. P. (2012). Sources of method bias in social science research and recommendations on how to control it. *Annual Review of Psychology*, 63(1), 539-569.
- Raziq, A., & Maulabakhsh, R. (2015). Impact of working environment on job satisfaction. *Procedia Economics and Finance*, 23, 717-725.
- Rich, B. L., Lepine, J. A., & Crawford, E. R. (2010). Job engagement: Antecedents and effects on job performance. *Academy of Management Journal*, 53(3), 617-635.
- Rupp, D. E., Ganapathi, J., Aguilera, R. V., & Williams, C. A. (2006). Employee reactions to corporate social responsibility: An organizational justice framework. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior*, 27(4), 537-543.

**The Impact of Corporate Social Responsibility on Employee Creativity:
Examining the Mediating Role of Work Engagement and the Moderating Role of
Prosocial Motivation in Commercial Banks in the Colombo District of Sri Lanka**

- Rupp, D. E., Shao, R., Skarlicki, D. P., Paddock, E. L., Kim, T. Y., & Nadisic, T. (2018). Corporate social responsibility and employee engagement: The moderating role of CSR-specific relative autonomy and individualism. *Journal of Organizational Behavior*, 39(5), 559-579.
- Salanova, M., Schaufeli, W. B., Xanthopoulou, D., & Bakker, A. B. (2010). The gain spiral of resources and work engagement: Sustaining a positive worklife. *Work Engagement: A Handbook of Essential Theory and Research*, 1, 118-131.
- Schaufeli, W. B., & Van Rhenen, W. (2006). About the role of positive and negative emotions in managers' well-being: A study using the Job-related Affective Well-being Scale (JAWS). *Gedrag & Organisatie*, 19(4), 323-344.
- Schneider, C. R., & Weber, E. U. (2022). Motivating prosocial behavior by leveraging positive self-regard through values affirmation. *Journal of Applied Social Psychology*, 52(2), 106-114.
- Shafique, I., Ahmad, B., & Kalyar, M. N. (2020). How ethical leadership influences creativity and organizational innovation: Examining the underlying mechanisms. *European Journal of Innovation Management*, 23(1), 114-133.
- Shao, B., Cardona, P., Ng, I., & Trau, R. N. (2017). Are prosocially-motivated employees more committed to their organization? The roles of supervisors' prosocial motivation and perceived corporate social responsibility. *Asia Pacific Journal of Management*, 34, 951-974.
- Shin, Y., & Hur, W. M. (2021). When do job-insecure employees keep performing well? The buffering roles of help and prosocial motivation in the relationship between job insecurity, work engagement, and job performance. *Journal of Business and Psychology*, 36(4), 659-678.
- Song, B., & Ferguson, M. A. (2023). The importance of congruence between stakeholder prosocial motivation and CSR attributions: Effects on stakeholders' donations and sense-making of prosocial identities. *Journal of Marketing Communications*, 29(4), 339-357.
- Story, J., & Neves, P. (2015). When corporate social responsibility (CSR) increases performance: exploring the role of intrinsic and extrinsic CSR attribution. *Business Ethics: A European Review*, 24(2), 111-124.
- Syamsidah, S., Wirawan, H., & Salam, R. (2023). Does employees' gender matter? Investigating the indirect effect of abusive supervision on employee creativity through job insecurity in Indonesia. *Gender in Management: An International Journal*, 38(8), 1075-1091.
- Tajfel, H., & Turner, J. C. (1986). The social identity theory of intergroup behavior. In S. Worchel & W. G. Austin (Eds.), *Psychology of Intergroup Relations* (pp. 7-24). Nelson-Hall.
- Thielmann, I., Spadaro, G., & Balliet, D. (2020). Personality and prosocial behavior: A theoretical framework and meta-analysis. *Psychological Bulletin*, 146(1), 30-90.
- Thuan, L. C., & Thanh, B. T. (2020). Leader knowledge sharing behavior and follower creativity: the role of follower acquired knowledge and prosocial motivation. *Journal of Workplace Learning*, 32(6), 457-471.

Volery, T., & Tarabashkina, L. (2021). The impact of organisational support, employee creativity and work centrality on innovative work behaviour. *Journal of Business Research*, 129, 295-303.

Wagner, T., Lutz, R. J., & Weitz, B. A. (2009). Corporate hypocrisy: Overcoming the threat of inconsistent corporate social responsibility perceptions. *Journal of Marketing*, 73(6), 77-91.

Waldman, D. A., Siegel, D. S., & Javidan, M. (2006). Components of CEO transformational leadership and corporate social responsibility. *Journal of Management Studies*, 43(8), 1703-1725.

Wang, C. J. (2016). Does leader-member exchange enhance performance in the hospitality industry? The mediating roles of task motivation and creativity. *International Journal of Contemporary Hospitality Management*, 28(5), 969-987.

Westerman, J. W., & Yamamura, J. H. (2007). Generational preferences for work environment fit: Effects on employee outcomes. *Career Development International*, 12(2), 150-161.