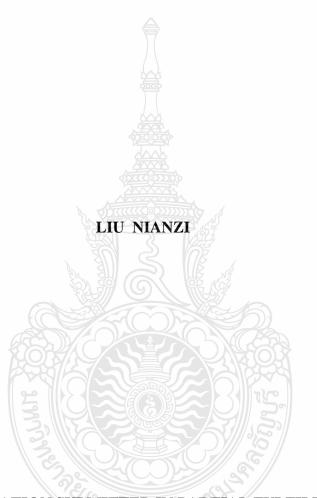
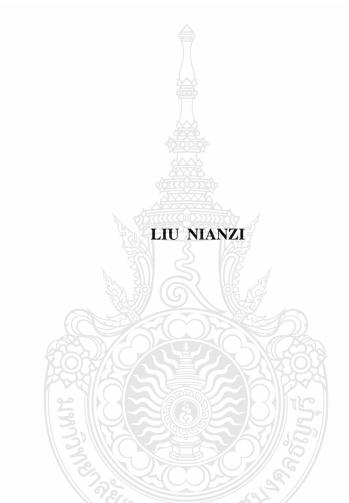
# THE INFLUENCE OF SOCIALLY RESPONSIBLE HUMAN RESOURCE MANAGEMENT ON EMPLOYEE PERFORMANCE IN CHINESE PHARMACEUTICAL MANUFACTURING ENTERPRISES



A DISSERTATION SUBMITTED IN PARTIAL FULFILLMENT
OF THE REQUIREMENTS FOR THE DEGREE OF DOCTOR OF
PHILOSOPHY PROGRAM IN BUSINESS ADMINISTRATION
FACULTY OF BUSINESS ADMINISTRATION
RAJAMANGALA UNIVERSITY OF TECHNOLOGY THANYABURI
ACADEMIC YEAR 2023
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Dissertation Title

The Influence of Socially Responsible Human Resource

Management on Employee Performance in Chinese
Pharmaceutical Manufacturing Enterprises

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31 May 2024

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#### **ABSTRACT**

This study aims to investigate both the direct influence of socially responsible human resource management on employee performance and its indirect influence through prosocial identity, prosocial self-efficacy, and empathy within Chinese pharmaceutical manufacturing enterprises.

Additionally, this study adopts a mixed-methods research design. In the qualitative part, face-to-face interviews serve as the primary method for data collection. In the quantitative part, a non-experimental quantitative approach, specifically employing survey research methods, is utilized. This study employs SPSS and AMOS softwares to conduct structural equation models and hierarchical regression models to validate the research hypotheses.

The study found that socially responsible human resource management not only has a direct positive promoting effect on employee performance but also indirectly affects employee performance through prosocial identity, prosocial self-efficacy and empathy. The results of qualitative research align with those of quantitative research.

**Keywords:** socially responsible human resource management, employee performance, task performance, OCB, volunteer activities, prosocial identity, prosocial self-efficacy, empathy

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# CHAPTER 1 INTRODUCTION

#### 1.1 Background of The Study

Corporate social responsibility (CSR) was first put forward by Howard in the last century and gradually received attention (Bowen, 1953). CSR requires enterprises to follow market logic, protect business ethics, pay attention to social welfare, and condense into practice, and become a sharp tool to maintain good interaction with local governments, financial institutions and other market participants. 2020 is a year full of twists and challenges. Many enterprises are facing various difficulties. However, emergencies have new demands on the autonomy of organizational units and the ability of enterprises to undertake CSR. On the one hand, enterprises in a special period spontaneously assume their social responsibilities due to social coercion. As an important part of the market and an important structure of society, the only way out for social development is for enterprises to bear social responsibilities. On the other hand, in this epidemic, China and even around the world have put forward new requirements for enterprises to assume social responsibility. Whether enterprises can assume social responsibility is also more related to the rise and fall of enterprises. The year 2021 is the new starting point of the new stage of China's socialist modernization drive and the key year of building a moderately prosperous society in an all-round way. As a subsystem of society, enterprises are given more missions. Therefore, in the current era, if enterprises want to obtain the greatest business opportunities and value, they must closely combine with social issues, pay attention to the people's livelihood, and achieve a win-win situation for society and enterprises, so that they can stand out from many enterprises and gain a place.

With the promotion of a harmonious society, while developing the economy, Chinese pharmaceutical manufacturing enterprises need to meet the expectations of the public for improving people's livelihood, cultural prosperity and good ecology. With the development of the Internet and globalization, pharmaceutical manufacturing enterprises and the whole society are in a relationship of "loss and prosperity". No pharmaceutical manufacturing enterprise can be isolated from the impact of the social environment. Only

when pharmaceutical manufacturing enterprises take the initiative to assume their social responsibilities and ensure the healthy development of the social environment can they achieve their own sustainable development (Ge, 2018). In addition, enterprises actively assume social responsibility is an important magic weapon to build core competitiveness. To outsiders, corporate advocacy of social responsibility can not only improve corporate social reputation and image (Hur, Kim & Woo, 2014), but also become a passport to enter the international market (Matten & Moon, 2008) and enhance long-term profitability (Wang & Bansal, 2012). Especially in the context of the current development of global economic integration, Chinese pharmaceutical manufacturing enterprises can better "go out" and achieve long-term sustainable development in the fierce international competition only if they actively comply with the national strategic trend and take the initiative to pay attention to and bear social responsibilities. Internally, social responsibility is an important measure for pharmaceutical manufacturing enterprises to recruit talents and build talent highlands. Especially in the era of knowledge economy, human capital is the core strength of enterprise competition. More and more young people are entering the workplace. They are more open-minded, have more values, and have higher expectations of work significance and self-fulfillment value. How to attract and motivate these young employees to work actively, actively and efficiently and contribute value to the enterprise. A good corporate social responsibility image is an important attraction. The research found that the corporate social responsibility activities organized can not only improve the work performance of existing employees (Jones, Willness & Madey, 2014), willingness to stay (Jones, 2010), sense of work significance (Lavine, 2012), but also attract excellent and responsible potential job seekers (Catano & Morrow Hines, 2016).

As the implementer and receiver of CSR, employees' thinking about the relationship between CSR and employees puts forward higher requirements and challenges for human resource management. How pharmaceutical manufacturing enterprises use employees to achieve win-win results for enterprises and society is not only the focus of enterprises' attention, but also the focus of current scholars' research. As a human resource management practice that organically combines employees and CSR, socially responsible human resource management (SRHRM) meets the needs of society

and enterprises to pay attention to CSR and employees. Therefore, SRHRM has become an important research topic in the field of pharmaceutical manufacturing enterprise management in recent years. However, in the past research, CSR performance and its impact have become the key issues and difficulties of corporate social responsibility research. The concept of social responsibility human resource management (SRHRM) was put forward after 2011 from the perspective of strategic HRM (Shen & Jiuhua Zhu, 2011). Since HRM has penetrated into enterprise management, the concept of SRHRM is of great significance to CSR performance. At present, scholars have proposed how to make enterprises achieve the integration of knowledge and practice in the overall performance of social responsibility through various functions and activities of HRM (Jun, 2014).

SRHRM is the deep integration of corporate human resource management practice and social responsibility. It embeds all processes related to corporate social responsibility activities into all links of human resource management, affects employees' attitudes and behaviors towards social responsibility, and promotes the implementation of corporate social responsibility (Shen & Zhang, 2019). SRHRM specifically includes: recruiting employees with a sense of social responsibility, providing relevant training on corporate social responsibility activities, and taking into account employees' contributions to society and the environment in terms of promotion, performance evaluation, rewards and compensation. In this process, enterprises will also fulfill their responsibilities to employees, such as meeting their own needs within a reasonable range, helping employees maintain the balance between work and life, etc. Shen & Benson (2016) believes that SRHRM is a series of human resource management practices that affect employees' attitudes and behaviors adopted by organizations to promote the implementation of CSR outside the enterprise. SRHRM expresses its concern for the society and its concern and support for internal employees through clear management practices (Shen & Jiuhua Zhu, 2011). SRHRM is an effective measure to carry out corporate social responsibility. Through various functional activities of human resource management, it can implant responsibility ideas into people in the organization, and fully mobilize various resources to help pharmaceutical manufacturing enterprises carry out situational social responsibility activities.

According to the trait stimulation theory, personality traits do not always affect individual attitudes and behaviors. Only when the external situation makes individuals realize that they should or are suitable to display this trait can the generation of behavior be stimulated. SRHRM practice is the deep integration of social responsibility and human resource management (Shen & Benson, 2016). This human resource management situation includes not only good salary and working conditions, but also recruitment of employees with social responsibility awareness, provide relevant training on corporate social responsibility activities, and incorporate social performance and environmental performance into the measurement scope when evaluating and promoting employees' performance. Shen and Jiuhua Zhu (2011) emphasized the three dimensions of SRHRM, namely legal compliance human resource management (LCHRM), employee-oriented human resource management (EOHRM) and social responsibility promotion human resource management (GFHRM), In addition, SRHRM is defined as an employeeoriented human resource management practice. Its main purpose is to enhance employees' participation in social responsibility activities. At the same time, employees are expected to consider themselves as recipients and disseminators of social responsibility practice activities. SRHRM is different from green human resource management (GHRM). The difference between the two is that the latter only focuses on environmental issues, including hiring environmentally friendly employees, providing environmental protection training, and considering employees' contribution to environmental protection in employee performance evaluation (Renwick et al., 2013). Its essence is still a resultsoriented human resource management practice, It is difficult for employees to have psychological resonance by relying only on the emphasis on green environmental protection without material and spiritual support (Guest, 1997); The former provides employees with a relatively sound working environment and security, while ensuring their interests, more employees are involved in external social responsibility activities, such as supporting community development, reducing environmental pollution and coping with climate change (Eberlein & Matten, 2009), taking into account short-term efficiency and long-term sustainability. In addition, SRHRM covers a broader range of social responsibility activities. Corporate social responsibility initiatives should not be limited to environmental issues, but also emphasize contributions to society (Le

Menestrel et al., 2002). Transferring other types of social responsibility values to employees is more conducive to employees' understanding of social responsibility, enhancing employees' perception and commitment to corporate environmental responsibility, and promoting the generation of positive externalities.

Existing research shows that human resource management practices can positively affect employees' attitudes (Boon et al., 2011), motivations (Boudreau & Ramstad, 2005) and behaviors. Paying attention to employees' interest appeals will lead to the generation of employees' sense of belonging and enhance their commitment, while the embedding of the concept of social responsibility in the work will improve employees' awareness of environmental protection and relevant knowledge level, and corporate policies towards the environment and society will have a positive impact on employees' pro-social and pro-environmental behavior through specific psychological mechanisms (Wang et al., 2015), SRHRM can effectively and positively predict organizational citizenship behavior and task performance of employees (Newman et al., 2016). Nishii et al. (2008) also believed that employee output largely depends on the practical process of human resource management, and employees' cognition of human resource management has become an important predictor of their work attitude and behavior (Abdelmotaleb & Saha, 2020). According to the social exchange theory, when an enterprise improves its welfare through SRHRM practice and meets the needs of employees to the greatest extent, employees will have higher satisfaction and enthusiasm (Newman et al., 2016), which in turn will encourage them to make efforts beyond the scope of formal roles and take actions to maintain the strategic objectives of the enterprise. Pharmaceutical manufacturing enterprises that implement SRHRM practices will form a certain degree of ethical atmosphere inside the organization, enhance the general perception of organizational norms and organizational signals among the members of the organization, and generate a psychological state of identification with social responsibilities and environmental values. At the same time, according to the attribution theory, human resource attribution believes that the attribution of employees' management intention to take specific human resource practices to the organization will affect their attitudes and behaviors, and ultimately reflect in the individual unit performance (Rimi, 2013). When an pharmaceutical manufacturing enterprise transmits its sense of environmental

responsibility to employees through SRHRM practice, employees' perception of the positive image of the enterprise and their willingness to environmental responsibility will have a positive impact on their attitudes and behaviors outside their roles (Rupp et al., 2018), and will voluntarily guide their actions with the goal of improving the enterprise's environmental performance.

Employee performance is one of the core indicators of a pharmaceutical manufacturing enterprise's development. Employee performance refers to the performance of employees in the organization and their contribution to the society. The performance of employees in the organization is mainly reflected in their work performance and organizational citizenship behavior (OCB); OCB, as a proorganizational behavior made by employees on their own initiative, is an out-of-role behavior (Organ, 1988). OCB is composed of five elements, namely, sportsmanship (willing to endure unreasonable working conditions and environment), civic ethics (employees' sense of responsibility to participate in organizational work), sense of responsibility (employees' willingness to complete additional tasks of the company), humanism (helping others solve problems related to tasks), and beneficent behavior (helping others avoid work problems) (Organ, 1988). The performance of employees' contribution to society is reflected in their concern for the environment and their voluntary participation in environmental protection actions.

Many researchers have realized that human resource management practices will not directly affect employees' work attitudes and behaviors, but will pass this influence to employees through specific social and psychological processes (Zutshi & Sohal, 2003). Previous studies have shown that the combination of corporate social responsibility behavior and human resources management will significantly improve the social recognition of employees, and thus improve the commitment and satisfaction of employees to the organization and related work activities and employee performance (Guest, 2011). On the whole, although the research on SRHRM and employee performance at the employee level has accumulated to a certain extent, scholars have not reached an agreement on the definition of SRHRM, and there are differences in the division criteria and focus of dimensions. The existing research has not fully combined the CSR dual identity of employees to explore the mechanism of SRHRM on employee

performance, Therefore, the exploration of the relationship between SRHRM and employee performance needs further expansion and extension. The era of knowledge economy has put forward higher requirements for the stable and healthy development of enterprises. More and more enterprises have deeply realized that employees are the largest capital for the survival of enterprises and the core strength for the continuous growth of enterprises. The performance output of employees has also gradually become a powerful weapon for enterprises to maintain sustainable competitive advantage, drive the company's progress and improve market share (Zhan, 2019). Therefore, exploring the relationship between SRHRM and employee performance can not only enrich the research content of SRHRM, but also provide constructive direction and suggestions for organizations to improve employee performance. This paper hopes to intuitively reflect the changes that enterprises will make through SRHRM and the impact on employees' performance by studying the impact of SRHRM on employees' dual performance. In addition, the mechanism of SRHRM on employee performance needs to be studied.

As an industry with a market investment value only lower than that of banks, the pharmaceutical manufacturing industry has entered a high-speed development stage after entering the 21st century due to factors such as improving quality of life, increasing people's health awareness, and accelerating population aging. Therefore, many countries around the world have placed the pharmaceutical manufacturing industry in an important position in the economic development strategy of the 21st century, and its influence is evident (DeFond, & Subramanyam, 1998). From the perspective of industry characteristics, the pharmaceutical manufacturing industry belongs to a technology intensive industry, mainly characterized by high capital investment, high risk, and high product added value (Bao & Chen, 1998). Although the pharmaceutical manufacturing industry is currently entering a golden period of development, especially in China, with its vast territory and abundant resources of traditional Chinese medicine, coupled with policy support, it has created a large number of medical enterprises with ethnic and regional characteristics, mainly focused on traditional Chinese medicine treatment (Bryan et al., 2000).

As a fundamental industry related to the national economy and people's livelihood, the pharmaceutical manufacturing industry has once again been identified as a strategic emerging industry in the 14th Five Year Plan, emphasizing the importance of promoting the development of advanced manufacturing clusters. It is one of the key industries supported and developed by the state. The pharmaceutical manufacturing industry has penetrated into every aspect of people's lives and occupies an important position in all industries in China. For a long time, China's pharmaceutical manufacturing industry has maintained a stable development trend. The Chinese government has issued various plans and documents to promote and support medical enterprises to increase research and development investment in policies, and attach importance to product innovation. Especially under the influence of the COVID-19 and the trend of aging population, the Chinese government has continued to increase its investment in health care. The pharmaceutical manufacturing industry has received attention from the state, government, and ordinary people. In addition, China's healthcare industry has maintained a momentum of innovation and vigorous development, and the increase in national disposable income has also led to an increase in people's awareness of healthcare. This means that the demand market for pharmaceutical products in China will maintain a stable development trend. The capacity of the Chinese pharmaceutical market is increasing, and its scale will grow at a rate of 14% -17%. It is expected that by 2025, the industry scale will exceed RMB 5.3 trillion (Song, 2021). In recent years, with the joint support of technological innovation, talent driven, and other aspects, the pharmaceutical manufacturing industry has further increased its R&D investment. In 2021, the number of R&D investment institutions in China's pharmaceutical manufacturing industry reached 3410, an increase of 7.13% compared to 2020, and the number of R&D projects increased by 4100. The cumulative amount of R&D investment is 68.442 billion yuan, an increase of 18.79% year-on-year (Wang & Jiang, 2022). The pharmaceutical manufacturing industry is increasingly valued by the state, the public, and capital, and the transformation, upgrading, development, and innovation of the entire industry are constantly being promoted and optimized.

The pharmaceutical manufacturing industry has high technical requirements, and the production of its products needs to comply with strict technical standards. It has high requirements for production equipment and processes, and requires a large amount of resources to be invested in product development. It has the characteristics of high investment, high risk, high return, and long cycle. However, the pharmaceutical manufacturing industry in China started late and had a weak foundation, resulting in a serious shortage of research and development investment. It has been mainly focused on low-level imitation with low technological added value, and its R&D and innovation capabilities need to be improved. Compared to mature international markets, China's overall technological level still has a significant gap. Pharmaceutical manufacturing enterprises must increase their attention to SRHRM and take practical and feasible measures to improve employee performance in order to occupy a favorable position in the fierce market competition. So, this article studies the impact of SRHRM on employee performance, which helps pharmaceutical manufacturing enterprises allocate more efficient and reasonable teams, and has important significance for improving employee performance.

This study focuses on the impact of SRHRM on employee performance, and attempts to explain whether and how SRHRM affects employee performance of Chinese pharmaceutical manufacturing enterprises. SRHRM expresses the importance of employees' CSR dual identity and shows concern and support for society and employees (Newman et al., 2016). Many studies show that SRHRM is an effective variable to predict employees' positive psychological cognition. For example, Shen & Benson (2016) believes that SRHRM's emphasis on the responsibilities of stakeholders in society can help improve the employees' social identity and social self-efficacy. At the same time, the social exchange theory believes that one party's proactive behavior in social interaction can help promote the other party to respond with positive emotions and behaviors. Therefore, SRHRM can significantly improve the employee's attitude (Tajfel & Turner, 2004). To sum up, SRHRM's care and attention to employees is likely to be a powerful push to improve employees' psychological feelings. Employees will work harder because they feel the organization's recognition of their own contributions and concern for happiness, thus improving work performance. Based on this, this study believes that

Prosocial identity, Prosocial self-efficacy and empathy are likely to be the mediation mechanism of SRHRM affecting employee performance.

To sum up, on the basis of comprehensive consideration of the dual identity of employees' CSR, this study introduces Prosocial identity, Prosocial self-efficacy and empathy as three mediation variables to explore whether and how SRHRM affects employee performance. This study not only helps to deepen the research on the relationship between SRHRM and employee performance, but also provides feasible suggestions for pharmaceutical manufacturing enterprises to strengthen employees' positive psychological cognition and improve employee performance.

#### **1.2 Research Ouestions**

The research question of this study is shown as followed:

RQ: Whether prosocial identity, prosocial self-efficacy and empathy of pharmaceutical manufacturing enterprise transmit the effects of SRHRM to task performance, OCB and volunteer activities?

#### 1.3 Research Objectives

There are two research objectives of this study as followed:

RO1: To investigate, empirically and by documented inquiry, what is known about SRHRM, prosocial identity, prosocial self-efficacy, empathy, task performance, OCB, and volunteer activities for pharmaceutical manufacturing firms.

RO2: Investigate the direct effect of SRHRM on task performance, OCB, and volunteer activities and the indirect effects via prosocial identity, prosocial self-efficacy, empathy.

#### 1.4 Significance of the Study

#### **Practical Significance**

This study plays an important role in guiding enterprise managers to effectively carry out SRHRM policy and organizing employees to actively participate in CSR practice, so as to arouse employees' enthusiasm and initiative to carry out CSR practice according to local conditions in a targeted and strategic way.

Specifically, the practical significance of this paper has the following two aspects:

(1) The practical need for corporate social responsibility to combine knowledge and practice. Although actively undertaking social responsibility has become the trend of the times, how to effectively carry out social responsibility work is still a difficult problem for many enterprises. First of all, due to the broad content and diverse forms of corporate social responsibility, many enterprises have more or less misunderstandings about it (Wang et al., 2016). For example, some enterprises unilaterally understand corporate social responsibility as "good people and good deeds" such as public welfare education, while others narrowly regard social responsibility as charitable donations in disasters. Whether corporate social responsibility is understood as donation for education, supporting the elderly and children, or charitable donation for disaster relief, it has cut the link between corporate social responsibility and corporate operation, and is a one-sided understanding of "see only trees, not forests". As a result, enterprises can not only play an important role in promoting the harmonious development with society and environment, but also easily waste social resources due to unrealistic social responsibility practices, and even damage their own development. Secondly, the implementation of corporate social responsibility needs to cost. Whether it is to develop high-quality products or improve energy conservation and emission reduction technologies, it requires financial, material and human investment. In the case of limited resources of enterprises, how to choose the social responsibility practice and its implementation methods according to their own business characteristics has become an urgent challenge to be solved.

Drucker (1995) believed that "reasonable social responsibility should be like taming flood dragon, which can transform social problems into economic opportunities, productive capacity, employee ability, well-paid work, and wealth (Drucker, 1984)". In the Internet plus era, how should enterprises tame flood dragon, turn challenges into opportunities, and balance commercial interests and social welfare? SRHRM aims to integrate the concept of corporate social responsibility into the company's operation, fully mobilize various resources within the organization to carry out situational social responsibility activities, and achieve win-win results for enterprises and society. On the

one hand, SRHRM, through human resource management practices such as recruitment and training, comprehensively cultivates responsibility knowledge, embeds a culture of goodwill, and guides enterprises to establish deep social responsibility genes. On the other hand, SRHRM can fully mobilize human, material and financial resources in the organization through human resource management, unify social objectives and organizational operations, and reasonably plan and develop appropriate social responsibility projects. That is, by building the SRHRM system, corporate social responsibility is no longer a cost or constraint, but a strategic system to nurture opportunities, promote innovation and gain competitive advantage. Therefore, explaining the connotation of SRHRM and revealing the impact of SRHRM on employee performance have important management implications and guiding significance for enterprises to meet challenges and assume responsibilities.

(2) Human resource management model innovation needs. The development of corporate social responsibility is of great significance to the reform and development of corporate human resources management. First of all, corporate social responsibility promotes the change of human resource management concept. In the era of the Internet, human resource management is developing in a more humanized direction, and is committed to "activating" people in the organization, better releasing the goodwill and potential of employees, and giving full play to personal values. While achieving the goals of organizational and social development, human resource management is more diversified and personalized to meet the free development needs of individuals themselves. The concept of "responsibility" conveyed by corporate social responsibility to enterprises not only conforms to the concept of "people-oriented" in human resources management, but also extends and deepens this concept across organizational boundaries to a broader social group, emphasizing the concern for the well-being of others. This not only promotes the development of the concept of sustainable human resources management in the new era, but also echoes the benevolent values of "the old and the old, the young and the young" in traditional culture. Secondly, the implementation of corporate social responsibility promotes the innovation of human resources management system. At present, the human resource management of many enterprises in China has not formed a model suitable for the development of enterprises, and it is difficult to

promote corporate social responsibility to the height of corporate strategy. The implementation of corporate social responsibility practice will promote enterprises to improve and improve various functional activities of corporate human resources management according to social responsibility standards or requirements, such as recruitment, training, selection, performance evaluation, compensation, etc. These measures will promote the innovation of harmonious and win-win responsible human resource management mode and promote enterprises to adapt to future competition more effectively.

#### **Theoretical Significance:**

First, this study further explores the definition and connotation of SRHRM on the basis of previous studies, and empirically tests the relationship between SRHRM and employee performance and its internal mechanism, which enriches the research in the field of SRHRM on the whole. Second, in addition to promoting research in the field of SRHRM, this paper is also of great significance to expanding the field of CSR.

The research of corporate social responsibility has always been new with the emergence and development of enterprises. During the development of more than one hundred years, the research on corporate social responsibility has made rich achievements. Around the definition and connotation of corporate social responsibility, scholars have put forward many related concepts, such as corporate social response, corporate social performance, corporate citizenship, corporate ethics, and sustainable development. On the basis of these concepts, a series of related models have been developed, such as the three-dimensional model (Carroll, 1979), the pyramid model (Carroll, 1991), the corporate social performance model (Wood, 1991) that defines the principles and processes of corporate social responsibility, and the stakeholder model that divides the objects of corporate responsibility (Donaldson & Preston, 1995). Based on these theoretical models, many scholars have explored the relationship between corporate social responsibility and external stakeholders from the perspectives of system, corporate governance, strategy, finance, marketing, etc. Relevant empirical studies have found that corporate social responsibility can attract and retain talents (Bhattacharya, Sen & Korschun, 2008), improve organizational reputation (Eberle et al., 2013), win competitive advantage (McWilliams & Siegel, 2001), attract investors (Flammer, 2013), improve

financial performance (Orlitzky, Schmidt & Rynes, 2003) and consumer satisfaction (Luo & Bhattacharya, 2006). In response, various international organizations and governments have formulated corporate social responsibility regulations, such as the international standard of social responsibility ISO26000, the United Nations Sustainable Development Goals (2030), the ten basic principles of the United Nations Global Compact, and the standards for the preparation of sustainable development reports.

Although the above rich theoretical achievements are of great significance to the promotion of corporate social responsibility theory, there is still a lack of theories on how to guide the development of corporate social responsibility. SRHRM, based on the internal organization, attempts to explore the methods, structures, paradigms and countermeasures of integrating business strategy, organizational culture and corporate social responsibility from a more microscopic psychological and social psychological perspective. Therefore, the study of SRHRM has important theoretical significance in promoting the expansion of the theoretical research of corporate social responsibility to the field of human resource management and organizational behavior.

#### 1.5 Research Hypotheses

This dissertation proposes the following hypotheses:

H1: SRHRM influences employee task performance.

H2: SRHRM influences employees OCB.

H3: SRHRM influences employee volunteer activities.

H4: Prosocial identity mediates the relationship between SRHRM and employee task performance.

H5: Prosocial identity mediates the relationship between SRHRM and employee OCB.

H6: Prosocial identity mediates the relationship between SRHRM and employee volunteer activities.

H7: Prosocial self-efficacy mediates the relationship between SRHRM and employee task performance.

H8: Prosocial self-efficacy mediates the relationship between SRHRM and employee OCB.

H9: Prosocial self-efficacy mediates the relationship between SRHRM and employee volunteer activities.

H10: Empathy mediates the relationship between SRHRM and employee task performance.

H11: Empathy mediates the relationship between SRHRM and employee OCB.

H12: Empathy mediates the relationship between SRHRM and employee volunteer activities.

#### 1.6 Conceptual Framework

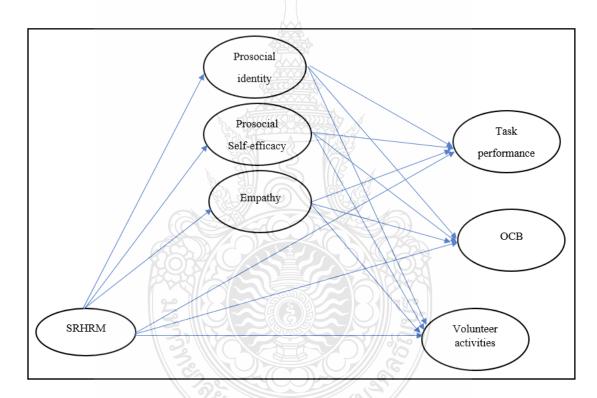


Figure 1.1 Conceptual framework

It can be seen from above figure that the conceptual framework of this study includes seven research variables: one independent variable (SRHRM), three mediation variables (prosocial identity, prosocial self-efficacy and empathy) and three dependent variables (task performance, OCB and volunteer activities). The influence of independent variable on dependent variables can be direct or indirect through three mediation variables.

#### 1.7 Scope of The Study

#### **Scope of Content**

This study mainly explores the impact mechanism of SRHRM on employee performance in Chinese pharmaceutical manufacturing enterprises. In this mechanism, this article introduces three mediation variables: prosocial identity, prosocial self-efficacy, and empathy.

#### **Scope of Population**

This study will focus on employees working in Chinese pharmaceutical manufacturing enterprises.

Since the reform and opening up, the rapid development of the pharmaceutical manufacturing industry has driven the rapid growth of China's economy. However, with the development and changes of the competitive environment, there have been many problems in the development of human resources in the manufacturing industry, which are constraining the sustainable development of the manufacturing industry in the future. At present, the main problem with human resource management in pharmaceutical manufacturing enterprises is that some pharmaceutical manufacturing enterprises still regard human resource management work as pure personnel management, without elevating the development and utilization of human resources to the height of enterprise development strategy for planning and allocation; The level of human capital is relatively low, with talent resources accounting for only about 5.7% of the total human resources, while high-level talents only account for about 5.5% of the talent resources, and there are even fewer international talents among high-level talents; The incentive mechanism is not perfect enough, and employees cannot receive corresponding benefits by doubling their efforts; Some private enterprises like to spend more money on recruiting Journeyman, and are not interested in spending time and energy on training existing employees. The human resource management problems that exist in pharmaceutical manufacturing enterprises are not only related to the current socio-economic environment, but also a product of business operators' eagerness for quick success and instant benefits. Only by strengthening educational reform, conducting policy guidance, doing a good job in human resource management, and cultivating high-quality workers and professional talents that are suitable for the development of the pharmaceutical manufacturing industry, can we unleash the enormous advantages of human resources (Tian, 2018).

The pharmaceutical manufacturing industry is a pillar industry of China's national economy, with an overall industrial scale ranking among the world's top. However, due to the overall technological level of China, the low level of core technology results in most products being mid to low-end products with low added value. The overall competitiveness of products in the international market is weak, making it difficult to resist external risks and susceptible to external environmental factors. Compared to foreign-funded enterprises, they have a greater advantage in core technology and have always occupied a high-end product position. The main reason for this is talent. This type of enterprise has high human resource management and human capital capabilities, which can promote the enterprise to play the advantage of talent and lead the development in fierce competition. Therefore, only by ensuring the improvement of human resource management level can the pharmaceutical manufacturing industry develop. Change traditional human resource management strategies, optimize existing models, and promote comprehensive development based on talent, driving stable economic growth (Gao et al., 2020).

As of the end of 2021, there were a total of 34,639 pharmaceutical manufacturing enterprises in China. Employees from these pharmaceutical manufacturing enterprises are the target population of this study.

#### **Scope of Time**

Data for this study will be collected in 2023.

#### **CHAPTER 2**

#### REVIEW OF THE LITERATURE

#### 2.1 Definition of Terms

#### 2.1.1 Corporate Social Responsibility

Corporate social responsibility (CSR), as a specific non market strategy, has gradually attracted widespread attention from scholars in the field of strategic management in recent years.

The study of corporate social responsibility begins with answering the question of "what is social responsibility" at the cognitive level, that is, defining its narrow connotation. Early research mostly focused on the perspective of businessmen or entrepreneurs, with Bowen (1953) formally defining social responsibility as "the obligation of businessmen to pursue relevant policies, make corresponding decisions, and take ideal actions in accordance with the goals and values of society. With the increasing attention of non-governmental organizations to social responsibility, the United States Economic Development Commission proposed the "triple concentric circle model" of corporate social responsibility in 1971. The inner circle responsibility is to effectively execute economic functions, the middle circle responsibility is to adjust and execute economic functions in response to changes in social values, and the outer circle responsibility is to actively invest in improving the social environment. The triple concentric circle model specifically defines ten aspects of social responsibility, including economic growth, education, employees and training, civil rights, urban construction, environmental protection, sustainable development, culture and art, healthcare, and policy support. At the same time, with the development of stakeholder theory, more and more scholars are elaborating on corporate social responsibility from the perspective of stakeholders. Jensen & Meckling (1976) believes that a socially responsible enterprise is one where managers strive to maximize shareholder returns while also balancing the needs of various other stakeholders. Jones (1980) defined social responsibility as the responsibility of a company to relevant groups in society, other than those described in the contract, in addition to shareholders.

With the rapid increase in social pressure faced by enterprises in the 1960s, scholars have increasingly shifted their focus to research on corporate behavior, hoping to implement corporate social responsibility from abstract theories to specific corporate practices. Levis (2006) first recognized that social response is a management process, which can "transform the surface language of social responsibility into meaningful actions" through recognition, dedicated responsibility, and organizational participation in this three-stage management process. Frederick (1986) clearly defined social response as "the ability of enterprises to cope with social responsibility pressure", believing that social response is a substitute for narrow social responsibility and a significant shift from a cognitive oriented theoretical concept to a behavioral oriented management concept.

Carroll (1979) proposed the concept of "corporate social performance" and defined it from three dimensions: social responsibility, social issues, and social response. The first dimension defines what corporate social responsibility is (i.e. narrow social responsibility), which refers to the "expectations of society towards enterprises in terms of economy, law, morality, and discretion". The weight of these four aspects in corporate social responsibility is 4:3:2:1. In subsequent research, these four parts will be further constructed as a "pyramid model", where the economy is the most fundamental and important social responsibility of the enterprise, located at the bottom of the pyramid, followed by law and ethics, and finally the expectations of society for the enterprise. This belongs to the responsibility that the enterprise willingly executes, located at the top of the pyramid. Carroll & Brown 's (2022) image summary of the "pyramid model" is that if a company assumes corporate social responsibility, it needs to strive to make money, comply with laws and regulations, behave ethically, and become an excellent corporate citizen. The second dimension of the '3D conceptual model' is based on the definition of the previous dimension, elaborating on the specific social issues associated with it, and emphasizing that due to differences in industry, region, and economic level, these issues will develop accordingly and have flexible and diverse manifestations. The third dimension of the "three-dimensional conceptual model" further defines social response based on the first two dimensions, that is, how the enterprise responds to social problems. The model includes four response strategies: response, defense, adaptation, and prevention.

Carroll (1979) clearly stated that corporate social performance includes three levels of content: first, the definition of social responsibility, second, the identification of social issues, and third, the selection of response strategies. The 'three-dimensional conceptual model' integrates the connotation of narrow social responsibility, specific social issues, and corporate social response, achieving a second leap in the cognitive process, and making significant contributions to the study of corporate social responsibility. Wartick & Cochran (1985) explicitly stated that "corporate social performance is a fundamental interaction between narrow social responsibility, social response, and policy solutions to social problems." Matten & Moon (2008) proposed an implicit explicit social responsibility framework. Schwartz & Carroll (2008) proposed a "value balance responsibility" model. Basu & Palazzo (2008) proposed a cognitive Identify the motivation of a company to fulfill its social responsibility from three levels: language and behavior.

#### 2.1.2 Socially Responsible Human Resource Management

As the focus of research on corporate social responsibility shifts from the conceptual level to the micro level of practice, and from external social responsibility to internal social responsibility such as employee well-being and career development needs, Socially Responsible Human Resource Management (SRHRM) has emerged. SRHRM is a new type of human resource management practice that integrates social responsibility into all aspects of human resource management. SRHRM guides employees to participate in the implementation of corporate social responsibility that is crucial to the long-term development of the country and society. More importantly, it focuses on the rights and demands of internal interest groups within the enterprise, and actively assumes responsibility towards employees. Therefore, enterprises implementing SRHRM embody a proactive and forward-looking mindset, which is in line with the spontaneous and future-oriented nature of employees' proactive behavior.

The focus of human resource management has shifted from rational management of employees to improving their motivation and job satisfaction (Hartel et al., 2006). The management approach of SRHRM can affect employees' psychology and behavior. This concept originates from relevant literature on CSR and human resource management, and is a combination of these two fields (Qiang & Xin, 2019). Researchers

have defined SRHRM from different perspectives, and there is currently no unified definition. However, it can be roughly divided into three research perspectives: employee orientation, participation, and equality.

#### **Employee Oriented Perspective**

Social responsibility organizations are no longer only satisfied with their economic and legal obligations, but also take into account their moral and freedom responsibilities towards their employees and social stakeholders. CSR therefore encompasses the development of policies and strategies that take into account the impact of different stakeholders, including employee behavior (Carroll, 1979). One of the main dimensions is the policies and practices CSR adopts for employees, known as SRHRM (Newman et al., 2016). The employee-oriented perspective emphasizes employee centeredness and defines SRHRM as a CSR practice activity implemented for employees. These activities include recruiting and screening CSR aware employees; Provide CSR training; Consider employees' social contributions in promotion, performance evaluation, and salary formulation (Shen & Jiuhua Zhu, 2011).

#### **Participatory Perspective**

Kundu & Gahlawat (2015) define SRHRM as organizing and participating in human resources activities aimed at enhancing employees' participatory roles in CSR, while also considering them as disseminators and recipients of corporate social responsibility practices. Shen & Benson (2016) defined SRHRM as the degree to which an organization promotes and rewards employee participation in CSR programs that benefit external stakeholders. The participatory perspective believes that SRHRM is not only a component of CSR initiatives, but also an important tool for their successful implementation, as it can achieve CSR goals through employee engagement. In short, the existence of organizational social responsibility practices is believed to have a positive impact on the behavior of various employees.

#### **Equality Perspective**

One of the most important ways for organizations to maintain women's commitment to the organization is to emphasize gender equality in human resource management practices (Daly et al., 2008), which is also a key feature of SRHRM (Hobson, 2011). The perspective of equality requires organizations to reasonably consider

gender factors when carrying out SRHRM practices, such as providing equal employment opportunities in the workplace; Consider the balance between work and family; Provide specific assistance to female employees; Improve the participation and discourse power of female employees in decision-making; Provide flexible work time arrangements for female employees, etc. (Hobson, 2011).

#### 2.1.3 Employee Performance

Job Performance is an important part of measuring work effectiveness and is the focus of organizational behavior research. Work performance includes three parts: individual performance, team performance, and organizational performance, from small to large. Individual performance is the foundation of the latter two. The employee performance referred to in this article specifically refers to individual performance, which studies the evaluation and feedback of individual employees based on their own role positioning on their hard work and achievement of results. There are three main viewpoints in the academic community regarding the definition of work performance. One is to start from results and link work performance with the completion of work goals, which can be measured using specific evaluation indicators. Bernardin & Beatty (1984) viewed job performance as the result of work achieved through labor at a specific job and time frame. Another approach is to view work performance as a behavior that aligns with the direction of organizational goals and is beneficial for the development of the organization. Chinese scholar De (2004) agrees that job performance can be observed, measured, and evaluated, and this behavior is used to achieve organizational goals. There is also a belief that job performance is a combination of outcomes and behaviors, where outcomes are pursued by individuals and the purpose of behavior is to achieve the desired outcome (Li & Kan, 2002).

The performance of employees in the organization is mainly reflected in their task performance, volunteer activities and organizational citizenship behavior; organizational citizenship behavior (OCB), as a pro-organizational behavior made by employees on their own initiative, is an out-of-role behavior (Organ, 1988).

#### **Task Performance**

Campbell (1990) pointed out that task performance is a function of knowledge, skills, abilities, and motivation, which targets the behavior specified by roles, such as

formal job responsibilities. Under the conceptual framework developed above, individual task performance is only related to actions or behaviors related to company goals (Campbell et al., 1993). The nature of task performance depends on the company's mission and purpose, the company's needs for work, and the preference for certain work behaviors in the company's mindset (Motowidlo, 2003). It should be noted that when conceptualizing task performance, it is necessary to distinguish between actions (i.e. behaviors) and performance outcomes (Campbell, 1990). Behavioral aspects refer to the work carried out by individuals in their daily work, but not all work belongs to the category of performance. Only work and its results related to team goals can be included in the category of task performance. Therefore, performance is not defined by the actions themselves, but by the process of judgment and evaluation (Borman & Motowidlo, 1997). Task performance is not only an important component of organizations and industries, but also a multidimensional concept that encompasses all activities and behaviors that employees must complete in the work process (Bess, 2001).

Task performance refers to the individual performance of employees in completing activities that benefit the technical core of the entire team. Task performance includes direct activities (such as employees' production activities) and indirect activities (such as supervisors' management behavior). Unlike task performance, situational performance refers to activities that do not contribute to the technical core but support organizational goals (Borman & Motowidlo, 1997), such as employee support for colleagues or proposing business and process improvements. There are the following differences between task performance and scenario performance: First, task performance is specific to work, which requires different knowledge, skills and abilities to make contributions to the organization, while scenario performance requires psychological or emotional interaction between people, which usually does not produce direct economic contributions. Secondly, task performance is mainly related to employees' cognitive abilities, while situational performance is more closely related to employees' personality and mutual assistance behavior; Thirdly, situational performance is typically identified as content that exceeds employee obligations, while task performance is typically identified as content within employee obligations.

#### **Organizational Citizenship Behavior (OCB)**

Katz (1964) first proposed expressions related to organizational citizenship behavior, but did not define this concept. Organ (1988) proposed that organizational citizenship behavior is a voluntary behavior of individual employees that is not directly recognized in the formal system of the organization and is not clearly defined in the organization, but can promote organizational development as a whole. Since then, a series of concepts have emerged, including out of role behavior, citizenship, prosocial behavior, and organizational spontaneous behavior. In the reader's understanding, these concepts are not completely consistent with organizational citizenship behavior, but in the specific research that proposes the corresponding concepts, scholars attempt to express the meaning of organizational citizenship behavior, which is also the behavior that employees voluntarily implement and is beneficial to organizational development. Organ (2014) still emphasizes that this behavior is not formally regulated or recognized in the formal compensation system, but is required by the organization and voluntarily implemented by employees.

As a pro organizational behavior actively made by employees, organizational citizenship behavior is an out of role behavior (Organ, 1988). Early research suggests that OCB consists of five elements, namely athlete spirit (voluntarily enduring unreasonable working conditions and environment), civic ethics (employees' sense of responsibility to participate in organizational work), sense of responsibility (employees voluntarily completing additional tasks for the company), humanism (helping others solve task related problems), and benevolent behavior (helping others avoid work problems). Based on empirical testing, later research further divided the five elements of OCB into two categories: individual oriented organizational citizenship behavior (OCBI) and organizational target organizational citizenship behavior (OCBO) (Matta & Van Dyne, 2015). OCBI emphasizes the voluntary behaviors that directly affect individuals, including interpersonal communication, solidarity and mutual assistance. OCBO emphasizes the obligation behavior that affects the organization as a whole, including obeying organizational regulations and selfless dedication to the organization. Compared to the two, OCBI reflects employees' emotional expression at work, while OCBO reflects employees' understanding of the work environment.

This article provides the following understanding of this definition:

- (1) The implementation of organizational citizenship behavior depends on the individual wishes of employees. Employees may implement organizational citizenship behavior solely out of voluntary motivation, volunteering to contribute to the organization in order to become better, or out of self-interest motivation, hoping that their behavior will be seen by leaders to obtain more career development opportunities. At this time, organizational citizenship behavior is a political means for employees.
- (2) The organization does not provide formal rewards and punishments for organizational citizenship behavior implemented by employees. This behavior is beyond the formal requirements of the organization. The organization will not provide formal encouragement to employees who engage in organizational citizenship behavior in the form of institutional rules, nor will it impose various obvious or implicit punishments such as criticism, neglect, etc. on employees who have not engaged in organizational citizenship behavior.
- (3) This is a beneficial behavior for the organization. Employees who engage in organizational citizenship behavior, whether it is to expect the organization to operate more efficiently, attempt to be helpful to organizational members, or use it as a means to gain leadership attention, have good results in their actions.

Evidence has been found in the recent studies that Organizational Citizenship Behavior (OCB) is related to ethical behavior and also seems to confine the essence in employee performance. The concept of OCB has been studied in organizations for explaining their effective functioning and organizations are deemed to promote such behavior. In service-oriented organizations it was an unattended concept, although it has imperious implications in this sector. The literature supports the OCB's significance in the service organizations accompanied by the active participation and effective service delivery being its essential ingredients (Bettencourt, 1997). The body of literature on OCB has used a variety of terms for describing the preferable employees' mentality. Dyne et al. (2003) called it extra role behavior, organizational spontaneity and support for collective interests over individual interests are other names given to it. Most of these concepts denoted the fact that the organizational effectiveness is expected when employees are proactive and benevolent. This is an informal kind of behavior that is

desirable by the organization and is also called "good soldier syndrome". It generally includes pro social behaviors including punctuality, helping others and innovating and volunteering (Organ, 1988). This special behavior has become a lively research field investigated by organizational sociologists, psychologists and management researchers.

#### **Volunteer Activities**

The detailed classification of volunteers can be divided into various types, such as online volunteers, environmental volunteers, accident and disaster volunteers, etc. The volunteer activities in this study specifically refer to environmental volunteer activities.

According to the classification by Stern (2000), environmental volunteer activities have been known to represent a non-activist form of pro-environmental behavior because engaging in environmental volunteer activities allows individuals to participate in civic actions with ecological implications (Liarakou et al., 2011). Thus, Liarakou et al. (2011) have described environmental volunteer activity as "a conscious decision of the actor... [indicating] his/her desire for further involvement as an active citizen in collective action towards a public purpose, that is the solution of environmental problems". Not only does environmental volunteerism represent a non-activist form of pro-environmental behavior, but as a voluntary activity, it also represents a unique form of voluntary action wherein the tangible benefits of an individual's actions can, at times, take longer to realize than those associated with other forms of volunteerism. For example, volunteers engaged in natural resource or habitat restoration may not actually see the outcomes of their efforts for several months—or even years.

#### 2.1.4 Prosocial Identity

Bar-Tal (1976) proposed the concept of prosocial behavior. He believes that prosocial behavior refers to the behavior that is beneficial to others and society, regardless of the purpose of the individual. Eisenberg et al. (1989) pointed out that no matter what the motivation of the actor is, his behavior that is helpful to society and others can be called prosocial behavior.

Prosocial behavior has various manifestations. According to different analysis angles, prosocial behavior can be classified as follows. Penner et al. (2005) distinguishes based on the dual attitudes model: the dual attitudes model indicates that individuals can have two types of attitudes towards the same thing simultaneously. One type is an explicit

attitude that an individual can directly perceive, and the other type is a potential implicit attitude that an individual cannot be aware of. Some scholars applied this model to the study of prosocial behavior, divided prosocial behavior into explicit prosocial behavior and implicit prosocial behavior, and believed that these two prosocial behaviors were separated from each other and had relatively independent structures. Explicit prosocial behavior refers to the altruistic, helpful, cooperative and other behaviors that individuals can realize and observe. Implicit prosocial behavior refers to an automatic and implicit psychological tendency that is unique to an individual and is mainly shaped by past experience. It can potentially affect the process of an individual's prosocial judgment and behavior, and can be seen as an individual's prosocial preference. According to different situations, Carlo et al. (1999) established the social ecological development model of prosocial behavior, and believed that the influencing factors of prosocial behavior include individual cognitive emotional characteristics, current environmental characteristics and family social background.

Identity theory and research indicate that people hold multiple identities, or self-concepts (e.g., Stryker & Burke, 2000), and that people's actions and reactions to situations differ in powerful ways as a function of which of their identities is salient (Bargh & Chartrand, 1999). Prosocial identity is the aspect of the self-concept that is concerned with helping and empathizing with others (Grant, 2007), which stands out as particularly relevant because it is often elicited naturally to varying degrees in the process of harming others (Batson, 2014) and has been linked in previous research to important outcomes, such as helping behavior (Grube & Piliavin, 2000).

#### 2.1.5 Prosocial Self-efficacy

The prosocial self-efficacy originally came from Bandura's self-efficacy theory. Bandura et al. (1999) believed that self-efficacy was a subjective assessment of an individual's ability to complete a certain aspect of work, a confidence in his ability to use his skills to complete specific tasks, and a subjective feeling. In the later research, some researchers gradually began to pay attention to the self-efficacy in the social field, that is, prosocial self-efficacy, and believed that pro social self-efficacy was the special representation of self-efficacy in the social field.

The earliest concept of prosocial self-efficacy was believed to be that people believed in and were able to form, establish, and maintain relationships in a satisfactory manner (Connolly, 1989). It refers to a person's belief that they can successfully engage in dialogue, participate in social activities, receive or provide assistance, and demonstrate friendly behavior in a confident manner. Bandura et al. (1999) conceptualized prosocial self-efficacy as a person's perception skills and confidence in social situations, which is an individual's cognition of social behavior, confidence in his own ability, and belief in the positive response he can get in interpersonal interaction.

Smith & Betz (2000) formally constructed prosocial self-efficacy as an independent concept in a study of American college students, and clearly defined it as: individuals' self-confidence and belief in their ability to participate in social tasks and develop and maintain interpersonal relationships in social interaction is a subjective cognition of their social ability and performance, It has significant implications for their ability and behavioral performance in interpersonal communication.

Prosocial self-efficacy refers to people's self-confidence and belief in developing and maintaining interpersonal relationships in social life, and it is a subjective cognition of people's social ability and performance (Cuevas et al., 2017). Jing & Hou (2009) proposed that prosocial self-efficacy is an internal psychological resource, which is an individual's judgment of the level at which he can complete the communication before communicating with others (Jing & Hou, 2009). Falanga et al. (2014) believes that prosocial self-efficacy is closely related to emotional intelligence.

To sum up, prosocial self-efficacy, as a specific application of self-efficacy in the social field, is an important factor affecting human social activities. Although a person believes that their ability to perform well in a task is different from their actual ability to perform the task, efficacy beliefs can have a significant impact on performance and adaptive psychosocial functions (Maciejewski et al., 2000). In environments that require interpersonal communication, people's perception of whether they can successfully participate in social interactions may vary, which will affect the results of social communication (Mallinckrodt & Wei, 2005). Individuals with low social self-efficacy often overemphasize personal defects in social contexts, leading to feelings of

helplessness, negative social expectations, and maladaptive social behavior (Wei et al., 2005).

## **2.1.6** Empathy

In 1873, German philosopher Robert Vischer first used the German word "einfullung" to express the concept of empathy (Curtis & Elliott, 2014). He believed that "Einfuhlung" refers to people actively projecting their own emotions, feelings, and emotions into objective things. In the process of observing things, the changes in one's own emotions depend on the updating of one's own cognition on the one hand, and are also influenced by the environment on the other hand. Steven Pinker, a psychology professor at Harvard University, believes that the most powerful sympathy exogenous trigger, which costs limited money and is everywhere, is the role transposition that people produce when reading novels, memoirs, autobiographies and reportage (Einstein, 2015). Steven Pinker referred to the 'sympathetic exogenous trigger' as a series of factors that trigger personal empathy. For example, when reading books or watching film and television works, readers and audiences will connect and self-react to the experiences, emotions, and behaviors of the characters portrayed by the protagonist and actors. The joy and sadness of the plot affect the emotional changes between readers and audiences. This act of pouring one's own emotions into sympathizing with others is also known as "empathy", which refers to the transfer of one's own emotions to the object.

In 1990, British American psychologist Titchener created a new English word "empathic" to replace "einfuhlung". Tieqinna believes that empathy is a process of humanizing objects and feeling ourselves entering something else (Titchener, 2014). Titchener emphasizes empathy, which is the value judgment of 'he is me', on the basis of sympathizing with others. Incorporate the emotional changes of the other into one's own consideration system, so that the two are integrated with each other. Subsequently, Batson et al. (2002) pointed out that kindness towards others lies in being able to empathize with others and feel what they feel; Put on someone else's shoes, stand in their shoes, and see the world through their eyes. Starting from the perspective of the other party, delving deep into the soul of the object and deeply perceiving its emotions and sorrows has become the core of the concept of empathy. While emphasizing the emotional projection of oneself towards others, some scholars also believe that empathy is the externalization

of self-reflection in certain aspects. Kohut, an Austrian psychoanalyst, took "empathy" and "heart" as a pair of references, and believed that empathy was a substitute introspection, mainly including emotional empathy and cognitive empathy (Watson & Morris, 1991). Emotional empathy emphasizes the empathy triggered by the rendering of emotions, which in turn affects the thoughts and emotional judgments of infected individuals. Cognitive empathy focuses on explaining the changes in self-cognition formed under the influence of multiple factors, which are mixed with external emotional factors. While triggering self-empathy, the entire cognition can be altered. In terms of process, Barrett-Lennard (2005) divided the production and influence process of empathy into five stages, including the conditional process of empathy, empathetic resonance, expression of empathy, acquisition of empathy, and feedback of empathy. At this stage, the model gradually summarizes the complete utility process of empathy mechanism. Under this concept, empathy emphasizes the deep interaction between the "giving party" and the "receiving party", responding to each other's feedback and establishing emotional connections in the interaction.

In summary, empathy refers to an individual's deep self-awareness and identification with the cognition, emotions, and intentions of the object. Through this kind of empathy, we can think about what the object thinks, what the object urgently needs, and what the object feels. Make objective and truthful judgments on the current situation of the object, provide emotional and action support and encouragement, and continuously sublimate emotions through interaction.

#### 2.2 Related Research

# 2.2.1 Related Research on Socially Responsible Human Resource Management (SRHRM)

#### Research on the Reasons for the Emergence of SRHRM

Through a review of previous literature, it can be found that the emergence of SRHRM has the following three reasons:

(1) CSR focuses on employees and shifts towards employee centeredness

The constantly changing institutional conditions and organizational forms in the globalized business environment, such as partnerships, alliances, franchising, etc., have

led to more unsafe employment relationships such as outsourcing, temporary employment, and self-employment (Voegtlin & Greenwood, 2016). These new employment relationships have led to unstable career patterns and work pressure, with risks shifting to workers. At the same time, the power relationship between organizations, trade unions, and governments is constantly changing. The reduction of trade union organizations in developed countries and the insufficient or non-existent labor laws in developing countries have led to enterprises taking on increasing responsibilities for the treatment of workers (Cooke & He, 2010). Therefore, the organization emphasizes the focus on employees, and CSR also emphasizes the shift towards employee centeredness. A comprehensive and in-depth exploration of the relationship between CSR and HRM has become an indispensable task.

# (2) HRM places greater emphasis on corporate ethics and sustainability issues

The shift from a focus on economic growth to an increase in ethical and sustainability concepts in modern business has not only led to a shift in business strategy, but also in human resource development and management policies and practices (Ardichvili, 2011). This shift requires companies to focus on three interrelated areas: sustainability Adopting more responsible and sustainable human resource practices in the integration of corporate social responsibility and business ethics (Ardichvili et al., 2012). One way to achieve this transformation is to focus on the implementation of CSR from the perspective of HRM, with a focus on encouraging employees to participate in CSR through HRM practices (Garavan et al., 2010). HRM has the potential to support organizations and individuals in achieving outstanding social, ethical, and sustainable results by providing a set of core principles and practices, and also providing a foundation for the emergence of SRHRM.

# (3) Increased emphasis on stakeholders by the organization

Due to the decline in the ability of national institutions and trade unions to enforce industrial rules, enterprises themselves have greater power over employment relations, and their actions are increasingly subject to scrutiny by other stakeholders; That is to say, non-governmental organizations, media, and consumers exert pressure on businesses to adopt socially responsible behaviors (Teegen et al., 2004). As Carroll (1979) emphasized, socially responsible organizations are not only fulfilling their

economic and legal obligations, but also considering their moral and responsibility towards employees and a wider group of stakeholders in society. Therefore, corporate social responsibility involves considering the impact of the organization's behavior on different stakeholder groups, including its employees, local communities, and the environment when formulating policies and strategies. This perceived pressure on corporate social responsibility may become an alternative mechanism for improving working conditions, and in this context, social responsibility oriented human resource management has emerged.

# Research on the Impact Results of SRHRM

Previous research on the impact of SRHRM on results has yielded relatively rich results, which can be roughly divided into individual and organizational levels. Among them, the research results on the individual level outcome variables of SRHRM are relatively rich, which can be roughly summarized into three aspects: attitude, behavior, and performance; There have also been some achievements in the research on outcome variables at the organizational level of SRHRM, but it mainly includes two parts: organizational performance and organizational strategy.

- (1) SRHRM affects employee attitudes
- 1) SRHRM affects employee organizational identity.

SRHRM is different from general human resource management in that it is a specific CSR and also helps to implement corporate social responsibility involving external stakeholders. Therefore, compared to HRM, SRHRM is more likely to affect employees' work attitudes and behaviors, and may have an impact through different ways or regulatory pathways than HRM (Shen & Benson, 2016). Ardichvili (2011) also argue that SRHRM, as a component of "soft human resource management", helps to elevate employees' social identity to a new level. CSR, which occurs through human resource practice, can be seen as an important component of the ideological and psychological contract between employers and employees. Therefore, it will lead to employees having more identification and contribution to the organization. Shen & Benson (2016) also concluded through empirical research that SRHRM has a positive impact on organizational identity, and the perceived organizational support of employees plays a moderating role in the relationship between the two. That is, the stronger the perceived

organizational support, the stronger the correlation between SRHRM and organizational identity.

## 2) SRHRM affects employee satisfaction.

Empirical research shows that SRHRM practices have a positive impact on employee satisfaction. The adoption of various types of social responsibility human resource practices by organizations can improve employee job satisfaction (Kundu & Gahlawat, 2015). Allen (2001) also found that employee oriented human resource practices are positively correlated with employee satisfaction, as SRHRM emphasizes employee-based CSR practices, such as providing work family balance opportunities and increasing employee engagement, which can make employees feel the humanized care of the organization and thus improve employee satisfaction.

- (2) SRHRM affects employee behavior
- 1) SRHRM affects employees' organizational citizenship behavior.

SRHRM not only has a positive impact on organizational identity, but also indirectly has a positive impact on employees' out of role helping behavior through the mediating role of organizational identity. Shen & Benson (2016) pointed out that SRHRM has a positive impact on employees' organizational citizenship behavior by eliciting higher levels of organizational identity.

## 2) SRHRM affects employee turnover.

SRHRM practice can have a negative impact on employee turnover, and employee satisfaction plays a completely mediating role between SRHRM practice and employee turnover (Kundu & Gahlawat, 2015). Allen (2001) also determined that employee oriented human resource practices are positively correlated with employee satisfaction and negatively correlated with willingness to leave the organization; De Jong (2011) believes that employee-oriented CSR can enhance employees' organizational commitment and identity, thereby increasing productivity and creativity by reducing absenteeism and voluntary turnover rates. Meanwhile, Nie et al. (2018) used 212 female employees as research samples to propose that the practice of equal job opportunities for women and the practice of work-family integration in SRHRM are negatively correlated with female turnover, and this degree of correlation is moderated by the gender of the supervisor. Female supervisors have a stronger negative impact on the relationship

between the two compared to male supervisors, the impact of work family integration practices on female employees' turnover is stronger than that of equal work opportunity practices on female employees' turnover.

## 3) SRHRM affects employees' support for external CSR behavior.

Reichers & Schneider (1990) argue that SRHRM is related to employees' support for external CSR within the organization, but this relationship arises through the social and psychological processes of the organizational CSR environment. At the same time, research has also elucidated the subtle relationship between SRHRM and organizational CSR environment and employee support for external CSR practices through stakeholder theory. It is believed that SRHRM and organizational CSR environment in employees' attitudes towards external CSR behavior of the organization will be determined by the way employees perceive them to be treated by the organization. According to Nishii et al. (2008), SRHRM can improve employees' attitudes and behaviors towards external CSR practices. Shen & Zhang (2019) found that SRHRM positively affects employees' support for external CSR behavior in the organization, and the organizational CSR environment plays a mediating role in the relationship between SRHRM practice and employees' support for external CSR behavior. Employee-oriented CSR practice moderates the relationship between the two. When CSR is not sufficient to address employees' interests, they may consider external CSR as just a marketing strategy. Therefore, the direct and indirect impact of SRHRM on employee support for external CSR behavior will become weaker.

## (3) SRHRM affects employee performance

Compared to the research on the impact of SRHRM on employee behavior and attitude, there is not much discussion on performance output. Shen & Benson's (2016) study confirms that SRHRM has a positive impact on employee task performance through the mediating role of organizational identity. Perceived organizational support (POS) moderates the relationship between organizational identity and employee task performance, meaning that the stronger organizational support, the stronger the relationship between organizational identity and task performance. Other studies have also shown that SRHRM has a positive impact on employee performance when using

variables such as corporate belonging, trust, and commitment levels, as well as its attraction, retention, and motivation towards employees (Peterson, 2004).

## (4) SRHRM affects organizational performance

SRHRM not only has an impact on employees' attitudes, behaviors, and performance at the individual level, but also has an impact on organizational performance at the organizational level. Territory (2006) emphasize that managers who only focus on economic benefits overlook the relevance of social and moral values to decision-making, and in the long run, this approach can lead to low organizational performance; In contrast, managers who focus on SRHRM policy practice pay attention to the interests and values of stakeholders, coordinate the relationships between employees, suppliers, media, consumers, and other groups, and are more able to lead enterprises to participate in social responsibility practices and promote better performance levels in the organization. At the same time, studies have shown that SRHRM can support cooperation between organizations and "stakeholders" by combining corporate social responsibility and human resource management, thereby improving their organizational environment and social conditions, and improving organizational performance (Milfelner et al., 2015).

#### (5) SRHRM impacts organizational strategy

Shen & Jiuhua Zhu (2011) pointed out that SRHRM has effectiveness in promoting organizational strategic development through its impact on organizational commitment. SRHRM policies and practices take into account the value and importance of various stakeholder groups, especially employees. Organizations are ensured to balance the interests of employees and other stakeholders, while ensuring short-term efficiency and long-term sustainability. They play a promoting role in adjusting organizational structure patterns and strategic development.

# 2.2.2 Related Research on Employee Performance

Previous studies have found that there are numerous factors that can affect employee performance, most of which are related to psychological behavior. One literature review indicates that personal factors are essential factors influencing employee performance (Caligiuri, 2000). It is worth noting that such factors as Big Five personality, self-efficacy, task and people orientation, self-monitoring, communication ability,

ethnocentrism, interpersonal relationship ability, stress tolerance and international experience are all related to employee performance (Black, 1990).

In terms of individual characteristics, variables such as gender, age, and education level have been repeatedly proven by scholars to be important factors affecting employee performance. The increase in working years is often associated with better employee performance (Ng & Feldman, 2010). In addition, declarative knowledge, procedural knowledge and skills, motivation, etc. can also affect employee performance to a certain extent (Campbell, 1990). Situational characteristics refer to the environmental factors that individuals directly face in their work, including various aspects such as teamwork and organization. Existing research has found that job characteristics directly affect how employees alleviate and cope with work pressure (Hai et al., 2018), and subsequently affect employees' performance levels. As an important source of environmental information for employees, leaders' leadership behavior or style can also have an impact on employee performance, such as abusive management and ethical leadership (Yu, 2015).

At the organizational level, organizational culture, organizational management practices, and leadership styles are important interventions in employee attitudes and behaviors, which can effectively affect employee job performance. The study by Xia et al. (2011) shows that organizational culture can affect employees' psychological capital levels and further have a positive impact on job performance. Shahzad et al. (2013) studied employees in the software industry in Pakistan and found that a strong organizational culture enhances employees' commitment to achieving common goals and helps improve work performance. Human resource management, as an important component of organizational management practice, has been extensively studied for its impact on job performance. For example, Tian et al. (2016) investigated the performance levels of 197 employees and managers in Chinese state-owned enterprises and found that human resource management practices that enhance abilities, motivation, and opportunities can deepen the degree of employee embeddedness in the organization and promote the improvement of work performance. Atteya (2012) studied managers of Egyptian joint venture oil companies and found that fair and objective human resource management practices affect their job performance by generating job satisfaction,

organizational commitment, and organizational citizenship behavior. Alsafadi & Altahat (2021) investigated employees in the Jordanian commercial bank department and verified that human resource management has a positive impact on employee job performance, with job satisfaction serving as an intermediary variable. Leaders influence the work environment, attitudes, and behaviors of employees, and most studies on the impact of leadership on employee work performance focus on leadership style. For example, Eliyana & Ma'arif (2019) analyzed the role of transformational leadership in work performance and found that transformational leadership can have a positive impact on work performance through organizational commitment and job satisfaction. Chen et al. (2020) based on the role theory, discussed the negative impact of the matching of empowering leadership and employee self-leadership on employee work performance. The results showed that the more leadership delegation, the better. When the more mismatched the empowering leadership and employee self-leadership, the stronger the employee's Role conflict, the more serious the emotional exhaustion, and further reduce work performance. In addition, the characteristics of leaders are also one of the influencing factors of employee job performance. Research has shown that the psychological capital of leaders positively affects the level of employees' psychological capital. The higher the level of employees' psychological capital, the more it can promote their work engagement, and thus improve work performance (Chen, 2015).

#### 2.2.3 Related Research on Prosocial Identity

Prosocial identity is a complex social behavior that involves the joint action of multiple systems such as the perceptual system, cognitive system, and control system, and therefore has many influencing factors. The origin and development of prosocial identity depend on the interaction between distant and proximal factors (Malti & Dys, 2018). Distal factors include biological factors, socialization factors, growth environment, family economy (Mei & Wei, 1997), childhood trauma experiences (childhood abuse and neglect, etc.) (Dickerson et al., 2019), left behind experiences, and parental parenting styles (Wen et al., 2021). Proximal factors include rewards and punishments (Lohse & Waichman, 2020), the environment for implementing prosocial identity (Davis, 1983), social approval, personality traits, empathy (Eisenberg & Miller,

1987), etc. There are also biological factors, such as oxytocin level (MacDonald, 2010), dopa gum level (Sáez et al., 2015), etc.

The influencing factors of pro social identity are diverse. The personal characteristics, situational factors, and personal factors of the seeker can all affect their prosocial identity (Sheng, 2005). Firstly, in terms of the personal characteristics of helpers, attractive people are more likely to receive help from others, and people with high similarity to helpers are also more likely to receive help (Sheng, 2005). When facing female helpers, men are more likely to help them, and the more beautiful the girl seeking help, the more likely she is to receive help (Yu, 2005). Secondly, in terms of situational factors, the bystander effect has a significant impact. The bystander effect refers to the fact that in an emergency situation, the more people are around to observe, the fewer people are implementing assistance (Latané & Darley, 1970). In addition, students in middle school are highly susceptible to the influence of their surroundings.

Finally, in terms of personal factors, individual psychological factors have received widespread attention from researchers. Research has found that positive emotions contribute to the generation of prosocial identities. When individuals have good emotions, they are more willing to help others (Jing et al., 2010). This may be because positive emotions can lead people to see the good side of others (Carlson et al., 1988), helping others can help individuals maintain positive emotions, and not helping others can lead to feelings of depression (Williamson & Clark, 1989). In addition, researchers have found that personality is one of the determining factors of prosocial identity (Eisenberg et al., 2002). In the process of implementing prosocial identity, some researchers believe that personality factors such as empathy, internal control, and low selfishness are important factors for individuals to implement prosocial identity (Bierhoff et al., 1991). Furthermore, people with a clear meaning of life tend to pay more attention to the well-being of others and society (Wen et al., 2018) and are more willing to provide assistance to others (Baumeister et al., 2013).

#### 2.2.4 Related Research on Prosocial Self-efficacy

At present, there are few empirical studies on prosocial self-efficacy. Existing studies have found that individuals' prosocial self-efficacy can affect individual traits, emotions, attitudes and behaviors (Jia et al., 2004). In terms of personal characteristics,

Connolly (1989) found through empirical research that prosocial self-efficacy has a positive correlation with self-esteem, personal self-esteem and collective self-esteem. Fan et al. (2013) showed that prosocial self-efficacy can positively predict individual selfesteem and collective self-esteem. In terms of individual emotions and attitudes, Erozkan & Deniz (2012) conducted research on high school students, and the results showed that there was a significant negative correlation between their pro social self-efficacy and loneliness. Butler & Benson (2012) explored the negative predictive effect of pro social self-efficacy on depressive symptoms in adult autistic patients. Smith and Betz (2000) found that prosocial self-efficacy can negatively affect social anxiety. Fan et al. (2012) showed through research that prosocial self-efficacy has a positive impact on subjective well-being, in addition, it also has a positive impact on positive emotions in subjective well-being. Leonardi et al. (2013) explored the promoting effect of prosocial self-efficacy on job satisfaction through empirical research, and introduced social status as an intermediary variable to explore its mechanism. Ben & Fei (2008) cut in from the perspective of workplace exclusion, indicating that pro social self-efficacy can positively predict job happiness through the mediation of workplace exclusion. In terms of individual behavior, Niles & Sowa (1992) confirmed that individuals' self-efficacy in social situations can positively affect career decision-making behavior. Constantine et al. (2004) took international students as the research object, exploring and finding that students with a high level of pro social self-efficacy would be easier to adapt to another culture.

In conclusion, prosocial self-efficacy is of great significance to individual mental health and maintain social interaction. In social behavior, individuals with a higher level of prosocial self-efficacy can adopt more active interaction strategies and produce more positive social behavior. They have stronger confidence in handling problems that arise in interpersonal relationships, gaining widespread recognition and support within the organization, and thus promoting their own attitude and satisfaction level. In a word, the individual's prosocial self-efficacy will have an impact on the individual's interaction behavior and interaction strategies in the organization, and the effectiveness of interaction results and social activities will affect the individual's emotions and attitudes, and then predict individual behavior.

#### 2.2.5 Related Research on Empathy

With the further deepening of cultural and emotional research, empathy has received more and more attention from researchers. In terms of the role of empathy in the unity between individuals and society, Anderson & Keltner (2002) believes that empathy can help individuals form a bond with society and resolve cognitive, behavioral, and identity barriers and obstacles through emotional identification. This indicates that empathy can serve as a "lubricant" in the process of communication on an individual basis, breaking existing differences in identity levels and cognitive levels. Connect individuals from different classes and fields into an emotional community, and establish emotional rules and cognitive levels within this community. Reese (2017) analyzed the data obtained from the Multicultural Consultation Scale and found a positive correlation between multicultural awareness and empathic responses from different audiences. In other words, the stronger the empathy response, the more active the cross-cultural communication becomes. This trend will continue to strengthen communication and deepening among people from different cultural backgrounds, and this process will also continuously solidify the foundation for the existence of empathy. Ultimately, open communication across cultures, countries, and races will be achieved. Sherman (2003), from the perspective of intersubjectivity and virtue, pointed out that empathy is the premise of other virtues. By making actors avoid parochialism, it provides the possibility for cosmopolitanism ethics.

In China, empathy research is still in its infancy, but the scope of research is also gradually expanding, with psychology, medicine, nursing, and education as the main research positions. Yan & Yan (2012) believe that empathy is a lifelong development process, and emotional empathy is an innate ability. Cognitive empathy develops relatively late but can be continuously deepened in social practice. This emotional empathy is a more generalized manifestation than emotional empathy. Emotional empathy emphasizes emotional identification in a more general sense, while emotional empathy emphasizes the changes and flows of emotions under the influence of empathy. The two scholars' arguments affirm the dual establishment mechanism of innate acquisition and acquired cultivation of empathy, providing evidence for establishing and consolidating empathy through external factors. Xi & Rui (2012) pointed out that nurses'

empathy is the starting point of good nurse patient relationship, the basis of nurse patient communication and an important guarantee to achieve high-quality nursing. Scholars such as Ning et al. (2013) used teacher testing of students' emotions as an example to point out that the empathy gap between individuals can be bridged and promote emotions between students and teachers under the condition of cognitive perspective replacement. The above arguments indicate that empathy plays a fundamental role in interpersonal communication, and the support of empathy is necessary for good dialogue and bridging communication gaps. At the same time, general differences in empathy also exist, which is closely related to individual age, cognitive level, experience, etc., but this difference can be transcended. The displacement of cognitive thinking perspective is a necessary means to bridge the gap, which is the internal mechanism of empathy and also plays a role in consolidating empathy. Cross disciplinary research achievements such as these have demonstrated the multifunctional role of empathy and its high value in practice.

Coutinho et al. (2014) verified the relationship between empathy and interpersonal relationships through empathy training, pointing out that empathy training can improve interpersonal relationships on the basis of improving empathy ability of junior high school students; Feng & Chao (2016) confirmed the significant positive correlation between empathy and prosocial behavior by using the meta-analysis method; Xu & Jian (2015) found that individuals with a high level of attachment generally have a high sense of social efficacy and a positive attitude towards communication, which promotes their own level of empathy. In addition, researchers also further explored the mediating relationship of empathy among various psychological variables. Meng et al. (2017) pointed out that empathy not only affects college students' prosocial behavior, but also affects the mechanism of mothers' educational methods on prosocial behavior; Yan et al. (2016) explored the relationship between empathy and college students' embarrassment and prosocial behavior based on the division of the internal components of empathy. The results showed that the cognitive components and emotional components of empathy play a mediating role between college students' embarrassment and prosocial behavior.

## 2.3 Hypothesis Development

#### 2.3.1 The Direct Influence of SRHRM on Employee Performance

As an organic combination of HRM and CSR, SRHRM introduces the dual identity of employees participating in CSR from a micro perspective: the implementer and receiver of CSR, which not only involves the interests of the organization and society, but also closely connects with the interests of employees themselves.

2.3.1.1 The Direct Influence of SRHRM on Employee Task Performance Social care refers to the organization's emphasis on the external CSR that it should undertake. Social carefully utilizes the identity of employees as CSR implementers, combining CSR with company culture, employee training, performance evaluation, compensation and benefits, and promotion, stimulating employees' enthusiasm to participate in external CSR, enhancing their initiative, and ultimately helping enterprises successfully implement external CSR plans. The successful implementation of CSR programs helps organizations establish a good external social reputation (Turban & Greening, 1997). In addition, this approach by enterprises not only enhances employees' CSR participation and social responsibility, but also helps to truly internalize responsibility into employees' own values, achieving the unity of organizational and employee cultural values. The social identity theory suggests that when employees share the same values as the organization or perceive that the organization has a good external reputation, their legitimate identity as organizational members enhances their sense of belonging to the organization and pride in their membership (Cheney, 1983). A strong sense of belonging and pride in turn strengthens employees' belief in the legitimacy of organizational members, and perceived legitimate organizational members increase their obligation to care for the organization (Mael & Ashforth, 1992). They will use group characteristics to define themselves and consider the success or failure of the group as their own success or failure. Therefore, not only will they invest more time and energy to complete their own job, but they will also enhance their team collaboration awareness and exhibit out of role behavior in their work. As revealed by Newman et al. (2016) through a survey of full-time employees and their direct leaders in private enterprises in Zhejiang, fully utilizing employees' CSR implementer identity can positively affect employees' out of role behavior; This viewpoint has also

been validated by Shen & Benson (2016), who believe that SRHRM has a certain promoting effect on employee task performance and out of role helping behavior.

The social exchange theory suggests that if an individual provides "benefits" to another individual, it will stimulate the other individual to generate ideas and actions that provide "benefits" to others in return. Based on the theory of social exchange, organizations caring for and supporting employees, fulfilling CSR towards employees, can help enhance employees' sense of responsibility and mission to repay the organization (Blau, 2017). The improvement of sense of responsibility and mission will enable employees to maintain sustained work vitality in their work. Employees with a positive work status and work vitality will more recognize their work and organization, thereby affecting their performance output (Abdelmotaleb & Saha, 2020).

Based on the above analysis, this article believes that SRHRM has a positive impact on employee task performance. Therefore, the following hypotheses are proposed:

H1: SRHRM influences employee task performance.

2.3.1.2 The Direct Influence of SRHRM on Employees OCB

Shao et al. (2019) believe that SRHRM not only helps employees exhibit helpful or out of role behaviors in their work, but also helps to enhance their willingness to volunteer for society. Therefore, SRHRM is an important means to achieve a win-win situation for organizations and society.

Feng et al. (2017) conducted a survey on service-oriented enterprises and found that actively undertaking CSR related to employees and valuing their CSR recipient status can effectively promote employees to exhibit more organizational citizenship behavior in their work.

The research of Lu et al. (2021) confirmed that in the context of the COVID-19, employees' perception of internal and external CSR has a positive impact on employees' organizational citizenship behavior, which also directly indicates that under special circumstances, enterprises' responsibilities and responsibilities to employees and external stakeholders help employees to show more helping behaviors in their work.

Based on the above analysis, this article believes that SRHRM has a positive impact on employees OCB. Therefore, the following hypotheses are proposed:

H2: SRHRM influences employees OCB.

# 2.3.1.3 The Direct Influence of SRHRM on Employee Volunteer Activities

Jun & Chuan (2018) found through meta-analysis that companies utilize the dual identity of employees and actively undertake CSR towards employees and external stakeholders, which has a positive impact on employee volunteer activities. Xiang et al. (2017) found through an analysis of 873 employees that conducting CSR for both employees and external stakeholders has a significant impact on employees' volunteer activities.

Based on the above analysis, this article believes that SRHRM has a positive impact on employee volunteer activities. Therefore, the following hypotheses are proposed:

H3: SRHRM influences employee volunteer activities.

# 2.3.2 The Mediation Effect of Prosocial Identity Between SRHRM and Employee Performance

# The Influence of SRHRM on Prosocial Identity

The identity theory suggests that individuals possess multiple identities, which together constitute their self-concept (Stryker & Burke, 2000). Identity is an individual's self-definition, answering questions such as' Who am I? 'or' Who are we?'. According to different foundations of formation, identity can be divided into social identity and personal identity. Social identity comes from social groups such as the country, organization, and profession, while personal identity comes from personal attributes such as abilities and interests (Ashforth & Schinoff, 2016). These identities together constitute an individual's self-concept, helping them recognize themselves, understand themselves, and guide their actions.

This article believes that as a new and systematic organizational practice, the implementation of SRHRM requires employees to reinterpret the organizational context and reinterpret its professional and work significance. Specifically, as an organizational policy that promotes caring for others and society, encouraging employees to actively engage in activities that take on social responsibility and promote social progress can challenge employees' views on themselves and promote their pro social identity. Prosocial

identity is the part of self-concept that helps and sympathizes with others (Grant, 2007). SRHRM conveys the values of care and responsibility to employees' self-awareness through meaning destruction and meaning giving. Unlike previous organizational policies that focus on organizational performance, SRHRM not only focuses on organizational development, but also on the win-win situation between enterprises and society. It not only requires performance improvement, but also expresses concern for people and society. For example, in the recruitment and selection process, organizations will consider the interest and ability of job seekers in corporate social responsibility activities, and choose individuals who have a sense of responsibility, are willing to innovate, are willing to accept challenges, and have strong job adaptability. This can help job seekers understand the organization's emphasis on corporate social responsibility and be influenced by a sense of responsibility and culture from the beginning (Grant et al., 2008). In addition, SRHRM also provides systematic training programs to cultivate employees' knowledge and skills related to corporate social responsibility practices. These new concerns will break employees' understanding of the organization and themselves, guide them to reinterpret the organizational environment, and seek information related to their own identity. In addition to intrinsic value guidance, SRHRM also further strengthens the important position of social responsibility through external incentives, such as linking promotion, salary, assessment, etc. with employees' behavior in corporate social responsibility. This will clearly convey to employees the significance of corporate social responsibility for the organization and itself, as well as the organization's expectations for their performance in corporate social responsibility activities. On the one hand, these policies will challenge employees' understanding of the nature and goals of traditional organizations. For example, what exactly is their job? What value and significance does their work have for society? What role do they play in their work, organization, and wider society? These questions will motivate them to reinterpret organizational environmental information and reposition themselves. On the other hand, a clear responsibility value orientation will guide them to believe that their work is not only about material rewards, but also about contributing value and having a positive impact on the world. In their work of contributing value to society and others, they begin to interpret themselves in a more benevolent and caring way.

Secondly, through meaning destruction and meaning giving, organizations create an environment for employees to integrate cognition and construct themselves. Previous scholars have long confirmed the close connection between meaning construction and identity construction. It should be noted that constructing a new identity is a social process. On the one hand, identity construction is a process of continuous interaction between individuals and the environment. For example, in the SRHRM context, individuals generate new identities of concern and sympathy by absorbing and integrating organizational values. This new identity in turn shapes the way individuals perceive the environment, enabling them to interpret organizational policies in a more positive, positive, and inclusive manner. It is in the continuous interaction between employees and the organizational environment that employees ultimately establish stable self-awareness. In addition, the process of identity construction also involves social observation and interaction among employees (Weick et al., 2005), where employees' interpretation of their expectations and needs for the organizational environment is also influenced by their colleagues. By continuously observing and imitating the behavior of others, employees gradually establish a stable and explicit or implicit understanding of themselves. In short, through meaning destruction and meaning giving, organizations break employees' past self-awareness and provide them with new value guidance. Subsequently, employees gradually establish a new identity, namely a pro social identity of sympathy and concern for others, in the process of interacting with the organizational environment and others. Based on the above analysis, this study suggests that SRHRM is positively promoting employees' prosocial identity.

#### The Influence of Prosocial Identity on Employee Performance

When an individual constructs a pro social identity, they define themselves as those who actively influence others and are more willing to actively help others, establishing and confirming their own identity through behavior (Shamir, 1991). Similarly, in organizational contexts, when employees define themselves as caring for others and society, they are more willing to participate in activities that reflect responsibility and care to express themselves. Based on this, this study suggests that as a form of self-awareness that cares for and sympathizes with others, prosocial identity will affect employee performance through the self-verification process.

Previous studies have shown that helping behaviors, such as altruistic oriented prosocial behavior, can promote interpersonal harmony (Brief & Motowidlo, 1986), establish and maintain relationships (Van Dyne & LePine, 1998), and ultimately directly or indirectly improve task performance (Ng & Van Dyne, 2005). In addition, research in the field of altruism has shown that caring for the value of others makes individuals more focused on the needs of others and more receptive to their social information and feedback in the process of completing tasks, thereby improving performance (Grant, 2007). Similarly, scholars of applied psychology also pointed out that individuals with other oriented values can benefit others and serve the public through meaningful work (Meglino & Korsgaard, 2004). Therefore, employees with pro social self-awareness will consider the impact of their work more in their work, such as potential consumers and customers, and thus better complete their own job, thereby improving employee performance.

In addition, pro social employees tend to be more sensitive to the needs of others rather than the inner world, which enhances their chances of identifying contributions to others or the organization (Meglino & Korsgaard, 2004). Secondly, employees with pro social self-awareness place more emphasis and sense of responsibility on improving the welfare of others and the organization, which enhances their opportunities to engage in OCB (Grant, 2007). Finally, employees with a pro social self-awareness focus on the welfare of others, so they are more willing to sacrifice their own interests for the sake of giving (Bolino & Turnley, 2005).

Based on the above analysis, this article believes that social identity has a positive impact on employee performance. Therefore, it is speculated that social identity may play a mediating role in the impact of SRHRM on employee performance, and the following hypotheses are proposed:

H4: Prosocial identity mediates the relationship between SRHRM and employee task performance.

H5: Prosocial identity mediates the relationship between SRHRM and employee OCB.

H6: Prosocial identity mediates the relationship between SRHRM and employee volunteer activities.

# 2.3.3 The Mediation Effect of Prosocial Self-efficacy Between SRHRM and Employee Performance

## The Influence of SRHRM on Prosocial Self-Efficacy

According to social cognitive theory, people obtain judgments about their abilities by collecting various information in the environment, that is, individual selfefficacy is shaped in complex social contexts (Bandura et al., 1999). Bandura concluded that self-efficacy comes from four sources: successful experience, social persuasion, indirect experience and physical and emotional arousal. Social persuasion refers to the confirmation of an individual's ability to complete tasks through verbal persuasion from others (such as encouragement, praise, recognition, rewards, etc.). Successful experience is the experience and experience gained by a person when completing a task. Success experience is the most powerful source of information for individual self-efficacy and has the greatest impact on self-efficacy. Social persuasion refers to when a person attempts to overcome difficulties and doubts their own abilities. If an important person expresses his or her trust or approval, it will be easier to improve the individual's self-efficacy. Social persuasion is an effective means of enhancing self-efficacy. Indirect experience refers to the formation of expectations for one's own behavior and outcomes through observing the behavior and outcomes of others, and obtaining an evaluation of one's own abilities. In particular, seeing the success of people who are similar to their own status and experience can increase the self-efficacy of observers. Physiological and emotional arousal refers to people's ability to judge themselves through physiological and emotional information. Positive emotions and physiological states can enhance an individual's ability and belief. On the contrary, negative emotional arousal and negative physiological states, such as emotional stress, anxiety, physical fatigue, etc., reduce individuals' judgment of their own abilities and reduce self-efficacy.

Self-efficacy is established on the basis of individuals processing and balancing various information that reflects their own abilities. That is, no matter what kind of information source is used, the information itself does not affect the individual's self-efficacy. This information may only have an impact after individual evaluation and judgment (Gist & Mitchell, 1992). Next, this article will discuss in detail the process of

SRHRM shaping employees' pro social self-efficacy from four aspects: social persuasion, psychological arousal, indirect experience, and successful experience.

Firstly, in terms of social persuasion, SRHRM uses a series of corporate social responsibility knowledge and value training to reveal the importance of their work to the lives of others and enhance employees' interest in participating in SRHRM practices. On this basis, relevant knowledge and skills training will greatly enhance employees' ability to participate in SRHRM, thereby enhancing their beliefs (Kish-Gephart et al., 2009). Secondly, in terms of psychological arousal, SRHRM promotes a caring atmosphere, guiding employees to pay attention to the needs of others, which is conducive to shaping a harmonious and friendly employee relationship atmosphere, promoting positive emotional arousal, and ultimately enhancing their belief in being able to help others (Ma et al., 2017). In terms of psychological arousal, convey the concept of caring for others and society to employees. Furthermore, in terms of indirect experience, individuals who excel in SRHRM practice, such as role models, will receive more material compensation opportunities such as promotion and compensation (Beltrán-Martín et al., 2017). In a mutually influencing work environment, such role models can greatly inspire and influence other individuals' self-belief in helping others. Finally, organizations directly link individual performance in social activities to performance, salary, and promotion, rewarding individuals for good performance will strengthen their success experience, thereby enhancing their confidence in helping and caring for others (Parker, 1998). In short, when an organization provides a supportive environment for its employees, they will have a sense of being respected and valued. These positive feelings help employees form positive judgments and beliefs about their abilities.

Based on the above analysis, this article believes that SRHRM is positively promoting employee prosocial self-efficacy.

## The Influence of Prosocial Self-Efficacy on Employee Performance

Self-efficacy plays a particularly important role in shaping human behavior. Gist (1987) also pointed out that sense of efficacy is an important driving force for individuals to exert their initiative. In addition, compared to general self-efficacy, domain specific self-efficacy has a more accurate predictive effect (Gong et al., 2009). In the organizational context, a large number of empirical studies have found that self-efficacy

can significantly affect individual behavior and performance. Firstly, prosocial self-efficacy can affect employees' cognitive processes and their performance. Generally speaking, the higher the prosocial self-efficacy of employees, the more proactive they are in interpreting the organization's social responsibility policies, and the more willing they are to actively participate in relevant practices; On the contrary, low self-efficacy individuals interpret social responsibility activities negatively and negatively, exaggerating problems and difficulties, thereby reducing their level of effort. Secondly, prosocial self-efficacy can affect employees' performance by influencing their motivational efforts. Employees with high prosocial self-efficacy, whether facing tasks within their roles or helping others outside their roles, such as organizing civic behavior or volunteer activities, have more confidence in themselves, are more willing to persist and put in more effort when facing difficulties and setbacks. As Seo & Ilies (2009) emphasize, the higher an individual's perceived self-efficacy, the higher their effort and persistence, and the natural increase in the probability of success, making it easier to efficiently complete a task and thereby improve performance.

Once again, prosocial self-efficacy can affect employee behavior choices, which in turn affects employee attitudes and behavioral outcomes. Individuals with higher self-efficacy have stronger confidence in completing challenging goals and tasks, as they are more willing to surpass past goals and challenge higher ones (Bandura, 1977). Based on this, in the SRHRM context, employees have a high level of prosocial self-efficacy. In addition to completing their job well, they also respond and help others' needs, such as organizing civic behavior at work or volunteering activities outside the workplace. Finally, prosocial self-efficacy can affect employees' performance by influencing their emotional processes. Employees with high prosocial self-efficacy always maintain positive emotions and attitudes. In their work, organizational citizenship behavior, and volunteer activities, their focus is on how to solve problems and actively put them into practice. Therefore, the pro social self-efficacy shaped by SRHRM can enhance employee task performance, organizational citizenship behavior, and volunteer activities (Judge & Bono, 2001).

Based on the above analysis, this article believes that social self-efficacy has a positive impact on employee performance. Therefore, it is speculated that social self-

efficacy may play a mediating role in the impact of SRHRM on employee performance, and the following hypotheses are proposed:

H7: Prosocial self-efficacy mediates the relationship between SRHRM and employee task performance.

H8: Prosocial self-efficacy mediates the relationship between SRHRM and employee OCB.

H9: Prosocial self-efficacy mediates the relationship between SRHRM and employee volunteer activities.

# 2.3.4 The Mediation Effect of Empathy Between SRHRM and Employee Performance

## The Influence of SRHRM on Empathy

Empathy is an emotional experience that is consistent or similar to an individual's understanding of the emotions of others, whether real or imagined (Lazarus, 1991). Individuals with empathy are not only good at judging others' emotions, but also tend to share them and experience them in an indirect way. The emotional event theory is a powerful framework for explaining the role of emotions in organizations, describing the changes in emotional states within the human body, their event roots, and their impact on subsequent behavior (Weiss & Cropanzano, 1996). The core viewpoint is that specific emotional events in the workplace can trigger specific emotional reactions among employees, which in turn can affect their attitudes and behaviors at work.

In organizational contexts, an individual's emotional response arises from the evaluation of emotional events in the work environment. The event itself does not trigger emotions, and the evaluation of the event will only trigger an individual's emotional response. Similarly, the theory of emotional evaluation also suggests that individuals closely monitor environmental dynamics and generate emotional responses to events related to their own interests (Scherer, 1984). Goetz et al. (2010) proposed from the perspective of evolutionary psychology that people will conduct cost-benefit calculation in the context of empathy. In terms of revenue, people will evaluate whether the target event is related to themselves and whether it is worth the effort. In terms of cost, people will evaluate whether their own resources and capabilities are sufficient to cope.

SRHRM enables employees to understand the correlation between corporate social responsibility and themselves by revealing the social impact of their work to them. When employees realize the widespread impact of their work on others, they are more likely to stimulate positive reactions (Grant, 2007). In addition, SRHRM can convince employees that their efforts in corporate social activities are worthwhile. On the one hand, SRHRM promotes the values of caring for others and society, guiding employees to pay attention to the needs and interests of others, promoting employees to feel what others feel, and stimulating their need to help others. Through the concept of care and responsibility, SRHRM can enhance employees' sense of pride and significance as responsible organizational members. On the other hand, corporate social responsibility provides material incentives for employees in social responsibility activities, which can also stimulate positive responses from employees to corporate human resource management practices (Scherer, 2000). Through value satisfaction and material incentives, SRHRM will directly affect the effective satisfaction of a series of employees' psychological needs and actual interests, thereby activating employees' empathy.

Based on the above analysis, this article believes that SRHRM is positively promoting employee empathy.

#### The Influence of Prosocial Empathy on Employee Performance

Vroom (1964) pointed out that 'emotion driven behavior' is closely related to emotional state. And empathy is a kind of other oriented emotional response, which will trigger individuals' desire to reduce the pain of others, promote people to do something beneficial to others, and thus generate a drive to help others. Omdahl & O'Donnell (1999) pointed out that individuals with empathy tend to "capture" the needs of others and lead to restorative behavior tendencies, such as altruism and help. Kidder (2002) proposed that individuals with high empathy are more inclined to regard altruism and politeness as the internal needs of OCB, and define OCB as an in-role behavior. On the contrary, if a person is not so sensitive to the needs of others and is not so easily inspired by the observed needs (lack of empathy), then he is more likely to refuse to take constructive personal responsibility, and thus is less inclined to define OCB as a role requirement. Like in the workplace, individuals driven by empathy may be more sensitive to the needs of people

around them, able to empathize with others' ideas, and more willing to lend a helping hand to actively carry out organizational citizenship behavior (OCB).

In addition to promoting OCB, the empathy inspired by SRHRM can also directly or indirectly promote the task performance of employees. Because such altruistic emotions, like empathy, make it easier for people to see things from the perspective of others, to cooperate more easily, to be more open to information, to share information more easily, and to be more friendly to others. Sadri et al. (2011) surveyed 37095 middle-level leaders from 38 countries. By comparing the subordinate's empathy evaluation of the target leader and the superior's evaluation of the target leader's performance, they found that leaders with higher empathy also showed better task performance.

The altruistic motivation behind volunteer activities is often referred to as a feeling similar to "warm radiance" (Andreoni, 1990), which is an emotion related to pro social helping behavior, and this feeling itself is a form of motivation. Empathy, as an expression of concern and concern for individuals outside the organization, is an altruistic emotion. Individuals with empathy are likely to participate in volunteer activities outside the organization (Craig-Lees et al., 2008). Penner (2002) also pointed out that people with higher empathy and emotional stability are more likely to participate in volunteer activities.

Based on the above analysis, this article believes that empathy has a positive impact on employee performance. Therefore, it is speculated that Empathy may play a mediating role in the impact of SRHRM on employee performance, and the following hypotheses are proposed:

H10: Empathy mediates the relationship between SRHRM and employee task performance.

H11: Empathy mediates the relationship between SRHRM and employee OCB.

H12: Empathy mediates the relationship between SRHRM and employee volunteer activities.

#### 2.3.5 Summary of Hypotheses

Based on previous research and theoretical foundations, the hypotheses proposed in this article are shown in Table 2.1 and Figure 2.1:

**Table 2.1** Summary of hypotheses

#### **Hypotheses**

- H1: SRHRM influences employee task performance.
- H2: SRHRM influences employees OCB.
- H3: SRHRM influences employee volunteer activities.
- H4: Prosocial identity mediates the relationship between SRHRM and employee task performance.
- H5: Prosocial identity mediates the relationship between SRHRM and employee OCB.
- H6: Prosocial identity mediates the relationship between SRHRM and employee volunteer activities.
- H7: Prosocial self-efficacy mediates the relationship between SRHRM and employee task performance.
- H8: Prosocial self-efficacy mediates the relationship between SRHRM and employee OCB.
- H9: Prosocial self-efficacy mediates the relationship between SRHRM and employee volunteer activities.
- H10: Empathy mediates the relationship between SRHRM and employee task performance.
- H11: Empathy mediates the relationship between SRHRM and employee OCB.
- H12: Empathy mediates the relationship between SRHRM and employee volunteer activities.

## **Employee Performance**

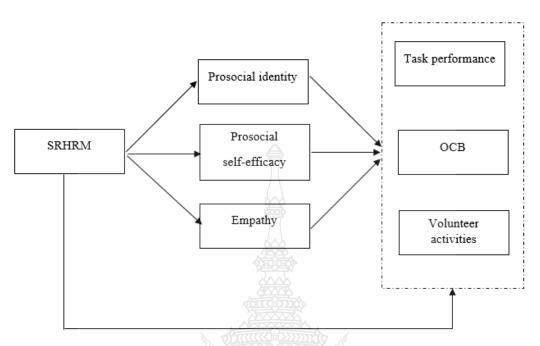


Figure 2.1 Research model

#### **CHAPTER 3**

#### RESEARCH METHODOLOGY

#### 3.1 Introduction

This chapter describes the methodology used to address the research objects and research questions formulated in chapter 1. This chapter consists of thirteen parts, which describes the quantitative and qualitative sections.

# 3.2 Research Design

A research design is simply the framework or plan for a study that is used as a guide in collecting and analyzing the data. Research design is the blue print for collection measurement and analysis of data. Kerlinger (1977) defined research design: "Research design is the plan, structure and strategy of investigation conceived so as to obtain answers to research questions and to control variance". A flexible research design which provides opportunity for considering many different aspects of a problem is considered appropriate if the purpose of the research study is that of exploration (Baker, 2000). A good research design minimizes bias and maximizes the reliability of the data collected and analyzed. The design which gives the smallest experimental error is reported to be the best design in scientific investigation. Similarly, a design which yields maximum information and provides an opportunity for considering different aspects of a problem is considered to be the most appropriate and efficient design (Webb, 1989).

## **Quantitative Research versus Qualitative Research**

Basically, there are two common research design categories: quantitative research & qualitative research. Quantitative research is based on the measurement of quantity or amount. It is applicable to phenomena that can be expressed in terms of quantity. Qualitative research, on the other hand, is concerned with qualitative phenomenon, i.e., phenomena relating to or involving quality or kind. Qualitative research is especially important in the behavioural sciences where the aim is to discover the underlying motives of human behaviour. Through such research we can analyze the various factors which motivate people to behave in a particular manner or which make people like or dislike a particular thing. Baker (2000) pointed out that while these two

approaches are often presented as if they are opposing and mutually exclusive research methodologies it was pointed out that they are in fact complementary and supportive approaches to the conduct of research.

## Mixed Methods Research of Quantitative and Qualitative Research

It has been argued that mixed methods research is a third research paradigm that aims to transcend the traditional dichotomy between quantitative (positivist) and qualitative (interpretivist) research (Johnson et al., 2007). A general definition synthesized from leading methodologists defines it as "the type of research in which a researcher or team of researchers combines elements of qualitative and quantitative research approaches for the broad purposes of breadth and depth of understanding and corroboration" (Johnson et al., 2007). Mixed methods research is becoming increasingly articulated, attached to research practice, and recognized as the third major research approach or research paradigm, along with quantitative and qualitative research. Rossman and Wilson (1985) identified three reasons for combining quantitative and qualitative research. First, combinations are used to enable confirmation or corroboration of each other through triangulation. Second, combinations are used to enable or to develop analysis in order to provide richer data. Third, combinations are used to initiate new modes of thinking by attending to paradoxes that emerge from the two data sources. Thus, this dissertation adopts the mixed method research design.

In the qualitative part, this dissertation adopts a face-to-face interview method to collect information. In the quantitative part, this dissertation adopts a non-experimental quantitative approach, specifically, a survey research method. Mathiyazhagan & Nandan (2010) defined survey "as any procedure in which data are systematically collected from a population or a sample thereof through some form or direct solicitation, such as face to face interviews, telephone interviews or mail questionnaires". Survey research is also defined as a method of descriptive research used for collecting primary data based on verbal or written communication with a representative sample of individuals or respondents from the target population. Kerlinger (1977) considered survey research as social scientific research and focuses on people, the vital facts of people, and their beliefs, opinions, attitudes, motivations and behavior. It has been further clarified by Parten

(1950) that the social scientific nature of the survey research is revealed by the nature of its variables which can be classified as sociological facts, opinions and attitudes.

## **Primary Data & Secondary Data**

It is necessary to distinguish the types of data viz., primary and secondary before deciding about the method of data collection to be used for the study. Primary analysis is the original analysis of data in a research study. It is what one typically imagines as the application of statistical methods. Secondary analysis is the re-analysis of data for the purpose of answering the original research question with better statistical techniques, or answering new questions with old data. Secondary analysis is an important feature of the research and evaluation enterprise (Glass, 1976).

Kothari (2004) pointed out that "we collect primary data during the course of doing experiments in an experimental research but in case we do research of the descriptive type and perform surveys, whether sample surveys or census surveys, then we can obtain primary data either through observation or through direct communication with respondents in one form or another or through personal interviews." This current study uses the questionnaire as a tool to collect employees' data and analyze the impact of socially responsible human resource management on employee performance in China. The data type of this article belongs to primary data.

#### **Part I Quantitative Section**

# 3.3 Target Population

Population or universe means, the entire mass of observations, which is the parent group from which a sample is to be formed. Selecting the universe in the field of study and choosing the sample from the universe are the second crucial steps in survey research. The universe to be sampled and studied must be defined (Mathiyazhagan & Nandan, 2010). Quantitative studies often sample groups far larger than those used in qualitative projects, however, a decision on the size of the sample to be surveyed is important when planning a quantitative research project as this may have an impact on the duration of the project, costs associated with the study and also affect the ability of the researcher to detect a difference of statistical significance between the study groups.

As of the end of 2021, there were a total of 34,639 pharmaceutical manufacturing enterprises in China (see Table 3.1). Employees from these Chinese pharmaceutical manufacturing enterprises are the target population of this study.

**Table 3.1** Geographical distribution of chinese pharmaceutical manufacturing enterprises

N	Geographical Distribution	Number of pharmaceutical
		manufacturing enterprises
1	Guangdong Province	6158
2	Jiangsu Province	4193
3	Shandong Province	3976
4	Zhejiang Province	2666
5	Hebei Province	2009
6	Henan Province	1653
7	Hubei province	1557
8	Hunan Province	1242
9	Shanghai City	1238
10	Beijing	1124
11	Anhui Province	1107
12	Jiangxi Province	1091
13	Liaoning Province	981
14	Tianjin City	716
15	Fujian Province	661
16	Sichuan Province	650
17	Shaanxi Province	640
18	Jilin Province	558
19	Guangxi Zhuang Autonomous Region	433
20	Chongqing City	419
21	Heilongjiang Province	366
22	Shanxi Province	318
23	Guizhou Province	215
24	Yunnan Province	166
25	Xinjiang Uygur Autonomous Region	127
26	Gansu Province	116
27	Hainan	84
28	Inner Mongolia Autonomous Region	83
29	Ningxia Hui Autonomous Region	46
30	Qinghai Province	27
31	Xizang Autonomous Region	19
	Total	34,639

(Source: China Statistical Yearbook, 2022)

## 3.4 Sample Size & Sampling Techniques

# 3.4.1 Sample Size

Technically, the sample size should be large enough to give a confidence interval of desired width and as such the size of the sample must be chosen by some logical process before sample is taken from the universe.

Determining the required minimum sample size is an important issue in SEM applications. As a rule of thumb, Barclay et al. (1994) suggest using a minimum sample size of 8.2 times the largest number of formative indicators used to measure a single construct. In this current study, there are a total of 42 measurement indicators, so the minimum sample size is  $344 (8.2 \times 42 = 344)$ .

In order to ensure the minimum effective sample size, a total of **400** survey questionnaires were distributed in this study.

# 3.4.2 Sampling Techniques

Sampling is an important technique in statistical analysis, which consists of selecting some part of a population in order to estimate or learn something from the population at low cost. In general, sampling techniques can be divided into two types: probability or random sampling and non-probability or non- random sampling (Taherdoost, 2016). Probability samples are those based on simple random sampling, systematic sampling, stratified sampling, cluster/area sampling whereas non-probability samples are those based on convenience sampling, judgement sampling and quota sampling techniques (Kothari, 2004).

The applicability of quantitative study results to the wider community is supported by probability sampling, where each individual in a target population has an equal chance of selection (Quick & Hall, 2015). This method allows researchers to calculate, and allow for, any bias inherent in the study (Gerrish & Lacey, 2010). Simple random sampling allows each member of the potential study group an equal chance of being chosen. Stratified random sampling sees the target group subdivided using preestablished criteria with random samples taken from each of the subgroups. An alternative method is systematic sampling, where the numbers of the target group are divided by the number of the sample desired. Cluster sampling takes advantage of groups that already exist e.g. cohorts of students, or patients attending a specific outpatient clinic where

registers can be used to generate the sample. A cluster random sample is a two-step process in which the entire population is divided into clusters or groups, usually geographic areas or districts like villages, schools, wards, blocks, etc. It is more commonly used in epidemiologic research than in clinical research. It is most practical to be used in large national surveys. The clusters are chosen randomly. All individuals in the cluster are taken in the sample. Usually it requires a larger sample size. Cluster sampling is very useful when the population is widely scattered and it is impractical to sample and select a representative sample of all the elements (Nongkynrih, 2012).

Non-probability samples are those in which the probability that a subject is selected is unknown and results in selection bias in the study. They include the most commonly used convenience/purposive sampling, quota sampling, snowball sampling, etc. Procter et al. (2010) stated that non-probability sampling, particularly where there are difficulties in identifying the study population, is popular in research. Convenience sampling uses a cohort of potential participants who are readily available to the researcher. This is the most commonly used sampling method. The sample is chosen on the basis of the convenience of the investigator. Often the respondents are selected because they are at the right place at the right time. Convenience sampling is most commonly used in clinical research where patients who meet the inclusion criteria are recruited in the study. The advantages are that they are most commonly used, less expensive and there is no need for a list of all the population elements. However, they are not without limitations; the foremost being variability and bias cannot be measured or controlled. Secondly, results from the data cannot be generalized beyond the sample. In snowball sampling, subjects are encouraged to recruit others known to them who meet the inclusion criteria established by the research team. This is a useful strategy in groups which are difficult to identify or who may engage in illegal activities (Meadows, 2003). In this sampling procedure, the initial respondents are chosen by probability or nonprobability methods, and then, additional respondents are obtained by information provided by the initial respondents. Division of the target group into subgroups along the lines of age or gender using known estimates of local or national figures allows the researcher using quota sampling to select a percentage of the subgroup for evaluation (Meadows, 2003). The sampling procedure that ensures that a certain characteristic of a population sample will be represented to the exact extent that the investigator desires.

Because non-probability sampling is often associated with case study research design and qualitative research, while this study does not involve case studies, this study selects the probability sampling technique (Ghauri et al, 2020). In this category, stratified type of sampling divides the universe into several sub group of population that are individually more homogeneous than the total population (the sub-populations differences are called strata) and select items will be selected from each stratum to generate a sample in this case each of the stratum will be more homogeneous with the population, more precise estimate will be generated from each for stratum. The stratified two stage sampling is adopted in this study.

According to Table 3-1, the target population (employees from Chinese pharmaceutical manufacturing enterprises) in this article can be subdivided into 31 subpopulation (layers) based to geographical distribution. The steps of stratified two stage sampling is as follows:

First stage: use all provinces, i.e., not randomize the provinces which are primary sampling units;

Second stage: randomize pharmaceutical enterprises from each province or city;

Third stage: randomize 400 employees from the chosen Chinese pharmaceutical manufacturing enterprises.

#### 3.5 Questionnaire Instruments

This dissertation adopts the questionnaire to collect data. Questionnaire structure should follow established guidelines, with early sections gathering information using simple closed questions to enable respondents to engage with the format (Jackson & Furnham, 2000). The design of the questionnaire consists of two parts: the first part is the basic personal information survey, mainly including the gender, age, educational background and work experience.

The second part of the questionnaire is the survey of SRHRM, OCB, Volunteer activities, Prosocial Identity, Prosocial self-efficacy, Empathy and Task performance. The SRHRM is measured based on the scale which was created by Shen & Jiuhua Zhu

(2011), which contains 7 items. The OCB is measured based on the scale which was developed by Williams & Anderson (1991), which contains 5 items. The volunteer activities are measured based on the scale which was developed by Schaufeli et al. (2006), which contains 6 items. The prosocial identity is measured based on the scale which was developed by Aquino & Reed (2002), which contains 5 items. The prosocial self-efficacy is measured based on the scale which was developed by Di Giunta et al. (2010), which contains 5 items. The empathy is measured based on the scale which was developed by Carré et al. (2013), which contains 6 items. The task performance is measured based on the scale which was developed by Goodman & Svyantek (1999), which contains 8 items. All the scales in this study are ranged from 1 to 5: 1 (strongly disagree), 2 (disagree), 3 (not clear), 4 (agree) and 5 (strongly agree).

And, at the interpretation of mean, the decision criteria and labels are:

1.00-1.50 means least agree.

1.51-2.50 means less agree.

2.51-3.50 means agree.

3.51-4.50 means more agree.

4.51-5.00 means most agree.

#### 3.6 Data Collection Method

The data collected in quantitative research is numerical (Meadows, 2003), with a variety of methods used to acquire this information. Kerlinger (1977) classified the methods of data collection in survey research as types of surveys like (i) personal interview; (ii) questionnaire; (iii) panel; (iv) telephone; and (v) observations.

**Interview:** This type of survey takes many forms ranging from strict formal interview to the completely open–ended or unstructured interview in which the interviewer actually changes mode of questions in the hope of getting a deeper understanding of issues under investigation.

**Questionnaire:** Normally, a covering letter is sent with the questionnaire which explains why and by whom the survey is undertaken, how the addressee has come to be selected for questioning and why he should take the trouble to answer questions.

Questionnaire to be used must be prepared very carefully so that it may prove to be effective in collecting the relevant information.

**Panel Survey:** In a panel survey, data are collected from the same people at two or more points in time. Perhaps the most obvious use of panel data is to assess the stability of psychological constructs and to identify the determinants of stability Krosnick (1988) and Krosnick & Alwin (1989).

Observation Method: It is especially used in studies relating to behavioral sciences. The observation is of two kinds viz: Controlled and Uncontrolled. If the observation takes place in the natural setting, it can be called uncontrolled observation but if the observation takes place as per the definite pre-arranged plans following experimental procedures, it can be called controlled observation (Baker, 2000). The main purpose of observation is to get a spontaneous picture of life and persons. This method is no doubt an expensive method and the information provided by this method is also very limited. As such this method is not suitable in inquiries where large samples are concerned.

This study uses the electronic questionnaire to collect the primary data. The questionnaire is cheaper than other methods; Uniformity in responses can be ensured; The questionnaire ensures anonymity. Questionnaires are a popular tool for collecting data, with electronic questionnaires affording a modern format that allows respondents equal access and anonymity (Jackson & Furnham, 2000). It is recognized that respondents who identify with the research topic are more likely to respond to questionnaires (Fowler, 2013).

#### 3.7 Data Analysis

The analysis of data requires a number of closely related operations such as establishment of categories, the application of these categories to raw data through coding, tabulation and then drawing statistical inferences. The unwieldy data should necessarily be condensed into a few manageable groups and tables for further analysis. Coding operation is usually done at this stage through which the categories of data are transformed into symbols that may be tabulated and counted. Editing is the procedure that improves the quality of the data for coding. Analysis work after tabulation is generally

based on the computation of various percentages, coefficients, etc., by applying various well-defined statistical formulae. In the process of analysis, relationships or differences supporting or conflicting with original or new hypotheses should be subjected to tests of significance to determine with what validity data can be said to indicate any conclusion(s).

#### **3.7.1 Instrument Verification**

The verification of the questionnaire instruments includes reliability and validity tests. Reliability refers to the degree of no error in the measurement, that is, the consistency or stability of the measurement results. Reliability is the unbiased degree of measurement. It is an indicator to measure the degree of the measurement results from the impact of error. It is used to evaluate the consistency, stability and reliability of the test results, and estimate the impact of the measurement error on the overall test. It can be understood as the proportion of the true score in the test score (Thanasegaran, 2009). The true score and error of the test cannot be measured directly, so the reliability coefficient cannot be calculated directly, and can only be estimated by indirect methods.

The indirect calculation of the reliability coefficient includes three methods. The first method is to establish two equivalents but not identical tests at the same time, and finally check whether the correlation coefficient of the two results is high enough. This method requires the design of two sets of tests and requires more time and energy, which is relatively difficult and not commonly used in practical research. The second method is to test the same group of respondents with the same test at different times, and finally test the correlation coefficient of the two results. If the correlation between the two measurement results is higher, the higher the retest reliability is, the higher the stability of the test can be considered. However, the retest reliability may be affected by many factors. For example, the respondents remember the option of the first answer and choose again, so the measured reliability coefficient is easy to be overestimated. In addition, if the measured variables change during the two tests, the measured reliability coefficient is easy to be underestimated. The third method is to evaluate the homogeneity of test indicators. Scholars often use Cronbach's a Coefficient. In consideration of the actual situation of this study, this study adopts Cronbach's of the third method  $\alpha$  Coefficient to analyze the reliability of the measurement results. The larger the coefficient is in the range

of 0 to 1, the higher the reliability is. When Cronbach's  $\alpha$  When the coefficient is greater than 0.9, it indicates that the reliability of the scale is high. When the coefficient is between 0.8 and 0.9, it indicates that the reliability of the scale is high. From the perspective of practical application, the value above 0.7 is acceptable (Sun et al., 2017).

Construct validity refers to the degree to which the scale can measure the concept or trait of the theory, including convergent validity and discriminant validity (Dunst et al., 1984). Convergence validity evaluation index measures the ability of the construct. The difference validity evaluation is the difference degree of different construct measurement indexes. The specific verification steps of the scale include partial consistency test and confirmatory factor analysis.

The confirmatory factor analysis (CFA) is to test whether the relationship between the factors and the measurement items conforms to the theoretical relationship designed by researchers. The confirmatory factor analysis can be performed by structural equation analysis (Kyriazos, 2018). CFA is often used in data analysis to examine the expected causal connections between variables. The purpose of confirmatory factor analysis is to test whether multiple test items have significant loads on the factors designed by the research institute, and have no significant loads on the unrelated factors, and finally test the quality of the test items. This requires clarifying the relationship between the test items, factors and residuals. Generally speaking, confirmatory factor analysis is often tested through structural equation modeling. This study uses AMOS software for modeling and analysis.

# 3.7.2 Structural Equation Model

As a multivariate analysis technique for estimating and verifying abstract structures, structural equation modeling can not only independently analyze the relationship between implicit variables and dominant variables (measurement models), implicit variables and implicit variables (structural models), but also consider the impact of measurement errors on measurement accuracy. In order to understand the amplitude, direction and change mode of the change of one latent variable caused by the change of another latent variable, the structural model is used for analysis and representation in SEM. Structural equation models are often used for confirmatory factor analysis, high-order factor analysis, path and causal analysis, etc (Yuan & Bentler, 2006).

Structural equation models are generally divided into two types. One is the measurement model, which is used to measure the relationship between index variables and latent variables. It mainly deals with the measurement of latent variables and excludes the impact of error items on measurement accuracy (Hox & Bechger, 1998). The independent measurement model is the confirmatory factor analysis model; The other is the structural model, which is equivalent to path analysis. It refers to the relationship between latent variables and the relationship between latent variables and observed variables. It is mainly used to deal with the causal relationship between different concepts. Latent variable refers to the variable that cannot be directly observed or can be observed but needs to be integrated by other methods. Observed variable is the indicator of measuring latent variable, also known as Manifest variable, which refers to the variable that can be directly observed. The latent variables of the structural equation model can be divided into exogenous variables and endogenous variables. The exogenous variables are latent variables that are not affected by other variables, and the endogenous variables are latent variables that are affected by other variables. If there are no latent variables but only observation variables in the model, the structural model becomes the path analysis model.

The structural equation model has the following advantages: it can handle the relationship of multiple dependent variables at the same time; Allowable independent variable and dependent variable contain measurement error; The relationship between factor structure and factors can be estimated at the same time; A measurement model that allows greater flexibility; The fitting degree of the model can be estimated to select the best model (Singh, 2006).

The structure of the structural equation model is generally intuitively displayed through the path map. Usually, the observed variables are represented by rectangles in the path map, and the potential variables are represented by ellipses. The relationship between the two potential variables is connected by double arrows, and the causal relationship between the two potential variables is connected by single arrows. The arrows point to the result variables. If a potential variable can be represented by several observation variables, the potential variable is regarded as a factor of the observation variable, and the relationship between the potential variable and the observation variable

is connected by a single arrow. The arrow points to the observation variable, indicating that the potential variable directly affects the value of the observation variable.

# **Structural Equation Model Modeling Process**

Structural equation model modeling is divided into five parts: "model setting - model identification - model fitting evaluation - exclusion of equivalent or non-equivalent models - result interpretation and report" (Chen, 2004).

- (1) Model setting: determine the number of factors and the membership relationship between factors based on previous research or established theories. Model recognition: it is to check whether the set model can be recognized. If the model cannot be recognized, it should be reset; If the model can be identified, proceed to the next step.
- (2) Parameter estimation: Common methods include maximum likelihood estimation, robust maximum likelihood estimation, robust weighted least squares method, etc.
- (3) Model fitting evaluation: It is used to evaluate the difference between the variance-covariance matrix of the sample and the variance-covariance matrix generated by the theoretical model.
- (4) Model modification: when the structural equation model cannot achieve the desired effect at one time, it is necessary to redefine the original model to form a new model or re-collect samples to verify the original model, or modify the model according to the modification index.

## **Model Fitting Evaluation**

There are many measuring indicators and standards for the overall fitting degree of the model. The evaluation of the model involves the overall fitting degree of the model to the data. The goodness of fit is considered by the following indicators (Chen, 2004):

① chi-square statistics, when chi-square/df is less than 3, the model fits well; ② Goodness of Fit Index (GFI): the closer the GFI is to 1, the better the model fitting is. Generally, when the GFI is greater than 0.9, the better the model fitting is; ③ Adjusted Goodness of Fit Index (AGFI): the closer the AGFI is to 1, the better the model fitting is. Generally, when the AGFI is greater than 0.9, the better the model fitting is; ④ Root Mean Square Residual (RMR), the smaller the value, the better the model fitting; ⑤ Root

Mean Square Error of Approximation (RMSEA): if RMSEA is less than 0.05, the model fits the data; if the value is less than 0.08, the approximation error is considered reasonable, and the model cannot be rejected; ⑤ Information Criteria Index (ICI): The smaller the ICI, the better the model fitting. In the case that the model fitting is not ideal, the initial model needs to be revised repeatedly according to the Modification Index (MI) to finally obtain a reasonable structural equation model.

#### 3.7.3 Path Analysis and Effect Decomposition

Path analysis is a statistical technique used primarily to examine the comparative strength of direct and indirect relationships among variables. A series of parameters are estimated by solving one or more structural equations in order to test the fit of the correlation matrix between two or more causal models, which are hypothesized by the researcher to fit the data (Lleras, 2005). Since path analysis assesses the comparative strength of different effects on an outcome, the relationships between variables in the path model are expressed in terms of correlations and represent hypotheses proposed by the researcher. Therefore, the relationships or pathways cannot be statistically tested for directionality and the models themselves cannot prove causation.

Path analysis is useful in making explicit the rationale of conventional regression calculations. It may also have special usefulness in sociology problems involving the decomposition of a dependent variable or those in which successive experiences of a cohort are measured. Path analysis focuses on the problem of interpretation and does not purport to be a method for discovering causes (Duncan, 1966).

One of the unique contributions of path analysis to social scientific research is its ability to decompose the associ-ations between several variables into causal (direct and indirect) and noncausal (e.g., spurious) components. Direct causal effects are effects that go directly from one variable to another (Duncan, 2014). Indirect effects occur when the relationship between two variables is mediated by one or more variables (Alwin & Hauser, 1975). The magnitude of the indirect effects is determined by taking the product of the path coefficients along the path-way between the two causally related variables. Thus, the total indirect effect between two variables in a path model equals the sum of the products of each indirect effect (Bielby & Hauser, 1977).

#### 3.7.4 Correlation Analysis

Correlation analysis refers to the correlation analysis of two or more variables in order to measure the correlation degree of two variables. The correlation between the two variables and the strength of the relationship can be measured by calculating the correlation coefficient between the variables. In SPSS software, different types of variables are determined by different correlation coefficients. Pearson correlation coefficient is used to express the correlation of continuous variables and their correlation size; Spearman's rank correlation coefficient and Kendall's tau-b (K) rank correlation coefficient was used to measure the correlation between ordered classification variables and their correlation size. The positive and negative directions of the correlation coefficient represent positive or negative correlation, and the size of the correlation coefficient represents the strength of the correlation. This study uses Spearman rank correlation coefficient to analyze the correlation between variables (Cohen et al., 2014).

## 3.8 Pilot Study

To obtain high-quality outcomes, a good research study with relevant experimental design and accurate performance is required. Analyzing its feasibility prior to performing the main study (also known as the full study or large-scale main trial) can be very beneficial for this purpose. A pilot study is the first step of the entire research protocol and is often a smaller-sized study assisting in planning and modification of the main study.

In academic research, a pilot test is a small study that evaluates the feasibility and viability of a planned research study before its full-scale implementation. Little research is generally conducted using the same procedures and techniques as its larger counterpart. One of the primary aims of pilot research is to assess the viability of the planned, more extensive study. An evaluation of the pilot test is also an opportunity to determine the expenses and sample size necessary for a more comprehensive study. Pilot experiments, pilot projects, pilot studies, feasibility studies, or pilot runs are all terms used to describe a pilot test (Rattray & Jones, 2007). In (2017) explains that pilot studies are necessary tools that rely on qualitative and quantitative methods, requiring several studies to examine the topic before a more extensive study is conducted. Pilot studies are

also appropriate for small full-scale experiments that are close to the form of a particular study instrument, such as survey forms or interview questions. Similarly, Van Teijlingen & Hundley (2002) asserted that a well-designed pilot study could contribute to a well-conducted research outcome. Therefore, during a pilot test, researchers should simulate the research study and provide more details about improving the testing process.

In the present study, the researcher proposed the pilot test by submitting it via an online form to 50 participants as a sample group of respondents and then receiving feedback on the questions' problems or difficulties before rewriting them. The modification of word correction, grammatical error, and semantic words will be made to ensure that all participants understand all questions in the same ways. In addition, the researcher uses informed pilot study which participants will be informed straightforwardly about the procedure; therefore, they can provide much more insight about how online survey should be improved. A pilot test is a valuable tool for identifying and resolving errors in the questionnaire before the pre-survey. This technique also allows testing hypotheses, leading to more precise tests and some refinements to generate new hypotheses. Further, the pilot study focuses on working-age individuals who purchase clothing online using the Shopee app, which allows the researcher to identify critical variables and expectations in the research process.

#### **Part II Qualitative Section**

#### 3.9 Face-to Face Interview Method

Opdenakker (2006) draws particular attention to face-to-face interviews' distinct advantage in providing 'social cues' such as voice, intonation and body language. He notes that these aspects can 'give the interviewer a lot of extra information that can be added to the verbal answer of the interviewee'. Compared to telephone interviews, Fink & Meierewert (2005) claims that in telephone interviews 'breakdowns in communication easily arise simply by being apart. Consequently, the ability to conduct a meaningful conversation is readily compromised'. Thus, this study adopts the face-to face interview method.

#### 3.10 Interviewee

This study will randomly select 12 managers from Chinese pharmaceutical manufacturing enterprises for face-to-face interviews.

# 3.11 Interview Question Design

In order to further validate the relationship between variables in this article from a qualitative analysis perspective, the interview outline designed for this study includes six questions:

Q1: How do you think SRHRM affects task performance?

Q2: How do you think SRHRM affects OCB?

Q3: How do you think SRHRM affects volunteer activities?

Q4: In your opinion, what role does prosocial identity play in the impact of the SRHRM on employee performance (task performance, OCB and volunteer activities)?Q5: In your opinion, what role does prosocial self-efficacy play in the impact of the SRHRM on employee performance (task performance, OCB and volunteer activities)?

Q6: In your opinion, what role does empathy play in the impact of the SRHRM on employee performance (task performance, OCB and volunteer activities)?

## 3.12 Summary

This chapter comprehensively explains how the research is conducted. As stated at the beginning of this chapter, research design aims to help readers understand the types of research design in the study. This chapter introduces the sampling design and sample size. At the end of this chapter, data acquisition technology and data analysis technology, as well as data acquisition and data analysis methods are introduced.

# CHAPTER 4 RESEARCH RESULT

# **Part I Quantitative Section**

# 4.1 Response Rate and Demographic Characteristics

# **Response Rate**

A total of 400 questionnaires were distributed in this survey, and 384 valid questionnaires were collected, with a response rate of 96%. The quantitative analysis section of this chapter will conduct statistical analysis and testing on these 384 valid questionnaires.

# **Demographic Characteristics**

The demographic characteristics of the sample in this questionnaire survey are shown in Table 4.1.

Table 4.1 Demographic characteristics of the sample

Demographic	Category	Frequency	Percentage (%)
Gender	Male	175	45.6
Gender	Female	209	54.4
	18-25	37	9.6
	26-35	109	28.4
	36-45	103	26.8
Age	46-55	100	26.0
	Over 55	35/	9.1
	Below bachelor degree	82	21.4
Educational	Bachelor degree	159	41.4
Background	Master degree	113	29.4
	Above master degree	30	7.8
	Less than 1 year	48	12.5
W 1 F	1-5 years	76	19.8
Work Experience	6-10 years	174	45.3
	More than 10 years	86	22.4
	Total	384	100.0

# **4.2 Reliability Analysis Results**

According to Table 4.2, the Cronbach's Alpha coefficient of the SRHRM scale is 0.920, which is higher than 0.70, indicating that the scale has good reliability. The Cronbach's Alpha coefficients of the other six scales are also above 0.70. The overall reliability of the questionnaire is 0.950, indicating that the questionnaire has good reliability.

**Table 4.2** Reliability test

Variable Scale	Abbreviation	Number of	Cronbach's
variable Scale	Symbol	Items	Alpha
SRHRM	SRHRM	7	0.920
OCB	OCB	5	0.902
Volunteer Activities	VA	6	0.911
Prosocial Identity	PI	5	0.896
Prosocial Self-Efficacy	PSE	5	0.914
Empathy	EMP	76	0.911
Task Performance	TP \	8	0.937
Total		42)	0.950

## 4.3 Validity Analysis Results

This study used AMOS software and conducted validity testing of the scale based on confirmatory factor analysis.

The confirmation factor analysis results for the seven variable scales mentioned above are shown in Table 4.3, Table 4.4, and Figure 4.1.

From Table 4.3, it can be seen that the standardized factor loading of all observed variables is greater than 0.7; The CR of all latent variables is greater than 0.7, and the AVE is greater than 0.5. Therefore, it can be concluded that all 7 latent variable scales in this article have good convergent validity. As shown in Table 4.4, the fitting indicators of the 7 variables all meet the standards, and the structural validity is verified again to be good.

 Table 4.3 Confirmatory factor analysis

<u> </u>	01 (1	Standardized					
Latent	Observation	Factor	S.E.	C.R.	P	CR	AVE
Variable	Variable	Loading					
	X1	0.774					
	X2	0.803	0.059	16.760	0.000		
	X3	0.799	0.061	16.562	0.000		
SRHRM	X4	0.793	0.058	16.595	0.000	0.920	0.621
	X5	0.771	0.059	15.975	0.000		
	X6	0.770	0.059	15.951	0.000		
	X7	0.805	0.061	16.846	0.000		
	X8	0.802					
	X9	0.836	0.057	17.999	0.000		
OCB	X10	0.825	0.058	18.017	0.000	0.903	0.650
	X11	0.801	0.057	17.183	0.000		
	X12	0.765	0.056	16.205	0.000		
	X13	0.760					
	X14	0.820	0.065	16.872	0.000		
VA	X15	0.795	0.065	15.995	0.000	0.911	0.631
	X16	0.835	0.066	16.888	0.000		
	X17	0.776	0.066	15.501	0.000		
	X18 🚆	0.779	0.067	15.648	0.000		
	X19	0.797					
	X20	0.798	0.059	16.772	0.000		
PI	X21	0.807	0.060	17.216	0.000	0.896	0.634
	X22	0.766	0.060	16.132	0.000		
	X23	0.811	0.062	17.038	0.000		
	X24	0.826					
	X25	0.835	0.050	19.131	0.000		
PSE	X26	0.813	0.053	18.502	0.000	0.914	0.681
	X27	0.823	0.053	18.732	0.000		
	X28	0.830	0.052	19.256	0.000		

 Table 4.3 Confirmatory factor analysis (Cont.)

Latent	Observation	Standardized					
Latent Variable	Variable	Factor	S.E.	C.R.	P	CR	AVE
v al lable	variable	Loading					
-	X29	0.775					
	X30	0.796	0.063	16.526	0.000		
EMP	X31	0.815	0.063	16.987	0.000	0.912	0.634
	X32	0.751	0.061	15.425	0.000		
	X33	0.780	0.056	16.166	0.000		
	X34	0.855	0.059	18.219	0.000		
	X35	0.812					
	X36	0.819	0.055	18.782	0.000		
	X37	0.821	0.055	18.874	0.000		
TP	X38	0.795	0.056	17.851	0.000	0.937	0.650
	X39	0.803	0.053	18.154	0.000		
	X40	0.753	0.058	16.540	0.000		
	X41	0.832	0.053	19.159	0.000		
	X42	0.813	0.053	18.415	0.000		

 Table 4.4 Fitting indicators

Variable	χ²/ df	NFI	IFI	TLI	CFI	GFI	RMSEA
SRHRM	1.692	0.986	0.994	0.991	0.983	0.966	0.043
OCB	1.809	0.992	0.996	0.993	0.991	0.972	0.046
VA	2.088	0.987	0.993	0.988	0.984	0.962	0.053
PI	1.777	0.992	0.996	0.993	0.991	0.973	0.045
PSE	1.642	0.993	0.997	0.995	0.991	0.973	0.041
EMP	3.607	0.977	0.983	0.972	0.972	0.934	0.073
TP	3.259	0.971	0.980	0.971	0.961	0.930	0.077
Threshold	<5	>0.9	>0.9	>0.9	>0.9	>0.9	< 0.08
Interpretation	Qualified						

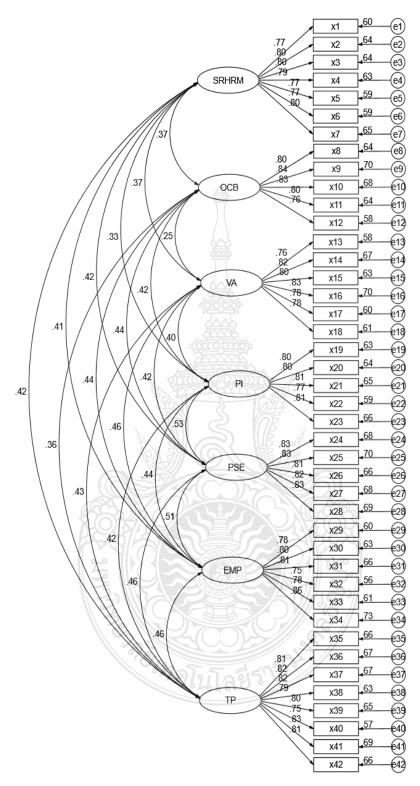


Figure 4.1 Confirmatory factor analysis model diagram

Tables 4.5 show the discriminant validity results. Fornell & Larcker (1981) proposed to determine discriminant validity by comparing the square roots of AVE with the correlation coefficients of each construct. The values on the diagonal in Table 4.5 are the square root of AVE, while the values on the non-diagonal are the correlation coefficients of the construction plane. The former is all greater than the latter, indicating good discriminant validity (Fornell & Larcker, 1981).

**Table 4.5** Discriminant validity

	SRHRM	OCB	VA	PI	PSE	EMP	TP
SRHRM	0.788	-	-	-	-	-	-
OCB	0.342	0.806	- 100	<u>-</u>	-	-	-
VA	0.334	0.231	0.795	₹′ <del>-</del>	-	-	-
PI	0.299	0.379	0.366	0.796	-	-	-
PSE	0.386	0.398	0.383	0.482	0.825	-	-
EMP	0.376	0.404	0.419	0.398	0.464	0.796	-
TP	0.393	0.336	0.400	0.383	0.422	0.424	0.806

#### **4.4 Correlation Test Results**

From Table 4.6, it can be seen that SRHRM is positively correlated with TP (r=0.393, P < 0.01); SRHRM is positively correlated with OCB (r = 0.342, P < 0.01); SRHRM is positively correlated with VA (r = 0.334, P < 0.01).

SRHRM is positively correlated with PI (r=0.299, P<0.01); SRHRM is positively correlated with PSE (r=0.386, P<0.01); SRHRM is positively correlated with EMP (r=0.376, P<0.01).

PI is positively correlated with TP (r=0.383, P<0.01); PI is positively correlated with OCB (r=0.379, P<0.01); PI is positively correlated with VA (r = 0.366, P < 0.01).

PSE is positively correlated with TP (r = 0.422, P < 0.01); PSE is positively correlated with OCB (r = 0.398, P < 0.01); PSE is positively correlated with VA (r = 0.383, P < 0.01).

EMP is positively correlated with TP (r = 0.424, P < 0.01); EMP is positively correlated with OCB (r = 0.404, P < 0.01); EMP is positively correlated with VA (r = 0.419, P < 0.01).

The above results confirm the positive correlation between variables and provide preliminary evidence for the positive hypothesis validation proposed in this study.

**Table 4.6** Correlation analysis

	SRHRM	OCB	VA	PI	PSE	EMP	TP
SRHRM	1		0000				
OCB	0.342**	1					
VA	0.334**	0.231**	1				
PI	0.299**	0.379**	0.366**	1			
PSE	0.386**	0.398**	0.383**	0.482**	1		
EMP	0.376**	0.404**	0.419**	0.398**	0.464**	1	
TP	0.393**	0.336**	0.400**	0.383**	0.422**	0.424**	1

Note: \*\* At the 0.01 level (two tailed), the correlation is significant.

# 4.5 Structural Equation Model and Path Analysis

#### 4.5.1 The Direct Effect Test Results

This article constructs a structural equation model using AMOS statistical software to test the direct effects of SRHRM on TP, OCB and VA. Firstly, it is necessary to verify the adaptability of the structural equation model. According to Table 4.7, it can be seen that the model fitness of the structural equation model constructed in this article meets the standard.

**Table 4.7** Fitting indicators of the structural equation model

	$\chi^2/df$	NFI	IFI	TLI	CFI	RMSEA
Estimate	1.528	0.935	0.976	0.974	0.976	0.037
Threshold	<5	>0.9	>0.9	>0.9	>0.9	< 0.08
Interpretation	Qualified	Qualified	Qualified	Qualified	Qualified	Qualified

Table 4-8 shows the direct effect path analysis results. From Table 4-8, it can be seen that the standardized path coefficient of the impact of SRHRM on TP is 0.207, and the significance probability (p-value) of direct effect hypothesis of H1 is 0.000. The above results show that SRHRM has a significant positive impact on TP, which supports the hypothesis H1 (SRHRM influences employee task performance).

The standardized path coefficient of the impact of SRHRM on OCB is 0.15, and the significance probability (p-value) of direct effect hypothesis of H2 is 0.013. The above results show that SRHRM has a significant positive impact on OCB, which supports the hypothesis H2 (SRHRM influences employees OCB).

The standardized path coefficient of the impact of SRHRM on VA is 0.144, and the significance probability (p-value) of direct effect hypothesis of H3 is 0.017. The above results show that SRHRM has a significant positive impact on VA, which supports the hypothesis H3 (SRHRM influences employee volunteer activities).

Table 4.8 The direct effect test results

Direct Effects	Standardized Estimate	S.E.	C.R.	P	Unstandardized Estimate	Hypothesis
$SRHRM \rightarrow TP$	0.207	0.053	3.557	0.000	0.412	H1
$SRHRM \to OCB$	0.15	0.058	2.482	0.013	0.144	H2
$SRHRM \to VA$	0.144	0.052	2.389	0.017	0.123	Н3

## 4.5.2 The Indirect Effect Test Results

Table 4.9 displays the indirect effect test results. It can be seen from Table 4-9 that the indirect effect coefficient of SRHRM on TP through PI was 0.114, with 95% confidence interval of [0.008, 0.121], excluding 0, indicating that SRHRM has a significant indirect effect on TP, through PI, in other words, PI plays a mediating effect in the impact of SRHRM on TP. Therefore, the hypothesis H4 (Prosocial identity mediates the relationship between SRHRM and employee task performance) is proved to be valid. Similarly, it can be proven that all eight hypotheses H5-H12 are valid. Namely, SRHRM has a significant indirect effect on OCB, through PI, in other words, PI plays a mediating effect in the impact of SRHRM on OCB (H5); SRHRM has a significant indirect effect on VA, through PI, in other words, PI plays a mediating effect in the impact

of SRHRM on VA (H6); SRHRM has a significant indirect effect on TP, through PSE, in other words, PSE plays a mediating effect in the impact of SRHRM on TP (H7); SRHRM has a significant indirect effect on OCB, through PSE, in other words, PSE plays a mediating effect in the impact of SRHRM on OCB (H8); SRHRM has a significant indirect effect on VA, through PSE, in other words, PSE plays a mediating effect in the impact of SRHRM on VA (H9); SRHRM has a significant indirect effect on TP, through EMP, in other words, EMP plays a mediating effect in the impact of SRHRM on TP (H10); SRHRM has a significant indirect effect on OCB, through EMP, in other words, EMP plays a mediating effect in the impact of SRHRM on OCB (H11); SRHRM has a significant indirect effect on VA, through EMP, in other words, EMP plays a mediating effect in the impact of SRHRM on VA (H12).

**Table 4.9** The indirect effect test results

<b>Indirect Effect Analysis</b>	Standardized Estimate	Lower	Upper	P	Hypothesis
$SRHRM \rightarrow PI \rightarrow TP$	0.061	0.008	0.121	0.019	H4
$SRHRM \to PI \to OCB$	0.071	0.022	0.132	0.003	H5
$SRHRM \rightarrow PI \rightarrow VA$	0.066	0.016	0.124	0.01	Н6
$SRHRM \rightarrow PSE \rightarrow TP$	0.085	0.01	0.16	0.023	H7
$SRHRM \rightarrow PSE \rightarrow OCB$	0.08	0.016	0.145	0.013	Н8
$SRHRM \rightarrow PSE \rightarrow VA$	0.068	0.009	0.132	0.024	Н9
$SRHRM \rightarrow EMP \rightarrow TP$	0.10	0.038	0.174	0.001	H10
$SRHRM \rightarrow EMP \rightarrow$	0.097	0.042	0.162	0.001	H11
OCB		)			
$SRHRM \rightarrow EMP \rightarrow VA$	0.114	0.045	0.193	0.001	H12

Figure 4.2 displays the indirect effects of SRHRM on TP, OCB and VA, via PI, PSE and EMP.

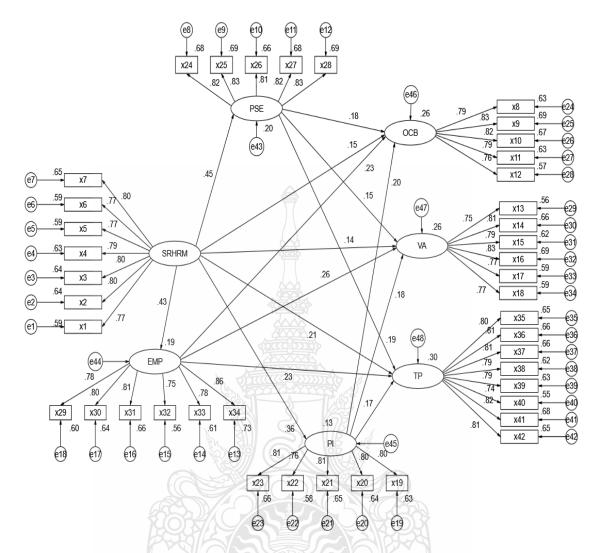


Figure 4.2 Structural equation model

# **4.6 Summary of Hypothesis Test Results**

From the above analysis results, it can be seen that all hypotheses of this study are supported.

**Table 4.10** Hypothesis verification results

Hypothesis	Verification
	Results
H1: SRHRM influences employee task performance.	V
H2: SRHRM influences employees OCB.	$\checkmark$
H3: SRHRM influences employee volunteer activities.	$\checkmark$
H4: Prosocial identity mediates the relationship between	$\checkmark$
SRHRM and employee task performance.	
H5: Prosocial identity mediates the relationship between	$\checkmark$
SRHRM and employee OCB.	
H6: Prosocial identity mediates the relationship between	$\checkmark$
SRHRM and employee volunteer activities.	
H7: Prosocial self-efficacy mediates the relationship between	$\checkmark$
SRHRM and employee task performance.	
H8: Prosocial self-efficacy mediates the relationship between	$\checkmark$
SRHRM and employee OCB.	
H9: Prosocial self-efficacy mediates the relationship between	$\checkmark$
SRHRM and employee volunteer activities.	
H10: Empathy mediates the relationship between SRHRM and	$\checkmark$
employee task performance.	
H11: Empathy mediates the relationship between SRHRM and	$\checkmark$
employee OCB.	
H12: Empathy mediates the relationship between SRHRM and	$\sqrt{}$
employee volunteer activities.	

# **Part II Qualitative Section**

# 4.7 Findings of Qualitative Data

This article draws the following conclusions through interviews of 12 managers:

# (1) SRHRM Positively Affects Employee Performance (H1-H3)

Implementation of SRHRM positively impacts employee performance. It enhances employees' evaluations of the company, boosts self-esteem, and fosters OCB.

Employees perceive SRHRM as a positive characteristic, contributing to psychological development and generating positive emotions, thereby promoting more positive behaviors, including OCB and volunteer activities. For Chinese employees, SRHRM aligns with reality, conveying values of care and responsibility, encouraging spontaneous work engagement, and active individual CSR practices.

"Our company's implementation of SRHRM will encourage employees to form higher evaluations of our company, and at this time, employees will also develop a higher sense of self-esteem, thereby promoting OCB among employees."

"In the subjective judgment of employees, implementing SRHRM in a company is a positive characteristic, which can lead to the psychological development of high-ranking group members and generate positive emotions. Positive emotions can trigger more positive attitudes or behaviors, including OCB and volunteer activities."

"Chinese people have always emphasized "taking advantage of the situation", and SRHRM is a management method that conforms to reality. Internally, SRHRM will convey the values of care and responsibility to employees, enabling them to do their job more spontaneously, while contributing to society and actively practicing individual CSR."

## (2) SRHRM Affects Task Performance via Prosocial Identity (H4)

The interview results show that prosocial identity plays a mediating role between SRHRM and task performance.

"When employees realize that their organization is committed to social responsibility, they can enhance their pro social identity. This sense of identity can stimulate employees' intrinsic motivation, make them more actively involved in work, and thus improve task performance."

"By implementing social responsibility oriented human resource management, organizations can establish a positive social image and brand reputation. This reputation can attract more outstanding talents with highly pro social identities, thus forming a virtuous cycle and further improving the overall performance and efficiency of the organization."

# (3) SRHRM Affects OCB via Prosocial Identity (H5)

The interview results show that prosocial identity plays a mediating role between SRHRM and OCB.

"When organizations demonstrate a commitment to social responsibility through SRHRM practices (such as environmental protection, social welfare activities, good working conditions, etc.), employees may feel a pro social identity that aligns with these values. This identity stimulates employees' pro social motivation, driving them to express this identity through OCB, such as helping colleagues, voluntarily participating in social service projects, etc."

"Organizations implementing SRHRM typically create an inclusive and supportive work environment, enhancing employees' sense of organizational belonging. When employees see themselves as part of the organization and resonate with the organization's social responsibility goals, their pro social identity is strengthened. This strengthened identity and sense of belonging encourage employees to give back to the organization in the form of OCB, such as actively proposing improvement suggestions, selflessly sharing knowledge and resources with colleagues."

"The social responsibility concept emphasized by SRHRM can deepen employees' moral and ethical awareness, which can be transformed into an internal sense of responsibility, prompting employees to take action and align personal and organizational values through OCB. Employees may feel that through additional, informal contributions, they are to some extent involved in the organization's social responsibility practices."

## (4) SRHRM Affects Volunteer Activities via Prosocial Identity (H6)

The interview results show that prosocial identity plays a mediating role between SRHRM and volunteer activities.

"When organizations emphasize their social responsibility through SRHRM practices, such as supporting environmental projects, social welfare activities, or providing a fair working environment, these behaviors not only enhance the organization's social image, but also have a positive impact on employees. Employees witness that their organization is implementing social responsibility through practical actions, which promotes consistency between their personal values and organizational

values. When employees feel that their values are recognized and supported by the organization, their pro social identity is strengthened, and this strengthened sense of identity encourages them to be more willing to participate in social services as volunteers."

"The strengthening of prosocial identity provides employees with an internal sense of satisfaction, which stems from individuals' ability to demonstrate their values and support the good cause of society through actions. Under the influence of SRHRM, the social responsibility activities provided by organizations become a platform for employees to achieve their personal prosocial goals. This opportunity to achieve personal value through work enhances employees' intrinsic motivation, making participating in volunteer activities not only to achieve external goals (such as recognition or rewards), but more driven and satisfying from the heart."

# (5) SRHRM Affects Task Performance via Prosocial Self-Efficacy (H7)

The interview results show that prosocial self-efficacy plays a mediating role between SRHRM and task performance.

"SRHRM enhances employees' pro social self-efficacy by emphasizing social responsibility, leading them to believe more in their ability to contribute in their work. This belief stimulates their intrinsic motivation, making them more proactive in facing daily tasks, thereby improving task performance."

"Through SRHRM practice, organizations can not only enhance employees' sense of social responsibility, but also enhance their pro social self-efficacy, stimulate their intrinsic motivation, and promote higher work engagement and task performance."

## (6) SRHRM Affects OCB via Prosocial Self-Efficacy (H8)

The interview results show that prosocial self-efficacy plays a mediating role between SRHRM and OCB.

"Social responsibility oriented human resource management measures can enhance employees' pro social self-efficacy, which encourages them to engage in behaviors beyond their responsibilities, thereby forming a more positive, supportive, and efficient work atmosphere within the organization. This process not only helps to improve the overall performance of the organization, but also promotes employees' personal growth and social responsibility."

"Social responsibility oriented human resource practices provide a platform for employees to participate in activities with profound social significance, thereby establishing and enhancing their pro social self-efficacy. With the enhancement of pro social self-efficacy, employees are more likely to adopt additional and informal behaviors to support organizations and society, which is a manifestation of OCB."

#### (7) SRHRM Affects Volunteer Activities via Prosocial Self-Efficacy (H9)

The interview results show that prosocial self-efficacy plays a mediating role between SRHRM and volunteer activities.

"SRHRM enhances employees' motivation to participate in social and community services by providing opportunities and support, which is partially achieved by enhancing their prosocial self-efficacy. Employees with high prosocial self-efficacy are more likely to translate their motivation into action and actively participate in volunteer activities supported by the organization."

"Through social responsibility oriented human resource management practices, not only can employees' sense of responsibility towards society be cultivated, but their pro social self-efficacy can also be enhanced, further motivating them to actively participate in volunteer activities, thereby having a profound positive impact on both the individual and society levels."

# (8) SRHRM Affects Task Performance via Empathy (H10)

The interview results show that empathy plays a mediating role between SRHRM and task performance.

"Empathy, as an emotional and cognitive bridge, can closely connect social responsibility oriented human resource management practices with improving employee task performance. By cultivating employees' empathy ability, organizations can not only promote a more humane and caring work environment, but also improve overall work performance by enhancing employees' motivation, cooperation, and innovation abilities."

"The empathetic ability cultivated through SRHRM strategy helps to form a positive work culture, where employees' emotional and cognitive involvement can directly promote higher task performance. This mediating role emphasizes the importance of considering employees' emotional and cognitive needs when formulating human resource management strategies."

#### (9) SRHRM Affects OCB via Empathy (H11)

The interview results show that empathy plays a mediating role between SRHRM and OCB.

"Empathy, as an emotional and cognitive bridge, can closely link social responsibility oriented human resource management practices with organizational citizenship behavior. By cultivating employees' empathy ability, organizations can not only promote a more humane and caring work environment, but also encourage employees to exhibit more civic behavior, making more contributions to the interests of the organization and colleagues."

"The empathetic ability cultivated through SRHRM strategy helps to form a positive work culture, where employees' emotional and cognitive involvement can directly promote more civic behavior."

# (10) SRHRM Affects Volunteer Activities via Empathy (H12)

The interview results show that empathy plays a mediating role between SRHRM and volunteer activities.

"As an emotional and cognitive bridge, empathy can closely link social responsibility oriented human resource management practices with employee volunteer actions. By cultivating employees' empathy ability, organizations can not only promote a more humane and caring work environment, but also motivate employees to actively participate in volunteer activities and make more contributions to society and the community."

"The empathetic ability cultivated through SRHRM strategy helps to form a positive work culture, where employees' emotional and cognitive participation can directly promote more employee volunteer actions and make more contributions to the development of society and community."

#### **CHAPTER 5**

#### CONCLUSION AND RECOMMENDATIONS

#### 5.1 Conclusion

This dissertation explores the impact and mechanisms of SRHRM on employee performance in China. This study constructs a conceptual framework that introduces three mediating variables: prosocial identity, prosocial self-efficacy, and empathy. Based on this idea, this paper designs three sub-studies for the three paths of the active model and explores in detail and depth how SRHRM can mobilize employee participation to achieve positive organizational and social performance. This article explores the question of whether SRHRM can achieve a win-win situation for enterprises and society in the Chinese context through three sub-studies, which have theoretical and practical significance for enterprises to carry out mutually beneficial social responsibility, win sustainable development, promote social welfare for the general public, and establish a harmonious society. This article concludes through empirical analysis that SRHRM not only has a direct positive promoting effect on employee performance; it is also concluded that SRHRM can indirectly affect employee performance through prosocial identity, prosocial self-efficacy, and empathy.

This study once again validated the relationship among variables in the conceptual framework through qualitative interviews.

#### 5.2 Discussion

# (1) The Effect of SRHRM on Employee Task Performance (H1)

This study's empirical research confirms hypothesis H1. The implementation of SRHRM in enterprises can promote employee task performance, which is consistent with the results of Mael & Ashforth (1992), Blau (2017), Abdelmotaleb & Saha (2020), and Shen & Benson (2016).

SRHRM, an organic blend of HRM and CSR, introduces the dual identity of employee participation in CSR from a micro perspective: both the implementer and the recipient of CSR. This involvement not only encompasses the organization's and society's interests, but also closely links to the interests of employees themselves. Organizational social care carefully uses employees as CSR implementers by combining CSR with company

culture, training, performance reviews, pay and benefits, and promotions. This is done to encourage employees to take part in external CSR, boost initiative, and help companies successfully carry out external CSR plans (Territory, 2006). The successful implementation of CSR programs helps organizations establish a good external social reputation. Furthermore, this enterprise approach not only enhances employee CSR participation and their sense of social responsibility, but also helps to truly internalize responsibility into their own values, achieving the unity of organizational and employee cultural values. The social identity theory suggests that when the values of employees and organizations are consistent or when employees perceive that the organization has a good external reputation, their legitimacy as members of the organization will enhance their sense of belonging and pride in their membership (Cheney, 1983), and a strong sense of belonging and pride will in turn strengthen employees' belief in the legitimacy of organizational members. Members of an organization who are considered legitimate will increase their obligation to care about the organization, thereby improving task performance (Mael & Ashforth, 1992). Shen & Benson (2016) also validate this viewpoint, asserting that SRHRM positively influences employee task performance and out-of-role helping behavior.

The organization's focus on employee care emphasizes the fact that employees are also the objects and recipients of CSR. Employee care expresses the company's support and support for its employees, including providing a fair organizational atmosphere, paying attention to their personal development, providing opportunities for learning and training, encouraging their participation in decision-making work, etc., in order to fulfill CSR for employees. The social exchange theory suggests that if an individual provides "benefits" to another individual, it will stimulate the other individual to generate thoughts and actions about providing "benefits" to others in return (Baldwin, 1978). According to social exchange theory, caring for and supporting employees, as well as fulfilling CSR towards employees, can help to enhance employees' sense of responsibility and mission to repay the organization. An improved sense of responsibility and mission will enable employees to maintain sustained vitality in their work. Employees with a positive work state and work vitality will recognize their work and organization more, thereby affecting their performance output (Abdelmotaleb & Saha, 2020).

# (2) The Effect of SRHRM on Employee OCB (H2)

This study's empirical research confirms hypothesis H2. The implementation of SRHRM in enterprises can promote employee OCB, which is consistent with the results of Shao et al. (2019), Feng et al. (2017), and Lu et al. (2021).

Enterprises that implement social responsibility-oriented human resource management are more in line with the public's expectations and will receive higher evaluations from society. Employees in such enterprises will have higher self-esteem and a positive self-concept. In order to maintain self-esteem and a positive self-concept, employees tend to protect their group membership and will engage in more ways of association with the enterprise, such as engaging in organizational citizenship behavior to maintain one's identity as a member of the group or enhance one's perception of organizational membership. In addition, employees will feel proud of implementing social responsibility-oriented human resource management in enterprises, and such positive emotions will also encourage employees to implement organizational citizenship behavior. Verification has confirmed the positive impact of social responsibility-oriented human resource management on organizational citizenship behavior.

Wang et al. (2020) proposed that employees have two motivations for maintaining high self-esteem and a positive self-concept: the motivation to reduce identity uncertainty and the motivation to improve status. On the one hand, implementing social responsibility-oriented human resource management practices in enterprises will enable employees to develop high self-esteem and a positive self-concept. Employees are willing to maintain self-esteem and a positive self-concept to reduce the uncertainty of their identity, which is a protection of their own identity. Employees will strengthen their perception of group membership by establishing more connections with the company, such as by enhancing organizational self-esteem and implementing organizational citizenship behavior. These attitudes or behaviors will enhance their "presence" within the company, consequently decreasing the perceived uncertainty of group membership among employees. On the other hand, employees have a motivation to improve their status and tend to become members of a high-ranking group. The implementation of social responsibility-oriented human resource management by enterprises is a positive feature in the subjective judgment of employees. Enterprises have demonstrated a strong adherence to legal and moral standards, aligning

perfectly with the expectations of employees for the enterprise. Therefore, the satisfaction of employees' motivation to become high-ranking group members leads to the generation of positive emotions, which in turn trigger more positive organizational citizenship behavior (Roseman, 2013).

# (3) The Effect of SRHRM on Employee Volunteer Activities (H3)

This study's empirical research confirms Hypothesis H3. The implementation of SRHRM in enterprises can promote employee volunteer activities, which is consistent with the results of Jun & Chuan (2018) and Xiang et al. (2017).

With the increasing demand for sustainable economic development, many enterprises have begun to pay attention to improving social performance in addition to financial performance. Social performance refers to the general evaluation of an organization's contribution to a wider society. With the continuous advancement of corporate social responsibility practices, organizations take responsibility for society through various means, such as charitable donations, environmental protection, community services, and volunteer services. In organizational contexts, volunteer activities are free services in which individuals voluntarily contribute their time and energy for the benefit of others or society (Rodell, 2013). Shao et al. (2019) argue that SRHRM not only helps employees exhibit helpful or out-of-role behaviors in their work but also enhances their willingness to volunteer for society. Organizations and employees widely welcome volunteer activities, which are currently one of the most popular forms of corporate responsibility. According to the selfvalidation theory (Swann et al., 1989), when people perceive themselves as pro-social individuals, they work in a way that reflects their self-worth, thereby validating their prosocial self. Volunteer activities provide opportunities for individuals to care for and help others, such as participating in community safety projects, developing and supporting impoverished areas, and protecting the natural environment. They are important ways for individuals to express their pro-social selves.

# (4) The Mediation Effect of Prosocial Identity Between SRHRM and Employee Performance

This empirical study confirms the mediating role of prosocial identity between SRHRM and employee performance, assuming that H4, H5, and H6 are all valid. This

conclusion is consistent with the results of Meglino & Korsgaard (2004), Ng & Van Dyne (2005), and Swann et al. (1989).

SRHRM not only focuses on organizational development but also on the winwin situation between enterprises and society. It not only necessitates improved performance, but it also expresses care for people and society. In addition, SRHRM also provides systematic training programs to cultivate employees' knowledge and skills related to corporate social responsibility practices. In addition to intrinsic value guidance, SRHRM also strengthens the importance of social responsibility through external incentive measures, such as linking promotion, compensation, assessment, and employee behavior to corporate social responsibility (Meglino & Korsgaard, 2004). Through meaning destruction and meaning giving, organizations break employees' self-awareness of the past and provide them with new value guidance. Subsequently, employees gradually establish a new identity in the process of interacting with the organizational environment and others, i.e., a pro-social identity of sympathy and concern for others. In the context of SRHRM, employees should be more likely to interact and collaborate with their colleagues around them, as they share the same collective identity, namely a prosocial identity. In this way, it is easy to establish a culture of trust and cooperation within the organization. The Self-verification can alter employees' perception of their work roles, needs, and expectations, which in turn can influence task performance and Organizational Citizenship Behavior (OCB) either implicitly or explicitly (George & Brief, 1992). vious studies have shown that helping behaviors, such as altruistic and pro-social behaviors, can promote interpersonal harmony (Brief & Motowidlo, 1986), establish and maintain relationships (Van Dyne & Lepine, 1998), and ultimately directly or indirectly improve task performance (Ng & Van Dyne, 2005). In addition, research in the field of altruism has shown that caring for the value of others makes individuals more focused on the needs of others in the process of completing tasks, making it easier to accept social information and feedback from others, thereby improving performance (Grant, 2007). Employees with pro-social self-awareness place greater emphasis and sense of responsibility on improving the welfare of others and the organization, which increases their opportunities to engage in OCB (Grant, 2007).

SRHRM will influence employee volunteer activities by shaping their prosocial identity. Firstly, according to the self-verification theory, when people perceive themselves as pro-social individuals, they work in a way that reflects their self-worth, thereby verifying their pro-social self. Volunteer activities provide opportunities for individuals to care for and help others, such as participating in community safety projects, developing and supporting impoverished areas, and protecting the natural environment. They are important ways for individuals to express their pro-social selves (Swann et al., 1989). When employees believe that they care about others and society, they are more willing to actively engage in altruistic behavior. By helping others, such as through volunteer activities, employees gain a sense of self-satisfaction and pride, thereby achieving consistency in their self-identity cognition.

# (5) The Mediation Effect of Prosocial Self-efficacy Between SRHRM and Employee Performance

This empirical study confirms the mediating role of social self-efficacy between SRHRM and employee performance, assuming that H7, H8, and H9 are all valid. This conclusion is consistent with the results of Seo & Ilies (2009), Cohen & Abedallah (2015), and Müller et al. (2014). Individuals establish their self-efficacy by processing and balancing various information that reflects their own abilities. This study proposes that SRHRM policy practice, as an important social context for employee work, has a shaping effect on their pro-social self-efficacy. When an organization provides a supportive environment for its employees, they feel respected and valued. These positive feelings help employees form positive judgments and beliefs about their abilities. SRHRM is positively promoting employee prosocial self-efficacy.

Employees' prosocial self-efficacy can enhance their organizational and social performance. Firstly, prosocial self-efficacy can have an impact on employees' cognitive processes and performance. Generally speaking, the higher the prosocial self-efficacy of employees, the more actively they interpret the organization's social responsibility policies and are more willing to actively participate in relevant practices. On the contrary, low self-efficacy individuals interpret social responsibility activities negatively and negatively, exaggerating problems and difficulties, thereby reducing their level of effort. Secondly, prosocial self-efficacy can affect employee performance by influencing their

motivational efforts (Cohen & Abedallah, 2015). Employees with high prosocial selfefficacy have more confidence in themselves, whether facing tasks within their roles or helping behaviors outside of their roles, such as organizing civic behavior and volunteer activities. When faced with difficulties and setbacks, they are more willing to persist and put in more effort. As emphasized by Seo & Ilies (2009), the higher an individual's perceived self-efficacy, the greater their effort and persistence, and the higher the probability of success. This makes it easier to efficiently complete a task and improve performance. In addition, prosocial self-efficacy can affect employee behavior choices, which in turn affect employee attitudes and behavioral outcomes. Scholars believe that individuals are more willing to choose goals they can undertake and achieve compared to challenging and difficult tasks. Individuals with higher self-efficacy have stronger confidence in achieving challenging goals and tasks, as they are more willing to go beyond past goals and challenge higher ones (Müller et al., 2014). Accordingly, in the context of SRHRM, employees have a higher level of prosocial self-efficacy. In addition to completing their job well, they are more likely to respond and help others with their needs, such as by organizing civic behavior at work or volunteering outside the workplace.

# (6) The Mediation Effect of Empathy Between SRHRM and Employee Performance

The empirical research in this study confirms the mediating role of empathies between SRHRM and employee performance, assuming that H10, H11, and H12 are all valid. This conclusion is consistent with the results of Grant (2012), Penner (2002), and Craig Lees et al. (2008). Employees' perception of SRHRM can affect their empathy for status categories in an organization. Firstly, SRHRM enables employees to understand the correlation between corporate social responsibility and themselves by revealing the social impact of their work to them. Through SRHRM knowledge training, the organization's employees will establish connections with external stakeholders impacted by their products or services. Realizing the widespread impact of their work on others motivates employees to respond positively (Grant, 2012). Secondly, SRHRM can make employees believe that their efforts in corporate social activities are worthwhile. Through value satisfaction and material incentives, SRHRM directly affects the effective

satisfaction of a series of psychological needs and practical interests of employees, thereby activating employee empathy.

Omdahl & O'Donnell (1999) pointed out that empathetic individuals tend to "capture" the needs of others and lead to reparative behavioral tendencies such as altruism and helpfulness. Individuals with higher empathy tend to view altruism and politeness as intrinsic needs of OCB and define OCB as intra-role behavior (Penner, 2002). Individuals driven by empathy may be more sensitive to the needs of those around them, able to empathize with others' thoughts, and more willing to lend a helping hand and actively engage in organizational citizenship behavior. SRHRM can stimulate empathy, which can either directly or indirectly enhance task performance. Altruistic emotions, such as empathy, facilitate people's ability to perceive situations from others' perspectives, increase collaboration, increase openness to information, facilitate easier information sharing, and foster friendliness (Sadri et al., 2011). In addition, individuals with empathy are likely to participate in volunteer activities outside of the organization (Craig Lees et al., 2008). Empathy, as a more direct way of helping and caring, can motivate employees to demonstrate themselves in volunteer activities.

## **5.3 Implications**

## **5.3.1 Theoretical Implications**

First, this study investigates SRHRM's impact effects and underlying mechanisms. This dissertation broadens the impact of SRHRM. As a human resource management practice that engages in social responsibility, whether enterprise SRHRM can promote the effective implementation of corporate social responsibility and have a positive impact on organizations and society is critical in determining its value and adoption by businesses. However, past research has solely examined its impact on organizational performance, such as task performance and employee organizational commitment. Building on earlier research, this study not only investigates and tests the influence of SRHRM on organizations and society, but also thoroughly examines its impact on business.

Second, using social cognitive theory, this study tests and confirms that prosocial identity, prosocial self-efficacy, and empathy are three important mediating

variables for how SRHRM improves employee performance. There is currently little study on the impact mechanism of corporate social responsibility human resource management, and the few studies that do exist mostly explain its impact mechanism via the lens of social identity and social exchange theories. This study uses the lens of employee efficacy to understand the influence of SRHRM, providing a new explanatory approach for future research.

Third, this research responds to the initiative of scholars like De Roeck and Mao (2018) and Morgeson (2013) to incorporate corporate social responsibility at the microlevels of the OCB and HRM disciplines. This article expands on the previous perspective of external and internal perspectives by emphasizing the incorporation of responsibility concepts into the organization's people and implementing various activities into the organization's operational practices, promoting the transition of corporate social responsibility from macro to micro and from theory to practice.

# **5.3.2 Practical Implications**

Firstly, enterprises should incorporate their emphasis and consideration of social responsibility into the human resource management work module. In the recruitment process, it is important to focus on selecting and hiring employees with a strong sense of social responsibility; in the training phase, strengthen social responsibility training for employees and encourage them to participate in corporate social responsibility research work; and take into account the social contribution of employees in performance evaluation and career promotion. These measures will make employees deeply aware of the importance that the company attaches to social responsibility, as well as encourage employees to participate in social responsibility. They can help employees establish a sense of citizenship and promote the implementation of organizational citizenship behavior.

Secondly, companies can actively assume general social responsibility and encourage employee participation, such as promoting community harmony, organizing employee participation in charitable and public welfare activities, and arranging volunteer service weeks for employees; improving environmental performance; advocating green office in business operations; encouraging employees to use environmentally friendly

materials; improving the efficiency of office resource utilization; responding to energy conservation and consumption reduction; and so on.

Thirdly, enterprises should comply with labor laws and other legal provisions related to employees, such as paying employees above the minimum wage standard, ensuring their occupational health and safety, adhering to the principle of equal employment, implementing democratic management in the enterprise, providing employees with sufficient psychological health assistance, improving the signing rate of labor contracts and social insurance coverage within the enterprise, etc., in order to safeguard the basic rights and interests of employees.

Fourth, enterprises should pay attention to and meet employees' various reasonable needs, such as implementing flexible working hours, so that employees can take care of their families as much as possible. Enterprises provide vocational training to employees to help them overcome their sense of incompetence at work. Explain clear career development paths to employees and help them develop reasonable career development plans. Regularly conduct job satisfaction surveys on employees to understand their demands and expectations for the company; It is crucial to assist disadvantaged employees and enhance their organizational identity and sense of happiness, among other things.

Fifth, enterprises should attach importance to the identity of employees as CSR recipients and implement supportive human resource management practices. The digital economy era has given greater weight to employees' professional abilities and psychological qualities. The stability and work performance of knowledge-based employees are the core chips that enable enterprises to maintain or enhance their market competitive advantage, expand market share, and improve their industry position. Fulfilling CSR for employees is an important means of motivating, retaining, and ultimately achieving a win-win situation for both the enterprise and employees. Employees are more inclined to choose companies where organizations value and cultivate their employees, and many companies have also become deeply aware of this. At the same time, only by fulfilling CSR obligations to employees can companies fully mobilize their other identities and rely on their cooperation to better and faster carry out their work.

Lastly, for employees, they should actively participate in the organization's human resource management practices and corporate social responsibility activities. This not only enables them to better fulfill their job responsibilities but also has a positive impact on society, meeting the self-improvement and development needs of the new generation of employees, which is beneficial for self-realization and diversification.

## **5.4 Limitations of the Study**

SRHRM is an interdisciplinary concept that integrates corporate social responsibility and human resource management. It is a research topic that has both theoretical significance and practical guidance. However, not every enterprise in practice implements SRHRM, a sustainable and systematic organizational policy for implementing responsibility concepts and actions. In the current Chinese context, larger and stronger enterprises are more likely to adopt this policy, making them a more suitable sample choice for studying SRHRM. However, due to limited researcher resources, it is difficult to obtain a large amount of data from large enterprises. There are some limitations in research design, sample selection, and data collection.

In terms of research design, SRHRM, as an organizational policy practice, will have a top-down impact on employees. However, the limited researcher resources make it challenging to collect data from multiple enterprise levels, leading to the exploration of only a single level of research. Furthermore, the limited number of research companies selected in this study has had an impact on the external validity of the research results. Therefore, future research should expand the sample size as much as possible in sample selection, collect data from organizational and team levels, and design cross-layer models to comprehensively and clearly reveal the mechanism of SRHRM.

From a theoretical perspective, due to insufficient research on SRHRM, the impact mechanism is also relatively weak. Most scholars explain research questions around social exchange and social identity theories. Subsequent research can build on previous research in the field of social responsibility and explore more diverse explanatory mechanisms. Factors such as leadership, work tasks, and culture need to be considered.

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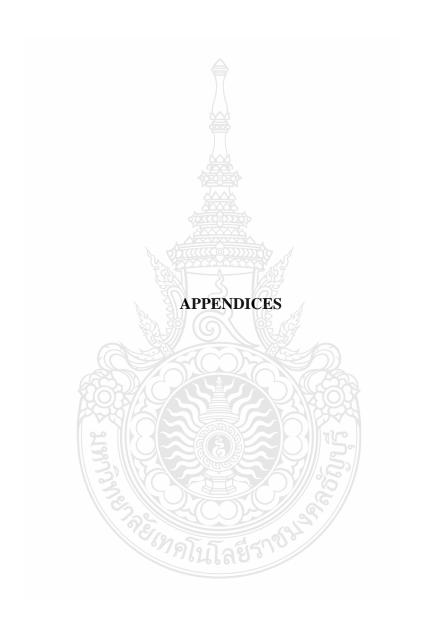
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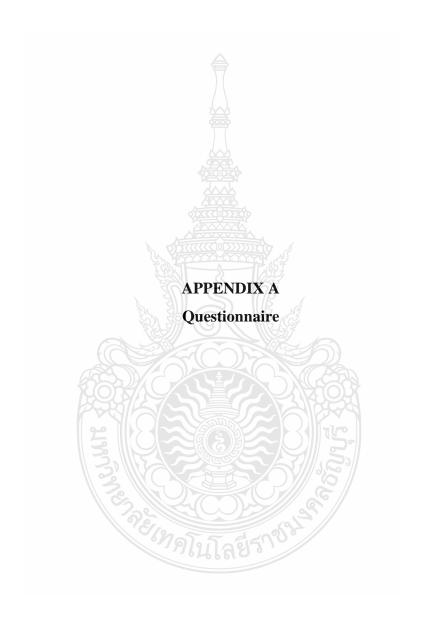
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## Questionnaire

### **Part I: Basic Personal Information**

1. Your gender:

Male

Female

2. Your age:

18-25

26-35

36-45

46-55

Over 55

3. Your educational background:

Below bachelor degree

Bachelor degree

Master degree

Above master degree

4. Your work experience:

Less than 1 year

1-5 years

6-10 years

More than 10 years

## Part II: Investigation on corporate social responsibility

Please tick the following items according to the actual situation of your company and your own feelings.

- 1: Strongly disagree
- 2: Disagree
- 3: Unclear
- 4: Agree
- 5: Strongly agree

E1 Employees in my firm are paid above minimum wages and based on their performance.  E2 Working hours in my firm do not exceed the maximum that the labor law permits.  E3 My firm does not employ child labor or forced labor.  E4 My firm has clear and detailed regulations on occupational health and safety.  E5 My firm adopts flexible working hours and employment programs achieving work-life balance.  E6 My firm appoints adequate staff implementing general CSR initiatives.  E7 My firm rewards employees who contribute to charity, communities and other CSR activities.  E8 I will help others who have been absent.  E9 I will help others who have heavy workloads.  E10 I will assist supervisor with his/her work (when not asked).  E11 I will take time to listen to co-workers' problems and worries.  E12 I will go out of way to help new employees.  E13 When I volunteer, I feel strong and vigorous.  E14 At my volunteer site, I feel that I am bursting with energy.  E15 I am enthusiastic about my volunteer assignment.	Variable	No.	Item	1	2	3	4	5
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activities with energy.  E15 I am enthusiastic about my volunteer		E14	At my volunteer site, I feel that I am bursting					
E15 I am enthusiastic about my volunteer			with energy.					
assignment.		E15	I am enthusiastic about my volunteer					
			assignment.					

	E16	I am proud of the volunteer work that I do.	
	E17	My volunteer assignment inspires me.	
	E18	When I get up in the morning, I feel like	
		volunteering.	
	E19	It would make me feel good to be a person	
		who has characteristics related with social	
		responsibility.	
	E20	A big part of my emotional well-being is tied	
		up in having characteristics related with	
		social responsibility.	
	E21	I often buy products that communicate the	
Prosocial		fact that I have characteristics related with	
Identity		social responsibility.	
	E22	I often wear clothes that identify me as having	
		characteristics related with social	
		responsibility.	
	E23	The types of things I do in my spare time (e.g.,	
		hobbies) clearly identify me as having	
		characteristics related with social	
		responsibility.	
	E24	I always express my opinion to people who	
Prosocial self-efficacy		are talking about something of interest to me.	
	E25	I always work or study well with others.	
	E26	I always help someone new become part of a	
		group to which I belong.	
	E27	I always share an interesting experience I had	
		with other people.	
	E28	I always actively participate in group	
		activities.	

	E29	I get caught up in other people's feelings	
		easily.	
	E30	When someone is feeling 'down' I can	
		usually understand how they feel.	
	E31	I often get distracted when my colleagues are	
Empathy		frightened.	
Empathy	E32	I can often understand how people are feeling	
		even before they tell me.	
	E33	I tend to feel scared when I am with	
		colleagues who are afraid.	
	E34	I can usually realize quickly when a colleague	
		is angry.	
	E35	I usually achieve the objectives of the job.	
	E36	I usually meet criteria for performance.	
	E37	I usually demonstrate expertise in all job-	
		related tasks.	
	E38	I usually fulfill all the requirements of the job.	
Task	E39	I could manage more responsibility than	
performance		typically assigned.	
	E40	I usually handle tasks with proficiency.	
	E41	I perform well in the overall job by carrying	
		out tasks as expected.	
	E42	I usually plan and organize to achieve	
		objectives of the job and meet deadlines.	

# **Biography**

Name – Surname Mr. Liu Nianzi

**Date of Birth** August 26, 1988

Address No. 18 Jingan Road, Yuanzhou District, Yichun City

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**Education** Master of Engineering in Software Engineering at Yunnan

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**Experiences Work** Teacher at Yichun Vocational Technical College

(2011-Present)

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