



Research on the influence of social responsibility oriented human resource management on employees' organizational citizenship behavior

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Abstract

Socially responsible HR is a human resource management model aiming at sustainable development, emphasizing the coordination of various stakeholders and having a significant impact on the development of the company. At the same time, corporate citizenship is also voluntarily participated by employees. It can maintain and improve the internal environment of the enterprise, enhance the functions of the enterprise, improve the operation efficiency of the enterprise, and maintain the good interpersonal relationship of the enterprise. The organizational citizenship behavior that employees spontaneously carry out for the benefit of the organization determines the company's attitude towards its employees to a certain extent, which is directly related to the company's human resource management. Therefore, it is very important to explore the role of human resource management based on corporate social responsibility in enterprises.

This paper uses human resource management, organizational identity, organizational citizenship behavior, and group behavior as the main indicators to make a questionnaire. Through empirical research, it is found that: 1) HRM based on social responsibility has a significant positive effect on organizational citizenship behavior of corporate employees; (2) HRM based on social responsibility has a significant positive effect on corporate identity; (3) Organizational identity There is a significant positive correlation with organizational citizenship behavior; (4) the impact of organizational identity on human resource management and corporate citizenship behavior; (5) collective orientation has a significant positive correlation with organizational citizenship organizational identity.

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Keywords: social responsibility oriented human resource management, organizational identity, organizational citizenship behavior, collectivism oriented

Introduction

The issue of corporate social responsibility has always been a concern of people. Corporate social responsibility can not only win good market performance for the company, but also improve the company's reputation and have a positive impact on employees (Abrams *et al.*, 2010) ^[1]. However, in order to achieve this effect, there must be a good CSR activity. It is clear that the work of CSR should be determined by the employees or their interests. The implementation of these measures requires the active participation of employees (Abrams *et al.*, 2010) ^[1]. Therefore, in the practice of human resource management, how to promote the implementation of CSR projects has become a new topic. As a result, many scholars have conducted in-depth discussions on this issue, promoted the integration of human resource management and corporate social responsibility in my country, and proposed new research directions. HRM is Social Responsibility Oriented (SRHRM) (Tian and Jiang, 2020) ^[74]. The purpose is to combine the specific work of CSR and HR. Socially responsible HRM usually has a positive impact on employee attitudes and behaviors.

In the 21st century, in an era of increasingly fierce competition, in order to succeed, companies no longer rely solely on the efficient operation mechanism established by organizational rules and the effective leadership of knowledgeable managers (Albano and Mael, 2020) ^[2]. Organizational citizenship behavior is performed by external employees, and it also has a great

impact on the enterprise (Chen and Yuan, 2021) ^[13]. Based on the above reasons, this paper attempts to explore the factors that affect employees' organizational citizenship behavior in order to better motivate employees' organizational citizenship behavior. In the study of organizational behavior, it is generally believed that human resource management will have a certain impact on employees. Therefore, this paper aims to explore the impact of human resource management with social responsibility as the core on the organizational citizenship behavior of enterprise employees, so as to enrich its theory and practice in human resources and organizational citizenship behavior business opinion.

Aims and Objective

1. This study attempts to understand the influencing factors of employees' organizational citizenship behavior, so as to help enterprises stimulate employees' organizational citizenship behavior more.
2. This paper attempts to explore the process and conditions of social responsibility oriented human resource management affecting employees' organizational citizenship behavior in combination with some specific cultural or social backgrounds, so as to enrich the research in the field of social responsibility oriented human resource management and organizational citizenship behavior and provide some management suggestions for enterprises.
3. This paper discusses the impact mechanism of social responsibility oriented human resource management on employees' organizational citizenship behavior and considers the intermediary role of organizational identity in it, which can enrich the relevant theories of the relationship between social responsibility oriented human resource management and employees' behavior.

(1) Theoretical significance

Based on the theory of social identity, this paper analyzes the organizational citizenship behavior of enterprise employees from the perspective of the organizational identity of the enterprise. The principle is:

- A. Further expand the role of human resource management in the enterprise. Under the support of certain theory, this paper conducts an empirical analysis on the organizational citizenship behavior of enterprise employees. Through the analysis of the internal membership of the enterprise, the influence of the internal personnel of the enterprise can be analyzed.
- B. From the perspective of corporate collectivism, this paper studies the impact of corporate social responsibility-oriented human resource management on corporate citizenship behavior. However, the research on personal behavior cannot provide reference for the business decision-making of enterprises from the cultural background of the individual. The paper concludes that different cultural backgrounds also affect employee behavior. On this basis, the author selects the variable of collectivism tendency, and analyzes the influence of social responsibility in enterprise human resource management on its organizational citizenship behavior. This enriches the experience in this field to a certain extent.

(2) Practical significance

- A. Corporate social responsibility has been a concern since the 1950s. Both business and academic circles recognize that corporate social responsibility can create more benefits for enterprises. However, CSR behavior depends both on employee implementation and on employee interests and needs. Therefore, the final implementation of corporate social responsibility is closely related to human resource management. Human resource management with social responsibility as the core has become an issue that enterprise managers must pay attention to. This paper aims to provide a human resource management method based on social responsibility for enterprise managers.
- B. When employees perform organizational citizenship behavior, they will take certain risks, but doing so will benefit the company. In today's economic development situation, the competition among enterprises is increasing day by day. Enterprises can rely on resources or capabilities such as systems and advanced technologies to form enterprises with strategic advantages, and at the same time, they can improve the competitiveness of enterprises through the benefits of human resources of employees. When employees perform organizational citizenship behavior, they can maximize their potential and promote the development of the enterprise. Through the analysis of corporate social responsibility-based human resource management model, this paper discusses its impact on corporate citizenship behavior. It has an important guiding role in management on how enterprise managers motivate their employees to perform organizational citizenship behavior.

Methodology

The research methods of this paper include

1. Literature research method. This method is mainly used in literature review, theory elaboration and hypothesis deduction. In depth study of relevant literature, combing and summarizing the contents of existing literature, on this basis, define the relevant concepts in this study, and clarify the research assumptions.
2. Questionnaire. This method is required during the data collection phase. The research of this paper should quantify the data, select the questionnaires on the Internet, obtain the original sampling data, and select the effective questionnaires for data analysis.
3. Data analysis. This method must be used in empirical analysis. This paper uses SPSS25.0 and Mplus7.0 to conduct experimental research. Empirical analysis mainly includes: reliability and validity analysis, correlation analysis and hierarchical regression analysis.

Literature Review

Social Responsibility Oriented Human Resource Management

Concept of Social Responsibility Oriented Human Resource Management

Today, the concept of turning CSR into a competitive advantage is deeply ingrained (Wu, 2018) ^[84]. However, CSR is also very closely linked to employees. First, the transformation of corporate social responsibility must be

premised on the effective implementation of corporate social responsibility, and employees are the main participants in corporate social responsibility. For example, companies must have adequate staffing for CSR projects and evaluate their implementation and results. Second, the company's social responsibility is divided into different stakeholders, which includes obligations to employees. For example, the company must create a safe working environment for employees, ensure the health and development of employees, and take into account the balance between work and family (Gaya *et al.*, 2021) [22]. Third, corporate social responsibility behavior also affects employees. For example, the company will regularly hold CSR activities, which can enhance employees' sense of organizational honor and sense of responsibility. Based on the above three aspects, some scholars organically

combine corporate social responsibility and human resource management, and on this basis put forward "SRHRM", and conduct in-depth research on this basis. The focus of HRM has shifted from rational management of employees to motivation and job satisfaction (Gaya *et al.*, 2021) [22]. The management style of SRHRM has a certain impact on employees' psychology and behavior. This concept is derived from the literature on corporate social responsibility and human resource management, which is an organic combination of the two (Xinhui, 2019) [99]. However, there is no consensus in the academic community on the definition of this variable. Hong Dan and Qiong Yao (2018) [96] found that the definition of SRHRM includes employee-oriented, participation and equality. The main conclusions of this paper are:

Table 1: Definitions of Social Responsibility Oriented Human Resource Management From Different Perspectives

Define Perspective	Scholar	Define Content
Employee oriented perspective	Shen, Zhu (2011)	Employee-centered social responsibility practices, such as recruiting employees with a good sense of social responsibility; providing CSR training for employees; in human resource management, incorporating employees' social contributions into evaluation indicators such as performance, compensation, and promotion.
	Newman (2016)	Enterprises should promote the external CSR activities of enterprises by carrying out specific HRM activities on the attitudes and behaviors of employees.
Employee oriented perspective	Shen, Benson (2016)	The point is that the organization encourages and encourages employees to take part in CSR programs that benefit outside shareholders.
	Kundu, Gahlawat (2015)	Employees are not only the disseminators of corporate social responsibility, but also the recipients of corporate social responsibility. Enterprise human resource management should strengthen employee participation in CSR work
Equality perspective	Hobson (2011)	The viewpoint of equality holds that enterprises should reasonably consider the influence of both genders in the management of human resources, and at the same time pay attention to equal employment opportunities, flexibility of time and special assistance to women.

Based on the above definitions, from the perspective of employees, it focuses on the social responsibility of employees participating in the company. That is, in corporate social responsibility, employees are the most important subject. Enterprises should play a role in human resource management to motivate them to actively participate in CSR activities (Chen and Yuan, 2021) [13]. This angle focuses on the "role positioning" problem in enterprise human resource management. Participation perspective refers to the concept of "action expectations" for employees, that is, to promote the effective implementation of corporate social responsibility by motivating employees to actively

participate in specific CSR activities (Abrams *et al.*, 2010) [1]. From an equality perspective, the SRHRM definition highlights employees as a "beneficiary group". In an enterprise, attention should be paid to the gender factor of employees and protect them as important shareholders of the company. Through the management of human resources, the rights and interests of employees can be effectively protected.

Dimensions of Social Responsibility Oriented Human Resource Management

This paper divides the dimensions of SRHRM into four categories, which are summarized as follows:

Table 2: Dimension Structure of Social Responsibility Oriented Human Resource Management

Structure	Scholar	Dimension
Unidimensional structure	Shen, Benson (2016)	Social responsibility oriented human resource management
Two-dimensional structure	Nie, Lamsa (2017)	Human resource management driven by labor law and employee oriented human resource management
Three-dimensional structure	Shen, Zhu (2011)	Human resource management that complies with the law, employee oriented human resource management, and human resource management that promotes general social responsibility
Four-dimensional structure	Kundu Gahlawa (2015)	On the basis of the above three-dimensional structure, add a dimension: general corporate social responsibility (GCSR), such as poverty reduction, environmental protection, etc.

In the dimension of SRHRM, this paper mainly adopts one-dimensional and three-dimensional hierarchical methods. The one-dimensional system of SRHRM focuses on the analysis of specific HRM behaviors, focusing on employees as the center, and promoting the smooth implementation of CSR, such as recruiting people with strong sense of social

responsibility and social responsibility; strengthening corporate social responsibility training (Choi, 2007) [14]. 3D SRHRM is committed to complying with the law, protecting the interests of employees, and promoting universal social responsibility. The three-dimensional structure is an important part of incorporating corporate social

responsibility into human resource management (Choi, 2007)^[14]. This is that an organization must protect the development of all stakeholders and the development of stakeholders in the process of development, in order to survive and develop among various stakeholders, which is what the company expects when implementing SRHRM (Dai, 2019)^[17].

Research on Social Responsibility Oriented Human Resource Management

The role of SRHRM can be carried out from both individual and organizational aspects. From an individual point of view, SRHRM has a certain impact on employees' work attitudes. The enterprise's SRHRM has a positive effect at the individual level (Sheng, 2016). Allen (2001)^[3] found that in enterprises, employees' support for family members has a significant impact, while employees' job satisfaction and commitment to the organization have a positive effect and have a negative impact on employee departure. Shen and Zhou (2011) found that there is a significant positive relationship between social responsibility management and organizational commitment. In addition, based on social information processing and attribution theory, Zhang et al. (2021) findings show that HR management based on corporate social responsibility can promote employee happiness. Second, SRHRM has an organizational citizenship behavior of employees (Newman, Miao, Hofman, 2016), proactive service behavior (Zhang and Liu, 2019)^[90], and employees' prospective behavior (Cheng and Yuan, 2020). The results show that SRHRM has a negative impact on employee turnover behavior (Kundu, Gahlawat, 2015; Nie, Lamsa, 2017). Shen and Zhang (2017)^[91] believe that SRHRM is also very effective in engaging in external corporate social responsibility. Third, enterprise human resource management has a certain impact on the performance of employees. Shen and Ben (2016) argue that SRHRM will have a positive impact on worker performance. From the organizational level, SRHRM has a certain impact on the performance of enterprises. In enterprise operation, the higher the manager's attention to SRHRM, the greater the social responsibility of leading the enterprise (Zhao and Zhou, 2018)^[96]. "Saint Joe", "Martinem and Joel Day" (2018) studied small and medium-sized enterprises, and believed that human resource management based on social responsibility can improve the competitiveness of enterprises. Milfelner, Potocnik, and Zizek (2015)^[57] also acknowledge that SRHRM tends to improve firm performance. The SRHRM has a certain impact on the strategy of the enterprise. Combining the management model

of SHRRM with the actual situation can effectively promote the organizational structure and development of enterprises (Sayuti *et al.*, 2021)^[62].

Organizational Identity

Concept of Organizational Identity

The concept of "organizational identity" was first proposed by March, Simon (1958). Research has been ongoing since then. Ashworth and Mael (1989)^[4] point out that this notion refers to individuals being part of a group to some extent, that is, their own relationship to the organization. Organ (1990) believes that corporate identity is based on organizational characteristics, and "organizational characteristics" are based on employees' subjective perceptions. Other scholars believe that organizational identity is an individual's sense of belonging to the organization (Van, Cremer, Hogg, 2004)^[37]; Sun, Zhang, and Wang, 2018)^[67]. A specific organization can be informal or formal, which is very close to the definition of Ashworth and Meyer (1989). On this basis, Prasetyo and Mas in 2016 elaborated on the employees' sense of belonging to the enterprise from three levels of cognition, evaluation and emotion.

The above concepts can be summarized as

1. Organizational identity is a subjective, individual cognitive state (Turner, 1981)^[77]. Organizational identity is difficult to measure objectively and requires individuals to express themselves independently according to their own feelings.
2. The target of organizational identification can be certain characteristics of the organization, such as organizational beliefs and values, or a part of an organization, or a whole, such as a group of employees. Individual cognitive identification with certain traits is a matter of degree (Ashworth and Mael, 1989)^[4]. Organizational identification has strengths and weaknesses.
3. In the corporate environment, organizational identity refers to the relationship between employees and the company, that is, employees see themselves as part of the organization. The individual's sense of identification with the organization promotes the individual's self-esteem to some extent (Abrams and Hogg, 1988).

Dimensions of Organizational Identity

In the existing studies, there are four ways to divide the dimensions of organizational identity. This paper combines the previous studies and sorts them out as follows:

Table 3: Dimension Structure of Organizational Identity

Structure	Scholar	Dimension Division
One dimensional structure	Meal, Ashforth (1992)	Organizational identification
Two-dimensional structure	Karasawa (1991)	Self-identity, other employee identity
	Liu Jianfeng et al. (2008)	Emotional dimension, evaluation dimension, sense of membership, loyalty and similarity
Three-dimensional structure	Patchen (1970)	Membership, loyalty and similarity
	Cheney (1983)	Emotional attachment, organizational loyalty and the similarity between members and organizations
	Patchen (1986)	Cognition, emotion, evaluation
	Miller (2000)	Organizational solidarity perception, team sharing perception, organizational support and behavior
	Brewer et al. (2000)	Cognition, emotion, self-classification of evaluation, personal motivation (emphasis on organizational welfare), trust and dependence among employees
	Wang Jing et al. (2008)	Existential organizational identity, attributive organizational identity, and successful organizational identity

Four-dimensional structure	Jackson et al. (1999)	Organizational charm, organizational environment cognition, common destiny perception, self-classification (depersonalization)
	Dick (2004)	Cognition, evaluation, emotion, and behavior
	Guo Jingjing (2009)	Organizational cognition, positive evaluation, autonomous behavior, emotional dependence

From the four dimensions of cognition, emotion, evaluation, and behavior, there are few studies on the behavioral level (Sun Wei, Jiang, 2009). In the existing research, there are three dimensions of cognition, emotion and evaluation. The cognitive dimension refers to employees' awareness of their relationship with the enterprise, that is, whether individuals regard themselves as a member of the enterprise.

The emotional dimension is the emotional level of the relationship between employees and the company (Sucipto and Gunawan, 2021) ^[69]. From this perspective, the sense of belonging of employees within the enterprise is the most important. Strong self-esteem within a business is an emotional bond between employees and the business. The evaluation dimension refers to employees' evaluations of their team members and their positive and negative attitudes toward the team they belong to. This dimension is the embodiment of employees' subjective evaluation of the enterprise.

Research on Organizational Identity

Most studies on organizational identity focus on influencing factors and outcome variables.

Regarding the impact of organizational identity, at the employee level, psychological belonging has a significant positive effect on corporate identity (Chen Hao, 2012) ^[12]. At the leadership level, a leader's attitude toward employees in an organization affects employees' self-perceptions (Kristianti, 2021) ^[38] has a great impact on employees' organizational identities. At the organizational level, the two dimensions of the organizational moral climate, the caring moral climate and the rule-based moral climate, will improve employees' sense of identity with the organization. Successful implementation of CSR will make employees more accepting and thus more identified with the company (Berger, Cunningham, Drumwright, 2006; Collier, Esteban, 2007) ^[7, 16]. Organizational justice has a significant positive effect on organizational identity (He, Zhu, Zheng, 2013; Albano, 2020) ^[2].

Corporate identity tends to have a positive impact on employees (Turker, 2008) ^[76], but also a negative impact on employee departure (Ricketta, 2005). Employees who are connected to a business tend to make greater efforts to enhance the interests and value of the entire business (Carmeli, Gilat, Waldman, 2007); Ellemers, De Gilat, and Haslam, 2004) ^[21]. If employees have a high degree of identification with the company, they are more willing to take risks to help their colleagues (Battle, Peters, Dejiang, 2010). Chen and Lin (2019) ^[79] showed that group identity had a positive effect in this study. Liu, Zou and Shu (2019) ^[78] argue that the organizational identity of employees has a dual impact on the innovative behavior of enterprises. Innovation not only drives innovation through dissatisfaction with the status quo, but also hinders innovation through contentment with the status quo.

Organizational Citizenship Behavior

Concept of Organizational Citizenship Behavior

Katz first gave the expression of organizational citizenship

behavior, but did not define it. Organ (1988) ^[8] suggested that the behavior of organizational citizenship is the employee's personal will, which cannot be recognized by the formal organizational system, nor can it be clearly defined in the organization; but it can enhance the strength of the entire organization. Since then, a range of notions has arisen that includes layperson roles, citizenship, prosocial behavior, and organizational spontaneity (Van, et. al., 1995; Graham, 1991; Brave and Motovidero, 1986) ^[12, 15, 6]. From the reader's point of view, these notions are not entirely consistent with the organization's citizenship behavior. However, in the study of specific organizational concepts, people often try to understand the organizational citizenship behavior, which is a spontaneous behavior beneficial to organizational development. Organ (1997) ^[9] still emphasizes that in the formal wage system, this behavior is not formally specified and established, but is performed voluntarily by the employee.

Here are the definitions of

1. The implementation of organizational citizenship behavior is determined by the employee's personal will. Employees' organizational citizenship behavior can be motivated by voluntary motivation. To make this institution even better, they volunteered to contribute to the organization. It is also possible that it is because of personal interests that you want to let your actions be discovered by your superiors, so as to get better career development. In this case, the behavior of organizational citizenship becomes a political way for employees. (Van, et. al., 1995; Graham, 1991; Brave and Motovidero, 1986) ^[10, 9, 26].
2. The agency has not proposed any formal incentives and penalties for employees' organizational citizenship behavior. These behaviors go beyond institutional norms, and companies do not use systems and regulations to encourage employees to engage in organizational civic activities. Employees who fail to fulfill their collective civic duties will not be subject to criticism, snubs, or other explicit or implied penalties. (Van, et. al., 1995; Graham, 1991; Brave and Motovidero, 1986) ^[52, 82, 80].
3. It is in the interest of the Organization to do so. Whether employees expect the organization to operate more efficiently during the organization's citizenship activities. This is a great way to help your organization members, or use it to grab your attention.. (Van, et. al., 1995; Graham, 1991; Brave and Motovidero, 1986) ^[30, 46, 13].

Dimensions of Organizational Citizenship Behavior

There are many ways to divide the dimensions of organizational citizenship behavior, which are summarized as follows in this study:

Table 4: Dimension Structure of Organizational Citizenship Behavior

Dimension structure	Author	Dimension content
One- dimension structure	Smith (1983)	Altruistic behavior, obedience behavior
	Williams, Anderson (1991)	Organizational citizenship behavior pointing to individuals, organizational citizenship behavior pointing to organizations
	Van Dyne, Commings, Melcean Parks (1995)	There are two kinds of classification methods: promoting organizational citizenship behavior and inhibiting organizational citizenship behavior; Compliant organizational citizenship behavior and challenging organizational citizenship behavior.
Two- dimension structure	Van Dyne, Graham Dienesch (1994)	Organizational obedience, organizational loyalty, organizational participation
Three dimension structure	Van Dyne, Commings Mclean Parks (1995)	Based on the above two classification methods, it is divided into advice behavior, helping behavior, housekeeper behavior, and reporting behavior
Four- dimension structure	Organ (1988)	Altruistic behavior, civilization, sportsmanship and civic virtue
Seven- dimension structure	Podsakoff, Mackenzie Paine et al. (2000)	Helping behavior, sportsman spirit, organizational loyalty, organizational obedience, personal initiative, civic virtue, self-development
Nine- dimension structure	Farh, Zhong, Organ(2004)	Altruism, sense of responsibility, loyalty, civic virtue, advice behavior, functional participation, sportsman spirit, politeness, advocacy participation

Although there are many theories about organizational citizenship behavior, some scholars divide it into obedience and challenge. Compliant organizational citizenship behavior is characterized by cooperation and assistance, focusing on maintaining the status quo, while challenging organizational citizenship behavior is more focused on change (Choi, 2007) ^[14]. This paper argues that the organizational citizenship behavior of corporate employees can be divided into two categories: obedience and challenge (Choi, 2007) ^[14]. Based on the behavior effect, the method divides the organizational citizenship behavior of enterprises into two categories: static and dynamic. This segmentation method avoids the problem of overlapping content. (Choi, 2007) ^[14].

Research on Organizational Citizenship Behavior

Organizational identity has a certain impact on employees' organizational citizenship behavior (Luot. al, 2019). Socially responsible HRM has a positive effect on role-based employee assistance behavior (Shen and Benson, 2016) ^[27]. Organizational justice can facilitate citizens' organizational activities (Moorman, 1991) ^[72]. Other scholars believe that high seniority perception can hinder employees' organizational citizenship behavior (Ma, Hu and Wang, 2019), and also have a negative impact on organizational citizenship behavior (Huang and Peng, 2017) ^[48]. In addition, the positive personality characteristics of employees will also have a certain impact on the corporate citizenship behavior. At the group level, Cappelli and Schell (1991) ^[90] pointed out that groups can have an impact on individual attitudes and behaviors, and George and Jones (1997) ^[92] argued that groups promote individual self-directed behavior (eg,

assisting others) and collective trust Aspects play an important role (Ivaiqin, Shi, Liu, 2012). In addition, the leader's personality and leadership style will also have a certain impact on his organizational citizenship behavior. Xia and Huang (2019) ^[28] suggested that "goodwill leadership" can have an impact on employees' organizational citizenship behavior; Wang Yi (2017) ^[40] pointed out that ethical leadership plays a very important role in organizational citizenship behavior. Liu (2018) ^[36] found that different levels of leadership narcissistic personality traits have different effects on their organizational citizenship behavior. At the organizational level, scholars have explored the impact of workplace exclusion on employee organizational citizenship behavior and found that the two have a significant negative relationship (Yu and Peng, 2018). In addition, corporate social responsibility awareness will also have a positive impact on organizational citizenship behavior (Liu and Zhou, 2017) ^[46]. Wang, Gu and Zhou (2020) find that organizational ethics has a positive role in challenging organizational citizenship.

Collectivism Orientation

Concept of Collectivism Orientation

Hofstede put forward five cultural values in 1991, including individualism and collectivism. This concept has received more and more attention in sociology, psychology and other fields (Zhang, 2019) ^[90].

Collectivism is proved that give a large impact on human behavior (Jolin, 2018). In the specific research, scholars put forward the concept of collectivism tendency according to their own research needs.

Table 5: Concept Arrangement of Collectivism Orientation

Scholar	Definition
Hofstede (1980)	The degree to which people care about group goals (collectivism) or individual goals (individualism).
Triandis (1985)	Individuals see themselves as part of the collective. When individuals conflict with organizational goals, individuals take organizational goals as the fundamental. Their behaviors are constrained by group norms and pay attention to the needs of others in the collective. The significance of work is not only for oneself, but also for realizing the goals and honors of the organization.
Wagner et al. (1986)	A kind of social structure, collectivists believe that collective interests are higher than individual interests. It pays attention to the overall interests and is willing to sacrifice individual interests for the organization to maintain the collective interests when necessary.
Harry Hui (1988)	A series of feelings, beliefs, intentions, and behaviors related to solidarity and care for others.
Hofstede (1991)	Close social structure, close ties between each other, and groups are divided into inner groups and outer groups according to the relationship. The members of the inner group maintain a good relationship and are subject to the group.

Regarding the study of collectivism, academic circles have defined it

1. Collectivization is a manifestation of social structure. This social structure reflects the intimacy of people. Collectivists see their relationship with others very closely, they are in a group, everyone has a strong cohesion, and the individual is just the opposite. (Jolin, 2018; Zhang, 2019) ^[90].
2. Collectivism tends to have a spirit of self-sacrifice; in an organization, individuals will care more about the needs of others and the organization than at the expense of the individual. In the conflict of interests between individuals and groups, individuals have a high tendency

to collectivism, with the primary goal of safeguarding collective interests. (Jolin, 2018; Zhang, 2019) ^[90].

3. Collective tendencies are related to individual feelings, intentions, or behaviors. Collective tendencies tend to have specific intentions and actions. For example, if a person's business temporarily goes bankrupt, then he will continue to stay in the company and go through this difficulty with the company. (Jolin, 2018; Zhang, 2019) ^[90].

Dimensions of Collectivism Orientation

For collectivism orientation, scholars divide it into different dimensions according to research needs, as shown in table 6.

Table 6: Dimension Division of Collectivism Orientation

Dimension structure	Author	Dimension content
One- dimension structure	Hofstede (1980)	If an individual is not a collectivist, he is an individualist
Two- dimension structure	Triandis (1995)	Horizontal collectivism and vertical collectivism are two dimensions. Vertical collectivism includes power, achievement and other connotations, while horizontal collectivism includes fairness, mercy and other connotations
Three- dimension structure	Wanger et al. (1986)	Beliefs, values, code of conduct
Four- dimension structure	Triandis (1995)	According to how individuals in the team view themselves, individualism and collectivism are divided into four types according to the horizontal and vertical dimensions, forming four dimensions, including vertical collectivism, vertical individualism, horizontal collectivism and horizontal individualism, with 8 entries in each dimension
Six- dimension structure	Hui (1988)	According to the different objects of action, develop a six dimensional scale of individual collectivism, each dimension contains four items: attitude, behavior tendency, behavior and belief.

Each scholar divides the dimensions of collectivism orientation based on their research purposes. In the research of empirical analysis with collectivism orientation, most scholars measure collectivism orientation as a single dimension concept according to Hofstede (1980), and use multiple questions to send questionnaires to subjects to collect data. These scales do not divide the dimensions of collectivism orientation. The way to deal with this is to measure the collectivism orientation of the subjects as a whole. The subjects are at a certain point between the two poles to reflect their degree of individualism or collectivism.

Relevant Research on Collectivism Orientation

In the existing literature, researches on collective tendencies mostly focus on their effects on employees' cognition, attitude and behavior. In terms of employees' awareness and attitudes, Wang Xingtian (2020) found in the CO innovation social responsibility research that the expectation emotions triggered by public welfare crowdfunding have a positive impact on employees' self-fulfillment, while collectivism tendencies are positive. . Positive control function. Some scholars have explored how group orientation affects employees' work attitudes. Yu (2011) found that collective sexual orientation has a significant positive effect on knowledge sharing among individuals. Zhao and Liu (2019) ^[97] argue that collective tendencies have a certain impact on worker burnout. Moreover, group orientation has a positive moderating effect on group member communication and work engagement (Liu Yun, 2019) ^[48].

At the same time, many scholars have explored how collective tendencies affect employee behavior. For example, group orientation can motivate employees to positively change their behavior (Love, Dustin, 2014) ^[50], and

knowledge sharing (Jin *et al.*, 2019) ^[60]. However, more studies have found that the group tendency has the effect of regulating each variable. There is a collective tendency to share resources within an organization (2019, Dai, Lei, and Su, 2019) ^[17], and employees' job bias (Wang Yi, Wang C, 2019). In addition, some scholars have explored the regulatory effect of collectivization tendency in organizational citizenship behavior (Wang, Sun, Zhang, 2012). Zhang, Jiang, and Li (2019) ^[90] show that the positive effect of job insecurity on unethical behavior in the organization will be moderated by collectivism. Collectivization tendency will enhance the positive effect of knowledge sharing on employees' creative behavior. Enterprise insider identification also has a vertical effect on the innovation behavior of enterprise employees (Liu Yun, 2017) ^[47].

Research Methodology and Theoretical Models

Tajfel first proposed the theory of social identity. This concept refers to the individual's cognition of whether he belongs to a group and to what extent. In the process of recognizing the external environment, people will consciously classify people, things and things in the external world, and perceive the differences between various categories (Zhang *et al.*, 2017) ^[91]. Individuals will bring themselves into a certain category, thus forming a distinction between inner group and outer group in cognition. In individual cognition, it may be too much to advocate that the inner group is better, which is easy to cause prejudice between groups (Zhang, 2006) ^[94].

The basic motivation for individuals to identify with a group is to meet the needs of self-esteem and obtain the pride generated by belonging to the group. When individuals divide

the outside world into inner groups and outer groups, it is easy to form a relatively significant situation between groups (Li and Gong, 2006). Individuals define themselves according to their group. If individuals think their group is more superior and have a higher positive evaluation of their group. Individuals will also have a more positive evaluation of themselves belonging to the group (Su et al., 2019), so as to achieve self-satisfaction and self-esteem improvement, so individuals will have a sense of identity with the group.

Research Design

Questionnaire Design

This study used questionnaire survey to collect data. The first part of the questionnaire is the basic information of the participants, and the second part is the scale of the four variables in the study, including the scale of social responsibility-oriented human resources management, the scale of organizational identity, the scale of organizational citizenship behavior and the scale of collectivism-oriented. The scales used in the second part of the questionnaire are mature scales widely used. This paper uses the 5-point Likert scale to measure. Option "1" means "total nonconformity" and option "5" means "complete conformity".

Selection of Scale

(1) The Social Responsibility-Oriented Human Resource Management Scale, developed by Shen, and Zhu (2011), consists of three dimensions with 13 items. They are:

Human resources management in compliance with the law

Examples include: My company ensures equal opportunity in human resources management, My company employee salaries are above minimum wages and linked to performance'.

Employee-Oriented Human Resource Management

Examples include: My Company implements flexible working hours and employment systems to achieve work-life balance;"

Promoting Human Resources Management for General Social Responsibility

Examples include: My Company has adequate staff for general social responsibility projects.

(2) Organizational Identity Scale

The scale of organizational identity compiled by Mael and Ashforth (1992) ^[55] is a widely used and authoritative scale in academic circles. It shows a high reliability and validity when cited by scholars. The scale is a single dimension with six items such as "How other people view my business?"

(3) Organizational Citizenship Behavior Scale

This study used a scale developed by Mackenzie, Podsakoff and Podsakoff (2011) ^[54] to measure organizational citizenship behavior, which includes two dimensions. Specifically:

Challenging Organizational Citizenship

Five topics include "I am willing to take the risk of being opposed and also express what I think is the best view of the organization."

Compliant Organizational Citizenship

Included are six topics such as "I am willing to share experiences, knowledge and information to help others on the team improve their work effectiveness. A total of 11 items.

Collectivism Orientation Scale

This study draws on the Collectivism-oriented scale developed by Edwin (2009), which is a mature scale with high reliability and validity. The scale includes four measurement items, such as: Achieving organizational goals is a prerequisite for my success.

Data Collection

This paper uses the questionnaire method to collect data. The author distributes the electronic questionnaire to relatives, friends, classmates, and invites those who participated in the survey to conduct the survey in their own social circles. Questionnaire surveys are carried out to the staff of enterprises, institutions or other institutions.

A total of 475 questionnaires were collected in this study over a period of more than 2 months. Respondents involved employees' age, years of work, educational background, position and work unit. The investigators then screened the questionnaires according to the following criteria:

(1) The filling time is too short. With feedback from some subjects, the researchers took less time to answer questions. The 180-second sampling is considered an inadvertent questionnaire.

(2) If all selections are the same, it will be used as a random questionnaire. After surveying the feedback, a total of 372 valid questionnaires were collected, with a total effective rate of 78.32%.

Research Assumptions

The Impact of Social Responsibility Oriented Human Resource Management on Employees' Organizational Citizenship Behavior

Social identity theory argues that people can maintain their self-esteem and improve their own perceptions, while people primarily seek and perceive members of groups (Tajfel and Turner, 1985). Xu and Li (2018) pointed out that if a person belongs to a group that shows positive characteristics than another group, such as a group to which a person belongs has higher social status or organizational prestige, then he will remain in the group. own membership to maintain and enhance one's self-esteem and self-concept (Miles, 2018). HR's social responsibility management is in line with the public's expectations of laws, ethics and corporate image. Therefore, the implementation of social responsibility oriented HRM will enable employees to generate higher value for the company. During this period, individually owned firms had positive characteristics relative to other firms. In such a company, both individual self-esteem and positive self-awareness are enhanced.

Wang, Gao and Shu (2020) ^[78] wrote that employees have two motivations in the process of maintaining high self-esteem and positive self-concept: the motivation to reduce identity uncertainty and the motivation to improve status. On the one hand, the implementation of social responsibility oriented human resource management practice by enterprises will enable employees to develop high self-esteem and positive self-concept. Employees are willing to maintain self-esteem and positive self-concept to reduce the uncertainty of their own identity, which is the protection of their own

identity. Employees will strengthen the perception of group membership by establishing more connections with the enterprise, such as enhancing organizational self-esteem, implementing organizational citizenship behavior, and so on. These attitudes or behaviors will increase the "sense of existence" of employees in the enterprise, thereby reducing the uncertainty of group membership perceived by employees. On the other hand, employees have the motivation to improve their status and tend to become a member of high-ranking groups. In the subjective judgment of employees, the implementation of social responsibility oriented human resource management by enterprises is a positive feature. Enterprises show a high position in legal and moral characteristics, which is just in line with the expectations of employees for enterprises. As a result, employees' motivation to become high-ranking group members is satisfied, which will lead to positive emotions, which will lead to more positive attitudes or behaviors, including organizational citizenship behavior (Roseman, 2013)

Accordingly, it puts forward: Hypothesis 1: social responsibility oriented human resource management has a positive impact on employees' organizational citizenship behavior.

The Impact of Social Responsibility Oriented Human Resource Management on Organizational Identity

Tajfel (1982) believes that if the concept of social identity is applied to an organization, then it is the identity of an organization. Organizational identity is employees' understanding of themselves and the organization, and it is an organizational identity with a sense of identity and belonging. When classifying people, things, and things in the outside world, employees will consciously feel the differences between companies. When employees attribute themselves to a company, they get a positive review from the positive reviews the company gets, which makes them proud. At this time, employees have completed the social classification (Hogg, Terry, 2000)^[27], they divided their own company into their own company, and other companies into the company's internal group. When a company implements socially responsible HR, employees can feel its positive qualities. Since then, employees have tended to exaggerate how different groups differ in this regard. At the same time, internal groups are superior to external groups in implementing socially responsible human resource management, and even overemphasize the differences between groups at this level. As a result, employees of these companies have positive self-assessments, increased self-esteem, and greater identification with the group; organizational identification with the company to which they belong.

The organization's human resource management will affect employees (Zhang and Liu, 2019)^[90]. SRHRM is also a human resource management activity in essence, so SRHRM will have an impact on employees. This paper summarizes the research of Lu (2016) and finds that organizational identity comes from three channels: organizational reputation, organizational praise, and conceptual identity, which will affect employees' organizational identity. On the one hand, according to the theory of social identity, social groups will give individuals positive or negative value connotation, which will affect members' identity with the group (Yan, 2016). Enterprises that implement social

responsibility oriented human resource management will perform better in protecting employees' rights and interests, promoting employees' development, and caring for employees' families and lives. In such an enterprise, employees get full care and recognition, and are endowed with positive value connotation by the enterprise, which will promote employees' recognition of the organization. On the other hand, people tend to put themselves into a group with positive characteristics in order to develop positive self-concept and enhance self-esteem (Turner, brown, Tajfel, 1979). The organization's compliance with the code of ethics helps to improve the status and social image of the organization, which will enhance the self-esteem of employees in the organization, so employees will identify with the organization. Social responsibility oriented human resource management reflects the business philosophy of being responsible to employees, communities, the environment and other stakeholders. In terms of social ethics, there are higher requirements for enterprise management, which will establish a good image and obtain a higher social reputation, that is, the positive reputation of the organization, so it will also enhance organizational identity.

Based on this, it puts forward: Hypothesis 2: social responsibility oriented human resource management has a positive impact on organizational identity.

The Impact of Organizational Identity on Organizational Citizenship Behavior

Ashworth, Meyer (1989) pointed out that individuals usually have an inherent group tendency after they have a social identity with a group. In addition, individuals also support the organization. After employees have organizational identity, they will have a deeper understanding of their own organizational membership. Employees will decide their actions based on who they are and take actions to help them. Employees will wholeheartedly pay attention to, support, support, and consciously do something for the organization to safeguard the interests of the organization; in addition, the implementation of SRHRM also creates a good professional ethics atmosphere for the company. In such institutions, employees also abide by the company's code of conduct and display the same high ethical behavior as the organization, thereby encouraging organized citizenship among employees.

Organizational identity will affect the altruism of group members. Employees with high organizational identity will closely associate themselves with the organization, and depersonalization will occur at this time (Dutton, Dukerich and, Harquail, 1994). Employees will take a positive attitude towards their organization and take the initiative to implement altruistic behavior. Employees with a high sense of organizational identity will make more behaviors that are in line with the interests of the organization (Wang, 2017). Employees are willing to make more efforts in their duties and outside their work roles to safeguard the interests of the organization and enhance the value of the organization. The form of making efforts outside their roles to promote the development of the organization usually refers to organizational citizenship behavior.

The enhancement of employees' organizational identity is conducive to stimulating their organizational citizenship behavior. When an employee identifies with the organization more and more, he will also recognize and agree with the SRHRM practice of the enterprise and the values conveyed

through this practice, and then become more loyal to the organization. Employees with a high sense of organizational loyalty will pay more attention to the organization and meet the needs of the organization as much as possible. Nowadays, the success of organizations depends more on some elements that can create value for enterprises outside the system, such as employees' organizational citizenship behavior. Employees with high loyalty tend to implement organizational citizenship behavior to meet the needs of organizational development and make the organization develop better.

Accordingly, it puts forward: hypothesis 3: organizational identity has a positive impact on organizational citizenship behavior.

Mediating Role of Organizational Identity

In addition to job demands, what other factors motivate employees to take some risks and actively implement corporate citizenship? Under the guidance of social identity theory, enterprises implement social responsibility-oriented human resource management, and their social image and social status have been improved. In such a company, employees can develop a positive self-concept, gain more recognition and respect, and improve their organizational identity. Employees with high organizational identity will associate themselves with the company in order to understand the benefits and development of the restructuring, and maintain a high degree of loyalty to the company and are willing to make positive contributions to the company. In the development and interests of the organization, employees with a high degree of organizational identity must actively perform their responsibilities at work and actively perform their organizational citizenship roles. In fact, how the corporate social responsibility incentive mechanism affects the corporate citizenship behavior has become a hot research topic in academia. Huang and Wang (2016)^[28] believe that a company's social responsibility to employees has a positive effect on its organizational citizenship behavior. Shen Bensen (2016) used the multi-level analysis method and found that at the enterprise level, socially responsible human resource management has a certain impact on employees' work performance and external assistance behavior through individual organizational identification.

(2016) divided human resource management based on social responsibility into three levels, that is, based on metadata collection. Actual employees and their supervisors were analyzed using structural equation modeling. The study found that organizational identity has a certain impact on corporate employee motivation and corporate citizenship behavior.

So, Hypothesis 4: Corporate identity plays a mediating role in human resource management and corporate citizenship behavior.

The Regulating Role of Collectivism Orientation

Collectivism has a strong influence on employees' attitudes and behaviors (Triandis, Bontempo, Villareal, et al., 1988). This paper chooses the adjusting variable of collectivism orientation to explore whether this background has an impact on employee organizational citizenship behavior. Based on the existing concepts of collectivism orientation, this study defines collectivism orientation as: collectivism orientation is a social structure, which reflects the tendency of members of the group to connect themselves closely with the group.

Low-collectivism-oriented employees are more concerned about their own interests (Wang Y, Wang C, 2019). The driving force for their behaviors is mainly from their preferences (Zhao and Liu, 2019)^[97]. For high-collectivists, the most meaningful social unit is the group to which people belong, such as family, community or workplace. Therefore, they pay more attention to the collective interests, and prefer to be consistent with the organization in terms of goals, needs, etc., and have a stronger tendency to implement behaviors conducive to achieving organizational objectives, such as organizational citizenship behavior (Liu, 2019).

For highly collectivist-oriented employees, their behaviors are more susceptible to organizational norms and group membership (Wang Y and Wang C, 2019). The research of Yuan, Li B and Li J (2017) also supports this view. They believe that highly collective-oriented employees will exhibit more adaptive behaviors in the organization, better handle their position in the organization, and display appropriate attitudes and behaviors. On the one hand, when an enterprise implements social responsibility-oriented human resource management, such as abiding by the statutory minimum wage standard and maximum working hours, it reflects the concern of employees in the working environment and calls on employees to participate in general social responsibility. This will form a corresponding system or culture, create a high ethical and altruistic atmosphere, thus forming a certain code of conduct within the organization. Highly collectivist-oriented employees respond more to the needs and objectives of the organization, conform to organizational norms, and exhibit organizational citizenship. On the other hand, high-collectivism-oriented employees view themselves more closely with the organization. When employees have a sense of identity with the organization, the group membership of high-collectivism-oriented employees is more prominent. At this time, the depersonalization effect is more obvious. Employees prefer to determine their own behavior according to the typical norms of the members of the organization, in order to safeguard the interests of the organization. In areas such as promoting the efficient operation of the organization, they have higher requirements for themselves and are more willing to exhibit altruistic behavior that is beneficial to the organization but not formally prescribed by the organization, i.e. organizational citizenship.

That is to say, corporate social responsibility-oriented human resource management practice will form certain organizational norms within the organization, and employees will have strong group member identity perception due to organizational identity. When employees implement behaviors under the influence of organizational norms and group membership, collectivism orientation will regulate employees' behavior decisions.

Therefore, hypothesis 5: Collectivism orientation has a positive moderating effect between social responsibility orientation human resource management and organizational citizenship behavior.

Hypothesis 6: Collectivism orientation has a positive moderating effect between organizational identity and organizational citizenship behavior.

Descriptive Statistical Analysis

In this study, SPSS25.0 software is used for descriptive statistics of sample structure. In terms of gender, the proportion of men and women was 44.1% and 55.9% respectively, with fewer men and slightly more women.

According to the working years of the participants in the existing enterprises, 135 employees have worked in the existing enterprises for 1-3 years, accounting for 36.3%. Secondly, the number of employees working in existing enterprises between 3-5 years and less than 1 year accounted for 23.9% and 22.8% respectively. 24 employees have worked in existing enterprises for more than 10 years, accounting for 6.5% of the total sample. Therefore, the

sample has a wide distribution on the variable of working years, which also shows that the samples in this study are representative. For the sample distribution of job positions, nearly half of the general staff, accounting for 47.8%, the number of senior managers is the smallest, accounting for 11.0%. The higher the level of job positions, the less the sample distribution. This basically conforms to the law of sample distribution.

Table 7: Statistics of variable structure of effective samples

Statistical variables	Category	Frequency	Proportion %
Gender	Male	164	44.1
	Female	208	55.9
Position	Ordinary staff	178	47.8
	Grass roots managers	102	27.4
	Middle managers	51	13.7
	Senior manageme	41	11.0
Working Years	Under 1 Year	85	22.8
	1-3 Years	135	36.3
	3-5 Years	89	23.9
	5-10 Years	39	10.5
	Over 10 Years	24	6.5

Hypothesis Testing and Findings

Impact of Demographic Variables on Major Variables

This study used an independent sample T-test to analyze the influence of gender on each major variable. One-way ANOVA was used for demographic variables other than gender. When carrying out one-way ANOVA, carry out descriptive analysis on mean and standard deviation of

demographic variables, carry out variance homogeneity test and sort out F statistics results. Thereafter, the study conducts post-event comparisons to make multiple comparisons of the effects of each definition group on each major variable in each demographic variable. Based on the Scheffe method and Tamhane method, the results of multiple comparisons are summarized in tables.

Gender Impact on Main Variables

Table 8: Gender Impact on Main Variables

Test variables;	Gender;	N;	Mean;	Standard deviation;	T value
Social Responsibility Oriented Human Resource Management	Male	164	3.759	1.03	0.331
	Female	208	3.726	0.907	
Organizational identification	Male	164	4.232	0.503	2.566*
	Female	208	4.084	0.605	
Organizational Citizenship	Male	164	3.717	1.052	0.205***
	Female	208	3.696	0.875	
Collectivism Orientation	Male	164	4.058	0.779	0.516
	Female	208	4.019	0.666	

Note: * Significant at 0.05 level (double α tail).

As can be seen from Table 8, gender only has a significant impact on organizational identity and organizational citizenship behavior among the major variables. There is no significant impact on social responsibility-oriented human resources management and collectivism-oriented. Men, on the other hand, have a significantly higher organizational identity than women, which may be due to the fact that, on

the whole, women are less respected and appreciated in the workplace than men. Data show that men have a higher level of organizational citizenship than women. This may be because men in the workplace are more engaged in their work and understand organizational needs better and take action to meet them.

Impact of Working Years on Main Variables

Table 9: Effect of Working Years on Main Variables

Test Variables	Work life	N	Mean Value	Standard Deviation	Levene Statistic	One-way ANOVA F	Post-Comparisons Scheffe Method	Post-Comparisons Tamhane Method
Social Responsibility Oriented Human Resource Management	Less than 1 year (A)	85	3.602	1.058	6.318***	2.097	N.S.	N.S.
	1-3 years (B)	135	3.793	0.83				
	3-5 years (C)	89	3.638	1.095				
	5-10 years (D)	39	3.828	0.893				
	More than 10 years (E)	24	4.17	0.762				
organizational	Less than 1 year (A)	85	4.124	0.582	2.816*	0.876	N.S.	N.S.

identification	1-3 years (B)	135	4.101	0.63				
	3-5 years (C)	89	4.18	0.505				
	5-10 years (D)	39	4.209	0.501				
	More than 10 years (E)	24	4.299	0.442				
organizational identification	Less than 1 year (A)	85	3.847	0.767	6.239***	1.279	N.S.	N.S.
	1-3 years (B)	135	3.722	0.888				
	3-5 years (C)	89	3.6	10.93				
	5-10 years (D)	39	3.748	1.029				
Collectivism Orientation	Less than 1 year (A)	85	7.062	0.68	6.675***	2.546*		C>B D>B
	1-3 years (B)	135	3.917	0.795				
	3-5 years (C)	89	4.163	0.623				
	5-10 years (D)	39	4.205	0.324				
	More than 10 years (E)	24	3.875	1.022				

Note: ***, **, * are significant at 0.001, 0.01 and 0.05 levels (double tail)

As shown in Table 9, the influence of working years on social responsibility-oriented human resources management, organizational identity and organizational citizenship behavior is not significantly different, but only on collectivism-oriented. The collectivism orientation of employees who have worked for 3-5 years and 5-10 years in

our unit is higher than that of employees who have worked for 1-3 years in our unit. Perhaps it is because employees who have worked in our unit for 3-5 years and 5-10 years have a deeper emotional relationship with the organization and pay more attention to the overall development of the organization than those who have worked in our unit for 1-3 years.

Impact of Job Positions on Key Variables

Table 10: Impact of Job Positions on Key Variables

Test Variables	Work life	N	Mean Value	Standard Deviation	Levene Statistic	One-way ANOVA F	Post-Comparisons Scheffe Method	Post-Comparisons Tamhane Method
Social Responsibility Oriented Human Resource Management	Ordinary employees	178	3.62	0.878	7.844***	2.977*		
	Grass-roots managers	102	3.969	0.853			B>A	B>A
	Middle managers	51	3.679	1.197				
	Senior Management	41	3.769	1.159				
organizational identification	Ordinary employees	178	3.997	0.658	16.376** *	9.861***	B>A	B>A
	Grass-roots managers	102	4.222	0.461			C>A	C>A
	Middle managers	51	4.346	0.286			D>A	D>A
	Senior Management	41	4.382	0.451				
organizational identification	Ordinary employees	178	3.655	0.828	12.781** *	2.862*		
	Grass-roots managers	102	3.929	0.873				
	Middle managers	51	3.528	1.215				
	Senior Management	41	3.588	1.214				
Collectivism Orientation	Ordinary employees	178	3.993	0.699	1.910	1.146		
	Grass-roots managers	102	4.135	0.572				
	Middle managers	51	4.069	0.840				
	Senior Management	41	3.939	0.925				

Note: ***, **, * are significant at 0.001, 0.01 and 0.05 levels (double tail)

Table 10 shows the impact of job position on each of the major variables. Job positions only show significant differences in social responsibility-oriented human resources management and organizational identity. In terms of social responsibility-oriented human resources management, grassroots managers have significantly higher perceptions than ordinary employees. Perhaps it is because managers at the grassroots level have a more comprehensive and in-depth understanding of the organization's human resource management practices. Organizational identity of grassroots managers, middle managers and senior managers exceeds that of ordinary employees, possibly because managers have

a higher status and are more respected in the organization.

Reliability and Validity Analysis

Reliability Analysis

Reliability is the consistency and stability of measurement results. Academic circles use Cronbach's α coefficient as the basis to judge the reliability of the scale. The α value should be greater than 0.7, and α value less than 0.7 means that the reliability is not up to standard.

This study used SPSS25.0 software to analyze the reliability of each variable, and the results are shown in Table 11.

Table 11: Reliability Test of Each Scale

Variable	Number of items	Cronbach's α coefficient
Social Responsibility Oriented Human Resource Management	13	0.956
Organizational Identity	6	0.766
Organizational Citizenship	11	0.957
Collectivism Orientation	4	0.824

Table 11 shows that the Cronbach's alpha factor is 0.956 for social responsibility human resource management, which is highly credible. The results show that the scale has good reliability and good reliability. The credibility of organizational citizenship behavior is 0.957, which is higher than 0.9, indicating that its credibility is good. The Cronbach factor dominated by collectivism is 0.824, which is highly credible.

The above results show that in the human resource management oriented by corporate social responsibility, the reliability of the four variables is relatively high, which is consistent with the scale reliability test in business management research.

Validity Analysis

The validity of the scale is the accuracy of the scale. This study analyzed content validity, convergence validity and discrimination validity.

1. Content validity. In this study, mature scales are used for the measurement of each major variable, which are

widely used. Many scholars have repeatedly validated the scale in their studies, so they believe that the scale has good content validity.

2. Convergence validity. This paper mainly uses Mplus 7.0 performs a confirmatory factor analysis to test the convergence validity. The inspection criteria are as follows:
 - A. χ^2/df , if the index value is less than 3, it is considered that the model fitting is good and the index value is acceptable between 3 and 5.
 - B. RMSEA and SRMR, the values of these two indicators less than 0.08 indicate that the model fits well.
 - C. CFI and TLI, when the values of these two indicators are greater than 0.8, the model fitting is accepted, and when the values are greater than 0.9, the model fitting is better. For convergence validity, the factor load value used to measure each item of a variable should be greater than 0.5. The inspection results are shown in Table 12.

Table 12: Convergence Validity Test Results

Model	χ^2	df	χ^2/df	RMSEA	CFI	TLI	SRMR	Factor load range
Social Responsibility Oriented Human Resource Management	254.528	65	3.92	0.089	0.951	0.941	0.033	0.717~0.844
organizational identification	14.656	9	1.63	0.041	0.987	0.979	0.024	0.603~0.731
Organizational Citizenship	196.168	44	4.46	0.096	0.957	0.946	0.029	0.796~0.851
Collectivism Orientation	5.498	2	2.75	0.069	0.993	0.98	0.015	0.787~0.842

Table 12 shows that all indicators of organizational identity and collectivism orientation meet the requirements well and have good convergence validity. χ^2/df of social responsibility-oriented human resource management is 3.92, slightly greater than 3. RMSEA is slightly greater than 0.08, but the results of other indicators are satisfactory, and the factor load value of each item is greater than 0.717.

χ^2/df of organizational citizenship behavior is 4.46 and RMSEA is 0.096. The results of other indicators are very good. Factor load value of each item is greater than 0.796,

and the convergence efficiency of this variable is acceptable. Therefore, in general, the convergence efficiency of the variables in this paper passes the test.

(3) Distinguishing validity. This paper uses Mplus 7.0 statistical software to test discriminant validity with confirmatory factor analysis. The main variables are packed according to different factor structures and the validity of which factor structure is the best is determined according to the test results. The inspection results are shown in Table 13.

Table 13: Distinguishing Validity Test Results

Model	Factor Structure	χ^2	df	χ^2/df	RMSEA	CFI	TLI	SRMR
Four-factor	SRHRM, OI, OCB, COLL	1226.888	521	2.35	0.06	0.92	0.913	0.05
Three-factor	SRHRM+OI, OCB, COLL	1655.246	524	3.16	0.076	0.871	0.862	0.077
Three-factor	SRHRM, OI+OCB, COLL	1678.973	524	3.2	0.077	0.868	0.859	0.081
Three-factor	SRHRM, OI, OCB+COLL	1696.955	524	3.24	0.078	0.866	0.857	0.072
Two-factor	SRHRM+OI+OCB, COLL	4824.765	526	9.17	0.148	0.51	0.478	0.195
Two-factor	SRHRM, OI+OCB+COLL	2128.845	526	4.05	0.091	0.817	0.805	0.094
One-factor	SRHRM+OI+OCB+COLL	5311.47	527	10.08	0.156	0.455	0.42	0.2

Note: SRHRM is social responsibility oriented human resource management, OI is organizational identity, OCB is organizational citizenship behavior, COLL is collectivist oriented, "+" indicates that some variables are combined into one factor.

From Table 13, it can be seen that only the four-factor model

can meet the criteria, and the four-factor model is better than other models. Therefore, the validity of the variables in this paper is good.

Hypothesis Testing

This paper mainly uses SPSS25.0 software for hierarchical

regression analysis to test the relationship between variables. This study mainly analyzes the following indicators:

- A. Regression coefficient β and corresponding P value: In the double tail test, when $p < 0.001$, β is accepted at 0.1% confidence level. When $p < 0.01$, β Accepted at 1% confidence level. When $p < 0.05$, β Accepted at a 5% confidence level, the smaller the P value, the more reliable the β .
- B. R^2 and ΔR^2 : R^2 indicates the degree to which the regression equation interprets the dependent variable. The closer R^2 is to 1, the higher the degree to which the regression equation is interpreted. ΔR^2 is the variation of R^2 . If ΔR^2 is positive in the next model, it means that the next model can explain the dependent variables better than the current model, and the fitting effect is better.

- C. F value and corresponding P value: F is the overall test for all regression coefficients in the model. If p value is significant, the regression equation is valid.

Regression analysis on the relationship between corporate employee organizational citizenship behavior and social responsibility hr management

This paper uses the hierarchical regression method to carry out an empirical study on enterprise human resource management and corporate citizenship behavior. Model 1 is the control variable, and the second is model 2, which is an independent variable of human resource management based on social responsibility. Table 14 lists the results of the regression analysis.

Table 14: Regression Analysis Results of Social Responsibility-Oriented Human Resource Management on Organizational Citizenship Behavior

Variable	Organizational Citizenship	
	Model I	Model II
Gender	0.007	0.009
Working Years	-0.114*	-0.132*
Position	-0.042	-0.046
Social Responsibility Oriented Human Resource Management		0.245***
R^2	0.037	0.096
ΔR^2		0.059
F	2.358*	5.540***

Note: ***, **, * are significant at 0.001, 0.01 and 0.05 levels (double tail).

It can be seen from Table 14 that the F value is obvious, and the regression coefficient of the model can be analyzed. Among the control variables, working years have a significant impact on the organizational citizenship behavior of enterprises, and its overall explanatory power is 3.7%. In Mode 2, corporate social responsibility-oriented human resource management promotes corporate citizenship behavior ($\beta=0.245$, $P < 0.001$), and the regression equation has 9.6% explanatory power for corporate identity, compared with the results of Mode 1. Better than 5.9 percentage points. The research results show that corporate social responsibility-

based human resource management has a significant positive effect on corporate citizenship behavior.

Regression analysis of HRM corporate social responsibility positioning

In addition, this study uses two different factors, namely corporate social responsibility and corporate identity. Mode 3 only adds control variables, and Mode 4 adds HR management based on social responsibility. The results are shown in Table 15.

Table 15: Return Analysis Results of Social Responsibility-Oriented Human Resource Management on Organizational Identity

Variable	Organizational Citizenship	
	Model III	Model IV
Gender	0.085	0.087
Working Years	-0.036	-0.049
Position	0.188***	0.186***
Social Responsibility Oriented Human Resource Management		0.185***
R^2	0.116	0.150
ΔR^2		0.034
F	7.981***	9.156***

Note: ***, **, * are significant at 0.001, 0.01 and 0.05 levels (double tail).

As can be seen from Tables 15, in this model, the F value is significant ($p < 0.001$), allowing the regression coefficients of the model to be analyzed. Model 3 shows that work has a significant controlling effect on firm organizational identity. Model 4 shows that CSR-based human resource management has a significant positive effect on employees' organizational identity. $\beta=0.185$. Compared with Model 3, the regression formula can better illustrate the company identification rate of 15% 3.4%, which verifies H2.

Regression Analysis of Organizational Identity on Organizational Citizenship Behavior

When examining the influence of organizational identity on organizational citizenship behavior, this study takes organizational citizenship behavior as the dependent variable and designs two sets of models. The first model only enters the control variable, and the second model enters the organizational identity based on the control variable. The results of regression analysis are shown in Table 16.

Table 16: Regression Analysis Results of Organizational Identity on Organizational Citizenship Behavior

Variable	Organizational Citizenship	
	Model V	Model VI
Gender	0.007	-0.008
Working Years	-0.114*	-0.108*
Position	-0.042	-0.074
Organizational Identification		0.170**
R ²	0.037	0.063
ΔR ²		0.026
F	2.358*	3.485***

Note: ***, **, * are significant at 0.001, 0.01 and 0.05 levels (double tail).

In Table 16, the F value is evident in the model, so the model can usually be used for analysis. Model 5 shows the effect of working hours on employees' organizational citizenship behavior. Model 5 shows that after joining the organizational identity, their working years have a significant impact on the behavior of organizational citizens, and have a positive effect on their behavior. $\beta=0.170$, $P<0.01$. The explanatory power of model 5 is 3.7%, the explanatory power of model 6 is 6.3%, and the explanatory power of model 5 is 2.6%. H3 has been confirmed.

Mediating Effect of Organizational Identity

Luo and Jiang (2014) wrote about the Baron & Kenny hierarchical regression analysis method in their works and recommended three steps to test the mediation effect. This method is used to test the intermediary effect of organizational identity between social responsibility-oriented human resource management and organizational citizenship behavior. The results are shown in Table 17.

Table 17: Mediating Effect Test Results of Organizational Identity

Variable	Organizational Citizenship		
	Model VII	Model VIII	Model IX
Gender	0.087	0.009	-0.002
Working Years	-0.049	-0.132*	-0.126*
Position	0.186***	-0.046	-0.069
Social Responsibility Oriented Human Resource Management	0.185***	0.245***	0.222***
Organizational Identification			0.124*
R ²	0.150	0.096	0.109
ΔR ²			0.013
F	9.156***	5.540***	5.573***

As can be seen from Table 17, the F-values for each model are obvious, and the regression coefficients are usually tested. The three steps above are described. The first step is to study the independent variables of the mediator variable. In Model 7, social responsibility-oriented HRM was introduced, and a regression analysis was carried out on the organizational identification of mediating variables, and it was found that social responsibility-oriented HRM had a significant positive effect on enterprise identification. $\beta=0.185$, $P<0.001$. The second step is to study the effect of independent variables on dependent variables. This research adopts human resource management with corporate social responsibility as the core, and takes corporate citizenship behavior as its influencing factor. It can be seen from pattern 8 that human resource management based on social responsibility has a significant effect (eg, $\beta=0.245$, $P<0.001$). The third step is to examine the relationship between independent variables and mediator variables. In mode 9, organizational identity has a significant promoting effect on organizational citizenship behavior ($\beta=0.124$, $P<0.05$). The effect of social responsibility on HR was still significant ($\beta=0.222$, $P<0.001$), but the effect on HR

decreased, with R2 increasing from 9.6% to 10.9%. The regression formula can better explain the dependent variable. In conclusion, we believe that there is a certain mediating effect between corporate social responsibility-oriented human resource management and corporate citizenship behavior.

In order to further test the mediating effect of corporate identity, the indirect effect of corporate identity was studied using Mplus7.0. The test criterion is: when within the acceptable credible range, when the indirect effect of the mediating variable does not contain 0, the mediating variable will produce an obvious mediating effect. The results show that the indirect effect of corporate social responsibility-oriented human resource management on corporate citizenship behavior through organizational identification is 0.025, the standard deviation is 0.011, the 95% CI is 0, and the CI is 0.006, 0.053..

The Regulating Role of Collectivism Orientation

The regulatory effect of collectivism orientation is tested in two parts. The results are shown in Table 18.

Table 18: Testing Results of Collectivist-Oriented Adjustment

Variable	Organizational Citizenship				
	Model X	Model XI	Model XII	Model XIII	Model XIV
Gender	0.007	0.009	0.009	-0.001	-0.004
Working Years	-0.114*	-0.130*	-0.131*	-0.112*	-0.105*
Position	-0.042	-0.034	-0.034	-0.048	-0.041
Social Responsibility Oriented Human Resource Management		0.208***	0.205***		
Organizational Identification				0.096	0.109*
Collectivism Orientation		0.266***	0.268***	0.272***	0.183**
Social Responsibility Orientation Human Resource Management + Collectivism Orientation			0.012		
Organizational Identification+ Collectivism Orientation					0.168**
R ²	0.037	0.164	0.164	0.130	0.149
ΔR ²		0.127	0.000	0.093	0.019
F	2.358*	8.893***	7.890***	6.766***	7.032***

Note: ***, **, * are significant at 0.001, 0.01 and 0.05 levels (double tail).

As can be seen from Table 18, in Mode 11, both enterprise-oriented HR and collective-oriented HR have positive effects on the corporate citizenship behavior. $P < 0.001$; $\beta = 0.266$, $P < 0.001$. However, model 12 showed that the interaction between the two was not significant ($1.\beta = 0.012$, $P > 0.05$). Therefore, the hypothesis of 5 has not been confirmed. In Mode 14, organizational identity, collectivist orientation, and interactive behavior have a positive impact on the organizational public. Civil Conduct ($\beta = 0.109$, $P < 0.05$; $\beta = 0.183$, $P < 0.01$; $\beta = 0.168$, $P < 0.01$). Therefore, collectivism orientation has a significant positive moderating effect between organizational identity and organizational citizenship behavior. Hypothesis 6 is validated.

In Model 14, the interaction items are significant, so there is a moderating effect of collectivism orientation on the

influence of organizational identity on organizational citizenship behavior. To clarify the regulatory effect of collectivism orientation more clearly, this study draws a map of regulatory effect, see Figure 4-1. The graph shows that when the orientation of collectivism is low, the slope of organizational identity on organizational citizenship behavior is negative, and when the orientation of collectivism is high, the slope of organizational identity on organizational citizenship behavior is positive. That is, the change of collectivism orientation makes the influence of organizational identity on organizational citizenship behavior change. Thus, collectivism orientation positively regulates the influence of organizational identity on organizational citizenship behavior.

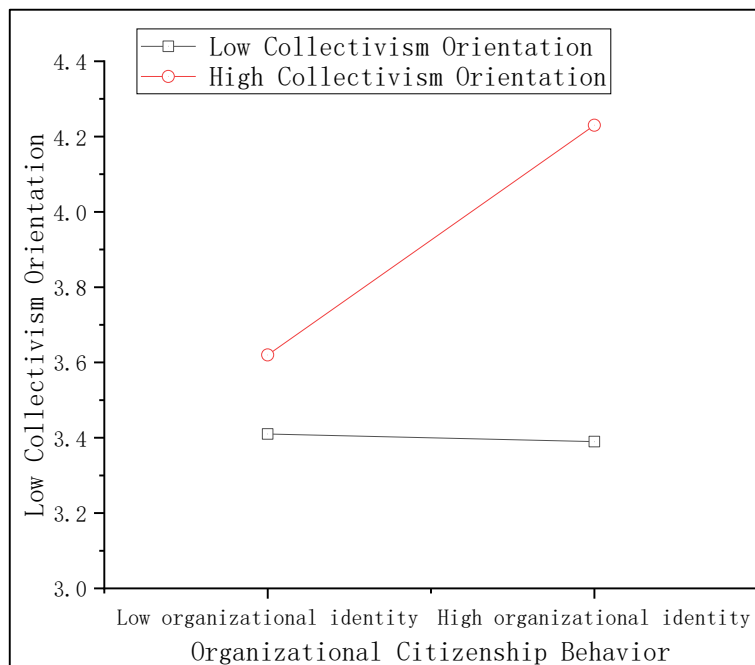


Fig 1: Moderating Effect Map of Collectivism Orientation between Organizational Identity and Organizational Citizenship Behavior

Analysis of Regulated Intermediate Effects

This paper uses the SPSS25.0 software of Process3.0 to analyze the mediation effect after adjustment. The number of replicated samples was 5000, and the results of the experiments are shown in Tables 18. The results show that, based on group identity, social responsibility-oriented human

resource management has an impact value of -0.0110, 95% CI is -0.0352, 0.0140 under a lower group orientation. This time with the indirect impact of regulations. Guided by a high degree of collectivism, its impact value is 0.0568, with a 95% confidence interval of 0.0210, 0.1059, excluding 0. At this time, the indirect effect of regulation is evident. There was a

significant difference in the effect size between high and low group-specific orientations, which were 0.0678, 95% CI=[0.0240, 0.1241], respectively. Collectivization tendency is low, and social responsibility-oriented human resource management indirectly affects organizational citizenship behavior through organizational identity.

Result Discussion

The results show that there is no significant relationship between social responsibility-oriented human resource management and corporate citizenship behavior. That is to say, regardless of whether it is a high group or a low group, its social responsibility has no significant impact on corporate citizenship behavior. This study offers the following instructions:

Many scholars believe that collective guidance has a great influence on individual behavior. One of the important prerequisites is the conflict between individual interests and group interests (Chow, Deng, Ho, 2000). In this case, individuals with a high degree of collectivism tend to sacrifice themselves for the collective good, while lesser group groups are more self-interested; this reflects the collective regulating function of individuals. action. However, it is difficult to exert a collective supervisory effect when there is no conflict between individual and collective interests (Jin, Li, and Duan, 2019).

This paper argues that the corporate social responsibility-oriented human resource management has a certain impact on the organizational citizenship behavior of corporate employees. Because of this influence mechanism, enterprises implement social responsibility-oriented human resource management, which can enhance employees' self-esteem and self-awareness. Individuals are encouraged to "reduce the uncertainty of identity" in order to maintain membership in the group and thus maintain high self-esteem and positive self-concept. Motivated by this, they tend to strengthen their relationship with the organization in some way, such as organizational citizenship. Under this influence approach, employees' organizational citizenship behavior is mainly to confirm and maintain their own identity, without involving the conflict of interests between the company and the employee. The results show that in corporate social responsibility-oriented human resource management, collectivism tendencies cannot effectively regulate corporate organizational citizenship behavior.

Organizational identity is an important way of organizational citizenship behavior. It can promote employees' support for the organization, promote employees' altruistic awareness, and enhance employees' loyalty to the organization. In this process, the employees themselves are the absolute initiative, and they will also face the conflict between the interests of the individual and the enterprise. Thus, it reflects a collectively directed regulatory function. For example, when an organization identifies with employees of the same degree, a group of employees will take organizational citizenship behavior based on safeguarding their interests. In the other case, employees with lower collectivist tendencies are more inclined to defend their own interests, preferences, and needs without exhibiting a different organizational citizenship than the former category. Therefore, collectivist tendencies can participate in human resource management through organizational identity, and have a significant impact on the regulation of corporate citizenship behavior.

Research Conclusions and Enlightenment

Research conclusions

After sorting out aspects of human resource management, organizational identity, organizational citizenship behavior, and collectivism, this paper proposes a theoretical framework based on social identity. Employee behavior, empirically analyzed hypotheses for the study. The main conclusion is that:

Table 19: Summary of Hypothesis Testing Results

Hypothesis 1	True
Hypothesis 2	True
Hypothesis 3	True
Hypothesis 4	Partly True
Hypothesis 5	False
Hypothesis 6	True

The role of HRM in enterprise organization

The implementation of a social responsibility-oriented human resource management model can better meet the expectations of the public and obtain a higher social evaluation. In such institutions, employees have high self-esteem and confidence in themselves. In order to maintain their self-esteem and positive self-concept, employees often join more corporate-related group citizens to maintain their status as group members or to strengthen their own identity. In addition, employees will be proud of implementing social responsibility-oriented HR management in the company. The empirical results show that CSR-based human resource management has a positive impact on corporate citizenship behavior.

The role of HRM in the enterprise

The company implements socially responsible human resources management, not only to comply with the laws and regulations on the rights and interests of employees, but also to sincerely safeguard the rights and interests of employees, and to provide more humane services; Contribute to social responsibility such as protecting the environment, so that employees feel "warm". In such a company, employees who are consistent with the company's values and concepts can form a more positive self-concept, thereby making it easier for employees to gain higher organizational identity. This study also confirms the positive effect of social responsibility-oriented human resource management on corporate identity.

Positive effect of corporate identity on corporate citizenship

The more employees identify with the organization, the more likely they are to support and engage in behaviors consistent with their members. Human resource management based on social responsibility has created a "high ethical" atmosphere to a certain extent, and has also subtly affected the behavior of employees. The ethics of employees towards the company. Employees with high organizational identity pay more attention to their relationship with the organization to safeguard the interests of the organization, support and safeguard the interests of the organization, and volunteer to participate in the activities of organizational citizenship. Organizational identity also makes employees more loyal to the company. The more loyal employees are to the company, the more they can turn the company's development into their responsibility. Employees work harder to advance the company, so they perform organizational citizenship

voluntarily, even without a formal organizational request. The findings show that organizational identity has a positive effect on corporate citizenship behavior.

Institutional identification intermediaries

When the employee's company implements socially responsible HRM, employees will be proud of the company's good social image, and then gain self-esteem and establish a positive self-concept; organizational identity can allow employees to connect themselves with the company, for the Make your own contribution to the development of the company. The nationality of an organization is not even included in the formal organization system

Research Limitations and Prospects

On the basis of a large number of documents, this thesis uses the social identity theory to carry out rigorous hypothetical reasoning, and combines rigorous empirical analysis to verify the correlation between variables. But there are certain limitations.

This paper combines the above limitations with future research prospects. Looking forward to the future, the research on human resource management and corporate citizenship behavior with corporate social responsibility as the core will be more complete and perfect.

(1) The study of time. It may take a while for companies to implement HR management based on social responsibility, but its impact on employee behavior will also change over time. Since the study was conducted within a certain period, the collected samples could not well reflect the impact of corporate social responsibility on corporate citizenship behavior.

Therefore, future research can conduct multiple questionnaires for the same group at different times. A more precise understanding of the role of corporate social responsibility in business.

(2) Scientific research ability. This paper mainly discusses the impact of corporate-level human resource management, individual-level organizational identity, collective consciousness and other factors on corporate organizational citizenship behavior. However, the questionnaires were completed by the same subjects. The answers to these questions are yours and yours.

Future research may investigate at multiple levels to generate team, organization, or leader-employee matching profiles. This research perspective can place individuals in a larger context, thereby making research more comprehensive.

Therefore, researchers can explore the influence of enterprises and groups on individual behavior from multiple levels.

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The graduation thesis is finished, which means that the graduate stage of my life is coming to an end. The one-year postgraduate life has filled me with a deep attachment to this campus, and also let me grow into a mature youth. During this period of time, I have known the vision, joy, confusion, sadness, struggle, experienced a lot, but also harvest a lot. Here, I would like to thank my thesis supervisor for his serious and responsible work. He has given me important suggestions for revising my thesis and provided me with a lot of academic guidance.

Appendix A

Research on the impact of social responsibility oriented human resource management on employees' organizational citizenship behaviour

Dear sir / Madam: Hello! Thank you for taking the time out of your busy schedule to fill in the questionnaire. Your assistance is very important to me! The questionnaire will be used in an anonymous way, and it will only be used for your academic research. Please write the questionnaire according to your true feelings.

Part 1 Basement Information

1. Your gender

- A. Male
- B. Female
- Other: _____

2. Your position:

- A. ordinary staff
- B. Grass roots managers
- C. Middle managers
- D. Senior management

3. Working years

- A. Under 1 Year
- B. 1-3 Years
- C. 3-5 Years
- D. 5-10 Years
- E. Over 10 Years

Part. 2: Social responsibility oriented human resource management

Questions	Degree of agreement (1 is totally disagree and 5 is fully agree)				
	1	2	3	4	5
Our company ensures equal opportunities in human resource management					
The wages of our employees are above the minimum wage standard and are linked to performance					
The working hours of our company shall not exceed the maximum working hours allowed by the labor law.					
Our company has clear and detailed rules on occupational health and safety					
Our company arranges staff to supervise the labor standards of business partners (such as suppliers and contractors)					
Our company implements flexible working hours and employment system to achieve work life balance.					
Employees participate in decision-making and total quality management.					
Trade unions can represent and protect the rights of employees and will be taken into					

account in determining the terms of work.					
Our company provides sufficient training and development opportunities for employees.					
Our company arranges enough employees to implement general social responsibility projects.					
Our company rewards employees who contribute to charity, community and other social responsibility activities					
My employees give priority to those who are in difficulties or local job seekers in employment.					

Part 3: Organizational identification

Questions	Degree of agreement (1 is totally disagree and 5 is fully agree)				
	1	2	3	4	5
	When someone criticizes my company, it's like a personal humiliation to me.				
I'm interested in how others view my business.					
When I talk about this business, I usually say "we" rather than "they"					
The success of this enterprise is my success					
When someone praises my business, it's like praising me personally					
If a media report criticizes the enterprise, I will feel embarrassed.					

Part 4: Organizational citizenship behavior

Questions	Degree of agreement (1 is totally disagree and 5 is fully agree)				
	1	2	3	4	5
	I will share my views on work issues with others in the team, even if they are different from their views or may be opposed by others in the organization				
I am willing to risk being opposed and express what I think is the best view of the organization.					
If I think someone is guiding the company in the wrong direction, I will not hesitate to challenge those people's views.					
I often try to suggest changing nonproductive or anti productive rules or policies within the organization.					
I am happy to express my concerns about the direction of the team or the enterprise.					
I am willing to share experience, knowledge and information to help others in the team improve their work					
I always try to help people in need in my team					
I am good at solving nonconstructive interpersonal conflicts among employees in the team.					
When I encounter problems at work, I will boost the morale of my colleagues					
Before taking actions that may affect other team members, I will avoid problems by contacting them					
When I take some actions that may weaken the ability of members of the team to work, I will inform them in advance.					

Part 5: Collectivism orientation

Questions	Degree of agreement (1 is totally disagree and 5 is fully agree)				
	1	2	3	4	5
	As a member of the organization, I am willing to make necessary sacrifices for the interests of the organization.				
Achieving organizational goals is a necessary prerequisite for my success					
Employees need to adjust their personal goals in combination with the overall objectives of the organization.					
Personal honor of employees is closely related to organizational honor.					

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