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Investigating the Impact of Socially Responsible Human Resource Management on Employees' Organizational Citizenship Behavior

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Article Info

Abstract

Socially responsible human resource (HR) management is a sustainable development-focused model that emphasizes stakeholder coordination and significantly influences a company's development. Employees voluntarily participate in corporate citizenship, which enhances the internal environment, enterprise functions, operational efficiency, and interpersonal relationships. Organizational citizenship behavior, carried out spontaneously by employees for the organization's benefit, reflects the company's attitude towards its employees and is closely tied to HR management. Thus, exploring HR management's role based on corporate social responsibility is crucial for enterprises.

This study develops a questionnaire with human resource management, organizational identity, organizational citizenship behavior, and group behavior as key indicators. Through empirical research, the following findings emerge: 1) Socially responsible HRM positively impacts corporate employees' organizational citizenship behavior; 2) Socially responsible HRM positively influences corporate identity; 3) Organizational identity correlates positively with organizational citizenship behavior; 4) Organizational identity's impact on HR management and corporate citizenship behavior; 5) Collective orientation positively correlates with organizational identity.

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1. Introduction
1.1 Background

Corporate social responsibility (CSR) has long been a focal point of attention, as it not only contributes to a company's market performance but also enhances its reputation, positively influencing employees (Ramayah *et al*., 2022) [78]. To achieve these benefits, effective CSR activities must prioritize employees and their interests. The successful implementation of CSR initiatives relies on active employee participation (Welbeck *et al*., 2020) [100]. Consequently, within the realm of human resource management (HRM), the promotion of CSR project execution has emerged as a pressing topic. Many scholars have engaged in extensive discussions on this subject, fostering the integration of HRM and corporate social responsibility in China and proposing novel research directions, such as Social Responsibility Oriented HRM (SRHRM) (Xiao *et al*., 2020) [104]. SRHRM seeks to align CSR tasks with HR functions, with the outcome often yielding positive impacts on employee attitudes and behaviors.

In the 21st century, amid increasingly fierce competition, companies recognize that success no longer hinges solely on efficient organizational rules and the leadership of capable managers (Nabella *et al*., 2022) [63]. Organizational citizenship behavior, demonstrated by employees both within and outside the organization, exerts significant influence on enterprises (Ali *et al*., 2022). Hence, this paper endeavors to investigate the determinants of employees' organizational citizenship behavior to effectively motivate and understand this behavior.

In the realm of organizational behavior, it is widely accepted that human resource management plays a pivotal role in shaping employee behavior. Therefore, this study seeks to explore the impact of socially responsible human resource management on the organizational citizenship behavior of employees within enterprises. By doing so, it aims to contribute to the theoretical and practical understanding of human resources and organizational citizenship behavior, thereby enriching business practices.

1.2 Aims and Objectives
This study is guided by the following objectives
To identify the factors influencing employees' organizational citizenship behavior, thereby assisting enterprises in promoting and encouraging this behavior among their employees.

To investigate how social responsibility-focused human resource management affects employees' organisational citizenship behaviour while taking into account particular cultural and social backgrounds. This investigation intends to add to the body of research in the areas of organisational citizenship behaviour and human resource management focused on social responsibility while also providing practical management advice for businesses.

Investigate the potential mediating function of organisational identity in this relationship and study the underlying processes through which social responsibility-oriented human resource management influences employees' organisational citizenship behaviour. The goal of this investigation is to advance theories about how social responsibility-focused human resource management and employee behaviour interact.

(1) Theoretical Significance
Building on social identity theory, this paper examines employees' organizational citizenship behavior through the lens of organizational identity. The theoretical significance lies in:

A. Expanding the role of human resource management within enterprises by empirically analyzing employees' organizational citizenship behavior. This analysis, based on the internal membership perspective, provides insights into the influence of internal personnel on organizational citizenship behavior.

B. Incorporating corporate collectivism into the study, this paper investigates how corporate social responsibility-oriented human resource management affects corporate citizenship behavior. Recognizing that individual cultural backgrounds impact behavior, this study introduces the variable of collectivism tendency, enriching the field's understanding and experiences.

(2) Practical Significance
A. Since the 1950s, corporate social responsibility has been a subject of discussion for both firms and academia. It is widely accepted that CSR may provide considerable advantages for businesses. Implementing CSR, however, depends on engaging staff members and coordinating with their wants and needs. As a result, human resource management and the efficient implementation of corporate social responsibility are closely related. This study intends to give business managers a framework for managing human resources in a socially responsible manner.

B. Employees who engage in organizational citizenship

behavior may face certain risks, but their actions ultimately benefit the company. In today's intensely competitive business environment, companies can gain a strategic advantage through resources, capabilities, and the enhanced competitiveness of their employees. This paper investigates the impact of the corporate social responsibility-based human resource management model on corporate citizenship behaviour, providing useful suggestions on how firm managers might drive their staff to engage in organisational citizenship behaviour.

1.3 Methodology
The research methodology employed in this paper encompasses:

(1) Literature Review: This method is utilized for reviewing relevant literature, developing theoretical frameworks, and deducing hypotheses. It involves an in-depth study of existing literature, summarizing its contents, defining relevant concepts, and formulating research assumptions.

(2) Questionnaire: During the data collection phase, questionnaires are employed to quantify data. Online questionnaires are sourced, original data is collected, and effective questionnaires are selected for subsequent data analysis.

(3) Data Analysis: Empirical analysis is conducted using SPSS 25.0 and Mplus 7.0. This includes evaluating reliability and validity, conducting correlation analyses, and performing hierarchical regression analyses to examine relationships and test hypotheses.

2 Literature Review
2.1. Social Responsibility Oriented Human Resource Management
2.1.1. Concept of Social Responsibility Oriented Human Resource Management
In contemporary business practices, the idea of leveraging corporate social responsibility (CSR) as a competitive advantage is deeply entrenched (Marakova *et al.*, 2021) [58]. However, it's crucial to recognize that CSR is intricately intertwined with employees. Firstly, the effective transformation of corporate social responsibility hinges on its successful implementation, and employees play a central role in this process. Companies require an adequate workforce to carry out CSR initiatives and evaluate their execution and outcomes. Secondly, a company's social responsibility extends to various stakeholders, including its obligations to employees. This entails providing a safe working environment, ensuring employee health and development, and considering the work-life balance (Kuhn *et al.*, 2021) [45]. Thirdly, corporate social responsibility activities have a direct impact on employees. Regular CSR activities, for instance, can boost employees' sense of organizational pride and responsibility. Building upon these three dimensions, some scholars have integrated corporate social responsibility and human resource management, leading to the concept of "Social Responsibility Oriented Human Resource Management" (SRHRM), which has been the subject of in-depth research (Zhang *et al.*, 2022).

Human resource management (HRM) has traditionally changed from only administering personnel to boosting motivation and job satisfaction (Salas-Vallina *et al.*, 2021) [81]. The SRHRM management style has a considerable impact on the psychology and behaviour of employees. This notion arose from the literature's convergence of corporate

social responsibility and human resource management, resulting in an organic fusion of the two (Cooke *et al*., 2020) [24]. However, there is no general agreement among academics on the precise definition of this variable. According to Liao *et al*. (2022) [51], the definition of SRHRM includes features of employee-centeredness, involvement, and equality. The following are the paper's key findings:

Employee-Oriented Perspective
Scholar: Shen and Zhu (2011) [83]
Definition: This perspective emphasizes the integration of employee-centered social responsibility practices within human resource management.
Scholar: Newman *et al*. (2016) [64]
Definition: This perspective focuses on how enterprises can promote external CSR activities through specific HRM activities and their impact on employee attitudes and behaviors.
Content: It suggests that enterprises can enhance external CSR initiatives by engaging in HRM activities that influence employee attitudes and behaviors.
Scholar: Shen and Benson (2016) [84]
Definition: This viewpoint encourages organizations to motivate and support employees in participating in CSR initiatives that benefit external stakeholders.
Content: It underscores the importance of organizations encouraging and facilitating employee involvement in CSR programs that have a positive impact beyond the company.
Scholar: Kundu and Gahlawat (2015) [49]
Definition: This perspective highlights that employees are both contributors to and beneficiaries of corporate social responsibility efforts.
Content: It suggests that enterprise human resource management should actively engage employees in CSR activities, recognizing that employees not only promote CSR but also benefit from it.

Equality Perspective:
Scholar: Bishu & Headley (2020)
Definition: The equality perspective stresses the importance of enterprises considering gender balance in HR management and providing equal employment opportunities, flexible work arrangements, and special support for women.
Content: It emphasizes that organizations should take gender-related factors into account in their HR practices and create an inclusive work environment with equal opportunities and support for all employees, particularly women.
Based on the aforementioned definitions, the perspective of employees underscores their central role in corporate social responsibility (CSR) within the company. In this view, employees are regarded as the primary agents of CSR, and it is essential for enterprises to use human resource management strategies to motivate their active participation in CSR activities (Yong *et al*., 2020). This perspective particularly zooms in on the challenge of defining the roles employees play within enterprise human resource management.
From the participation perspective, the concept revolves around fostering "action expectations" among employees. This means encouraging and motivating employees to actively engage in specific CSR activities to ensure the effective implementation of corporate social responsibility initiatives (Kong *et al*., 2021). It centers on the idea of

encouraging employees to take concrete actions that contribute to the successful execution of CSR efforts.
In contrast, the equality perspective embedded in the definition of Social Responsibility Oriented Human Resource Management (SRHRM) places employees in the role of "beneficiaries." This perspective emphasizes the importance of considering employees as a privileged group within the organization. It advocates for careful attention to gender dynamics among employees and the protection of their rights and interests as significant stakeholders in the company. Through effective human resource management practices, employees' rights and interests can be safeguarded and promoted.

2.1.2. Dimensions of Social Responsibility Oriented Human Resource Management
The one-dimensional SRHRM framework centers on the analysis of specific HRM practices with a primary focus on employees. This approach aims to facilitate the effective implementation of CSR initiatives. Examples of these practices include recruiting individuals with a strong sense of social responsibility and providing comprehensive CSR training (Choi, 2007). This perspective underscores the importance of nurturing a workforce that is aligned with the organization's social responsibility goals.
The three-dimensional SRHRM structure is multifaceted and emphasizes several key aspects. It encompasses the commitment to legal compliance, the protection of employees' interests, and the promotion of broader social responsibility objectives. This approach integrates corporate social responsibility into human resource management practices (Choi, 2007). It underscores the organization's responsibility to safeguard the development of all stakeholders during its growth and development journey. This perspective highlights the need for the organization to thrive among various stakeholders by fostering stakeholder development, aligning with the principles of SRHRM (Klettner *et al*., 2014).

2.1.3 Research on Social Responsibility Oriented Human Resource Management
Research on Social Responsibility Oriented Human Resource Management (SRHRM) has revealed its multifaceted impact, both at the individual and organizational levels. Here is an overview of findings from various studies:

Individual-Level Impact
SRHRM positively influences employees' work attitudes. Research by Kramar (2014) indicates that SRHRM has a positive effect on individual employees within the organization.
Sobhani *et al*. (2021) found that employees' support for family members significantly impacts job satisfaction, organizational commitment, and employee turnover. SRHRM is associated with enhancing these factors and reducing turnover.
Farooq *et al*. (2014) discovered a significant positive relationship between social responsibility management and organizational commitment among employees.
Zhang *et al*. (2022) drawing from social information processing and attribution theory, demonstrated that HR management rooted in corporate social responsibility can promote employee happiness.

Employee Behavior
SRHRM influences employees' behavior, leading to enhanced organizational citizenship behavior (Zhao *et al*., 2021), proactive service behavior (Jia *et al*., 2019), and prospective behavior (Sobhani *et al*., 2021).
SRHRM has been found to have a negative impact on employee turnover behavior, reducing the likelihood of employees leaving the organization (Kundu & Gahlawat, 2015) [49].

Performance and Organizational Impact:
At the individual level, SRHRM is linked to improved worker performance, as argued by Lee *et al*. (2022).
At the organizational level, SRHRM influences the performance of enterprises. Bombiak & Marciniuk-Kluska (2019) found that higher managerial attention to SRHRM correlates with greater social responsibility leadership in enterprises.
SRHRM can impact organizational strategy by promoting effective alignment with the organization's structure and development (Sayuti *et al*., 2021).
These findings collectively underscore the multifaceted nature of SRHRM's influence, benefiting both individuals and organizations by fostering positive attitudes, behaviors, and performance outcomes.

2.2. Organizational identity
2.2.1. Concept of organizational identity
March and Simon first proposed the concept of "organisational identity" in 1958, and it has been the topic of ongoing research ever since. Organisational identity is defined by Ashworth and Mael (1989) as the extent to which individuals feel themselves a part of a group, specifically their relationship with the organisation. According to Moingeon and Ramanantsoa (1997), corporate identity is anchored in organisational features, which are shaped by employees' subjective judgements. Organisational identity is defined by some scholars as an individual's sense of belonging to the organisation (Edwards, 2005).
Prasetyo and Mas (2016) expand on employees' sense of belonging to the firm by taking three levels into account: cognition, assessment, and emotion.

It can be conclude as
1. Turner (1981) defines organisational identity as a subjective, individual cognitive state. Measuring organisational identity objectively is difficult since it requires individuals to communicate their feelings independently (Abrams and Hogg, 2010).
2. Organizational identification can focus on specific organizational traits, such as beliefs and values, or encompass a part or the entirety of the organization, such as a group of employees. The degree to which individuals identify with certain traits can vary (Conroy *et al*., 2017).

2.2.2. Dimensions of organizational identity
The dimensions of organizational identity have been explored in various ways in existing studies, offering different perspectives on how individuals relate to their organizations. This paper synthesizes these dimensions into a comprehensive structure:
One-Dimensional Structure: Bartels (2006) propose a single dimension termed "Organizational Identification." This suggests that organizational identity is primarily characterized by an individual's identification with their organization as a whole.
Two-Dimensional Structure: Wolter *et al*. (2022) introduces a two-dimensional perspective, distinguishing between "Self-Identity" and "Other Employee Identity." In this view, employees identify with themselves within the organization and also with their fellow colleagues.
Two-Dimensional Structure (Alternative): Zhuang *et al*. (2019) present a similar two-dimensional framework, emphasizing the "Emotional Dimension" and the "Evaluation Dimension." Additionally, they include aspects such as "Sense of Membership," "Loyalty," and "Similarity" as important facets of organizational identity.
Three-Dimensional Structure: Several scholars, including Venhorst *et al*. (2018) propose a three-dimensional structure. These dimensions include "Cognition" (awareness of one's relationship with the organization), "Emotion" (the emotional bond between employees and the company), and "Evaluation" (subjective assessments of the organization).
Four-Dimensional Structure: Zhang *et al*. (2022) suggest a four-dimensional perspective. These dimensions encompass "Cognition," "Evaluation," "Emotion," and "Behavior." This holistic view considers how employees not only think and feel about their organization but also how these cognitive and emotional aspects manifest in their actions and behaviors.
While these various dimensions provide insight into the complexity of organizational identity, it's worth noting that the behavioral dimension has received less attention in existing research. In most studies, the focus has primarily been on the cognitive, emotional, and evaluative aspects of organizational identity. Understanding these dimensions can help organizations gain a comprehensive understanding of how their employees perceive and relate to the company, which is crucial for shaping organizational culture and fostering employee engagement.

2.2.3 Research on organizational identity
Research on organizational identity primarily focuses on understanding the factors that influence it and the resulting outcomes. Here are some key findings related to the impact of organizational identity:

1. Employee Level
Psychological belonging, or the feeling of being part of the organization, has a significantly positive effect on corporate identity. Employees who psychologically belong to the organization tend to have a stronger sense of identity with it (Allen *et al*., 2014).

2. Leadership Level
The attitudes and behaviors of leaders within an organization play a crucial role in shaping employees' self-perceptions and organizational identities. A leader's positive attitude towards employees can greatly impact their organizational identities (Wang & Xu, 2019).

3. Outcomes of organizational identity
Employees respond positively to corporate identity, fostering a sense of connection and commitment to the organization (Turker, 2008). It also tends to reduce employee turnover (Riketta, 2005). Employees who strongly identify with their organization are more likely to exert extra effort to benefit the company and its overall value (Turker, 2008). High levels of organizational identification encourage employees to take

risks to support their colleagues, ultimately benefiting the organization (Ntontis *et al*., 2021). Group identity within the organization can also have a positive effect (Gray & Wert-Gray, 2012).

Organizational identity among employees can have a dual impact on organizational innovation. On one hand, it can drive innovation by motivating employees to challenge the status quo. On the other hand, it can hinder innovation by promoting contentment with the existing state of affairs (Luo *et al*., 2019).

Understanding these dynamics of organizational identity is crucial for organizations looking to foster a positive workplace culture, enhance employee engagement, and drive innovation and performance.

2.3. Organizational citizenship behavior
2.3.1 Concept of organizational citizenship behavior
The concept of Organizational Citizenship Behavior (OCB) has evolved over time, with various scholars contributing to its understanding:

Origin and Initial Notions: Katz first introduced the concept of OCB, although he did not provide a specific definition. Hanaysha (2023) expanded on this idea, defining OCB as behaviors that stem from an employee's personal will, are not formally recognized by the organization, and cannot be clearly defined within the organizational structure. These behaviors, while not mandated, contribute to the overall strength of the organization.

Different terminology have been used interchangeably with OCB over the years, such as layman roles, citizenship, prosocial behaviour, and organisational spontaneity (Hong & Zainal, 2022). While not entirely synonymous with the idea of OCB, all of these terms pertain to spontaneous behaviours that assist organisational development.

Here are key definitions of Organizational Citizenship Behavior
(1) Voluntary Behavior: OCB is determined by an employee's personal will. Employees engage in OCB voluntarily, driven by their own motivations (Koumenta, 2015). They may contribute to the organization to make it better, or they may have personal interests, such as gaining recognition for career development. In some cases, OCB can also serve as a political tool for employees (Qalati *et al*., 2022).
(2) Organizational Interest: OCB is ultimately in the best interest of the organization. Employees engaging in OCB often do so with the expectation that it will lead to more efficient operations within the organization. OCB is a way for employees to help their fellow organizational members or gain recognition for their contributions (Thomas *et al*., 2019). Organizational Citizenship Behavior refers to voluntary, extra-role behaviors exhibited by employees that benefit the organization. These behaviors are not explicitly mandated or regulated by the organization but can enhance its overall effectiveness and efficiency.

2.3.2 Dimensions of organizational citizenship behavior
Organizational Citizenship Behavior (OCB) encompasses a range of behaviors exhibited by employees that go beyond their formal job requirements and contribute positively to the organization. Scholars have proposed various ways to categorize these behaviors, resulting in different dimensions of OCB. This study provides an overview of these dimension structures:

One-Dimension Structure
Blake *et al*. (2016) identified two categories: Altruistic behavior and obedience behavior.

Xie *et al*. (2022) classified OCB into organizational citizenship behavior directed towards individuals and organizational citizenship behavior directed towards the organization.

While numerous theories and models of OCB exist, some scholars have simplified the categorization into two main dimensions: obedience and challenge. Compliant OCB reflects cooperative and assisting behaviors, with a focus on maintaining the status quo, while challenging OCB emphasizes behaviors geared toward driving change and innovation (Choi, 2007). This paper adopts a similar framework, categorizing OCB into obedience and challenge, while also considering the behavioral effects, leading to the classification of static and dynamic OCB. This approach helps avoid overlapping content in the analysis (Klettner *et al*., 2014).

2.3.3 Research on organizational citizenship behavior
The relationship between organizational identity and employees' organizational citizenship behavior (OCB) has been studied extensively. Research by Podsakoff *et al*. (2014) suggests that organizational identity does influence OCB. Additionally, socially responsible Human Resource Management (HRM) practices, as noted by Organ (2018), have a positive effect on role-based employee assistance behavior, a specific form of OCB. Organizational justice, according to Organ (2014), can facilitate OCB among employees.

However, it's important to note that some factors may hinder OCB. For instance, the perception of high seniority can hinder employees' OCB, as found by Boiral *et al*. (2015), and can also have a negative impact on OCB, as suggested by Kim (2014). Additionally, employees' positive personality characteristics can influence their engagement in corporate citizenship behavior.

Carpenter *et al*. (2014) observed that groups can impact individual attitudes and behaviours. According to Vipraprastha *et al*. (2018), groups play an important role in encouraging self-directed behaviour, such as supporting others and fostering collective trust, both of which are important features of OCB.

Leadership within an organization can also impact OCB. Purwanto *et al*. (2021) suggested that "goodwill leadership" can influence employees' OCB positively. Ethical leadership, as highlighted by Purwanto (2022), plays a significant role in encouraging OCB. Moreover, the level of narcissistic personality traits in leaders can have varying effects on their own OCB, as discovered by Khan *et al*. (2020).

Researchers have investigated the relationship between workplace exclusion and employee OCB at the organisational level, discovering a strong negative association (Nurjanah *et al*., 2020). Furthermore, corporate social responsibility awareness has been shown to improve OCB (Purwanto *et al*., 2021).

2.4 Collectivism orientation
2.4.1 Concept of collectivism orientation
The concept of individualism and collectivism, as proposed by Hofstede in 1991, has gained significant attention in various fields, including sociology and psychology (Polderman *et al*., 2015). Collectivism, in particular, has been

shown to exert a substantial influence on human behavior (Tyng *et al*., 2017). Scholars have introduced the concept of collectivism tendency to further understand and study this phenomenon.

Here's a breakdown of the definitions and conceptual arrangements related to collectivism orientation by various scholars:

Zhang & Benyoucef (2016): Collectivism is defined as the degree to which individuals prioritize group goals (collectivism) over individual goals (individualism).

Hsiang *et al*. (2013): According to Triandis, collectivism involves individuals viewing themselves as integral parts of a collective. In situations where individual and organizational goals clash, collectivists prioritize organizational goals. They conform to group norms and emphasize the needs of the collective. Their work significance extends beyond personal gain, aiming to achieve the organization's goals and honors.

Ashford *et al*. (2016): Collectivism is seen as a social structure in which collective interests are deemed superior to individual interests. Collectivists prioritize the overall welfare and are willing to sacrifice personal interests for the collective's benefit when necessary.

Collectivism, as studied by scholars, encompasses several key aspects

Social Structure: Collectivism is a manifestation of social structure, indicating the closeness and cohesion among individuals within a group (Bruhn & Lowrey, 2012).

Spirit of Self-Sacrifice: Collectivism tends to involve a spirit of self-sacrifice. Individuals with collectivist tendencies in an organization prioritize the needs of others and the collective over personal interests. In conflicts between individual and group interests, collectivists prioritize safeguarding collective interests (Grossmann & Varnum, 2015).

Related to Feelings, Intentions, and Behaviors: Collectivist tendencies are closely linked to individual feelings, intentions, or actions. Individuals with collectivist tendencies often exhibit specific intentions and behaviors that align with the collective, even in challenging circumstances (Chadda & Deb, 2013).

These definitions and conceptual frameworks help shed light on the multifaceted nature of collectivism and its implications for individual and group behavior within organizations and society at large.

2.4.2 Relevant Research On Collectivism Orientation

Scholars have approached the concept of collectivism orientation by dividing it into various dimensions based on their specific research needs. Here's an overview of the dimension divisions of collectivism orientation by different authors:

One-Dimension Structure (Rhee *et al*., 2014): This approach simplifies collectivism orientation into a single dimension. An individual is categorized as either a collectivist or an individualist.

Two-Dimension Structure (Triandis, 1995): Triandis introduced a two-dimensional approach, dividing collectivism orientation into horizontal collectivism and vertical collectivism. Vertical collectivism encompasses aspects like power and achievement, while horizontal collectivism includes fairness and mercy.

Three-Dimension Structure (Miyamoto *et al*., 2018): This structure delves into beliefs, values, and codes of conduct to understand collectivism orientation.

Four-Dimension Structure (Triandis, 1995): Triandis expanded the framework to four dimensions by considering how individuals in a team view themselves. This categorization results in vertical collectivism, vertical individualism, horizontal collectivism, and horizontal individualism, each with eight entries.

In empirical analysis, many scholars often measure collectivism orientation as a single-dimensional concept, following Hofstede's (1980) approach. They use questionnaires with multiple questions to collect data from subjects, treating collectivism orientation as a unified concept. In this method, subjects are positioned along a spectrum between the poles of individualism and collectivism, reflecting their degree of orientation towards one or the other (Yu *et al*., 2021).

These different dimension structures provide researchers with flexibility in studying collectivism orientation, allowing them to choose the most suitable approach based on their research objectives and hypotheses.

3. Research design

The research design for this study primarily involved the use of a questionnaire survey to collect data. Here is an overview of the questionnaire design, selection of scales, and data collection process:

3.1. Design
3.1.1. Questionnaire Design
The questionnaire consisted of two parts
1. Basic information about the participants.
2. Scales for the four variables studied: Social Responsibility-Oriented Human Resource Management, Organisational Identity, Organisational Citizenship Behaviour, and Collectivism Orientation.

The Likert scale, ranging from "1" for "total nonconformity" to "5" for "complete conformity," was used for measurement.

3.1.2. Selection of Scales
Human Resource Management Scale for Social Responsibility: Shen and Zhu (2011) [83] created it, which includes three dimensions and a total of 13 items:
1. Human resources management in compliance with the law.
2. Management of human resources with an emphasis on employees.
3. Promoting Human Resources Management for General Social Responsibility.

Organizational Identity Scale: This widely-used and authoritative scale was compiled by Mael and Ashforth (1992). It is a single-dimensional scale with six items.

Organizational Citizenship Behavior Scale: The scale for measuring organizational citizenship behavior was developed by Indarti *et al*. (2017). It included two dimensions:
1. Challenging Organizational Citizenship.
2. Compliant Organizational Citizenship, comprising a total of 11 items.

3.1.3. Data Collection
The questionnaire procedure was utilised for data collection. The author distributed electronic questionnaires to family members, acquaintances, and classmates, and requested that

respondents share the survey with their social networks.

The survey targeted employees from various enterprises, institutions, or other organizations. Over a period of more than two months, a total of 475 questionnaires were collected. The collected questionnaires were then screened based on specific criteria, resulting in 372 valid questionnaires and an overall effective rate of 78.32%.

This research design allowed for the comprehensive investigation of the chosen variables and their relationships within the study population.

3.2. Research Assumptions
3.2.1. The Influence of Socially Responsible Human Resource Management on Employee Organisational Citizenship

Social identity theory posits that individuals tend to seek and perceive members of groups that enhance their self-esteem and self-perception (Tajfel and Turner, 2004). When a person belongs to a group with positive characteristics, such as higher social status or organizational prestige, they are inclined to maintain and enhance their membership in that group to boost their self-esteem and self-concept (Bombiak & Marciniuk-Kluska, 2019). Social responsibility-oriented human resource management (HRM) aligns with societal expectations of legal compliance, ethics, and corporate image. Implementing social responsibility-oriented HRM can lead to employees generating more value for the company, especially in organizations that exhibit positive characteristics relative to others. In such companies (Liu, 2018).

Two factors motivate employees to maintain high self-esteem and a positive self-concept, according to Zhou and Zheng (2023): the desire to reduce identity uncertainty and the aspiration to enhance their status. On one hand, when companies implement social responsibility-oriented HRM practises, employees develop higher self-esteem and a more positive self-concept. To reduce identity uncertainty, employees have a tendency to maintain self-esteem and a positive self-concept, thereby strengthening their sense of group membership within the organisation.

They achieve this by strengthening their perceptions of organizational membership, enhancing organizational self-esteem, and engaging in organizational citizenship behavior. These attitudes and behaviors heighten employees' "sense of existence" within the organization, thereby reducing perceived uncertainty regarding their group membership. On the other hand, employees are motivated to elevate their status and become part of higher-status groups. In employees' subjective evaluations, businesses that implement social responsibility-oriented HRM practices exhibit positive characteristics, positioning them favorably in terms of legal and moral attributes. This aligns with employees' expectations of organizations, satisfying their motivation to become members of high-ranking groups. Consequently, this leads to positive emotions, which, in turn, result in more favorable attitudes and behaviors, including organizational citizenship behavior (Cohen, 2014).

Based on these observations, the study proposes Hypothesis 1: Social responsibility-oriented human resource management has a positive impact on employees' organizational citizenship behavior.

3.2.2. The Impact of Social Responsibility Oriented Human Resource Management On Organizational Identity

Golja (2012) introduced the concept of social identity, which, when applied to organizations, refers to organizational identity. Organizational identity is the perception employees have of themselves in relation to the organization. It involves a sense of belonging and identity with the organization. When individuals categorize people, objects, and entities in the external world, they consciously recognize the distinctions between different companies. Employees attribute themselves to their company and take pride in the positive reputation it enjoys. In this context, employees engage in social categorization, where they classify their own company as an in-group and other companies as out-groups. When a company implements socially responsible human resource management (SRHRM), employees can perceive its positive attributes. Consequently, employees tend to emphasize the differences between groups, with internal groups being viewed as superior in implementing SRHRM. This results in positive self-evaluations, higher self-esteem, and a stronger identification with the organisation; employees identify with the organisation to which they belong.

The human resource management practises of an organisation have a significant effect on its employees (Albrecht *et al.*, 2015). Since SRHRM is fundamentally a human resource management activity, it has an impact on employees as well. Drawing from the research by Ahmad (2015)., organizational identity derives from three sources: organizational reputation, organizational commendation, and conceptual identity, all of which influence employees' organizational identity. According to social identity theory, social groups attribute positive or negative value connotations to individuals, influencing their identification with the group (Kramar, 2014). Companies that implement SRHRM tend to excel in safeguarding employee rights, promoting employee development, and caring for employees and their families. In such organizations, employees receive comprehensive care and recognition, leading to positive value connotations from the company, which, in turn, enhances their identification with the organization. In order to build a good self-concept and raise self-esteem, people also frequently group themselves with like-minded people (Stone *et al.*, 2015). The company's devotion to moral principles improves its standing and public perception, which raises employees' self-esteem within the company and deepens their affinity with it. Human resource management that is focused on social responsibility reflects a business philosophy that emphasises accountability to stakeholders, including employees, communities, the environment, and other stakeholders.

It imposes higher standards of ethics on organizational management, establishing a favorable image and garnering a positive social reputation, thus enhancing organizational identity (Al Khajeh, 2018).

Based on these findings, the study puts out Hypothesis 2, which states that social responsibility-focused human resource management enhances organisational identity.

3.2.3. The Impact of Organizational Identity on Organizational Citizenship Behavior

According to Chang *et al.* (2019), once people have a social identify with a certain group, they frequently have an innate

propensity to belong to that group. Individuals also have a tendency to back the group they connect with. Employees' understanding of their organisational membership deepens as they grow in organisational identification. They behave and make judgements in accordance with their organisational affiliation, going above and above to support the success of the organisation. The interests of the company are actively promoted, supported, and protected by the employees. Additionally, the adoption of social responsibility-oriented human resource management (SRHRM) promotes a favourable ethical climate within the business. Employees at these organisations uphold the corporate code of conduct and behave in an ethically sound manner, thus promoting organisational citizenship.

Altruistic behaviour among group members is significantly influenced by organisational identity. Strong organisational identification causes depersonalization in workers because they identify so deeply with the company (Azizollah *et al.*, 2014). These staff members actively participate in charitable deeds and keep a positive outlook on the company. According to Van Dick *et al.* (2006), people who have a strong sense of organisational identity are more inclined to act in ways that support those goals. To protect the interests of the organisation and increase its value, they voluntarily go above and beyond what is required of them in their roles. Organisational citizenship behaviour is the practise of acting in ways that go above and beyond one's assigned responsibilities to advance organisational development.

The strengthening of employees' organizational identity serves as a catalyst for stimulating their organizational citizenship behavior. As employees increasingly identify with the organization, they also come to appreciate and endorse the SRHRM practices and values conveyed by the organization. As a result, they show greater loyalty to the company. Highly devoted workers are more aware of the needs of the company and more likely to go above and beyond to meet those needs. The success of organisations nowadays depends on factors such as workers' organisational citizenship behaviour that add value to the company outside of the official structure. Loyal workers are more likely to exhibit organisational citizenship behaviour to advance the development of the company and contribute to its expansion. Based on these observations, the study proposes Hypothesis 3: Organizational identity has a positive impact on organizational citizenship behavior.

3.2.4. Mediating Role of Organizational Identity

Employees are motivated to take risks and actively engage in corporate citizenship behaviours by a variety of factors in addition to the responsibilities of their jobs. According to the social identity theory, when organisations employ practises for social responsibility-oriented human resource management (SRHRM), their reputation and standing in society are enhanced. Employees can improve their organisational identity, gain greater respect and recognition, and build a positive self-concept in such workplaces. Employees who have a strong organisational identity tend to identify strongly with the business and are aware of the advantages and career prospects it provides. They are willing to contribute significantly to the organization's success and uphold a high level of commitment to it. They actively carry out their work duties and exhibit organisational citizenship behaviours that advance the goals and development of the organisation.

How incentive systems for corporate social responsibility affect corporate citizenship behaviour has been a growing area of academic study. According to Huang and Wang (2016), a company's organisational citizenship behaviour is favourably influenced by its social duty to its employees. Using a multi-level analysis approach, Wu *et al.* (2016) discovered that, at the organisational level, socially responsible human resource management significantly affects employees' job performance and their engagement in external assistance behaviours, which is mediated by individual organisational identification.

Hypothesis 4 proposes, based on this body of research that organisational identity acts as a moderator between human resource management practises and corporate citizenship behaviour within the organisation. In other words, implementing social responsibility-oriented human resource management strengthens organisational identity, which influences and mediates workers' participation in corporate citizenship behaviours.

3.2.5. The Regulating Role of Collectivism Orientation

Collectivism orientation exerts a significant influence on employees' attitudes and behaviors, as documented in previous research (Buil *et al.*, 2016). In this study, collectivism orientation is used as a moderating variable to investigate whether it plays a role in shaping employee organizational citizenship behavior. Collectivism orientation is defined as a social structure reflecting the inclination of group members to closely associate themselves with the group.

Employees with low collectivism orientation tend to prioritize their individual interests, and their behavior is primarily driven by personal preferences (Organ, 2018). Conversely, highly collectivist individuals attach greater significance to the social units they belong to, such as family, community, or workplace (Luu, 2017).

On the other hand, highly collectivist-oriented employees identify more closely with the organization, emphasizing their group membership. In this context, depersonalization becomes more pronounced, as employees prefer to align their behavior with the typical norms exhibited by organizational members in order to advance the organization's interests. They hold themselves to higher standards, particularly in areas that contribute to the efficient functioning of the organization. They willingly engage in altruistic behaviors beneficial to the organization, even when such behaviors are not formally mandated by the organization, thereby exhibiting organizational citizenship.

In summary, corporate social responsibility-oriented human resource management practices create specific organizational norms within the company. As employees develop a strong sense of organizational identity, their group membership within the organization becomes more prominent. Consequently, collectivism orientation regulates employees' behavioral decisions in line with these organizational norms and group affiliations.

This leads to Hypothesis 5, which states that collectivism orientation has a positive moderating influence between socially responsible human resource management and organisational citizenship behaviour. In addition, Hypothesis 6 proposes that collectivism orientation has a positive moderating effect on organisational identity and organisational citizenship behaviour.

3.3. Descriptive Statistical Analysis

In this study, we employed SPSS 25.0 software to conduct a descriptive analysis of our sample's demographic structure. In terms of gender, our sample consisted of 44.1% men and 55.9% women, indicating a slightly higher representation of women. Regarding participants' tenure in their current organizations, 135 employees (36.3%) reported working for 1-3 years, while 23.9% had been with their organizations for 3-5 years, and 22.8% had less than 1 year of experience.

Additionally, 24 participants (6.5% of the total sample) had a tenure of over 10 years, suggesting a wide distribution of working years within our sample, enhancing its representativeness. When examining job positions, nearly half of the participants were in general staff roles (47.8%), while the number of senior managers was the smallest, accounting for 11.0%. This distribution aligns with the expected pattern of fewer individuals holding higher-level job positions.

Table 1: 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 management	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

4. Hypothesis Testing and Findings

In this research, gender's impact on each major variable was assessed using independent sample T-tests, while demographic variables other than gender were analyzed using one-way ANOVA. When conducting one-way ANOVA, descriptive statistics were calculated to determine the mean and standard deviation of the demographic variables. Additionally, a variance homogeneity test was performed to assess the equality of variances among different groups.

Subsequently, F-statistics results were examined. Following this, post hoc comparisons were conducted to explore the specific effects of each defined group on the major variables within each demographic variable category. Multiple comparisons were carried out using established methods like the Scheffe and Tamhane techniques. The findings of these multiple comparisons were then succinctly summarized in tabular form for ease of interpretation and reference.

4.1 Varibles
4.1.1 Gender Impact on Main Variables

Table 2: 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 shown in Table 2, gender exhibits a significant influence on organizational identity and organizational citizenship behavior, while it does not significantly impact social responsibility-oriented human resources management and collectivism-oriented variables. Specifically, men tend to have a significantly higher level of organizational identity compared to women. This difference might be attributed to the overall workplace dynamics where women may

experience less recognition and appreciation than their male counterparts. Furthermore, the data indicates that men exhibit a higher degree of organizational citizenship behavior than women. This could be due to men being more actively engaged in their work, possessing a better understanding of organizational needs, and taking proactive steps to fulfill them.

4.1.2 Impact of Working Years on Main Variables

Table 3: Effect of Working Years on Main Variables

Test Variables	Work life	N	mean value	standard deviation	Levene Statistic	One-way ANOVAF	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 identification	Less than 1 year (A)	85	4.124	0.582	2.816*	0.876	N.S.	N.S.
	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				
	More than 10 years (E)	24	3.428	1.211				
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 presented in Table 3, the impact of working years on social responsibility-oriented human resources management, organizational identity, and organizational citizenship behavior does not exhibit significant differences. However, there is a notable difference in the case of collectivism orientation. Specifically, employees who have worked in our unit for 3-5 years and 5-10 years tend to demonstrate higher levels of collectivism orientation compared to those with 1-3 years of experience in our unit. This variation may be attributed to the fact that individuals with 3-5 years and 5-10 years of tenure have developed deeper emotional connections with the organization and place a greater emphasis on the overall development of the organization than their counterparts with 1-3 years of experience.

4.1.3 Impact of Job Positions on Key Variables

Table 4: Impact of Job Positions on Key Variables

Test Variables	Work life	N	mean value	standard deviation	Levene Statistic	One-way ANOVAF	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*	N.S.	N.S.
	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	N.S.	N.S.
	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 4 shows how job positions affect the primary variables. Significant disparities exist between job positions in terms of social responsibility-oriented human resource management and organisational identity. In particular, grassroots managers had significantly higher perceptions of socially responsible human resource management than ordinary employees. This distinction may be attributed to grassroots managers' more complete and in-depth grasp of the organization's human resource management practises as a result of their roles. Furthermore, grassroots managers, middle managers, and senior managers have a stronger organisational identity than ordinary employees, probably because managers have a higher rank and are more respected within the organisation.

4.2. Reliability and validity analysis
4.2.1. Reliability Analysis
The consistency and stability of measuring results are referred to as reliability. Cronbach's coefficient is a regularly used criterion in academic research to determine the reliability of a scale. A score more than 0.7 is generally deemed satisfactory, whereas a value less than 0.7 indicates that the reliability may be insufficient.
In this study, the reliability of each variable was analyzed using SPSS25.0 software, and the results are presented in Table 5.

Table 5: 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 5 reveals that the Cronbach's alpha coefficient for social responsibility human resource management is 0.956, indicating high credibility and reliability. Similarly, organizational citizenship behavior demonstrates strong reliability with a Cronbach's alpha of 0.957, exceeding the 0.9 threshold and signifying excellent reliability. The collectivism variable also maintains good credibility with a Cronbach factor of 0.824.
These findings affirm that the four variables in corporate social responsibility-oriented human resource management exhibit high reliability, aligning with the standards typically observed in reliability tests within the field of business management research.

4.2.2 Validity Analysis
Scale validity is essential for ensuring measurement accuracy. This study evaluates the validity of content, convergence, and discrimination.

1. Content Validity: This study utilizes well-established scales for measuring major variables. These scales have a strong track record of usage in academic research and have been repeatedly validated by scholars, establishing their robust content validity.
2. Convergence Validity: To assess convergence validity, Mplus 7.0 software is employed to conduct a confirmatory factor analysis (CFA). The assessment criteria include:
Factor Loadings: Factor loadings exceeding 0.7 indicate a robust relationship between items and their intended constructs, affirming effective convergence.
Average Variance Extracted (AVE): An AVE surpassing 0.5 indicates that over 50% of the variance in observed variables is explained by their underlying constructs, demonstrating effective convergence.
Composite Reliability (CR): A CR greater than 0.7 signifies that the observed variables reliably measure the underlying construct, supporting convergent validity.

Correlations Between Constructs: Construct correlations should be moderate, indicating distinct yet related constructs. The evaluation of model fit and convergence validity in this study is based on several key indicators:

A. χ^2/df: This index assesses the goodness of fit, where a value less than 3 is considered indicative of good model fit, while values between 3 and 5 are generally acceptable.

B. RMSEA and SRMR: These two indicators examine model fit. Values less than 0.08 for both RMSEA and SRMR suggest a well-fitting model.

C. CFI and TLI: The Comparative Fit Index (CFI) and Tucker-Lewis Index (TLI) assess model fit. Values greater than 0.8 indicate acceptable model fit, while values exceeding 0.9 indicate even better model fit.

For convergence validity, the factor loading values for each item of a variable should surpass 0.5, affirming the strength of the relationship between observed variables and their underlying constructs. You can refer to the inspection results in Table 5 for a comprehensive evaluation of these indicators.

Table 6: 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 6 provides an overview of the convergence validity results for the major variables. Organizational identity and collectivism orientation demonstrate good convergence validity, with all indicators meeting the requirements effectively.

However, for social responsibility-oriented human resource management, the χ^2/df ratio is 3.92, slightly exceeding the desired threshold of 3. Additionally, the RMSEA value is slightly above 0.08. Nevertheless, other indicators exhibit satisfactory results, and the factor loadings for each item are greater than 0.717.

Regarding organizational citizenship behavior, the χ^2/df ratio is 4.46, and the RMSEA value is 0.096. Despite these slight deviations, other indicators display strong results, with factor loadings for each item exceeding 0.796. Consequently, the convergence efficiency for this variable is deemed acceptable. In summary, the variables in this study generally demonstrate good convergence validity.

Discriminant validity is assessed through confirmatory factor analysis using Mplus 7.0 software. Variables are organized based on different factor structures, and the best factor structure is determined through the test results. You can refer to the detailed inspection results in Table 6 for further insights.

Table 7: Distinguishing ViMiry 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

Table 7 reveals that among the tested factor models, only the four-factor model satisfies the criteria for discriminant validity, and it outperforms other models. This indicates that the validity of the variables in your study is robust and aligns with the proposed factor structure.

4.3 Hypothesis Testing

A. Regression coefficient β and corresponding P value: You're correctly using the p-value to assess the significance of your regression coefficients, and you've specified common significance levels (0.1%, 1%, and 5%) to determine the confidence level.

B. R2 and ΔR2: R2 is a crucial measure of how well your regression equation explains the variance in the dependent variable, and ΔR2 is used to assess whether adding additional independent variables improves the

model's explanatory power.

C. F value and corresponding P value: You're correctly using the F-test to evaluate the overall significance of your regression model, with a significant p-value indicating the model's validity.

By employing these statistical methods and criteria, you'll be able to rigorously analyze the relationships between your variables and assess the overall fit and explanatory power of your regression models. This approach will provide a robust foundation for drawing conclusions from your research.

4.3.1. Regression analysis on the relationship between corporate employees

This research uses the hierarchical regression method. Model 1 is the control variable, and the second is model 2.

Table 8: 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).

From the analysis of Table 8, several important findings emerge:

Control Variables (Model 1)
Among the control variables, "working years" is notably significant in its impact on corporate citizenship behavior within enterprises, explaining 3.7% of the variance.

Social Responsibility-Oriented HRM (Model 2)
In Model 2, which introduces corporate social responsibility-oriented human resource management (HRM) as an independent variable, it is evident that this HRM approach has a significant positive effect on corporate citizenship behavior ($\beta=0.245$, P<0.001).
The regression equation in Model 2 explains 9.6% of the variance in corporate citizenship behavior, which is an improvement of 5.9 percentage points compared to Model 1. These results demonstrate that corporate social responsibility-based human resource management has a substantial and positive impact on corporate citizenship behavior within organizations. The finding suggests that organizations that adopt HRM practices focused on social responsibility are more likely to see enhanced corporate citizenship behavior among their employees.

4.3.2 Regression Analysis of the Positioning of HRM Corporate Social Responsibility
Moreover, this study employs two distinct variables, namely corporate social responsibility and corporate identity. Mode 3 adds only control variables, whereas Mode 4 adds human resource management based on social responsibility. The outcomes are displayed in Table 8.

Table 9: 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).

In Model 3, the control variable "working years" demonstrates a significant impact on organizational identity within the company.
Model 4 introduces corporate social responsibility-based human resource management (CSR-HRM) as an independent variable and reveals that it has a significant positive effect on employees' organizational identity ($\beta=0.185$, p<0.001).
Compared to Model 3, Model 4 provides a better explanatory power for organizational identity, with an increase of 3.4 percentage points, reaching a total of 15%. This result supports Hypothesis 2 (H2), confirming that CSR-based HRM positively influences employees' organizational identity.

4.3.3 Regression Analysis of Organizational Identity On Organizational Citizenship Behavior
In the analysis of the effect of organisational identity on organisational citizenship behaviour, the dependent variable is organisational citizenship behaviour and two sets of models are developed.

Table 10: 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 10, the F value is prominent within the model, indicating its suitability for analysis. Model 5 demonstrates the influence of employees' years of service on their organizational citizenship behavior. When organizational identity is introduced in Model 6, it becomes evident that their years of service significantly impact organizational citizenship behavior in a positive manner (β=0.170, P<0.01). Model 6 exhibits an explanatory power of 6.3%, an improvement over the 2.6% explanatory power of Model 5. This confirms H3.

4.3.4 Mediating Effect of Organizational Identity

Table 11: 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 shown in Table 11, the F-values for each model are significant, and the regression coefficients have been tested accordingly. The three stages outlined below are:
Independent Variables and the Mediator Variable:
In Model 7, the introduction of social responsibility-oriented HRM lead to a regression analysis on organisational identification, the mediator variable. Socially responsible HRM was found to have a significant positive effect on organisational identification (β =0.185, P<0.001).

Examination of Independent Variables on Dependent Variables
This research considers corporate social responsibility-based human resource management as the core and examines its influence on corporate citizenship behavior as the dependent variable. In Model 8, it is evident that social responsibility-oriented HRM has a significant impact (e.g., β =0.245, P<0.001).
Analysis of the Relationship between Independent Variables and Mediator Variables:
In Model 9, organizational identity is shown to have a significant positive impact on organizational citizenship behavior (β =0.124, P<0.05). Although the effect of social responsibility-oriented HRM on organizational identity remains significant (β =0.222, P<0.001), its impact diminishes. The R2 value increases from 9.6% to 10.9%, indicating that the regression equation provides a better explanation for the dependent variable.
In conclusion, this study suggests the presence of a mediating effect between corporate social responsibility-oriented human resource management and corporate citizenship behavior through organizational identity.
To further validate the mediating effect of organisational identity, we investigated its indirect effect using Mplus 7.0. The testing criterion is as follows: if the indirect effect of the mediating variable does not contain 0 within the acceptable credible range, then the mediating variable clearly demonstrates a mediating effect. The results indicate that the indirect effect of CSR-oriented human resource management on corporate citizenship behaviour via organisational identification is 0.025, with a standard deviation of 0.011. The confidence interval (CI) for 95% ranges from 0.006 to 0.053. This lends credence to the existence of a mediating effect.

4.3.5. The Regulating Role of Collectivism Orientation

Table 12: Testing Results of Collectivist-Oriented Adjustment

Variable	Organizational Citizenship				
	Model X	Model XI	Model XII	Model XIII	Model X IV
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).

Table 12 demonstrates that both corporate-oriented and collectivist-oriented HR have positive effects on corporate citizenship behaviour ($\beta=0.266$, $P<0.001$; $\beta=0.219$, $P<0.001$). Model 12 reveals, however, that the interaction between these two variables is not significant ($= 0.012$, $P > 0.05$). Consequently, Hypothesis 5 has not been supported. Model 14 demonstrates that organisational identity, collectivist orientation, and their interaction positively influence organisational citizenship behaviour ($\beta=0.109$, $P<0.05$; $\beta=0.183$, $P<0.01$; $\beta=0.168$, $P<0.01$). Thus, collectivism orientation moderates the relationship between organisational identity and organisational citizenship behaviour substantially, confirming Hypothesis 6.

In order to clarify the moderating influence of collectivism orientation, Figure 4-1 presents a moderation effect diagram. When collectivism orientation is low, the slope of the influence of organisational identity on organisational citizenship behaviour is negative. When collectivism orientation is high, organisational identity exerts a positive influence on organisational citizenship behaviour. This indicates that alterations in collectivism orientation modify the effect of organisational identity on organisational citizenship behaviour. Therefore, collectivism orientation moderates positively the effect of organisational identity on organisational citizenship behaviour.
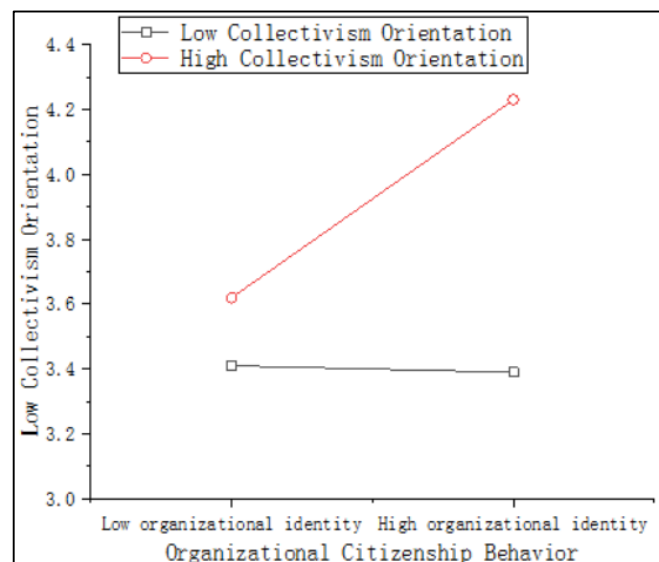

Fig 1

4.4. Result of research

The findings indicate that there is no correlation between socially responsible human resource management and corporate citizenship behaviour. This suggests that social responsibility has little effect on the corporate citizenship behaviour of organisations, regardless of the degree of collectivism of their employees. This study offers numerous insights:

1. Collective Guidance and Conflict of Interests: Numerous academics argue that collective guidance has a significant impact on individual behaviour, particularly when there is a conflict between individual and group interests. Those with a strong sense of collectivism prioritise the collective welfare over their own interests,

whereas those with a weaker sense of collectivism are more self-centered. This demonstrates the effect of collective regulation on individual actions. When there is no conflict between individual and group interests, however, the collective supervisory effect is diminished.

2. Impact of Socially Responsible Human Resource Management: This research proposes that socially responsible human resource management can affect employees' organisational citizenship behaviour. This effect works by enhancing employees' self-esteem and self-awareness through mechanisms. Individuals are driven to "reduce uncertainty of identity" by developing their relationship with the organisation, keeping high self-esteem, and having a positive self-concept. This motive motivates them to practise organisational citizenship. Notably, there are no conflicts of interest between the employee and the corporation in this behaviour.

3. Organisational Identity's Role: Organisational identity is critical in encouraging organisational citizenship behaviour. It inspires employees to support the organisation, promotes altruism, and increases loyalty. In this process, employees often encounter conflicts between their individual interests and the organization's interests, highlighting the collective regulatory function. For example, employees who identify strongly with their organization are more likely to engage in organizational citizenship behavior to protect their collective interests. Conversely, employees with lower collectivism tendencies may prioritize their individual interests, preferences, and needs over exhibiting organizational citizenship behavior. Therefore, collectivism tendencies can effectively regulate corporate citizenship behavior through the mediation of organizational identity.

5. Conclusion
This research proposes a theoretical framework based on social identity theory to examine employee behaviour after methodically examining many areas of human resource management, organisational identity, organisational citizenship behaviour, and collectivism. The following key findings from the study's empirical analysis are listed in Table 5-1:

Summary of Hypothesis Testing Results (Table 5-1)
Hypothesis 1: Supported
Hypothesis 2: Supported
Hypothesis 3: Supported
Hypothesis 4: Partially Supported
Hypothesis 5: Not Supported
Hypothesis 6: Supported

5.1.1 The Role of HRM in Enterprise Organization:
A more favourable social appraisal and better conformity with public expectations are linked to the adoption of a human resource management model that emphasises social responsibility. Employees who work for organisations that use this strategy typically have higher levels of self-confidence and self-esteem. Employees frequently engage in more corporate-related civic behaviours to strengthen their group membership status or boost their self-identity in order to preserve their self-esteem and positive self-concept. Employees also take pride in the organization's dedication to social responsibility through human resources management.

The effects of CSR-based human resource management on corporate citizenship behaviour are supported by empirical data.

5.1.2. The Role of HRM in the Enterprise
Companies that practise socially responsible human resource management not only follow the rules and regulations that control employee rights and interests, but they also genuinely protect such rights and interests while providing more compassionate services. They contribute to social responsibility by, for example, safeguarding the environment and instilling a sense of belonging among employees. Employees who align with the company's values and ideals tend to establish a more positive self-concept in such organisations, making it easier for them to develop a strong organisational identity. This research also supports the favourable impact of socially responsible human resource management on business identity.

5.1.3 Positive Effect of Corporate Identity on Corporate Citizenship:
Employees with higher organisational identification are more likely to endorse and engage in behaviours that are consistent with their group membership. Human resource management that emphasises social responsibility fosters a "high ethical" environment, gently influencing employees' ethical behaviour towards the organisation. Employees that have a strong organisational identity prioritise the interests of the organisation, support its aims, and actively participate in organisational citizenship activities. High organisational identity also generates higher employee commitment to the company, leading them to see the company's growth as their personal duty. Even in the absence of official organisational mandates, these devoted employees are more likely to work tirelessly to progress the company and engage in organisational citizenship behaviour willingly. According to the research, organisational identity has a favourable impact on corporate citizenship behaviour.

5.1.4. The Role of Organizational Identification as an Intermediary
When a company adopts socially responsible HRM, employees often take pride in the company's positive social image, leading to increased self-esteem and the establishment of a positive self-concept. Organizational identity serves as a bridge connecting employees with the company, motivating them to contribute to the company's development. Organizational identity goes beyond formal organizational structures, reinforcing employees' sense of belonging and engagement.

Overall, this study provides valuable insights into the relationships between human resource management, organizational identity, organizational citizenship behavior, and collectivism within the context of corporate social responsibility. It highlights the importance of social identity theory in understanding employee behavior and emphasizes the positive impact of socially responsible HRM on corporate citizenship. Additionally, the study sheds light on the significant role of organizational identity in fostering corporate citizenship behavior.

6. Limitations
While this thesis has relied on an extensive review of literature and applied social identity theory to construct

hypotheses rigorously, it is essential to acknowledge its limitations. The paper also looks ahead to future research opportunities in the field of human resource management and corporate citizenship behavior, particularly focusing on corporate social responsibility.

1. Time Frame of Study: The research conducted in this study was confined to a specific period, and the implementation of HR management based on social responsibility might have varying effects on employee behavior over time. To address this limitation, future research could employ longitudinal studies, conducting multiple surveys over extended durations to capture the evolving impact of corporate social responsibility on corporate citizenship behavior more accurately.

2. Single-Source Data: This study relied on questionnaires completed by the same group of subjects, which can introduce common method bias or mono-method bias. To enhance the robustness of future research, data collection from diverse sources, including employees, managers, and objective performance measures, should be considered.

Future Research Prospects

1. Multilevel Analysis: Future research should adopt a multilevel approach to examine the influence of corporate social responsibility-oriented human resource management at different organizational levels. Investigating individual, team, and organizational levels will provide a comprehensive understanding of how CSR practices impact employee behavior within distinct organizational contexts.

2. Longitudinal Studies: Conducting longitudinal studies spanning multiple years will enable researchers to monitor the dynamic relationship between corporate social responsibility-oriented HR management and corporate citizenship behavior, offering insights into how these relationships evolve over time.

3. Diverse Research Profiles: Future research can explore the influence of corporate and group dynamics on individual behavior by investigating various profiles, such as team dynamics, organizational culture, or leader-employee interactions. This approach will broaden the research perspective and contribute to a more comprehensive understanding of the impact of enterprises and groups on individual behavior from multiple levels.

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