

Corporate social responsibility, organizational culture and employee burnout of garment enterprises: Inputs to strategic HRM framework

Li, Ling ✉

Graduate School, Lyceum of the Philippines University - Batangas, Philippines (2771437286@qq.com)



ISSN: 2243-7770
Online ISSN: 2243-7789

Received: 18 June 2023

Revised: 20 July 2023

Accepted: 24 July 2023

OPEN ACCESS

Available Online: 15 August 2023

DOI: 10.5861/ijrsm.2023.1040

Abstract

This paper identified corporate social responsibility, organizational culture and employee burnout experiences in garment industry in China. This also tested if there were significant relationship among corporate social responsibility, organizational culture and burn out of employees in garment enterprise Liaoning Province. Finally based on the research results, a framework for human resource management is constructed. The researcher used descriptive method using survey questionnaire in gathering data. This paper analyzed the data collected from the questionnaire of employees from garments industries in Zhejiang, Guandong and Jiangxi province of China. It utilized the quantitative analysis method and conducts multivariate statistical analysis based on SPSS software on the data content of the questionnaire feedback, including descriptive analysis, regression analysis, correlation analysis, etc., to determine the relationship between the variables. Research shows the better the practice of corporate social responsibilities, the better the organizational culture. There is also a significant positive correlation between the corporate social responsibility and burnout as well as a positive correlation between organizational culture and burnout.

Keywords: corporate social responsibility, organizational culture, burn out, garment industries

Corporate social responsibility, organizational culture and employee burnout of garment enterprises: Inputs to strategic HRM framework

1. Introduction

Staying in the business is very crucial, and one of the most important factors to consider to be competitive is how to handle your human capital. Strategic Human Resource Management is helping connect people with the organizational goals. The Human Resource department is mandated to link the most valuable assets of the organization with the strategic direction of the company. It helps create a competitive advantage and helps people adapt to the organization's culture. It is important in building a balanced workplace that allows for changes and it also helps in the development of employee engagement. Business sustainability also means fulfilling the moral obligations of the business by involving itself with commitments and activities that contribute to and help improve the condition of the society, the community and the environment.

Social aspects of sustainability, including working conditions and labor rights, are of increasing interest in academic research on global production networks, global value chains and supply chain management in the apparel industry. Although the sector provides valuable employment opportunities to large numbers of low-income workers worldwide, it is also frequently associated with poor working conditions and labor crises, especially in labor-intensive garment manufacturing operations in lower labor cost countries. To reduce its negative social impact in terms of worker exploitation, the apparel industry is increasingly engaging in corporate social responsibility (CSR) initiatives on a global scale, some of which are related to decent work. Decent work was first introduced by Juan Somavia, the Director-General of the International Labor Organization (ILO). China, as the largest textile and apparel manufacturer and trader in the world, employs more than 10 million workers.

Corporate social responsibility, while it doesn't have a universal definition, is a concept that has developed an emerging prevalence around the globe. It said that business is as old as the human civilization; conversely, corporate social responsibility is an evolving term that does not have a standard definition. Yet with the understanding that businesses play a key role in job creation in society and in addressing stakeholder expectations, corporate social responsibility is generally understood to be the private sector's way of integrating compliance with economic, environmental and social imperatives with the imperatives of their own business activities. Corporate social responsibility can be a long-term strategic asset that enhances reputation and brand image. As such, it can lead to customer loyalty and repeat sales and, in some industries, premium prices. Originally thought to only support a differentiation strategy, we now see corporate social responsibility prominently reported by low-cost-leader companies in business-to-business and commodity industries (Le, 2022).

Recent research has investigated potential pathways tying organizational culture to management efficiency and showed that organizational culture can predict inventive activity and consumer satisfaction (Nguyen, Siengthai, Swierczek & Bamel, 2019). Deal and Kennedy (1982) believed that organizational culture is the sum of the values and norms of behavior of every employee in an organization, as well as the synthesis of the organization's environment and cultural network. Moreover, (Kenny, 2012), asserted that it has always been considered to have deep impact and importance on the variety of organizational process, employees and its performance and an important element to unify various company cultures in the corporate group structure.

Mahoney et al. (2020) cited that employees experiencing burnout lose the capacity to provide the intense contributions that make an impact. If they continue working, the result is more like smoldering – uneventful and inconsequential – than burning. From their own perspective or that of others, they accomplish less. In summary, the metaphor describes the exhaustion of employees' capacity to maintain an intense involvement that has a meaningful impact at work. Nearly half (46%) of HR leaders say employee burnout causes up to 50% of annual

turnover as cited (Mahoney, Lea, Schumann & Jillson, 2020).

After its accession to WTO in 2002, China garments and cloth exports to UK, US and EU markets increased enormously reaching US\$78.8 billion in 2003, which represents about 18 percent of China total garment export. In the first half of the 2004, the Chinese total textiles growth stood at US\$25.96 billion increasing 21 percent. The main markets for these exports are UK, US, South Korea and EU countries. Other than UK, China is also overtaking US market. For example, in 2005 China clothing jumped by 245 percent in Seattle alone. Today China accounts for about 17 percent of the global textiles sales, which according to expert can rise up to 50 percent if measures are not taken against it. It is true that Chinese garment industry style and design may not par with EU countries, however the Chinese share is predicted to rise in US by 50 percent from 16 percent, while in EU it will reach 18 percent from 11 percent. In 2003 to meet the growing demand China imported 870,000 tons of cotton worth US\$1.169 billion.

The sustainable fashion movement is taking the fashion and apparel industry by storm, as people around the world are increasingly conscious of the environmental impacts of their consumption habits. The sustainable fashion trend is also beginning to take root in China, driven by young, urban, and increasingly environmentally conscious consumers. The Chinese government is taking steps to reduce waste and pollution in the country, while promoting green business practices across industries. There is a pressing need for greater sustainability in China's fashion and apparel industry. Currently, the vast majority of apparel in China is not recycled after use, whether through the secondhand market or re-use of materials. About 26 million tons of clothes in China are thrown away per year, and less than one percent of them are reused or recycled. Although there are many studies of the relationship of corporate social responsibility, organizational culture and burnout, to our knowledge, no integrative review has been done about the relationship between the constructs of corporate social responsibility, organizational culture and burnout in the garment industry. Through the integrative synthesis, this research could contribute to the literature by not only documenting the current level of experiences of garment enterprises but also by developing a strategic human resource management framework.

Objectives of the Study - This study examined the causal relationship of garments industries corporate social responsibility, organizational culture and employee burn out that will serve as basis for developing human resource management framework. Specifically, it described the corporate responsibility of garments enterprises in terms of environmental, ethical, legal and economic responsibility; described organizational culture in terms of achieve goals, teamwork, customer orientation and cultural strength and determined the respondent's degree of likelihood burnout in terms of in terms of emotional exhaustion, depersonalization, and personal accomplishment. This paper also studied the relationships of corporate social responsibility, organizational culture and burn out of employees in garment industries in Zhejiang, Guandong and Jiangxi province of China and developed strategic human resource framework for further promoting the growth and development of garment industries in China.

2. Methods

Research Design - This study employed the research methods of normative analysis and empirical analysis, lays a theoretical foundation and research framework through literature analysis, and then collects data through questionnaire survey. The needed data were collected through the online questionnaire platform "Questionnaire Star". From the perspective of research content, the first is the definition of theoretical basis and variables, the second is the collection of data, namely design and implementation, and the last is descriptive analysis, correlation analysis and regression analysis. This research adopted a combination of normative and empirical methods, mainly including the following methods: literature research method, literature research method, through reading literature, to find out the current gaps regarding the existing research, and determine the research ideas of the paper. The results of the questionnaire were summarized through the form of online distribution. Using the quantitative analysis method, researchers conducted multivariate statistical analysis on the data content of questionnaire feedback based on SPSS software, including descriptive analysis, correlation analysis and

regression analysis. The quantitative analysis results were organically combined to form the mechanism framework of influencing employees' career success.

Participants of the Study - The researcher distributed 300 questionnaires to the target respondents who are employees of garment enterprises operating mainly in Zhejiang, Guangdong and Jiangxi province of China, the top five garment industries in each province. The selection of the respondents was done using stratified random sampling.

Data Gathering Instrument - In this study, data were collected using a modified questionnaire and measured by Likert 4 scale. The first part is to investigate the personal information of the respondents. The second part is about corporate social responsibility, including four dimensions, such as environmental, ethical, legal and economic the third part is organizational culture, including achieve goals, teamwork, customer orientation and cultural strength. The fourth part is burnt out of employee, including emotional, depersonalization and personal accomplishment. After the preliminary design of the questionnaire was completed, twenty experts were invited to conduct a pre-test of the questionnaire, which further improved the questionnaire structure and language expression. The pre-test of the questionnaire shows that the Cronbach's α and CR values of each variable are both higher than 0.7, indicating that the scale has good reliability. After the questionnaire was confirmed, researcher prepared a letter of intent as a request by the researcher to collect data from the respondents.

Data Gathering Procedure - The stratified sampling method was used to sample the survey objects. Before the formal investigation, the initial questionnaires have been distributed in a small scope for test of reliability, and the questionnaires have been distributed online through the Questionnaire Star research platform for pre-survey. The preview results have been presented to the thesis advisor, who approved the content of the final questionnaire. After the questionnaire was finalized, the questionnaire was distributed online through wechat and email, and the collected data were checked, statistically treated, tabulated and summarized. The results were then interpreted and analyzed.

Ethical Considerations - Ethical considerations will be practiced in the conduct of the research work to warrant that every information gathered are used for research purposes only to maintain the quality and integrity of the research. The researcher sent anonymous questionnaires through an online platform to ensure confidentiality and anonymity of the respondents, who were not asked to provide their names when answering the questionnaire. The researcher also ensured that the respondents voluntarily answer the questionnaires according to their will.

Data Analysis - Weighted mean and rank were used to describe the corporate responsibility of garments enterprises in terms of environmental, ethical, legal and economic responsibility; to describe organizational culture in terms of achieve goals, teamwork, customer orientation and cultural strength; and to determine the respondent's degree of likelihood burnout in terms of emotional exhaustion, depersonalization, and personal accomplishment. The result of Shapiro-Wilk Test showed that p-values of all variables were less than 0.05 which means that the data set was not normally distributed. Therefore, Spearman rho was used to test the significant relationship as part of the non-parametric tests. All analyzes were performed using SPSS version 28.

3. Results and Discussion

Table 1 shown the respondents agreed that garments enterprise practice corporate social responsibility in all dimensions, with a composite mean of 3.45. The business community is confronted with a great deal of challenges and opportunities. Being part of the social order and as society expects, businesses are prodded, asked or encouraged to improve their business practices in ways that respect ethical values, people, communities and the environment. The normative stakeholder theory in CSR which draws its philosophy from Ethics, affirms that business corporations are "morally" responsible to look after the concerns of a larger group of stake holders which could include owners, customers, vendors, employees and community rather than its stockholders i.e. the

owners of the business alone (Rodin 2005 pp561). The concepts of business ethics and social responsibility have distinct identities. Yet, they are often used to refer to the same argument or code. The term business ethics is supposed to be “a combination of two very familiar words, namely business and ethics” (Dimitriades, 2007).

Table 1*Assessment of Transformational Leadership*

Indicators	Weighted Mean	Verbal Interpretation	Rank
1. Environmental Responsibility	3.34	Agree	4
2. Ethical Responsibility	3.48	Agree	2
3. Legal Responsibility	3.54	Strongly Agree	1
4. Economic Responsibility	3.43	Agree	3
Composite Mean	3.45	Agree	

Table 2*Organizational Culture*

Indicators	Weighted Mean	Verbal Interpretation	Rank
Managing Change	2.92	Agree	5
Achieve Goals	3.23	Agree	3
Teamwork	3.17	Agree	4
Customer Orientation	3.29	Agree	1
Cultural Strength	3.28	Agree	2
Composite Mean	3.18	Agree	

Showing the tables of organizational culture with a composite mean of 3.18 and verbal interpretation of agree which shows that customers orientation is that aspect that highly manifest the organizational culture, how they performed their respective work and how it is perceived by their customers result to greater profitability and productivity. The profitability of an organization can be significantly impacted by management that lacks a strong organizational culture (Shahzad, et al., 2012). The existence of an organization is at risk if the organizational culture is poor, as people of the organization may have diverse values and views, which may conflict with the management's priorities (Eaton & Kilby, 2015). There is a problem for employees to identify the principles of the firm and build the right business procedure to achieve organizational goals in a week corporate culture, In the absence of effective communication and clear leadership guidance, workers with a weak organizational culture may conduct in a way that is contradictory with the organization's goals, according to Flamholtz and Randle (2012).

Table 3*Burnout*

Indicators	Weighted Mean	Verbal Interpretation	Rank
Emotional Exhaustion	2.20	Disagree	3
Depersonalization	2.62	Agree	2
Personal Accomplishment	3.25	Agree	1
Composite Mean	2.69	Agree	

Table shown the employees of garment industries experience burnout on personal accomplishment and depersonalization dimensions, and disagree with emotional exhaustion with a composite mean of 2.69. They share that they often felt personal accomplishment and depersonalization. They confer that they can deal with their emotional problems calmly, have a feeling of being encouraged, felt that they are positive influence on others, deal very effectively with the problems of their co-workers, and they often easily understand how their co-workers feel about things. The computed composite mean manifests that the employees are not experiencing burnout.

Table 4 demonstrates the relationship between corporate social responsibility and organizational culture. It shows that the computed r-values indicate a moderate direct / indirect correlation, and the resulted p-values were less than 0.01 alpha level. This means that there was a significant relationship exists. Furthermore, this clarifies

that the more burnout as to emotional exhaustion and depersonalization it has an effect on the work life balance as to work interference with personal life and personal life interference with work, while the less burnout as to emotional exhaustion and depersonalization, the better the work life balance as to work / personal life enhancement. Meanwhile, the less burnout on personal accomplishment, the better is their work life balance in terms of work interference with personal life and personal life interference with work while, the more burnout on personal accomplishment, it influences the work life balance as to work / personal life enhancement.

Table 4

Relationship Among Corporate Social Responsibility, Organizational Culture and Burnout

Paired Variables	rho-value	p-value	Interpretation
Corporate Social Responsibility & Organizational Culture	0.698**	0.000	Highly Significant
Corporate Social Responsibility & Burnout	0.349**	0.000	Highly Significant
Organizational Culture & Burnout	0.500**	0.000	Highly Significant

***. Correlation is significant at the 0.01 level*

Proposed Strategic Human Resource Framework

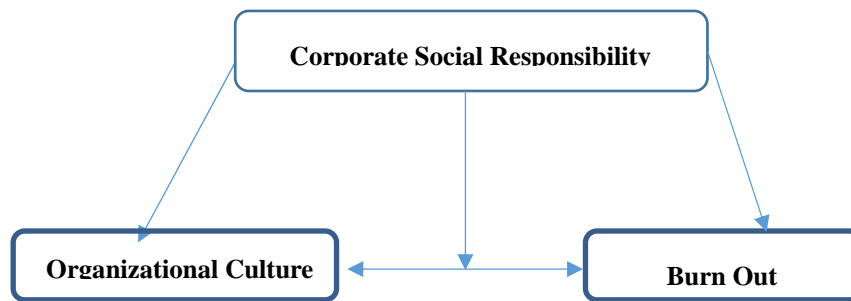


Figure 1. Proposed Strategic Human Resource Framework

Figure 1 presents the proposed strategic human resource framework for garment enterprises in China. Using this framework, garment enterprises will be able to improve its corporate social responsibility by strengthening its organizational culture resulting to avoidance of employee burn out. As seen in the figure, there are three variables used particularly the corporate social responsibility, organizational culture and burn out.

Corporate social responsibility emphasis on the four dimensions to determine the practice of corporate responsibility of the garment enterprises. The concept corporate social responsibility was broadened to include environmental, ethical, legal and economic responsibility. Socially responsible companies have the opportunity to stand out from the competition because they cultivate superior and positive brand recognition (Haque & Azmat, 2015).

The second box represents organizational culture with four dimensions specifically achieve goals, teamwork, customer orientation and cultural strength. The paradigm signifies the role of employees in achieving the organization corporate social responsibility. According to Zondo & Maome (2023) social responsibility programs can boost employee morale in the workplace and lead to greater productivity, which has an impact on how profitable the company can be.

The third box represents the burn out level of the employees with three dimensions; emotional exhaustion, depersonalization, and personal accomplishment. The three dimensions are identified as determinants of the level of burn out among the employees of garment enterprises. Research shows that employees of businesses that prioritize CSR are happier and more fulfilled. 80% of employees report feeling more purpose when they believe their work makes a difference in the world. That sense of purpose is essential to employee loyalty and dedication. When personally fulfilled, people are less vulnerable to fatigue and stress. They're also more likely to stay with the company (More, 2021).

Finally, the paradigm showcases the relationship and interconnection among corporate social responsibility, organizational culture and burn out. It is evident that the practice of corporate social responsibility plays a very important role for business sustainability; employees are more concern about their organization success if they can identify themselves belonging to organization which is concern and prioritizing general welfare. On the other hand, employees that develop organizational culture of doing things which are socially responsible are less to experience burn out. The generations that really care about social justice and social change will make up the majority of the workforce. 66% of people surveyed in the Nielsen Global Survey of Corporate Social Responsibility prefer to work for companies that prioritize corporate responsibility. By embracing that, a corporation can attract the best employees and keep them, making the business stronger.

4. Conclusions and Recommendations

The respondents agreed that the garments industries are compliant to its environmental, ethical, legal and economic responsibility. Garments employees agreed that organizational culture can be achieved thru achieve goals, teamwork, customer orientation and cultural strength. In terms of burn out, respondents disagree on emotional exhaustion, and depersonalization, and personal accomplishment. There is a significant positive correlation between garment industries corporate responsibility and organizational culture. The better the practice of corporate social responsibilities, the better the organizational culture. There is also a significant positive correlation between the corporate social responsibility and burnout and also organizational culture and burnout. The proposed strategic human resource framework has been developed for further promoting the growth and development of garment enterprise in China.

The government of China may strengthen its role in promoting corporate social responsibilities in all industries and companies that perform well may be given recognition and incentives. Management of garments industries may develop long term strategy on how their companies may strengthen their practice of corporate social responsibility and make decisions that support the business' long-term strategic goals and resilience. Management may also design and provide training that will enhance participation of their employees in the practice of corporate social responsibility to develop collaborative mindset and seek out alliances to achieved sustained outcomes. Future research may be conducted using other variables. The strategic human resource framework may be adopted to promote growth and development of garment enterprise.

5. References

- Deal, T. E., & Kennedy, A. A. (1982). *Corporate cultures: The rites and rituals of corporate life*. Reading, MA: Addison-Wesley.
- Dimitriadis, Z.S. (2007). Business Ethics and Corporate Social Responsibility in the e-Economy: A Commentary. *Electronic Journal of Business Ethics and Organisation Studies*, 12(2).
- Eaton, D., & Kilby, G. (2015). Does your organizational culture support your business strategy? *The Journal for Quality and Participation*, 37(4), 4.
- Flamholtz, E. G., & Randle, Y. (2012). *Growing pains: Transitioning from an entrepreneurship to a professionally managed firm*. John Wiley & Sons.
- Haque, M. Z., & Azmat, F. (2015). Corporate social responsibility, economic globalization and developing countries: A case study of the readymade garments industry in Bangladesh. *Sustainability accounting, management and policy journal*.
- Kenny, G., (2012). Diversification: Best practices of the leading companies. *Journal of Business Strategy*, 33(1), 12-20.
- Le, T. T. (2022). Corporate social responsibility and SMEs' performance: mediating role of corporate image, corporate reputation and customer loyalty. *International Journal of Emerging Markets*.
- Mahoney, C. B., Lea, J., Schumann, P. L., & Jillson, I. A. (2020). Turnover, burnout, and job satisfaction of certified registered nurse anesthetists in the United States: Role of job characteristics and personality. *AANA journal*, 88(1), 39-48.

- More, M. C. (2021). Corporate Social Responsibility for Social Impact. *Embracing change & Transformation: Vision 2025*, 49.
- Nguyen, V. T., Siengthai, S., Swierczek, F., & Bamel, U. K. (2019). The effects of organizational culture and commitment on employee innovation: evidence from Vietnam's IT industry. *Journal of Asia Business Studies*, 13(4), 719-742.
- Rodin, J. (2005). The 21st century urban university: New roles for practice and research. *Journal of the American Planning Association*, 71(3), 237-249.
- Shahzad, F., Luqman, R. A., Khan, A. R., & Shabbir, L. (2012). Impact of organizational culture on organizational performance: An overview. *Interdisciplinary journal of contemporary research in business*.
- Zondo, R. W. D., & Maome, I. J. (2023). Corporate social responsibility and human resource performance: evidence from a selected medium manufacturing organisation in South Africa. *The Seybold Report*, 18(5).