

Organizational commitment, corporate social responsibility and psychological capital among employees in manufacturing industry in China: Basis for CSR reinforcement model

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Abstract

This paper describes the impact of organizational commitment on corporate social responsibility and determines whether social responsibility affects employees' psychological capital. Specifically, this study identifies organizational commitment, corporate social responsibility and psychological capital. This also investigates the significant relationship between organizational commitment social responsibility and analyzes the manufacturing companies; and social responsibility and employees' psychological capital. This paper collects data based on in-depth interviews with Chinese manufacturing companies and through the distribution of questionnaires. Through a combination of literature analysis and empirical analysis, research literature on CSR was retrieved from the SSCI database using the authoritative WOS core database. After sorting and analyzing the existing literature, a framework for enhancing CSR was formed. The research results show that there is a significant positive relationship between organizational commitment and social responsibility. When organizational commitment is higher, companies are more motivated to fulfill their social responsibility, and there is also a significant positive correlation between social responsibility and psychological capital. The study shows that the more enterprises fulfill their social responsibility, the stronger employees' perception of social responsibility and the stronger employees' psychological capital, and the improvement of psychological capital will bring twice the effect with half the effort for enterprises' social responsibility behavior. Finally, the study shows that employees' psychological capital is significantly and positively correlated with corporate organizational commitment, indicating that the stronger the psychological capital, the more positive the employees' organizational commitment performance, and the higher the corporate organizational commitment.

Keywords: organizational commitment, corporate social responsibility, psychological capital

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1. Introduction

China's manufacturing industry is a traditional industry with a long history and is a strategic leading industry in the national economy. Since joining the World Trade Organization, China's manufacturing industry has embarked on a "new journey" to the world. As the main body of national economy, manufacturing industry bears the social responsibility of national prosperity and people's happiness, is the foundation of the country and the base of a strong country, and is an important symbol of China's modernization level and comprehensive competitiveness. Fulfilling social responsibility is not only the requirement of national economic transformation and development for manufacturing enterprises in the new period, but also the general trend for manufacturing enterprises to maintain long-term sustainable development in the background of the new era.

With the development of the new era and changes in the severe survival environment, the business management of manufacturing industry faces great challenges. It is found that there are certain differences among countries in manufacturing industries in terms of economic strength, resource endowment, technological innovation level and market characteristics (Zhang, 2020); while China's manufacturing industry is developing rapidly, the labor force advantage is gradually weakening, the cost of land for development is obviously rising, industrial technology upgrading is hindered, skilled workers are strained and environmental pollution is increasingly prominent (Geng & Fu, 2021); the progress of science and technology promotes the continuous innovation of manufacturing production and management methods, the total economic volume of manufacturing industry grows year by year, and the employees of enterprises are facing unprecedented pressure, and a large number of manufacturing personnel have been lost in recent years (Zhao, 2019). In today's increasingly complex market economy, problems such as serious product homogenization, lack of innovation, and a sharp decline in consumer interest are becoming increasingly prominent, and the competitive landscape of enterprises is gradually tilted toward society, environmental protection, corporate mission, and consumers, with employee value (Mao & Chen, 2018)

Although the Chinese manufacturing industry is increasingly aware of social responsibility, including safety production, product quality, environmental protection, resource conservation, and employee rights protection in the process of production, operation, and development, when making social responsibility decisions, they tend to consider more whether these social responsibility behaviors can bring good social image and reputation to the company, and neglect the impact on internal employees, especially the psychological impact on employees. With the rapid economic development, employees have different degrees of anxiety, confusion, tension and other psychological disorders in the work process, and the difficulties encountered in work lead to excessive psychological burden of employees, which leads to improper employee turnover and brings incalculable losses to the enterprise (Li, 2019).

Despite the economic and social significance of fulfilling social responsibility, compared with Western countries, Chinese manufacturing companies are still deficient in terms of weak awareness of social responsibility, inadequate responsibility management and insufficient responsibility information disclosure. Many global manufacturing industries have integrated the concept of fulfilling social responsibility into their production, operational processes, system management, development plans, and even missions and visions. However, CSR in the Chinese manufacturing industry has not been extensively studied. (Tan, 2019). Therefore, studying the fulfillment of social responsibility in manufacturing companies can help human resource management and human resource practices, whether the active fulfillment of CSR by companies is perceived by

employees, whether it enhances their psychological capital at work, inspires their confidence and hope in the life of the company, increases employees' organizational commitment, and promotes the common development of employees and the company, which may be today's solution to employee retention problems and effective One of the methods of long-term motivation deserves to be studied in depth.

The purpose of this study is to highlight how Chinese manufacturing employees perceive corporate social responsibility and how employees can recognize a healthy culture and correct values in corporate social responsibility practices, thus enhancing their confidence in corporate development and life vision, actively contributing to corporate development, and enhancing corporate competitiveness. Therefore, the purpose of conducting this research work is to propose a framework to ensure the continuous improvement of employees' psychological capital and organizational commitment in order to help manufacturing companies pay attention to social responsibility construction, enhance corporate competitiveness and influence, and thus achieve the common prosperity and symbiosis between companies and society, which is a strong guarantee for companies to achieve sustainable development.

Objectives of the Study - The study aims to propose a framework to ensure the continuous improvement of employees' psychological capital and organizational commitment so as to help manufacturing enterprises attach importance to the construction of corporate social responsibility, improve the competitiveness and influence of enterprises, and achieve a strong guarantee for sustainable development of enterprises. Specifically, it will describe the organizational commitment as to emotional commitment, normative commitment, and ongoing commitment; determine the corporate social responsibility as to the perception of corporate internal social responsibility and perception of external social responsibility; describe the psychological capital as to self-efficacy, optimism, hope and resilience; test for significant relationship in organizational commitment, social responsibility, and psychological capital among manufacturing firms; Develop a CSR Reinforcement Model.

2. Methods

Research Design - This study uses descriptive statistics, which is one of the most basic and commonly used methods of analysis in statistics, to reveal patterns and regularities behind the data. It provides an intuitive understanding of the overall picture of the data set and provides a basis for further analysis and inference. In this study, descriptive correlation methods were used to determine the relationship between the three variables of organizational commitment, social responsibility, and psychological capital to provide a quantitative description of the data by generalizing and analyzing the data in terms of central tendency, dispersion, correlation analysis, and regression analysis (Kaushik & Mathur, 2014). Through literature analysis and empirical analysis, this study obtained relevant research literature on corporate social responsibility through the authoritative database WOS core database retrieval SSCI database. On the basis of combing and analyzing the existing literature, it found the inadequacies in existing research, collected data by issuing questionnaires, and obtained the relationship between the three variables of Organizational commitment, social responsibility, and psychological capital, and based on existing research, the research direction of this article has been determined.

Participants of the Study - Participants in the study were managers and front-line workers at 11 manufacturing companies in Anhui Province, central China. In order to determine the respondents of the employees of the manufacturing companies, the initiative sent a request letter to the organization asking for the total number of administrators and front-line workers at the organization. This data was collected from 320 respondents in the manufacturing industry. The researchers wanted to use a large number of respondents to ensure that the information they collected was reliable in order to make an accurate survey for the study.

Data Gathering Instrument - According to the objectives of this study, researchers conducted predictive analysis on employees in the Chinese manufacturing industry. During the questionnaire development stage, project design was conducted through literature analysis and expert interviews, combined with the questionnaires and research results of Ces á rio & Chambel (2017), Choi, et. al., (2015), Galant & Cadez (2017). The main

content of this questionnaire is composed of two parts: the first part is to analyze the respondents' information of Demographics variables such as gender, age, education background and position; The second part is the three variables of social responsibility, psychological capital and Organizational commitment; Researchers obtained data through online questionnaire surveys.

The questionnaire describes the organizational commitment of manufacturing employees to the company in three aspects: emotional commitment, normative commitment, and sustained commitment; evaluates corporate social responsibility through manufacturing employees' perceptions of the company's social responsibility internally and externally; and evaluates the psychological capital of manufacturing employees in four aspects: self-efficacy, optimism, hope, and resilience. According to Likert's four-point scale design, "1" means strongly disagree (SD), "2" means disagree (D), "3" means agree (A), and "4" means strongly agree (SA) The higher the score, the higher the degree of agreement, and the lower the score, the lower the degree of agreement.

The Cronbach Alpha coefficients results are all above 0.8. Among them, the coefficients of four aspects, including four indicators of resilience, emotional commitment, normative commitment, and sustained commitment, are all greater than 0.9. The conclusion is "excellent". The coefficients of internal social responsibility knowledge, external social responsibility knowledge, self-efficacy, optimism, and hope are all greater than 0.8, and the conclusion is "good". The maximum coefficient was 0.929 and the minimum coefficient was 0.806. This indicates that the reliability and quality of the study data are high enough to be used in the next large-scale questionnaire survey.

Data Gathering Procedure - Affected by the COVID-19, this questionnaire was completed online through the "Tencent Questionnaire". It is a convenient and easy-to-use online survey tool developed by Tencent Corporation in China. It provides users with a complete solution for creating, publishing, and analyzing survey questionnaires. The data in this study can be efficiently collected, statistically analyzed, and displayed through the Tencent questionnaire, helping researchers understand the viewpoints and opinions of respondents, supporting research decision-making and data-driven research processes.

Since the questionnaire content is an investigation of three aspects of organizational commitment, social responsibility and psychological capital integration in the manufacturing industry. Therefore, 15 companies in central China involving three provinces, Anhui, Zhejiang and Jiangsu, respectively, were selected. In each enterprise, the researcher contacted the person in charge of human resource management of the enterprise. These managers distributed the questionnaires to the incumbent junior employees, middle managers, and top managers. These incumbents voluntarily completed the questionnaires and were returned. From April 1, 2023 to May 30, 2021, a total of 322 questionnaires were returned. A total of 322 valid questionnaires were returned, with a validity rate of 100%.

Ethical Considerations - A series of Academic integrity principles followed in the research and academic writing process focus on the honesty of the research process and the research results. In order to ensure the privacy and data confidentiality of the investigators, the existing academic works and research results were referred to in the formulation of the questionnaire to ensure scientificity and accuracy of the questionnaire. During the survey process, use anonymous questionnaires or online survey tools to ensure that the identity of the respondents is protected. Do not share information with others without the consent of the respondents. For the collected survey data, ensure that only authorized personnel can access and process the data, ensure the security and confidentiality of the investigator's information to the greatest extent possible, and comply with relevant legal and ethical requirements.

Data Analysis - This study utilized a series of statistical tools to analyze and empirically test the data. Firstly, descriptive statistical analysis is conducted on the collected data, quantifying the relevant variables by calculating frequency distribution and weighted average values. Secondly, analysis of variance is used to analyze the differences between multiple sample groups and determine whether these differences exceed those caused by random factors. Use Pearson correlation test again to evaluate the degree of linear correlation between two

continuous variables and determine whether the correlation is significant. In order to process the data and analyze the results, PASW (now IBM SPSS Statistics) software was also used in this study.

3. Results and Discussion

Table 1

Organizational Commitment

Indicator	Weighted Mean	Verbal Interpretation	Rank
Emotional Commitment	2.89	Agree	3
Normative Commitment	2.90	Agree	2
Ongoing Commitment	2.90	Agree	1
Composite Mean	2.91	Agree	

Legend: 3.50 – 4.00 = Strongly Agree; 2.50 – 3.49 = Agree; 1.50 – 2.49 = Disagree; 1.00 - 1.49 = Strongly Disagree

Table 1 shows the assessment of Organizational commitment. The comprehensive average value is 2.91, indicating that the indicators are very consistent. The evaluation of all projects is consistent, with continuous commitment ranking first and a weighted average score of 2.91. The survey shows the importance of continuous commitment in Organizational commitment. Continuous commitment reflects employees' willingness to establish long-term employment relationships with the organization. Indicates that employees continue to develop within the organization and invest time and energy to improve their work performance and career development. Specifically reflected in these aspects: (1) patience and perseverance in facing difficulties and challenges. They are willing to overcome difficulties, persist in working within the organization, and adapt to organizational changes through continuous learning and growth. (2) Long term contribution indicates that employees are willing to establish long-term employment relationships with the organization. They link their personal interests with the interests of the organization and plan to continue to develop within the organization, investing time and energy to improve their work performance and career development. (Duan, 2021)

The second is the weighted average score of 2.90 for normative commitment, which reflects the sense of obligation and responsibility that employees have towards the organization based on moral and ethical principles. It includes identification with the company's mission and goals, adherence to organizational values and ethical guidelines, and identification with job responsibilities and professional ethics. The influence of normative commitment on compositional commitment consists of several main aspects: (1) Positive organizational values and culture which can enhance employee ethics, professional conduct, and employee involvement, and can better motivate employees to follow and identify with normative commitment. (2) Personal identity and values that match to the organization; they are more motivated to identify with and follow the constituent commitments. (3) Leadership behavior and modeling. Leaders play an important role in organizational behavior, and their behavior and modeling positively influence employees' normative commitment. (4) Organizational support and work environment, when employees feel supported, cared for and rewarded by the organization, it is more helpful for them to follow organizational norms. Also, when employees are in a positive, supportive, and cooperative work environment, they are more likely to be engaged and ethical and better able to practice their normative commitment (Goetz & Wald, 2022).

Finally, emotional commitment, with a weighted average of 2.89. Emotional commitment in Organizational commitment is expressed in the degree of emotional engagement and emotional attachment to the organization, specifically in the loyalty, participation and retention rate of employees to the organization. Emotional commitment is of great significance to Organizational commitment. The influencing factors of emotional commitment on Organizational commitment include: (1) Loyalty and attachment. When employees develop emotional attachment and energy investment towards the organization, they will create an emotional connection and identification with the organization, motivating them to make efforts for the organization and continue to stay in the organization to contribute to the realization of the organization's goals. (2) The fit of values. Emotional commitment indicates that the values of employees and Organizational commitment are compatible

and resonant. If employees identify with the organization's goals, culture, and values, and motivate them to work hard to achieve these goals (Suleman, et al., 2022).

(3) The emotional intelligence of a leader which refers to their ability to understand, manage, and respond to employee emotions. Leaders with high emotional intelligence can establish a positive emotional atmosphere and stimulate employees' emotional commitment. (4) A sense of fairness and justice. Fairness and a sense of justice have an impact on emotional commitment. When employees feel fair and equal treatment and believe that the organization treats employees fairly and transparently, they are more likely to develop emotional commitment to the organization. (5) Interpersonal relationships and team atmosphere. Good interpersonal relationships and a positive team atmosphere between employees and colleagues help establish emotional commitment. When employees feel accepted, respected, and closely connected to the team, they are more inclined to generate emotional commitment to the organization (Pelelu, 2022)

Table 2

Corporate Social Responsibility

Indicators	Weighted Mean	Verbal Interpretation	Rank
Perception of Corporate Internal Social Responsibility	2.93	Agree	1
Perception of Corporate External Social Responsibility	2.91	Agree	2
Composite Mean	2.92	Agree	

Legend: 3.50 – 4.00 = Strongly Agree; 2.50 – 3.49 = Agree; 1.50 – 2.49 = Disagree; 1.00 - 1.49 = Strongly Disagree

Table 2 shows the evaluation of corporate social responsibility in the manufacturing industry. The comprehensive average value is 2.92, indicating that the indicators are very consistent. All items are evaluated consistently. The weighted average score of "Perception of Corporate Internal Social Responsibility" is 2.93, ranking first. This survey shows the importance of inward social responsibility of manufacturing companies in social responsibility. In-house social responsibility of manufacturing companies includes social responsibility performed to employees and organizations. Inward social responsibility of manufacturing companies has important significance to the sustainable development of enterprises: (1) Companies pay attention to the well-being and development of employees and provide a fair and just working environment and treatment, which helps to enhance the loyalty and commitment of employees and has a positive impact on the development and performance of enterprises. (2) Companies practicing welfare and security for their employees can enhance the attractiveness of manufacturing companies in the talent market. (3) The internal social responsibility of manufacturing companies involves the establishment and implementation of the organization's internal governance and code of ethics (Khan, et al., 2022)

The weighted average of 'Perception of Corporate External Social Responsibility' is 2.90, ranking second. This survey shows that manufacturing enterprises are responsible for safety production, customers, partners, environmental protection, social culture, social ethics and public interest, which consists of economic responsibility, responsibility for sustainable development, legal responsibility and moral responsibility into. Enterprises practice external social responsibility has important significance for sustainable development of enterprises, which specifically includes: (1) winning the recognition and loyalty of consumers. By practicing external social responsibility, manufacturing companies gain the goodwill and support of consumers and increase corporate sales and market share. (2) Building corporate reputation. Companies with a strong sense of social responsibility are more likely to stand out in a competitive market and gain a sustainable competitive advantage. (3) Reduce business risks. By actively adopting environmentally friendly practices, focusing on employee welfare and promoting transparent governance, companies can reduce the potential risk of legal action, reputational damage and operational risk. (4) Promote sustainable development. Businesses are important participants in social and economic development, and their responsibilities go beyond profitability to include contributing to society and the environment. In short by practicing external social responsibility, companies can create long-term economic, environmental and social benefits for society and promote sustainable development. (Le, 2022)

Table 3 show the comprehensive average value of psychological capital is 2.91, indicating that the indicators are very consistent. The evaluation of all projects is consistent, with self-efficacy ranking first and a weighted average score of 2.91. Self-efficacy reflects an individual's confidence and belief in being able to successfully complete a specific task. It reflects an individual's subjective evaluation of their ability to effectively control their behavior and produce expected results. A survey shows that individuals with high self-efficacy can maintain a positive attitude and belief when facing difficulties and challenges, and are more proactive and effective in dealing with stress and adversity. Specifically, individuals with high self-efficacy tend to set specific goals and have positive expectations for achieving them. They believe that their efforts will be rewarded, making it easier to develop feasible plans and work towards them. Individuals with high self-efficacy actively pursue personal growth and development. They have a positive belief in their abilities and potential, are more willing to accept new challenges and learning opportunities, and continuously improve their skills and knowledge (Xu, et al., 2022)

Table 3

Psychological Capital

Indicators	Weighted Mean	Verbal Interpretation	Rank
Self-efficacy	2.91	Agree	1
Optimism	2.90	Agree	4
Hope	2.90	Agree	3
Resilience	2.91	Agree	2
Composite Mean	2.91	Agree	

Legend: 3.50 – 4.00 = Strongly Agree; 2.50 – 3.49 = Agree; 1.50 – 2.49 = Disagree; 1.00 - 1.49 = Strongly Disagree

The second resilience indicator is an important component of psychological capital, with a weighted average score of 2.91. Resilience measures an individual's ability to hold a positive mindset, adapt and recover quickly in the face of difficulty, setbacks and adversity. Resilience is associated with an individual's psychological resilience, adaptability, and ability to grow. Resilience helps manufacturing employees understand individual reactions and coping strategies in the face of adversity. It helps companies understand the ability of employees to cope and adapt in the midst of these changes and uncertainties. By studying resilience, organizations can learn how employees cope with these adversities, thus providing support guidance and interventions for employees when they encounter difficulties and changes at work (Paul, et al., 20160).

Its third hope plays an important role in psychological capital, with an overall weighted average score of 2.90, ranking third. The hope indicator measures manufacturing employees' expectations of future goals and their motivation to achieve them. Hopeful individuals believe that their efforts can bring positive results, they hold positive expectations and take positive actions to achieve their goals. In the manufacturing industry, companies need to continuously improve their products and production processes to meet market demands and technological developments. Understanding employees' positive expectations and beliefs about innovation and improvement, which in turn encourages them to come up with new ideas and solutions, drives the company's ability to innovate and be competitive. According to the survey employees with high hopes are more likely to remain optimistic, confident and satisfied, full of hope and meaning in their work and life. This helps companies understand the mental health of their employees and provide appropriate support and resources to promote employee happiness and job satisfaction (Wong, et al., 2023).

The final score of the optimistic indicator in psychological capital is the lowest, with a weighted average score of 2.90. Optimism measures an individual's positive, hopeful, and problem-solving attitude towards the future. Optimistic employees have the ability to adjust their thinking and behavior faster in order to adapt to new work environments and requirements. Enterprises understand employees' adaptability and adaptability, provide guidance for providing relevant support and training, and improve employees' adaptability and adaptability. By investigating the optimistic ratings of manufacturing employees, companies can understand their response to challenges and stress, as well as their positive expectations for the future, in order to provide guidance for their corresponding support and training in their work. Optimism is a positive mindset that can help employees

maintain a positive and upward attitude when facing difficulties (Goswami & Agrawal, 2023).

Table 4

Relationship Between Organizational Commitment and Corporate Social Responsibility

	Emotional Commitment	rho-values	p-value	Interpretation
Perception of corporate internal social responsibility		.917**	0.000	Highly Significant
Perception of external social responsibility		.925**	0.000	Highly Significant
Normative Commitment				
Perception of corporate internal social responsibility		.870**	0.000	Highly Significant
Perception of external social responsibility		.893**	0.000	Highly Significant
Ongoing Commitment				
Perception of corporate internal social responsibility		.854**	0.000	Highly Significant
Perception of external social responsibility		.851**	0.000	Highly Significant

Legend: Significant at p-value < 0.01

Table 4 shows the relationship between Organizational commitment and social responsibility. The results indicate that the relationship between them is very significant. The highly significant results displayed by the model also confirm this, with a p-value below the significance level of 0.05. This confirms that Organizational commitment depends on corporate social responsibility and psychological capital. It shows that the better the Organizational commitment is, the stronger the enterprise will practice social responsibility. The perception of corporate internal and external social responsibility has a significant positive impact on Organizational commitment and its dimensions. Through comparative analysis, it is found that the positive effect of external corporate social responsibility perception on Organizational commitment is more obvious than that of internal corporate social responsibility perception.

The positive correlation between organizational commitment and social responsibility suggests that when companies adhere to their values and ethics internally and externally, they are more likely to act positively in their social responsibility performance. This contributes to good stakeholder relations, long-term sustainability, and earns the company a reputation and competitive advantage.

Organizational commitment and social responsibility work together to influence strategic and operational decisions that drive companies in a sustainable and responsible direction. Both organizational commitment and social responsibility are linked to the long-term sustainability of a company. Organizational commitment drives companies to build stable and reliable operating models internally and to improve employee loyalty and performance. Social responsibility requires companies to adopt sustainable practices externally to promote environmental protection and social progress. When companies strike a good balance between organizational commitment and social responsibility, they can achieve long-term sustainable development while creating lasting value for society (Aguinis et al., 2022)

Table 5 shows the relationship between Organizational commitment and psychological capital. The results indicate that the relationship between them is very significant. The highly significant results displayed by the model also confirm this, with a p-value below the significance level of 0.05. This confirms that Organizational commitment depends on psychological capital, and the better the Organizational commitment is, the stronger the psychological capital of employees is.

Table 5

Relationship Between Psychological Capital and Work Engagement

	Emotional Commitment	rho-values	p-value	Interpretation
Self-efficacy		.827**	0.000	Highly Significant
Optimism		.846**	0.000	Highly Significant
Hope		.858**	0.000	Highly Significant
Resilience		.873**	0.000	Highly Significant
Normative Commitment				
Self-efficacy		.796**	0.000	Highly Significant
Optimism		.834**	0.000	Highly Significant

Hope	.840**	0.000	Highly Significant
Resilience	.834**	0.000	Highly Significant
Ongoing Commitment			
Self-efficacy	.877**	0.000	Highly Significant
Optimism	.894**	0.000	Highly Significant
Hope	.872**	0.000	Highly Significant
Resilience	.837**	0.000	Highly Significant

Legend: Significant atp-value < 0.01

According to the analysis, there is a close positive correlation between Organizational commitment and employees' psychological capital. The psychological capital of manufacturing employees emphasizes the Positive mental attitude, self-efficacy and optimism of employees. It includes positive characteristics such as self-worth, hope, optimism and resilience. Organizational commitment has a positive impact on employees' psychological capital. When employees have a high level of commitment to the organization, they are more likely to cultivate positive psychological capital. Organizational commitment promotes employees to have a sense of identity and belonging to the organization, which further enhances employees' sense of self-efficacy, optimism and hope, and stimulates them to face work and challenges more actively (Hansen, et al., 2015).

Organizational commitment in the manufacturing industry has a positive impact on employees' work engagement and effort. Organizational commitment makes individuals feel responsibility and obligation to work hard for the success of the organization, while psychological capital enhances individual self-efficacy and optimism, thus stimulating individual positive behavior and initiative. Therefore, when individuals have a high level of commitment to the organization, they are more inclined to develop positive psychological capital, thereby exhibiting a higher level of self-investment and effort.

Both Organizational commitment and psychological capital are closely related to individuals' sense of belonging and identity to the organization. Organizational commitment enables individuals to have a sense of belonging and identity to the organization, and they are willing to make efforts for the interests of the organization. Psychological capital emphasizes individual identification and self-efficacy towards the organization. When individuals feel accepted, valued, and supported by the organization, they are more likely to generate positive psychological capital. Therefore, the positive correlation between Organizational commitment and psychological capital can be attributed to the combined effect of individuals' sense of belonging and identity to the organization (Aggarwal, et al., 2022).

There is a relationship between Organizational commitment and organizational support, which is one of the important factors to cultivate employees' psychological capital. When an organization provides good support and care, employees' commitment to the organization becomes stronger. This organizational support can include providing training and development opportunities, positive feedback and recognition, and the provision of work resources. Organizational support helps to enhance employees' self-efficacy and optimism, and promotes the cultivation of psychological capital (Paul & Garg, 2016).

Table 6

Relationship Between Corporate Social Responsibility and Psychological Capital

Perception of corporate internal social responsibility	rho-values	p-value	Interpretation
Self-efficacy	.827**	0.000	Highly Significant
Optimism	.846**	0.000	Highly Significant
Hope	.858**	0.000	Highly Significant
Resilience	.873**	0.000	Highly Significant
Perception of external social responsibility			
Self-efficacy	.796**	0.000	Highly Significant
Optimism	.834**	0.000	Highly Significant
Hope	.840**	0.000	Highly Significant
Resilience	.834**	0.000	Highly Significant

Legend: Significant atp-value < 0.01

Table 5 shows the relationship between social responsibility and psychological capital. The results indicate that the relationship between them is very significant. The highly significant results displayed by the model also confirm this, with a p-value below the significance level of 0.05. This confirms that the higher a company fulfills its social responsibility, the stronger the psychological capital of employees.

The new era of technological change and digital transformation has had a huge impact on businesses. Companies need to continuously adapt and respond to new technological trends and innovations to remain competitive. However, technological change also brings new challenges, such as human resource adjustment, skills training, security and privacy protection, then corporate practice of social responsibility provides new thinking and opportunities for companies to grow sustainably and remain competitive (Crane & Gloze, 2016).

When companies actively take social responsibility and are perceived by their employees, it will have a positive impact on employees' psychological capital. This provides a new way and perspective for developing employees' psychological capital. Corporate managers can go beyond employees themselves and enhance employees' psychological capital by assuming social responsibility for different stakeholders. In the process of assuming social responsibility, employees' sense of self-worth is satisfied and their personalities are elevated. The long-term motivation of employees comes from the positive social responsibility of the company to internal and external stakeholders, and the implementation of this social responsibility behavior in daily management, so that employees can really feel it.

Socially responsible behavior towards both internal and external stakeholders can have a positive impact on employees' psychological capital. In terms of enhancing employees' psychological capital, the social responsibility that companies should focus on is not only limited to employees themselves, but also to external stakeholders, such as customers, business partners and the public, whose responsible behavior can also enhance employees' psychological capital. The positive impact of these external socially responsible behaviors on employees' psychological well-being may even exceed that of their direct responsibilities to employees. In short, taking into account the social responsibility of external stakeholders has a greater positive impact on employee psychology than taking responsibility for employees alone. Therefore, it is recommended that when companies take on social responsibility towards external stakeholders, they involve employees in the process and pay close attention to the extent to which employees perceive social responsibility activities and the impact on their psychology and values. When organizing employees to participate in volunteer activities in orphanages and homes for the elderly or to participate in public welfare activities, attention should be paid to employees' feelings so that they can fully perceive the company's commitment to external social responsibility. When setting strategic goals for corporate social responsibility, companies should not only focus on internal stakeholders, but also pay more attention to their responsibilities to customers, business partners and the public, which can better enhance the psychological capital of employees (Mao, et al., 2021).

Business managers cannot ignore the improvement of employees' psychological capital, which has a significant impact on the long-term success and sustainability of the organization. Managers of enterprises should pay attention to two-way communication, understand the real needs of employees and pay attention to their psychological state in the process of fulfilling their responsibilities. Only when employees' psychological capital is enhanced, they will react positively to socially responsible corporate behavior and develop emotional commitment to the organization and norm-compliant behavior. Therefore, managers of manufacturing companies need to focus on developing employees' psychological capabilities in order to form a virtuous cycle between employees' psychological capital and behavioral performance. While self-confidence and optimism in psychological capital are to some extent genetically related, acquired normative training is also highly influential.

The fulfillment of corporate social responsibility to internal and external stakeholders should be combined with the development of employees' psychological capital, so that these socially responsible behaviors of the company can be recognized at the psychological level of employees. In turn, only when the psychological capital

of employees is improved, these socially responsible behaviors can play their deep motivational role and produce long-term motivational effects. The improvement of psychological capital will bring twice the result with half the effort for the socially responsible behavior of enterprises (Javed, et al., 2020).

A socially responsible company can change a person's pessimistic attitude and make them optimistic. In terms of improving employee self-efficacy, managers should not just rely on simple material incentives, but should help employees solve problems and change the coaching model from just telling employees "you can do it" to asking them "how should you do it?". When employees achieve their goals with the help of their managers, their self-efficacy increases and they become more optimistic. These increases in psychological capital capabilities will indirectly affect the increase in organizational commitment (Kang & Busser 2018).

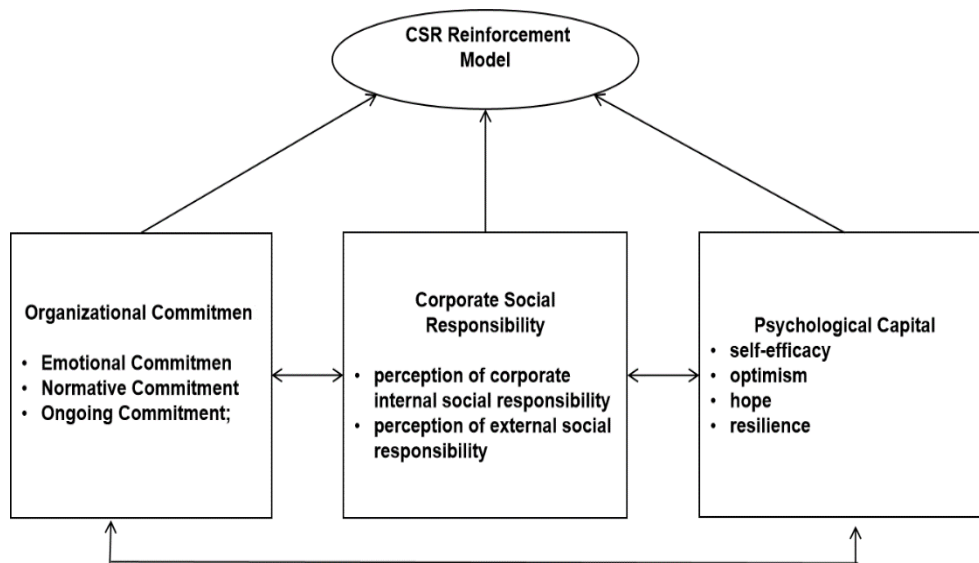


Figure 1. Proposed Model for CSR in Manufacturing Industry

As seen in Figure 1, for manufacturing companies, the CSR enhancement model framework consists of organizational commitment, perception of social responsibility, and psychological capital. Firstly, it is of great significance for manufacturing companies to actively undertake social responsibility and make employees perceive it, and such helps develop employees' psychological capital and enhance their organizational commitment. Secondly, under reasonable cost control of manufacturing enterprises, effective planning of social responsibility input is the fundamental motivation for enterprises to gain long-term competitive advantage, actively developing employees' psychological capital and using power change management theory to implement human resource management strategies in accordance with local conditions have important insights and significance. Finally, a comprehensive framework to enhance the efficiency of corporate social responsibility to ensure the continuous improvement of employees in terms of psychological capital and organizational commitment, so as to help manufacturing enterprises pay attention to the construction of social responsibility, enhance corporate competitiveness and influence, and achieve the co-prosperity and coexistence of enterprises and society.

4. Conclusions and Recommendations

Based on the findings, respondents strongly agreed that manufacturing corporate social responsibility as to corporate internal social responsibility and external social responsibility. Respondents were very consistent in their evaluation of organizational commitment in terms of emotional commitment, normative commitment, and sustaining commitment. Respondents strongly agreed on the importance of psychological capital as to

self-efficacy, optimism, hope, and resilience. It is proved that there is also a highly significant relationship between corporate social responsibility, psychological capital and organizational commitment. The framework of Developing a CSR Reinforcement Model is proposed.

Only when companies focus on taking responsibility for internal and external stakeholders and making it perceived by employees will increase the effectiveness of CSR behavior and create a solid foundation for active employee engagement and organizational loyalty. When determining the strategic goals of corporate social responsibility, the manufacturing industry can adopt various ways to involve employees in the company's social responsibility behavior, stimulate their emotional identification, enhance their psychological capital, and improve their job satisfaction and engagement. With limited resources, the company should consider the balance of internal and external social responsibility, enhance attention to the needs and expectations of external stakeholders, especially customers, build good customer relationships, and improve brand value and market competitiveness. When formulating and implementing social responsibility, enterprise managers should pay attention to two-way communication with employees, truly understand their needs, and pay attention to their psychological state. This will help to have a more positive impact on corporate social responsibility practice.

5. References

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