

Leadership behavior, thrive factors and corporate social responsibility orientation in real estate industry: Basis to people management framework

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ISSN: 2243-7770

Online ISSN: 2243-7789

Received: 30 August 2024

Revised: 20 September 2024

Accepted: 23 September 2024

OPEN ACCESS

Available Online: 23 September 2024

DOI: 10.5861/ijrsm.2024.1272

Abstract

This study explores the complex relationship between leadership behavior, thrive factors and corporate social responsibility orientation in real estate industry, and then builds the framework of people management in real estate industry. Due to the impact of COVID-19 in three years and policy changes in the real estate industry, China's real estate industry has experienced a general decline, and the total transaction volume and transaction prices of new houses have fallen off a cliff every year. In recent years, China's new development area, new completed area and new investment have all seen a massive decline. In this serious situation, it is very important and necessary to strengthen the people management of enterprises to improve their own ability to resist risks. Overall, this dissertation aims to contribute to the people management of the real estate industry when the Chinese real estate market is declining and the real estate industry is reforming. By exploring the relationship between leadership behavior, thrive factors and corporate social responsibility orientation, a people management framework with practical guidance is proposed to improve the people management level of the Chinese real estate industry.

Keywords: leadership behavior, thrive factors, corporate social responsibility orientation, people management, framework

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1. Introduction

Modern organizations need to develop a people management framework to improve productivity, reduce costs, increase profits, and develop markets. People management is very important for organization development. There are many factors that affect people management, among leadership behavior, thrive factors and corporate social responsibility orientation are the three most important factors. The interaction of these three factors provides important support for the establishment of a personnel management framework. Different leadership behaviors affect employees' thrive. For example, change-oriented leadership behaviors can improve employees' self-efficacy, hope, and resilience, thereby promoting employee prosperity. If employees thrive, they can also support and encourage the leadership behavior of leaders, which is beneficial to the vision of organizational performance. Different leadership behaviors will also have an impact on corporate social responsibility orientation. Responsible and change-oriented leaders will pay more attention to the welfare of employees, the interests of shareholders, the interests of the community and the government, and the impact of corporate behavior on the environment. They are good at formulating strategies to achieve the optimization of the company's economic interests, corporate social benefits, and environmental benefits, thereby improving the company's ability and level to fulfill its corporate social responsibility orientation. To achieve such an optimal and balanced, managers need to have strong management capabilities and need to choose appropriate leadership behaviors.

Companies in various industries around the world attach great importance to people management. Many companies in the United States and Europe have improved their organizational performance by establishing good people management. China has achieved rapid development through reform and opening up. Real estate has played an important role in this process. Due to the impact of the three-year epidemic and China's regulation of real estate investment, China's real estate industry is facing great difficulties in survival, and many leading real estate companies have difficulties in capital flow. Now the Chinese government has paid attention to the difficulties faced by real estate, and attaches great importance to the role of real estate in boosting consumption and stimulating investment. The situation is gradually improving. In this case, it is very important to improve the management level and organizational performance by establishing a reasonable people management framework. The researcher believes that leadership behavior, thrive factors and corporate social responsibility orientation are the 3 most important variables that influence people management. Few scholars have studied such topics in China's real estate industry. In order to better provide meaningful management suggestions for China's real estate industry, researchers believe that such research has theoretical and practical significance.

Objectives of the Study - This study determined the relationship of leadership behavior and thrive factors and corporate social responsibility orientation in the real estate industry, in order to develop a people management framework. Specifically, this paper described leadership behavior in terms of task-oriented leadership behavior, relationship-oriented leadership behavior and change-oriented leadership behavior; described thrive factors in terms of self-efficacy, hope, and resilience; assessed corporate social responsibility orientation in terms of economic, social and environmental; analyzed the significant relationship between leadership behavior, thrive factors and corporate social responsibility orientation; and developed a people management framework.

2. Methods

Research Design - In this study, mixed research methods and correlational research methods were used to obtain the results. Mixed methods is the use of a combination of qualitative and quantitative research in research.

This mixed methods approach utilizes the strengths of both methods and is now used in a variety of fields and disciplines such as psychology, education, etc. Correlation analysis method is used to examine whether there is a correlation between two or more variables in a measurement sample and level of correlation is present (Taherdoost, 2022).

Participants of the Study - This study limits the survey object to employees of china real estate enterprises, and the data collection object is mainly brain workers. The survey will be conducted in five enterprises in Beijing, China, with a total of 410 respondents. The respondents will be asked to input the questionnaire based on their respective business situation of leadership behavior, thrive factors and corporate social responsibility orientation in the company working for, then make their choices according to the situation of their company and the degree to which the answer is matched.

Instruments of the Study - The instrument was adopted from the case studies conducted on real estate to determine the relation of leadership behavior, thrive factors and corporate social responsibility orientation. Three questionnaires were developed by the researchers. Part 1 comprises fifteen (15) items which sought to collect information on leadership behavior. Part 2 comprises fifteen (15) items which sought to collect information on thrive factors. Part 3 comprises fifteen (15) items which sought to collect information about the impact of job satisfaction on corporate social responsibility orientation. The 4-Likert Scale was used where 4 as the highest rating and 1 as the lowest rating. These following is the interpretation: (1) strongly disagree, (2) disagree, (3) agree, and (4) strongly agree.

Table 1
Reliability Results

Variables	No. of Items	α value	Interpretation
Leadership Behavior			
Task-Oriented Leadership Behavior	5	0.787	Acceptable
Relationship-Oriented Leadership Behavior	5	0.865	Good
Change-Oriented Leadership Behavior	5	0.759	Acceptable
Overall	15		
Thrive factors			
Self-efficacy	5	0.917	Excellent
Hope	5	0.765	Acceptable
Resilience	5	0.854	Good
Overall	15		
Corporate Social Responsibility			
Economic	5	0.798	Acceptable
Social	5	0.753	Acceptable
Environment	5	0.819	Good
Overall	15		

Legend: George and Mallery (2003) provided the ff rule of thumb: ≥ 0.90 = Excellent; ≥ 0.80 = Good; ≥ 0.70 = Acceptable; ≥ 0.60 = Questionable; ≥ 0.50 = Poor; < 0.50 = Unacceptable

Data Gathering Procedure - The researchers developed a questionnaire and survey protocol with the permission and support of the Institute of Real Estate Management. With the assistance of two staff members from the Institute of Real Estate Management, the researchers obtained the contact details of the interviewed companies. The researchers wrote to the human resources departments of the interviewed companies by email, informing them of the purpose of the study and the content of the survey, and requesting their assistance in distributing the questionnaires to employees. Finally, with the assistance of the human resources department of the interviewed companies, the researcher completed the collection and arrangement of the questionnaires.

Data Analysis - Weighted mean and rank were used to describe Leadership Behavior such as task-oriented leadership behavior, relationship-oriented leadership behavior and change-oriented leadership behavior; to describe thriving factors such as self-efficacy, hope, and resilience; and to describe corporate social responsibility orientation in terms of economic, social and environmental. The result of the 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 as part of the non-parametric tests to determine the significant

relationship. All analyses were performed using SPSS version 28.

Ethical Considerations - In conducting this study, the researchers took full account of ethical requirements. The researchers told all potential interviewees that they were free to choose to participate in the interview or not to be interviewed, and they were free to withdraw after participating. The researchers ensured that all interviewees were informed about what was interviewed, when it was interviewed, and the risks of participating. The researchers promised to keep the personal information of the respondents strictly confidential, and also asked the respondents to keep the content of the interview confidential. During the entire investigation, no audio or video information was collected.

3. Results and discussion

Table 2

Summary Table on Leadership Behavior

Key Results	Composite Mean	VI	Rank
Task-oriented	3.00	Agree	3
Relationship-oriented	3.03	Agree	2
Change-oriented	3.04	Agree	1
Grand Composite Mean	3.02	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 table 2 summary table on leadership behavior shows that employees recognize all three types of leadership. The top score is change-oriented leadership behavior, which shows that managers are good at changing according to the environment and making the organization more adaptable to the environment. The second score is relationship-oriented leadership behavior, which indicates that managers have a harmonious relationship with employees and a good team atmosphere, which can effectively promote the completion of the goals. Task-oriented leadership behavior ranked the score last, indicating that managers need to further communicate with employees about task division and arrangement. Langer (2023) believes that leadership behavior in an organization is essentially that the behavior of managers can affect the team by affecting individuals, thus affecting the performance of the team. Managers create conditions for efforts to achieve collective goals, not direct achievement goals. Leadership behavior is a specific behavior pattern conducted by a manager in a specific situation. Task-oriented leadership behavior is a management behavior that can clearly define goals to define direction, provide guidance to improve efficiency, clearly communicate work tasks to ensure consistent team understanding, regularly check progress during implementation, track completion, and provide feedback. Relationship-oriented leadership behavior is a management behavior that needs to create an emotional environment, build mutual trust, improve job satisfaction, accelerate employee growth through training, often thank employees for their efforts, and encourage their initiative and responsibility. Change-oriented leadership behavior usually requires management behaviors that advocate change, set change goals, foster a culture of change, encourage innovation, promote collective learning and growth, and constantly improve the organization's adaptability to the environment. Studies have proved that task-oriented leader behavior has the greatest impact on organizational action, and relationship-oriented leader behavior has the greatest impact on interpersonal relationships. Through their behavior mode, the manager affects the environment of the team, determines the way the team solves the problem, and determines whether the team can achieve the ultimate goal.

Table 3

Summary Table on Thrive Factors

Key Result Areas	Composite Mean	VI	Rank
Self-efficacy	3.05	Agree	3
Hope	3.09	Agree	2
Resilience	3.14	Agree	1
Grand Composite Mean	3.09	Agree	

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

In table 3 summary table on thrive factors employees showed satisfaction in the three questionnaires about self-efficacy, hope, and resilience, with weight average 3.09. Among the three indicators, resilience scored the highest, indicating that in the current depressed market environment, as employees of real estate companies, they all have a strong resilience. The second place scoring indicator is Hope, indicating that employees have high expectations for personal development, which helps employees reduce the impact of negative emotions. The final score, Self-efficacy, indicates the need to improve employees' ability and confidence to solve problems in the workplace.

The employees have high self-efficacy, can analyze long-term problems, and have the experience and methods to solve long-term problems. Such employees are forward-thinking, focusing not only on immediate problems but also long-term problems. Long-term problems are often complex, which shows that employees have strong work enthusiasm and motivation, have the psychological preparation to accept complex tasks, and are willing to contribute to solving long-term problems of the enterprise. All these show the loyalty of employees to the enterprise. Enterprises should cherish the enthusiasm of their employees, and should train and develop them to give full play to their potential abilities. Such employees already have very strong professional skills, and they know the industry very well. They know the company's vision and strategic plans, and they are willing to set specific goals that make them possible. They have a strong ability to analyze problems, and they can help enterprises to analyze problems and develop solutions according to the company's operation situation and the market competition environment. They have strong communication skills and teamwork skills, and they can work with the team to set goals and achieve goals. They have strong decision-making ability and can make timely and wise decisions in the rapidly changing market environment and organizational environment. They have a strong organizational commitment and can achieve a high individual performance. Such employees with have an open and inclusive mind, and can communicate with external personnel in the same industry or across the industry, so as to accurately understand the company's competitive environment and living environment. They can timely absorb the opinions of external personnel, carefully analyze and make reasonable use to solve the company's problems. They can also bring new ideas, new investors and new development opportunities to the company through the information and resources provided by external personnel, and provide more support and options for the development of the company. Through external communication, such employees can help the company to expand their vision, obtain multi-party support, improve the speed of obtaining market information, and improve their competitive advantages. Such employees have strong self-efficacy, because they can have strong work belief and work ability in multiple fields and at greater intensity. According to Tyas (2020), self-efficacy is very important for employees, which helps them work hard, maximize their enthusiasm, give the best performance, and help the company run most efficiently. Employees with self-efficacy are not easily tired and overwhelmed by pressure in the face of difficulties.

Employees with high hope are willing to invest enough experience and time to complete the task, and they are willing to strive for higher work results. They often have fun and accomplishment in their work, and they see work as an important part of life. They love work, cherish work, and are full of enthusiasm for work, willing to learn all kinds of knowledge and skills to better complete the work. According to Buchwald-McGlennon (2023), low-hopeful individuals often develop destructive negative emotions and doubts about their character and abilities when they think it is difficult. High-hopeful individuals tend to be passionate when they encounter obstacles, they tend to adapt to the environment and solve problems through persistent efforts, and they do not let the complex environment affect their self-perception. According to Hanu et al. (2024), resilience is an internal resource that can help individuals effectively respond to uncertainty, significant changes, and unpredictable risks. Resilience Can help the employees to quickly recover from the failure to the normal state. When a crisis or even a failure comes, their strong psychological quality and emotional control ability can help the strong resilience employees to adapt to the changing situation as soon as possible, and quickly calm down and find effective solutions.

Table 4
Summary Table on Corporate Social Responsibility Orientation

Key Result Areas	Composite Mean	VI	Rank
Economic	2.96	Agree	2
Social	3.00	Agree	1
Environmental	2.95	Agree	3
Grand Composite Mean	2.97	Agree	

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

In table 4 summary table on corporate social responsibility orientation, the weight average is 2.97, indicating relative employee satisfaction and room for improvement. Among the three indicators, the score and ranking of Social index are the highest, indicating the satisfactory concern and performance of enterprises in customers and employees. Among the three factors, the score and ranking of the Economic index indicates the moderate performance of enterprises in energy saving and clean energy. Among the three factors, it is about the score and ranking of the Environmental index last, indicating that the strength of enterprises in environmental protection needs to continue to be improved and strengthened. When enterprises fulfill their social responsibilities, they need to consider the three indicators of economy, society and environment together to achieve sustainable development. These three indicators complement each other. Only by respecting the society and protecting the environment can enterprises be generally recognized by consumers, the government and the society and obtain economic benefits. Only by obtaining economic benefits can enterprises better fulfill their corporate social responsibility. Maria et al. (2021) believes that effective corporate governance is important because it enables companies to achieve value enhancement while meeting sustainable development. In order to improve the value of the company, it is necessary to fulfill social responsibilities and promote sustainable development. Performing corporate social responsibility is not only a responsibility and cost input, but also an opportunity to help enterprises achieve profit and serve the society.

Enterprises need to reflect their social responsibilities by caring about the welfare and development of their employees. According to Adu-Gyamfi et al. (2021), enterprises need a skilled workforce proficient in business skills. Training for employees can express their concern for employees and their willingness to invest in their future development, which can strengthen their loyalty and satisfaction. The most immediate effect of employee training is to enable them to acquire the professional knowledge and skills needed for job development. Employees can greatly improve productivity by integrating existing knowledge and skills with new knowledge and skills acquired through training. As far as the development of an enterprise is concerned, the support of human capital is needed in the expansion or diversification strategy, and training is the best way.

Do et al. (2020) think that protecting the environment is not only the government's business, but also the responsibility of enterprises. It is necessary for enterprises to strengthen internal control to protect the environment. Taking the initiative to establish environmental protection strategies and related policies is not only to implement the government's requirements for environmental protection laws, but also has become a necessary option for enterprises to gain competitive advantages. Through the establishment of environmental protection strategies and policies within the organization, managers can promote enterprises to reform in new energy, new materials and new technologies, and these reforms can enable enterprises to reduce consumption, improve customer satisfaction, improve the rate of repeated purchases, and gain the attention of environmental activists, so as to enhance the cost advantage. These reform measures can also enable enterprises to improve the level of product differentiation and service differentiation, thus enhancing the level of competition differentiation. The internal implementation of environmental protection policies can ultimately improve the competitive advantage of enterprises and improve their profitability. Kuo et al. (2021) believes that companies with effective risk management have better reputation and more information from managers, and such enterprises are more willing to undertake corporate social responsibility.

Hu et al. (2022) believes that China's rapid development has brought great environmental pressure, and the Chinese government has implemented a large number of cleaner production standards to meet environmental

challenges. The results have proved that the environmental pollution situation in China has been fundamentally improved through the compulsory implementation of environmental protection laws and the supervision and implementation of the relevant Chinese government departments. And promoted the development of corporate social responsibility, and promoted the improvement of social environmental awareness. This shows the strict implementation of environmental protection laws, which is an effective way to improve the environment. The company can improve from product design, energy-saving production material selection, process design, management system, marketing and other aspects. In the construction process of real estate enterprises, the company needs to pay special attention to the setting of dust and noise reduction facilities, strengthen the protection of land, strengthen the control of pollutants, strengthen the abolition of treatment, and prevent air pollution. The company should also work more with the relevant government departments to listen to the suggestions of the administrative departments and improve the level of environmental protection. Companies should also communicate more with local communities and residents to understand their concerns and protect their living environment. Companies should also communicate more with their employees and listen to their suggestions on environmental protection.

Table 5
Relationship Between Leadership Behavior and Thrive Factors

Variables	rho	p-value	Interpretation
Task-oriented			
Self-efficacy	0.616**	< .001	Highly Significant
Hope	0.665**	< .001	Highly Significant
Resilience	0.664**	< .001	Highly Significant
Relationship-oriented			
Self-efficacy	0.733**	< .001	Highly Significant
Hope	0.771**	< .001	Highly Significant
Resilience	0.754**	< .001	Highly Significant
Change-oriented			
Self-efficacy	0.706**	< .001	Highly Significant
Hope	0.818**	< .001	Highly Significant
Resilience	0.759**	< .001	Highly Significant

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

As seen in the table, the computed rho-values ranging from 0.616 to 0.818 indicate a strong to very strong direct relationship among the sub variables of leadership behavior and thrive factors. There was a statistically significant relationship between leadership behavior and thrive factors because the obtained p-values were less than 0.01. The results show that leadership behavior and thrive factors are highly correlated. Different leadership behavior will lead to positive or negative emotional experiences of employees, which will directly affect employees to thrive. Appropriate leadership behavior can improve employees' intrinsic motivation, enthusiasm, sense of identity and responsibility for the company, thus improving employees' thrive. Leadership behavior can influence thrive factors by providing a healthy and safe working environment. Thrive factors can also be influenced by providing a sense of security, providing a fair and open work atmosphere, and providing empathy.

Change-oriented leadership behavior advocates learning, encourages innovation and emphasizes the interaction between superiors and subordinates. Change-oriented behavior can use the company's vision, mission and values to motivate employees, so that employees can obtain internal satisfaction at a higher level. Leadership behavior can also arouse employees' positive emotions by expressing positive and energetic emotions. This can enable employees to enhance work efficiency, improve their hope for the future, and acquire the necessary resilience to overcome difficulties, thus promoting employees to thrive. Change-oriented leadership behavior can encourage employees to have creative thinking. Encourage new ideas and theories, encourage the use of multiple methods to solve problems, which can greatly improve the level of motivation for employees, and thus significantly improve the self-efficacy of employees. Managers of an enterprise need to achieve the strategic goals of the enterprise through their employees. If employees can not achieve thrive factors, it will seriously affect their trust in managers and seriously affect their ability to achieve the strategic goals of the enterprise. Therefore, managers of an enterprise need to choose leadership behaviors that are most beneficial to the

enterprise. Only by choosing leadership behaviors that are conducive to employees achieving thriving goals can the company's goals be internalized into the personal goals of employees, and the company's culture and values can influence individual employees and achieve the company's expectations.

Table 6
Relationship Between Leadership Behavior and Corporate Social Responsibility Orientation

Variables	rho	p-value	Interpretation
Task-oriented			
Economic	0.565**	< .001	Highly Significant
Social	0.621**	< .001	Highly Significant
Environmental	0.567**	< .001	Highly Significant
Relationship-oriented			
Economic	0.592**	< .001	Highly Significant
Social	0.709**	< .001	Highly Significant
Environmental	0.657**	< .001	Highly Significant
Change-oriented			
Economic	0.666**	< .001	Highly Significant
Social	0.737**	< .001	Highly Significant
Environmental	0.687**	< .001	Highly Significant

** . Correlation is significant at the 0.01 level

As seen in the table, the computed rho-values ranging from 0.565 to 0.737 indicate a moderate to strong direct relationship among the sub variables of leadership behavior and corporate social responsibility orientation. There was a statistically significant relationship between Leadership Behavior and corporate social responsibility orientation factors because the obtained p-values were less than 0.01. From the calculation results, the relationship between leadership behavior and corporate social responsibility orientation is highly correlated. Changar et al. (2021) believes that leadership can help to maximize profits while meeting the interests of all stakeholders. Leadership behavior Can actively influence employees, make them actively participate in the practice of corporate social responsibility, so as to strengthen corporate social responsibility. If the leader is not active or incompetent in corporate social responsibility, it will also affect the realization of corporate social responsibility. Research shows that implementing appropriate leadership styles can enable stakeholders such as society, customers and employees to benefit from fulfilling their CSR. The performance of corporate social responsibility can be a good social image of the enterprise, reduce costs, improve financial benefits, so that the enterprise can obtain long-term high profits from the brand image, and meet the requirements of shareholders.

Leadership motivation to fulfill corporate social responsibility coincides with corporate strategy, which includes extrinsic motivation related to economic incentives, and intrinsic motivation related to ethics and philanthropy. The practice of leaders taking actions to promote the practice of corporate social responsibility fundamentally comes from the requirements of corporate strategy, corporate rules and regulations, and laws and regulations, but the internal motivation of managers is also a key factor. Corporate social responsibility orientation requires the managers of the company to consider the comprehensive function and influence of economy, society and environment, which requires the managers of the company to choose the most suitable leadership behavior. Corporate social responsibility orientation is a kind of long-term strategic choice and decision affecting the company, which requires the managers of the company to have outstanding comprehensive management quality and long-term development perspective. The managers of the company need to satisfy the requirements of stakeholders and gain their support in their business activities. Leaders must be good at describing the company's bright prospects, good at formulating the company's development strategy and development tasks at various stages, good at caring and motivating employees, good at inspiring employees' wisdom, good at leading the team to innovate.

As seen in the table, the computed rho-values ranging from 0.603 to 0.760 indicate a strong to very strong direct relationship among the sub variables of thrive factors and corporate social responsibility orientation. There was a statistically significant relationship between thrive factors and corporate social responsibility orientation factors because the obtained p-values were less than 0.01.

Table 7
Relationship Between Thrive Factors and Corporate Social Responsibility Orientation

Variables	rho	p-value	Interpretation
Self-efficacy			
Economic	0.613**	< .001	Highly Significant
Social	0.650**	< .001	Highly Significant
Environmental	0.612**	< .001	Highly Significant
Hope			
Economic	0.692**	< .001	Highly Significant
Social	0.760**	< .001	Highly Significant
Environmental	0.660**	< .001	Highly Significant
Resilience			
Economic	0.683**	< .001	Highly Significant
Social	0.715**	< .001	Highly Significant
Environmental	0.603**	< .001	Highly Significant

** . Correlation is significant at the 0.01 level

From the calculation results, the relationship between thrive factors and corporate social responsibility orientation is highly correlated. Yan et al. (2021) believes that CSR can encourage employees to thrive at work, through two main ways. The first way is that the company actively undertakes the external social responsibilities, which indicates that the company is willing to invest resources to undertake the social responsibility to meet the requirements of stakeholders. Such a company will breathe the employees actively work mood, improve the vitality level, feel the value of work. The second way is that the enterprise actively fulfill its internal social responsibility, is willing to provide basic material and spiritual guarantee for employees, provide a safe working environment, provide training and development opportunities, which fully reflects the social responsibility and social care for employees. Working in such a responsible enterprise, employees will be deeply influenced by the enterprise behavior, have high self-efficacy to improve the possibility of completing work goals, have hope to improve the enthusiasm of work, and have strong resilience to gain confidence to overcome difficulties. Working in such a responsible enterprise, employees will be full of work enthusiasm and initiative, and employees will have a strong motivation to support the enterprise to assume social responsibility, and feel the positive significance in the work. According to Wang et al. (2022), employees' thrive factors can affect corporate social responsibility orientation. Only when employees combine corporate social responsibility goals with employees' work goals, can they better realize corporate social responsibility. This requires employees to understand and support the corporate social responsibility goals at the personal level, which is translated into personal intrinsic motivation.

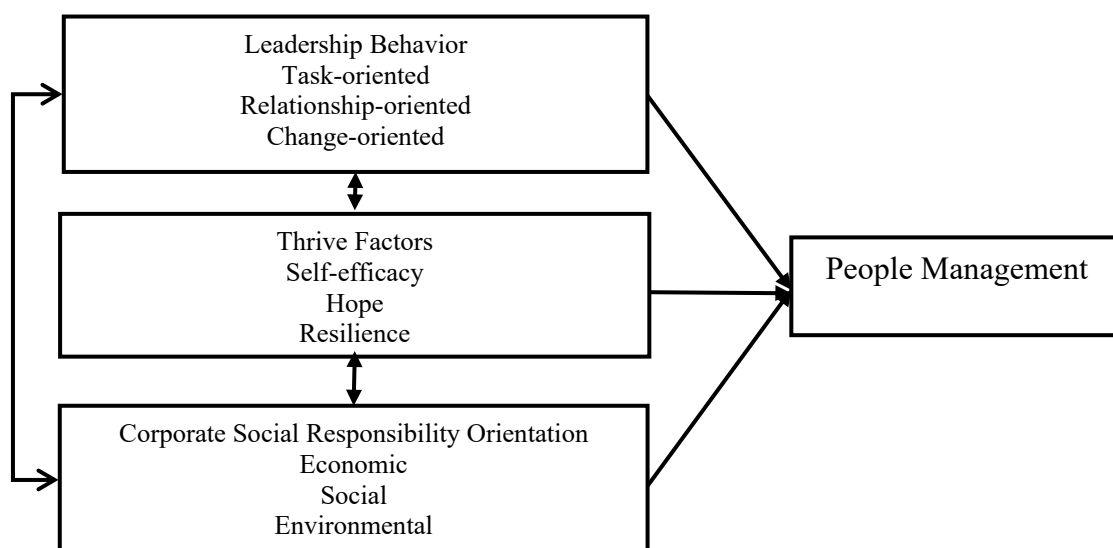


Figure 1. People Management Framework for Real Estate Industry

This paper explores the relationship between leadership behavior and thrive factors, leadership behavior and corporate social responsibility orientation, and thrive factors and corporate social responsibility orientation. The statistical and calculation results show that leadership behavior, thrive factors and corporate social responsibility orientation are highly correlated with each other. This indicates that there is a high correlation between leadership behavior and thrive factors. Leadership behavior can influence employees' thrive factors by setting corporate vision, establishing good corporate values, providing a safe working environment, and encouraging learning and innovation. The thrive factors of employees influences leadership behavior by influencing corporate culture, values, realization of corporate strategic goals, realization of economic benefits and social benefits. This indicates that there is a high correlation between leadership behavior and corporate social responsibility orientation. Leadership behavior can influence corporate social responsibility orientation by influencing employees.

The realization of economic, social and environmental factors related to corporate social responsibility orientation will also affect the economic benefits, brand satisfaction, social image, corporate strategy, etc., thus profoundly influencing leadership behavior. This indicates that there is a high correlation between thrive factors and corporate social responsibility orientation. Through the fulfillment of external CSR and internal CSR, employees' thrive factors can be influenced. Employees' good thrive factors also help enterprises fulfill their corporate social responsibility orientation. Based on the relationship between leadership behavior, thrive factors and corporate social responsibility orientation, we can build people management frameworks that contribute to the overall success of the organization.

4. Conclusion and recommendation

The respondents moderately agreed on the leadership behavior in terms of task-oriented leadership behavior, relationship-oriented leadership behavior and change-oriented leadership behavior. The results showed that respondents agreed with attitudes in the thrive factors of real estate companies. Respondents especially had the highest agree attitude with resilience. The results showed that the respondents expressed an agreed attitude on the corporate social responsibility orientation of real estate companies. There is a highly significant relationship between leadership behavior, thrive factors, and corporate social responsibility orientation. A people management framework was developed to indicate the purpose.

Real estate company managers may strengthen the improvements to leadership behavior to promote the long-term development of their employees and organizations. Real estate company managers may continue to focus on and promote thrive for employees to ensure individual and organizational performance. Real estate company managers may strengthen their corporate social responsibility orientation practice. Chinese real estate company managers can use a people management framework to standardize organizational processes and systems to ensure the realization of organizational strategies and organizational goals. Future researchers may consider other variables such as organizational commitment, and future researchers will study the same phenomenon in different regions or industries, which will help to identify more general factors.

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