THE INFLUENCE OF SOCIALLY RESPONSIBLE HUMAN RESOURCE MANAGEMENT ON EMPLOYEE PERFORMANCE IN CHINESE MEDICAL MANUFACTURING ENTERPRISES

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ABSTRACT: Employees' performance in the organisation is primarily demonstrated through their task performance, organisational citizenship behaviour (OCB), and volunteer activities. This study delves into the dual identity of employees' corporate social responsibility (CSR) and introduces prosocial identity, prosocial self-efficacy, and empathy as mediation variables to investigate the impact of socially responsible human resource management (SRHRM) on employee performance. The study aims to achieve four objectives: (1) investigating the impact of SRHRM on employee performance (task performance, OCB, and volunteer activities) in Chinese medical manufacturing companies; (2) examining the indirect impact of SRHRM on employee performance in Chinese medical manufacturing companies, taking into account the mediation of prosocial identity; and (3) examining the indirect impact of SRHRM on employee performance in Chinese medical manufacturing companies, while taking into account the mediating role of prosocial self-efficacy; (4) examining the indirect impact of SRHRM on employee performance in Chinese medical manufacturing companies, while also exploring the role of empathy as a mediator. This dissertation utilises a quantitative research design methodology. The dissertation utilises a non-experimental quantitative approach, focusing on survey research method and employing SPSS and AMOS software to perform a structural equation model hierarchical regression model to confirm the research hypotheses. Based on empirical analysis, this article determines that SRHRM has a direct positive impact on employee performance. Additionally, it suggests that SRHRM can also influence employee performance indirectly through prosocial identity, prosocial self-efficacy, and empathy.

Keywords: SRHRM, Employee performance, Task performance, OCB, Volunteer Activities, Prosocial Identity, Prosocial Self-efficacy, Empathy.

1. Introduction

To contribute to a harmonious society, Chinese medical manufacturing companies must align with public expectations by enhancing people's quality of life, promoting cultural development, and supporting a healthy environment. It is essential for medical manufacturing enterprises to proactively take on their social responsibilities to ensure the healthy development of the social environment, which in turn contributes to their sustainable growth (Ge, 2018). By integrating employees and CSR, SRHRM addresses the societal and corporate focus on CSR and employees. The integration of corporate human resource management practice and social responsibility is known as SRHRM. It integrates corporate social responsibility activities into human resource management processes, influencing employees' attitudes and behaviours towards social responsibility, and encouraging the adoption of corporate social responsibility (Shen & Zhang, 2019).

Employee performance is a key indicator of a medical manufacturing company's growth. Employee performance pertains to how well employees perform within the organisation and their impact on society. Employee performance in the organisation is demonstrated through task performance, OCB, and volunteer activities (Organ, 1988). Researchers have found that human resource management practices do not directly impact employees' work attitudes and behaviours. Instead, they influence employees through specific social and psychological processes (Zutshi & Sohal, 2003). Past research has demonstrated that when corporate social responsibility behaviour is combined with human resources management, it can greatly enhance employees' social recognition, leading to increased commitment, satisfaction, and performance in the organisation (Guest, 2011).

Shen and Benson (2016) believes that SRHRM's emphasis on the responsibilities of stakeholders in society can help improve the employees' social identity and social self-efficacy. At the same time, the social exchange theory believes that one party's proactive behaviour in social interaction can help promote the other party to respond with positive emotions and behaviours, such as the empath.

According to this study, it is suggested that prosocial identity, prosocial self-efficacy, and empathy may act as the mediating factors of SRHRM on employee performance.

Despite the rich theoretical achievements being of great significance in promoting corporate social responsibility theory, there is still a lack of guidance on how to develop corporate social responsibility. SRHRM delves into examining the methods, structures, paradigms, and countermeasures of integrating business strategy, organisational culture, and corporate social responsibility from a detailed psychological and social psychological viewpoint within the internal organisation. This research delves into the definition and connotation of SRHRM based on previous studies, and empirically examines the relationship between SRHRM and employee performance along with its internal mechanism, contributing to the overall research in this field.

This research delves into the influence of SRHRM on employee performance, aiming to explore the effects of SRHRM on employee performance within Chinese medical manufacturing companies. This study has four main objectives: (1) Investigating the impact of SRHRM on employee performance (task performance, OCB, and volunteer activities) in Chinese medical manufacturing companies; (2) Examining the indirect impact of SRHRM on employee performance (task performance, OCB, and volunteer activities) in Chinese medical manufacturing companies, including the mediation effect of prosocial identity; (3) Examining the indirect impact of SRHRM on employee performance (task performance, OCB, and volunteer activities) in Chinese medical manufacturing enterprises, while also exploring the mediation effect of prosocial self-efficacy; (4) Examining the indirect impact of SRHRM on employee performance (task performance, OCB, and volunteer activities) in Chinese medical manufacturing companies, while taking into account the mediating role of empathy.

2. Literature Review

The Influence of SRHRM on Employee Performance

Employee performance in the organisation is primarily demonstrated through their task performance, organisational citizenship behaviour (OCB), and volunteer activities (Organ, 1988). In 1990, Campbell highlighted that task performance depends on knowledge, skills, abilities, and motivation, focusing on the behaviour outlined by roles like formal job responsibilities. Organisational citizenship behaviour is an out-of-role behaviour that is actively demonstrated by employees in the workplace (Organ, 1988). According to research by Organ (1988), OCB is comprised of five components: athlete spirit (willingly enduring challenging work conditions), civic ethics (employees feeling responsible to contribute to organisational tasks), sense of responsibility (employees taking on extra tasks voluntarily), humanism (assisting others with work-related issues), and benevolent behaviour (helping others avoid work problems). As per Stern's classification in 2000, environmental volunteer activities are considered a non-activist form of pro-environmental behaviour. Engaging in these activities enables individuals to participate in civic actions with ecological implications (Liarakou, Kostelou, & Gavrilakis, 2011).

In a study conducted by Newman et al. (2016), they surveyed full-time employees and their direct leaders in private enterprises in Zhejiang. They found that leveraging employees' CSR implementer identity can have a positive impact on employees' out-of-role behaviour. Shen and Benson (2016) also support this idea, suggesting that SRHRM can enhance employee task performance and out-of-role helping behaviour. Enhancing the sense of responsibility and mission can help employees sustain their job-related vitality. Workers who have a positive work status and high work vitality are more likely to appreciate their job and the organisation, which in turn impacts their performance (Abdelmotaleb & Saha, 2020).

In a study by Liu, Li, and Yang (2017), a survey was carried out on service-oriented enterprises. The research revealed that engaging in CSR activities related to employees and recognising their CSR recipient status can encourage employees to demonstrate increased organisational citizenship behaviour at work. Lu, Feng, and Kun (2021) found that during the COVID-19 pandemic, employees' views on corporate social responsibility can influence their organisational citizenship behaviour. This suggests that companies' responsibilities towards their employees and stakeholders can encourage employees to engage in more helpful behaviours at work.

In a study conducted by Liu and Qin (2018), it was discovered through a meta-analysis that organisations leverage the dual identity of their employees to engage in CSR towards both employees and external stakeholders. This practice was shown to have a beneficial effect on employee volunteerism. In a study conducted by Xiang, Li, and Teng (2017), it was discovered that analysing 873 employees revealed a notable influence on employees' volunteer activities when companies engage in CSR for both employees and external stakeholders. Based on the above analysis, this article proposed the following hypotheses:

H1: SRHRM influences employee task performance.
H2: SRHRM influences employees OCB.
H3: SRHRM influences employee volunteer activities.

The Mediation Effect of Prosocial Identity Between SRHRM and Employee Performance

Prosocial identity involves the aspect of self-concept that supports and shows empathy towards others (Grant, 2007). SRHRM emphasises the importance of fostering employees' self-awareness by exploring the concept of meaning destruction and meaning giving. SRHRM offers structured training programmes to develop employees' understanding and expertise in corporate social responsibility practices. This new development will challenge employees' perception of the organisation and themselves, prompting them to reassess the work environment and look for information about their own identity. The process of identity construction also involves social observation and interaction among employees (Weick, Sutcliffe, & Obstfeld, 2005), where employees' interpretation of their expectations and needs for the organizational environment is also influenced by their colleagues.

Past research has indicated that assisting others, like altruistic prosocial behaviour, plays a role in fostering positive relationships, enhancing task performance, and promoting harmony among individuals. Individuals who possess a strong sense of social awareness prioritise improving the well-being of others and the organisation, leading to increased involvement in OCB (Grant, 2007). Employees who prioritise the well-being of others are more inclined to prioritise giving over their own interests (Bolino & Turnley, 2005). Thus, there is speculation that social identity might act as a mediator in the influence of SRHRM on employee performance, and the following hypotheses are proposed:

H4: Prosocial identity mediates the relationship between SRHRM and employee task performance.
H5: Prosocial identity mediates the relationship between SRHRM and employee OCB.
H6: Prosocial identity mediates the relationship between SRHRM and employee volunteer activities.

The Mediation Effect of Prosocial Self-efficacy Between SRHRM and Employee Performance

Those who demonstrate exceptional performance in SRHRM practice, like role models, will have access to increased material rewards such as promotions and compensation (Beltrán-Martín et al., 2017). In a collaborative work setting, these influential figures can greatly inspire and impact others' confidence in assisting others. SRHRM utilises a range of corporate social responsibility knowledge and value training to highlight the significance of their work on others' lives and boost employees' engagement in SRHRM practices. Relevant knowledge and skills training will significantly improve employees' ability to engage in SRHRM, thus strengthening their beliefs (Kish-Gephart et al., 2009). When it comes to psychological arousal, SRHRM fosters a nurturing environment that encourages employees to be attentive to others' needs. This helps cultivate a harmonious and friendly atmosphere among employees, leading to positive emotional arousal and strengthening their confidence in assisting others (Ma et al., 2017).

In his work from 1987, Gist highlighted the significance of individuals feeling capable and motivated to take initiative. Prosocial self-efficacy has a positive impact on how employees think and perform. According to Seo and Ilies (2009), when someone believes in their abilities, they are more likely to put in effort and persist in their tasks, leading to increased chances of success and improved performance. Prosocial self-efficacy influenced by SRHRM can improve employee task performance, organisational citizenship behaviour, and volunteer activities. Hence, there is speculation that social self-efficacy might act as a mediator in the influence of SRHRM on employee performance, and the following hypotheses are proposed:

H7: Prosocial self-efficacy mediates the relationship between SRHRM and employee task performance.
H8: Prosocial self-efficacy mediates the relationship between SRHRM and employee OCB.
H9: Prosocial self-efficacy mediates the relationship between SRHRM and employee volunteer activities.

The Mediation Effect of Empathy Between SRHRM and Employee Performance

SRHRM helps employees see how their work contributes to social impact and corporate social responsibility. When individuals understand the significant influence of their efforts on others, they

tend to evoke favourable responses (Grant, 2007). Moreover, SRHRM can help employees see the value of their contributions to corporate social activities. SRHRM emphasises the importance of fostering a caring and empathetic work environment, encouraging employees to be attentive to the needs and interests of their colleagues, empathise with others, and cultivate a desire to assist others. By providing value satisfaction and material incentives, SRHRM will impact the effective satisfaction of employees' psychological needs and interests, ultimately boosting employees' empathy.

In a study conducted by Omdahl and O'Donnell (1999), it was highlighted that people who possess empathy tend to understand the needs of others, which can result in behaviours like altruism and offering help. In another research study conducted by Kidder (2002), it was suggested that people with strong empathy tend to view altruism and politeness as essential components of organisational citizenship behaviour (OCB), considering it as part of their regular duties. 37095 middle-level leaders from 38 different countries participated in a study by Sadri, Weber, and Gentry (2011). Through a comparison of the subordinate's assessment of the leader's empathy and the superior's evaluation of the leader's performance, it was discovered that leaders with greater empathy demonstrated superior task performance. People who show empathy are more inclined to engage in volunteer work outside the organisation (Craig-Lees, Harris, & Lau, 2008). Penner (2002) highlighted that individuals with greater empathy and emotional stability tend to be more inclined to engage in volunteer work. Hence, there is speculation that empathy might act as a mediator in the influence of SRHRM on employee performance, and the following hypotheses are proposed:

H10: Empathy mediates the relationship between SRHRM and employee task performance.
H11: Empathy mediates the relationship between SRHRM and employee OCB.
H12: Empathy mediates the relationship between SRHRM and employee volunteer activities.

Based on the research hypothesis proposed in this article, the following conceptual framework is drawn (see Figure 1).

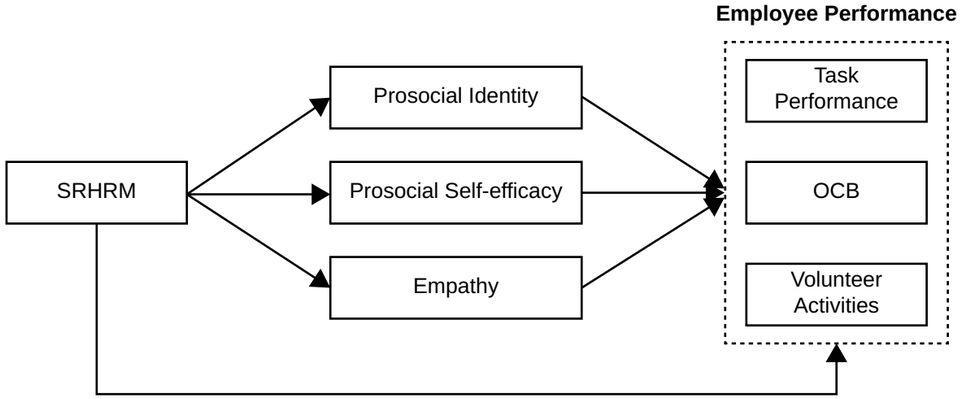

Figure 1: Conceptual Framework.

2. Research Methodology

Population and Sampling

This study focuses on employees working in Chinese medical manufacturing companies. By the end of 2021, China had a total of 34,639 medical manufacturing enterprises (China Statistical Yearbook, 2022).

Stratified sampling is utilised in this study. In this article, the population under study can be divided into 31 subpopulations based on geographical distribution (see Table 1). This article involves 384 employees from Chinese medical manufacturing enterprises who were selected to complete a survey questionnaire for data collection. Using a proportionate stratified method involves ensuring that the sample size of each stratum is proportional to the population size of the stratum.

Table 1: Stratified Sampling.

N	Category of Medical Manufacturing Enterprises	Number of Enterprises (L_i)	% of Total ($p_i=L_i/T$)	Number of Samples ($n_i=p_i\times$ Target Sample Size)
1	Guangdong Province	6158	17.78%	68
2	Jiangsu Province	4193	12.10%	46
3	Shandong Province	3976	11.48%	44
4	Zhejiang Province	2666	7.70%	30
5	Hebei Province	2009	5.80%	22
6	Henan Province	1653	4.77%	18
7	Hubei province	1557	4.49%	17
8	Hunan Province	1242	3.59%	14
9	Shanghai City	1238	3.57%	14
10	Beijing	1124	3.24%	12
11	Anhui Province	1107	3.20%	12
12	Jiangxi Province	1091	3.15%	12
13	Liaoning Province	981	2.83%	11
14	Tianjin City	716	2.07%	8
15	Fujian Province	661	1.91%	7
16	Sichuan Province	650	1.88%	7
17	Shaanxi Province	640	1.85%	7
18	Jilin Province	558	1.61%	6
19	Guangxi Zhuang Autonomous Region	433	1.25%	5
20	Chongqing City	419	1.21%	5
21	Heilongjiang Province	366	1.06%	4
22	Shanxi Province	318	0.92%	4
23	Guizhou Province	215	0.62%	2
24	Yunnan Province	166	0.48%	2
25	Xinjiang Uygur Autonomous Region	127	0.37%	1
26	Gansu Province	116	0.33%	1
27	Hainan	84	0.24%	1
28	Inner Mongolia Autonomous Region	83	0.24%	1
29	Ningxia Hui Autonomous Region	46	0.13%	1
30	Qinghai Province	27	0.08%	0
31	Xizang Autonomous Region	19	0.05%	0
Total		**34,639**	**100.00%**	**384**

Instrumentation

The SRHRM is assessed using the scale developed by Shen and Jiuhua Zhu (2011), consisting of 7 items. The OCB is assessed using the scale created by Williams and Anderson (1991), which consists of 5 items. The scale used to measure volunteer activities consists of 6 items and was developed by Schaufeli, Bakker, and Salanova (2006). The measurement of prosocial identity is based on a scale created by Aquino and Reed II (2002) that includes 5 items. The measurement of prosocial self-efficacy is based on a scale created by Di Giunta et al. (2010) that includes 5 items. The scale developed by Carré et al. (2013) measures empathy through 6 items. The task performance is measured based on the scale which was developed by Goodman and Svyantek (1999), which contains 8 items. All the scales in this study are ranged from 0 to 5: 0 (strongly disagree),

2 (disagree), 3 (not clear), 4 (agree) and 5 (strongly agree).

Data Analysis Techniques

This study uses SPSS and AMOS software to conduct a structural equation model hierarchical regression model to validate the research hypotheses.

3. Results and Discussion

Profile of Respondents

The demographic characteristics of the sample in this questionnaire survey are shown in Table 2.

Table 2: Demographic Characteristics of the Sample.

Demographic	Category	Frequency	Percentage (%)
Gender	Male	175	45.6
	Female	209	54.4
Age	18-25	37	9.6
	26-35	109	28.4
	36-45	103	26.8
	46-55	100	26.0
	Over 55	35	9.1
Educational Background	Below bachelor's degree	82	21.4
	Bachelor's degree	159	41.4
	Master's degree	113	29.4
	Above master's degree	30	7.8
Work Experience	Less than 1 year	48	12.5
	1-5 years	76	19.8
	6-10 years	174	45.3
	More than 10 years	86	22.4
Total		**384**	**100.0**

Reliability and Validity Tests

Reliability Test

As per Table 3, the Cronbach's Alpha coefficient for the SRHRM scale is 0.920, surpassing the threshold of 0.70, suggesting strong reliability of the scale. All six scales also have Cronbach's Alpha coefficients exceeding 0.70. The questionnaire demonstrates a high level of reliability with an overall score of 0.950, indicating its strong reliability.

Table 3: Reliability Test.

Variable Scale	Abbreviation Symbol	Number of Items	Cronbach's Alpha
SRHRM	SRHRM	7	0.920
OCB	OCB	5	0.902
Volunteer Activities	VA	6	0.911
Prosocial Identity	PI	5	0.896
Prosocial Self-Efficacy	PSE	5	0.914
Empathy	EMP	6	0.911
Task Performance	TP	8	0.937
Total		42	0.950

Convergence Validity Test

The confirmation factor analysis results for the seven variable scales mentioned above can be found in Table 4, Table 5, and Figure 2. Based on Table 4, it is evident that all observed variables have standardised factor loadings above 0.7. Additionally, the latent variables have composite reliabilities above 0.7 and average variance extracted above 0.5. Hence, it can be inferred that all seven latent variable scales discussed in this article demonstrate strong convergent validity. Table 5 displays that the fitting indicators of the 7 variables all meet the standards, confirming once more the good structural validity.

Table 4: Confirmatory Factor Analysis.

Latent Variable	Observation Variable	Standardized Factor Loading	S.E.	C.R.	P	CR	AVE
SRHRM	E1	0.774				0.920	0.621
	E2	0.803	0.059	16.760	0.000		
	E3	0.799	0.061	16.562	0.000		
	E4	0.793	0.058	16.595	0.000		
	E5	0.771	0.059	15.975	0.000		
	E6	0.770	0.059	15.951	0.000		
	E7	0.805	0.061	16.846	0.000		
OCB	E8	0.802				0.903	0.650
	E9	0.836	0.057	17.999	0.000		
	E10	0.825	0.058	18.017	0.000		
	E11	0.801	0.057	17.183	0.000		
	E12	0.765	0.056	16.205	0.000		
VA	E13	0.760				0.911	0.631
	E14	0.820	0.065	16.872	0.000		
	E15	0.795	0.065	15.995	0.000		
	E16	0.835	0.066	16.888	0.000		
	E17	0.776	0.066	15.501	0.000		
	E18	0.779	0.067	15.648	0.000		
PI	E19	0.797				0.896	0.634
	E20	0.798	0.059	16.772	0.000		
	E21	0.807	0.060	17.216	0.000		
	E22	0.766	0.060	16.132	0.000		
	E23	0.811	0.062	17.038	0.000		
PSE	E24	0.826				0.914	0.681
	E25	0.835	0.050	19.131	0.000		
	E26	0.813	0.053	18.502	0.000		
	E27	0.823	0.053	18.732	0.000		
	E28	0.830	0.052	19.256	0.000		
EMP	E29	0.775				0.912	0.634
	E30	0.796	0.063	16.526	0.000		
	E31	0.815	0.063	16.987	0.000		
	E32	0.751	0.061	15.425	0.000		
	E33	0.780	0.056	16.166	0.000		
	E34	0.855	0.059	18.219	0.000		
TP	E35	0.812				0.937	0.650
	E36	0.819	0.055	18.782	0.000		
	E37	0.821	0.055	18.874	0.000		
	E38	0.795	0.056	17.851	0.000		
	E39	0.803	0.053	18.154	0.000		
	E40	0.753	0.058	16.540	0.000		
	E41	0.832	0.053	19.159	0.000		
	E42	0.813	0.053	18.415	0.000		

Table 5: Fitting Indicators.

Variable	χ^2/ df	NFI	IFI	TLI	CFI	GFI	RMSEA
SRHRM	1.692	0.986	0.994	0.991	0.983	0.966	0.043
OCB	1.809	0.992	0.996	0.993	0.991	0.972	0.046
VA	2.088	0.987	0.993	0.988	0.984	0.962	0.053
PI	1.777	0.992	0.996	0.993	0.991	0.973	0.045
PSE	1.642	0.993	0.997	0.995	0.991	0.973	0.041
EMP	3.607	0.977	0.983	0.972	0.972	0.934	0.073
TP	3.259	0.971	0.980	0.971	0.961	0.930	0.077
Threshold	<5	>0.9	>0.9	>0.9	>0.9	>0.9	<0.08
Interpretation	Qualified	Qualified	Qualified	Qualified	Qualified	Qualified	Qualified

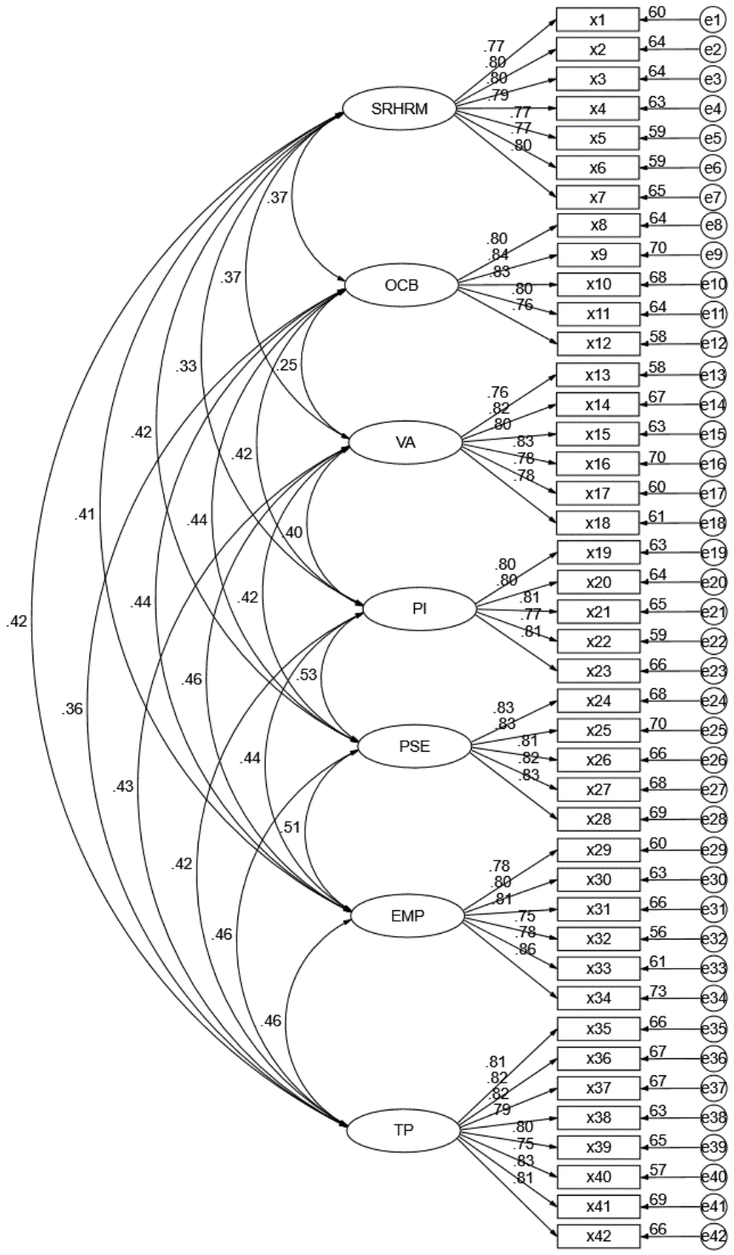

Figure 2: Confirmatory Factor Analysis Model Diagram.

Discriminant Validity Test

Table 6 displays the results for discriminant validity. Based on Table 6, it is evident that the square root of the average variance extracted for each latent variable exceeds the absolute value of the correlation coefficient between latent variables. This suggests that the 7 variable scales of SRHRM, OCB, VA, PI, PSE, EMP, and TP demonstrate strong discriminative validity.

Table 6 Discriminant Validity

	SRHRM	OCB	VA	PI	PSE	EMP	TP
SRHRM	**0.788**	-	-	-	-	-	-
OCB	0.342	**0.806**	-	-	-	-	-
VA	0.334	0.231	**0.795**	-	-	-	-
PI	0.299	0.379	0.366	**0.796**	-	-	-
PSE	0.386	0.398	0.383	0.482	**0.825**	-	-
EMP	0.376	0.404	0.419	0.398	0.464	**0.796**	-
TP	0.393	0.336	0.400	0.383	0.422	0.424	**0.806**

Note: The bold value in the upper right corner is the square root of AVE, and other values are the correlation coefficients between latent variables.

Structural Equation Model and Path Analysis Model Fitting

This article constructs a structural equation model using AMOS statistical software (see Figure 3). Firstly, it is necessary to verify the adaptability of the structural equation model. According to Table 7, it can be seen that the model fitness of the structural equation model constructed in this article meets the standard.

Table 7: Fitting Indicators of the Structural Equation Model.

	χ^2/ df	NFI	IFI	TLI	CFI	RMSEA
Estimate	1.461	0.900	0.966	0.963	0.966	0.035
Threshold	<5	>0.9	>0.9	>0.9	>0.9	<0.08
Interpretation	Qualified	Qualified	Qualified	Qualified	Qualified	Qualified

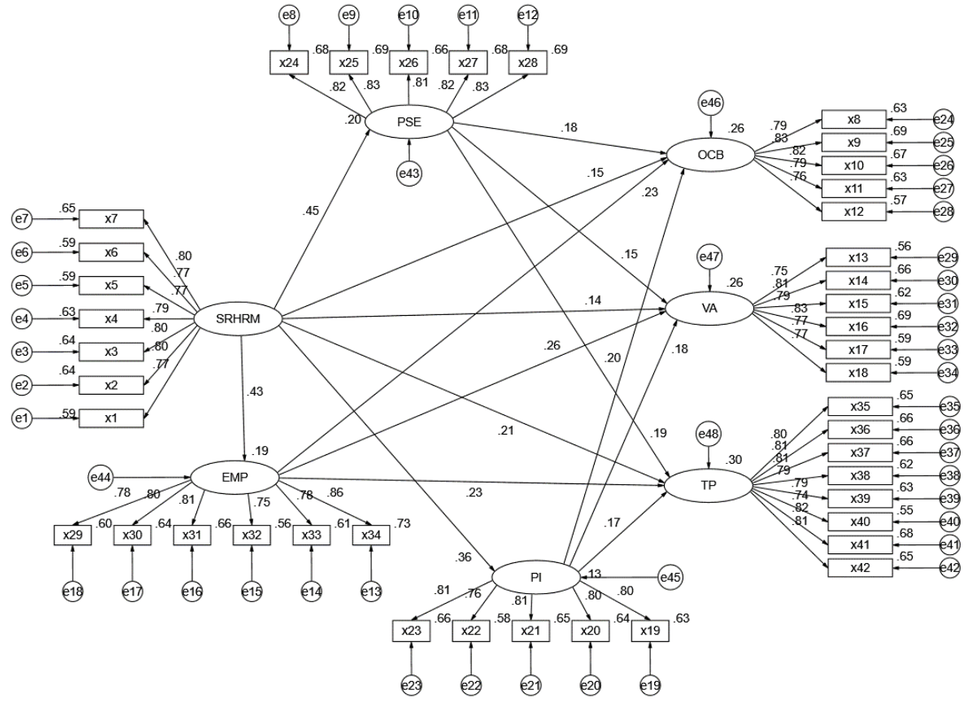

Figure 3: Structural Equation Model Diagram.

The Direct Effect Test Results

Based on Table 8, the standardised path coefficient for the influence of SRHRM on TP is 0.441, with a significance probability (P value) of 0.000 for the direct effect hypothesis of H1. The results above indicate that SRHRM has a notable positive effect on TP, thus confirming hypothesis H1. The path coefficient for the impact of SRHRM on OCB is 0.385, and the P value for the direct effect hypothesis of H2 is 0.000. Based on the results above, it is evident that SRHRM has a noteworthy positive effect on OCB, thus confirming hypothesis H2. The path coefficient for the impact of SRHRM on VA is 0.381, and the P value for the direct effect hypothesis of H3 is 0.000. The results above indicate that SRHRM has a notable positive effect on VA, thus confirming hypothesis H3.

Table 8: The Direct Effect Test Results.

Direct Effects	Standardized Estimate	S.E.	C.R.	P	Unstandardized Estimate	Hypothesis
TP ← SRHRM	0.441	0.053	7.851	0.000	0.412	H1
OCB ← SRHRM	0.385	0.056	6.766	0.000	0.379	H2
VA ← SRHRM	0.381	0.05	6.617	0.000	0.333	H3

The Indirect Effect Test Results

Table 9 displays the indirect effect coefficient of SRHRM on TP through PI as 0.114, with a 95% confidence interval of [0.063, 0.173], which excludes 0. This suggests that SRHRM has a notable indirect impact on TP through PI, highlighting the mediating role of PI in the relationship between SRHRM and TP. Thus, hypothesis H4 has been confirmed as valid.

In the same way, it can be demonstrated that all eight hypotheses H5-H12 hold true. Specifically, SRHRM demonstrates a notable indirect influence on OCB through PI, indicating that PI acts as a mediator in the relationship between SRHRM and OCB. Similarly, SRHRM shows a significant indirect impact on VA through PI, suggesting that PI serves as a mediator in the connection between SRHRM and VA. Additionally, SRHRM has a substantial indirect effect on TP through PSE, indicating that PSE acts as a mediator in the relationship between SRHRM and TP. Lastly, SRHRM has a significant indirect effect on OCB through PSE, highlighting that PSE plays a mediating role in the impact of SRHRM on OCB (H8); There is a notable indirect effect of SRHRM on VA through PSE, indicating that PSE acts as a mediator in the relationship between SRHRM and VA. Similarly, SRHRM has an indirect effect on TP through EMP, suggesting that EMP serves as a mediator in the relationship between SRHRM and TP. Additionally, SRHRM indirectly affects OCB through EMP, highlighting EMP as a mediator in the relationship between SRHRM and OCB. Lastly, SRHRM has an indirect effect on VA through EMP, indicating that EMP acts as a mediator in the impact of SRHRM on VA (H12).

Table 9: The Indirect Effect Test Results.

Indirect Effect Analysis	Standardized Estimate	SE	Lower	Upper	Hypothesis
TP ← PI ← SRHRM	0.114	0.028	0.063	0.173	H4
OCB ← PI ← SRHRM	0.121	0.028	0.070	0.181	H5
VA ← PI ← SRHRM	0.121	0.028	0.070	0.181	H6
TP ← PSE ← SRHRM	0.115	0.029	0.063	0.177	H7
OCB ← PSE ← SRHRM	0.121	0.027	0.070	0.177	H8
VA ← PSE ← SRHRM	0.108	0.026	0.060	0.164	H9
TP ← EMP ← SRHRM	0.082	0.025	0.039	0.135	H10
OCB ← EMP ← SRHRM	0.091	0.025	0.047	0.144	H11
VA ← EMP ← SRHRM	0.083	0.024	0.041	0.135	H12

3. Discussion

The research presented in this article supports hypothesis H1. Implementing SRHRM in businesses can enhance employee task performance, aligning with the findings of Mael and Ashforth (1992), Blau (2017), and Abdelmotaleb and Saha (2020). Enhancing one's sense of responsibility and purpose can help employees sustain their motivation at work. Workers who maintain a positive mindset and high energy levels will have a greater appreciation for their job and company, ultimately impacting their productivity (Abdelmotaleb & Saha, 2020).

This article's empirical research supports hypothesis H2. Implementing SRHRM in businesses can enhance employee OCB, aligning with the findings of Shao, Zhou, and Gao (2019), Liu et al. (2017), and Lu et al. (2021). In a study conducted by Wang, Gao, and Shu (2020), it was suggested that employees are driven by two main motivations when it comes to maintaining high self-esteem and a positive self-concept: the desire to minimise identity uncertainty and the aspiration to enhance their status. Employees are motivated to achieve high-ranking group positions, leading to positive emotions, and encouraging more positive organisational citizenship behaviour (Roseman, 2013).

This article's empirical research supports hypothesis H3. Implementing SRHRM in businesses can encourage employee Volunteer Activities, aligning with the findings of Liu and Qin (2018) and Xiang et al. (2017). Shao et al. (2019) suggest that SRHRM not only encourages employees to display helpful behaviours at work, but also boosts their inclination to volunteer for society. Engaging in volunteer activities is currently a highly favoured method of corporate responsibility and is embraced by many organisations and employees.

This study provides evidence supporting the idea that prosocial identity plays a mediating role between SRHRM and employee performance, assuming the validity of H4, H5, and H6. The conclusion aligns with the findings of Meglino and Korsgaard (2004), Ng and Van Dyne (2005), and Swann Jr, Pelham, and Krull (1989). Within the framework of SRHRM, employees are encouraged to engage and work together with their colleagues who share a common collective identity, specifically a pro-social identity. Past research indicates that acts of kindness, like altruism and prosocial behaviour, contribute to fostering positive relationships, enhancing task performance, and promoting harmony among individuals. Individuals who are highly aware of the needs of others prioritise enhancing the well-being of their colleagues and the company, leading to more chances to participate in organisational citizenship behaviour (Grant, 2007).

This study provides evidence supporting the role of social self-efficacy in mediating the relationship between SRHRM and employee performance, assuming the validity of H7, H8, and H9. The conclusion aligns with the findings of Seo and Ilies (2009), Cohen and Abedallah (2015), and Müller et al. (2014). When a company creates a nurturing atmosphere for its employees, they experience a sense of respect and appreciation. These favourable emotions assist employees in developing optimistic evaluations and convictions about their capabilities. SRHRM is encouraging employees to be more proactive in helping others. Prosocial self-efficacy has the potential to impact how employees think, which in turn can affect their job performance. Prosocial self-efficacy can impact employee performance through its influence on their motivational efforts as indicated by Cohen and Abedallah (2015). People with greater self-efficacy exhibit increased confidence in accomplishing difficult objectives and tasks, demonstrating a readiness to surpass previous achievements and tackle more ambitious ones (Müller et al., 2014). In this context, employees in the SRHRM field demonstrate a greater level of prosocial self-efficacy. Aside from excelling in their work duties, they are also inclined to assist and support others, whether it's coordinating social initiatives at work or participating in volunteer activities outside of work.

This article's empirical research validates the mediating role of empathies between SRHRM and employee performance, assuming the validity of H10, H11, and H12. These findings align with the studies conducted by Grant (2012), Penner (2002), and Craig-Lees et al. (2008). SRHRM helps employees recognise how their work contributes to social impact and corporate social responsibility. By undergoing SRHRM knowledge training, employees in the organisation will engage with individuals beyond the organisation impacted by their products or services. Recognising the broad influence of their work on others can boost employees' motivation to generate positive outcomes (Grant, 2012). SRHRM has a direct impact on fulfilling various psychological needs and practical interests of employees, ultimately fostering employee empathy. People with a strong sense of empathy often see altruism and politeness as essential components of organisational citizenship behaviour, defining it as behaviour within one's role. Compassion sparked by SRHRM can also enhance task performance, as altruistic emotions such as empathy facilitate understanding others' perspectives, fostering collaboration, openness to information, seamless information sharing, and friendliness towards others (Sadri et al., 2011). Moreover, people who possess empathy tend to engage in volunteer work beyond the workplace (Craig-Lees et al., 2008). Showing empathy can inspire employees to participate in volunteer activities as a way of helping and caring.

4. Conclusion and Implications

Conclusion

This research delves into the effects and process of SRHRM on employee performance in China. The framework developed in this study introduces three

mediating variables: prosocial identity, prosocial self-efficacy, and empathy. This paper outlines three sub studies for the three paths of the active model, delving into how SRHRM can drive employee participation for positive organisational and social performance. This article delves into whether SRHRM can lead to a mutually beneficial situation for enterprises and society in the Chinese context through three sub-studies. It holds theoretical and practical significance for enterprises aiming to engage in social responsibility, achieve sustainable development, enhance social welfare, and foster a harmonious society. Based on empirical analysis, this article suggests that SRHRM has a direct positive impact on employee performance. Additionally, it indicates that SRHRM can also influence employee performance indirectly through prosocial identity, prosocial self-efficacy, and empathy.

Implications of The Study
Theoretical Implications

Firstly, this article explores the impact, effects, and underlying mechanisms of SRHRM. This article expands on the impact of SRHRM. Being a human resource management practice that upholds social responsibility, the potential of enterprise SRHRM to enhance corporate social responsibility and benefit organisations and society is crucial in assessing its worth and acceptance by businesses. Furthermore, according to social cognitive theory, the article examines and demonstrates that prosocial identity, prosocial self-efficacy, and empathy are three crucial mediating variables impacted by SRHRM that influence employee performance. This article adopts the employee efficacy perspective to elucidate the effects of SRHRM, offering a fresh explanatory angle for future research.

Practical Implications

Firstly, Enterprises need to integrate their focus on social responsibility into the human resource management framework. When recruiting, it's crucial to prioritise choosing and onboarding employees who demonstrate a high level of social responsibility. During the training phase, enhance the focus on social responsibility training for employees and motivate their involvement in corporate social responsibility research, Considering the social impact of employees in performance assessment and career advancement.

Secondly, businesses can take on social responsibility by promoting community harmony, organising charitable activities, and encouraging volunteer service among employees. They can also focus on improving environmental performance by adopting green practices, using eco-friendly materials, and enhancing office resource efficiency to support energy conservation.

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