



**RESEARCH ON THE IMPACT MECHANISM OF EMPLOYEES'  
CORPORATE SOCIAL RESPONSIBILITY PERCEPTIONS ON  
ORGANIZATIONAL CITIZENSHIP BEHAVIOR AND JOB SATISFACTION**

**BAOQIANG ZHU  
6017195403**

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**THEMATIC CERTIFICATE**

**To  
BAOQIANG ZHU**

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Requirement of International Master of Business Administration in International  
Business Management

Advisor:.....  
(Associate Professor Dr. Chao Qiu)

Date: .....10...../.....1...../.....2022.....

.....  
(Associate Professor Dr. Jomphong Mongkhonvanit )  
Acting Dean, Graduate School of Business Administration

Date: .....12...../.....51...../.....2022.....  
Siam University, Bangkok, Thailand

## ABSTRACT

**Title:** Research on the Impact Mechanism of Employees' Corporate Social Responsibility Perceptions on Organizational Citizenship Behavior and Job Satisfaction

**By:** BAOQIANG ZHU

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**Advisor:** \_\_\_\_\_

( Associate Professor Dr. Chao Qiu)

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With the rapid development of social economy, corporate social responsibility has gradually become a global trend, especially in western countries, where many companies have raised their social responsibility practices to a strategic management level. However, Chinese enterprises have not paid enough attention to this process of rapid development, which has led to the emergence of many social contradictions and roused widespread concern in the academic community and society. Existing literature usually focuses on the impact of corporate social responsibility on corporate performance, corporate image, and consumer response, with a lack of research on the impact of the behaviors and attitudes of major stakeholders within the enterprise. In addition, encouraging employees to participate in organizational citizenship behavior and improving employee job satisfaction is essential to improving the company's competitiveness and achieving sustainable corporate development. Therefore, research on the relationship between corporate social responsibility and employee organizational citizenship behavior and job satisfaction has gradually become a focused research of academia. In addition, motivation can encourage employees to recognize the impact on their behavior and attitudes. Corporate social responsibility means that the company has higher prosocial value. As members of the organization, employees will implicitly internalize this prosocial value into self-worth, which will generate prosocial motivation, then stimulate organizational citizenship behavior and improve job satisfaction. In addition, an interactive fairness that focuses on the quality of exchange relationships in the process of interpersonal interaction allows employees to perceive the company to be consistent in words and deeds, which can promote employees' perception of corporate social responsibility and positively affect organizational citizenship behavior and job satisfaction.

Through empirical research, this study found that employees' perception of corporate social responsibility can positively affect employees' prosocial motivation, organizational citizenship behavior, and job satisfaction, also prosocial motivation can also positively affect organizational citizenship behavior and job satisfaction. At the same time, prosocial motivation played a part of the mediating role in the relationship between employees' corporate social responsibility perception and organizational citizenship behavior and job satisfaction. Finally, interaction fairness positively regulates the relationship between employees' corporate social responsibility perception and prosocial motivation. When the level of interaction fairness was high, the relationship between employees' perception of corporate social responsibility and prosocial motivation was stronger. Moreover, interaction fairness regulates the mediating role of prosocial motivation in the relationship between employees' corporate social responsibility perceptions and organizational citizenship behavior and job satisfaction. At the end of the research, the research deficiencies and future prospects were summarized.

**Keywords:** Corporate social responsibility, Prosocial motivation, Interactive fairness, Organizational citizenship, Job Satisfaction

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# 1. INTRODUCTION

## 1.1 Research Background

In recent years, corporate social responsibility has gradually become a global trend, and many western companies have elevated corporate social responsibility practices to the height of strategic management. However, Chinese enterprises have not paid enough attention to this in the process of rapid development, which has led to many social contradictions, such as environmental pollution, counterfeiting and sales, tax evasion, and commercial bribery. According to the "Blue Book of Corporate Social Responsibility (2017)" issued by the Chinese Academy of Social Sciences, the 2017 China Top 300 Corporate Social Responsibility Development Index was 37.4 points, and the overall is still in its infancy. Of these, 74.3% of the companies scored below 60 points, even 11 companies did not actively disclose any social responsibility related information. This shows that Chinese enterprises are generally weak on social responsibility, and China's corporate social responsibility development still has a long way to go.

The research on corporate social responsibility in academic circles is also deepening. More and more scholars believe that corporate social responsibility is a special organizational feature that describes the differences between enterprises. Although the connotation of corporate social responsibility is more controversial than other organizational characteristics, it has no room for believing that it has an important impact on companies. Throughout the previous literature on corporate social responsibility, it can be found that the current research on corporate social responsibility is mainly focused on its relationship with the macro level of the enterprise itself, consumers, and the environment, while the micro level research based on the perspective of employees is less. . With the advancement of the times, employees' expectations for the company are no longer limited to just maintaining a livelihood, but also to provide companies with competitive salaries, training, care and promotion opportunities. Equality and win-win situation have become the new requirements for employees. Therefore, it is important to explore the impact of corporate social responsibility on employees.

Organizational citizenship is the "lubricant" of organization operation, which helps the organization to form a harmonious and mutually supportive working atmosphere, improve employee productivity and organizational performance, promote the realization of the organization's daily standard, and bring long-term benefits to the

enterprise. And job satisfaction is a positive overall feeling of employees for work. It can increase employee loyalty to the organization, reduce turnover, reduce brain drain, and achieve sustainable organizational development. Previous studies have shown that the antecedent variables of organizational citizenship behavior and job satisfaction are mainly reflected in individual factors, task factors, and organizational factors, which are directly related to employees. However, whether the organization's treatment of stakeholders other than employees affects employees' work behaviors and attitudes is rarely studied.

In recent years, according to the theory of social identity, studies have shown that corporate social responsibility has a positive impact on employee attitudes and behaviors, such as job satisfaction, organizational commitment, organizational identity and organizational citizenship behavior, innovative behavior. With the in-depth study of corporate social responsibility and employee behaviors and attitudes by researchers, a confusing issue has aroused the attention of the academic community-why corporate social responsibility affects employee attitudes and behaviors, when and how it affects Employee attitude and behavior? Research in this area is still a relatively new field, so it is necessary to study the internal mechanism of employees' perceived corporate social responsibility affecting their attitudes and behaviors.

## **1.2 Research Significance**

### **1.2.1 Theoretical significance**

First, this study expands the literature on micro-results of corporate social responsibility. Most previous research on corporate social responsibility has focused on the macro level (Aguinis et al., 2012), such as the impact of corporate social responsibility on corporate performance, corporate reputation, corporate competitiveness, customer loyalty, and government support. Research on employees' perceptions of corporate social responsibility and their responses to behavioral attitudes is still lacking (Jones, 2010). This article focuses on the micro-level, based on the perspective of employees, explores the perceived corporate social responsibility of employees and their organizational citizenship behavior and work. The relationship between satisfaction can contribute to the study of the micro-results of corporate social responsibility.

Second, this study enriches the antecedent variables of organizational citizenship behavior and job satisfaction. In the past, the relevant literature discussing the dependent variables of organizational citizenship behavior and job satisfaction mainly focused on individual factors (individual values, organizational fairness,

organizational commitment, organizational identity, etc.), organizational factors (organizational culture, organizational support, power distance, etc.) And situational factors (task characteristics, peer relationships, leadership styles, etc.), these factors are basically directly related to employees. This paper believes that the social responsibility performed by enterprises considering external stakeholders will also affect organizational citizenship behavior and job satisfaction, thereby expanding their research on the dependent variables in front of the organization's macro level.

Finally, this paper explores the mediating role of prosocial motivation in employee CSR perceptions and organizational citizenship behavior and job satisfaction, as well as the moderating role of interaction and fairness in this process, which reveals employee CSR to a certain extent. The "black box" of perceptions affecting employee behavior and attitudes provides a new way of thinking about the relationship between the two. Therefore, this study also makes a certain theoretical contribution to the study of the impact of corporate social responsibility on employee behavior and attitudes in the special context of China.

### **1.2.2 Practical significance**

Negative idleness, occupational slackness, and turnover are common problems in enterprises. How to mobilize the initiative of employees to increase their willingness to organize work and improve work efficiency is an important issue facing every enterprise. Therefore, the practical significance of this research is mainly reflected in the fact that the company's fulfillment of social responsibilities can stimulate the pro-social motivation of employees, which in turn encourages employees to engage in organizational citizenship behavior and improve their job satisfaction. Specifically, in the daily operation and management practices of the company, if they want to increase the positive behaviors and attitudes of employees and ensure the sustainable development of the organization, the company should actively perform social responsibilities, such as actively participating in public welfare activities, making charitable donations, and consciously protect the environment, and encourage employees to actively participate, so that employees feel the "responsibility" of the company. In addition, the organization should also build a fair and just organizational environment internally, especially the interaction and fairness involving interpersonal communication. The organization and leaders treat people politely, communicate information, and treat employees fairly and fairly. And internalize the company's moral values, thereby generating positive behaviors and attitudes to the company, improving organizational efficiency, and promoting long-term stable development of the organization.

In addition, corporate social responsibility is not only beneficial to external stakeholders, shaping its good corporate reputation and image in the society, but also motivating internal employees to actively implement proactive behaviors such as altruistic behaviors and helping behaviors, improving organizational performance; enhancing employees Satisfaction, which in turn weakens employee turnover and reduces brain drain. Companies realize that fulfilling social responsibilities can benefit them a lot, so they will be more proactive in implementing corporate social responsibility activities. Therefore, this research can enable enterprises to actively address social responsibility issues and provide sufficient “pushing force” for companies to fulfill relevant social responsibilities, instead of just being forced by external pressure.

### **1.3 Research purposes**

The main purpose of this research is to explore the mechanisms by which employees' perception of corporate social responsibility affects their behavior and attitudes, starting from the theory of social identity and social exchange. Specifically, the purpose of this study can be divided into the following points:

(1) Based on the social identity theory and social exchange theory, by combing the relevant domestic and foreign literature of employees' corporate social responsibility perception, explore the impact of employees' corporate social responsibility perception on organizational citizenship behavior and job satisfaction, and establish theoretical models;

(2) Exploring the transmission mechanism of employees' perception of corporate social responsibility affecting organizational citizenship behavior and job satisfaction. The intermediary variable prosocial motivation is introduced, and the self-determination theory is used to explore the intermediary role of prosocial motivation in the perception of social responsibility of employees and organizational citizenship behavior and job satisfaction.

(3) Exploring the theoretical boundary between employees' perception of corporate social responsibility and prosocial motivation. An inductive analysis of previous research found that the level of interaction fairness will affect the strength of employees' prosocial motivation. Therefore, interaction fairness is introduced as a moderating variable to explore its moderating role in the relationship between employees' corporate social responsibility perception and prosocial motivation, and its

mediating effect on prosocial motivation.

#### **1.4 Research hypothesis**

Hypothesis 1: Employee CSR perception is positively related to organizational citizenship behavior.

Hypothesis 2: Employee CSR perception is positively related to job satisfaction.

Hypothesis 3: Employee CSR perception is positively related to prosocial motivation.

Hypothesis 4: Prosocial motivation is positively related to organizational citizenship behavior.

Hypothesis 5: Prosocial motivation is positively correlated with job satisfaction.

Hypothesis 6: Prosocial motivations mediate the relationship between employee CSR perceptions and organizational citizenship behavior.

Hypothesis 7: Prosocial motivation plays an intermediary role in the relationship between employee CSR perceptions and job satisfaction.

Hypothesis 8: Interaction fairness regulates the relationship between employees' CSR perception and prosocial motivation, that is, the higher the level of interaction fairness, the stronger the positive impact of employee CSR perception on prosocial motivation; otherwise, the weaker it is.

Hypothesis 9: Interaction fairness regulates the mediating role of prosocial motivation between employees' perception of corporate social responsibility and organizational citizenship behavior, that is, the higher the level of interaction fairness, the more prosocial motivation between employees' perception of corporate social responsibility and organizational citizenship behavior. The stronger the mediation effect, the weaker it is.

Hypothesis 10: Interaction fairness regulates the mediating role of prosocial motivation in the relationship between employees' corporate social responsibility perception and job satisfaction. That is, the higher the level of interaction fairness, the more prosocial motivation between employee social responsibility perception and job

satisfaction. The stronger the mediation effect, the weaker it is.



## **2. LITERATURE REVIEW**

### **2.1 Corporate social responsibility**

#### **2.1.1 Corporate social responsibility**

Oliver Sheldon (1924) first proposed the concept of Corporate Social Responsibility (CSR). He believed that the production of products or the provision of services was only the basic goal of the company, and that the company should also be responsible for meeting the needs of people inside and outside the company. In 1953, Bowen published the book "Social Responsibility of Entrepreneurs", which clearly stated the concept of corporate social responsibility. He believed that in addition to pursuing commercial interests, businessmen must also fulfill their obligations to society, that is, corporate decision-making, Policy implementation and behavioral implementation should be consistent with social goals and values. Davis (1960) believes that corporate social responsibility is not only at the economic level, but also at the non-economic level. That is, when making decisions and implementing actions, business operators should consider responsibilities other than economic interests. In 1970, Friedman put forward an objection to corporate social responsibility. He believed that corporate responsibility is to be responsible to shareholders and make full use of various resources to maximize shareholder benefits. This view has been questioned and opposed by CSR supporters. Carroll (1979) pointed out that companies must not only strive to maximize the benefits for shareholders, but also fulfill the responsibilities of other stakeholders.

By the 1990s, corporate social responsibility research gradually diversified, and the idea of combining stakeholder theory with corporate social responsibility aroused scholars' interest (Wood, 1991; Clarkson, 1995; Me Williams, 2001) . Freeman (1984) proposed the stakeholder theory, and based on this theory, the objects of corporate social responsibility were specified, and employees, shareholders, customers, suppliers, governments, and communities were considered as stakeholders in corporate social responsibility. John Elkington (1997) proposed three elements of corporate social responsibility, namely economic responsibility, environmental protection and a wide range of stakeholders. Aguinis & Glavas (2011) defines corporate social responsibility as policies and behaviors that the organization considers the expectations of its stakeholders and considers economic growth, social standards, and environmental protection in a specific environment.

Domestic scholars also put forward their own views on the definition of corporate social responsibility. Lu Daifu (2002) defined corporate social responsibility



as the responsibility of enterprises to maintain and promote social progress when pursuing profits, and its objects include creditors, consumers, communities, the environment, social welfare, and social welfare. Tian Hong (2007) proposed that corporate social responsibility is the responsibility of enterprises, under specific conditions, with sustainable development as the goal, and it is aimed at shareholders, employees, consumers, creditors, communities, governments and the environment. Zhou Zucheng (2011) believes that corporate social responsibility is the responsibility of the company to the society and stakeholders in order to contribute to the society, safeguard and promote the legitimate rights and interests of stakeholders, including comprehensive responsibility including bottom-line responsibility and over-the-line responsibility. Wang Shaojie (2014) looked at China's national conditions and considered that social responsibility in line with Chinese enterprises includes responsibility for quality, employees, partners, society, order and the environment.

This article mainly studies the impact of employees 'perceived corporate social responsibility on their attitudes and behaviors. Therefore, Evans (2011)' s definition of corporate social responsibility perception is adopted, that is, the degree to which employees have satisfied the stakeholders in the formulation and implementation of policies. A subjective perception of corporate expectations.

### **2.1.2 Research on Corporate Social Responsibility**

#### **1.The impact of corporate social responsibility on employee attitudes**

In terms of job satisfaction, a large number of studies show that corporate social responsibility can improve employee job satisfaction (Glavas & Kelley, 2014; Rapp et al., 2013; Ma Chen and Zhou Zucheng, 2017). De Roeck (2014) divides employee CSR perception into two dimensions, internal CSR perception and external CSR perception, to explore the relationship between employee CSR perception and employee job satisfaction. Research shows that both dimensions will positively affect employee job satisfaction. Wisseetal. (2018) proposes that corporate social responsibility can have a positive impact on job satisfaction, but not all employees will respond strongly to corporate social responsibility practices. They believe that older employees will This reflects a stronger satisfaction. Alkayed (2017) used private hospitals as research objects and also proved that corporate social responsibility is positively related to employee job satisfaction. The research by Barakat et al. (2016) also proves that corporate social responsibility can positively affect job satisfaction, and that the organizational image mediates a positive correlation between the two. Zhang Zhengang (2012) analyzed the relationship between corporate social responsibility and employee job satisfaction with banks' knowledgeable employees.

The research shows that corporate responsibility to employees and consumer responsibility will positively affect employee job satisfaction, and Responsibility to the community has no significant effect on employee job satisfaction. Research by Cheng Xi (2014) found that employees' perception of overall corporate social responsibility can also improve employee job satisfaction.

In terms of organizational identification, Dutton, Roberts & Bednar (2010) proposed that employees tend to treat others as part of their self-concept based on social identification theory. Therefore, employees can enhance organizational identification when they feel that the company is treating their stakeholders. Glavas & Godwin (2013) believes that corporate social responsibility can directly and significantly affect the organizational identity of employees. Farooq et al. (2014) also demonstrated the direct impact of corporate social responsibility on organizational identity. In addition to the direct effects between corporate social responsibility and organizational identity, the indirect mechanism between the two is also the focus of research. Kim (2010) found that corporate social responsibility does not directly affect organizational identity, but influences it through external reputation perception as an intermediary path. According to Roeck (2012), corporate social responsibility strengthens organizational identity by enhancing organizational trust of employees.

Farooq-O, Rupp & Farooq-M (2017) divides corporate social responsibility into two dimensions: external corporate social responsibility and internal corporate social responsibility. The results show that external corporate social responsibility affects organizational identity through reputation perception, while internal companies Social responsibility affects organizational identity through respect for perception. In addition, factors such as employee moral perception, work significance, employee work skills, and organizational support have also been proven to serve as an intermediary mechanism between corporate social responsibility and organizational identity.

In terms of organizational commitment, employees' perception of corporate social responsibility is positively related to employee organizational commitment (Grant, Dutton & Rosso, 2008; Glavas & Kelley, 2014). Turker (2009) conducted a survey and analysis of 269 business people in Turkey. The results show that when employees feel the responsibility of the company to consumers, employees, social and non-social stakeholders, they feel that they are part of the organization. Be proud, thereby increasing organizational commitment. Edwards & Kudret (2017) used financial industry multinational companies as the research object, proving that corporate social responsibility can improve employees' organizational commitment

and further improve work performance. Kim & Nurunnabi (2018) studied the specific internal mechanism of corporate social responsibility affecting organizational commitment. He found that there is a significant positive correlation between the two, and that work significance and organizational support perception play a sequential intermediary between the two. The impact of corporate social responsibility on the three dimensions of organizational commitment is not the same. Farooq, Payaud & Merunka (2014) proved that corporate social responsibility has the most significant impact on employee emotional commitment.

## 2.The impact of corporate social responsibility on employee behavior

According to the reciprocity principle of the social exchange theory, when employees feel that the company is responsible for various stakeholders, as one of the stakeholders, they can feel organizational support and care (Ellis, 2008; Glavas & Kelley, 2014). Generate a desire to reward the organization and increase civic behaviors that benefit the organization. Shen & Benson (2016) conducted a study with 471 employees in 35 manufacturing companies in China and found that corporate social responsibility can promote employees to engage in organizational citizenship behavior, and the positive relationship between the two is recognized by the intermediary and organization of organizational recognition Level of cooperation regulation. Yan Aimin, Shan Liang, and Xu Ting (2017) research shows that employees' corporate social responsibility awareness can promote the development of psychological contracts, and based on the principle of reciprocity, implement the behavior of suggestion in return. Mellat-Parast (2013) believes that employees' perception of corporate social responsibility will increase employees' pride and belonging (Ferreira et al., 2014), thereby increasing work input.

In addition, employees' perceived corporate social responsibility will affect their innovative behaviors (Glavas & Piderit, 2009; Brammer, He & Mellahi, 2015; Hur, Moon & Ko, 2016; Huang Jun and Jia Yu, etc., 2016). First of all, corporate social responsibility can provide employees with a fair, just, and positive energy organization environment, which in turn will give employees a sense of organizational identity, and thus make creative and useful suggestions for the organization (Zhou & George, 2011; Chou, Chen & Wu, 2012); Secondly, the dimension of corporate employee responsibility in corporate social responsibility can provide employees with good organizational learning resources and promote the exchange and sharing of knowledge and experience within the organization (Huang Jun, Jia Yu, 2016), and this kind of Learning resources and knowledge sharing are indispensable conditions for employees to develop creative thinking and implement innovative behaviors; again, fulfilling a company's social responsibility to employees means that the organization trusts,

supports and cares for employees and enhances their psychological safety. Employees have the courage to take the risk of innovative behavior and take the initiative to explore creatively.

## **2.2 Prosocial motivation**

### **2.2.1 Prosocial motivation concept**

The concept of Prosocial Motivation was first proposed by Batson (1987), who defined prosocial motivation as a desire to pay for and benefit others. Prosocially motivated people generate ideas to help and dedicate to others, so people will volunteer to help and dedicate to others even if nothing is rewarded. Unlike intrinsic motivation, prosocial motivation is an extrinsic motivation that is susceptible to external influences (Hoffman, 2001).

Grant (2007) defines prosocial motivation as the willingness of employees to consider actions that help and contribute to others. Later, Grant (2008) further proposed that prosocial motivation can be manifested as either a state or a personality trait. When it appears as a state, prosocial motives can be stimulated only when a person in need is present, at which point people focus on how to help others (Batson, 1987; Grant, 2007). When presenting as a stable personality trait, prosocial motivation can prompt people to show a more prominent pleasantness (Graziano, 2007), compassion and helpfulness (Penner, 2005), and caring for others (De Dreu, 2006 (Perry & Hondeghem, 2008). From the above discussion, we can see that researchers have a more uniform definition of the concept of prosocial motivation. Therefore, this article uses the definition of Grant (2007) to define prosocial motivation as the employee's desire to help others and contribute to others.

### **2.2.2 Research on Prosocial Motivation**

#### **2.2.2.1 Antecedent variables of prosocial motivation**

##### **1. Individual factor**

The influence of individual factors on prosocial motivation is mainly reflected in demographics and personality traits.

In demographics, most studies have shown that gender is related to prosocial motivation, with women having higher levels of prosocial motivation than men. Socioeconomic status also affects people's prosocial motivations. People with lower socioeconomic status will have less prosocial motivation because of poverty pressure or limited ability. However, some scholars have put forward inconsistent views. They

believe that people with lower socioeconomic status tend to be more interdependent in daily life, so they will be more generous, charitable, and helpful than people with higher socioeconomic status.

In terms of personality traits, Grant (2008) experimental research shows that people with strong values of others tend to rely more on task-important cues than people with weak values of others and tend to focus on doing something beneficial to others. Grant (2011) also proposed that individuals with a pleasant and responsible attitude will show more prosocial motivation. Pleasant individuals are usually willing to cooperate and treat others positively. Individuals with a strong sense of responsibility are usually cautious, capable, and good at achievement.

## 2. Work factors

Grant (2007) developed a theoretical framework to explain how the relationship structure of work (the structural characteristics that influence the relationship between employees and others) affect prosocial motivation. He noted that the importance of work and communication with beneficiaries can stimulate prosocial motivation. The importance of work refers to the influence that work provides for individuals on others, and it can enhance employees' perception of the impact of beneficiaries. Communication with beneficiaries refers to the opportunity provided by the work for individuals to communicate with the beneficiaries. It helps employees identify and value their beneficiaries, and improves employees' emotional commitment to the beneficiaries. Therefore, the importance of work and communication with the beneficiaries can make employees feel that they are closely connected with the beneficiaries, so that employees have pro-social motivation, invest more time and energy to complete work, and implement pro-social behavior.

## 3. Organizational factors

When organizations promote collectivist norms rather than individualist norms, employees are more likely to have prosocial motivations. The individualistic norm emphasizes the importance of prioritizing personal interests and encourages employees to pursue their own individual interests, so there is no desire to help others and organizations. Collectivist norms emphasize the importance of promoting organizational goals, helping others and the organization to become a shared belief among employees within the organization, and thus more prosocially motivated.

De Dreu et al. (2000) demonstrated through a series of laboratory experiments that collectivist rewards (rewards to collectives) can increase prosocial motivation. Because when organizations give collective rather than individual rewards, employees

will think that their success is because of collective solidarity, not just individual efforts, so they care more about collectives and teams, commit to more cooperative behavior, and increase employees to benefit each other Prosocial motivation. In addition, organizational culture and teamwork have been shown to affect prosocial motivations to varying degrees.

Leadership styles have also been shown to influence employees' prosocial motivations. Transformational leaders focus on heuristic influence and will become role models for employees. Employees pay more attention to collective interests rather than personal interests. Moreover, transformational leaders are willing to provide personalized care for employees, making employees gratitude and pro-social will. Zhu Li and Wang Yongyue (2014) point out that service leadership can also trigger prosocial motivation for employees. Service leaders are good at resolving moral conflicts among employees, helping employees find the balance between personal interests and the interests of others. Employees will take service leaders as an example, pay attention to the interests of others, and be willing to contribute to others, that is, to enhance prosocial motivation.

#### **2.2.2.2 Outcome variables for prosocial motivation**

The outcome variables of prosocial motivation are mainly reflected in individual physical and mental health, work behavior, and work performance.

With regard to the physical and mental health of employees, prosocial behaviors driven by prosocial motives will have a positive impact on the organization and other members of the organization, so it can improve individual interpersonal relationships and increase employees' self-attention, emotional state, and self-confidence. This positive experience can reduce stress, job burnout, and emotional exhaustion, meet the basic needs of employees' interpersonal relationships and competence, and provide self-affirmation value, thereby forming a psychological resource. Grant & Wrzesniewski (2010) believes that prosocial motivation can enhance the core self-evaluation of individuals, especially prevent individuals with high self-efficacy from becoming overconfident and maintain and strengthen their self-concept.

In terms of work behavior, some studies have shown that prosocial motivation often drives employees to engage in positive behaviors. De Dreu & Nauta (2009) research shows that prosocial motivation can increase employees' active behavior. Lanaj, Johnson & Wang (2016) believes that prosocially motivated employees regard others as their core values, thereby alleviating the resource consumption of helping

behaviors and are therefore more willing to implement helping behaviors. Whiting, Maynes & Podsakoff (2012) believes that pro-social motivation-oriented employees consider speech behavior as a way to improve their positive qualities and achieve self-worth, and will actively engage in speech behavior. Chen Si, Li Xiyuan (2016), Lu Junting, and Zhang Ye (2017) further confirmed that pro-socially motivated employees tend to be more proactive in speaking behavior. In addition, the relationship between prosocial motivation and organizational citizenship behavior is also the focus of academic research. Grant & Mayer (2009) summarizes three motivations for motivating employees' organizational citizenship behavior: focusing on organizational motivation, impression management motivation, and prosocial motivation. Among them, prosocial motivation has the most significant effect on promoting organizational citizenship behavior. Because pro-socially motivated employees are more inclined to focus on external interests and take this as their responsibility, they are more willing to engage in organizational citizenship. However, Zabielske et al. (2015) argues that a positive correlation between prosocial motivation and organizational citizenship behavior can only be established when employees have a high degree of intrinsic motivation. In addition, prosocial motivation can encourage intrinsically motivated employees to generate new and practical ideas, thereby increasing creativity.

In terms of job performance, pro-socially motivated employees will help organizations and others internalize their personal ideas, pay more attention to others than themselves, and have a good ability to integrate negative feedback and opinions, so they can achieve better Job performance. In addition, Grant (2007) research found that prosocial motivation can increase employees' job commitments to their work objects, thereby increasing employees' persistence in completing tasks.

## **2.3 Interactive fairness**

### **2.3.1 Interactive fair concept**

Bies & Moag (1986) pioneered the concept of Interactional Justice, arguing that interaction fairness is the fairness of interpersonal interaction perceived by employees during the process of program execution. Prior to the concept of fairness of interaction, most researchers in the past considered interpersonal fairness (ie, fairness of interaction) as part of procedural fairness, and did not study it separately. However, the connotation of interaction fairness and procedural fairness are not the same, and there is no subordination. Procedural fairness emphasizes the existence of two-way communication between employees and leaders, while interactive fairness emphasizes the quality of two-way communication between the two. An empirical study by



Masterson & Lewis (2000) confirms this view, and they believe that the appropriateness, sincerity and equality of communication between superiors and subordinates can affect employees' perception of fair interaction.

The proposal of the concept of interactive fairness has caused a wave of research in the academic world, and scholars have proposed their own definitions of active fairness. John (2004) argues that interactive fairness is the degree of dignity and respect that people experience in decision-making. Naoki & Ando (2010) defines interaction fairness as the subjective feelings of employees about how they are treated during the process. Greenberg (1993) divides interaction fairness into two aspects: interpersonal fairness and information fairness. Interpersonal fairness refers to whether employees feel care respect and care in the interaction process with their superiors; information fairness refers to whether the organization timely transmits relevant information to employees when making decisions, such as allocation procedures and reasons for adopting such allocation procedures. Colquitt (2001) confirmed Greenberg (1993) 's view through confirmatory factor analysis, and also advocated the division of interaction fairness into interpersonal fairness and information fairness.

Domestic scholars also put forward their own opinions on the concept of interactive fairness. Zhou Jie (2004) believes that interaction fairness is a fair feeling that members of an organization have during the interaction process. Long Lirong and Liu Ya (2004) believe that interaction fairness reflects whether the leaders respect their subordinates and whether they convey relevant information to their subordinates in a timely manner when implementing decisions. Lin Yier et al. (2006) defined interaction fairness as the quality of interpersonal relationships perceived by employees during communication with their superiors, with emphasis on whether they were respected.

This paper draws on Greenberg (1993) and Colquitt (2001) 's definition of interactive fairness, and defines interactive fairness as the quality of treatment received by employees during interpersonal interaction, including interpersonal fairness and information fairness.

## **2.3.2 Research on Interaction Fairness**

### **2.3.2.1 Antecedents of interactive fairness**

#### **1. Leadership factor**

In terms of leader personality traits, Mayer et al. (2007) explored the relationship

between the "big five personality" of leaders and organizational fairness. The research results show that pleasant performance of leaders improves employee interaction fairness, while neuroticism reduces employee interaction fairness, outgoing Sex, responsibility, and openness to experience are not related to fair interaction.

In terms of leadership behavior, Shaw's (2003) meta-analysis found that leadership's explanatory behavior was positively related to interactional fairness. In addition, different interpretation methods have different impacts on interaction fairness. Compared with outward explanations that do not explain and focus on other factors, inward explanations that focus on subordinate characteristics can enhance employees' sense of interaction fairness. In contrast, Wang & Jiang (2015) research found that abuse of leadership by leaders reduces employees' perception of fair interaction.

In terms of leadership style, Alimad (2018) based on social learning theory. Empirical research shows that ethical leadership can enhance employees' sense of interaction and fairness, because ethical leadership treats every employee equally, respects them, and executes every decision transparently. This shows that in the process of interacting with subordinates, ethical leaders can send signals of interpersonal justice and information fairness to subordinates. The open behavior of inclusive leaders encourages subordinates to share information and helps create a fair organizational atmosphere; accessibility and effective behavior mean that leaders treat all subordinates equally, respect their individual differences, and treat them. Show concern and support, thereby improving the subordinate's sense of interaction and fairness.

## 2. Employee factors

In terms of employee personality and signs, Scott et al. (2007) used 181 employees of an insurance company in the United States as the research object to explore the impact of subordinate charm on interaction fairness. The research results show that F-level charm is significantly positively related to interpersonal fairness, and Information fairness is not relevant.

In terms of employee behavior, Korsgaard et al.(1998) found that employees' self-presentation behavior can be favored by leaders, thus establishing a good relationship with leaders, prompting leaders to defend their decisions more broadly, and thus improving the sense of fairness in interaction.

In addition, the similarity between leaders and employees also affects the

employee's sense of fairness in interaction, especially the similarity in demographics (such as age, gender, education, working years, etc.). Scott (2007) 's empirical research results also confirm this view, which found that the similar performance of leaders and employees in gender and age positively affects interaction fairness.

### **2.3.2.2 Interaction fair outcome variable**

In terms of employee attitudes, Wang & Jiang (2015) believes that interaction and fairness can meet the self-esteem needs of employees and thus generate a sense of identity with the organization. Wei & Lee (2015) believes that in China's "relationship-oriented" society, interaction fairness is an important predictor of organizational commitment, especially emotional commitment. Zhang et al. (2017) further proved that interaction fairness can increase employees' perception of organizational support, thereby enhancing organizational commitment. Liu Xin, Zheng Xiaoming (2016) conducted a questionnaire survey with 199 employees in a domestic manufacturing industry, and found that there was a positive correlation between interaction fairness and employee happiness. When employees feel a high level of interaction and fairness, the trust and respect they feel in the process of interacting with leaders will make employees have a very important awareness in the organization, and the leaders 'policies on employees are transparent, open and fair. To a certain extent, employees will have a positive psychological perception and emotional experience, which will improve employee happiness. Research by Xin Liu and Dongtao Yang (2015) found that interaction fairness can increase employee engagement, and the relationship between the two is mediated by trusted intermediaries and self-structuring by employees. Wang, Lu & Liu (2017) also demonstrated that interaction fairness can positively affect employee loyalty through multi-point empirical research.

In terms of employee behavior, Huang-L & Huang-W (2016) used Chinese employees as research objects, showing that interaction fairness can increase employees' positive emotions and reduce silent behavior. Wang & Jiang (2015) proved that interactive fairness can reduce silent behavior and increase speech behavior through situational experiments and empirical research. He Xuan (2009) also proposed that interaction fairness within the organization can effectively reduce employees' silent behavior. Anni Liu, Hao Zhou (2015) based on the principle of reciprocity in social exchange theory, suggesting that interaction and fairness can encourage employees to speak up. Because employees feel that the fairness of interaction means that superiors will treat their subordinates fairly, which can give employees a sense of psychological security, and thus provide security for the

behavior of speaking. Shao, Rupp, Skarlicki & Jones (2013), according to the theory of moral justice, believes that interaction fairness can increase the quality of leadership member exchange, and high-quality leadership member exchange will in turn promote employee task performance. Zhang et al. (2017) believes that interaction fairness can stimulate employees to share knowledge, including knowledge contribution and knowledge collection, based on social exchange theory. In addition, interaction fairness can also help employees reduce anti-productive behaviors and increase positive behaviors such as helping behaviors and organizational citizenship behaviors.

## **2.4 Organizational citizenship**

### **2.4.1 The concept of organizational citizenship**

The concept of Organizational Citizenship Behavior (OCB) was first proposed by Organ (1988). He defined it as: the employee's conscious behavior that is not clearly defined in the formal compensation system but is beneficial to the operation of the organization.

With the deepening of research, many related concepts have gradually evolved around organizational citizenship behavior. For example, peripheral performance, also called relationship performance, proposed by Borman et al. (1993) refers to behaviors that do not directly contribute to the core of the organization's work, but can catalyze the establishment of an organizational atmosphere, promote the completion of work tasks, and coordinate interpersonal communication. Organ (1997) combined the connotation of peripheral performance and organizational citizenship behavior to redefine organizational citizenship behavior. Organizational citizenship behavior refers to the spontaneous behavior that supports and enhances the social and psychological environment of the organization.

Domestic scholars have also explored the concept of organizational citizenship. Lin Shuji, Fan Jingli, et al. (1994) regarded active behaviors other than various kinds of work that positively contribute to organizational goals as organized citizenship. Li Zhenghan (2005) defined organizational citizenship behaviors as voluntary, beyond formal requirements, and in-role work behaviors of organizational members. These behaviors are conducive to the improvement of organizational effectiveness, but do not involve factors such as incentive compensation. Yang Baiyin (2014) defined organizational citizenship behavior as a series of behaviors that can enhance organizational effectiveness caused by employees' psychological state of seeing themselves as the owner of the organization.

Synthesizing the definition of organizational citizenship by scholars at home and abroad, we can find that organizational citizenship mainly includes three levels of meaning: first, organizational citizenship is an employee's spontaneous extra-role behavior; second, organizational citizenship is not in the formal reward and punishment system. Third, organizational citizenship behavior helps improve the overall performance of the organization.

## **2.4.2 Research on Organizational Citizenship**

### **1. Individual factor**

Muldoon, Liguori & McLarty (2013) research shows that individuals with active personality want to change their working environment, want to work in a good environment, and have higher requirements and values for themselves. They have not only rich standards for success. Remuneration is more important to realize their own value. Therefore, individuals with active personality tend to implement organizational citizenship behavior.

Kumar et al. (2009) and Singh (2009) research shows that responsibility, extraversion and pleasantness in the Big Five personality have a significant impact on organizational citizenship behavior. Mahdiun et al. (2010) found that responsibility, pleasantness, and openness are positively related to organizational citizenship behavior. Leephaijaroen (2016) found that each dimension of the Big Five personality can positively predict organizational citizenship behavior, with the most pleasant and responsible personality being the most significant.

Emotional intelligence is the ability of an individual to observe the emotions of himself and others, and to recognize and use this emotional and emotional information to guide his thoughts and behaviors (Salovey & Mayer, 1990). Individuals with high levels of emotional intelligence are good at improving and enhancing their emotional state, have strong self-regulation and self-control capabilities, and are able to capture adaptive behaviors based on the organization and others. Emotional intelligence has been shown to positively predict organizational citizenship behavior. David & Elizabeth (2012) researched its relationship with organizational citizenship behavior based on the 'five-factor model of emotional intelligence', and found that the five factors of emotional intelligence's ability to recognize one's emotions, one's ability to properly keep one's emotions, one's self-motivation, The ability to understand the emotions of others and the ability to manage interpersonal relationships can significantly affect organizational citizenship behavior.

## 2. Leadership factor

The influence of leadership factors on employee organizational citizenship behavior is mainly reflected in the leadership style. Transformational leaders encourage employees to engage in organizational citizenship behavior by building a better organizational vision and encouraging employees to participate actively to stimulate high-level needs and provide personalized care to employees to improve their loyalty and sense of belonging to the organization (Guay & Choi, 2015).

Service-oriented leadership is a kind of leadership style serving the subordinate and the organization, which is more concerned with the development of the staff than other leadership styles. The research has shown that the service-oriented leadership is positively related to the organization's citizen behavior. The mechanism of action is mainly embodied in three aspects: first, service-oriented leadership emphasizes the service consciousness, and then passes this consciousness to the staff, and encourages the staff to serve the organization, thus playing an example role. Second, the service-oriented leadership pays attention to the needs and benefits of the subordinates, and provides help and support in the work and life, so as to improve the organizational trust, emotional commitment and loyalty of the employees. Third, service-oriented leadership Trust subordinates, empower subordinates or share decision-making rights directly, which improves employees' self-efficacy and is more willing to engage in role laymen.

Ethical leaders take moral principles as the code of conduct and are more willing to invest in actions that are beneficial to the organization and its members, so they often become role models for their subordinates to follow and imitate. Moreover, ethical leaders reward and punish all subordinates fairly and fairly. Subordinates can feel the concern of ethical leaders for themselves. Based on the principle of reciprocity of social exchange, they will be more willing to implement positive behavior in return. Therefore, ethical leadership can also stimulate employees' organizational citizenship behavior.

In addition, Owens & Hekman (2012) research shows that humble leaders pay attention to subordinates, tend to affirm the advantages of subordinates, and recognized subordinates will be more confident, thus increasing organizational citizenship behavior. Ning, Zhou, Lu & Wen (2012) research shows that authorized leaders are open to subordinates, trust, and are willing to encourage subordinates to make independent decisions, so that subordinates can improve their self-efficacy, thus positively affecting employees' organizational citizenship behavior.

## **2.5 Job Satisfaction**

### **2.5.1 Job satisfaction concept**

In 1953, Hoppock formally introduced the concept of Job Satisfaction. He believed that job satisfaction is the positive subjective feelings of employees about the work itself and the overall work situation, including physical and psychological satisfaction. Since then, many scholars have conducted research on job satisfaction, but due to differences in research objects and research fields, researchers have not reached a consistent conclusion on the concept of job satisfaction.

At present, researchers' disputes on the concept of job satisfaction are mainly reflected in whether job satisfaction is an emotional response or an attitude. Some scholars believe that job satisfaction is an emotional response to work. For example, Vroom (1964) considers job satisfaction as the subjective or emotional response of employees to their role in the organization. Smith et al. (1969) defined job satisfaction as the employee's continued affection for his or her job or job facet, and was influenced by the difference between personal expectations and actual remuneration. However, some scholars believe that job satisfaction is an attitude of employees to work. For example, Compbell (1970) considers job satisfaction to be an employee's positive or negative attitude toward certain aspects of their job. Robbins (2001) believes that job satisfaction is the general attitude of employees towards work. A higher degree of job satisfaction means maintaining a positive attitude towards the work, and a negative attitude on the contrary. Shi Kan and Luo Jia (2002) agree with Robbins (2001). They believe that job satisfaction is the attitude response of employees to their work and work experience.

In view of the above researchers' definition of job satisfaction, this article defines job satisfaction as the degree of employee satisfaction with their own work and job returns (Diestel et al., 2014).

### **2.5.2 Research on job satisfaction**

#### **2.5.2.1 Factors affecting job satisfaction**

##### **1. Individual factor**

In terms of demographics, age is positively correlated with job satisfaction. Education is negatively related to job satisfaction. Working years are positively correlated with job satisfaction. The impact of gender on job satisfaction is controversial, and Mottaz (1986) research found that employees of different genders



have no significant impact on the overall aspect and various dimensions of job satisfaction. Wang Chongming (1995) believes that men have high job satisfaction for women. The results of the research by Gabriel et al. (2018) show that men have higher job satisfaction than women. Tsui (2012) research found that there is a significant positive correlation between emotional intelligence and job satisfaction, and that job satisfaction is significantly higher for married people than for unmarried people.

In terms of personal traits, Bowling (2002) shows through an empirical analysis that personality traits will affect job satisfaction, evaluations of self-work achievement and self-quality, attitudes and professionalism towards work, and emotional factors in the work process. Affect job satisfaction. Internally controlled personality was significantly positively related to job satisfaction (Judge, 2001; Wang Shiluo, 2009). Hogg (2010) proposed that employees 'motivational needs and job matching will increase employees' job satisfaction. Zhang, Wang & Shi (2012) proposed that when employees have a proactive personality, it is easier to experience job satisfaction. Gabriel, Daniels & Diefendorff (2015) studied the impact of emotional labor on job satisfaction, and found that two emotional labor coping strategies will have different effects on job satisfaction. Deep performance can improve job satisfaction; while surface performances Reduce job satisfaction. Johnson, Rosen & Chang (2015) research shows that core self-evaluation can also improve job satisfaction, because employees with high core self-evaluation believe that their work has more positive qualities, such as greater autonomy and task significance.

## 2. Work factors

Compensation and benefits are one of the most important work factors affecting employee job satisfaction. There is a significant positive relationship between job compensation and job satisfaction, and the external fairness and internal fairness of pay will also affect employee job satisfaction. influences. Job levels also affect job satisfaction, as higher positions increase employee recognition of their job. Colbert, Bono & Purvanova (2015) believes that work relationships play an important role in shaping overall job satisfaction. They divided work relationships into six areas: mutual task assistance, professional development, emotional support, friendship, personal growth, and helping others. These six aspects can have different degrees of positive impact on job satisfaction.

Zhou Lichao (2006) studied the relationship between work stress and job satisfaction and found that moderate work stress can improve employees' job passion and job satisfaction, but once the stress is too high, it will cause job burnout and reduce job satisfaction . Liu Dege et al. (2011) also confirmed that work stress is

related to job satisfaction. She found that challenging stress can increase job satisfaction, while obstructive stress can reduce job satisfaction. Zhang, Wang & Shi (2012) research found that employees with high-quality leadership member exchange relationships can expand resources and obtain strong support, which leads to a more positive attitude towards work and organization.

### 3. Organizational factors

Organizational factors that affect job satisfaction include organizational climate and leadership style.

In terms of organizational climate, a good organizational climate can enhance job satisfaction. Tremblay & Roussel (2001) studied more than 300 managers from France and Canada and found that organizational fairness can significantly improve job satisfaction, and that the impact of distributional fairness, procedural fairness and interactive fairness on job satisfaction is not the same. . In addition, organizational trust is positively related to job satisfaction. When employees consider the organization to be trustworthy, they develop a sense of attachment and belonging to the organization, which increases their job satisfaction.

In terms of leadership style, Belias & Koustelios (2014) comprehensively explored the impact of multiple leadership styles on job satisfaction and found that transformational leadership, public servant leadership and job satisfaction are positively related; task-oriented leadership, transactional leadership Job satisfaction is negatively correlated. Ou, Seo, Choi & Hom (2017) research shows that humble leaders improve the job satisfaction of subordinates by satisfying employees' internal needs for competence, autonomy and relationship. Zheng Boxun (2003) explored the relationship between the six dimensions of paternalistic leadership and employee job satisfaction. The conclusion showed that the personal charisma, strict management and benevolent management of leadership are positively related to employee job satisfaction, and the quality of leadership is Employee job satisfaction is negatively correlated. In addition, service-oriented leaders are staff-centered and provide learning opportunities for subordinates and grant them appropriate job autonomy to meet subordinates' autonomy and growth needs, thereby improving their job satisfaction.

#### **2.5.2.2 The effect of job satisfaction**

In terms of job performance, Rich, Lepine & Crawford (2010) research shows that job satisfaction can significantly enhance employee task performance. Ma Ling et al. (2013) research showed that employee job satisfaction can significantly improve

employee job performance. Jiao Yongji (2012) research found that job satisfaction can reduce job burnout and thus improve job performance. Zhou Yanhong's (2013) empirical research also shows that employee job satisfaction can significantly improve employee task performance and relationship performance.

In terms of work behaviors and attitudes, job satisfaction has a significant impact on employees' work behaviors and attitudes. Empirical research by Hou Dianmu et al. (2009) shows that employees with high job satisfaction are more likely to engage in organizational citizenship behavior. Wang Shihong's (2012) empirical research using national auditors as the research object shows that high levels of job satisfaction promote employees' knowledge sharing. Hu Jiu et al. (2003) found that when employees' job satisfaction is high, their organizational loyalty is also high, and their work enthusiasm is high; when their job satisfaction is low, their organizational commitment is low and their work attitude is negative.

In terms of turnover intentions, a large number of studies have shown that job satisfaction can significantly reduce employees' turnover intentions. That is, employees who are satisfied with their work are more willing to stay in the current organization. Cheng Junjun et al. (2015) divided job satisfaction into internal satisfaction and interpersonal satisfaction to study the relationship between job satisfaction and turnover intention. The results show that both internal satisfaction and interpersonal satisfaction can significantly reduce employee turnover intention.

## **2.6 Research Review**

This chapter mainly summarizes and collates the domestic and foreign research on the variables involved in this research, so that we are more clear about the concepts, dimensions and measurement of employees' corporate social responsibility perception, prosocial motivation, interaction fairness, organizational citizenship behavior, and job satisfaction and related Research, etc., and have a preliminary understanding of the specific mechanisms of employee CSR perceptions affecting job satisfaction and organizational citizenship behavior.

According to relevant research on corporate social responsibility, most previous studies focused on its impact on the macro-level factors of the organization, such as improving organizational performance, and positive impacts on government, community, and the environment. However, micro-level research on corporate social responsibility based on employee perspective is still a short board. Employees are one of the most important stakeholders of an organization and are closely related to the sustainable development of the organization. Therefore, whether an enterprise's performance of social responsibilities will affect employees within the organization is an important subject of current theoretical research and corporate practice.

At present, studies have shown that corporate social responsibility can affect employees' behaviors and attitudes, such as organizational citizenship behavior, innovation behavior, job satisfaction, organizational commitment, and organizational identity. Therefore, based on previous research, this article explores the relationship between employees' perception of corporate social responsibility and employee organizational citizenship behavior and job satisfaction. Because organizational citizenship behavior helps shape a good organizational atmosphere and improve work efficiency; job satisfaction can increase employee loyalty and reduce turnover, both of which can bring long-term benefits to the organization and ensure long-term stable development of the organization. Linking corporate social responsibility with organizational citizenship behavior and job satisfaction can not only supplement the shortcomings of related research at the micro-level of corporate social responsibility, but also prove that the organization treats other stakeholders well, in addition to behavior policies that directly target employees. It also affects employee behavior and attitudes.



### 3. RESEARCH METHOD

#### 3.1 Research Model

Based on the previous chapters, we summarized and summarized relevant documents on employees' corporate social responsibility perception, prosocial motivation, interaction fairness, organizational citizenship behavior, and job satisfaction. Based on social identity theory and self-determination theory, this article selects employees' corporate social responsibility perception. As independent variables, organizational citizenship behavior and job satisfaction are the dependent variables. At the same time, the intermediary role of prosocial motivation in employee's perception of corporate social responsibility and organizational citizenship behavior and job satisfaction and the moderating role of interaction fairness are explored. The specific model is shown in Figure 3-1.

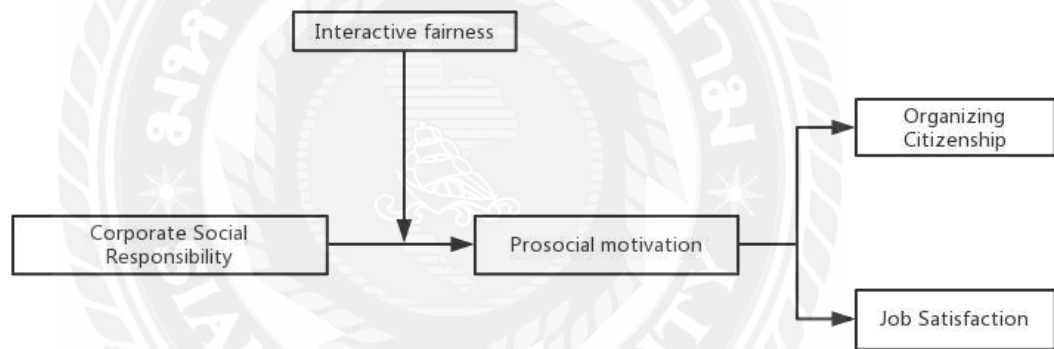


Figure 3-1 Research Model

First, the main effect of this study is the impact of employee CSR perceptions on organizational citizenship behavior and job satisfaction. The selection of employees' CSR perception as self-change is on the one hand to increase the micro-level of corporate social responsibility, that is, related research based on the perspective of employees; on the other hand, it is to show that in addition to behavior policies directed at employees, the organization treats other interests. The quality of the employee will also affect the employees. Organizational citizenship behavior and job satisfaction are selected as the dependent variables because organizational citizenship behavior and job satisfaction represent employees' behaviors and attitudes respectively. Many studies in management and psychology have shown that the impact of organizations on employees is mainly reflected in behavior and Two aspects of attitude. Therefore, this article considers organizational citizenship behavior and job

satisfaction as the dependent variables, which can more comprehensively reflect the impact of organizational social responsibility on employees.

Secondly, this study selects prosocial motivation as a mediating variable, mainly based on the consideration of social learning theory. Corporate social responsibility activities show that organizations emphasize prosocial values and moral standards. It can increase the attractiveness of the organization to employees, encourage them to learn and imitate the pro-social values of the organization, and stimulate their pro-social motivation. Prosocial motivations can, on the one hand, drive employees to consider issues from the perspective of others, pay attention to the overall interests and the interests of others, so as to implement organizational citizenship behavior; on the other hand, can achieve the three basic psychology of employee autonomy, relationship and ability. Needs are met to increase employee job satisfaction.

Finally, this study selects interaction fairness as a moderating variable, mainly because in the context of Chinese culture that advocates collectivism and harmonious culture, employees of Chinese companies pay more attention to the quality of their interactions and exchange relationships with the organization. Interaction fairness exactly reflects the interpersonal relationships in the organization. Therefore, compared with distribution fairness and procedural fairness (structural fairness), the moderating role of interactive fairness (social fairness) will be more prominent.

## **3.2 Research methods**

### **3.2.1 Survey Design**

First, select the scale. This article refers to the scales used in related literatures and selects more widely used scales for measurement, which mainly include five measures of employees' perception of corporate social responsibility, prosocial motivation, interaction fairness, organizational citizenship behavior and job satisfaction. Form, compile an outline of the questionnaire.

Second, the questionnaire is perfect. Rely on relevant professionals to ensure the rationality and accuracy of the relevant items of the questionnaire.

This research questionnaire includes an employee questionnaire and a leadership questionnaire. Each questionnaire is composed of three parts, namely, the introductory words, the items, and the concluding words. The introductory words mainly clarify the filling requirements, precautions and confidentiality for the survey subjects. The questionnaire part of the employee questionnaire includes basic information survey

and core scale. The basic information includes industry, department type, unit nature, enterprise size, job level, education, age, gender, and working life. The core scale includes employees' perception of corporate social responsibility, Prosocial motivation, interaction fairness and job satisfaction; leadership questionnaires mainly evaluate employees' organizational citizenship behavior. Finally, in the concluding remarks, I would like to express my gratitude to the respondents.

### **3.2.2 Measurement of variables**

The variables explored in this study include employees' perception of corporate social responsibility, prosocial motivation, interaction fairness, organizational citizenship behavior, and job satisfaction. They are all evaluated using Likert 5 scores, 1 representing "strongly disagree", 5 representing "strongly agree"

#### **1. Measurement of employees' CSR perception**

In this study, a 4-dimensional scale developed by Turker (2009) was used to measure employees' CSR perceptions, and employees reported themselves. The scale has a total of 20 items, of which there are 6 questions on corporate social responsibility for employees, such as "My company provides a good working environment for employees"; 4 questions on consumer CSR, such as "I Your company attaches great importance to customer satisfaction "; 6 questions on corporate social responsibility for social and non-social stakeholders, such as " My company participates in activities aimed at protecting and improving the environment "; 4 questions on government corporate social responsibility , Such as "My company has always paid taxes regularly and continuously."

#### **2. Measurement of prosocial motivation**

This study used Grant & Sumanth (2009) 's improved prosocial motivation scale to measure the prosocial motivation level of employees, and employees reported themselves. The scale is a one-dimensional structure, including a total of 5 items, the specific topics are as follows: "I like to do work that is beneficial to others", "Those jobs that can help others can energize me", "I will Doing my best to do good work for others "," It is important for me to have the opportunity to do my best to help others ", " I prefer to do work that can have a positive impact on others ".

#### **3. Interactive Fairness Measurement**

This study considers interaction fairness as a one-dimensional structure and measures it with reference to the Colquitt (2001) scale. It mainly measures the degree of respect and care experienced by employees and their superiors in the



communication process, and whether or not the Employees pass information. The scale includes a total of 9 items, such as “My leader will respect me”. The scale is filled by employees.

#### 4. Measurement of organizational citizenship

In this study, the organizational citizenship behavior scale developed by Lee & Allen (2002) was used to measure organizational citizenship behavior. In order to avoid the impact of social appropriation on the questionnaire survey, this part of the scale is evaluated by employees' direct superiors. The scale includes two dimensions, interpersonal citizenship behavior (OCBI) and organizational citizenship behavior (OCBO), with a total of 16 items. Interpersonal Citizenship Behavior (OCBI) mainly involves behaviors that are beneficial to other members of the organization, such as helping behaviors and altruistic behaviors, such as "This employee often helps colleagues who are absent from work to complete tasks," etc. The subscale includes 8 items. The Organization-Oriented Citizenship Behavior (OCBO) scale mainly measures behaviors that can enhance organizational performance and is beneficial to the organization. Examples include "The employee provided suggestions for the organization's operation", and the sub-scale also includes 8 items.

#### 5. Measurement of job satisfaction

In this study, a one-dimensional scale from Tsui & Anne (1992) was used to measure job satisfaction, which was evaluated by employees. There are 6 questions in this scale, the specific items are as follows: "I am very satisfied with the work I am doing", "I am very satisfied with my colleagues in the unit", "I am very satisfied with my direct supervisor", "I am very satisfied with the remuneration I received from the unit", "I am very satisfied with the promotion opportunities in the unit", "Overall, I am very satisfied with my current job."

### 3.2.3 Research subjects and data collection

The questionnaire of this study includes employees' CSR perception, prosocial motivation, interaction fairness, organizational citizenship behavior, job satisfaction, and demographic variables. In order to reduce the impact of common method bias and social appropriation on the research results, this study uses a paired method to collect data, that is, employees are required to be responsible for evaluating employees' corporate social responsibility perception, prosocial motivation, interaction fairness, job satisfaction, and demographic variables; Its direct supervisor evaluates the organizational citizenship behavior of employees. Therefore, in this study, questionnaires were distributed to a team by department or working group. The

selection of the team is based on the following criteria:

- (1) The team size is more than 3 people;
- (2) The team has a clear supervisor, and team members should report to the supervisor;
- (3) Team supervisors and team members participating in the survey need to work together for more than 6 months;
- (4) The team leader and members should be in the same geographical space, without involving virtual teams and remote communication.

In order to ensure the standardization of questionnaire issuance and recycling, communicate with the person in charge of the unit before the issuance of the questionnaire, inform the precautions of the issuance and completion of the questionnaire, and obtain the list of employees surveyed, the affiliated department, and the immediate superior from the human resources department for data pair. In order to ensure the confidentiality of the questionnaire content, all questionnaires are enclosed in sealed envelopes. After completing the questionnaires, the testees put them back in the envelopes and the testers retrieve them on the spot to prevent the leakage of the private information of the testees.

The survey was mainly carried out in more than 20 companies. The industry involved manufacturing, internet, finance and other industries. The survey period was two months (July 2019 to September 2019). A total of 407 employee questionnaires and 82 supervisor questionnaires were distributed in this survey; 353 employee questionnaires and 74 supervisor questionnaires were collected. Excluding invalid questionnaires such as incomplete answers and random filling, we finally got 322 valid employee questionnaires and 67 valid supervisor questionnaires.

### **3.2.4 Data statistics and analysis methods**

This research mainly uses SPSS and AMOS data statistics software to analyze the recovered sample data to examine the impact of employees' corporate social responsibility perception on prosocial motivation, organizational citizenship behavior and job satisfaction; examines prosocial motivation on organizational citizenship behavior and job satisfaction And the intermediary role of prosocial motivation

between employees' perception of corporate social responsibility and organizational citizenship behavior and job satisfaction; testing whether interaction fairness has a mediating role between employees' perception of corporate social responsibility and prosocial motivation. The specific analysis method is as follows:

(1) Descriptive statistical analysis. It is mainly descriptive statistics on the mean and standard deviation of the study variables.

(2) Reliability and validity analysis. In this study, SPSS 20.0 was used to check the compliance of the measurement items of employees' perceptions of corporate social responsibility, prosocial motivation, interaction fairness, organizational citizenship behavior, and job satisfaction to ensure the reliability of the scale. AMOS 21.0 was used to test the discriminant validity of the model and the internal validity of each variable measurement scale to ensure the validity of the entire research framework.

(3) Correlation analysis. In this study, Pearson correlation analysis was used to examine the correlation between employees' CSR perceptions, prosocial motivation, interaction fairness, organizational citizenship behavior, and job satisfaction.

(4) Regression analysis. This research mainly uses a step-by-step approach to regression analysis on the relationship between employees' corporate social responsibility perception, prosocial motivation, interaction fairness, organizational citizenship behavior, and job satisfaction, and calculates the product of employees' corporate social responsibility perception and interaction fairness. To test the moderating effect of interactive fairness.

## 4. RESEARCH ANALYSIS

This chapter uses SPSS20.0 and AMOS21.0 to conduct an empirical analysis of 322 valid questionnaires recovered.

First, the demographic information of the effective sample is described. Second, the employees' corporate social responsibility perception, prosocial motivation, interaction fairness, organizational citizenship behavior and job satisfaction are analyzed for reliability and validity to ensure Validity; then, the correlation between the variables is verified by Pearson correlation analysis; finally, the causality of each variable is verified using multiple regression analysis to validate the models and assumptions proposed in this article.

### 4.1 Sample basic information analysis

This section mainly describes the basic demographic information of the respondents, such as gender, age, education, and years of work. The specific analysis results are shown in Table 4-1 below.

Table 4-1 Sample basic statistics table (n = 322)

Project	Category	Number of samples	Percentage
Industry	Information Technology and Communications	32	9.4%
	Financial	33	10.2%
	Manufacturing	141	43.8%
	Catering Services	27	8.4%
	Construction industry	18	5.6%
	Real estate development	9	2.8%
	Commercial circulation	33	10.2%
	Other	29	9.0%
	State-owned enterprise	33	10.2%

	Foreign-funded enterprise	13	4.0%
Type of enterprise	Private Enterprise	238	74.0%
	Public service	17	5.3%
	Other	21	6.5%
	Research and development	37	11.5%
	Finance	28	8.7%
	Purchase	26	8.0%
Department type	Human Resources	49	15.2%
	Marketing	70	21.7%
	Produce	81	25.2%
	The internet	27	8.4%
	Other	3	1.0%

As can be seen from Table 4-1, the industries covered by this survey cover information technology and communications, finance, manufacturing, catering services, construction, real estate, and trade and distribution industries. Among them, 141 are mainly concentrated in the manufacturing industry. Accounting for 43.8%. From the point of view of the nature of the units surveyed, there are the most private enterprises, with a total of 238 employees, accounting for 74.0%. The scale of enterprises is mainly between 51 and 300, with 161, accounting for 50.0% of the total sample. From the perspective of department types, this survey focuses on the diversity of sample trees, covering R & D, finance, procurement, manpower, marketing, production, and network departments. Among them, 81 are in the production department, accounting for 25.2% of the total sample size; It is followed by the marketing and manpower departments, with 70 and 49 employees, accounting for 21.7% and 15.2%, respectively. In terms of job levels, this survey is mainly for general employees, with 242 employees, accounting for 75.2%. In terms of gender, men accounted for 53.4% and women accounted for 46.6%, which remained basically

balanced. In terms of age, 31-35 years old accounted for the largest number, with 73, accounting for 22.7% of the total sample; followed by 25-30 and 36-40, with 68 and 66, respectively, accounting for 21.1 % And 20.5%. In terms of working years, the number of people working for 2-5 years is the largest, with 128 people, accounting for 40.0%; followed by the number of working for 6-10 years, with 78 people, accounting for 24.2%. In terms of academic qualifications, the academic qualifications of this survey sample are mainly undergraduates, with 161 people, accounting for 50.0%; followed by college education, with 83 people, accounting for 25.8%.

## 4.2 Reliability and validity analysis

### 4.2.1 Reliability and validity analysis

#### (1) Employee CSR perception scale

First, the KMO and Bartlett sphericity tests were performed on the employee CSR perception scale, and the results are shown in Table 4-2 below. The KMO value of the employee CSR perception scale was 0.911, and the Bartlett sphericity test result was significant (Sig = 0.000,  $p < 0.001$ ), indicating that the scale is suitable for factor analysis.

Table 4-2 KMO and Bartlett sphericity test for employees' CSR perception scale (n = 322)

Kaiser-Meyer-Olkin metric of sampling sufficiency		0.911
Bartlett's sphericity test	Approximate chi-square	5124.798
	df	190
	Sig.	0.000

Then, factor analysis was performed on the scale using principal component analysis. The results are shown in Table 4-3 below. The employee CSR perception scale extracted 4 factors, namely, corporate social responsibility for employees (PCSR-E). , Corporate Social Responsibility to Consumers (PCSR-C), Corporate Social Responsibility to Social and Non-Social Stakeholders (PCSR-S), and Corporate Social Responsibility to Governments (PCSR-G), cumulative explained variance is 74.767% . At the same time, the a coefficient of the scale is 0.934, and the a coefficients of the four-dimensional component scales are 0.889, 0.927, 0.937, and 0.897, indicating that the scale has high reliability.

Table 4-3 Reliability and validity analysis of employee CSR perception scale (n = 322)

Factor	Measurement item	Factor load			Cronbach's alpha coefficient
		PCSR-E	PCSR-C PCSR-S	PCSR-G	
PCSR-E	PCSR1	0.730			0.889
	PCSR2	0.734			
	PCSR3	0.819			
	PCSR4	0.789			
	PCSR5	0.747			
	PCSR6	0.749			
PCSR-C	PCSR7		0.766		0.927
	PCSR8		0.836		
	PCSR9		0.855		
	PCSR10		0.864		
PCSR-S	PCSR11		0.780		0.937
	PCSR12		0.827		
	PCSR13		0.868		
	PCSR14		0.854		
	PCSR15		0.810		
	PCSR16		0.814		
PCSR-G	PCSR17			0.784	0.897
	PCSR18			0.814	
	PCSR19			0.774	
	PCSR20			0.809	
Aggregate Cronbach's alpha coefficient			0.934		

Cumulative explanatory variance			74.767%		
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(2) Prosocial Motivation Scale

First, the KMO and Bartlett sphericity tests were performed on the prosocial motivation scale, and the results are shown in Table 4-4 below. The KMO value of the prosocial motivation scale was 0.836, and the Bartlett sphericity test result was significant (Sig = 0.000,  $p < 0.001$ ), indicating that the scale is suitable for factor analysis.

Table 4-4 Prosocial Motivation Scale KMO and Bartlett Spherical Test (n = 322)

Kaiser-Meyer-Olkin metric of sampling sufficiency		0.836
Bartlett's sphericity test	Approximate chi-square	1041.878
	df	10
	Sig.	0.000

Then, the principal component analysis was used to perform factor analysis on the coronal table. The results are shown in Figure 4-5 below. A total of 1 factor was extracted from the prosocial motivation scale, and the cumulative explanation would be 71.787%. At the same time, the a-factor of the scale is 0.899, which indicates that the scale has high reliability.

Table 4-5 Reliability and validity analysis of prosocial motivation (n = 322)

Measurement item	Factor load	a coefficient
PM1	0.884	
PM2	0.905	
PM3	0.881	0.899
PM4	0.789	



PM5	0.779	
Cumulative explanatory variance	71.787%	

(3) Interactive fairness scale

First, the KMO and Bartlett sphericity tests were performed on the Interaction Fairness Scale, and the results are shown in Table 4-6 below. The KMO value of the interactive fairness scale was 0.898, and the Bartlett sphericity test results were significant (Sig = 0.000,  $p < 0.001$ ), indicating that the scale is suitable for factor analysis.

Table 4-6 KMO and Bartlett spherical test for interaction fairness scale (n = 322)

Kaiser-Meyer-Olkin metric of sampling sufficiency		0.898
Bartlett's sphericity test	Approximate chi-square	2541.121
	df	36
	Sig.	0.000

Then, principal factor analysis was used to perform factor analysis on the scale. The results are shown in Table 4-7 below. A total of 1 factor was extracted from the interactive fairness scale with a cumulative explanatory variance of 68.742%. At the same time, the a coefficient of the scale is 0.942, indicating that the scale has high reliability.

Table 4-7 Reliability and validity analysis of interactive fairness scale (n = 322)

Measurement item	Factor load	a coefficient
IJ1	0.810	
IJ2	0.768	
IJ3	0.810	
IJ4	0.761	
IJ5	0.844	0.942
IJ6	0.907	
IJ7	0.901	
IJ8	0.805	
IJ9	0.844	

Cumulative explanatory variance	68.742%	
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#### (4)Organizational citizenship scale

First, KMO and Bartlett sphericity tests were performed on the organizational citizenship behavior scale, and the results are shown in Table 4-8 below. The KMO value of the Organization Citizenship Behavior Scale was 0.930, and the Bartlett sphericity test results were significant (Sig = 0.000,  $p < 0.001$ ), indicating that the scale is suitable for factor analysis.

Table 4-8 Organizational Citizenship Behavior Scale KMO and Bartlett Spherical Test (n = 322)

Kaiser-Meyer-Olkin metric of sampling sufficiency		0.930
Bartlett's sphericity test	Approximate chi-square	4679.378
	df	120
	Sig.	0.000

Then, factor analysis was performed on the scale using principal component analysis. The results are shown in Tables 4-9 below. The organizational citizenship behavior scale extracted two factors, namely, interpersonal organizational citizenship behavior (OCBI) and organizational Organizational Citizenship Behavior (OCBO) with a cumulative explanatory variance of 72.805%. At the same time, the a coefficient of the scale is 0.930, and the a coefficients of the two-dimensional component scales are 0.946 and 0.944, indicating that the scale has high reliability.

Table 4-9 Reliability and validity analysis of organizational citizenship behavior scale (n = 322)

Factor	Measurement item	Factor load		a coefficient
		OCBI	OCBO	
	OCB1	0.755		
	OCB2	0.836		
	OCB3	0.848		
OCBI	OCB4	0.863		0.946
	OCB5	0.855		
	OCB6	0.911		

	OCB7	0.873		
	OCB8	0.766		
	OCB9		0.840	
	OCBIO		0.867	
	OCB11		0.869	
	OCBI 2		0.709	
OCBO	OCBI 3		0.831	0.944
	OCBI 4		0.830	
	OCBI 5		0.900	
	OCBI 6		0.832	
Aggregate table a			0.930	
Cumulative explanatory variance			72.805%	

(5) Job satisfaction scale

First, the KMO and Bartlett sphericity tests were performed on the job satisfaction scale, and the results are shown in Table 4-10 below.

The KMO value of the job satisfaction scale was 0.868, and the Bartlett sphericity test result was significant (Sig = 0.000,  $p < 0.001$ ), indicating that the scale is suitable for factor analysis.

Table 4-10 Job satisfaction scale KMO and Bartlett sphericity test (n = 322)

Kaiser-Meyer-Olkin metric of sampling sufficiency		0.868
Bartlett's sphericity test	Approximate chi-square	1319.220
	df	15
	Sig.	0.000

Then, factor analysis was performed on the scale using principal component

analysis. The results are shown in Table 4-11 below. A total of 1 factor was extracted from the job satisfaction scale, and the cumulative explanatory variance was 70.710%. At the same time, the a coefficient of the scale is 0.917, indicating that the scale has high reliability.

Table 4-11 Reliability and validity analysis of job satisfaction scale (n = 322)

Measurement item	Factor load	a coefficient
JS1	0.833	
JS2	0.833	
JS3	0.887	0.917
JS4	0.825	
JS5	0.797	
JS6	0.867	
Cumulative explanatory variance	70.710%	

#### 4.2.2 Confirmatory factor analysis

In this study, AMOS 21.0 was used to perform confirmatory factor analysis on each variable to further test the model's rationality and stability of concept validity.

This study evaluates the fit of the model through the indicators of  $\chi^2/df$ , RMSEA, TLL IFI, CFI, and GFI.  $\chi^2/df$  is the ratio of the chi-square to the degree of freedom, and is a key indicator for evaluating the degree of fit of the model. When it is less than 2, it indicates that the degree of fit is better, and the closer to 1 the model is, the better the degree of fit; Root, whose value is less than 0.08, indicates that the model has a better fit, the closer to 0 the better the fit: non-norm fitting index TLI, enhanced fitting index IFI, comparative fitting index CFI, and absolute fitting index The closer the GFI values are to 1, the better the model fit. Above 0.9, the fit is better.

The results of confirmatory factor analysis of each variable of this model are shown in Table 4-12. It can be seen that the employees' corporate social responsibility perception, prosocial motivation, interaction fairness, organizational citizenship behavior and job satisfaction are all relatively good indicators, indicating that the model Good fit. Therefore, the overall conceptual validity of this research questionnaire is good.

Table 4-12 Confirmatory factor analysis of each variable (n = 322)

Model	Model fit					
	$\chi^2/df$	RMSEA	TLI	IFI	CFI	GFI
CSR perception of employees	1.985	0.055	0.963	0.976	0.975	0.927
Prosocial motivation	1.999	0.056	0.991	0.998	0.998	0.995
Interactive fairness	1.762	0.049	0.989	0.996	0.996	0.987
Organizational citizenship	1.351	0.033	0.991	0.995	0.995	0.968
Job Satisfaction	1.484	0.039	0.994	0.999	0.999	0.997

#### 4.2.3 Common method bias

This study uses Harman's one-factor test to test for common method bias, that is, when there is a factor that can explain most of the variance of all variables, it means that the data has more severe common method bias. Therefore, in this study, all the items of 322 valid questionnaires were used for exploratory factor analysis. The results showed that the KMO value was 0.930 ( $p < 0.001$ ). In addition, the factor analysis results show that the first major component can explain 9.691% of the variation, which is less than half of the cumulative explanatory variance (73.271%), which shows that the model constructed by this research has a certain degree of common method deviation. But still within acceptable limits.

#### 4.3 Correlation analysis

This study used Pearson correlation analysis to study the correlation between variables. The results are shown in Table 4-13 below, including the mean, standard deviation of each variable, and the correlation coefficient between the variables. It can be seen that employees' perceptions of corporate social responsibility and prosocial motivation ( $r = 0.408$ ,  $p < 0.01$ ), organizational citizenship behavior ( $r = 0.442$ ,  $p < 0.01$ ), and job satisfaction ( $r = 0.346$ ,  $p < 0.01$ ) are all significant Positive correlations; parallel pro-social motivations were also significantly positively correlated with organizational citizenship behavior ( $r = 0.475$ ,  $p < 0.01$ ) and job satisfaction ( $r = 0.443$ ,  $p < 0.01$ ). The correlation analysis results laid a solid foundation for subsequent hypothesis verification.

Table 4-13 Correlation matrix between statistical variables and main variables

Variable	<i>M</i>	<i>SD</i>	1	2	3	4	5	6	7	8	9	10	11	12	13	1
1.Industry	3.85	2.077	1													
2.Unit nature	2.94	0.873	0.091	1												
3.Department type	4.41	1.854	0.041	-0.038	1											
4.Enterprise size	2.76	1.122	0.069	0.087	-0.035	1										
5.Position level	4.67	0.650	0.047	0.101	-0.027	0.059	1									
6.Education	2.57	0.852	0.024	0.077	-0.060	0.059	0.179*	1								
7.Working years	2.56	1.121	0.024	0.032	0.024	0.088	-0.095	0.071	1							
8.Gender	1.47	0.500	0.057	0.038	-0.040	0.024	0.095	-0.031	0.062	1						
9.Age	3.45	1.497	0.050	-0.067	-0.052	-0.038	0.014	0.026	0.399**	0.043	1					
10.CSR perception of employees	3.89	0.703	0.033	0.015	0.035	0.020	0.133*	0.091	0.025	0.078	0.106	1				
11.Prosocial motivation	3.85	0.888	0.044	0.012	0.134*	0.076	0.083	0.082	0.016	0.074	0.025	0.408**	1			
12.Interactive fairness	3.70	0.858	0.158**	0.055	0.048	0.040	0.032	-0.069	0.000	0.015	0.034	0.033	0.116*	1		
13.Organizational citizenship	3.75	0.797	0.095	0.023	0.069	0.097	0.110*	0.058	0.035	0.039	0.084	0.442**	0.475**	0.246**	1	
14.Job Satisfaction	3.55	0.890	0.053	0.96	0.091	0.049	0.069	0.059	0.047	0.086	0.091	0.346**	0.443**	0.151**	0.326**	1

Note: \*\*\*,  $p < 0.001$ , \*\*,  $p < 0.01$ , \*,  $p < 0.05$

#### 4.4 Regression Analysis

##### 4.4.1 Regression Analysis of Employees' Social Responsibility Perception and Organizational Citizenship Behavior

This section mainly verifies the impact of employees' perception of corporate social responsibility on organizational citizenship behavior. According to the hypothesis proposed in this study, first, demographic variables such as gender and age are put into model 1; then, model 2 adds independent variables to the sense of corporate social responsibility of employees based on model 1, and takes organizational citizenship behavior as the dependent variable. The analysis results are shown in Table 4-14 below. It can be seen that the tolerance value of each variable is greater than 0.1, and the VIF is less than 5, indicating that there is no serious multicollinearity between the variables. The analysis results of Model 2 show that employees' perception of corporate social responsibility has a significant positive impact on organizational citizenship behavior ( $\beta = 0.482$ ,  $p < 0.001$ ). In addition, after adding the independent employee's perception of corporate social responsibility, the interpretation of the model increased from 1.4% to 19.0%, and the interpretation effect of the regression equation improved significantly. Therefore, Hypothesis 1 is verified.

Table 4-14 Regression analysis results of employees' corporate social responsibility perceptions on organizational citizenship behavior

Variable	Organizational citizenship		Collinear diagnosis	
	Model 1	Model 2	Tolerance	VIF
Control variable				
Industry	0.028	0.026	0.978	1.022
Unit nature	0.004	0.003	0.962	1.039
Department type	0.034	0.025	0.981	1.019
Enterprise size	0.064	0.059	0.969	1.032
Position level	0.112	0.055	0.919	1.088
Education	0.036	0.007	0.944	1.059
Working years	-0.005	0.001	0.804	1.244
Gender	0.040	-0.005	0.973	1.028
Age	0.046	0.021	0.810	1.234
Independent variable				
CSR perception of employees		0.482***	0.960	1.042
R side	0.042	0.215***		
Adjust R square	0.014	0.190***		

F value	1.508	8.511***		
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Note: \*\*\*,  $p < 0.001$ , \*\*,  $p < 0.01$ , \*,  $p < 0.05$

#### 4.4.2 Analysis of employees' corporate social responsibility perception and job satisfaction

This section mainly verifies the impact of employees' CSR perceptions on job satisfaction. According to the hypothesis proposed in this study, first, demographic variables such as gender and age are put into model 1; then, model 2 adds independent variables to the sense of corporate social responsibility of employees based on model 1, and uses job satisfaction as the dependent variable. The analysis results are shown in Table 4-15 below. It can be seen that the tolerance value of each variable is greater than 0.1, and the VIF value is less than 5, indicating that there is no serious multicollinearity between the variables. The analysis results of Model 2 show that employees' perception of corporate social responsibility has a significant positive impact on job satisfaction ( $\beta = 0.413$ ,  $p < 0.001$ ). In addition, after adding independent employees' perception of corporate social responsibility, the interpretation of the model increased from 1.5% to 11.8%, and the interpretation effect of the regression equation improved significantly. Therefore, Hypothesis 2 is verified.

Table 4-15 Regression analysis results of employees' CSR perception on job satisfaction

Variable	Job Satisfaction		Collinear diagnosis	
	Model 1	Model 2	Tolerance	VIF
Control variable				
Industry	0.011	0.009	0.978	1.022
Unit nature	0.093	0.091	0.962	1.039
Department type	0.051	0.043	0.981	1.019
Enterprise size	0.032	0.028	0.969	1.032
Position level	0.056	0.006	0.919	1.088
Education	0.051	0.026	0.944	1.059
Working years	-0.006	-0.001	0.804	1.244
Gender	0.139	0.100	0.973	1.028
Age	0.060	0.039	0.810	1.234
Independent variable				
CSR perception of employees		0.413***	0.960	1.042
R side	0.043	0.145***		



Adjust R square	0.015 .	0.118***		
F value	1.555	5.276***		

Note: \*\*\*,  $p < 0.001$ , \*\*,  $p < 0.01$ , \*,  $p < 0.05$

#### 4.4.3 Regression Analysis of Employees' Social Responsibility Perception and Prosocial Motivation

This section mainly verifies the impact of employees' CSR perception on prosocial motivation. According to the hypothesis proposed in this study, first, demographic variables such as gender and age are put into Model 1; then, Model 2 adds independent variables to the sense of corporate social responsibility of employees based on Model 1, and uses prosocial motivation as the dependent variable. The analysis results are shown in Table 4-16 below. It can be seen that the tolerance value of each variable is greater than 0.1, and the VIF is less than 5, indicating that there is no serious multicollinearity between the variables. The analysis results of Model 2 show that employees' perception of corporate social responsibility has a significant positive impact on prosocial motivation ( $\beta = 0.496$ ,  $p < 0.001$ ). In addition, after adding independent employees' perception of corporate social responsibility, the interpretation of the model increased from 1.6% to 16.5%, and the interpretation effect of the regression equation improved significantly. Therefore, Hypothesis 3 is verified.

Table 4-16 Regression analysis results of employees' CSR perceptions on prosocial motivation

Variable	Prosocial motivation		Collinear diagnosis	
	Model 1	Model 2	Tolerance	VIF
Control variable				
Industry	0.010	0.007	0.978	1.022
Unit nature	-0.003	-0.004	0.962	1.039
Department type	0.070**	0.060*	0.981	1.019
Enterprise size	0.050	0.052	0.969	1.032
Position level	0.082	0.023	0.919	1.088
Education	0.081	0.051	0.944	1.059
Working years	-0.010	-0.003	0.804	1.244
Gender	0.131	0.084	0.973	1.028
Age	0.019	-0.007	0.810	1.234
Independent variable				
CSR perception of employees		0.496***	0.960	1.042
R side	0.043	0.191***		
Adjust R square	0.016	0.165***		

F value	1.575	7.344***		
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Note: \*\*\*,  $p < 0.001$ , \*\*,  $p < 0.01$ , \*,  $p < 0.05$

#### 4.4.4 The Return of Prosocial Motivation to Organizational Citizenship

This section mainly examines the impact of prosocial motivation on organizational citizenship behavior. According to the hypothesis proposed in this study, first, demographic variables such as gender and age are put into Model 1; then, Model 2 adds the intermediary variable prosocial motivation based on Model 1, and takes organizational citizenship behavior as the dependent variable. The analysis results are shown in Table 4-17 below. It can be seen that the tolerance value of each variable is greater than 0.1, and the VIF value is less than 5, indicating that there is no serious multicollinearity between the variables. The analysis results of Model 2 show that prosocial motivation has a significant positive effect on organizational citizenship behavior ( $\beta = 0.412$ ,  $p < 0.001$ ). O And II, after adding intermediary indexing prosocial motivation, the model's explanatory strength is 1.4% The increase is 21.9%, and the interpretation effect of the Zigui equation is significantly improved. Therefore, Hypothesis 4 is verified.

Table 4-17 Regression analysis results of prosocial motivation on organizational citizenship behavior

Variable	Organizational citizenship		Collinear diagnosis	
	Model 1	Model 2	Tolerance	VIF
Control variable				
Industry	0.028	0.024	0.978	1.023
Unit nature	0.004	0.005	0.962	1.039
Department type	0.034	0.005	0.963	1.039
Enterprise size	0.064	0.040	0.964	1.037
Position level	0.112	0.078	0.927	1.079
Education	0.036	0.002	0.943	1.060
Working years	-0.005	-0.001	0.804	1.243
Gender	0.040	-0.014	0.972	1.029
Age	0.046	0.039	0.818	1.222
Mediation variable				
Prosocial motivation		0.412***	0.957	1.045

R side	0.042	0.243***		
Adjust R square	0.014	0.219***		
F value	1.508	9.999***		

Note: \*\*\*,  $p < 0.001$ , \*\*,  $p < 0.01$ , \*,  $p < 0.05$

#### 4.4.5 Regression of prosocial motivation to job satisfaction

This section mainly examines the impact of prosocial motivation on job satisfaction. According to the hypotheses proposed in this study, first, demographic variables such as gender and age are put into Model 1; then, Model 2 adds the intermediary variables prosocial motivation based on Model 1, and uses job satisfaction as the dependent variable. The analysis results are shown in Table 4-18 below. It can be seen that the tolerance value of each variable is greater than 0.1, and the VIF value is less than 5, indicating that there is no serious multicollinearity between the variables. The analysis results of Model 2 show that prosocial motivation has a significant positive effect on job satisfaction ( $\beta = 0.428$ ,  $p = 0.001$ ). In addition, after adding the prosocial motivation of the mediating variable, the model's explanatory strength increased from 1.5% to 19.2%, and the interpretation effect of the regression equation improved significantly. Therefore, Hypothesis 5 is verified.

Table 4-18 Regression analysis results of prosocial motivation on job satisfaction

Variable	Job Satisfaction		Collinear diagnosis	
	Model 1	Model 2	Tolerance	VIF
Control variable				
Industry	0.011	0.006	0.978	1.023
Unit nature	0.093	0.094	0.962	1.039
Department type	0.051	0.021	0.963	1.039
Enterprise size	0.032	0.008	0.964	1.037
Position level	0.056	0.021	0.927	1.079
Education	0.051	0.016	0.943	1.060
Working years	-0.006	-0.002	0.804	1.243
Gender	0.139	0.083	0.972	1.029
Age	0.060	0.052	0.818	1.222
Mediation variable				
Prosocial motivation		0.428***	0.957	1.045

R side	0.043	0.217***		
Adjust R square	0.015	0.192***		
F value	1.555	8.610***		

Note: \*\*\*,  $p < 0.001$ , \*\*,  $p < 0.01$ , \*,  $p < 0.05$

#### 4.4.6 Mediation Effect Test

(1) The Mediating Effect Test of Prosocial Motivation in Employees' CSR Perception and Organizational Citizenship Behavior

This study uses the mediation test provided by Baron & Kenny (1986) to test the mediation effect of prosocial motivation on employees' perception of corporate social responsibility and organizational citizenship behavior. First, put demographic variables such as gender and age into Model 1; then, Model 2 adds independent employee CSR perceptions to Model 1 based on Model 1; finally, Model 3 adds intermediaries to Model 2 Changing prosocial motivations and using organizational citizenship behavior as the dependent variable. The specific regression analysis results are shown in Table 4-19. It can be seen that the tolerance value of each variable is greater than 0.1, and the VIF value is less than 5, indicating that there is no strict multi-linearity between the variables. The results in Model 2 show that employees' perception of corporate social responsibility has a significant positive impact on organizational citizenship behavior ( $\beta = 0.482$ ,  $p < 0.001$ ). The results in Model 3 show that after adding intermediary changes to pro-social motivation, the regression coefficient of employees' corporate social responsibility perceptions on organizational citizenship behavior decreased, but the effect was still significant ( $\beta = 0.328$ ,  $p < 0.001$ ), and pro-social motivation on the organization Citizenship also has a positive effect ( $\beta = 0.310$ ,  $p < 0.001$ ). At the same time, the model's interpretation strength increased from 1.4% to 28.7%, and the interpretation effect of the regression equation improved significantly. Therefore, prosocial motivation plays a part of the mediating role in the relationship between employees' CSR perceptions and organizational citizenship behavior. Hypothesis 6 is partially supported.

Table 4-19 Regression analysis of prosocial motivation intermediary

Variable	Organizational citizenship			Collinear diagnosis	
	Model 1	Model 2	Model 3	Tolerance	VIF
Control variable					
Industry	0.028	0.026	0.024	0.978	1.023
Unit nature	0.004	0.003	0.004	0.962	1.039
Department type	0.034	0.025	0.006	0.963	1.039

Enterprise size	0.064	0.059	0.043	0.964	1.037
Position level	0.112	0.055	0.048	0.919	1.088
Education	0.036	0.007	-0.009	0.941	1.062
Working years	-0.005	0.001	0.002	0.804	1.244
Gender	0.040	-0.005	-0.031	0.970	1.030
Age	0.046	0.021	0.023	0.810	1.234
Independent variable					
CSR perception of employees		0.482***	0.328***	0.812	1.232
Mediation variable					
Prosocial motivation			0.310***	0.809	1.236
R side	0.042	0.215***	0.311***		
Adjust R square	0.014	0.390***	0.287***		
F value	1.508	8.511***	12.737***		

Note: \*\*\*,  $p < 0.001$ , \*\*,  $p < 0.01$ , \*,  $p < 0.05$

## (2) The Mediating Effect of Prosocial Motivation in Employees' CSR Perception and Job Satisfaction

This section examines the mediating effect of prosocial motivation on employees' perception of corporate social responsibility and job satisfaction. First, demographic variables such as gender and age are put into Model 1; then, Model 2 adds independent variables to CSR perception of employees based on Model 1; finally, Model 3 adds intermediary variables to prosocial motivation based on Model 2. Use job satisfaction as the dependent variable. The specific regression analysis results are shown in Table 4-20. It can be seen that the tolerance value of each variable is greater than 0.1, and the VIF value is less than 5, indicating that there is no serious multicollinearity between the variables. The results in Model 2 show that employees' CSR perception has a significant positive impact on job satisfaction ( $\beta = 0.413$ ,  $p < 0.001$ ). The results in Model 3 show that after adding the intermediary variable prosocial motivation, the regression coefficient of employee social responsibility perception on job satisfaction decreased, but the effect was still significant ( $\beta = 0.188$ ,  $p < 0.01$ ), and prosocial motivation was satisfied with the job Degree also had a positive effect ( $\beta = 0.352$ ,  $p < 0.001$ ). At the same time, the interpretation of the model increased from 1.5% to 21.9%, and the interpretation effect of the regression equation improved significantly. Therefore, prosocial motivation plays a part of the mediating role in the relationship between employees' CSR perceptions and job satisfaction.

Hypothesis 7 is partially supported.

Table 4-20 Regression analysis of prosocial motivation intermediary

Variable	Job Satisfaction			Collinear diagnosis	
	Model 1	Model 2	Model 3	Tolerance	VIF
Control variable					
Industry	0.011	0.009	0.014	0.978	1.023
Unit nature	0.093	0.091	0.091	0.962	1.039
Department	0.051	0.043	0.046	0.963	1.039
Enterprise size	0.032	0.028	0.013	0.964	1.037
Position level	0.056	0.006	-0.001	0.919	1.088
Education	0.051	0.026	0.007	0.941	1.062
Working years	-0.006	-0.001	0.000	0.804	1.244
Gender	0.139	0.100	0.039	0.970	1.030
Age	0.060	0.039	0.069	0.810	1.234
Independent variable					
CSR perception of employees		0.413***	0.182**	0.812	1.232
Mediation variable					
Prosocial motivation			0.352***	0.809	1.236
R side	0.043	0.145***	0.246***		
Adjust R square	0.015	0.118***	0.219***		
F value	1.555	5.276***	9.170***		

Note: \*\*\*,  $p < 0.001$ , \*\*,  $p < 0.01$ , \*,  $p < 0.05$

#### 4.4.7 Regulatory effect test

This paper uses the test of the regulatory effect proposed by Wen Zhonglin et al. (2006) to test the mediating effect of regulation. First, standardize the independent employee's perception of corporate social responsibility, the fairness of the moderator interaction, the prosocial motivation of the intermediary variable, and the citizen behavior and job satisfaction of the dependent reactor organization. item. Then, follow the following three steps to test in turn: The first step is to perform the regression of dependent variable organization citizenship behavior, job satisfaction on independent variable employee CSR perception, moderation variable interaction fairness and

product term regression. Significantly; the second step is to do the regression of the pro-social motivation of the intermediary variable on the perception of the corporate social responsibility of the independent employee, the interaction fairness of the adjustment variable, and the product term. The regression coefficient of the product term needs to be significant; The regression of job satisfaction on the perception of corporate social responsibility of independent employees, the interaction fairness of moderator variables, the product term, and the prosocial motivation of intermediary variables must have significant regression coefficients. The specific analysis results are shown in Table 4-21 below.



Table 4.21 Analysis of the Moderating Effect of Interactive Fairness

Variable	Prosocial motivation			Organizational citizenship				Job Satisfaction			
	Model 1	Model 2	Model 3	Model 4	Model 5	Model 6	Model 7	Model 8	Model 9	Model 10	Model 11
Industry	0.011	0.017	.0002	0.036	0.068	0.030	0.031	0.012	0.010	-0.004	-0.003
Unit nature	-0.003	-0.004	0.003	0.005	0.003	0.009	0.009	0.104	0.103	0.100	0.099
Department type	0.079**	0.126*	0.103*	0.043	0.058	0.022	-0.003	0.058	0.049	0.059	0.031
Enterprise size	0.064	0.066	0.055	0.080	0.084	0.065	0.052	0.036	0.032	0.021	0.006
Position level	0.092	0.017	-0.009	0.141	0.045	0.006	0.009	0.062	0.007	-0.030	-0.027
Education	0.092	0.049	0.070	0.045	0.007	0.042	0.025	0.057	0.029	0.051	0.032
Working years	-0.011	-0.004	-0.007	-0.007	0.001	-0.002	0.000	-0.007	-0.001	-0.005	-0.004
Gender	0.147	0.047	0.046	0.051	-0.003	-0.005	-0.016	0.156	0.112	0.054	0.042
Age	0.022	-0.011	-0.021	0.058	0.040	0.023	0.028	0.067	0.043	0.052	0.058
CSR perception of employees		0.392***	0.347***		0.425***	0.362***	0.277***		0.326***	0.265***	0.171**
Interactive fairness			0.135**			0.268***	0.235***			0.173**	0.136**
Employee CSR perception X Interaction Fairness			0.233***			0.325***	0.268***			0.315***	0.252***
Prosocial motivation							0.246***				0.271***
R side	0.043	0.191	0.253	0.042	0.215	0.366	0.411	0.043	0.145	0.256	0.311
Adjust R square	0.016	0.165***	0.224***	0.014	0.190***	0.342***	0.387***	0.015	0.118***	0.227***	0.282***
F 值	1.575	7.344***	8.734***	1.508	8.511***	14.873***	16.557***	1.555	5.276***	8.862***	10.678***

Note: \*\*\*, p &lt; 0.001, \*\*, p &lt; 0.01, \*, p &lt; 0.05



As can be seen from Table 4-21, first, the analysis results of Model 3 show that the regression coefficient of the product of the interaction fairness between the independent employee CSR perception and the moderator variable is significant ( $\beta = 0.233$ ,  $p < 0.001$ ), indicating that the employee's corporate social responsibility The relationship between perception and prosocial motivation is positively regulated by interaction fairness. Therefore, Hypothesis 8 is verified.

Secondly, the analysis results of Model 6 and Model 7 show that the regression coefficient of the product term of the interaction fairness between the independent employee's corporate social responsibility perception and the moderator variable is significant ( $\beta = 0.325$ ,  $p < 0.001$ ), and the regression coefficient of the pro-social motivation of the mediator variable It is also significant ( $\beta = 0.246$ ,  $p < 0.001$ ), indicating that interaction fairness positively regulates the intermediary role of prosocial motivation between employees' perception of corporate social responsibility and organizational citizenship behavior. Therefore, Hypothesis 9 is verified.

Finally, the analysis results of Model 10 and Model 11 show that the regression coefficients of the product term of the interaction fairness between the independent employee's CSR perception and the moderating variables are significant ( $\beta = 0.315$ ,  $p < 0.001$ ), and the regression coefficients of the prosocial motivation of the mediating variables It is also significant ( $\beta = 0.271$ ,  $p < 0.001$ ), indicating that interaction fairness positively regulates the mediating role of social motivation between employees' perception of corporate social responsibility and job satisfaction. Therefore, Hypothesis 10 is verified.

In order to further test the moderating effect of interaction fairness on employees' perception of corporate social responsibility and prosocial motivation, this paper follows the method proposed by Aiken and West (1991) and uses a simple slope analysis to further analyze the moderating role of interaction fairness. Figure 4-1 plots the relationship between employee corporate social responsibility perceptions and prosocial motivation when interaction fairness is at different levels. It can be seen that when the level of interaction fairness is high, there is a strong positive correlation between employees' perception of corporate social responsibility and prosocial motivation ( $k = 0.679$ ,  $p < 0.01$ ); and when the level of interaction fairness is low, the employee corporate society The correlation between perception of responsibility and prosocial motivation was not significant ( $k = 0.155$ ,  $p > 0.05$ ). Therefore, Hypothesis 8 is further verified.

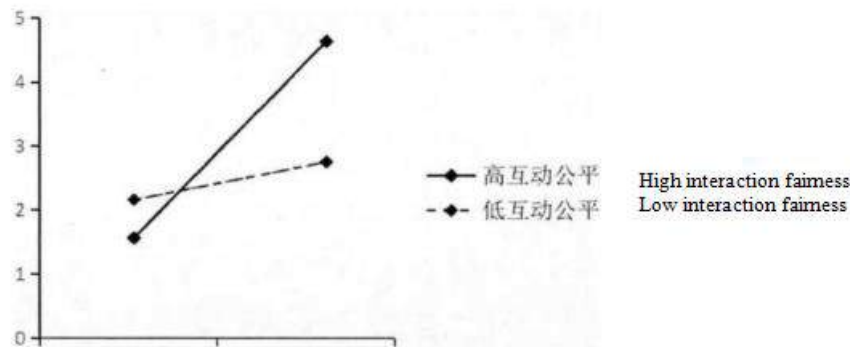


Figure 4.1 Interaction Fairness in Employees' CSR Perception

In this study, Preacher, Rucker & Hayes (2007)'s conditional indirect effect test procedure was used to further analyze the hypothesized mediating effect. The specific analysis results are shown in Table 4-22. It can be seen that when the dependent variable is organizational citizenship behavior, when the interaction fairness is at a high level, that is, at the average value and above, the indirect effect through prosocial motivation is at the 95% confidence interval of [0.0552, 0.2237] and [0.1123, 0.4076], neither interval contains 0, indicating that the indirect effect is significant. Therefore, interaction fairness regulates the mediating role of prosocial motivation in the relationship between employees' corporate social responsibility perception and organizational citizenship behavior, that is, the higher the level of interaction fairness, the intermediation between prosocial motivation in employee's corporate social responsibility perception and organizational citizenship behavior The stronger the effect. Therefore, Hypothesis 9 is further verified.

Similarly, when the dependent variable is job satisfaction, when the interaction fairness is at a high level, that is, at the level of the mean and above, the indirect effect through prosocial motivation is at the 95% confidence interval of [0.1068, 0.3342] and [0.2051, 0.4589], neither interval contains 0, indicating that the indirect effect is significant. Therefore, interaction fairness regulates the mediating role of prosocial motivation in the relationship between employees' corporate social responsibility perception and job satisfaction. That is, the higher the level of interaction fairness, the intermediary between prosocial motivation in employee's corporate social responsibility perception and job satisfaction. The stronger the effect. Therefore, Hypothesis 10 is further verified.

Table 4-22 Conditional Indirect Effect Test of Interactive Fairness

	Interactive fairness	Indirect effect	SE	95% confidence interval
Organizational citizenship	M-SD	0.0527	0.0523	[-0.0043, 0.1704]
	M	0.1853*	0.0634	[0.0552, 0.2237]
	M+SD	0.2411*	0.0829	[0.1123, 0.4076]
Job Satisfaction	M-SD	0.0339	0.0128	[-0.0152, 0.1061]
	M	0.1555*	0.0595	[0.1068, 0.3342]
	M+SD	0.2614*	0.0933	[0.2051, 0.4589]

## 4.5 Discussion of research results

### 4.5.1 Discussion on the relationship between employee CSR perception and organizational citizenship behavior

The results of this study show that employees' perception of corporate social responsibility is significantly positively correlated with organizational citizenship behavior ( $r = 0.442$ ,  $p < 0.01$ ), and the regression coefficient is significant ( $\beta = 0.482$ ,  $p < 0.001$ ). This research conclusion is consistent with previous research results. Corporate social responsibility perception is an employee's psychological perception of the company's social responsibility to various stakeholders. It mainly affects organizational citizenship behavior in three aspects. First, employees' self-explanation of the working environment helps to standardize their behaviors. Therefore, corporate social responsibility is the best model for employees to learn at work, so employees are more likely to engage in behaviors identified or expected by the organization. The higher the level of CSR perceived by employees, the more likely it is that they will incorporate CSR elements into their self-concepts and job responsibilities, thereby making it easier for them to show civic behaviors that are beneficial to the organization. Secondly, the performance of corporate social responsibility is conducive to shaping a good corporate image. According to the social identity theory, employees working in companies with a good external image will greatly enhance their self-image, deepen their recognition and belonging to the organization, and thus implement positive behaviors that are beneficial to the

organization and colleagues. On the contrary, if the company's performance of social responsibility is not good, the employee's recognition of the organization will be low, which will destroy the trust relationship between the organization and the members, and even the employees will have negative behaviors such as negative slackness. Finally, according to the theory of social exchange, the organization's fulfillment of social responsibilities towards employees is mainly reflected in providing employees with material resources such as compensation, services, and information, as well as spiritual and emotional resources such as respect, recognition, and support. Based on the principle of reciprocity, employees will feel a sense of obligation to return to the organization due to the organization's giving of resources, thereby increasing work input and actively participating in out-of-role behaviors that are beneficial to the organization and its members.

#### **4.5.2 Discussion on the relationship between employee CSR perception and job satisfaction**

The results of this study show that employees' CSR perceptions are significantly positively related to job satisfaction ( $r = 0.346$ ,  $p < 0.01$ ), and the regression coefficient is significant ( $\beta = 0.413$ ,  $p < 0.001$ ). This research conclusion is consistent with previous research results.

The reason why corporate social responsibility contributes to the establishment of a good relationship between the company and employees is that the performance of corporate social responsibility can create a "identification process" in which employees can feel the integration of their own values and corporate values. Therefore, the impact mechanism of corporate social responsibility on employee job satisfaction can be understood as: when the company fulfills its social responsibility to employees, employees will think that their work and life quality is good, because the company not only meets the material needs of employees, Such as reasonable salary and remuneration, fair decision-making procedures, fair promotion opportunities, etc., also meet the employees' spiritual and belonging needs, such as self-realization needs. When the company fulfills its social responsibility to external stakeholders, employees will be proud and proud that they belong to such a socially responsible company, and think that their work is also contributing to others and society, so they feel themselves The work you perform is significant and you feel strong job satisfaction. Conversely, when the organization's degree of corporate social responsibility is not good, unfair decision-making systems and unethical working environments not only fail to meet the emotional needs and quality of work and life of employees, but may also cause negative impacts such as stress and resource exhaustion, Thereby greatly reducing the job satisfaction of employees.

#### **4.5.3 Discussion on the relationship between employee CSR perception and prosocial motivation**

The results of this study show that employees' CSR perceptions are significantly positively related to prosocial motivation ( $r=0.408$ ,  $p<0.01$ ), and the regression coefficient was significant ( $\beta = 0.496$ ,  $p < 0.001$ ).

Prosocial motivation refers to the individual's desire to consider for the benefit of others and to contribute to others. This is a future-oriented motivation that focuses on results. According to the self-determination theory, when employees perceive that the company is fulfilling its social responsibility, it will generate emotional identification with the company and form self-values consistent with corporate values, thereby autonomously adjusting prosocial motivations. Even if the company's social responsibility to external stakeholders does not directly involve employees' own interests, it can create an ethical and just working environment for employees. Employees working in this ethical atmosphere easily shape the values of strong others' tendencies, and have positive feelings such as pride, identity, belonging, and organizational commitment to the organization, which has a significant effect on the stimulation of employees' prosocial motivation. Conversely, when the company's performance of social responsibility is not good, or employees are not sensitive to the company's performance of social responsibility, employees may be more just doing their job well, and will not have the idea of helping others and contributing to the organization. Even when the working environment in an organization is unfair and unethical, employees may be driven by self-motivation and self-motivation. In order to avoid punishment or make self-interest for themselves, they may be negative to the organization and others behavior.

#### **4.5.4 Discussion on the Mediating Role of Prosocial Motivation**

This study verified that prosocial motivation plays a part of the mediating role in the relationship between employees' perception of corporate social responsibility and organizational citizenship behavior and job satisfaction.

First, organizational citizenship behavior is employee's spontaneous behavior outside of the compensation system. Motivation is one of the main factors that stimulate behavior. Prosocial motivation is an important factor that stimulates organizational citizenship behavior. The influence mechanism of prosocial motivation on organizational citizenship behavior can be explained as follows: First, employees

with prosocial motivation pay more attention to the interests of the organization and others than self-interest, and it is easier to identify the needs of others, and then engage in favor of the organization and colleagues. the behavior of. Secondly, pro-socially motivated employees have a strong sense of responsibility and responsibility for the benefit of the organization and colleagues, and take organizational citizenship behaviors as their due obligations. Third, pro-socially motivated employees will be the organization and colleagues in the organization. Contributing as a way to realize self-worth, they believe that helping organizations and colleagues can meet the needs of their self-realization, and are keen to engage in organizational citizenship.

Secondly, based on the theory of self-determination, the satisfaction of the three basic psychological needs of an individual, namely, the needs of autonomy, relationship, and ability are the main sources of individual job satisfaction. First, prosocial motivation is the willingness to contribute to others voluntarily. This autonomous motivation can enhance the employee's sense of behavioral self-control, thereby enhancing the employee's behavioral autonomy. Second, prosocial motivation can enable employees and organizations and colleagues in the organization to form a close and good interpersonal relationship, thereby meeting the relationship needs of employees. Third, prosocial motivation can improve employees' self-efficacy, which in turn promotes the development of their social skills, thereby satisfying their employees' sense of competence. Therefore, employees with high-level prosocial motivation can better meet the three basic psychological needs of employees, so that employees are satisfied with their current work.

#### **4.5.5 Discussion on the Moderating Role of Interactive Fairness**

The results of this study also show that the regression coefficient of the product of employee CSR perception and interaction fairness is significant ( $\beta = 0.233$ ,  $p < 0.001$ ), which validates that interaction fairness positively regulates the relationship between employee CSR perception and prosocial motivation relationship. In addition, the product of product of employees' CSR perception and interaction fairness also has significant regression coefficients on organizational citizenship behavior and job satisfaction (organizational citizenship behavior: ( $\beta = 0.325$ ,  $p < 0.001$ ); job satisfaction: ( $\beta = 0.315$ ,  $p < 0.001$ ), verifying that interaction fairness regulates the mediating effect of prosocial motivation in the relationship between employees' perception of corporate social responsibility and organizational citizenship behavior and job satisfaction.

Interaction fairness is the perceived quality of employees in their interactions with their superiors, including interpersonal fairness and information fairness. Different from structural fairness (distribution fairness and procedural fairness), interactive fairness focuses its attention on the exchange relationship between managers and organizational members in the process of decision-making. The quality of the exchange relationship will undoubtedly affect employees' perceptions, behaviors, and Attitudes have a moderating effect. Specifically, according to the theory of social identity, when the quality of the exchange relationship between employees and the organization is high, that is, the level of interaction fairness perceived by employees is high, employees will think that the organization sincerely fulfills its corporate social responsibility to internal and external stakeholders of the organization. Consider for the interests of stakeholders, not just for the benefit of external companies such as improving corporate reputation. Therefore, employees tend to form a sense of identity with the organization and internalize the pro-social values of the organization, thereby enhancing their pro-social motivation and further exhibiting behaviors consistent with the organization. On the contrary, when the level of fairness of interaction is low, employees receive unfair interpersonal treatment, their decision-making information is blocked, and the quality of the exchange relationship with the organization is low, and the trust and identification with the organization is also low. They will think that the organization's performance of corporate social responsibility is only to satisfy one's selfishness, to gain a good reputation and image of the organization, and not to consider it as a whole for stakeholders. Therefore, employees are less likely to have prosocial motivation.

## **5. CONCLUSIONS AND RECOMMENDATIONS**

### **5.1 Research main conclusions**

This article mainly draws the following conclusions:

First, employees' perception of corporate social responsibility is positively related to prosocial motivation, organizational citizenship behavior, and job satisfaction. This shows that the higher the corporate social responsibility perceived by employees, the more prosocial motivation they can generate, thereby implementing organizational citizenship behavior. Satisfied with work.

Second, the pro-social motivation of employees is positively related to organizational citizenship behavior and job satisfaction, indicating that the stronger the pro-social motivation of employees, the more they will do organizational citizenship behavior, and the more they will generate job satisfaction.

Third, prosocial motivation plays a part of the mediating role in the impact of employee CSR perceptions on organizational citizenship behavior and job satisfaction, that is, employees' CSR perceptions are partially transmitted through prosocial motivations, which in turn affects organizational citizenship behavior and Job Satisfaction.

Fourth, interaction fairness positively regulates the positive relationship between employees' perception of corporate social responsibility and prosocial motivation, that is, the higher the level of interaction fairness, the stronger the role of employees' perception of corporate social responsibility in promoting prosocial motivation. Moreover, interaction fairness regulates the mediating role of prosocial motivation in the relationship between employees' perception of corporate social responsibility and organizational citizenship behavior and job satisfaction.

### **5.2 Research inspiration**

#### **5.2.1 Theoretical inspiration**

First, this study confirms the positive correlation between employees' perceptions of corporate social responsibility and employees' organizational citizenship behavior and job satisfaction, and expands the relevant literature on corporate social responsibility micro-results. Previous research on corporate social responsibility has focused on the macro level, for example, the impact of corporate social responsibility



on corporate reputation, financial performance, corporate competitiveness, and consumer evaluation. This article starts from the micro level and explores the impact of corporate social responsibility on employee behavior and attitude based on the perspective of employees. Based on the theory of social identity, when employees feel that their company has fulfilled their social responsibilities to their stakeholders, they will sincerely have a sense of pride in the organization and a strong sense of identity, and in the process of forming organizational identity, form and Organize consistent self-values to implement organizational citizenship behavior that is consistent with the organization and increase job satisfaction. The findings of this study enriched the micro-level impact of corporate social responsibility and contributed to the relevant literature.

Secondly, this paper introduces prosocial motivation as the mediating role of employees' perception of corporate social responsibility to influence organizational citizenship behavior and job satisfaction, and provides a new transmission path for the role mechanism of corporate social responsibility and employee behavior and attitude relationship. Previous research on the influence mechanism between corporate social responsibility and employees' behaviors and attitudes has mainly focused on transmitting positive feelings towards the organization through organizational commitment, organizational identification, and organizational loyalty. However, individual characteristics and values of employees, such as pro-social motivations that are oriented toward the interests of the organization and others, can also play a transmitting role between corporate social responsibility and employee behaviors. Therefore, based on the theory of social exchange and self-determination, this paper studies the pivotal role of prosocial motivation between employees' perception of corporate social responsibility and organizational citizenship behavior and job satisfaction, providing another possible way for corporate social responsibility to influence employee behavior and attitudes. Action path.

Finally, this article takes into account China's unique traditional cultural background and the prominent personality characteristics of the organization, and proposes that interaction fairness plays a positive role in regulating the relationship between employees' corporate social responsibility perception and prosocial motivation, and solves the problem of corporate social responsibility. The problem of unclear boundaries of attitudes and behavior influence mechanisms has enriched existing theoretical and empirical research. In addition, the existing literature on equity mainly focuses on organizational equity as an overall concept, or focuses on the role of structural equity (distribution equity and procedural equity) in the organization, but ignores social equity in the process of human interaction. (Interaction Fairness)

Impact on employee attitudes and behaviors. Therefore, this study proves that interaction fairness regulates the relationship between employee CSR perception and prosocial motivation, and the mediating role of prosocial motivation in the relationship between employee CSR perception and organizational citizenship behavior and job satisfaction. The research scope of organizational justice has been broadened, and the development of active organizational behavior has been further promoted.

### **5.2.2 Management inspiration**

First, corporate social responsibility is an important strategic asset of an enterprise. Organizational performance of corporate social responsibility can enable the organization to achieve internal and external benefits. Outside the company, it helps to build a good corporate image and reputation, and enhance the company's differentiated competitive advantage. Inside the company, it can become a benchmark for employees' behavior and affect their behaviors and attitudes. This study finds that CSR perceived by employees can prompt employees to implement organizational citizenship behaviors and improve employee job satisfaction. Therefore, first of all, in daily management practice, the organization must establish a correct awareness of corporate social responsibility and actively implement corporate social responsibility activities. Secondly, there is often "information asymmetry" between the corporate social responsibility felt by employees and the actual social responsibility performed by the company. Therefore, companies should optimize the information communication mechanism so that employees have the correct Cognition. Third, encourage employees to actively participate in corporate social responsibility practices. Employees' personal participation can make employees realize that they are closely related to the organization, and in the process of social responsibility practice, they can develop a sense of pride and values consistent with the organization, and improve their positive work behavior And attitude.

Secondly, this study proves that prosocial motivation can partially mediate the relationship between employees' perception of corporate social responsibility and organizational citizenship behavior and job satisfaction. Therefore, when recruiting, companies can evaluate whether candidates have prosocial motivation and the intensity of prosocial motivation through personality tests and other methods, and select those employees with strong prosocial motivation. In addition, targeted training for employees with weak pro-social motivations in the organization, such as strengthening their collectivist values, training them to think for others, and improving their pro-social motivations, thereby further driving employees to implement

organizational citizenship behaviors Improve job satisfaction.

Finally, this study also confirms that interaction fairness can regulate the correlation between employee CSR perception and prosocial motivation, and the mediating effect of prosocial motivation on employee CSR perception and organizational citizenship behavior and job satisfaction. Therefore, it is especially important to create a fair atmosphere in the organization and improve the employees' perception of fair interaction in the organization. Specifically, the managers in the organization should not be superior when communicating with employees. They should treat each other with courtesy, give employees the necessary care, respect and equality, and treat each employee equally. The organization shall establish a timely and effective information platform and communication channels for the communication between employees and managers, to ensure that employees have timely access to their own relevant information, especially decisions involving employee interests, and to make reasonable and convincing explanations.

### **5.3 Inadequate research and prospects**

First of all, due to the constraints of various resource conditions, this study uses cross-sectional data to study the relationship between various variables. Without consideration of time effects, it is difficult to explore the impact of employees' corporate social responsibility perception on organizational citizenship behavior and work through prosocial motivation The dynamic process of satisfaction. Therefore, future research can consider the method of longitudinal investigation, measuring various variables in time, and further clarify the specific mechanism of employee CSR perception affecting employee behavior and attitude, making the research results more convincing.

Secondly, although this study adopts the method of superior evaluation to measure the organizational citizenship behavior of employees, it has avoided the influence of social praise to a certain extent. However, there are still some more sensitive issues, such as employees' judgments on corporate social responsibility and judgments on the level of interaction fairness. Some test subjects will be worried that their answers will be seen badly by leaders when answering such questions. Consequences, concealing true feelings, and filling in the answers that organizations and leaders want to see. Therefore, future research should pay more attention to the confidentiality of the questionnaire when issuing and recycling the questionnaire, and explain it to the test subjects.

Thirdly, the measurement of corporate social responsibility in this study is mainly based on the perception of employees, but there are often differences between the perceived corporate social responsibility of employees and the actual social responsibility performed by the company, especially the company's external stakeholders (consumers, consumers, Community, government, environment, etc.), employees do not fully understand. Therefore, there are certain shortcomings in measuring the actual social responsibility practices of enterprises with the corporate social responsibility perceived by employees. Future research should not use more realistic methods to measure corporate social responsibility, such as conducting on-site inspections, and comprehensively considering the extent to which companies fulfill their social responsibilities from multiple perspectives, including communities, governments, consumers, and the environment.

Finally, the industries selected for this study are mainly focused on manufacturing. However, different regions, different industries, and different unit properties will have a certain degree of influence on the measurement of variables in this study. Therefore, the interpretation of the data in this study is insufficient, and the applicability of the research results is not good. Future research should expand the scope of sampling region, industry, and unit nature, so that the conclusions of the research have higher accuracy, reliability and broad applicability.

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