



**THE INFLUENCE OF CORPORATE SOCIAL RESPONSIBILITY,
WORKPLACE SPIRITUALITY, AND POSITIVE EMOTION ON
THE PERIPHERAL PERFORMANCE OF EMPLOYEES**



WEI LI

**A THESIS SUBMITTED IN PARTIAL FULFILLMENT
OF THE REQUIREMENTS FOR THE DEGREE OF
MASTER OF MANAGEMENT IN MANAGEMENT SCIENCE
INSTITUTE OF SCIENCE INNOVATION AND CULTURE
RAJAMANGALA UNIVERSITY OF TECHNOLOGY KRUNGTHAP
ACADEMIC YEAR 2024
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ABSTRACT

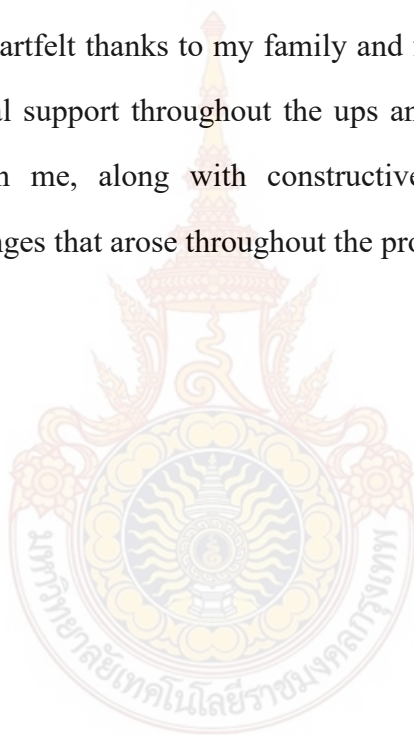
Modern enterprises compete with talent. Employees are a crucial part of the corporate talent pool, and their key role in the rapid development of enterprises cannot be underestimated. Therefore, this study aims to evaluate corporate social responsibility (CSR) from the employee perspective, thereby better reflecting employees' subjective feelings about their company and understanding their changing needs. The core variables of this study include Corporate Social Responsibility, Workplace Spirituality, Positive Emotion, and Peripheral Performance of Employees. The Quantitative Method is introduced in this study. Descriptive statistics, including frequency, percent frequency, arithmetic mean, and standard deviation, are introduced. Various inferential statistical methods are used to test the hypothesis, particularly the Independent Samples t-test, the One-way ANOVA, and the Multiple Linear Regression Analysis. The results obtained from the study indicate that differences in Occupation and Working Position generate differences in Employee Peripheral Performance. Based on the multiple linear regression analysis, all aspects of corporate social responsibility (CSR) and workplace spirituality have a positive impact on employee peripheral performance. For Positive Emotion, the simple linear regression analysis reveals that it has a positive impact on employee peripheral performance. All independent factors, except Demographic Factors, positively impact Employee Peripheral Performance under multiple linear regression analysis.

Keywords: Corporate Social Responsibility (CSR), Workplace Spirituality, Positive Emotions, Peripheral Performance of Employees

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CHAPTER I

INTRODUCTION

1.1 Background and Statement of the Problem

The competition among modern enterprises is inextricably linked to the talent competition. Employees are important participants in the enterprise talent pool. Their key role in the rapid development of enterprises cannot be underestimated. Therefore, for the better development of enterprises, it is essential to consider the psychology of employees and the subjective perception of the enterprise. At the same time, this will become a hot topic in the field of human resources research. Therefore, in line with the current context, examining the cognitive evaluation of the company's social responsibility performance from the employee level can better reflect the employees' subjective feelings about the company they work for, and thus better capture their general demand changes. , which plays a decisive role in implementing more effective talent management for enterprises, is the core issue that needs to be considered for the long-term and stable development of enterprises. At the same time, with the rapid development of the Internet, the increasing degree of informatization, and the growing transparency of corporate information, the government, scholars, consumers, and other stakeholders are paying more attention to corporate social responsibility. The Chinese Academy of Social Sciences is analyzing the CSR development index of the top 100 state-owned enterprises, the top 100 private enterprises, the top 100 foreign enterprises, as well as 16 key industries, including real estate, home appliances, electric power, and 11 other sectors.

Additionally, it is examining the 300 enterprises in Shanghai and Shenzhen. Corporate social responsibility (CSR) has emerged as a persistent trend in socio-economic development amid globalization, and it is essential for China's sustainable development. As the market economy evolves, Chinese businesses are increasingly recognizing the importance of corporate social responsibility (CSR)

engagement. This commitment to social responsibility has been reflected in the continuous growth of the CSR development index among Chinese enterprises (The Blue Book of Corporate Social Responsibility, 2017). The concept of corporate social responsibility has different definitions for different people. In the early days of corporate social responsibility research, researchers did not distinguish between research situations; however, at present, researchers are gradually paying attention to the differences in research under various situations (Chao et al., 2015). The existing research on corporate social responsibility mainly focuses on the impact on organizational performance, consumer attitudes, and behaviors. As employees are important stakeholders of the organization or enterprise, corporate social responsibility is important. There is still a lack of systematic research on the impact of employee attitudes and behaviors.

According to social identity theory, employees construct their self-concept by comparing themselves with others, their organization, and other organizations. Therefore, a good organizational reputation can enhance employees' self-concept and foster a positive perception of their organization. This fosters an attitude among employees that aligns with the organization's values (Turker, 2009). As important members of the organization, when employees have a strong sense of identity with their organization or team, they tend to spontaneously depersonalize, exhibit the expected organizational behavior, and simultaneously display partial behavior towards the organization or team (Hogg & Terry, 2000). Therefore, employees' perception and judgment of corporate behavior will have an impact on employees' attitudes and behaviors towards the team or organization, thereby affecting employees' work output and results (performance). Previous studies have found that in the process of economic operations, consumers will make evaluations and judgments based on perceived corporate behavior, and the evaluation results will directly affect consumer behavior; Whether the degree of responsibility will have a direct impact on employees' perceptions and judgments of their organization or team,

and thus have an impact on employees' work attitudes and work performance, the feedback of employees' corporate social responsibility perception is worthy of further exploration. Currently, research on the topic of corporate social responsibility has not yet reached a unified conclusion (Hui, 2015).

Based on the theory of social identity and attribution, this study draws on existing research results from scholars to explore and examine the impact mechanism of corporate social responsibility behaviors on employees. From the perspective of employees' perception of corporate social responsibility, this analysis examines the concept of corporate social responsibility. The impact of fulfilling corporate social responsibility behaviors on employees' job performance is explored, examining the influence of workplace spirit and positive emotions on job performance. This study aims to verify the role of corporate social responsibility in promoting a company's development, providing practical information for companies to fulfill their corporate social responsibility obligations efficiently, and offering management recommendations.

1.2 Research Questions

The research questions are as follows:

Q1: How do demographic factors such as gender, marital status, age, educational level, monthly income, occupation, working position, working experiences, and working location affect the peripheral performance of employees?

Q2: What is the impact of Corporate Social Responsibility (CSR) on the peripheral performance of employees?

Q3: In what ways does the workplace environment affect employees' peripheral performance?

Q4: How does positive emotion affect the level of an employee's peripheral performance?

Q5: What is the combined influence of corporate social responsibility perception, workplace spirituality, and positive emotion on peripheral performance?

1.3 Research Objectives

These objectives aim to provide Employees with knowledge of corporate social responsibility and its impact on surrounding performance. The research objectives for this study are as follows:

(1) To examine the individual and combined influences of demographic factors, including gender, marital status, age, educational level, monthly income, occupation, working position, working experiences, and working location, on the surrounding performance of individuals within the study context.

(2) To assess the impact of corporate social responsibility (CSR) initiatives on the surrounding performance, exploring variations in peripheral performance across organizations with different levels and types of CSR engagement.

(3) To investigate the influence of workplace spirit on the surrounding performance, identifying specific dimensions or components of workplace spirit that significantly contribute to or hinder peripheral performance.

(4) To explore the relationship between positive emotion and surrounding performance, examining the extent to which positive emotion affects peripheral performance.

(5) To investigate the combined influence of corporate social responsibility perception, workplace spirituality, and positive emotion on peripheral performance.

1.4 Research Framework

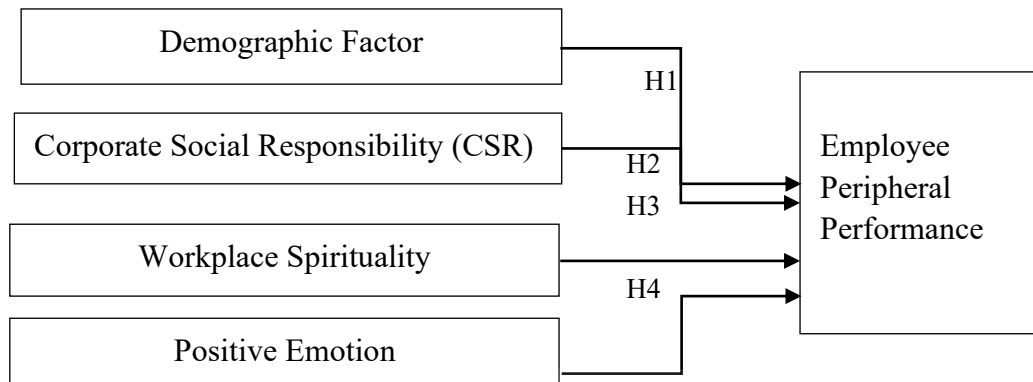


Figure 1.1 Research Framework

1.5 Research Hypotheses

Based on the research questions above, the following research hypotheses can be proposed.

H1: Differences in Demographic factors generate differences in Employee Peripheral Performance.

H2: Corporate Social Responsibility Perception Influences on Employee Peripheral Performance.

H3: Workplace Spirituality Influences on Employee Peripheral Performance.

H4: Positive Emotion influences on Employee Peripheral Performance.

H5: Corporate Social Responsibility Perception, Workplace Spirituality, and Positive Emotion Influence on Employee Peripheral Performance.

1.6 Scope of the Research Study

1.6.1 Content

The scope of this study encompasses an in-depth investigation into the impact of demographic factors, corporate social responsibility (CSR), workplace spirit, and positive emotion on employee peripheral performance in a corporate setting. The study focuses on employees within various organizations, aiming to draw insights into how these variables interplay and influence performance in the workplace.

1.6.2 Area of Study

To ensure the broad applicability of this study across multiple industries and the effectiveness and diversity of the research sample sources, various types of organizations were included in the survey. These organizations encompass administrative institutions, state-owned enterprises, foreign-invested enterprises, private enterprises, and other types of entities. The survey participants are primarily distributed across more than 20 provincial-level administrative regions, including Beijing, Tianjin, Hebei, Shanghai, and Guangzhou, among others. This approach aims to guarantee the broad representation and validity of the research sample.

1.6.3 Population and Sample

Through the survey and analysis conducted in this study, the Questionnaire Star platform was utilized to distribute online questionnaires, allowing respondents to complete the survey online. The research employed a convenience random sampling method. These methods were crucial for ensuring sample diversity and representativeness, thereby enhancing the credibility and universality of the study.

1.7 Definition of Key Terms

Corporate Social Responsibility Perception (CSR): The perception of corporate social responsibility refers to the assessment of various stakeholders regarding the enterprise's performance in terms of corporate social responsibility.

Perceived Corporate Social Responsibility (PCSR) is an individual-level construct that differs from the corporate-level construct of Corporate Social Responsibility (CSR).

Workplace Spirituality refers to the collective mindset, attitudes, and emotions shared among individuals within an organization, influencing their motivation, collaboration, and overall work environment. It encompasses the intangible aspects of organizational culture, reflecting the values, beliefs, and sense of purpose that guide employees in their daily activities.

Positive Emotion encompasses a spectrum of subjective mental states and feelings characterized by optimism, joy, satisfaction, and other constructive emotional experiences. These emotions contribute to an individual's overall well-being, resilience, and ability to cope with life's challenges. Positive emotions play a crucial role in psychological theories, well-being frameworks, and the field of positive psychology.

Peripheral Performance is also referred to as relational performance and situational performance. It does not directly execute core performance activities, but provides assistance and support in a wide range of organizational, social, and psychological environments for these core technical activities.

CHAPTER II

LITERATURE REVIEW

The corporate social responsibility environment of employees has been reviewed, and a comprehensive analysis of documents, textbooks, articles, and relevant research has been conducted to formulate the following concepts, which are being implemented in the following sequence.

2.1 Related Theories

This section discusses Corporate Social Responsibility (CSR), Workplace Spirit, and Positive Emotion as follows.

2.1.1 Corporate Social Responsibility Perception

2.1.1.1 Stakeholder Theory of Corporate Social Responsibility

Connotation of stakeholder theory: Edward Freeman is the founder of stakeholder theory. In his 1984 article, "Strategic Management from the Perspective of Stakeholders," he defined stakeholders as any entity that may be affected by a corporation's policies, decisions, goals, and behaviors. Individuals or groups can simultaneously have an impact on the growth of the enterprise. The stakeholder theory of corporate social responsibility, based on the stakeholder theory, has laid a theoretical foundation for an in-depth study of modern corporate social responsibility. Stakeholder theory proposes balancing and considering the conflicting claims of rights among corporate stakeholders (Bonnafeus-Boucher & Rendtorff, 2016), which aligns with the view of corporate social responsibility theory that emphasizes the dual responsibilities of shareholders and stakeholders. The academic community generally agrees to combine stakeholders with corporate social responsibility for research.

Defining corporate social responsibility from the perspective of stakeholders means that corporate social responsibility is divided into responsibilities

for different stakeholders, such as shareholders, employees, the environment, consumers, the community, and suppliers. Since the end of the 20th century, many foreign scholars who have studied corporate social responsibility have introduced the theory of stakeholders to it, facilitating joint research. Carroll (2015) believed that introducing the concept of stakeholders into the study of social responsibility can define the scope of application of corporate social responsibility for specific stakeholders and clarify the research direction of social responsibility. Mohammed et al. (2020) noted that the theory of stakeholders is a fundamental prerequisite for studying corporate social responsibility. It cannot replace corporate social responsibility, but it can clarify the specific objects of corporate social responsibility. Amaeshi (2010) believed that stakeholder theory established a theoretical framework for the relationship between an enterprise and its specific stakeholders, facilitating the study of corporate social responsibility.

2.1.1.2 Theory of Employees' CSR Awareness

Some scholars believe that an enterprise's effort to fulfill its social responsibility can be achieved to a certain extent without the staff's emotional degree of belonging and sense of identity; only then can the implementation of corporate social responsibility be effective. Staff Perception of Corporate Social Responsibility refers to the internal enterprise in the product operation and corporate decision-making process, the enterprise to their products related to the main interest groups and their non-focused interest groups within a practical perception of the activity, the activity can make the enterprise within the staff to produce increased awareness of the firm's specific responsibilities (Glavas & Godwin, 2013). There is a clear difference between employee-level and firm-level understanding of CSR, mainly in that the understanding of CSR within the firm by its employees is fundamentally different from the actual internal CSR activities of the firm, which are perceived and acted upon by the employees as the activities carried out within the firm as well as the specific CSR activities that the firm makes its employees aware of. If employees lack

a perception of the social responsibility of the company they work for, then the company's behavior will not affect their actions and mindset (Turker, 2009). Consequently, companies need to raise awareness among their employees about their social responsibility and its impact on organizational adherence. Corporate social responsibility behavior, in the sense of aligning with employees' values, influences the behaviors of employees within the workplace. Therefore, the sense of belonging among employees, as well as their sense of identity, is crucial for an enterprise's social responsibility (Tsai et al., 2012). At present, foreign scholars on the exploration of employee social responsibility is mainly focused on two aspects, the first aspect is the research from the aspect of direct contact between the enterprise and the employees, the second aspect is the feelings of the employees of the enterprise has not yet been tapped into the exploration of the enterprise in advance, for the effective retention of outstanding talent to do a good job of supporting the work.

2.1.1.3 Corporate Social Responsibility Perception Scale

The concept of corporate social responsibility (CSR) originated as an idea at the organizational level; however, this paper's research content primarily focuses on the perceived corporate social responsibility of employees, a concept at the individual level, rather than the actual corporate social responsibility behavior of enterprises. Although there may be some differences between this subjective perception and the actual performance of corporate responsibility, this perception has a more direct and close relationship between corporate social responsibility and changes in employees' actual behavior and attitudes (Grandey et al, 2013).

Scholars have developed effective and reliable measurement indicators to assess the degree of corporate social responsibility fulfillment (Maignan & Ferrell, 2000; Turker, 2009). Since the current research focuses on the degree of corporate social responsibility fulfillment perceived by employees, an important stakeholder of the enterprise, this study uses the corporate social responsibility measurement scale developed by Turker (2009). He distinguished three types of corporate social

responsibility, corresponding to different types of stakeholders: corporate social responsibility for employees, corporate social responsibility for other stakeholders, and corporate social responsibility for consumers, as well as the government. The prepared measurement scale contains 15 items. Some items from the measurement scale selected for this study are presented in Table 2.1.

Table 2.1 Measurement Scale of Corporate Social Responsibility Perception

Classification	Item	1	2	3	4	5
Corporate Social Responsibility Towards Employees	Provide employees with a positive and productive work environment.					
	Encourage company policies that enhance employee skills and career development.					
	Company management primarily considers the needs and desires of the employees.					
	Implement flexible policies that allow employees to achieve work-life balance.					
	Support employees who wish to pursue further education or training.					
Corporate Social Responsibility Towards Stakeholders	Engage in activities that protect and improve the natural environment.					
	Invest in a better life for future generations.					
	Minimize adverse impacts on the natural environment during company operations.					
	Commit to sustainable development closely related to future generations.					
	Support the development of public welfare organizations, such as charitable foundations, to enhance their capabilities and effectiveness.					
Corporate Social Responsibility Towards Consumers	Contribute to activities or projects that can improve social welfare.					
	Internal management decisions regarding employees are generally fair and equitable.					
	Protect consumer rights even when the law does not stipulate them.					
	Provide customers with comprehensive and accurate product information.					
	Positive Emotions are essential to our company.					

In summary, after the concept of corporate social responsibility (CSR) was proposed, scholars and entrepreneurs from different disciplines and regions interpreted and defined it differently. The measurement of CSR can be broadly categorized into two main types. One type involves directly measuring the objective CSR behavioral performance of companies, such as the "SA8000" social responsibility standard published in 1997, and pollution index methods used to assess companies' environmental pollution levels. The other type focuses on measuring the perception of CSR by different research subjects, such as the four-dimensional measurement scale developed by Maignan and Ferrell (2000), which is based on Carroll's three-dimensional conceptual model of corporate social responsibility (CSR). This model encompasses legal, ethical, economic, and discretionary dimensions. Turker (2009) conducted a comprehensive analysis of various CSR measurement scales, eliminated economic components from CSR scales based on stakeholder theory, and developed a 42-item CSR scale. Through further data analysis, Turker finalized a 17-item scale for measuring CSR perception. This scale demonstrated good validity and reliability, garnering widespread attention and usage in the academic community. Currently, one of the most widely adopted CSR perception scales by scholars is the one developed by Turker (2009).

2.1.1.4 Social Identity Theory

The concept of social identity theory is based on the research of reality conflict theory (Insko et al., 1992) and was first proposed by the scholar Tajfel in 1978. Social identity refers to an individual's awareness that they belong to a specific social group and believe that, as a member of that group, they can obtain emotional or value recognition from the group. The process of social identity involves belonging to, comparing oneself with, and distinguishing oneself from and among social groups. According to social identity theory, people tend to categorize themselves into specific social groups, and this categorization ultimately influences their cognition (Insko et al., 1992). In practice, employees often take pride in belonging to specific successful

teams or organizations, which enhances self-awareness and boosts self-esteem and confidence by comparing their organization with others.

A reasonable explanation of the relationship between employees' perceived corporate social responsibility and job performance based on social identity theory. Active corporate social responsibility is conducive to the formation of a positive external reputation for the enterprise, thereby establishing a sense of social identity and responsibility. This sense of social identity can, in turn, enhance the perception of corporate social responsibility and a sense of belonging to the organization. In this way, employees in the enterprise can enhance their attitudes and behaviors, paying closer attention to corporate social responsibility. They can more actively fulfill various tasks within and outside their roles, resulting in improved work performance.

2.1.1.5 Organizational Identity Theory

Organizational identity is a concept derived from research on social identity theory. The study of organizational identity theory is a forward-looking aspect of organizational behavior theory, and it also represents a new angle on management practice. Organizational identity is typically defined as the consistency that members of the organization exhibit in terms of attitudes and behaviors, as well as their agreement with their responsibilities and belongings within the organization, and their ability to make the most significant contribution to the organization on this basis. The content of organizational identity includes commitment to the organization, recognition of corporate values, acceptance of corporate culture, and integration with the team. Among these, organizational commitment theory is a crucial component of organizational identity theory. The academic circles define organizational identity from three perspectives: from the emotional point of view, organizational identity is defined as the emotional expression of individuals towards the organization; from the cognitive point of view, organizational identity is equated with the pure cognitive phenomenon of individuals; From a scientific point of view,

organizational identity is considered to be the product of the combination of emotion and cognition, and it is a series of independent but interrelated emotional and cognitive manifestations.

A reasonable explanation of the relationship between employees' perceived corporate social responsibility and job performance based on organizational identity theory. The fulfillment of corporate social responsibility is often viewed as a manifestation of a company's good corporate citizenship behavior. These corporate citizenship behaviors can foster a sense of pride and belonging among internal employees, leading to a deeper recognition of the company's social responsibility. Values and cultural atmosphere generate strong organizational commitment, team spirit, and job satisfaction, and through their behaviors, they will entirely create performance and contribute to the organization. At the same time, the improvement of job satisfaction will inevitably have a positive impact on job performance. Enhancing individual employee performance will also create the basic conditions for improving the overall performance of the enterprise.

2.1.2 Workplace Spirituality

Spirituality reflects an individual's intrinsic, ultimate motivation to live a vibrant life in the world (Behan, 2018). Ross (2013) posits that spirituality is a relationship between oneself and the divine, nature, or even transcendent goals beyond oneself. Workplace spirituality refers to a transcendent experience that individuals may have within a work context. It enriches individuals' inner life experiences by enhancing the meaning and purpose of work and cultivating a sense of connection with others. This, in turn, elevates individuals' spiritual well-being, fostering personal growth and progress (Wang & Kim, 2013). Initially, researchers believed that spirituality emanated from religion. However, some scholars argue that while religion may be related to spirituality, spirituality is not necessarily linked to religion (Miller & Ewest, 2013). Overall, contemporary scholars generally agree that workplace spirituality reflects an individual's beliefs about their meaningful existence

within an organization, measuring spirituality from a non-religious perspective.

For the compilation of the Workplace Mental Power Questionnaire, the research on spiritual power in the workplace begins with the concept of spiritual power in the context of religion. In essence, spiritual power in the workplace is the extension and expansion of spiritual power into the workplace. The concept of workplace mental strength was introduced in the 1990s, and scholars from both domestic and foreign contexts have made significant contributions to its dimension division and measurement.

Kovacs (2020) developed the Workplace Spirituality Questionnaire and identified seven dimensions: inner life, work meaning, sense of group belonging, sense of responsibility, good relationships with others, contemplation/transcendence, and aspects that hinder spirituality (negative dimensions). Duchon and Plowman (2005) integrated and operationalized the four aspects of Pfeffer (2003) and proposed three key components of workplace spirituality: inner life, meaningful work, and a sense of group belonging. Milliman et al. (2003), based on Ashmos and Duchon's (2000) research, believe that factors such as transcendence have a greater impact on personal life, so they chose three dimensions that are more closely related to work and organizations: meaningful work, group belonging, and consistency with organizational values. Rego and Cunha (2008) synthesized and listed three dimensions (group belonging, harmony between organizational and individual values, and group contribution), which have good reliability and validity. Chinese scholars Ke et al. (2014), based on the research on the classic three-dimensional structure of workplace spiritual power, through interviews and questionnaires, and around the three dimensions of work meaning, sense of community, and consistency with organizational values, developed a local workplace mental strength scale based on the local organization and cultural background. On this basis, Ke (2015) analyzed the correlation between corporate philanthropy and workplace psychic power, using corporate philanthropy as the dependent variable and the Local Workplace Mental

Strength Scale as an instrument. In general, research on workplace spirituality in China began relatively late, and there is a notable lag in the development and validation of scales compared to foreign countries. The research on its measurement is more in line with the local cultural background and employee reality. Therefore, when developing the Workplace Mental Strength Scale, this research primarily selects the relatively mature scale compiled by Milliman et al. (2003). In terms of expression, it refers to the Workplace Mental Strength Scale developed by scholars at Ke Jianglin.

Therefore, this paper categorizes Workplace Mental Power into the following three categories: Group Belonging, Organizational and Personal Value Alignment, and Contribution to the Group.

Table 2.2 Initial Scale of Workplace Spirituality

Classification	Item	1	2	3	4	5
Group Belonging	I am so grateful to have met my current colleagues					
	Colleagues are like family members, and I am willing to do my best to help them.					
	Colleagues treat me as a part of it and do not alienate me.					
	When communicating with colleagues, I often feel a sense of joy.					
	If I encounter difficulties, I believe my colleagues will be there to help me.					
	Most of my colleagues are people of high moral character, in my mind.					
	I genuinely love this job and am willing to make significant sacrifices in pursuit of it.					
Organizational and Personal Value Alignment	I think the work I do is of great value to society.					
	Most days, I look forward to going to work.					
	The job I am currently doing aligns with my life's ideal.					
	This job often brings me great spiritual satisfaction.					
	I think doing this job well can bring happiness to many people.					
Contribution to the Group	I am grateful for my current job.					
	I put my heart and soul into my work and drive.					
	I believe my work is crucial to the unit.					

Classification	Item	1	2	3	4	5
	I can appreciate how important I am to my colleagues.					

2.1.3 Positive Emotion

High motivational intensity and positive emotions (e.g., desire, excitement) often occur in the pursuit of goals, such as things individuals want to obtain, including food, water, and social attachment. Positive emotions at this time narrow attention and cognition, helping organisms focus on their goals and promoting goal-directed behavior. On the other hand, low motivational intensity positive emotions (e.g., pleasure, tranquility) usually occur after goals have been achieved or when there are no goals temporarily. At this time, the environment is usually comfortable, stable, and non-threatening, allowing individuals to focus their attention, diverge their thoughts, and remain open to new opportunities (Carver, 2003). This theory suggests that the expansion-construct theory of positive emotions applies to low-intensity positive emotions. The theory has experimental validation because most experiments induce low motivational intensity positive emotions (e.g., pleasant memories, giving gifts).

Based on the understanding of the measurement of positive emotions studied by previous researchers, and the comparison of the reliability and validity of the main tools, the positive emotion scale selected here comes from Zheng and Berry (1991). The Chinese version (Chinese Positive Affect and Negative Affect Scale, c-PANAS) is derived from the "Positive Affect and Negative Affect Scale, PANAS" (Positive Affect and Negative Affect Scale, PANAS) formulated by Watson in 1988 (Qiu et al., 2008).

Table 2.3 Positive Emotion Scale

Classification	Item	1	2	3	4	5
D1	Active					
D2	Passionate					
D3	Happy					
D 4	Cheerfully					
D 5	Excited					
D 6	Proudly					

Note: 1 (very inconsistent), 2 (does not match), 3 (general), 4 (comparable), 5 (very much in line)

2.1.4 Employee Peripheral Performance

In organizational theory, peripheral performance refers to the contributions made by employees that fall outside the core tasks outlined in their job description. This concept is contrasted with core job performance, which encompasses the primary responsibilities and duties that an employee is expected to fulfill in their role. The theoretical foundation for peripheral performance is based mainly on the Organizational Citizenship Behavior (OCB) theory. This theory suggests that employees often exhibit behaviors that contribute to the social and psychological environment of the workplace. These behaviors are not part of their formal job requirements, but positively impact the overall functioning of the organization. The Organizational Citizenship Behavior (OCB) theory is typically categorized into several key components, including altruism, courtesy, sportsmanship, conscientiousness, and civic virtue. Peripheral performance is seen to encompass these types of behaviors. It includes voluntary actions such as helping coworkers, participating in organizational activities, and taking on additional tasks that are not critical to the job itself but contribute to creating a better work environment and enhancing organizational effectiveness. The theory of OCB emphasizes the importance of these additional employee behaviors in fostering a positive organizational culture, enhancing team collaboration, and improving overall organizational performance. Through the theoretical study and practical application of

peripheral performance, organizations can more comprehensively measure and motivate employee contributions, primarily those positive actions that go beyond the scope of their daily work.

Organizational Citizenship Behavior (OCB) refers to the voluntary, positive, and constructive actions that employees take to support coworkers and benefit the company. Typically, employees who frequently engage in OCB may not always be the top performers. However, they are the ones who are known to ‘go the extra mile’ or ‘go above and beyond’ the minimum efforts required to do a merely satisfactory job. Theory and research on OCB have presumed OCB as a set of desirable behaviors that contribute to organizational effectiveness. To date, OCB has been identified as a precursor to organizational performance (Thiruvankadam & Durairaj, 2017).

The scale of employee peripheral performance. This article draws on the questionnaire designed by Huang (2010), as most scholars in the past have divided peripheral performance into two dimensions: interpersonal promotion and work dedication. Situation, the structure of peripheral performance is refined into three dimensions: interpersonal facilitation, work dedication, and organizational maintenance. Interpersonal facilitation refers to behaviors that are oriented towards contributing to the achievement of organizational goals through effective interpersonal means. These behaviors improve employee morale, encourage collaboration, and create a situation where task performance occurs; work dedication is mainly manifested in self-discipline behaviors, such as following rules, working hard, and proactively solving tasks. The problem in; organization maintenance is mainly manifested in the behavior of defending the image of the organization and promoting and praising the organization when the image and honor of the organization are violated. See Table 2.4 for some items.

Table 2.4 Employment Peripheral Performance Measurement Scale

Classification	Item	1	2	3	4	5
Interpersonal Facilitation	I compliment my colleagues when they succeed.					
	I give support or encouragement to colleagues when they encounter personal difficulties.					
	When a practice will affect my colleagues, I will tell them in advance.					
	I encourage them to overcome interpersonal barriers and be friendly.					
	I volunteer to help others complete their tasks.					
	I am friendly and cooperative with colleagues in the unit.					
	I treat people fairly.					
Work Dedication	To ensure the task's completion, I take the initiative to work overtime and even sacrifice my rest time.					
	At work, I strive to tackle challenging pieces.					
	I take the initiative to solve problems that arise at work.					
	When the leader is not around, I will not relax the requirements.					
	In my work, I pursue perfection.					
	For complex tasks, I persevere until I solve them.					
	I work extra hard.					
Organizational Maintenance	For work-related tasks, I can undertake additional responsibilities beyond my regular duties.					
	When someone says something detrimental to the unit, I contradict them.					
	I often advertise and praise my unit to others.					
	When the unit is in difficulty, I will stay.					
	I am loyal to the unit.					
	I care about unit goals.					

2.2 Related Studies

2.2.1 Demographic Factor

Employees are aware of the impact on the surrounding environment as part of their corporate social responsibility. Demographic-related studies focus on examining the influence of various demographic factors on individuals, groups, or organizations within a specific context. These factors often include gender, marital status, age, education, monthly income, position, and work experience. Below are summaries of key findings from relevant demographic-related studies:

Gender: Eagly and Carli's 2007 study examines the persistent gender gap in leadership roles. The research scrutinizes the role of societal stereotypes and cultural expectations in constraining women's access to high-level management positions. By highlighting the various challenges faced by women in leadership, the study contributes valuable insights into the complex interplay between gender dynamics and professional advancement.

Marital Status: Research by Lee and Chang (2022) suggests that married employees may be more engaged in CSR activities that benefit long-term community well-being, aligning with a familial perspective on societal impact. Conversely, Turner and Patel (2023) observed that single employees valued CSR initiatives that offered platforms for personal and professional growth.

Age: Research conducted by Zacher and Yang (2016) highlights the importance of age diversity in influencing team performance within the workplace. Their findings emphasize the advantages derived from combining the extensive experience of older workers with the fresh perspectives and innovation brought by younger team members. The study suggests that leveraging a diverse range of ages has a positive impact on overall team effectiveness and productivity.

Educational Level: Terjesen et al. (2007) examine the impact of education on career advancement, with a particular focus on women in leadership roles. The research establishes a positive correlation between higher education levels

and the attainment of leadership positions for women, shedding light on the importance of educational opportunities for career progression.

Monthly Income: The study by Hernandez and Santos (2024) found that income levels influence the type of CSR participation, with higher-income employees more likely to donate financially. This contrasts with lower-income employees, who tend to prefer time-based contributions, as suggested by Chen and Li (2023) in their research.

Working Position: Häusser et al. (2010) investigate the role of job stress across different organizational positions. By analyzing stress factors experienced by both senior and grassroots management employees, the study provides valuable insights into the distinct stressors faced by individuals at various hierarchical levels within organizations.

Working Experience: Warr et al. (1979) explore the relationship between the number of working years and job satisfaction. The research reveals a U-shaped curve, suggesting that job satisfaction tends to increase with the number of working years but may eventually reach a plateau. This nuanced understanding of the connection between tenure and job satisfaction provides implications for talent retention and organizational well-being.

2.2.2 Corporate Social Responsibility Perception

De Roeck and Delobbe (2012) utilized Turker's (2009) scale in their research, finding that employees' perception of CSR significantly and positively influences organizational identification through organizational trust. Jones (2011) also applied this scale in research, finding that employees' perception of CSR has a significant and positive effect on organizational identification, mediated by organizational pride.

Scholarly research on the perception of corporate behavior primarily focuses on three aspects of stakeholder groups: work attitudes, work behaviors, and peripheral performance. In terms of work attitudes, Stamper and Masterson (2002)

found that when companies provide employees with perceivable favorable motivations and reasons, employees are more satisfied with their work. Regarding work behaviors, Chen and Aryee (2007) noted that when employees perceive consistency between their behavior and that of the organization and categorize themselves as "insiders" of the company, they are more likely to exhibit proactive organizational citizenship behavior. Stamper and Masterson (2002) further emphasized that when employees perceive themselves as "insiders," they are more likely to consider themselves organizational citizens, displaying corresponding organizational citizenship behaviors. In terms of peripheral performance, Wang and Kim's (2013) study revealed that higher perceived internal CSR behavior is conducive to emotional inspiration among organizational members, leading to improved peripheral performance and promoting social integration. In other words, internal CSR perception motivates employees to exhibit the expected behaviors and performance that the organization requires.

Some scholars have examined how a company's fulfillment of corporate social responsibility (CSR) activities affects prospective employees. Results consistently indicate that companies engaging in Corporate Social Responsibility (CSR) create a positive reputation, thereby enhancing their attractiveness to potential job applicants. Greening and Turban (2000), based on social identity theory, suggest that CSR activities signal the company's work culture to potential applicants. Viswesvaran's (1993) study indicates that even if applicants lack prior interaction with the company, the perception of CSR increases their trust in the organization. Another focus of research is the impact of CSR activities on current employees. Riordan et al. (1997) discuss how fulfilling corporate social responsibility (CSR) affects employees' perceptions, attitudes, and behaviors towards the company. Viswesvaran (1993) examines the relationship between perceived corporate social responsibility (CSR) and employee deviant behaviors. Brammer et al. (2007) found that CSR activities influence employees' organizational commitment, with external CSR activities being

positively correlated with organizational commitment. Aguilera et al. (2007) found that employees' perceptions of corporate social responsibility (CSR) influence their emotions and attitudes.

2.2.3 Workplace Spirituality

At the organizational level, researchers have found that organizations with employees who possess intense workplace spirituality experience higher growth rates, greater efficiency, and a higher return on investment (Jurkiewicz & Giacalone, 2004). Milliman et al. (2003) conducted a study on Southwest Airlines employees and discovered that the company's performance improved due to employees exhibiting high levels of workplace spirituality.

After reviewing 87 workplace spirituality papers, Dent et al. (2005) found that the majority assumed or discovered a positive impact of employees' workplace spirituality on organizational performance. At the team level, Daniel (2010) constructed a theoretical model suggesting that the overall workplace spirituality of team members has a positive impact on team efficacy, with organizational culture serving as the mediating variable. At the individual level, Pfeffer (2003) noted that when the characteristics of workplace spirituality are expressed, they can lead to a high level of identification and cohesion among organizational members.

Rego and Cunha (2008), after interviewing 361 participants, found that when employees' organizational spirituality traits are more apparent, employees tend to emotionally bond with the organization and feel obligated and loyal to it. Many scholars share similar views or findings. Garcia-Zamor (2003) suggests that some organizations appear less productive because employees struggle to integrate their spirituality with their work within the organization. Conversely, when spiritually inclined individuals enter a workplace that aligns with their values, they tend to get along well with colleagues and perform more effectively.

Wrzesniewski et al. (1997) also found that if employees exhibit higher workplace spirituality, organizational employees demonstrate outstanding

performance, higher organizational ethical behavior, and greater job satisfaction. Other scholars have also found a positive correlation between employees' workplace spirituality and creativity, job satisfaction, and organizational commitment (Duchon & Plowman, 2005). Li and Huang (2009) discovered that the workplace spirituality of government employees has a positive effect on peripheral performance.

2.2.4 Positive Emotion

As experiments progress and delve deeper, the expansion-construct theory of positive emotions has been validated in numerous studies. However, in areas such as cognition and memory, experimental results have been found that the expansion-construct theory cannot explain. Some studies have found that participants induced with positive emotions perform lower than the control group in Stroop tasks (Phillips et al., 2002).

In the field of memory, research has found that both positive and negative emotions can narrow the participants' memory span (Levine & Edelstein, 2009). In response to this, Gable and Harmon-Jones (2010) proposed the Motivational Dimensional Model of emotion, suggesting that, in addition to the valence and arousal dimensions, emotions also possess a motivational dimension, which is divided into motivational direction (approach-avoidance) and motivational intensity. Positive emotions with different motivational intensities have different effects on attention, cognition, and behavior (Gable & Harmon-Jones, 2010).

To demonstrate the impact of motivational intensity, researchers designed a series of experiments on attention and memory to verify the theoretical assumptions. They found that high motivational intensity positive emotions lead to a reduction in the participants' attention span, with better memory effects on central information. Low motivational intensity, combined with positive emotions, increases overall attention to stimulus information, and individuals exhibit better memory performance for surrounding information (Gable & Harmon-Jones, 2010). Other researchers have found that individuals induced with low motivational intensity positive emotions have

better creative problem-solving abilities and higher cognitive flexibility (Dreisbach & Goschke, 2004).

In the study of emotions, experts often employ the following measurement methods. Firstly, the widely used self-report method, often associated with self-report measures, is commonly found in Watson et al. (1988), such as the Positive and Negative Affect Schedule (PANAS). Secondly, measuring changes in body hormones, blood pressure, and other physiological indicators associated with emotional fluctuations. Thirdly, experts create laboratory scenarios to induce emotions and behavioral reactions in participants by using specific materials, such as those that evoke aggression and elicit facial expressions. At this time, experts can use biometric instruments to compare the psychological changes in organizational members, observing how positive emotions are associated with specific scenarios.

2.2.5 Peripheral Performance

Yao and Xiao (2006), Yuan (2008), and Zhao (2009) argue that the relationship between organizational citizenship behavior (OCB) and performance can be understood in three main ways: OCB is itself a form of performance; OCB influences job performance; and establishing a causal relationship between OCB and performance is challenging. This study aligns with the first perspective, suggesting that many indicators of OCB are closely linked, making OCB inherently part of job performance. Chen (2007) asserts that OCB is encompassed within job performance. Zhao (2009), using structural equation modeling on 872 survey responses, found a significant positive impact of OCB on relational performance, indicating strong explanatory power. Different dimensions of OCB have varying explanatory power on different dimensions of relational performance. Notably, organizational identification has the strongest explanatory power for job dedication, while assisting colleagues has the strongest explanatory power for interpersonal promotion. Hence, this review of the relationship between leadership styles and employees' peripheral performance will also touch upon the relationship between leadership styles and OCB.

Chen and Liu (2010) conducted research on mid-level managers in Chinese high-tech enterprises, identifying five dimensions of peripheral performance: job responsibility and enthusiasm, organizational synergy and altruistic behavior, compliance with company rules and procedures, organizational identification, support, and maintenance, and extra effort. The study found that factors influencing members' peripheral performance primarily stem from individual and external environmental conditions. Individual factors are influenced by employees' personal characteristics, knowledge levels, values, abilities, and attitudes. External environmental factors stem from team atmosphere, interpersonal interaction patterns, organizational culture, and leadership management styles. Regarding individual factors, Barrick and Mount (1991) demonstrated that personality traits, such as conscientiousness and extraversion, can predict individual peripheral performance. Lawler (1994) suggests that factors such as employees' skill levels, competence, and knowledge can effectively predict their peripheral performance. Scholars such as Ferris et al. (2001) have found that employees' physical fitness and social abilities significantly impact their peripheral performance. Regarding external environmental factors, Agumagu et al. (2008) found that employees' perception of work incentives, autonomy, and information feedback significantly influences their peripheral performance. Some studies have discovered that differences in leadership styles can directly and significantly predict subordinates' peripheral performance (Joo & Park, 2012; Zhao et al, 2015

CHAPTER III

RESEARCH METHODOLOGY

3.1 Research Design

In this study, the questionnaire survey method was frequently employed to gather a large amount of information necessary for the research process. Firstly, based on the literature review, the information scale that meets the actual needs of this research subject, which many researchers widely use, has been shown to have high reliability and validity. It was therefore selected to measure the relevant data variables in the paper. Then, the enterprise's employees completed the questionnaire survey (see appendix) on the subject of the research. The questionnaire survey consisted of three components: the questionnaire survey instructions, information about the employees of the surveyed enterprise, and the related variable scale. The core variable scale primarily consisted of four variables: corporate social responsibility, workplace spirit, positive emotion, and employee peripheral performance. The score indicated that the subject agrees more with the relevant items, and the questions are self-assessed by the employees of the enterprise.

3.2 Population and Sample

3.2.1 Population

To ensure the multi-industry applicability of this research and the validity and representativeness of the research sample sources, the types of organizations in which the research samples were located include administrative institutions, state-owned enterprises, foreign-funded enterprises, private enterprises, and other relevant entities. The survey objects were primarily distributed in Beijing, Tianjin, Hebei, Shanghai, Guangzhou, and more than 20 other provincial-level administrative regions, ensuring that the research sample was relatively wide-ranging and representative.

3.2.2 Samples

A random sample of online shoppers was selected from Mainland China. Since the population is unlimited, based on Krejcie and Morgan (1970), the sample size was calculated as at least 384 units.

3.2.3 Sampling Methods

Due to the large population, the sampling method employed in this study was non-probability sampling, specifically convenience sampling. These methods were crucial for ensuring sample diversity and representativeness, thereby enhancing the credibility and universality of the study. By utilizing these approaches, the research aimed to minimize sampling bias and ensure that the findings more accurately portrayed the characteristics of the surveyed individuals.

3.3 Data Collection

This study was primarily conducted anonymously through a questionnaire survey. The questionnaire was designed and formalized in February 2024 and was formally distributed online to collect data.

3.4 Research Instrument

This study employed a questionnaire survey as the research tool. A questionnaire survey is a research method in which researchers utilize controlled scales to investigate issues and acquire reliable information. The process involves constructing the final questionnaire and distributing and collecting it through web links. The questionnaire comprises five main sections: Demographic Factors (Part 1), Corporate Social Responsibility Perception (Part 2), Workplace Spirituality (Part 3), Positive Emotion (Part 4), and Employee Peripheral Performance (Part 5). The details of this questionnaire are shown in Appendix 1.

3.5 Validity and Reliability

3.5.1 Validity

The content validity of the questionnaires was tested using IOC (Item-Objective Congruence). This method quantitatively measures content experts' judgments of items to evaluate the fit between test items and the table of specifications.

+1 The question is consistent with the content of the measurement objective.

0 Not sure that the question is consistent with the content of the measurement objective.

-1 The question is not consistent with the content of the measurement objective.

The results of all expert evaluations were used to calculate the IOC index according to the formulas of Rovinelli & Hambleton (1977) as follows:

$$IOC = \Sigma R/N$$

ΣR = total rating score from all experts for each question

N = number of experts

If the calculated IOC index is greater than or equal to 0.5, it is considered that the questions are being measured following the research objectives. Therefore, the questions are chosen. If any question has a value that does not reach the 0.5 criterion, and it is necessary to use that question, then that question was revised again according to the advice of experts.

Table 3.1 Content Validity of Questionnaires

IOC on Corporate Social Responsibility Perception		Expert 1	Expert 2	Expert 3	IOC Index
Corporate Social Responsibility Towards Employees	Provide employees with a positive and productive work environment.	+1	+1	+1	1
	Encourage company policies that enhance employee skills and career development.	+1	+1	+1	1
	Company management primarily considers the needs and desires of the employees.	+1	+1	+1	1
	Implement flexible policies that allow employees to achieve work-life balance.	+1	+1	+1	1
	Support employees who wish to pursue further education or training.	+1	+1	+1	1
	Engage in activities that protect and improve the natural environment.	+1	+1	+1	1
	Invest in a better life for future generations.	+1	+1	+1	1
Corporate Social Responsibility Towards Stakeholders	Minimize adverse impacts on the natural environment during company operations.	+1	+1	+1	1
	Commit to sustainable development closely related to future generations.	+1	+1	+1	1
	Support the development of public welfare organizations, such as charitable foundations, to enhance their capabilities and effectiveness.	+1	+1	+1	1
	Contribute to activities or projects that can improve social welfare.	+1	+1	+1	1
Corporate Social Responsibility Towards Consumers	Internal management decisions regarding employees are generally fair and equitable.	+1	+1	+1	1
	Protect consumer rights even when the law does not stipulate them.	+1	+1	+1	1
	Provide customers with comprehensive and accurate product information.	+1	+1	+1	1
	Positive Emotions are significant to our company.	+1	+1	+1	1

IOC on Workplace Spirituality		Expert 1	Expert 2	Expert 3	IOC Index
Group Belonging	I am so grateful to have met my current colleagues	+1	+1	+1	1
	Colleagues are like family members, and I am willing to do my best to help them	+1	+1	+1	1
	Colleagues treat me as a part of it and do not alienate me	+1	+1	+1	1
	When communicating with colleagues, I can often feel the joy of the soul	+1	+1	+1	1
	If I have difficulties, I believe my colleagues will help me	+1	+1	+1	1
	Most of my colleagues are people of high moral character, in my mind	+1	+1	+1	1
	I love this job and am willing to sacrifice a lot for it	+1	+1	+1	1
Organizational and Personal Value Alignment	I think the work I do is of great value to society	+1	+1	+1	1
	Most days, I look forward to going to work	+1	+1	+1	1
	The job I am doing now is in line with my life's ideal	+1	+1	+1	1
	This job often brings me great spiritual satisfaction	+1	+1	+1	1
	I think doing this job well can bring happiness to many people	+1	+1	+1	1
Contribution to the Group	I am grateful for my current job	+1	+1	+1	1
	I put my heart and soul into my work and drive	+1	+1	+1	1
	I think my work is vital to the unit	+1	+1	+1	1
	I can appreciate how important I am to my colleagues	+1	+1	+1	1
IOC on Positive Emotion		Expert 1	Expert 2	Expert 3	IOC Index
C 1	Active	+1	+1	+1	1
C 2	Passionate	+1	+1	+1	1
C 3	Happy	+1	+1	+1	1
C 4	Cheerfully	+1	+1	+1	1
C 5	Excited	+1	+1	+1	1
C 6	Proudly	+1	+1	+1	1

IOC on Employee Peripheral Performance		Expert 1	Expert 2	Expert 3	IOC Index
Interpersonal Facilitation	I compliment my colleagues when they succeed.	+1	+1	+1	1
	I give support or encouragement to colleagues when they encounter personal difficulties.	+1	+1	+1	1
	When a practice will affect my colleagues, I will tell them in advance.	+1	+1	+1	1
	I encourage them to overcome interpersonal barriers and be friendly.	+1	+1	+1	1
	I volunteer to help others complete their tasks.	+1	+1	+1	1
	I am friendly and cooperative with colleagues in the unit.	+1	+1	+1	1
	I treat people fairly.	+1	+1	+1	1
	To ensure the task's completion, I take the initiative to work overtime and even sacrifice my rest time.	+1	+1	+1	1
Work Dedication	At work, I strive to tackle challenging pieces.	+1	+1	+1	1
	I take the initiative to solve problems that arise at work.	+1	+1	+1	1
	When the leader is not around, I will not relax the requirements.	+1	+1	+1	1
	In my work, I pursue perfection.	+1	+1	+1	1
	For complex tasks, I persevere and persevere in solving them.	+1	+1	+1	1
	I work extra hard.	+1	+1	+1	1
	For work-related tasks, I can undertake work outside of my regular duties.	+1	+1	+1	1
	When someone says something detrimental to the unit, I contradict them.	+1	+1	+1	1
Organizational Maintenance	I often advertise and praise my unit to others.	+1	+1	+1	1
	When the unit is in difficulty, I will stay.	+1	+1	+1	1
	I am loyal to the unit.	+1	+1	+1	1
	I care about unit goals.	+1	+1	+1	1

This text discusses the tables related to the content validity of the questionnaire. It is divided into four sections: "IOC on Corporate Social

Responsibility Perception," "IOC on Workplace Spirituality," "IOC on Positive Emotions," and "IOC on Employee Peripheral Performance." Each section contains expert evaluations of different aspects of corporate social responsibility, workplace spirituality, positive emotion, and Employee Peripheral Performance, along with corresponding IOC indices.

The first section covers various aspects of corporate social responsibility, including responsibilities towards employees, stakeholders, and consumers. Experts provided evaluations for each aspect, such as whether the company provides a good working environment, supports employee career development, and engages in activities that protect the natural environment. The IOC index for each aspect is 1, indicating unanimous expert agreement on the high importance of these aspects in corporate social responsibility.

The second section focuses on perceptions of workplace spirituality, including group belonging, alignment of organizational and personal values, and contribution to the group. Experts evaluated each aspect positively, indicating strong perceptions of group belonging, alignment of organizational and personal values, and contribution to the group in the workplace.

The third section covers perceptions of positive emotion, including being active, passionate, happy, and cheerful. Experts unanimously agreed on the high importance of these positive emotions in the workplace, with an IOC index of 1 for each aspect, indicating consistent recognition of their importance by the experts.

The last section focuses on Employee Peripheral Performance, including Interpersonal Facilitation, Work Dedication, and Organizational Maintenance. Experts evaluated each aspect positively, indicating strong Interpersonal Facilitation, Work Dedication, and Organizational Maintenance.

These tables provide a preliminary assessment of the content validity of the questionnaire, indicating that the various aspects covered in the questionnaire are perceived as highly important and valid by the experts.

3.5.2 Reliability

The reliability test was conducted using 30 participants to assess the consistency and stability of the questionnaires used in this study. Cronbach's alpha coefficient was calculated to evaluate the internal consistency of the scales. According to Hair et al. (2010), a Cronbach's alpha value of 0.70 or higher indicates acceptable reliability. The pretest process was done by using the developed questionnaires to perform a reliability test. The reliability test used Cronbach's alpha to assess the stability of the scale and the accuracy of measurement variables.

3.5.2.1 Reliability Analysis on Corporate Social Responsibility Perception

The reliability analysis of Corporate Social Responsibility Perception reveals a generally acceptable level of internal consistency across dimensions. Within the dimension of Corporate Social Responsibility Towards Employees, items such as providing a good working environment and supporting employee development exhibit moderate correlations and contribute positively to the overall reliability. Similarly, in the dimension concerning Stakeholders, engaging in activities to protect the environment demonstrates a strong correlation, indicating its significance for reliability. The dimension focusing on Consumers also shows strong correlations with items related to improving social welfare. Overall, while the Cronbach's alpha coefficients fall within acceptable ranges (0.694 to 0.745), some items display weaker correlations with the total score, suggesting areas for potential refinement to enhance the scale's reliability. The results of the Reliability Analysis on Corporate Social Responsibility Perception are in Appendix 2.1.

3.5.2.2 Reliability Analysis on Workplace Spirituality

As shown in Appendix 2.2, the reliability analysis of Workplace Spirituality highlights several key findings across its dimensions. In the dimension of Group Belonging, items like feeling grateful for colleagues and perceiving them as family members demonstrate moderate correlations, contributing positively to the

overall reliability. However, the item regarding colleagues' assistance during difficulties stands out with a notably higher correlation, indicating its significance for reliability within this dimension. For Organizational and Personal Value Alignment, items such as feeling the job aligns with one's life ideals and brings spiritual satisfaction exhibit strong correlations, suggesting their importance for the dimension's reliability. Conversely, some items, like the perceived societal value of the work or looking forward to work, display weaker correlations but still contribute to the overall reliability. Within the Contribution to the Group dimension, items related to personal dedication and recognizing one's importance to colleagues show moderate to strong correlations, enhancing the dimension's reliability. However, items such as the perceived importance of one's work to the unit exhibit a weaker correlation, suggesting potential areas for improvement to bolster the dimension's reliability.

Overall, while the Cronbach's alpha coefficients fall within acceptable ranges (ranging from 0.572 to 0.741), variations in item correlations indicate potential areas for refinement further to enhance the reliability of the Workplace Spirituality scale.

3.5.2.3 Reliability Analysis on Positive Emotion

Regarding the reliability analysis of positive emotions in Appendix 2.3, the analysis reveals noteworthy insights into the consistency of the scale's items. The item "Active" demonstrates a strong correlation with the overall score, contributing significantly to the scale's reliability, as indicated by a high Cronbach's alpha coefficient of 0.906. Similarly, items such as "cheerfully," "excited," and "proudly" display robust correlations, indicating their importance for the reliability of the Positive Emotions dimension. While items like "passionate" and "happy" also exhibit high corrected item-total correlations, their contributions to the overall reliability are slightly lower, as evidenced by the Cronbach's alpha coefficients of 0.876 and 0.885, respectively. However, these coefficients still fall within an acceptable range,

suggesting satisfactory internal consistency. Overall, the Positive Emotions scale demonstrates strong reliability, with most items exhibiting substantial correlations with the total score and making positive contributions to the scale's internal consistency. These findings support the validity and reliability of the Positive Emotions dimension in measuring emotional experiences within the context of the assessment.

3.5.2.4 Reliability Analysis on Employee Peripheral Performance

As to the Reliability Analysis of Employee Peripheral Performance in Appendix 2.4, the reliability analysis of Peripheral Performance provides valuable insights into the consistency of its dimensions. Within the Interpersonal Facilitation dimension, all items demonstrate substantial correlations with the total score, contributing significantly to the scale's reliability. Notably, items such as giving support during personal difficulties and encouraging interpersonal friendliness exhibit robust correlations, enhancing the dimension's internal consistency. The Cronbach's alpha coefficients for this dimension range from 0.931 to 0.936, indicating excellent reliability. In the Work Dedication dimension, items related to taking initiative, problem-solving, and persevering through challenges exhibit robust correlations, contributing positively to the dimension's reliability. While some items show slightly lower correlations, the overall Cronbach's alpha coefficients for this dimension remain high, ranging from 0.923 to 0.935, indicating strong internal consistency. For Organizational Maintenance, items such as contradicting detrimental remarks about the unit and demonstrating loyalty exhibit strong correlations with the total score, enhancing the dimension's reliability. The Cronbach's alpha coefficients for this dimension range from 0.912 to 0.937, indicating excellent internal consistency. Overall, the Peripheral Performance scale demonstrates strong reliability across its dimensions, with most items exhibiting substantial correlations with the total score and making positive contributions to the scale's internal consistency. These findings support the validity and reliability of the Peripheral Performance scale in assessing

various aspects of workplace behaviour and dedication.

3.6 Data Analysis

3.6.1 Descriptive Statistics

The use of descriptive statistics provided a comprehensive statistical summary of all the independent and dependent variables listed in the conceptual framework. These statistics were presented in terms of absolute frequency, percent frequency, the arithmetic mean, the standard deviation, the minimum value, and the maximum value. This detailed overview offered valuable insights into the central tendencies and variability within the data, aiding in the characterization of the study sample and laying the groundwork for further analytical exploration.

For Demographic Factors, the absolute frequency and the percent frequency are presented. Regarding Corporate Social Responsibility Perception, Workplace Spirituality, and Positive Emotion, this study presents the absolute frequency, percentage, arithmetic mean, standard deviation, as well as the minimum and maximum values.

For the arithmetic mean, the results obtained from the Corporate Social Responsibility Perception, Workplace Spirituality, Positive Emotion, and Employee Peripheral Performance are not precisely equal to the discrete numbers (1, 2, 3, 4, and 5) as classified in the questionnaires. It is calculated in terms of a continuous number with a decimal that must be interpreted in terms of the objectives of the questionnaires, as per Best (1981). The criteria for interpreting these means are as follows.

The arithmetic mean of 1.00 – 1.49 is in the strongly disagree level.

The arithmetic mean 1.50 – 2.49 is in the disagree level.

The arithmetic mean of 2.50 – 3.49 is in the neutral level.

The arithmetic mean 3.50 – 4.49 is in the agree level.

The arithmetic mean of 4.50 – 5.00 is in the strongly agree level.

However, in this study, the criteria for interpreting the means are

designed to cover all possibilities of results, which are infinite digits, not only two digits as mentioned above. To calculate the mean of the continuous data, there is no gap between the upper class limit of the first class and the lower limit of the second class. That is, the upper class limit of the first class should be the same number as the lower limit of the second class. (Weiers, 2011). The reasonable criteria for interpreting Likert scale means are as follows.

The arithmetic mean of 0.5 but less than 1.5 is in the strongly disagree level.

The arithmetic mean of 1.5 but less than 2.5 is in the disagree level.

The arithmetic mean of 2.5 but less than 3.5 is in the neutral level.

The arithmetic mean of 3.5 but less than 4.5 is at the acceptable level.

The arithmetic mean of 4.5 but less than or equal to 5.5 is in the strongly agree level.

3.6.2 Inferential Statistics

Inferential statistical methods were employed to analyze the data and test the hypotheses at a statistical significance level of 0.05. The analysis examined the relationship or interaction between one dependent variable and multiple independent variables. In this study, various statistical tests were applied to test the hypothesis.

H1: Differences in Demographic factors generate differences in Employee Peripheral Performance.

-The independent samples t-test was used for the Gender Comparison.

-One-way ANOVA was applied for Marital Status, Age, Educational Level, Monthly Income, Occupation, Working Position, Working Experience, and Working Location

H2: Corporate Social Responsibility Perception Influences on Employee Peripheral Performance.

-Multiple linear Regression Analysis was used.

H3: Workplace Spirituality Influences on Employee Peripheral Performance.

-Multiple Linear Regression Analysis was used.

H4: Positive Emotion influences Employee Peripheral Performance.

-Simple Linear Regression Analysis was used.

H5: Corporate Social Responsibility Perception, Workplace Spirituality, and Positive Emotion Influences on Employee Peripheral Performance.

-Multiple linear Regression Analysis was used.



CHAPTER IV

ANALYSIS RESULTS

This paper investigates the influence of corporate social responsibility (CSR) on employees' peripheral business performance across various organizational types, including administrative institutions, state-owned enterprises, foreign-funded enterprises, and private enterprises. The research encompasses a broad and representative sample, drawing participants from Beijing, Tianjin, Hebei, Shanghai, and Guangzhou. To achieve a comprehensive understanding, a random sample of online shoppers across Mainland China was also selected, aligning with the Krejcie and Morgan (1970) recommendation for a minimum sample size of 384 in populations of indeterminate size. The study's core analytical framework revolves around four primary variables: corporate social responsibility, employee peripheral performance, work spirit, and positive emotions. Data analysis employs a two-pronged approach: descriptive statistics, which detail absolute and percentage frequencies, mean values, and standard deviations, and inferential statistics, which utilize hypothesis-testing methods such as the one-sample t-test, independent sample t-test, one-way ANOVA, and multiple linear regression analysis. This methodology ensures a robust examination of CSR's impact on employee performance, offering valuable insights into the dynamics of corporate ethics and workforce engagement.

4.1 Research Finding (Descriptive Statistics)

4.1.1 Demographic Factors

Table 4.1 The Frequency and Percent Frequency Classified by Demographic Factors

Demographic Factors	Classification	Frequency	% Frequency
1. Gender	Male	265	69.01
	Female	119	30.99
2. Marital Status	Single	110	28.65

Demographic Factors	Classification	Frequency	% Frequency
3. Age	Married	144	37.50
	Divorced	130	33.85
	Below 25 years old	56	14.58
	25 but less than 35 years old	76	19.79
	35 but less than 45 years old	120	31.25
	45 years old and more	132	34.38
	High school or junior high school	108	28.13
4. Educational Level	Junior College	147	38.28
	Undergraduate	87	22.66
	Master's degree and above	42	10.94
	Below 3,000 yuan	181	47.14
5. Monthly Income	3,000 but less than 5,000 yuan	40	10.42
	5,000 but less than 10,000 yuan	99	25.78
	10,000 but less than 15,000 yuan	42	10.94
	15,000 yuan and more	22	5.73
	Administrative Institutions	54	14.06
6. Occupation	State-owned Enterprises	55	14.32
	Foreign-funded Enterprise	91	23.70
	Private Enterprises	127	33.07
	Others	57	14.84
	General Worker	83	21.61
7. Working Position	Junior Manager or equivalent	156	40.63
	Senior Manager or alike	90	23.44
	Executive or alike	55	14.32
	Less than 1 year	98	25.52
8. Working Experiences	1 but less than 3 years	118	30.73
	3 but less than 5 years	119	30.99
	5 years or more	49	12.76
9. Working Location	Beijing	49	12.76
	Tianjin	47	12.24
	Hebei	98	25.52
	Shanghai	44	11.46
	Guangzhou	146	38.02
	Total	384	100.00

Table 4.1 provides a comprehensive demographic breakdown of the study's sample, which is instrumental in understanding the context and applicability

of the research findings regarding the impact of corporate social responsibility on employees' peripheral business performance. Here is a detailed analysis of the demographic factors presented:

Gender: The sample consists predominantly of male participants (69.01%), with females representing 30.99%. This gender distribution indicates a higher male participation in the survey, which could reflect the demographic profile of the sectors included in the study or the accessibility of the survey to male respondents.

Marital Status: A diverse composition of marital statuses is observed, with married participants constituting the largest group (37.50%), followed closely by divorced individuals (33.85%) and single individuals (28.65%). This variety suggests that the study captures perspectives across different life stages and social commitments.

Age Distribution: The age distribution shows a broad representation, with a significant proportion of the sample being 35 years or older (65.63%). This suggests that the survey primarily captures the views of a more experienced workforce, which may have implications for interpreting the impact of CSR on employee performance.

Educational Level: The majority of respondents have attained higher education, with junior college graduates comprising 38.28% of the sample and those with an undergraduate degree or higher accounting for 33.60%. This high level of education among participants suggests that the findings may be particularly relevant to sectors or roles requiring advanced qualifications.

Monthly Income: The income distribution highlights a significant portion of the sample (47.14%) earning below 3000 yuan, followed by those earning between 5,000 and 10,000 yuan (25.78%). This spread offers insights into the economic backgrounds of the participants, which may influence their perceptions of CSR and its impact on their work.

Occupation: The sample encompasses a wide range of employment sectors, with a notable presence of individuals working in private enterprises

(33.07%) and foreign-funded enterprises (23.70%). This diversity ensures that the study's findings are not confined to a single sector and may have broader applicability.

Working Position: Participants are mostly junior managers or those in similar roles (40.63%), with general workers accounting for 21.61%. This suggests that the survey predominantly reflects the views of those in management positions, who might have different insights into CSR's impact compared to other employee categories.

Working Experiences: The working experience of respondents is relatively evenly distributed across those with less than 5 years of experience (87.24%) and those with more than 5 years (12.76%). This indicates a mix of relatively newer and more seasoned employees, which could affect perceptions of CSR initiatives and their outcomes.

Working Location: The geographical distribution is wide, with a significant number of participants from Guangzhou (38.02%). This geographical spread, covering major urban centers, suggests that the conclusions drawn from the study may be more reflective of urban employment patterns and attitudes towards CSR.

4.1.2 Corporate Social Responsibility Perception

Table 4.2 The Descriptive Statistics of Corporate Social Responsibility Perception

Classification	Mean	S.D.	Rank	Meaning
Corporate Social Responsibility Towards Employees	3.3375	0.8162	2	Moderate
Corporate Social Responsibility Towards Stakeholders	3.3906	0.8299	1	Moderate
Corporate Social Responsibility Towards Consumers	3.3375	0.8028	3	Moderate
Overall	3.3552	0.7986	-	Moderate

Based on Table 4.2, which presents descriptive statistics of corporate social responsibility (CSR) perception, several key insights regarding employees' views are observed. Overall, the CSR perception among employees has a mean score of 3.3552, indicating that most employees "moderate" with the company's CSR efforts. When evaluating specific aspects, CSR towards stakeholders received the highest mean score of 3.3906 (ranked first), reflecting that employees are most satisfied with the company's handling of stakeholder relationships. The standard deviation for this aspect is 0.8299, indicating some degree of variance in opinions.

CSR towards employees and consumers both garnered a mean score of 3.3375, ranking 2nd and 3rd, respectively. This suggests that employees and consumers equally agree with the company's CSR initiatives towards both groups, with standard deviations of 0.8162 for employees and 0.8028 for consumers, indicating a moderate degree of consistency in responses. These findings highlight that, while employees generally perceive the company's CSR efforts positively across different dimensions, variations in opinions suggest areas for further engagement and improvement. The company should focus on addressing these differences to enhance the overall perception and effectiveness of its corporate social responsibility (CSR) initiatives.

4.1.3 Workplace Spirituality

Table 4.3 The Descriptive Statistics of Workplace Spirituality

Classification	Mean	S.D.	Rank	Meaning
Group Belonging	3.3359	0.8196	3	Moderate
Organizational and Personal Value Alignment	3.4115	0.9842	1	Moderate
Contribution to the Group	3.3498	0.9061	2	Moderate
Overall	3.3675	0.8683		Moderate

Based on Table 4.3, which presents descriptive statistics of workplace spirituality, it is clear that employees generally perceive a satisfactory level of spirituality in their workplace. The overall mean score for workplace spirituality is

3.3675, indicating that most employees "moderate" with the presence of spiritual elements in their work environment. Among the specific aspects evaluated, "Organizational and Personal Value Alignment" received the highest mean score of 3.4115, ranking first. This demonstrates that employees feel a strong connection between their values and the organization's values. However, the standard deviation of 0.9842 indicates that there is some variation in this perception. "Contribution to the Group" ranked second with a mean score of 3.3498 and a standard deviation of 0.906, showing that employees generally feel they are making meaningful contributions to their teams, albeit with some variability in responses.

"Group Belonging" received a mean score of 3.3359, ranking third among the components of workplace spirituality. This suggests that employees feel a sense of belonging to their workgroups, although this aspect has the lowest mean score among the evaluated dimensions. The standard deviation of 0.8196 indicates relatively consistent responses, meaning that most employees agree on this point with less variability. Overall, the data suggest that fostering a sense of alignment between personal and organizational values is particularly important to employees, and maintaining and enhancing this connection could further enhance workplace spirituality. Focusing on areas like group belonging and contributions to the group can also help strengthen the overall perception of spiritual well-being in the workplace.

4.1.4 Positive Emotion

Table 4.4 The Descriptive Statistics of Positive Emotion

Classification	Mean	S.D.	Rank	Meaning
Positive Emotion	3.3772	.9046	-	Moderate

It is evident from Table 4 that the mean value of Positive Emotion is approximately 3.3772, indicating a moderate level.

4.1.5 Employee Peripheral Performance

Table 4.5 The Descriptive Statistics of Employee Peripheral Performance

Classification	Mean	S.D.	Rank	Meaning
Interpersonal Facilitation	3.420	0.977	1	Moderate
Work Dedication	3.370	0.904	3	Moderate
Organizational Maintenance	3.410	0.825	2	Moderate
Peripheral Performance	3.400	0.852	-	Moderate

Based on Table 4.5, which presents descriptive statistics of peripheral performance, it is evident that employees generally perceive their peripheral performance in a positive light. The overall mean score for peripheral performance is 3.40, indicating that most employees rate their performance as "moderate" concerning statements related to their performance beyond core job tasks. The standard deviation is 0.852, suggesting a moderate level of consistency in employees' responses. Among the specific dimensions evaluated, "Interpersonal Facilitation" received the highest mean score of 3.420, ranking first. This demonstrates that employees most strongly agree with the notion that they assist and support their colleagues, although the standard deviation of 0.977 indicates some variability in responses.

"Work Dedication" ranked second with a mean score of 3.370 and a standard deviation of 0.904. This indicates that employees typically feel a strong sense of dedication to their work, going beyond their basic job requirements and contributing positively in ways not formally recognized within their job descriptions. "Organizational Maintenance," with a mean score of 3.410, ranks third, indicating that employees agree they engage in activities that help maintain the organization, such as adhering to rules and protecting organizational resources. The standard deviation of 0.825 for this dimension shows a tighter clustering of responses around the mean. Overall, the data suggest that while employees agree with their role in peripheral performance, there are variations in how strongly they perceive their contributions in areas like interpersonal facilitation, work dedication, and organizational maintenance. To foster a more cohesive perception of peripheral performance, organizations should

continue to encourage and recognize these broader contributions.

4.2 Hypothesis Testing Result (Inferential Statistics)

4.2.1 Differences in Demographic Factors Generate Differences in Peripheral Performance

4.2.1.1 Differences in Gender Generate Differences in Employee Peripheral Performance

$$H_0: \mu_1 = \mu_2$$

$$H_a: \mu_1 \neq \mu_2$$

Table 4.6 The Independent Samples t-test of the Gender Factor

Factor	Classification	N	Mean	S.D.	t-value	p-value
Peripheral Performance	Male	265	3.38	1.028	1.271	0.26
	Female	119	3.38	1.089		

**The mean difference is significant at the 0.05 level.*

Table 4.6 presents the results of the independent samples t-test examining the influence of gender on peripheral performance. For male participants (N = 265), the mean peripheral performance score is 3.38, with a standard deviation of 1.028. For female participants (N = 119), the mean peripheral performance score is also 3.38, with a slightly higher standard deviation of 1.089. The t-value is 1.271, and the corresponding p-value is 0.26. Since the p-value is greater than the typical significance level of 0.05, we fail to reject the null hypothesis. This suggests that there is no statistically significant difference in peripheral performance between male and female participants. Therefore, based on this analysis, gender does not appear to have a significant influence on peripheral performance in the studied sample.

4.2.1.2 Differences in Marital Status Generate Differences in Employee Peripheral Performance

$$H_0: \mu_i = \mu_j$$

$$H_a: \mu_i \neq \mu_j \text{ at last one Pair where } i \neq j.$$

Table 4.7 The One-way ANOVA of Marital Status

Factor	Classification	SS	Df	MS	F=value	p-value
Marital Status	Between Groups	0.469	2	0.234	0.322	0.725
	Within Groups	277.607	381	0.729		
	Total	278.076	383			

**The mean difference is significant at the 0.05 level.*

Table 4.7 presents the results of a one-way analysis of variance (ANOVA) examining the effect of marital status on peripheral performance. The ANOVA table includes three primary sources of variation: Between Groups, Within Groups, and Total. Between Groups: The sum of squares for marital status is 0.469, with 2 degrees of freedom (Df). The mean square is 0.234. Within Groups: The sum of squares within groups is 277.607, with 381 degrees of freedom. The mean square is 0.729. Total: The total sum of squares is 278.076, with 383 observations.

The F-value is 0.322, and the associated p-value (Sig.) is 0.725. Since the p-value is greater than the typical significance level of 0.05, we fail to reject the null hypothesis. This indicates that there is no statistically significant difference in peripheral performance based on marital status. Therefore, based on this analysis, marital status does not appear to have a significant effect on peripheral performance in the studied sample.

4.2.1.3 Differences in Age Generate Differences in Employee Peripheral Performance

$$H_0: \mu_i = \mu_j$$

$$H_a: \mu_i \neq \mu_j \text{ at last one Pair where } i \neq j.$$

Table 4.8 The One-way ANOVA of Age

Factor	Classification	SS	Df	MS	F=value	p-value
Age	Between Groups	0.41	3	0.137	0.187	0.905
	Within Groups	277.665	380	0.731		
	Total	278.076	383			

**The mean difference is significant at the 0.05 level.*

Table 4.8 presents the results of a one-way analysis of variance (ANOVA) examining the effect of age on peripheral performance. Between Groups: The sum of squares for age is 0.41, with 3 degrees of freedom (Df). The mean square is 0.137. Within Groups: The sum of squares within groups is 277.665, with 380 degrees of freedom. The mean square is 0.731. Total: The total sum of squares is 278.076, with 383 observations. The F-value is 0.187, and the associated p-value (Sig.) is 0.905. Since the p-value is much greater than the typical significance level of 0.05, we fail to reject the null hypothesis. This suggests that there is no statistically significant difference in peripheral performance across age groups. Thus, according to this analysis, age does not seem to have a significant effect on peripheral performance in the studied sample.

4.2.1.4 Differences in Educational Level Generate Differences in Employee Peripheral Performance

$$H_0: \mu_i = \mu_j$$

$$H_a: \mu_i \neq \mu_j \text{ at last one Pair where } i \neq j.$$

Table 4.9 The One-way ANOVA of Educational Level

Factor	Classification	SS	Df	MS	F=value	p-value
Educational Level	Between Groups	1.532	3	0.511	0.702	0.552
	Within Groups	276.544	380	0.728		
	Total	278.076	383			

**The mean difference is significant at the 0.05 level.*

Table 4.9 displays the results of a one-way analysis of variance (ANOVA)

examining the influence of educational background on peripheral performance. Between Groups: The sum of squares for educational background is 1.532, with 3 degrees of freedom (Df). The mean square is 0.511. Within Groups: The sum of squares within groups is 276.544, with 380 degrees of freedom. The mean square is 0.728. Total: The total sum of squares is 278.076, with 383 observations. The F-value is 0.702, and the associated p-value (Sig.) is 0.552. Since the p-value is much greater than the typical significance level of 0.05, we fail to reject the null hypothesis. This indicates that there is no statistically significant difference in peripheral performance based on educational background. Thus, based on this analysis, educational background does not appear to have a significant effect on peripheral performance in the studied sample.

4.2.1.5 Differences in Monthly Income Generate Differences in Employee Peripheral Performance

$$H_0: \mu_i = \mu_j$$

$$H_a: \mu_i \neq \mu_j \text{ at last one Pair where } i \neq j.$$

Table 4.10 The One-way ANOVA of Monthly Income

Factor	Classification	SS	Df	MS	F=value	p-value
Monthly Income	Between Groups	1.136	4	0.284		
	Within Groups	276.94	379	0.731	0.389	0.817
	Total	278.076	383			

**The mean difference is significant at the 0.05 level.*

Table 4.10 presents the results of a one-way analysis of variance (ANOVA) investigating the impact of monthly income on peripheral performance. Between Groups: The sum of squares for monthly income is 1.136, with 4 degrees of freedom (Df). The mean square is 0.284. Within Groups: The sum of squares within groups is 276.94, with 379 degrees of freedom. The mean square is 0.731. Total: The total sum of squares is 278.076, with 383 observations. The F-value is 0.389, and the associated p-value (Sig.) is 0.817. Since the p-value is much greater than the typical

significance level of 0.05, we fail to reject the null hypothesis. This suggests that there is no statistically significant difference in peripheral performance across monthly income groups. Therefore, according to this analysis, monthly income does not seem to have a significant effect on peripheral performance in the studied sample.

4.2.1.6 Differences in Occupation Generate Differences in Employee Peripheral Performance

$$H_0: \mu_i = \mu_j$$

$$H_a: \mu_i \neq \mu_j \text{ at last one Pair where } i \neq j.$$

Table 4.11 The One-way ANOVA of Occupation

Factor	Classification	SS	Df	MS	F=value	p-value
Occupation	Between Groups	6.437	4	1.609	2.245	0.034*
	Within Groups	271.639	379	0.717		
	Total	278.076	383			

**The mean difference is significant at the 0.05 level.*

Table 4.11 illustrates the outcomes of a one-way analysis of variance (ANOVA) examining the influence of occupation on peripheral performance. Between Groups: The sum of squares for occupation is 6.437, with 4 degrees of freedom (Df). The mean square is 1.609. Within Groups: The sum of squares within groups is 271.639, with 379 degrees of freedom. The mean square is 0.717. Total: The total sum of squares is 278.076, with 383 observations. The F-value is 2.245, and the associated p-value (Sig.) is 0.034. Since the p-value is less than the typical significance level of 0.05, we reject the null hypothesis. This indicates that there is a statistically significant difference in peripheral performance based on occupation groups.

Hence, based on this analysis, occupation appears to have a significant effect on peripheral performance in the studied sample. Further post-hoc tests or analyses may be warranted to explore the specific differences between occupation groups.

Table 4.12 Multiple Comparisons of Occupation

Dependent Variable: Employee Peripheral Performance (LSD)						
Occupation (I)	Occupation (J)	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Administrative Institutions	State-owned enterprises	0.101	0.2	0.614	-0.23	0.43
	Foreign-funded enterprise	.303*	0.179	0.092	0.01	0.6
	Private Enterprises	0.115	0.17	0.5	-0.17	0.39
	Others	.327*	0.198	0.1	0	0.65
State-owned enterprises	Administrative Institutions	-0.101	0.2	0.614	-0.43	0.23
	Foreign-funded enterprise	0.202	0.178	0.259	-0.09	0.5
	Private Enterprises	0.014	0.169	0.936	-0.26	0.29
	Others	0.226	0.197	0.252	-0.1	0.55
Foreign-funded enterprise	Administrative Institutions	-.303*	0.179	0.092	-0.6	-0.01
	State-owned enterprises	-0.202	0.178	0.259	-0.5	0.09
	Private Enterprises	-0.188	0.143	0.19	-0.42	0.05
	Others	0.025	0.176	0.889	-0.27	0.32
Private Enterprises	Administrative Institutions	-0.115	0.17	0.5	-0.39	0.17
	State-owned enterprises	-0.014	0.169	0.936	-0.29	0.26
	Foreign-funded enterprise	0.188	0.143	0.19	-0.05	0.42
	Others	0.213	0.167	0.202	-0.06	0.49
Others	Administrative Institutions	-.327*	0.198	0.1	-0.65	0
	State-owned enterprises	-0.226	0.197	0.252	-0.55	0.1
	Foreign-funded enterprise	-0.025	0.176	0.889	-0.32	0.27
	Private Enterprises	-0.213	0.167	0.202	-0.49	0.06

Table 4.12, which details multiple comparisons of peripheral performance across different occupations, illuminates the nuanced ways in which occupation influences engagement in activities that extend beyond core job responsibilities. The analysis employs mean differences, standard deviations, p-values, and confidence intervals to statistically evaluate the disparities in peripheral performance among various occupational groups: Administrative Institutions, State-owned enterprises, Foreign-funded enterprises, Private Enterprises, and Others.

Notably, significant differences in peripheral performance were observed between employees in Administrative Institutions and those in Foreign-funded

enterprises, as well as between Administrative Institutions and the “Others” category. The positive mean differences (.303 and .327, respectively) with p-values just on the edge of conventional significance levels (.092 and .1, respectively) indicate that employees in Foreign-funded enterprises and the “Others” category perceive their peripheral performance to be higher compared to those in Administrative Institutions. These findings suggest that the organizational culture and structural dynamics of Foreign-funded enterprises and certain unspecified occupations classified as “Others” may foster a greater sense of engagement in peripheral activities, potentially due to more globalized operational practices or diverse working environments that emphasize organizational citizenship behaviors more strongly.

Conversely, when comparing State-owned enterprises with other groups, no statistically significant differences were found, suggesting a more uniform perception of peripheral performance within these settings. This could reflect a more traditional operational model prioritizing consistency and uniformity across various aspects of job performance, including those that extend beyond primary job functions.

These observations underscore the complex relationship between an employee’s occupational setting and their engagement with the broader organizational culture. For organizations, this highlights the importance of crafting occupational role-specific strategies to enhance engagement and performance in peripheral activities. Recognizing the unique challenges and opportunities presented by different occupational environments enables the design of targeted initiatives that promote a positive organizational culture, foster interpersonal relationships, and support a broad spectrum of organizational citizenship behaviors. Tailoring these strategies to the specific needs and characteristics of various occupational groups can help in leveraging their unique strengths and perspectives, thereby enhancing overall organizational performance and employee satisfaction. Organizations may benefit from adopting flexible and inclusive policies that recognize the diverse contributions of employees across all occupational categories, fostering an environment that values

and encourages active participation in peripheral activities.

4.2.1.7 Differences in Working Position Generate Differences in Employee Peripheral Performance

$$H_0: \mu_i = \mu_j$$

$$H_a: \mu_i \neq \mu_j \text{ at last one Pair where } i \neq j.$$

Table 4.13 The One-way ANOVA of Working Position

Factor	Classification	SS	Df	MS	F=value	p-value
Working Position	Between Groups	6.93	3	2.31	3.237	0.022*
	Within Groups	271.146	380	0.714		
	Total	278.076	383			

*The mean difference is significant at the 0.05 level.

Table 4.13 presents the results of a one-way analysis of variance (ANOVA) examining the effect of working position usage time on peripheral performance. Between Groups: The sum of squares for working position is 6.93, with 3 degrees of freedom (Df). The mean square is 2.31. Within Groups: The sum of squares within groups is 271.146, with 380 degrees of freedom. The mean square is 0.714. Total: The total sum of squares is 278.076, with 383 observations. The F-value is 3.237, and the associated p-value (Sig.) is 0.022. Since the p-value is less than the typical significance level of 0.05, we reject the null hypothesis. This indicates that there is a statistically significant difference in peripheral performance based on the usage time of working position groups. Therefore, according to this analysis, usage time of the working position appears to have a significant effect on peripheral performance in the studied sample. Further investigation may be necessary to understand the specific differences between usage time groups and their impact on peripheral performance.

Table 4.14 Multiple Comparisons of Working Position

Dependent Variable: Employee Peripheral Performance						
LSD						
Working Position (I)	Working Position (J)	Mean Difference (I-J)	Std. Error	Sig	95% Confidence Interval Lower Bound Upper Bound	
General Worker	Junior Manager or equivalent	-0.025	0.142	0.858	-0.26	0.21
	Senior Manager or alike	-0.047	0.159	0.768	-0.31	0.22
	Executive or alike	0.252	0.182	0.166	-0.05	0.55
Junior Manager or equivalent	General Worker	0.025	0.142	0.858	-0.21	0.26
	Senior Manager or alike	-0.021	0.138	0.877	-0.25	0.21
	Executive or alike	.278*	0.164	0.091	0.01	0.55
Senior Manager or alike	General Worker	0.047	0.159	0.768	-0.22	0.31
	Junior Manager or equivalent	0.021	0.138	0.877	-0.21	0.25
	Executive or alike	.299*	0.179	0.095	0.00	0.59
Executive or alike	General Worker	-0.252	0.182	0.166	-0.55	0.05
	Junior Manager or equivalent	-.278*	0.164	0.091	-0.55	-0.01
	Senior Manager or alike	-.299*	0.179	0.095	-0.59	0.00

*. The mean difference is significant at the 0.05 level.

Table 4.14 provides a comprehensive overview of the multiple comparisons of peripheral performance across different working positions, including General Worker and Junior Manager. These comparisons help clarify where significant differences in peripheral performance lie between various levels of the organizational hierarchy, using mean differences, standard deviations, p-values, and confidence intervals.

The analysis reveals no significant difference in peripheral performance between General Workers and Junior or Senior Managers, as indicated by p-values of 0.858 and 0.768, respectively, which are well above the conventional threshold of significance. This suggests that the level of engagement in activities that support the

broader organizational goals, facilitate interpersonal interactions, or demonstrate work dedication is consistent across these groups. However, the situation changes when comparing executives. The mean difference between Executive or alike and Junior Manager or alike is 0.278 with a p-value of 0.091, and between Executive or alike and Senior Manager or alike is 0.299 with a p-value of 0.095. These p-values are close to the threshold of significance, suggesting a trend in which executives perceive their peripheral performance as higher than that of lower management tiers. The positive mean differences highlight a perceived increase in engagement with peripheral tasks as one moves up the hierarchy to executive levels.

These near-significant results suggest that Executives or those in similar high-ranking positions may have a broader view or greater involvement in peripheral aspects of their work, likely due to their overarching responsibilities and the comprehensive insight they have into organizational operations. This difference in perception could be attributed to the strategic nature of executive roles, which often necessitates a broader engagement with organizational culture and dynamics beyond specific functional tasks.

The findings from these multiple comparisons underscore the nuanced relationship between working position and peripheral performance. They highlight the need for organizations to consider how hierarchical positions influence perception and engagement in peripheral tasks. Recognizing these dynamics is crucial for developing effective strategies to encourage active participation in organizational activities across all levels of the workforce. By doing so, organizations can foster a more inclusive and cohesive environment that leverages the diverse contributions of employees, facilitating enhanced organizational performance and a more robust organizational culture.

4.2.1.8 Differences in Working Experiences Generate Differences in Employee Peripheral Performance

$$H_0: \mu_i = \mu_j$$

$$H_a: \mu_i \neq \mu_j \text{ at last one Pair where } i \neq j.$$

Table 4.15 The One-way ANOVA of Working Experiences

Factor	Classification	SS	Df	MS	F=value	p-value
Working Experiences	Between Groups	4.435	3	1.478		
	Within Groups	273.641	380	0.72	2.053	0.106
	Total	278.076	383			

**The mean difference is significant at the 0.05 level.*

Table 4.15 presents the results of a one-way analysis of variance (ANOVA) examining the influence of usage time on peripheral performance in working experiences. Between Groups: The sum of squares for working experiences is 4.435, with 3 degrees of freedom (df). The mean square is 1.478. Within Groups: The sum of squares within groups is 273.641, with 380 degrees of freedom. The mean square is 0.72. Total: The total sum of squares is 278.076, with 383 observations. The F-value is 2.053, and the associated p-value (Sig.) is 0.106. Since the p-value is greater than the typical significance level of 0.05, we fail to reject the null hypothesis. This suggests that there is no statistically significant difference in peripheral performance based on the usage time of working experience groups. Therefore, based on this analysis, the usage time of working experiences does not appear to have a significant effect on peripheral performance in the studied sample.

4.2.1.9 Differences in Working Location Generate Differences in Employee Peripheral Performance

$$H_0: \mu_i = \mu_j$$

$$H_a: \mu_i \neq \mu_j \text{ at last one Pair where } i \neq j.$$

Table 4.16 The One-way ANOVA of Working Location

Factor	Classification	SS	Df	MS	F=value	p-value
Working Location	Between Groups	0.77	4	0.193	0.263	0.902
	Within Groups	277.306	379	0.732		
	Total	278.076	383			

**The mean difference is significant at the 0.05 level.*

Table 4.16 presents the results of a one-way analysis of variance (ANOVA) examining the effect of working location usage time on peripheral performance. Between Groups: The sum of squares for working location is 0.77, with 4 degrees of freedom (Df). The mean square is 0.193. Within Groups: The sum of squares within groups is 277.306, with 379 degrees of freedom. The mean square is 0.732. Total: The total sum of squares is 278.076, with 383 observations. The F-value is 0.263, and the associated p-value (Sig.) is 0.902. Since the p-value is much greater than the typical significance level of 0.05, we fail to reject the null hypothesis. This indicates that there is no statistically significant difference in peripheral performance based on the usage time of working location groups. Therefore, according to this analysis, the usage time of the working location does not seem to have a significant effect on peripheral performance in the studied sample.

4.2.2 Corporate Social Responsibility Perception Influence on Employee Peripheral Performance

$$H_0: \beta_i = 0$$

$$H_a: \beta_i \neq 0 (i=1, 2, 3)$$

The multiple linear regression analysis is applied in this study.

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon X_3$$

Where Y = Employee Peripheral Performance

X₁ = Corporate Social Responsibility Towards Employees

X₂ = Corporate Social Responsibility Towards Stakeholders

X₃ = Corporate Social Responsibility Towards Consumers

ε = Error

The results obtained from the multiple linear regression analysis are presented in terms of the predicted value of Y (\hat{Y}) as shown in equation (1) and Table 4.17.

$$\hat{Y} = -.034 + .248X_1 + .446X_2 + .328X_3$$

(.518) (.000) (.000) (.000)(1)

Adjusted $R^2 = 0.921$

Table 4.17 The Multiple Linear Regression Analysis of Corporate Social Responsibility Perception Influence on Employee Peripheral Performance

Model	Coefficient		t	p-value
	Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	
Constant	-0.034	0.053		0.518
X ₁ = Corporate Social Responsibility Towards Employees	0.248	0.057	0.238	0.000
X ₂ = Corporate Social Responsibility Towards Stakeholders	0.446	0.044	0.434	0.000
X ₃ = Corporate Social Responsibility Towards Consumers	0.328	0.051	0.309	0.000

From Table 4.17 and equation (1), the overall model indicates that the constant term is not statistically significant, as evidenced by its p-value of about 0.518, suggesting that when all predictor variables are zero, the Employee Peripheral Performance is not significantly different from zero. Corporate Social Responsibility Towards Stakeholders (X₂) is found to be the most important factor influencing Employee Peripheral Performance, with a coefficient of approximately 0.446, followed by Corporate Social Responsibility Towards Consumers (X₃) and Corporate Social Responsibility Towards Employees (X₁), the coefficients of which are approximately 0.328 and 0.248, respectively. The Adjusted R^2 of this Multiple Linear Regression is approximately .921, which is very high meaning that one unit change in

these 3 factors, namely, Corporate Social Responsibility Towards Employees (X_1), Corporate Social Responsibility Towards Stakeholders (X_2), and Corporate Social Responsibility Towards Consumers (X_3) will cause the Employee Peripheral Performance change about 0.921 unit in the same direction.

These findings suggest that the company's responsible behaviours towards stakeholders and consumers are particularly crucial in enhancing peripheral performance. At the same time, CSR towards employees also plays an important, though relatively minor, role. The results underscore the importance of comprehensive corporate social responsibility (CSR) practices in enhancing overall employee performance beyond core job tasks.

4.2.3 Workplace Spirituality Influence on Employee Peripheral Performance

$$H_0: \beta_i = 0$$

$$H_a: \beta_i \neq 0 \text{ (} i=1, 2, 3 \text{)}$$

The multiple linear regression analysis is applied in this study.

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$$

Where Y = Peripheral Performance

X_1 = Group Belonging

X_2 = Organizational and Personal Value Alignment

X_3 = Contribution to the Group

ε = Error

The results obtained from the multiple linear regression analysis are presented in terms of the predicted value of Y (\hat{Y}) as shown in equation (2) and Table 4.18.

$$\begin{aligned} \hat{Y} &= .094 + .553X_1 + .300X_2 + .130X_3 \\ &\quad (.012) \quad (.000) \quad (.000) \quad (.000) \quad \dots\dots\dots(2) \\ &\quad \text{Adjusted } R^2 = 0.958 \end{aligned}$$

Table 4.18 The Multiple Linear Regression Analysis of Workplace Spirituality Influence on Employee Peripheral Performance

Model	Coefficient			t	p-value
	Unstandardized Coefficients		Standardized Coefficients		
	B	Std.Error			
Constant	0.094	0.037		2.526	0.012 *
X ₁ =Group Belonging	0.553	0.031	0.532	17.771	0.000*
X ₂ =Organizational and Personal Value Alignment	0.300	0.019	0.347	15.851	0.000*
X ₃ =Contribution to the Group	0.130	0.031	0.138	4.243	0.000

Dependent variable: Employee Peripheral Performance

The overall model in equation (2) reveals that the constant term is statistically significant, as evidenced by its p-value of about 0.012, suggesting that when all predictor variables are zero, the Employee Peripheral Performance is significantly different from zero. Group Belonging (X₁) is found to be the most significant factor influencing Employee Peripheral Performance, with a coefficient of approximately 0.553. This is followed by Organizational and Personal Value Alignment (X₂) and Contribution to the Group (X₃), with coefficients of approximately 0.300 and 0.130, respectively. The Adjusted R² value of this Multiple Linear Regression is approximately 0.958, which is very high, indicating that a one-unit change in these three factors — Group Belonging, Organizational and Personal Value Alignment, and Contribution to the Group —will cause Employee Peripheral Performance to change by 0.958 units in the same direction.

4.2.4 Positive Emotion Influence on Employee Peripheral Performance

$$H_0: \beta_0 = 0$$

$$H_a: \beta_1 \neq 0$$

The multiple linear regression analysis is applied in this study.

$$Y = \beta_0 + \beta_1 X + \varepsilon$$

Where Y = Peripheral Performance

X = Positive Emotion

ε = Error

The results obtained from the multiple linear regression analysis are presented in terms of the predicted value of Y (\hat{Y}) as shown in equation (3) and Table 4.19.

$$\hat{Y} = .369 + .898X$$

$$(.012) \quad (.000) \quad \dots\dots\dots(3)$$

$$\text{Adjusted } R^2 = 0.909$$

Table 4.19 The Multiple Linear Regression Analysis of Positive Emotion Influence on Employee Peripheral Performance

Model	Coefficient			t	p-value
	Unstandardized Coefficients		Standardized Coefficients Beta		
	B	Std.Error			
Constant	.369	.051		7.267	.000*
X=Positive Emotion	.898	.015	.953	61.811	.000*

The p-value of the constant term in equation (3) is approximately 0.000, implying that it is statistically significant; therefore, when Positive Emotion is zero, the Employee Peripheral Performance is significantly different from zero. If positive emotion increases by 1 unit, the employee's Peripheral Performance will increase by 0.898 units. The adjusted R^2 value is approximately.

4.2.5 Corporate Social Responsibility Perception, Workplace Spirituality, and Positive Emotions Influence on Employee Peripheral Performance

$$H_0: \beta_i = 0$$

$$H_a: \beta_i \neq 0 \quad (i=1, 2, 3)$$

The multiple linear regression analysis is applied in this study.

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$$

Where Y = Employee Peripheral Performance

X₁ = Corporate Social Responsibility Perception

X₂ = Workplace Spirituality

X₃ = Positive Emotions

ε = Error

The results obtained from the multiple linear regression analysis are presented in terms of the predicted value of Y (\hat{Y}) as shown in equation (4) and Table 4.20.

$$\hat{Y} = 0.072 + 0.124X_1 + 0.596X_2 + 0.268X_3$$

(0.022) (0.004) (0.000) (0.000).....(4)

Adjusted R₂ = .976

Table 4.20 The Multiple Linear Regression Analysis of Corporate Social Responsibility Perception, Positive Emotions, and Positive Emotion Influence on Employee Peripheral Performance

Model	Coefficient		t	p-value	
	Unstandardized Coefficients	Standardized Coefficients Beta			
	B	Std.Error			
Constant	.072	.031	2.300	.022*	
X ₁ =Corporate Social Responsibility Perception	.124	.043	.117	2.905	.004*
X ₂ = Workplace Spirituality	.596	.021	.607	28.066	.000*
X ₃ = Positive Emotions	.268	.034	.285	7.851	.000*

Dependent variable: Employee Peripheral Performance

The overall model in equation (4) reveals that the constant term is statistically significant, as evidenced by its p-value of approximately 0.022, suggesting that when all predictor variables are considered, the Employee Peripheral Performance is significantly different from zero. Based on the Standardized Coefficients (Beta), which represent the relative importance of each predictor

variable, Workplace Spirituality exhibits the highest standardized coefficient (0.607), followed by Positive Emotion (0.285) and Corporate Social Responsibility Perception (0.117). The adjusted R-squared value is approximately 0.976, indicating that about 97.6% of the variance in Employee Peripheral Performance can be explained by the combined influence of CSR Perception, Workplace Spirituality, and Positive Emotion. A one-unit change in these three factors —namely, Corporate Social Responsibility Perception, Workplace Spirituality, and Positive Emotion —will cause a change in Employee Peripheral Performance of approximately 0.976 units in the same direction.

Corporate Social Responsibility Perception (X1): The coefficient for X1 is 0.124, suggesting that for every one-unit increase in CSR Perception, Peripheral Performance is expected to increase by 0.124 units. Workplace Spirituality (X2): The coefficient for X2 is 0.596, indicating that for every one-unit increase in Workplace Spirituality, Peripheral Performance is expected to increase by 0.596 units. Positive Emotions (X3): The coefficient for X3 is 0.268, suggesting that for every one-unit increase in Positive Emotion, Peripheral Performance is expected to increase by 0.268 units. Significance:

The results indicate that CSR Perception, Workplace Spirituality, and Positive Emotions collectively have a significant positive impact on Peripheral Performance. Workplace Spirituality appears to exert the most decisive influence, followed closely by Positive Emotions and CSR Perception. The high adjusted R-squared value suggests that the model provides a good fit to the data and effectively explains a substantial portion of the variability in Peripheral Performance. In conclusion, organizations that foster Corporate Social Responsibility, Workplace Spirituality, and Positive Emotions among their employees are likely to experience improved Peripheral Performance. This underscores the importance of integrating these dimensions into organizational practices to enhance overall effectiveness and success.

Table 4.21 The Summary Results of Hypothesis Testing

	Not Reject H_0	Reject H_0
Hypothesis 1		
1. Gender	.26	
2. Marital Status	.725	
3. Age	.905	
4. Educational Level	.552	
5. Monthly Income	.817	
6. Occupation		.034*
7. Working Position		.022*
8. Working Experiences	.106	
9. Working Location	.902	
Hypothesis 2		
Corporate Social Responsibility Towards Employees		.000*
Corporate Social Responsibility Towards Stakeholders		.000*
Corporate Social Responsibility Towards Consumers		.000*
Hypothesis 3		
Group Belonging		.000*
Organizational and Personal Value Alignment		.000*
Contribution to the Group		.000*
Hypothesis 4		
Positive Emotion		.000*
Hypothesis 5		

	Not Reject H_0	Reject H_0
Hypothesis 1		
Corporate Social Responsibility Perception		.000*
Workplace Spirituality		.000*
Positive Emotion		.000*



CHAPTER V

CONCLUSION AND DISCUSSION

5.1 Conclusion

Differences in Demographic Factors Generate Differences in Peripheral Performance: Based on the aforementioned analyses, significant differences were observed in peripheral performance for occupation and the duration of working position usage, as indicated in Table 4.13 and Table 4.15, respectively ($p < 0.05$). However, no significant effects were found for gender, marital status, age, educational background, monthly income, duration of work experience, or duration of work location usage ($p > 0.05$). These findings offer valuable insights into the factors that influence peripheral performance, guiding further exploration and discussion in the study.

Corporate Social Responsibility Perception and Its Influence on Peripheral Performance: The multiple linear regression analysis revealed a significant positive relationship between employees' perceptions of corporate social responsibility (CSR) and their peripheral performance, indicating that higher CSR perceptions are associated with enhanced employee engagement in activities beyond core job functions. This finding underscores the strategic importance of CSR initiatives, not only in promoting societal and environmental well-being but also in motivating employees, fostering a positive organizational culture, and enhancing overall organizational performance. It highlights the dual benefit of CSR activities in bolstering both external reputation and internal workforce productivity, suggesting that organizations can gain substantially by investing in socially responsible practices.

Workplace Spirituality Influence on Peripheral Performance: The multiple linear regression analysis reveals a strong positive relationship between workplace spirituality and peripheral performance, indicating that higher levels of

spirituality in the workplace significantly boost employee performance beyond core job functions. This result underscores the importance of integrating spiritual values into the organizational culture, as it not only enhances employee engagement and satisfaction but also contributes to the organization's overall effectiveness. By fostering a work environment that emphasizes interconnectedness, purpose, and ethical values, organizations can motivate employees to excel in their roles and align more closely with the company's broader objectives, thereby improving both individual and organizational outcomes.

The influence of positive emotions on Peripheral Performance: A multiple linear regression analysis illustrates the significant impact of positive emotions on peripheral performance, highlighting the critical role of emotional well-being in enhancing not only core job functions but also the broader contributions of employees to organizational success. This finding underscores the importance of fostering a work environment that promotes positive emotional experiences, as such an environment not only benefits individual employee well-being but also bolsters organizational culture, encourages organizational citizenship behaviors, and enhances overall productivity. Consequently, organizations should prioritize strategies that nurture positive emotions among their workforce, recognizing the substantial benefits these strategies offer in terms of improved employee satisfaction and enhanced organizational performance.

5.2 Discussion

5.2.1 Demographic

Occupation: The significant differences in peripheral performance between different occupations reflect the impact of job roles and responsibilities on employee behaviour and attitudes. Warr (2008) indicated that the nature of the occupation (such as job autonomy, complexity, and required social interaction) is closely linked to employee job satisfaction and engagement. Therefore, employees in

different occupations might vary in their participation in peripheral activities due to the distinct nature of their work.

Working Position: The significant impact of working position, especially at managerial levels, on peripheral performance is supported by Mintzberg's (1973) classic theory of managerial roles. Higher-level managers, due to their roles, are required to engage more extensively in organizational decision-making, culture shaping, and team leadership, inherently necessitating a higher level of engagement and efficiency in peripheral performance. This reflects the differences in how employees at various levels engage with and perceive organizational culture and peripheral activities.

In summary, the literature supports these four aspects, demonstrating that marital status, educational background, occupation, and working position are key factors affecting employees' peripheral performance. They influence employee behaviour and attitudes through different mechanisms, thereby affecting their performance within the organization. These findings offer organizations valuable insights into better understanding and managing the diversity of their workforce, as well as how this diversity affects overall organizational performance.

5.2.2 Corporate Social Responsibility Perception Influence on Peripheral Performance

The research conclusion that perceptions of corporate social responsibility (CSR) positively influence peripheral performance among employees is a significant finding that adds to the growing body of literature on the impact of CSR on employee behaviour and organizational outcomes. This section presents the research conclusion, accompanied by additional literature support, to provide a deeper understanding of the implications.

The positive correlation between CSR perceptions and peripheral performance can be seen as an extension of the broader impacts of CSR on employee engagement and motivation. According to Glavas and Kelley (2014), CSR initiatives

can enhance employee engagement by instilling a sense of purpose and meaning in their work. Employees are more likely to go beyond their basic job requirements when they perceive their organization as making a positive contribution to society. This aligns with the self-determination theory (Ryan & Deci, 2000), which posits that fulfilling employees' needs for autonomy, competence, and relatedness contributes to higher motivation and engagement.

The relationship between CSR perceptions and peripheral performance also resonates with the social identity theory of organizations (Ashforth & Mael, 1989), which suggests that employees derive part of their identity from their organization. When organizations engage in CSR activities, they project a socially responsible image that employees can identify with, leading to enhanced loyalty, commitment, and performance in areas beyond their core job responsibilities (Bhattacharya et al., 2008). This identification process can significantly enhance employees' understanding of their role within the company, motivating them to contribute to its success in more comprehensive ways.

CSR perceptions can influence peripheral performance by impacting organizational culture. A culture that values social responsibility is likely to encourage behaviours that support organizational citizenship, innovation, and collaboration (Valentine & Fleischman, 2008). By fostering a supportive and ethical work environment, CSR helps in creating a context where employees feel valued and empowered to take initiative, contributing to both their personal growth and the overall organizational performance.

The findings of this study suggest that organizations can benefit from integrating CSR into their core strategies not just for the sake of external branding or compliance, but as a fundamental part of enhancing their internal environment. By doing so, they not only improve their societal impact but also bolster employee performance, satisfaction, and retention (Turker, 2009). Effective communication of

CSR efforts and involving employees in these initiatives can further enhance their perception of CSR and, by extension, their engagement and performance.

The relationship between CSR perceptions and peripheral performance underscores the multifaceted benefits of CSR initiatives. This connection underscores the significance of CSR in fostering a motivated, engaged, and productive workforce, in addition to its broader benefits. As such, CSR emerges not only as an ethical imperative but also as a strategic asset that can significantly contribute to organizational success by fostering a positive work environment and culture that encourages employees to excel in their roles and contribute to broader organizational objectives.

5.2.3 Workplace Spirituality Influence on Peripheral Performance

The conclusion that workplace spirituality significantly impacts peripheral performance is both intriguing and reflective of a broader shift in organizational behavior studies towards more holistic understandings of the workplace. This section presents the conclusion, supported by additional literature, to deepen further the understanding of how workplace spirituality affects employee behavior and organizational outcomes.

Workplace spirituality focuses on how individuals seek purpose and meaning through their work, along with a sense of community and interconnectedness with others and alignment with organizational values. According to Fry (2003), workplace spirituality can lead to higher levels of organizational commitment and job satisfaction, as employees perceive their work as meaningful and aligned with their values. This sense of purpose and belonging is believed to enhance overall performance, including activities beyond direct job responsibilities, hence improving peripheral performance.

Ashmos and Duchon (2000) describe workplace spirituality as fostering a sense of completeness and joy in one's work, promoting feelings of connection to the organization and the broader community. This connection can enhance employee

engagement, a crucial driver of discretionary effort—the willingness of employees to exceed their specified job duties (Bakker & Demerouti, 2008). Engaged employees are more likely to exhibit high levels of peripheral performance as they are invested in the organization's success and more inclined to contribute beyond their fundamental role requirements.

Workplace spirituality can significantly influence organizational culture, creating an environment that values holistic well-being, ethical practices, and meaningful work. Milliman et al. (2003) suggest that such an environment not only attracts and retains talent but also fosters a culture of high performance, innovation, and ethical behavior. The shared sense of purpose and community can enhance collaboration and teamwork, further contributing to effective peripheral performance.

Leadership plays a pivotal role in cultivating workplace spirituality. Fairholm (1996) argues that spiritual leaders who demonstrate integrity, vision, and a commitment to the well-being of their employees can inspire their teams to achieve higher levels of performance. Leaders who foster a spiritual work environment encourage their employees to find deeper meaning in their work and to engage more fully with their roles, promoting a culture of excellence that extends to peripheral tasks and responsibilities.

The findings that workplace spirituality enhances peripheral performance have significant implications for human resource management and organizational strategy. Krahnke et al. (2003) suggest that organizations should integrate spiritual values into their HR practices, leadership development programs, and corporate social responsibility initiatives to enhance employee well-being and organizational performance. This integration can help create a more engaged, motivated, and productive workforce that is aligned with organizational goals.

In summary, the significant positive impact of workplace spirituality on peripheral performance highlights the need for organizations to adopt a more holistic

approach to management and employee development. By fostering a work environment that emphasizes spiritual values, organizations can enhance employee engagement, job satisfaction, and overall performance. This holistic approach not only benefits the individual employees by providing them with a sense of purpose and belonging but also contributes to the broader organizational objectives by promoting a culture of high performance, ethical behavior, and community engagement.

5.2.4 Positive Emotions Influence on Peripheral Performance

The conclusion that positive emotions significantly enhance peripheral performance adds a valuable dimension to our understanding of employee behaviour and organizational dynamics. This section discusses the implications of this finding, supported by existing literature, and emphasizes the importance of positive emotions in the workplace.

Fredrickson's (2001) broaden-and-build theory provides a foundational framework for understanding the role of positive emotions in expanding individuals' thought-action repertoires. Positive emotions such as joy, gratitude, and inspiration can broaden individuals' awareness and encourage novel, varied, and exploratory thoughts and actions. In the workplace context, this means that positive emotions can enhance creativity, problem-solving skills, and adaptability, leading to improved performance not only in core job functions but also in peripheral tasks that contribute to organizational culture and success (Fredrickson, 2001; Fredrickson & Branigan, 2005).

Positive emotions are closely linked to organizational citizenship behaviour (OCB), which refers to the voluntary actions that employees take to contribute to organizational success beyond their contractual obligations. Research by Organ et al (2006) demonstrates that employees who experience higher levels of positive emotions at work are more likely to engage in helpful behaviours, such as assisting colleagues and supporting organizational initiatives. This increased

likelihood to contribute positively to the workplace environment can significantly enhance overall organizational performance and climate.

Leaders play a crucial role in shaping the emotional climate of their teams. Goleman et al. (2002) suggest in their work on emotional intelligence and leadership that leaders who exhibit emotional intelligence and create resonance can inspire, motivate, and foster positive emotions within their teams. Such leaders can create a work environment that supports employee well-being and performance, reinforcing the link between positive emotions and peripheral performance.

Human resource (HR) strategies that prioritize emotional well-being and positive workplace environments can have a profound impact on employee performance and satisfaction. Wellness programs, employee recognition initiatives, and opportunities for personal and professional growth can contribute to a favorable emotional climate within the organization (Bakker & Schaufeli, 2008). By implementing such strategies, HR can play a pivotal role in enhancing positive emotions among employees, thereby improving peripheral performance and overall organizational success.

In summary, the significant impact of positive emotions on peripheral performance emphasizes the necessity for organizations to understand and cultivate positive emotional experiences in the workplace. The literature supports the idea that positive emotions not only enhance individual employee performance but also contribute to a more cohesive, productive, and successful organization. This understanding should guide leadership practices, HR strategies, and organizational policies towards creating environments that foster positive emotions, recognizing the substantial benefits these environments offer in terms of employee well-being and organizational outcomes.

5.3 Implications for Practice

Integrating Individual Values and Organizational Goals: The significant influence of workplace spirituality and CSR perceptions on peripheral performance underscores the importance of aligning individual values with organizational goals. When employees see their personal beliefs and values reflected in their workplace's practices and ethos, they are more engaged, motivated, and likely to contribute beyond their basic job requirements. Organizations can harness this by embedding ethical values, social responsibility, and a sense of purpose into their core operations and culture. This alignment not only enhances employee satisfaction and retention but also bolsters the organization's reputation as a socially responsible entity, attracting like-minded talent and customers. Practically, this means prioritizing CSR initiatives that resonate with employees, fostering a culture of inclusivity and purpose, and communicating these values consistently both internally and externally.

Fostering Emotional Well-being for Enhanced Productivity: The strong correlation between positive emotions and peripheral performance highlights the pivotal role of emotional well-being in driving employee productivity and organizational success. Creating a work environment that fosters positive emotional experiences can lead to enhanced job satisfaction, increased creativity, and more cooperative behavior among employees. This requires organizational leaders and managers to cultivate positive relationships, recognize and celebrate achievements, and provide support in challenging times. Training programs focused on emotional intelligence can equip leaders with the skills to manage their own emotions and those of their teams effectively, creating a supportive and positive work environment. By prioritizing the emotional well-being of employees, organizations can unlock a higher level of engagement, creativity, and performance, contributing to the overall success of the business.

Tailoring Engagement Strategies to Diverse Employee Needs: The differential impact of demographic factors on peripheral performance points to the necessity of tailoring engagement and development strategies to meet the diverse needs of the workforce. Recognizing and accommodating the unique backgrounds, experiences, and personal circumstances of employees can lead to more effective engagement strategies that boost peripheral performance. This involves adopting flexible work arrangements, personalized career development plans, and inclusive policies that recognize the value of diversity in enhancing organizational creativity and problem-solving. By acknowledging and addressing the varied needs of their employees, organizations can foster a more inclusive, supportive, and engaging work environment that encourages everyone to contribute their best, thereby driving organizational success.

5.4 Recommendation for Future Research

Develop Comprehensive CSR Policies: Organizations should formulate comprehensive CSR policies that reflect their commitment to social and environmental responsibilities, aligning these initiatives closely with their core values and mission. By actively engaging employees in the development and implementation of corporate social responsibility (CSR) activities, companies can enhance their external corporate image while bolstering employee morale and engagement internally. This dual approach not only contributes to societal well-being but also fosters a sense of purpose among employees, encouraging them to exceed their basic job requirements and make a more significant contribution to organizational goals. Transparent communication about the impacts of these CSR initiatives can further reinforce the positive perceptions employees hold, making CSR a key driver of peripheral performance.

Foster a Spirituality-Inclusive Workplace: Embracing workplace spirituality involves creating an environment that acknowledges and nurtures the

inner lives of employees, aligning work with their values and beliefs. Policies aimed at fostering such an environment can significantly enhance peripheral performance by providing employees with a sense of purpose and a sense of belonging. This might include facilitating moments of reflection, encouraging mindful practices, and recognizing diverse spiritual needs within the workplace. Moreover, leadership development programs should incorporate elements of spiritual leadership, emphasizing empathy, integrity, and the promotion of shared values. By integrating spirituality into the organizational culture, companies can unlock deeper levels of employee engagement and commitment, driving enhanced contributions to the organization's broader objectives.

Promote Emotional Well-Being: The significant impact of positive emotions on peripheral performance underscores the need for policies that prioritize emotional well-being in the workplace. Organizations should implement strategies that cultivate a positive work environment, such as acknowledging achievements, providing supportive feedback, and creating opportunities for social connection among employees. Mental health resources, stress management workshops, and wellness programs can also play a crucial role in enhancing emotional well-being. Leadership training should emphasize emotional intelligence, equipping managers with the skills to foster a supportive and emotionally healthy team dynamic. By prioritizing the emotional well-being of employees, organizations not only enhance individual job satisfaction and performance but also contribute to a more positive and productive organizational climate.

5.5 Limitations of the Study

The study's findings, although significant, may have limited generalizability due to the specific organizational contexts, industries, or geographic locations in which the data were collected. Organizational culture, industry norms, and regional values can significantly influence how CSR perceptions, workplace

spirituality, and positive emotions impact peripheral performance. Therefore, the applicability of the study's conclusions might vary across different organizational and cultural settings. Future research could benefit from a broader sampling strategy that includes a more diverse array of organizations and locations to enhance the generalizability of the findings and provide a more global perspective on the factors influencing peripheral performance.



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APPENDICES

APPENDIX 1: QUESTIONNAIRE

Dear Madam/Sir:

Hello! Thank you for taking the time to participate in this survey. The survey results are used solely for academic research; the answers are not right or wrong, and the privacy of organization members will not be compromised. The answers to this survey are not anonymous, so please do not hesitate to choose the option that best suits you according to your actual feelings.

Part 1: Demographic Factor

Before formally answering, first complete the filling in the status of the organization members, and mark "√" on the corresponding options.

1. Gender:

Male ()

Female ()

2. Marital Status:

Single ()

Married ()

Divorce ()

3. Age :

Below 25 years old

25 but less than 35 years old

35 but less than 45 years old

45 years old and more

4. Educational Level:

High school or junior high school

Junior College

Undergraduate

Master's degree and above

5. Monthly Income:

Below 3000 yuan

3,000 but less than 5,000 yuan

5,000 but less than 10,000 yuan

10,000 but less than 15,000 yuan

15,000 yuan and more

6. Occupation

Administrative Institutions

State-owned enterprises

Foreign-funded enterprise

Private Enterprises

Others ()

7. Working Position:

General Worker

Junior Manager or equivalent

Senior Manager or equivalent

Executive or alike

8. Working Experiences

less than 1 year

1 but less than 3 years

3 but less than 5 years

more than 5 years

9. Working Location

Beijing ()

Tianjin ()

Hebei ()

Shanghai ()

Guangzhou ()



Part 2: Corporate Social Responsibility Perception

Please give the answers to the following questions based on the true feelings formed in the company's work, and put "√" on the corresponding options. All answers are not divided into right and wrong. You only need to choose the options that match you (1-5 correspond to Very Disagree, Disagree, Moderate, Somewhat Agree, Very Agree).

Classification	Item	1	2	3	4	5
10. Corporate Social Responsibility Towards Employees	Provide employees with a positive and productive work environment.					
	Encourage company policies that enhance employee skills and career development.					
	Company management primarily considers the needs and desires of the employees.					
	Implement flexible policies that allow employees to achieve work-life balance.					
	Support employees who wish to pursue further education or training.					
11. Corporate Social Responsibility Towards Stakeholders	Engage in activities that protect and improve the natural environment.					
	Invest in a better life for future generations.					
	Minimize adverse impacts on the natural environment during company operations.					
	Commit to sustainable development closely related to future generations.					
	Support the development of public welfare organizations, such as charitable foundations, to enhance their capabilities and effectiveness.					
12. Corporate Social Responsibility Towards Consumers	Contribute to activities or projects that can improve social welfare.					
	Internal management decisions regarding employees are generally fair and equitable.					
	Protect consumer rights even when the law does not stipulate them.					
	Provide customers with comprehensive and accurate product information.					
	Positive Emotions are essential to our company.					

Part 3: Workplace Spirituality

Please give the answers to the following questions based on the true feelings formed in the company's work, and put "√" on the corresponding options. All answers are not divided into right and wrong. You only need to choose the options that match you (1-5 correspond to Very Disagree, Disagree, Moderate, Somewhat Agree, Very Agree).

Classification	Item	1	2	3	4	5
13. Group Belonging	I am so grateful to have met my current colleagues.					
	Colleagues are like family members, and I am willing to do my best to help them.					
	Colleagues treat me as a part of it and do not alienate me.					
	When communicating with colleagues, I often feel a sense of joy.					
	If I encounter difficulties, I believe my colleagues will be there to help me.					
	Most of my colleagues are people of high moral character, in my mind.					
14. Organizational and Personal Value Alignment	I genuinely love this job and am willing to make significant sacrifices in pursuit of it.					
	I think the work I do is of great value to society.					
	Most days, I look forward to going to work.					
	The job I am currently doing aligns with my life's ideal.					
	This job often brings me great spiritual satisfaction.					
	I think doing this job well can bring happiness to many people.					
	I am grateful for my current job.					
15. Contribution to the Group	I put my heart and soul into my work and drive.					
	I believe my work is crucial to the unit.					
	I can appreciate how important I am to my colleagues.					

Part 4: Positive Emotion

Please give the answers to the following questions based on the true feelings formed in the company's work, and put "√" on the corresponding options. All answers are not divided into right and wrong. You only need to choose the options that match you (1-5 correspond to Very Disagree, Disagree, Moderate, Somewhat Agree, Very Agree).

Classification	Item	1	2	3	4	5
In your daily work, you can experience the following emotions:						
C 1	active					
C 2	passionate					
C 3	happy					
C 4	cheerfully					
C 5	excited					
C 6	proudly					

Part 5: Peripheral Performance

Please give the answers to the following questions based on the true feelings formed in the company's work, and put "√" on the corresponding options. All answers are not divided into right and wrong. You only need to choose the options that match you (1-5 correspond to Very Disagree, Disagree, Moderate, Somewhat Agree, Very Agree).

Classification	Item	1	2	3	4	5
17. Interpersonal Facilitation	I compliment my colleagues when they succeed.					
	I give support or encouragement to colleagues when they encounter personal difficulties.					
	When a practice will affect my colleagues, I will tell them in advance.					
	I encourage them to overcome interpersonal barriers and be friendly.					
	I volunteer to help others complete their tasks.					
	I am friendly and cooperative with colleagues in the unit.					
	I treat people fairly.					
18. Work	To ensure the task's completion, I take the					

Classification	Item	1	2	3	4	5
Dedication	initiative to work overtime and even sacrifice my rest time.					
	At work, I strive to tackle challenging pieces.					
	I take the initiative to solve problems that arise at work.					
	When the leader is not around, I will not relax the requirements.					
	In my work, I pursue perfection.					
	For complex tasks, I persevere until I solve them.					
	I work extra hard.					
	For work-related tasks, I can undertake additional responsibilities beyond my regular duties.					
19. Organizational Maintenance	When someone says something detrimental to the unit, I contradict them.					
	I often advertise and praise my unit to others.					
	When the unit is in difficulty, I will stay.					
	I am loyal to the unit.					
	I care about unit goals.					

Thank you again for your cooperation and help. I wish you a happy workday!

APPENDIX 2: RELIABILITY OF THE QUESTIONNAIRE

Appendix 2.1 Reliability Analysis on Corporate Social Responsibility Perception

Reliability Analysis on Corporate Social Responsibility Perception				
Item		Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted	Cronbach's Alpha
Corporate Social Responsibility Towards Employees	Provide employees with a positive and productive work environment.	0.419	0.704	0.721
	Encourage company policies that enhance employee skills and career development.	0.264	0.72	
	Company management primarily considers the needs and desires of the employees.	0.296	0.716	
	Implement flexible policies that allow employees to achieve work-life balance.	0.253	0.72	
	Support employees who wish to pursue further education or training.	0.161	0.733	
Corporate Social Responsibility Towards Stakeholders	Engage in activities that protect and improve the natural environment.	0.438	0.701	0.726
	Invest in a better life for future generations.	0.284	0.718	
	Minimize adverse impacts on the natural environment during company operations.	0.779	0.662	
	Commit to sustainable development closely related to future generations.	0.369	0.709	
	Support the development of public welfare organizations, such as charitable foundations, to enhance their capabilities and effectiveness.	0.376	0.707	
Corporate Social Responsibility Towards Consumers	Contribute to activities or projects that can improve social welfare.	0.569	0.694	0.723
	Internal management decisions regarding employees are generally fair and equitable.	0.144	0.728	
	Protect consumer rights even when the law does not stipulate them.	0.281	0.718	
	Provide customers with comprehensive and accurate product information.	0.424	0.705	

Reliability Analysis on Corporate Social Responsibility Perception				
Item		Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted	Cronbach's Alpha
	Positive Emotions are essential to our company.	0.102	0.745	

Appendix 2.2 Reliability Analysis on Workplace Spirituality

Reliability Analysis on Workplace Spirituality				
Item		Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted	Cronbach's Alpha
10. Group Belonging	I am so grateful to have met my current colleagues	0.424	0.572	0.712
	Colleagues are like family members, and I am willing to do my best to help them	0.307	0.603	
	Colleagues treat me as a part of it and do not alienate me	0.314	0.603	
	When communicating with colleagues, I can often feel the joy of the soul	0.254	0.618	
	If I have difficulties, I believe my colleagues will help me	0.675	0.481	
	Most of my colleagues are people of high moral character, in my mind	0.379	0.582	
11. Organizational and Personal Value Alignment	I love this job and am willing to sacrifice a lot for it	0.108	0.664	0.736
	I think the work I do is of great value to society	0.486	0.573	
	Most days, I look forward to going to work	0.121	0.661	
	The job I am doing now is in line with my life's ideal	0.658	0.515	
	This job often brings me great spiritual satisfaction	0.392	0.594	
	I think doing this job well can bring happiness to many people	0.23	0.638	
	I am grateful for my current job	0.333	0.611	
12. Contribution to	I put my heart and soul into my work and drive	0.151	0.647	0.741

Reliability Analysis on Workplace Spirituality				
Item		Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted	Cronbach's Alpha
the Group	I think my work is critical to the unit	0.345	0.607	
	I can appreciate how important I am to my colleagues	0.652	0.712	
0.960				

Appendix 2.3 Reliability Analysis on Positive Emotions

Reliability Analysis on Positive Emotions				
Item		Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted	Cronbach's Alpha
C 1	active	0.486	0.923	0.906
C 2	passionate	0.851	0.876	
C 3	happy	0.785	0.885	
C 4	cheerfully	0.786	0.883	
C 5	excited	0.773	0.884	
C 6	proudly	0.829	0.877	

Appendix 2.4 Reliability Analysis on Peripheral Performance

Reliability Analysis on Peripheral Performance				
Item		Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted	Cronbach's Alpha
17. Interpersonal Facilitation	I compliment my colleagues when they succeed.	0.783	0.931	0.934
	I give support or encouragement to colleagues when they encounter personal difficulties.	0.586	0.934	
	When a practice will affect my colleagues, I will tell them in advance.	0.612	0.934	
	I encourage them to overcome interpersonal barriers and be friendly.	0.618	0.934	
	I volunteer to help others complete their tasks.	0.527	0.936	
	I am friendly and cooperative with colleagues in the unit.	0.704	0.932	
	I treat people fairly.	0.672	0.933	
18. Work Dedication	To ensure the task's completion, I take the initiative to work overtime and even sacrifice my rest time.	0.621	0.934	0.923
	At work, I strive to tackle challenging pieces.	0.586	0.935	
	I take the initiative to solve problems that arise at work.	0.803	0.931	
	When the leader is not around, I will not relax the requirements.	0.632	0.933	
	In my work, I pursue perfection.	0.636	0.933	
	For complex tasks, I persevere until I solve them.	0.656	0.933	
	I work extra hard.	0.574	0.935	
	For work-related tasks, I can undertake additional responsibilities beyond my regular duties.	0.752	0.932	
19. Organizational Maintenance	When someone says something detrimental to the unit, I contradict them.	0.658	0.933	0.912
	I often advertise and praise my unit to others.	0.668	0.933	
	When the unit is in difficulty, I will stay.	0.506	0.937	
	I am loyal to the unit.	0.74	0.932	
	I care about unit goals.	0.601	0.934	

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