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Revista de Cercetare si Interventie Sociala

ISSN: 1583-3410 (print), ISSN: 1584-5397 (electronic)

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Revista de cercetare și intervenție socială, 2020, vol. 70, pp. 141-153

<https://doi.org/10.33788/rcis.70.9>

Published by:
Expert Projects Publishing House



On behalf of:
„Alexandru Ioan Cuza” University,
Department of Sociology and Social Work
and
HoltIS Association

REVISTA DE CERCETARE SI INTERVENTIE SOCIALA
is indexed by Clarivate Analytics (Social Sciences Citation Index),
SCOPUS and CROSSREF

The Impact of Sense of Social Responsibility of Construction Enterprises on the Employees' Organizational Identity and Work Dedication

Wen-Bao WANG¹, Cai-Yi CHEN², Wen-He LIN³

Abstract

The social responsibility of construction enterprises has become a focus of current academic and industry practice. As a pillar industry of the national economy, the construction industry is a huge driving force for economic development. As the main body of the construction industry, construction enterprises play a huge role in promoting urbanization, building new rural areas, and driving employment. However, the construction enterprises have also brought great negative effects to the society at the same time as the production activities. Therefore, while creating their own interests, construction enterprises must also take responsibility for the impact of their activities in the outside world. This study took managers and employees of construction enterprises as the research objects. Suggestions are put forward to provide real and effective countermeasures for construction enterprises to implement corporate social responsibility.

Keywords: construction enterprise, social responsibility, moral responsibility, organizational identification, work dedication, environmental responsibility.

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Introduction

Corporate Social Responsibility (CSR) refers to the obligation of companies to implement policies or actions that are beneficial to social goals and values. At present, Western developed countries have generally realized the significance of CSR to the development of enterprises. Many companies regard CSR as part of their corporate development strategies and increase their investment in corporate governance, employee care, and environmental protection. As a pillar industry of the national economy, the construction industry is a huge driving force for economic development. As the main body of the construction industry, construction enterprises play a huge role in promoting urbanization, new rural construction and employment. When construction enterprises produce, it consumes a lot of resources and energy, and is accompanied by construction waste, noise pollution, environmental pollution and other problems, coupled with hidden dangers such as construction safety, product quality, and employee safety, which brings great negatives impact to the society (Xie *et al.* 2018). Therefore, while creating their own interests, construction companies must also take responsibility for the impact of their activities in the outside world. At present, country's economic development has entered a new normal, and construction enterprises must also adapt to the development requirements to transform and upgrade, and accelerate the pace of globalization. However, it is not uncommon for large construction enterprises in China to shelve construction projects due to poorly maintained relations with local governments, inadequate environmental and ecological protection, and damage to employees' interests, and other corporate social responsibility issues. This has caused huge economic losses to China. The image and reputation of large construction enterprises have brought a heavy blow. Therefore, it is very important for construction enterprises to fulfill their corporate social responsibilities. Better implementation of CSR can only be regarded as a benign interaction with the government and owners, but also one of the important indicators for consumers to choose to invest or purchase. As an organization-level concept, how to transform corporate social responsibility into a personal concept and then into a process of action, whether employees has organization identification, will affect the company's implementation of corporate social responsibility and its effectiveness. It is worthy of further discussion and understanding. Therefore, this study focuses on the impact of the sense of social responsibility of construction enterprises on the organization identification and work dedication of employees, and hopes to provide real and effective countermeasures and suggestions for Chinese construction companies on how to better implement CSR.

Literature review

The research on CSR began in the 1990s. In recent years, there have been endless researches on CSR, which has attracted widespread attention. At present, scholars have not unified the definition of corporate social responsibility, but their research scope on corporate social responsibility is very wide. Kim *et al.* (2018) believe that corporate social responsibility is to support society by formulating and implementing environmental protection and social human rights policies to promote relationships with customers, suppliers, employees and communities. Carroll (1979) divides corporate social responsibility into economic, legal, ethical and free choice responsibilities. Jones (1980) believes that corporate social responsibility means that in addition to stakeholders, companies have the obligation to communicate with other organizations in society. Communication includes, but is not limited to, the provisions of the contract and the obligations stipulated by the law. Wood (1991) emphasized that corporate social responsibility should focus on ecological environment protection, stakeholder responsibility management and incident management. When social responsibility is gradually being paid attention to by society and corporate managers, the scope of corporate social responsibility should not be limited to the above-mentioned responsibilities, and more attention should be paid to social issues and the sustainable development of the environment. Arrive & Feng (2018) pointed out that when companies encouraged their employees to participate in social responsibility activities, employees had a very strong sense of belonging to the company. Tektas (2017) believes that when employees belong to the company and position themselves, they will automatically classify themselves into this organization. This classification comes from the organization's implementation of certain activities that attract employees, such as social responsibility activities promoted by the company. Strengthen employees' sense of identity with their company. In addition, a study by Pham & Ahammad (2017) shows that when a company's social responsibility is higher, employees will recognize the company's behavioral style, which in turn will generate positive behavioral attitudes and performance. Responsibility perception has a significant positive impact on organizational identity. Therefore, this research assumes:

H1: Sense of social responsibility has a positive and significant impact on organizational identity.

Huang *et al.* (2017) believe that organizational identity is an individual cognition, where members and organizations are closely integrated, including the company success and failure experience. Verkijika & De Wet (2019) believes that organizational identity is the norm and benchmark for individuals to use the same behavior to create organizational learning opportunities. Birindelli *et al.* (2018) research shows that organizational identity is when employees believe that they

are part of the organization, and they agree with the mission of organization, vision, values, and goals, and also consider organizational benefits when making decisions. Weitzl & Hutzinger (2017) believe that the organizational identity of new entrants in the financial industry is significantly positively correlated with work engagement, that is, the higher the organizational identity of new entrants in the financial industry, the higher the degree of work engagement. Pacheco, Geuens, & Pizzutti (2017) believe that personal work fit, work dedication and employee organizational identity are significantly positively correlated with each other. Hazee *et al.* (2017) shows that when employees have a positive attitude towards work, it will increase their sense of identity and loyalty to the organization, and improve organizational performance. Gallego-Alvarez & Quina-Custodio (2017) pointed out that the stronger the employees' trust in the organization, superiors, and colleagues, the better their work attitude and dedication to work. Renouard & Ezvan (2018) mentioned that the theory of organizational identity believes that when employees accept organizational goals and values, and become part of the individual's self-concept as a member of the organization, and generate a sense of organizational identity, they will be engaged in beneficial to the organization and citizenship of overall interest. Therefore, this research assumes:

H2: Organizational identification has a positive and significant impact on work dedication.

Su & Swanson (2019) defined work dedication as: the organization members control themselves so as to combine themselves with their job roles. The individual harnessing the self and the job role together, it is a self-in-role state, that is, members of the organization can engage in self-employment and self-expression in their job roles, and accomplish their own emotions, cognition, and physical practice. Work and express self-worth in it. In addition, Badawi & AlQudah (2019) also believe that work dedication refers to employees' better self-expression in task behavior, which involves work or other interactions, personal presentation (biological, cognitive, emotional) and role performance. Hussain *et al.* (2018) once proposed that in addition to health and safety, training and education, workplace diversity, and human rights, there is a positive correlation with organizational participation. At the same time, Samuel *et al.* (2018) thinks that organizational practice participation will get better work dedication. Taking corporate social responsibility as an independent variable model and organizational commitment as an intermediary variable, there is a significant positive correlation between employees' work dedication. Moreover, Helfaya & Moussa (2017) thinks that the inconsistency of employees' perception of corporate social responsibility has a significant negative relationship with the degree of work dedication. Therefore, Quere *et al.* (2018) when a company fulfills its corporate social responsibilities, it has a positive impact on employees' work dedication. Therefore, this research assumes:

H3: Sense of social responsibility has a positive influence on work dedication.

Methodology

Concept definition

Sense of social responsibility. Foreign research started early the academic research on the social responsibility of construction enterprises, but the overall research is still in the early stage, the research is still focus on whether it should be fulfilled. Yun et al. (2007) established a social responsibility indicator system for construction companies including core labor standards, working hours and wages, health and safety, and management systems in accordance with the requirements of the SA8000 standard. Zhang et al. (2013) considered the characteristics of construction enterprises and established a five-dimensional indicator model for employees, communities, environment, subcontractors, and owners, but they did not consider corporate governance into the indicator system. Good corporate governance can provide a good platform for the implementation of corporate social responsibility and information disclosure. Therefore, this research divides the social responsibility of construction companies into legal responsibility, moral responsibility, economic responsibility and environmental responsibility: (1) *Legal responsibility*: Operating in accordance with the law is an inherent requirement for enterprises to undertake social responsibilities, and is the most basic requirement of society for enterprises. Only by operating and managing in accordance with relevant laws and regulations, and fulfilling social responsibilities to the minimum, can it be achieved social recognition and acceptance; (2) *Moral responsibility*: The fulfillment of moral responsibility by enterprises is driven by their own sense of responsibility and the supervision of external public opinion, education, guidance and encouragement and other informal norms. In addition to legal norms, business operations must also conform to social ethical and moral beliefs, that is, conform to the norms and expectations of fairness and justice recognized by stakeholders; (3) *Economic responsibility*: The core purpose of an enterprise is to make a profit. The good performance of its economic responsibilities is a prerequisite for other social responsibilities, and it is also a manifestation of being responsible to multiple stakeholders in society. From the perspective of economic role, companies can bring profits by improving their operating performance. In addition to bringing added value to the general public, they also bring investment profits to shareholders; (4) *Environmental responsibility*: As a leading force in promoting the development of low-carbon economy, in addition to complying with the most basic environmental laws, companies should also assume social responsibility for environmental protection.

Organizational identification. This research is based on Wu, Fan, & Zhao (2018) in which organizational identity is divided into three dimensions: (1) Centripetal force: self-concept with team as the center; (2) Group influence: team contribution to generate self-esteem; (3) Group relations: interpersonal relations with other group members.

Work dedication. This study adopts the definition of Oh & Ki (2019), and believes that work dedication has three dimensions: liveliness, concentration, and dedication. It is a mental model with positive thinking, realizing personal ambitions and work-related. The definition of each aspect is as follows: (1) Liveliness: it means that you have a high degree of energy and flexibility in your work, willing to work hard for your work, and able to persist in the face of difficulties; (2) Dedication: refers to the understanding of the importance and significance of the work, and a sense of enthusiasm and honor for the work; (3) Concentration: refers to the willingness to work and is not easily affected by the affairs around them.

Research samples and objects

This study took the managers and employees of construction enterprises as the research objects. It was conducted through electronic questionnaires and telephone interviews, and filled in on-site questionnaires. A total of 360 questionnaires were sent out and 274 valid questionnaires were retrieved, with a recovery rate of 76%.

Reliability and validity test

Data verification is the key to whether the structural equation model can be successfully applied. If the data meets the conditions for model verification, the next step of analysis and calculation can be carried out. When the verification requirements cannot be met, the indicators should be adjusted and modified in time until the final verification is passed. Generally speaking, the test of questionnaire data includes reliability and validity tests. Reliability testing is usually measured by Cronbach's α coefficient. The overall Cronbach's α value of this study is 0.789, which is greater than 0.7, and the Cronbach's α value of each variable is greater than 0.7, indicating that the questionnaire is credible. Validity test includes structure validity and content validity. When performing the above two aspects of content test, factor analysis is required. Before factor analysis, Bartlett sphere and KMO test should be performed on variables. The KMO value of indicator data is 0.758 and greater than 0.7. And the sig finance of Bartlett test is less than 0.05, indicating that the variable data is suitable for subsequent factor analysis. The cumulative contribution rate of principal components extracted from sample data in factor analysis was 75.25%, and the content validity of the questionnaire reached the standard. The calculation shows that the factor loading is between 0.71 and 0.925, all greater than 0.4, indicating that the structural validity of the questionnaire is up to standard.

Results and discussion

The maximum likelihood method is consistent and unbiased, and it is the most likely good estimate, and it is also the most widely used. The paper uses the built-in maximum likelihood method in Amos 22.0 for parameter estimation. The model evaluation is the model fit test. When McDonald performs the fit evaluation, it is sufficient to select some reasonable indicators. This study selects the chi-square value (χ^2) test, the ratio of χ^2 to degrees of freedom, GFI value, AGFI values, RMSEA value, CFI value, and NFI value are used as judgment indicators. The results are shown in Table 1.

The model fit is evaluated by the ratio of χ^2 to its degrees of freedom. The smaller the ratio, the better. The ratio of χ^2 to degrees of freedom in this study is $1.29 < 3$; the closer the GFI and AGFI values are to 1, the better, and there is no absolute standard. Judging the fit of the model; $GFI > 0.9$ and $AGFI > 0.8$ are acceptable. The values of GFI and AGFI of this research model are 0.96 and 0.88 respectively; if the RMSEA is between 0.05 and 0.08, it means that the model is good and has a good fit. Reasonable fit, and the RMSEA of this research model is 0.06; the allowable CFI standard is > 0.9 , and the CFI value of this research model is 0.95; the NFI value must be at least greater than 0.9, and the NFI of this research model is 0.93. Overall, the fit index meet the standard values, indicating that the results of this study are acceptable models, so the sample data of this study can be used to explain the actual observation data.

Judging from the overall model fitness index, the model constructed in this research has a good degree of fitness with the observation data, which means that the theoretical model can fully explain the observation data. Therefore, we can further understand the estimated value of the correlation coefficient between the perception of social responsibility and the model of organizational identification and work commitment.

Table 1. Test results of model fit

Fit indices	Judgment criteria	Settlement result	Mode adaptation judgment
χ^2 (Chi-square)	The smaller the better	19.22	
χ^2 Ratio of degrees of freedom	< 3	1.29	yes
GFI	> 0.9	0.96	yes
AGFI	> 0.8	0.88	yes
RMSEA	< 0.08	0.06	yes
CFI	> 0.9	0.95	yes
NFI	> 0.9	0.93	yes

The model fitting results are shown in *Table 2*. It can be seen that the four constituent factors of sense of social responsibility (legal responsibility, moral responsibility, economic responsibility, and environmental responsibility) have reached a significant level in the interpretation of sense of social responsibility ($t > 1.96$), $P < 0.05$; they all reach a significant level ($t > 1.96$, $p < 0.05$) in the interpretation of organizational identification by the three components of organizational identification (centripetal force, group influence and group relationship). In the three components of work dedication, the factors (liveliness, dedication, concentration) in the explanation of work dedication all reached a significant level ($t > 1.96$, $p < 0.05$). It can be seen that the structural model of this study has a good basic fitness.

In terms of internal fit, the perception of social responsibility and organizational identification (0.86 , $p < 0.01$) are positively and significantly correlated, and organizational identification and work commitment (0.90 , $p < 0.01$) are also positively correlated, and sense of social responsibility is also positively correlated with work dedication (0.83 , $p < 0.01$), indicating that hypotheses 1, 2, and 3 are all supported.

Table 2. Analysis results of model standardized path

Assessment item	Parameters/evaluation standards	result	
Basic fitness	Perception of social responsibility	Legal liability	0.67*
		Moral responsibility	0.70*
		Economic responsibility	0.66*
		Environmental responsibility	0.72**
	organizational identification	Centripetal force	0.69*
		Group influence	0.73**
		Group relations	0.75**
	Work dedication	Vitality	0.75**
		Dedication	0.77**
		Focus	0.74**
internal fit	Perception of social responsibility → organizational identification	0.86**	
	organizational identification → Work dedication	0.90**	
	Perception of social responsibility → Work dedication	0.83**	

Note: * table p value < 0.05 , ** table p value < 0.01 , *** table p value < 0.001 .

Conclusion

Construction enterprises are an important part of the construction industry and play an important role in the development and renewal of society. Actively fulfilling social responsibilities is a major measure which is beneficial to the country and the people. The research results show that the behavior of construction companies to promote corporate social responsibility has a significant positive impact on employees' perceptions of organizational identification. Therefore, when a construction company fulfills its corporate social responsibility, the degree to which employees agree with the construction industry's organization will be a relative improvement. The degree of construction enterprise employees' organizational identification has a significant positive impact on the employee's perception of work engagement. The higher the employee's organizational identification, the greater the degree of professionalism of construction employees. When a construction company fulfills its corporate social responsibility, it has a significant positive impact on the employee's perception of work engagement. As the company fulfills its corporate social responsibility, the employee's work engagement will increase. Therefore, the managers of construction companies should define social responsibilities in detail, divide them reasonably, formulate implementation schedules, strengthen the good awareness of corporate employees' performance of social responsibilities, strengthen the unified coordination of internal and external resources, integrate resource advantages, and achieve sustainable development, realize the reasonable allocation of internal and external resources and the division of responsibilities, and create a good environment for the development of the enterprise through close communication with the participating members of multiple parties.

Suggestions

Based on the research results, the following suggestions are made:

1. Construction enterprises should enhance the awareness of corporate social responsibility fulfillment and run through the entire life cycle of project construction. There are many construction projects. The political, economic, and cultural backgrounds of the regions are different, and the interest appeals are different. It is necessary to fulfill the corporate social responsibilities in accordance with the actual conditions of each region. Corresponding corporate social responsibilities should be fulfilled according to different construction stages of the project. In the construction process, respect and protection of the surrounding areas, carry out work in a peaceful manner, minimize the impact on the environment and residents of the surrounding areas, maintain the harmonious relationship between the project and the surrounding environment, and highlight the humanistic care of the enterprise and awareness of nature protection.

2. Construction companies can use news media and job seekers can easily access to know the past history and future vision of corporate social responsibility which is implemented by the company in a simple and easy-to-understand way with pictures and texts to attract various job seekers who have a high sense of social responsibility join the company. Since new employees have a high degree of recognition of the company, they can quickly integrate into the company and increase the retention rate of new employees.
3. Construction enterprises can combine the surrounding environment and humanistic customs of the construction industry, and employees who are more familiar with the business can propose suitable social responsibility implementation plans or measures for implementation. If an employee's independent proposal is deemed effective and executable by the review, in addition to truly implementing the essence of the company's implementation of corporate social responsibility, employees will inevitably have a closer identification with the organization, and will further strengthen their work dedication. All have a positive effect to the company and the employees themselves.
4. Construction enterprises should pay attention to the rights and interests of employees. Enterprises should attach great importance to the personal safety of their employees and provide corresponding vocational skills training and safety training. The sustainable and stable development of my country's construction enterprises requires a sufficient number of construction labor teams with high skills. This requires construction companies to standardize their employment behavior, take the initiative to handle five social insurances and one housing fund for their employees, improve labor security, and gradually increase welfare benefits.

Acknowledgements

This project was supported by project of Ecological Civilization Research Centre of Fujian Social Sciences Research Base in 2018 under grant KXJD1805A, and Research Project in FAFU of General Secretary Xi Jinping's Important Thought and Exploration Practice in Fujian under grant XSX201805, National scientific research project cultivation progress of Social Sciences in FAFU in 2018 under grant xpy201808, Project of Fujian Soft Science under grant 2019R0036.

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