Research Article

The Core Value Strategy and Mentality Evolution of the New Era of Corporate Social Responsibility

Xixiang Sun and Gen Li

School of Management, Wuhan University of Technology, Wuhan 430070, China

Correspondence should be addressed to Gen Li; mills0110@whut.edu.cn

Received 29 March 2022; Revised 8 April 2022; Accepted 13 April 2022; Published 5 May 2022

Academic Editor: Kuruva Lakshmanan

Copyright © 2022 Xixiang Sun and Gen Li. This is an open access article distributed under the Creative Commons Attribution License, which permits unrestricted use, distribution, and reproduction in any medium, provided the original work is properly cited.

The organic combination of corporate social responsibility psychological contract and economic power in the new era means that the economic thinking of business leaders needs the construction of economic thinking, and it also needs the reflection of psychological contract. As a concrete embodiment of the core value of corporate social responsibility, corporate brand should not only create an attractive brand image but also effectively transmit the core value of the enterprise to the society and assume social responsibility. This paper provides a tool that enables researchers to describe the structure and application of the evolution of the corporate social responsibility mindset, as well as to ensure the effective implementation of core value strategies for new-age companies. The framework provides a powerful tool for rapidly deciphering and understanding the evolution of the mindset of different corporate brands. Therefore, this paper deeply analyzes the core value strategy of corporate social responsibility in the current new era, finds out the deficiencies, and explores its root causes. In addition, a corporate psychological contract with a sense of social responsibility has won the recognition of consumers and even the public, and the ethical expression of the company is even more important.

1. Introduction and Background

Since the 21st century, due to the transformation to a comprehensive market economy and the continuous deepening of the reform and opening strategy, China’s national economy has rapidly integrated into the world economic system. The increasingly fierce market competition among enterprises has made the public continue to witness a lot. Large-scale domestic and foreign enterprise groups and companies that were once famous have repeatedly suffered business bankruptcy. Most of the reasons are due to their social responsibility behavior defects, defects, and deficiencies, such as ignoring corporate citizenship and psychological contract. An enterprise is a social society that undertakes economic functions, and it is the entrepreneur, who leads the enterprise to transform the new knowledge and new technology invented by science and technology into goods and services. Enterprise innovation is the fundamental driving force of economic development (Hu, 2019). In view of the fact, corporate social responsibility is related to people’s lives, health, and quality of life and affects the profitability of business operations and even the level of social and economic development [1]. In order to provide basic quality-guaranteed products or services, we cannot provide fake products or services, otherwise, to provide inferior products to the market is actually trampling on the responsibilities and obligations of corporate citizens, and seriously violating and distorting the psychological contract.

Under the conditions of socialized production and market economy, an enterprise is the main body of the market. Its sole production and operation goal is to maximize the interests of investors, which is an essential feature of an enterprise. In the context of globalization, for companies to obtain maximum benefits, they must rely on the organic combination and operation of various internal and external mechanisms of the company (Geeta Sachdeva, 2022). They need to rely on the support of shareholders, the government, and other aspects and rely on the cooperation of resources, environment, and other factors [2]. Therefore, companies must be socially responsible. Because the lack of social
responsibility and psychological contract will directly or indirectly bring many negative effects to the social environment around the company, such as the existence of natural resource exhaustion, environmental pollution, sales of fake and inferior products, false financial reports, poor working environment, and illegal tax evasion (Hansen, et al., 2016). Since corporate social responsibility behaviors and psychological contract increasingly affect the lives of the public, the topic of corporate social responsibility relevance effects has increasingly paid attention to and valued by all sectors of society. Hence, it has become a government agency in China [3]. It is an important issue that the business community can actively pay attention to serious solution.

The reason the psychological contract and practice of corporate social responsibility has become a movement and trend of corporate citizenship in China's social and economic development is that corporate social responsibility behavior is an extremely rich connotation, diversified practice forms, and strong internal motivation. The group behavior of Chinese enterprises plays an indispensable role in alleviating the pressure of competition, improving the industrial situation, and optimizing the macro development environment (Tourigny, et al., 2019). The Charity responsibility of an enterprise is essentially a social system, which cannot have separated from the customer base, market network, and value chain and cannot survive outside the social environment [4]. A company lacking social responsibility is not a positive social psychological contract, nor can it have recognized by public (Y. Yang, et al., 2022). Naturally, it will not be able to realize its value innovation and the goal of forming a core competitiveness that surpasses other companies [5]. Therefore, an in-depth discussion of the internal relationship and interaction between the three elements of corporate social responsibility, value innovation, and core competitiveness will undoubtedly still have positive practical value and significance for effectively promoting the growth, success, and maturity of Chinese enterprises in a market economy environment. Nowadays, global companies are enthusiastically embracing CSR. This research helps companies realize that corporate social responsibility is not only a voluntary and unpaid social activity of entrepreneurs but also a rational investment strategy adopted by companies to adapt to their environment and reduce business risks. In this way, social responsibility (such as charitable donations) is incorporated into the daily operation and management of the enterprise, so that the enterprise can obtain economic benefits while achieving social benefits.

2. Related Theories and Work

The psychological contract of brand value is gradually unearthed, and related research has been carried out. This perspective breaks through the economic requirements of psychological contract and small-scale overall benefits. The purchase motivation of the brand comes from the belief and instinct about the excellence of the brand. Robinson and Rousseau (1994) believe that the psychological contract is formed based on implicit understanding (rather than a written agreement) between the two parties in a reciprocal relationship. The psychological contract as the consumer's belief and perception of the obligations or responsibilities promised by the business [6]. The psychological contract of an enterprise is the commitment of the enterprise to the employees and the society. It not only reflects the responsibilities and obligations of the employees but also reflects the responsibility of the enterprise to the employees and the society. This responsibility is the essence of corporate social responsibility. It can be seen that the psychological contract and charity responsibility are both derived from values. But there are differences in their level of performance (Faraudello, et al., 2020). The psychological contract is formed by observing the typical behavior of the enterprise and analyzing the precedents in the societies [7]. CSR not only implies the expectations of the employee responsibility and customer responsibility but also covers the commitment of environmental responsibility (Villena, et al., 2021). Therefore, the role of the corporate psychological contract on the societies is reflected in two aspects [8]. One is to reduce the insecurity between the enterprise and the employee, to regulate the employee's behavior, and to help the employee develop a sense of belonging to the enterprise. Second, the role of employees' psychological contract on the societies is the pillar supporting corporate social responsibility. If employees feel that they have met the requirements of the company, but the company fails to perform their due obligations, they may have psychological contract reversal, show negative behaviors, increase the incompatibility with the societies, and have a negative impact on corporate social responsibility. Therefore, the correctness of the corporate behavior is the decisive factor for the reversal of the employees' psychological contract, which is the corporate social responsibility that reflects the employees' psychological contract.

Corporate social responsibility stems from the psychological contract of the enterprise, but not the psychological contract of the employees. It is a "commonality" formed by integrating the strategic goals of the enterprise and adapting to the external environment on the basis of the corporate psychological contract (Giang, & Dung, 2021). The interaction between the "individuality" of the corporate psychological contract and the "commonality" of corporate social responsibility is the driving force for the advancement of the enterprise [9]. Therefore, enterprises should enhance their feelings for the enterprise from the perspective of meeting the requirements and expectations of employees and build the material, institutional, and spiritual layers from the strategic perspective of enterprise development to guide, regulate, and motivate employees (Kim, & Kim, 2021). Of course, creating a good and harmonious environmental responsibility atmosphere is a long-term process [10]. However, the consistent incentive mechanism and common vision of the enterprise can make employees have a strong sense of belonging, identity, and behavioral convergence and form a harmonious unity of individual value and enterprise value. At the same time, good corporate social responsibility in turn amplifies and motivates employees, making employees' psychological contract and corporate social responsibility "resonate" and promoting the sustainable
and healthy development of enterprises. Corporate social responsibility (CSR) means that under the premise that the economic and social functions of the company are separated, the company takes the initiative to assume social responsibility to employees, consumers, and communities, that is, the company obtains a good brand while creating shareholder profit value (Xiao Hongjun, et al., 2020). The active fulfillment of social responsibility by an enterprise is not only a positive measure to build a socialist harmonious society but also an important way to enhance the core competitiveness of an enterprise [11]. The economic benefits embodied in government responsibility such as its operating output value and economic profits can have finally realized and flowed into the enterprise (Frye, 2020). The process of corporate psychological contract creation must rely on corporate psychological contract innovation methods and approaches to make it a realistic result [12]. In addition, its value innovation needs to use more value-formed subsystems to complete. Enterprise core value innovation is a core development orientation that forward-looking corporate management tends to adopt and is committed to the pursuit of long-term and sustainable operating conditions. There is a strategic and inclusive relationship with the level of innovation capabilities of the enterprise. Close connection with interaction and influence on driving and other aspects.

There are two kinds of understanding of the psychological contract in the broad sense and the narrow sense. The generalized psychological contract is the subjective understanding of each other’s obligations in the exchange relationship based on various forms of (written, oral, societies system, and society conventions) commitments between the employing parties, and more emphasis is placed on the “psychological” component. Psychological contracts in a narrow sense arise from employees’ understanding of society policies, practices, and culture and the perception of various forms of commitments made by society agents at all levels. A set of beliefs about the mutual obligations perceived by senior agents, and more emphasis is placed on empirical research. The essential feature of the concept of psychological contract is the subjective perception of mutual obligations based on commitment, which is reflected in both definitions. So far, research from both perspectives is underway. But the research based on the narrow psychological contract is far more than the general research, and many of them belong to the applied research.

3. Methods

3.1. Search Strategy. If an enterprise pays attention to the psychological contract of product design and the choice of mentality evolution in production, it is a prerequisite for obtaining enterprise moral capital, then in the marketing process of products entering the market. People often call the exchange link that connects production and consumption as marketing. In nontechnical language, marketing is a market operation activity in which an enterprise uses the market as a carrier to produce products according to market demand, and through the market enables both the enterprise and the demander to obtain benefits or realize value.

The company regards the maintenance of the psychological contract of the brand as the construction of corporate psychological contract. Maintaining the brand value of an enterprise is the ethical and rational pursuit of the enterprise. The acquisition of corporate interests depends on the quality of the product and the recognition of the market, and the continuous acquisition of interests requires the continuous improvement of product quality and the continuous competitiveness of products to win the market. Recognition, this is where the power of the brand value based on the competitiveness of the product lines. The products of an enterprise can have brand value, it needs to incorporate the psychological contract of truth, goodness, and beauty into the products and it needs to support by the credibility and popularity of the market. In the world, first-class companies have first-class products, and successful companies have the support of successful brands. Therefore, whether a well-known brand with psychological contract can be created is the goal of business activities (Arceiz, & Bellosta, 2017). As the basic condition for establishing corporate image and creating brand effect, psychological contract is the basis for companies to obtain sustainable competitiveness in market competition [13]. Companies build their own product brands, reflect the mentality evolution of products with brand effects, and value intangible assets and moral capital. The role of an enterprise in the improvement of its operating mechanism is to reflect its deep-seated psychological contract and value pursuit.

Psychological contract is an intangible asset of an enterprise. It is also the transformation of an enterprise from a pure self-interest as the center to a social or public interest as the center in its marketing activities, creating a psychological contract of corporate marketing that is endowed with corporate psychological contract and brand effects. As an intangible asset that reflects the mentality evolution of a company, it is the internal force of the development of the company. To make the business activities of the company conform to the trend of modern market development, the company needs to understand the change from the traditional marketing concept to the modern marketing concept and its development process. Determine the level of its marketing based on the actual situation, and set out the goal of developing from low to high level. According to the results of the current domestic marketing research, it can have summarized into five levels: The first level is that the company takes its own interests as the center and seeks advantages and avoids disadvantages as the value goal. This is the first goal that the company must achieve in the establishment stage. The second level is to meet the common needs of oneself and the other party as the goal and to meet the social needs as the value pursuit of enterprise survival. The third level is to abide by the law to establish the basic image of the company, and the pursuit of the legitimacy of corporate marketing activities is the most basic realization of the mentality evolution. The fourth level is to lay the foundation for corporate development by psychological contract to maintain the psychological contract of the brand and sales commitments. The fifth level has centered on the social or public interests, and the highest rational value is the
marketing behavior in line with the natural rules of social justice and fairness, that is, to achieve the spirit of seeing in the ordinary, and in the difficult situation. Regardless of the level of the business activities of an enterprise, even at the lowest level, the products it operates have condensed both material and spiritual connotations, although each product is expressed in the form of concrete objects. However, any product is a spiritualized thing, and any product is often both a material existence and a spiritual existence. The mentality evolution contained in it does not exist in isolation, but penetrates all aspects of the product and its sales. In addition, the different links in the sales process reflect the level and the management mechanism that is suitable for this. Therefore, we should start with the creation of product brands and create a famous brand as the goal of business operations. Some companies now only covet temporary material benefits, instead of creating their own product brands, they like to use the influence of others’ successful brands to take a road of quick success and quick profit and even focus on designing the appearance or packaging of their products to be similar to similar products. The brand-name products of the products are similar, but they do not know that this practice itself ignores the meaning of the brand itself as a value and ignores the unique value role of the product brand. This is destined to discard the soul of product value creation from the beginning, and it is impossible to become brands that are truly valuable have limited the space and potential for pioneering corporate development from the very beginning. Although it is possible to obtain temporary material benefits, companies will eventually go back and create their own brands. This shows that mentality evolution, as a kind of life value of an enterprise, is the foundation of enterprise development, and it is the basis and an important symbol to measure whether the quality of enterprise marketing can break the traditional marketing model and embark on the highest level of modern business management.

With fierce market competition, intangible assets, as the foundation of a company’s sustainable competitiveness, will become an important basis and content for improving the company’s competition mechanism. The improvement of the enterprise competition mechanism requires specific links in focusing on product sales credibility, advocating the ethical cost concept of “value for money” and focusing on the value of enterprise intangible assets.

While paying attention to the results of product sales, enterprises must never neglect the psychological contract of product sales. If only for the purpose of completing sales targets, not paying attention to sales commitments, and unable to provide reliable guarantees on after-sales services, then such sales are a one-time transaction. No matter how well the sales plan is formulated, the outcome of its failure is inevitable. Sales credibility determines the sustainability of product operations and the strength of competition. If business operations lack the social benefits and support of after-sales service, they will lack the competitiveness of sustainable development, and product sales will have left out by the market, making the company lose the precious wealth—psychological contract, and thus lost the market, lost the trust of customers. Therefore, the operation and management of enterprises should regard fulfilling their promises as the basic ethical choice to prevent corporate behavior from “deviating,” to have self-disciplined moral responsibility and to obtain sales credibility. If the company attaches importance to sales credibility in the competition mechanism, it will make the company survive. Development has sustained vitality.

3.2 Variable Measurement and Questionnaire Design. In the research on corporate social responsibility and corporate psychological contract, it is generally through analyzing the content of annual reports, citing descriptions of social activities in company documents, or using the “psychological contract” index perceived by the public to confirm corporate social responsibility. These measurement methods are considered to have methodological problems, which lead to the ambiguity between corporate social responsibility and the relationship between corporate psychological contract and value, which is not enough to be accepted. Some social responsibility questionnaires based on public perception were adopted by later researchers and achieved good results. Ruizlozano et al. (2016) measure the scale of corporate social responsibility to measure the public’s commitment to corporate social responsibility from three items: “Enterprises pay attention to environmental protection,” “Enterprises are responsible to consumers,” and “Enterprises participate in social charity” [14]. Yamada et al. (2016) used a questionnaire survey to measure social responsibility from five dimensions: employee responsibility, government responsibility, customer responsibility, environmental responsibility, and charity responsibility [15]. Trivellas et al. (2018) and other studies on social responsibility have adopted the form of questionnaires [16].

This paper uses the structural equation model to conduct hypothesis testing and path analysis. According to the research hypothesis, the potential variables in the structural model include five dimensions of social responsibility: government responsibility, employee responsibility, customer responsibility, environmental responsibility, charity responsibility, and corporate psychological contract. Latent
variables, each latent variable is observed using three measurement indicators. The data of the observed variables are conducted in the form of questionnaire surveys. The questionnaire design includes three basic contents: (1) basic information of the applicant and the company, (2) judgment of corporate social responsibility, and (3) judgment of corporate psychological contract. The questionnaire was conducted using Likert’s 7-point scale. The structural equation model and the observation indicators of each latent variable are shown in Figure 1.

3.3. Samples and Data Collection. The subjects of the questionnaire survey are middle and high-level executives of the company (Zhang, et al., 2010), which are conducted simultaneously by email and in-person surveys [17]. The e-mail survey method is mainly for middle and high-level managers of enterprises in Guangzhou, Shenzhen, Changsha, Wuhan, Nanjing, Shanghai, Beijing, and other places to send e-mail questionnaires, and the respondents will reply. The face-to-face surveys were mainly completed in person by issuing questionnaires to the MBA classes, EMBA classes, and CEO training classes of several well-known universities such as Guangzhou and Changsha. The entire investigation started in November 2010 and ended in February 2011. During the survey process, 450 questionnaires were distributed, and 180 questionnaires were returned. The questionnaire recovery rate was 40%, the valid questionnaires were 300 points, and the effective rate was 82.2%. The sample companies include extractive industries (11.6%), manufacturing (32.5%), agriculture (13.6%), and others (42.3%). State-owned enterprises accounted for 40.3%, private enterprises accounted for 51.9%, and foreign-funded enterprises accounted for 7.8%. Listed companies accounted for 26% and unlisted companies accounted for 74%. The statistical sample companies are widely representative.

4. Results and Analysis

4.1. Variables of Psychological Contract Content. The descriptive statistics of the variables are shown in Table 1. It can be seen from the table that the maximum value of all measured variables is 14, and the minimum value is 2, including taxation, environmental protection investment, resource conservation, environmental protection decision-making, charitable donations, caring for the community, caring for vulnerable groups, and profit acquisition. Looking at the average value, only the three measurement indicators of charity responsibility are below 10, and the average value of the other indicators is above 10. It shows that among the various dimensions of corporate social responsibility, the performance of charity responsibility is weak, and other aspects of social responsibility are better.

4.2. Reliability and Validity Analysis

4.2.1. Reliability Analysis. Reliability refers to the consistency or stability of the results, which reflects the true level of the tested feature. This article adopts Cronbach’s alpha coefficient to measure the inherent reliability of the questionnaire. Cronbach’s alpha coefficient between 65% and 70% is the minimum acceptable value. 70% ~ 79% is quite good. 80% ~ 89% is excellent in Table 2. It can be seen that the reliability coefficient of the scale or questionnaire is good, preferably above 80%, and the range between 70% and 79% is still acceptable. This article adopts Cronbach’s alpha coefficient to analyze the dimensions of the questionnaire as a whole, and the results are as follows:

It can be seen from the above table that the internal consistency of other potential variables is close to or greater than 80%, except that the internal consistency of the responsibility to the government is slightly lower than 77%. Cronbach’s alpha of responsibility to customers, environmental responsibility, charity responsibility, and credit capital. The coefficients are all above 90%, the overall Cronbach’s alpha coefficient of the questionnaire is also above 90%, and the questionnaire has high internal consistency and reliability. The current economic consequences of social responsibility, environmental responsibility, and customer responsibility have a significant positive impact on a company’s value. Enterprises also need to consider how to handle the relationship with the government, take responsibility for employees, and even establish their own core values. This conclusion can be reasonably explained in the actual economic situation.

4.2.2. Validity Analysis. Commonly used validity analysis refers to whether the content of the measurement tool covers all the structure and content to discuss in the research design, which is representative and appropriate. Content validity relies on logical processing rather than statistical analysis. Therefore, the definition of the theory is very important. Since the measurement of each variable in this study is based on the existing research of domestic and foreign scholars (Ham, et al., 2019), it has good content validity [18]. Constructive validity refers to the content of measurement tools, the ability to deduce or measure some abstract concepts. In order to test the construct validity, this study used SPSS19.7 software to perform KMO value and Barlelt sphere test on the data. The data is shown in Table 3. The Barlelt sphere test significance of each group of variables in the questionnaire is less than 0.1%, reaching significant.

The analysis results of the common degree, cumulative variance contribution rate, and factor loading of the factor analysis of each variable measurement item show that (data table omitted) corporate social responsibility can be combined into government factors (question 1-question 3) and employee factors (question 4-question 6). Five aspects are customer factor (questions 7-question 9), environmental protection factor (question 10-question 12), and charity factor (question 13-question15). Enterprise value creation can be measured by 3 items. Factor analysis shows that the validity of the questionnaire is highly guaranteed. The role of corporate psychological contract on society is reflected in the following. The first is to reduce the sense of insecurity between the company and its employees internally and help employees develop a sense of belonging to the company. Second, the role of corporate psychological contract on society is the pillar supporting corporate social responsibility. Companies that fail to meet their due obligations may
experience a psychological contract reversal and exhibit negative behavior. This increases incompatibility with society and has a negative impact on corporate social responsibility. 4.3. Process Testing and Results. After verifying the reliability and validity of the measurement model, in order to test the above hypotheses, this article uses AMOS17.0 statistical
software to test the series of hypotheses using the structural equation model. In evaluating the overall fit standard of the model, the chi-square value (χ²/df), the square root of approximate error (RMSEA), the goodness of fit index (GFI), and the adjusted fitness index (AGFI) are used, normalized fit index (NFI), comparison fit index (CFI), and other indicators to test the overall fit of the model.

Bring the data into the structural equation and use AMOS17.0 based on the maximum likelihood estimation method to calculate the model fitting index and the estimated value of each path coefficient. The analysis results show that the fitting indicators of the structural equation model are χ² = 281.916 (df = 156, χ²/df = 1.807, p < 0.001), RMSEA = 0.93, GFI = 0.92, AGFI = 0.93, NFI = 0.91, CFI = 0.92, and the model fits well.

The various path coefficients of the impact of social responsibility on corporate psychological contract are shown in Figure 2. The figure shows that the path coefficient of government responsibility, customer responsibility, and environmental responsibility to the company is positive, while the path coefficient of employee responsibility and charity responsibility to the company is negative, which verifies that the impact of various dimensions of social responsibility on the value of the company may be different. The test estimation results and significance levels of each path coefficient are shown in Table 4.

From Table 4 above, it can be seen that there are differences in the impact of various dimensions of corporate social responsibility on corporate psychological contract. Environmental responsibility and customer responsibility have a positive impact on corporate psychological contract. The path coefficient of environmental responsibility is 0.2 (p < 0.01), and the path coefficient of customer responsibility is 0.3 (p < 0.05). Both have passed the significance test. Charity responsibility has negatively correlated with corporate psychological contract, with a path coefficient of -0.1 and a significance level of 0.1. The impact of employee responsibility and government responsibility on corporate psychological contract did not pass the significance test.

The empirical results show that the current economic consequences of social responsibility, environmental responsibility, and customer responsibility have a significant positive impact on the value of the company; charity responsibility has a negative impact on the value of the company; and other aspects of social responsibility have an impact on the value of the company. It is not obvious. This research conclusion can have reasonably explained in the actual economic situation. In a market economy, the competition between enterprises is becoming fiercer. Almost all product markets have become buyer's markets without exception. If enterprises want to gain competitive advantage and enhance their corporate psychological contract, they must respect the rights and interests of customers. Maintaining a good relationship and after-sales service, providing high-quality products, this is the eternal truth in the market economy. Regarding environmental responsibility, the Chinese government is increasing investment in environmental protection (Han, 2017). Companies that increase their environmental responsibility may receive government environmental subsidies and reduce the actual input cost of environmental responsibility [19]. Moreover, environmental responsibility has greater policy rigidity and corporate environmental responsibility violations. The cost is relatively high. Therefore, environmental responsibility is conducive to the improvement of corporate psychological contract.

The psychological contract of the enterprise includes the psychological contract between the societies and the employees and the psychological contract between the enterprise and the society. The psychological contract of the societies to the employees includes the normative responsibility, the interpersonal responsibility, and the development responsibility of the societies to the employees. The business-to-society psychological contract includes business-to-society normative responsibility, environmental responsibility, and charitable responsibility. Based on this conclusion, the enterprise conducts an empirical analysis on the correlation between employee society socialization and psychological contract, and the research results support a significant correlation between psychological contract and employee societies socialization. To better promote the socialization of employees and build a reasonable psychological contract, information collection and feedback should have actively carried out from the perspective of society and employees, and corresponding training should be done from the perspective of society (such as training on charity services), pay attention to the maintenance of social relations. Enterprises provide employees with guidance on skills and role behavior, so that they can better socialize the societies, establish a harmonious relationship with the societies, and then integrate into and adapt to the society.

This study uses survey data of listed companies in China to observe the internal links between corporate social responsibility, entrepreneurial psychological contracts, and corporate charitable donations. The results show that corporate social responsibility, entrepreneurial psychological contracts, and corporate charitable donations all present a significant positive correlation. This shows that most listed companies in my country still have more charitable donations, and the higher
the quality of social and psychological contract disclosure. Charity responsibility is a voluntary act of responsibility. Charity responsibility has to pay a direct cash cost, and there are few direct benefits. Therefore, its negative effect on corporate psychological contract may exist at least in the short term. Employee responsibilities are mainly manifested in the aspects of employee wages, working environment, and employee training. The fulfillment of responsibilities requires a large direct cost, and its positive effect on the company is mainly manifested in the improvement of employee loyalty and work efficiency. Therefore, it will be directly in the short term. The cost may outweigh its positive effects, especially in the current

Table 3: KMO value, Barlett ball type test.

<table>
<thead>
<tr>
<th></th>
<th>Social responsibility</th>
<th>Enterprise core value</th>
</tr>
</thead>
<tbody>
<tr>
<td>KMO value</td>
<td>0.8</td>
<td>0.68</td>
</tr>
<tr>
<td>Approximate chi-square</td>
<td>835</td>
<td>112</td>
</tr>
<tr>
<td>Bartlett’s sphericity test</td>
<td>df 105</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>Sig. 0.0</td>
<td>0.01</td>
</tr>
</tbody>
</table>

Table 4: Test results of the impact of social responsibility on corporate psychological contract.

<table>
<thead>
<tr>
<th></th>
<th>Psychological contract</th>
<th>Estimate</th>
<th>S.E.</th>
<th>C.R.</th>
<th>p</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enterprise core value</td>
<td>Charity responsibility</td>
<td>-0.1</td>
<td>0.15</td>
<td>-0.8</td>
<td>0.1</td>
</tr>
<tr>
<td></td>
<td>Environmental responsibility</td>
<td>0.2</td>
<td>0.1</td>
<td>2.6</td>
<td>0.05</td>
</tr>
<tr>
<td></td>
<td>Customer responsibility</td>
<td>0.3</td>
<td>0.1</td>
<td>2.1</td>
<td>0.05</td>
</tr>
<tr>
<td></td>
<td>Employee responsibility</td>
<td>-0.05</td>
<td>0.2</td>
<td>-0.2</td>
<td>0.9</td>
</tr>
<tr>
<td></td>
<td>Government responsibility</td>
<td>0.9</td>
<td>1.3</td>
<td>0.7</td>
<td>0.5</td>
</tr>
</tbody>
</table>

Figure 2: The path coefficient of social responsibility and corporate psychological contract creation. Note: * means significant at the 10% level, ** means significant at the 5% level, and *** means significant at the 1% level.
social background where there is a surplus of labor in our country, it is very easy for companies to recruit employees, and employee responsibility is still difficult to create value for the company. Responsibility to the government is a statutory requirement of the enterprise, fulfilling the stipulated government responsibilities is a statutory obligation of the enterprise, and there is no direct benefit. Therefore, the impact of government responsibilities on the value of the enterprise is not obvious.

5. Discussion

In today’s era, the fulfillment of corporate social responsibility should have incorporated into the overall framework of the company’s sustainable development as a strategic management behavior. One is to ensure the effectiveness of social responsibility management. The construction of corporate psychological contract is conducive to the implementation of corporate brand strategy. In the process of developing and creating brands, companies continue to reduce costs and increase brand awareness. They must also fully consider the cultural background, knowledge background, language environment, and folklore of the target market consumer. Therefore, companies should pay attention to the process of implementing brand building. Coordinating with consumers’ profits, they cannot harm or despise their interests. Those good companies that have done business psychological contract construction not only have a positive effect on the expansion of the company’s psychological contract but also enable the company to form a good business psychological contract. At the same time, customers’ loyalty to the company’s product brand has improved. In this way, the brand building of the enterprise can proceed smoothly, which is conducive to the continuous improvement of the competitiveness of the enterprise, and finally, the strategic goal of the enterprise is successfully completed. The practice of corporate social responsibility is a long-term process of exploration and hard work. It requires companies to seek the combination of stakeholders and corporate competitive advantages based on the company’s professional advantages and resource conditions, to cultivate competitiveness. The purpose of corporate strategy is long-term sustainable development. The sustainable development of a company comes from having a long-term competitive advantage, that is, a unique core competitiveness that is difficult for competitors to imitate. The key to obtaining such a competitive advantage lies in public recognition and acceptance. The necessary and sufficient condition recognized by the public is that the company must have good business behavior and ethical standards. Many consumers will also deny any company that violates morality, and it is difficult to survive and develop. Therefore, one of the key elements for obtaining a competitive advantage of an enterprise is whether the enterprise has excellent ethical quality. On the one hand, the excellent ethical quality of the enterprise is conducive to the public’s recognition of the enterprise. On the other hand, the competitive advantage of the enterprise can further promote the psychological contract of the enterprise. Thus, in this virtuous cycle, the company has continued to grow and develop. Many well-known multinational companies in the world have carried out many projects with a strong sense of social responsibility in China.

There are various connections between enterprises and the social environment. If enterprises want to survive and develop in the society for a long time, they must not only consider their own interests but must also consider the benefits to the society at the same time. Ignoring or even ignoring these tangible or intangible connections, companies are bound to fall into this or that dilemma. For enterprises to maintain sustainable development and long-term prosperity, establishing a strong competitive advantage is the guarantee of success. With the intensification of global integrated competition, the advantages of cost leadership, differentiation, and concentration strategies are becoming less and less obvious, and excellent corporate psychological contract will become a source of new competitive advantages. It can be seen that from the perspective of corporate psychological contract, corporate competitive advantages will not have easily surpassed by competitors, and this competitive advantage will eventually become the internal driving force and inexhaustible source of the company’s long-term sustainable development.

6. Summary

CSR also demonstrates a company’s economic strength to society and its competitors. This paper deeply studies the core value strategy and psychological contract of corporate social responsibility in the new era. It mainly starts from the five dimensions of enterprise psychological contract. Customer responsibility and environmental responsibility have a positive impact on the psychological contract of enterprises, and charitable responsibility has a positive impact on the psychological contract of enterprises. Employee and government responsibilities have no significant effect on firm psychological contract. This just confirms that due to the diversity of social responsibility projects and the characteristics of the benefits they bring to enterprises, the correlation between overall social responsibility and the psychological contract of enterprises should be dependent on the state. To sum up, corporate social responsibility not only does not contradict economic performance but also constitutes an important part of the creation of corporate psychological contracts. This paper starts with the mechanism of CSR’s current value, future value, and potential value creation and proposes the multilayer core value creation of social responsibility, that is, corporate social responsibility behavior affects consumers by affecting corporate product brands and corporate brands. The value system also prompts entrepreneurs and managers to pay more attention to socially responsible investment, realize the simultaneous growth of corporate psychological contracts, and provide theoretical support for corporate social responsibility.

7. Recommendations

Based on the research results and findings, this research puts forward practical recommendations.

(1) Guide the construction of corporate culture with the core value strategy of the enterprise in the new era,
and systematically explore the relationship between the ethics of corporate social responsibility and the development of the enterprise. This article focuses on the research on the concept, characteristics, and application of corporate culture from the main links of the corporate reproduction process and builds the core value of corporate social responsibility and an important platform for corporate cultural ethics construction. To maintain corporate competitiveness, it is necessary to pay attention to the business philosophy in the decision-making mechanism. Among them, it is necessary to pay attention to the influence of the company's own business philosophy and values and the understanding and research of the decision-maker's own moral awareness.

(2) There is indeed a subtle interactive effect and a close relationship between corporate social responsibility and core values. Social responsibility is the ethical reason and goal of the company's existence in the society, and the core value strategy of the company is the core link and realization method of the company's growth. The ethical embodiment of corporate social responsibility is the main form and external appearance of the company's social responsibility. Demonstrate and realize the important force of sustainable development.

(3) The core value of an enterprise implies a heavy social responsibility connotation. How to display and inherit these responsibility content in the brand image is also an important subject to be studied for the enterprise's brand ethics cultivation and dissemination.

Data Availability

The data used to support the findings of this study are available from the corresponding author upon request.

Conflicts of Interest

The authors declare that they have no conflicts of interest.

References


[4] L. Tourigny, J. Han, V. V. Baba, and P. Pan, "Ethical leadership and corporate social responsibility in China: a multilevel study of their effects on trust and organizational citizenship behav-


