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人力資源管理社會責任認知、心理可得性、工作不安全感、組織認同、建言行為和工作績效之間的影響關係：組織危機反應滿意度的調節作用

The Relationships among Perceived Socially Responsible Human Resource Management, Psychological Availability, Job Insecurity, Organizational Identification, Voice Behavior, and Job Performance: The Moderating Role of Satisfaction with Organizational Response to a Crisis

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110 學年度第 1 學期碩(博)士論文摘要

論文題目：人力資源管理社會責任認知、心理可得性、工作不安全感、組織認同、建言行為和工作績效之間的影響關係：組織危機反應滿意度的調節作用

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論文摘要內容：

在全球化和經濟不確定的背景下，人力資源管理社會責任認知(SR-HRM)是促進組織持續發展的關鍵。本研究以社會交換理論 (SET)、社會認知理論 (SCT)、社會認同理論 (SIT) 和不確定性管理理論 (UMT)為理論基礎，用以檢驗員工感知 SR-HRM 與心理可用性在工作不安全感、組織認同感、建言行為和工作績效之間的關係。本研究還調查了員工對組織應對 COVID-19 危機 (ESWORTC) 的滿意度的調節作用。本研究藉由研究順序混合方法設計進行兩個階段，以達成研究目標。在定量研究的第一階段，使用偏最小二乘結構方程模型 (PLS-SEM) 和 PROCESS 對 537 名受訪者的樣本進行了假設檢驗。第二個定性階段進行了 20 次深度訪談，作為定量結果的後續，以解釋定量結果。結果表明感知 SR-HRM 不直接影響工作績效。然而，感知 SR-HRM 通過心理可用性、組織認同和建言行為間接影響工作績效。它還發現，感知到的 SR-HRM 會導致更高的組織認同感，進而鼓勵他們的發言行為並提升工作績效。它揭示了心理可用性、工作不安全感、組織認同在人力資源管理社會責任認知 (SR-HRM) 與建言行為之間的中介作用和連續中介作用。它還表明，人力資源管理社會責任認知 (SR-HRM) 會對工作不安全感產生負面影響。有趣的是，工作不安全感並不直接影響工作績效，工作不安全感也不會調節 SR-HRM

與工作績效之間的關係。然而，工作不安全感 and 建言行為在 SR-HRM 與工作績效之間的關係中起連續中介作用，而工作不安全感 and 組織認同在 SR-HRM 與工作績效之間的關係中起連續中介作用。結果表明，COVID-19 的 ESWORTC 緩和了人力資源管理社會責任認知(SR-HRM)——工作績效、建言行為——工作績效、心理可用性——聲音行為、組織認同——建言行為。這項研究還提供了使用 SR-HRM 實踐和組織應對危機來提高員工意見和工作績效的實際意義。

關鍵詞：人力資源管理社會責任認知、心理可用性、工作不安全感、組織認同、建言行為、工作績效、組織處理回應危機的滿意度



Title of Dissertation: The Relationships among Perceived Socially Responsible Human Resource Management, Psychological Availability, Job Insecurity, Organizational Identification, Voice Behavior, and Job Performance: The Moderating Role of Satisfaction with Organizational Response to a Crisis

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ABSTRACT

In the context of globalization and economic uncertainty, socially responsible human resource management (SR-HRM) is key to enhancing organizations' sustainable development. Drawing from Social Exchange Theory (SET), Social Cognitive Theory (SCT), Social Identity Theory (SIT), and Uncertainty Management Theory (UMT), this study aims to examine the relationship between employees' perceived SR-HRM on their psychological availability, job insecurity, organizational identification, voice behavior, and job performance. It also investigates the moderating role of employees' satisfaction with organizational response to a crisis (ESWORTC) of COVID-19. This study conducts two phases with the explanatory sequential mixed-method design to achieve the research objectives. In the first phase with a quantitative study, a sample of 537 respondents was used to test the hypotheses using the partial least squares structural equation modeling (PLS-SEM) and PROCESS. The second qualitative phase is conducted with 20 in-depth interviews as a follow-up to the quantitative results to explain the quantitative results.

The result indicates that perceived SR-HRM does not directly influence job performance. However, perceived SR-HRM indirectly impacts job

performance through psychological availability, organizational identification, and voice behavior. It also finds that perceived SR-HRM leads to higher organizational identification, which, in turn, encourages their voice behavior and promotes job performance. It reveals the mediating role and serial mediating role of psychological availability, job insecurity, organizational identification in the relationship between perceived SR-HRM and voice behavior. It also reveals that perceived SR-HRM negatively impacts job insecurity. Interestingly, job insecurity does not directly affect job performance, and job insecurity does not mediate the relationship between SR-HRM and job performance. However, job insecurity and voice behavior play a serial mediating role in the nexus between SR-HRM and job performance, and job insecurity and organizational identification play a serial mediating role in the nexus between SR-HRM and job performance. The results show that ESWORTC of COVID-19 moderates perceived SR-HRM – job performance link, voice behavior – job performance link, psychological availability – voice behavior link, organizational identification – voice behavior link. This research also provides practical implications of using SR-HRM practices and organizational responses to a crisis to promote employee voice and job performance.

Keywords: socially responsible human resource management, psychological availability, job insecurity, organizational identification, voice behavior, job performance, satisfaction with organization response to a crisis

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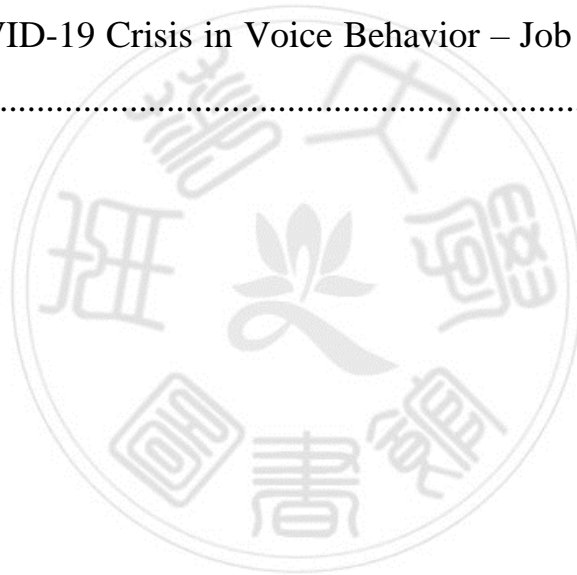
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CHAPTER ONE

INTRODUCTION

1.1 Research Background and Research Motivation

In the context of globalization and economic uncertainty, organizations are more concerned with the sustainable development goals (SDGs) of the United Nations (Sorribes *et al.*, 2021; United Nations, General Assembly, 2015). In the field of employment and human resource management (HRM), SDGs direct organizations' mission to ensure that their employees have decent work, equality jobs, a safe workplace and are well-trained to become efficient workers and also proactive citizens who benefit society (Chams and García-Blandón, 2019; Sorribes *et al.*, 2021). Specifically, goal number 4 of SDG (SDG 4) is to assure that all people have access to high-quality education and that lifelong learning opportunities are available to them; goal number 8 of SDG (SDG 8) aims to achieve long-term, inclusive, and sustainable economic development, as well as sufficient and productive jobs and decent employment for all people; goal number 10 of SDG (SDG 10) is to lessen unfairness within and between nations by guaranteeing fair chances and reducing outcomes imbalances, including by eradicating oppressive laws, initiatives, and practices and encouraging legislative framework, policies, and activity in this respect; adopt initiatives, particularly fiscal, salary, and social welfare policies, and gradually gain greater equality (United Nations, General Assembly, 2015).

HRM strategies and practices are responsible and long-term contributions to the organization's human growth and social capital (Ehnert *et al.*, 2016; Jang and Ardichvili, 2020). Socially responsible human resource management (SR-HRM) practices are adopted to nurture employee attitudes and behaviors to improve the performance of organizations' internal and

external social responsibility initiatives (Luu, 2021). Many definitions of SR-HRM have existed, and all converged on the combination of corporate social responsibility (CSR) and sustainable HRM (Shen and Benson, 2016). It can create an awareness of the effect of business on employees beyond organizational boundaries and time frameworks. Moreover, the implementation of SR-HRM could result in a more ethical and sustainable workplace (Kundu and Gahlawat, 2015). As a consequence, SR-HRM contributes towards attaining an alignment with the general organizational strategy that employs a CSR strategy for sustainable development.

SR-HRM is a new topic in the HRM field. The relevant term of SR-HRM appeared almost 20 years ago. The term of socially responsible HR practice was first introduced by Simmons (2003). However, there had been few studies on the topic until the study of Shen and Zhu (2011). Since then, a substantial quantity of research has been published on the topic of SR-HRM.

The past decade has witnessed a remarkable growth in scholarly interests in SR-HRM (Aust *et al.*, 2020; Barrena-Martinez *et al.*, 2019). The result of the co-citation analysis of the SR-HRM topic shows that, recently, the theme of the link between corporate social responsibility (CSR) and HRM and the outcomes of SR-HRM is increasingly attracted by researchers. In other words, the topic of CSR-HRM link and the outcomes of SR-HRM become the trend in the research of HRM field. The result of the co-word analysis of the SR-HRM topic also shows that the theme of SR-HRM and employee attitudes and behaviors and the theme of CSR and sustainable HRM are more significant than the remaining themes. It demonstrates that recent studies have focused attention on SR-HRM toward sustainable development and employee attitudes and behaviors.

According to Zhang *et al.* (2021), there is a potential research gap in the theoretical knowledge of the social impact of SR-HRM practices. The literature

review also indicates that limited studies have explored the consequence of employees' perceived SR-HRM on individual employees' attitudes and behaviors as psychological availability, job insecurity, voice behavior, and job performance. Most previous studies of SR-HRM have focused on its relationship with employee organizational citizenship behavior (OCB), job performance, organizational identification, organizational commitment, job satisfaction, well-being, and turnover intention. For example, Shen and Zhu (2011) demonstrated that SR-HRM is positively related to organizational commitment. Sobhani *et al.* (2021) showed that SR-HRM has a significant positive impact on employee OCB and a significant negative influence on turnover intention. Kundu and Gahlawat (2015) also indicated that SR-HRM has a significant positive influence on employees' job satisfaction and has a significant negative influence on employees' intention to quit. Luu *et al.* (2021) argued that SR-HRM practices are positively associated with job crafting based on mutual gains perspective in public management. Jia *et al.* (2019) demonstrated that SRHRM enhances frontline employees' perceived respect and organizational trust and further encourages their knowledge sharing. However, very little is known of the impact of employees' perceived SR-HRM on their psychological availability, job insecurity, and voice behavior. Thus, these research gaps need to be filled.

Moreover, in the context of the COVID-19 crisis, employees were more fearful of external threats and required more concern and assistance from their organization (He *et al.*, 2020; Sorribes *et al.*, 2021). COVID-19 pandemic is the largest worldwide crisis since the Second World War; it has had a significant impact on human health and has wreaked havoc on economies and labor sectors (International Labor Organization, 2020a). During a crisis, a company's proactive reactions allow employees to return to work and focus on the organization's goals, as well as reassuring them that they can trust the firm

(Watkins *et al.*, 2015). However, previous studies claimed that research into the dynamic interactions between contextual factors, individual's intentions, behavior, and decisions were restricted and lacked coherent explanations and prediction hypotheses (Myer and Moore, 2006; Wu *et al.*, 2012). Markovits *et al.* (2014) stated that employees' self-regulation processes are affected by the economic crisis, and these mechanisms explain attitudinal changes. Therefore, it's critical to study employees' psychological availability, job insecurity, organizational identification, voice behavior, and job performance during the crisis to fill the research gap on the impact of the crisis on individuals at the workplace.

The result of the co-citation analysis of the topic of employees' satisfaction with organizational response to a crisis (ESWORTC) shows that there exist six themes in this area, namely (1) crisis management of the organization; (2) employee psychology during a crisis; (3) employee attitudes and behaviors during a crisis; (4) organization and employee response to a crisis; (5) HRM and organizational outcomes; (6) justice and social exchange. Although among these themes, the theme of employee attitudes and behaviors during a crisis and theme of organization and employee response to a crisis has the least papers in the research theme list, they have recently been attracted by scholars in the business, management, and psychology field. In addition, the result of the co-word analysis of the ESWORTC topic demonstrates the theme of risk, work, and performance is more popular than the remaining themes. Therefore, the research theme of employee attitudes, behaviors, and their work during a crisis becomes the trend in the research of crisis management.

ESWORTC refers to employees' general perception that their organization has reacted appropriately and effectively in assisting and supporting employees during the crisis (Mao *et al.*, 2020; Vo-Thanh *et al.*, 2020). Employees' views of organizational support, or the amount to which the

company values members' efforts and concerns about their well-being, improve as a result of the firm's supportive activities during a crisis (Watkins *et al.*, 2015). Therefore, every organization could combine SR-HRM practices with organizational response to the COVID-19 crisis to maintain employees' positive psychology, attitudes, and behavior, consequently ensuring the organization's sustainable development in the long term. Especially during a crisis, employee voice behaviors and job performance are the key to help firms overcome the difficult situation (Ta'Amnha *et al.*, 2021; Vo-Thanh *et al.*, 2020). To the best of my knowledge, however, there is no other study on the effect of the interaction between ESWORTC and SR-HRM, psychological availability, job insecurity, organizational identification on employee voice behavior, and their job performance during the COVID-19. Hence, this study seeks to fill these research gaps.

1.2 Research Objectives

Based on the above research motivations and research gaps, this study aims:

Firstly, to examine the effect of employees' perceived SR-HRM on their psychological availability, job insecurity, organizational identification, voice behavior, and job performance. This study aims to fill the gap in the literature on the impact of employees' perceived SR-HRM on these variables.

Secondly, to identify the mediating role and serial mediating role of psychological availability, job insecurity, organizational identification in the relationship between employees' perceived SR-HRM and voice behavior. This study aims to fill the gap in the literature of the mediating role and serial mediating role of these variables.

Thirdly, to identify the mediating role and serial mediating role of psychological availability, job insecurity, organizational identification, voice behavior in the relationship between employees' perceived SR-HRM and job

performance. This study aims to fill the gap in the literature of the mediating role and serial mediating role of these variables.

Fourthly, to investigate the moderating role of ESWORTC in the relationship between employees' perceived SR-HRM, psychological availability, job insecurity, organizational identification, and voice behavior. This study aims to fill the research gap on the impact of the crisis on individuals at the workplace and the effect of the interaction between ESWORTC and SR-HRM, psychological availability, job insecurity, organizational identification on employee voice behavior during the COVID-19 crisis.

Finally, to investigate the moderating role of ESWORTC in the relationship between employees' perceived SR-HRM, psychological availability, job insecurity, organizational identification, voice behavior, and job performance. This study aims to fill the research gap on the impact of the crisis on individuals at the workplace and the effect of the interaction between ESWORTC and SR-HRM, psychological availability, job insecurity, organizational identification on job performance during the COVID-19 crisis.

1.3 Research Contribution

The following four aspects of this study contribute to the literature:

Firstly, this study extends the body of literature on SR-HRM and the consequence of employees' perceived SR-HRM. Besides verifying that perceived SR-HRM leads to organizational identification and job performance, the results of this study demonstrate that perceived SR-HRM has a negative impact on job insecurity but has a positive effect on psychological availability and voice behavior.

Secondly, this study enriches the literature on the mediating and serial mediating roles of psychological availability, job insecurity, organizational identification, and voice behavior in the HRM research field.

Thirdly, this study provides insights into the relevance of the Social Exchange Theory (SET), Social Cognitive Theory (SCT), Social Identity Theory (SIT), Uncertainty Management Theory (UMT) to enhance our understanding of the influences of SR-HRM on employees' attitudes and behaviors during a context of a crisis.

Fourthly, this study is one of the first studies to explain the moderating role of ESWORTC in the relationship between employees' perceived SR-HRM, psychological availability, job insecurity, organizational identification and voice behavior, and job performance.

Finally, this study supports adopting the explanatory sequential mixed-method design in the research field of HRM during a crisis.

1.4 Research Project and Scope of the Study

This study produces the research project and scope as stated in Table 1.1 based on the aforesaid research objectives.

Table 1.1 The Scope of the Study

Items	Scope of the Study
Types of the research	Bibliometric analysis and the explanatory sequential mixed-method design
Key issue	This study focuses on: (1) the effect of employees' perceived SR-HRM on their psychological availability, job insecurity, organizational identification, voice behavior, and job performance. (2) the moderating role of ESWORTC.
Dependent variables	Voice behavior and job performance.
Mediating variables	Psychological availability, job insecurity, organizational identification.
Independent variables	Perceived SR-HRM
Moderating variables	ESWORTC

Items	Scope of the Study
Underlying theory	Social Exchange Theory (SET), Social Cognitive Theory (SCT), Social Identity Theory (SIT), Uncertainty Management Theory (UMT)
Testing location and sample	<ol style="list-style-type: none"> 1. Vietnam 2. Full-time white-collar employees working in the enterprises in the following industries: <ul style="list-style-type: none"> ✓ Trade, wholesale, and retail. ✓ Manufacturing or processing (e.g., textile, footwear, electronic, food processing) ✓ Construction and real estate ✓ Tourism, restaurant, leisure, and hotel services ✓ Transportation, Warehousing, and logistics
Analyzed unit	Individual-level
Time frame	Cross-section
Research instruments	<ol style="list-style-type: none"> 1. Bibliometric Analysis (Co-citation and Co-word): Theory inference, secondary data, and statistical analysis instruments. 2. Survey: Theory inference, primary data, and statistical analysis instruments. 3. In-depth interview: Qualitative result, primary data, and thematic analysis

1.5 Research Procedure

This study initially conducted a bibliometric analysis on the topic of SR-HRM to identify the trend in the research field. It also reviewed the existing literature related to SR-HRM to identify the research issue and research gap. Review on theories, including SET, SCT, SIT, UMT, were presented along with relevant research variables. Based on these extensive literature reviews,

this dissertation proposed 43 research hypotheses. This study then designed the questionnaire and surveyed to collect quantitative data to validate the research hypotheses and the research model empirically. Thereafter, this study designed the qualitative interviews and carried out the semi-structured interviews to explain the result of the quantitative phase. Afterward, this study presents discussions and implications. The research flow graph is shown in Figure 1.1.

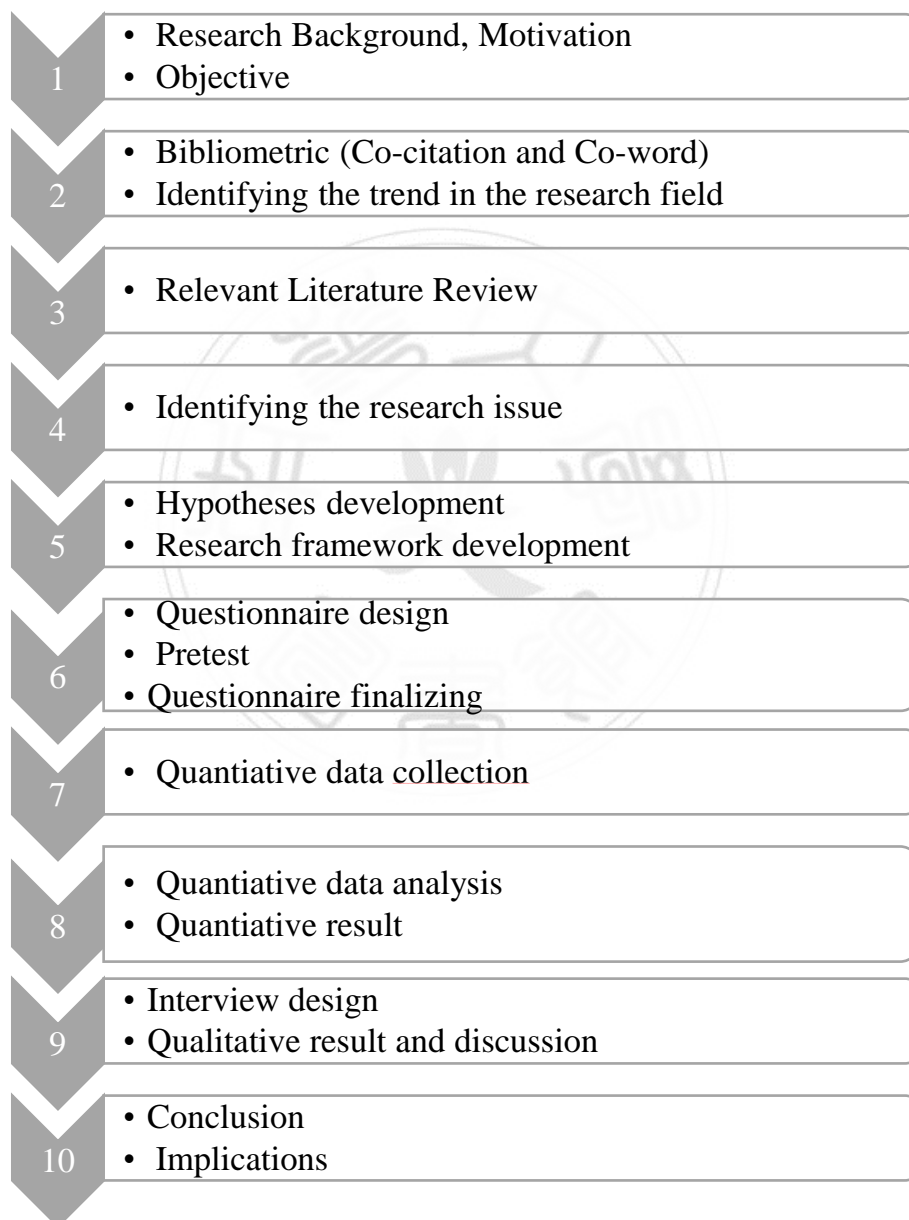


Figure 1.1 Research Procedure

1.6 The Structure of the Research

The thesis includes five following chapters:

Chapter One: Introduction

This chapter outlines the research background and motivation, research objectives, contribution, scope of the study, procedure, and structure of the research.

Chapter Two: Literature review and hypotheses development

In this chapter, bibliometric analyses were conducted to indicate the trend of the research field and the research gap. In addition, the theoretical background is presented for hypotheses development. The overview of each research construct is discussed, and the hypotheses are proposed.

Chapter Three: Research design and methodology

This chapter described the research model in which hypotheses testing was assessed by conducting a questionnaire survey and in-depth interviews. Specifically, each study's data collection procedure and data analysis techniques are presented.

Chapter Four: Results and Discussions

This chapter presents the empirical results and discussions of the questionnaire survey (quantitative research) and the in-depth interviews (qualitative research).

Chapter Five: Conclusions and implication

This chapter discusses a summary and conclusion of the research findings. It also presented the research implications, limitations, and future research.

CHAPTER TWO

LITERATURE REVIEW AND HYPOTHESES

DEVELOPMENT

2.1 Socially Responsible Human Resource Management: A Bibliometric Analysis

2.1.1 Socially Responsible Human Resource Management

Over the last decade, many studies have shown the importance of implementing SR-HRM to enhance the sustainable development of organizations (Aust *et al.*, 2020; Barrena-Martinez *et al.*, 2019; Luu *et al.*, 2021). According to Aust *et al.* (2020), SR-HRM is one of four types of sustainable HRM (the other types include green HRM, triple bottom line HRM, and common good HRM). Although the term SR-HRM was first introduced by Orlitzky and Swanson (2006) and Shen and Zhu (2011), this approach of sustainable HRM was mentioned at the beginning of the 21st century. Sustainable HR strategy, for instance, can be described as managing human resources to satisfy the optimal demands of the organization and society in the present without jeopardizing the potential to fulfill the needs of the future. (Mariappanadar, 2003). According to Aust *et al.* (2020), Thom and Zaugg (2004) regarded sustainable HRM as long-term conceptualization strategies and practices targeted at socially acceptable and economically adequate employee recruitment, hiring, development, placement, and release. SR-HRM expresses the way how CSR is embedded with the creation of HRM to meet the demand of the firm's society. SR-HRM can create an awareness of the effect of business on employees beyond organizational boundaries and time frameworks. Moreover, the implementation of SR-HRM could result in a more ethical and sustainable workplace (Kundu and Gahlawat, 2015). Therefore, SR-

HRM can foster long-term organizational sustainability. This view is in contrast to the traditional strategic HRM perspective, which emphasizes HRM toward organizations' profitability (Jang and Ardichvili, 2020).

The past decade has witnessed a remarkable growth in scholarly interests in SR-HRM (Aust *et al.*, 2020; Barrena-Martinez *et al.*, 2019). Many definitions of SR-HRM have existed, and all converged on the combination of corporate social responsibility (CSR) and sustainable HRM (Shen and Benson, 2016). Simmons (2003), who first introduced the term of socially responsible HR practice, proposed that efficient management and social responsibility may coexist, and incorporating stakeholder perspectives into HR systems improves organizational commitment and performance. HRM, according to Voegtlin and Greenwood (2016), performs a key role in how CSR is understood, created, and implemented; similarly, corporations' perceptions of social responsibility have repercussions for how workers are treated. Additionally, both CSR and HRM can be used to decipher assumptions about the firm's role as well as the connection between employers and employees.

According to Shen and Zhu (2011), SR-HRM is a set of HRM practices that not only comply with labor standards (legal compliance) given by the International Labor Organization but also exceed what regulation required to address the workers' interests, needs, and benefits (employee orientation) and other stakeholder groups and a wider community (general social responsibility facilitation) are. Indeed, SR-HRM practices comprise legal compliance practices (ensuring equal opportunity in HRM; paying above minimum wages and based on their performance, complying with regulation of hiring, contract labor, social insurance contributions and other compulsory social benefits, complying with the regulations regarding the working hours, overtime; eliminating child labor or forced labor; having clear and detailed regulations on occupational health and safety; appointing staff monitoring labor standards

in business partners; for example, suppliers and contractors); employee-oriented HRM practices (adopting flexible working hours and employment programs achieving work-life balance; providing adequate training and development opportunities to employees; stimulating bottom-up voice in the organization; allowing employees to participate in decision making and total quality management and their suggestions and ideas are appreciated by managers; unions can represent and protect workers' rights and can be involved in determining labor terms); general CSR facilitation HRM (appointing adequate staff implementing general CSR initiatives toward shareholders, community, environment, employees, customer and other partners; enforcing employee participating on CSR activities; rewarding employees who contribute to environmental protection, charity, communities and other CSR activities; giving opportunity employment to all candidates who are in difficulty and who are local) (Luu, 2021; Shen and Benson, 2016; Shen and Zhu, 2011).

SR-HRM practices are adopted to nurture employee attitudes and behaviors so as to improve the performance of internal and external CSR initiatives (Luu, 2021). Barrena-Martinez *et al.* (2019) suggested that CSR strategies spill over into other aspects of an organization, such as human resources, where they translate social and ethical improvement goals into a socially responsible HR strategy that is performed via socially responsible HR policy initiatives and activities. This model expresses the way how CSR is embedded with the target of meeting the demand of the firm's society determines the creation of HRM. As a consequence, SR-HRM contributes towards attaining an alignment with the general organizational strategy that employs a CSR strategy for sustainable development.

2.1.2 Bibliometric Analysis Method

Bibliometrics is a fundamental area of information science that applies mathematical and statistical methods to determine the conceptual structures,

features, linkage, and patterns of literature (Merigó and Yang, 2017; Pritchard, 1969). This method is very helpful in providing a general picture of any research field or specific discipline and illustrating summations on the trends (Cancino *et al.*, 2017; Kataria *et al.*, 2020). It allows academics to investigate the conceptual structure and evolution of study topics by examining the literature on those topics (Leung *et al.*, 2017). In this method, a variety of techniques, such as co-citation analysis, bibliographic coupling, co-authorship analysis, and co-word analysis, are used (Van Eck and Waltman, 2010). Moreover, science maps are employed in the bibliometric approach to illustrate the structure of the conceptual findings of the study based on themes (Van Eck and Waltman, 2013). Although this method has been used in many studies in the field of business ethics and HRM (García-Lillo *et al.*, 2018; Kataria *et al.*, 2020), no study uses it in the research of SR-HRM. Thus, to present a broad overview of current SR-HRM research trends and identify research gaps, this study first conducts bibliographic analysis based on all publications from the Web of Science database. The VOSviewer program is used in this study to create a graphical representation of the bibliometric data. This software gathers information for constructing maps based on bibliometric metrics such as bibliographic coupling, co-citation, and keyword co-occurrence (Valenzuela-Fernandez *et al.*, 2019; Van Eck and Waltman, 2010).

According to Chang *et al.* (2015) and Tan Luc *et al.* (2020), combining different techniques in the bibliometrics method gives a more in-depth insight into the research themes. For example, the combination of co-word analysis and co-citation analysis is popular social research and management field, which provides an overall review about the research topic and suggests the future direction of the research theme (Köseoglu *et al.*, 2015; Leung *et al.*, 2017; Tan Luc *et al.*, 2020). Co-citation analysis is a technique to examine the linkage between the two documents through citations (Kleminski *et al.*, 2020; Small,

1973). This technique calculates how often two publications are cited by a third one and groups them into certain groups of specialties. It supposes that highly co-cited authors are in a similar category of research topics (Leung *et al.*, 2017; Sainaghi *et al.*, 2020). Co-word analysis is employed to calculate and analyze the occurrence of keywords in publications on research topics (Callon *et al.*, 1983; Khasseh *et al.*, 2017). This technique can reveal the interaction between keywords in the research topic, the patterns, the evolutions, and the trends of research themes by measuring the connection strengths of terms representative of relevant research documents published in the field (Ding *et al.*, 2001; Shao *et al.*, 2020).

In this study, the data were extracted from Thomson Reuters' Web of Science (WOS) database, which includes SCI-EXPANDED, A&HCI, SSCI, CPCI-S, CPCI-SSH, and ESCI (Zhu *et al.*, 2020). This collection includes over 12,000 highly regarded and renowned periodicals from 1900 to the present throughout the world, which is possibly the most popularly used bibliometric analysis database (Liu *et al.*, 2015).

The advanced search strategy of retrieving the topic of SR-HRM on WOS was as follows: TOPIC: ("socially responsible human resource management") OR TOPIC: ("socially responsible HRM") OR TOPIC: ("socially responsible human resource practices") OR TOPIC: ("socially responsible HR practices") OR TOPIC: ("CSR-HRM") OR TOPIC: ("CSR and HRM") OR TOPIC: ("corporate social responsibility and human resource management") OR TOPIC: ("human resource management and corporate social responsibility") OR TOPIC: ("corporate social responsibility" and "sustainable human resource") OR TOPIC: ("corporate social responsibility" and "sustainable HR") OR TOPIC: ("CSR" and "sustainable human resource") OR TOPIC: ("CSR" and "sustainable HR").

A total of 77 documents, including academic journal articles, book chapters, book reviews, and editorial material, were retrieved from the WOS database at the time of collection in April 2021 and analyzed by the Notepad++ and Excel software initially. Titles and abstracts of all publications were carefully considered for relevance SR-HRM. Eventually, all 77 publications were retained for the analysis. These publications have been published from 2003 to the present.

2.1.3 The Results of Bibliometric Analysis of Literature on Socially Responsible Human Resource Management

2.1.3.1 Country of publication

The geographic area statistics of the publications illustrate that Australia, Spain, People’s Republic of China stand together at the first position of the list on the number of researches on SR-HRM, followed by England and Lithuania (see Figure 1). The other countries are mostly in Europe and the USA. Recently, publications on this topic have also been published in several other countries in Asia, such as India, Taiwan, Iran, Malaysia, Vietnam, and South Korea.

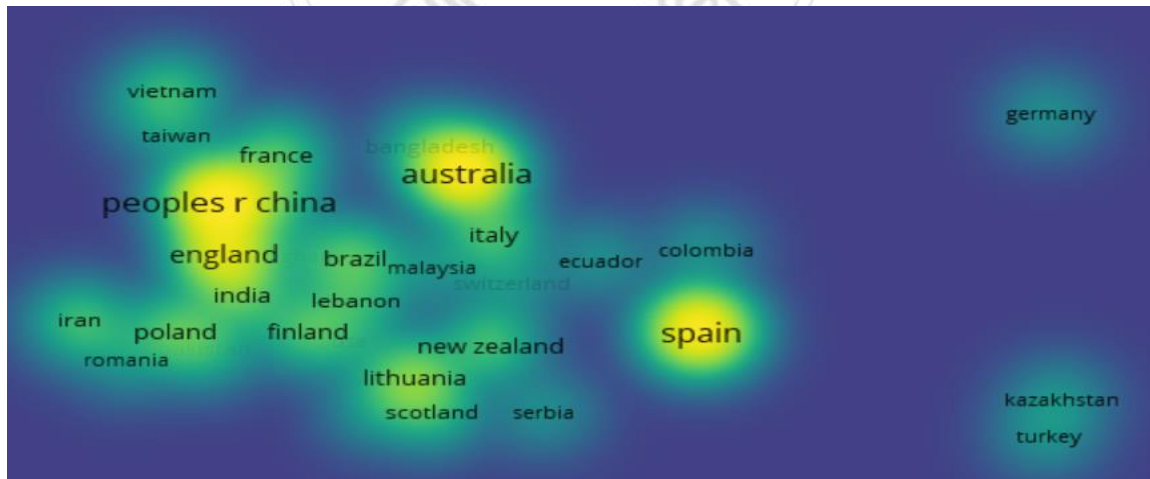


Figure 2.1 Distribution of Publications on Socially Responsible Human Resource Management by the Most Popular Countries

2.1.3.2 Journal of publication

According to Rey-Martí *et al.* (2016), it is essential to know about the journals that publish on the research topic when doing a literature review. This helps those interested in reducing search time and focusing more on familiar high-ranking journals (Tan Luc *et al.*, 2020). Table 2 shows the most popular journals that have published documents on SR-HRM, along with the number of publications. It presents that Sustainability, which has published 16 papers on SR-HRM, has published more SR-HRM research than any other journal. International Journal of Human Resource Management, Journal of Business Ethics, and Corporate Social Responsibility and Environmental Management together rank second with 7 publications.

Table 2.1 Distribution of Publications of Socially Responsible Human Resource Management by the Most Popular Journals

<i>Ranking</i>	<i>Name of journal</i>	<i>Number of publications</i>
1.	Sustainability	16
2.	International Journal of Human Resource Management	7
3.	Journal of Business Ethics	7
4.	Corporate Social Responsibility and Environmental Management	7
5.	Business Ethics: A European Review	3
6.	Human Resource Management Review	3
7.	Journal of Cleaner Production	3
8.	International Journal of Contemporary Hospitality Management	3

2.1.3.3 Co-citation Network

In order to choose the most influential papers in the research field, a cutoff point can be established when building the co-citation network (McCain, 1990). In this study, from 4924 cited references, the author set a minimum number of citations for a referenced source of at least seven as a criterion. A total of 82 periodicals were included in the final dataset. Moreover, the chosen

citations are clustered by adopting the smart local moving (SLM) algorithm as the cluster analytical approach in order to identify the framework and conceptual principles of SR-HRM (Waltman and Van Eck, 2013).

Figure 2.2 presents the visualization of the co-citation networks of the publication in SR-HRM research. The size of the bubble indicates the normalized number of citations received by the papers. In other words, the larger bubbles illustrate influential publications based on higher co-citation frequency. Additionally, the thickness of the lines shows the strength of co-citations ties. The proximity between bubbles presents how closely related papers are. The colored clusters group publication into schools of thought is based on their co-citation ties. In other words, the color of the bubble indicates the cluster with which the article is associated. The surname of the first author, year of publication, and journal abbreviation are labeled on each bubble.

It can be seen that the SR-HRM co-citation network formed three clusters (Figure 2.2). The author carefully read the representative papers, which have cited most, in each of these clusters to identify its main ideas. These clusters were given names based on the generality of references participating in them (Table 2.2).

The first cluster includes 41 studies mainly published in business and management journals. This cluster is defined as *the importance of implementing CSR in the HRM field*, explaining the reason why it is essential to implicate CSR in HRM fields. It also exhibits how the implication CSR can contribute to HRM. Most studies on this first theme were conducted around the year 2010.

The second cluster contains 25 papers mainly published in business and management journals. This cluster is identified as *HRM and sustainable development*, discussing the linkage between HRM and sustainability. It also describes the contributions of HRM to develop sustainable organizations. Most

studies on this second theme were conducted in the first half-decade of the 2010s (2010-2015).

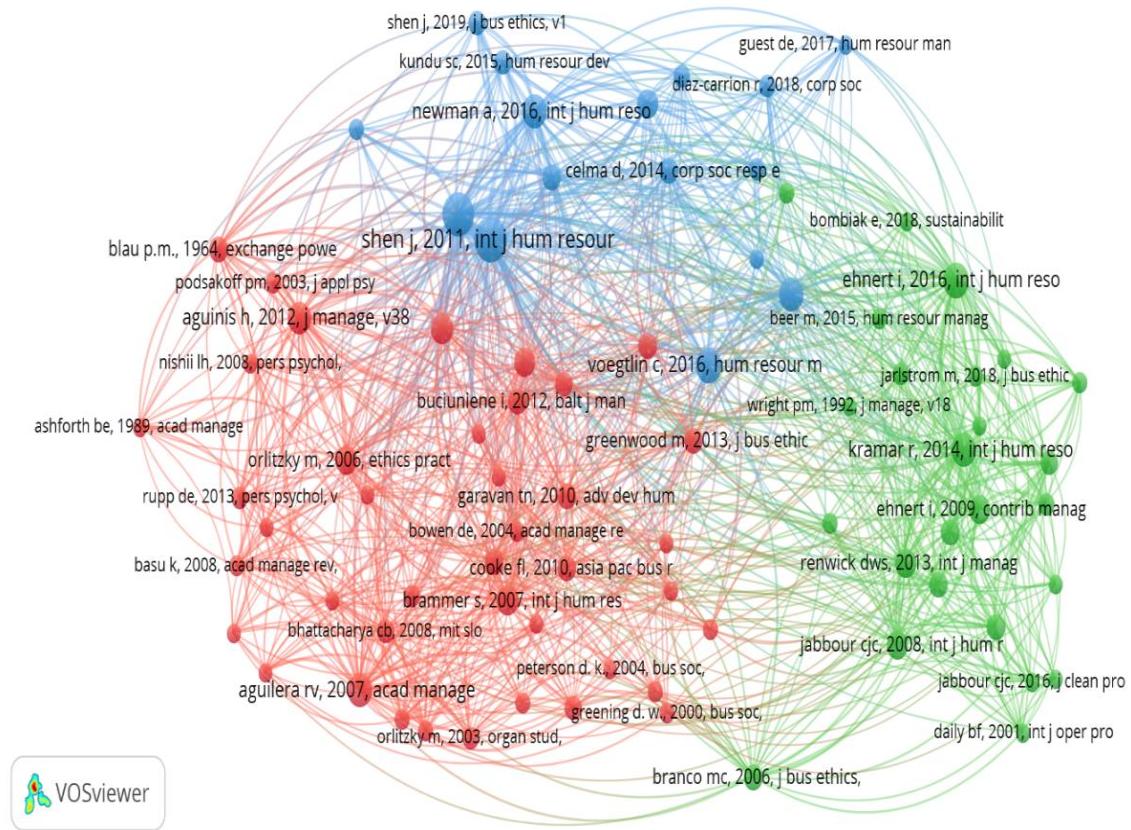


Figure 2.2 The Co-citation Networks of the References in Socially Responsible Human Resource Management Research

The third cluster counts 16 studies mainly published in business and management journals. This cluster refers to the CSR-HRM link, focusing on the SR-HRM and its outcomes. Most studies on this third theme were conducted in the latter half-decade of the 2010s (2015-2020).

Obviously, recently, the theme of CSR-HRM link and the outcomes of SR-HRM has been increasingly attracted by researchers. In other words, the topic of CSR-HRM link and the outcomes of SR-HRM becomes the trend in the research of HRM field.

Table 2.2. Co-citation Clusters on Socially Responsible Human Resource Management

Theme of cluster	Representative publications	
	Author and publication year	Key subject
Cluster 1: <i>The importance of implementing CSR in the HRM field</i> (41 studies)	Aguinis and Glavas, 2012	A literature review and research agenda of CSR
	Morgeson <i>et al.</i> , 2013	Integrating CSR research in HRM and organizational behavior fields
	Brammer <i>et al.</i> , 2007	CSR's contribution to organizational commitment
	Shen, 2011	Building the concept of SR international HRM.
	Cooke and He, 2010	CSR and HRM in textile and apparel corporations
	Garavan and McGuire, 2010	The significance of HR development in instilling CSR, sustainability, and ethics in businesses
	Preuss <i>et al.</i> , 2009	CSR's rise, HRM's implications, and employee representation
	Ehnert <i>et al.</i> , 2016	Research on sustainable development and HRM at the world's top corporations
Cluster 2: <i>HRM and sustainable development</i> (25 studies)	Kramar, 2014	Sustainable HRM as the subsequent approach of strategic HRM
	Ehnert and Ehnert, 2009	Sustainable HRM
	Jabbour and Santos, 2008	HRM's essential role in the quest for long-term enterprises
	Renwick <i>et al.</i> , 2013	A literature review and research agenda of green HRM
	Guerci and Pedrini, 2014	HR and sustainability for "powerful" HRM system in Italy

Theme of cluster	Representative publications	
	<i>Author and publication year</i>	<i>Key subject</i>
Cluster 3: <i>The CSR- HRM link and outcomes of SR-HRM (16 studies)</i>	Shen, 2011	The impact of SR-HRM on employees' organizational commitment
	Shen and Benson, 2016	The impact of SR-HRM on employees' behavior at the workplace
	Newman <i>et al.</i> , 2016	The influence of SR-HRM on employee organizational citizenship behavior and the function of organizational identity as a mediator
	Barrena-Martinez <i>et al.</i> , 2019	Results from a scholarly agreement on a configuration of SR-HRM strategies and activities
	Jamali <i>et al.</i> , 2015	The co-creation paradigm of CSR-HRM
	Voegtlin and Greenwood, 2016 (Celma <i>et al.</i> , 2014)	A comprehensive review and analysis of CSR and HRM An examination of mainstream practices of CSR in HRM and their drivers in Spain

2.1.3.4 Co-Word Analysis

From 77 periodicals, a total of 450 keywords were produced. This study set the research to All Keywords with a threshold of at least three co-occurrences. Additionally, keywords that refer to research methods were omitted as it is not valuable to include them in the analysis. The final sample for co-word analysis consists of 63 keywords (Figure 2.3). Interpretation of the co-word network follows the same approach to the co-citation map. Each bubble in the map represents a word or phrase. The size of the bubbles represents the number of articles that contain each word. The two bubbles would be closer together if two keywords appeared simultaneously in more

SR-HRM practices on employee attitudes and behaviors. The most frequently co-occurring keywords in this theme include SR-HRM, organizational citizenship behavior, organizational identification, organizational commitment, innovation, job satisfaction, behaviors, etc.

The second cluster contains 19 keywords (Table 2.3). This cluster is identified as CSR and sustainable HRM, concentrating on CSR and HRM toward sustainable development. The most frequently co-occurring keywords in this theme include CSR, HRM, sustainable HRM, financial performance, sustainable development, environmental management, future, etc.

The third cluster counts 15 keywords (Table 2.3). This cluster referred to Sustainable HRM and outcomes, centering on the contribution of sustainable HRM to sustainability. The most frequently co-occurring keywords in this theme include CSR, sustainability, HRM, sustainable HRM, ethics, employee engagement, business, management, etc.

The last cluster counts eight keywords (Table 2.3). This cluster is defined as organizational performance and work systems, focusing on the impact of SR-HRM on organizational performance and employee performance. The most frequently co-occurring keywords in this theme include firm performance, organizational performance, work systems employee job performance, satisfaction, employee commitment, etc.

It can be noticed that the first cluster with the theme of SR-HRM and employee attitudes and behaviors and the second cluster with the theme of CSR and sustainable HRM are more popular than the remaining themes. This demonstrates that studies have focused attention on SR-HRM toward sustainable development and employee attitudes and behaviors.

Table 2.3 Co-word Clusters on Socially Responsible Human Resource Management

Theme of cluster	N0 of keywords	Keywords (<i>Occurrences</i>)
Cluster 1: <i>SR-HRM and employee attitudes and behaviors</i>	21	performance (32); socially responsible human resource management (12); socially responsible hrm (9); corporate (6); organizational citizenship behavior (6); commitment (5); innovation (5); job-satisfaction (5); work (5); identification (4); identity (4); perceived organizational support (4); support (4); behaviors (3); hr practices (3); organizational commitment (3); organizational identification (3); organizational trust (3); productivity (3); trust (3); turnover intention (3).
Cluster 2: <i>CSR and sustainable HRM</i>	19	corporate social responsibility (25); corporate social-responsibility (21); hrm (21); sustainable hrm (12); employees (7); financial performance (6); sustainable development (6); environmental-management (5); future (5); organizations (5); green hrm (4); green human resource management (4); supply chain management (4); system (4); attitudes (3); companies (3); health (3); performance work systems (3); stakeholders (3).
Cluster 3: <i>Sustainable HRM and outcomes</i>	15	csr (20); sustainability (17); human resource management (16); human-resource management (12); sustainable human resource management (11); employee engagement (6); ethics (6); engagement (5); firm (5); business (4) governance (4); leadership (4); management (4); job satisfaction (3); systems (3).

Theme of cluster	N0 of keywords	Keywords (<i>Occurrences</i>)
Cluster 4: <i>Organizational performance and work systems</i>	08	firm performance (6); organizational performance (4); perceptions (4); satisfaction (4); employee commitment (3); job-performance (3); psychological contract (3); work systems (3).

2.2 Employee Satisfaction with Organizational Response to a Crisis: A Bibliometric Analysis

2.2.1 Employee Satisfaction with Organizational Response to a Crisis

Organizations may face crises caused by external events such as epidemics, natural and man-made disasters, and terrorism. During such unpredictable external events, the organization would operate in a time of ambiguity, uncertainty and strive to recover control (Kim, 2020; Millar and Heath, 2003). Every crisis generates a large amount of uncertainty for stakeholders of an organization, including employees (Markovits *et al.*, 2014; Ulmer *et al.*, 2017). Employees are tested when a crisis happens since their jobs can be critical or even dangerous. When an organization is confronted with a frightening circumstance of crisis, management begins to ask: “Are the employees more or less willing to contribute? What factors affect the employees’ willingness to accept assigned jobs?” (Wu *et al.*, 2012, p. 2698). According to event system theory, individual ideas, emotions, and behaviors are influenced by events; when a crisis is more serious, thoughts and feelings, and attitudes are more likely to change (Morgeson *et al.*, 2015).

Combs *et al.* (2006) revealed that for an organization, attributions of crisis responsibility have affective and behavioral effects. Schouten *et al.* (2004) demonstrated that workplaces could adopt a variety of measures to

mitigate the effects of both existing and potential crises. Pre-event planning and training, professional response during the event, and social support and post-event services are among these steps. When a pandemic strikes, a workplace can become a high-risk environment for virus infection, leaving employees feeling vulnerable, afraid, panicked, and even burned out (Kim and Niederdeppe, 2013). During such a crisis, a company's proactive reactions allow employees to return to work and focus on the organization's goals, as well as reassuring them that they can trust the firm (Watkins *et al.*, 2015). Hence, the company should take immediate and appropriate steps to restore employee trust and reassure them (Vo-Thanh *et al.*, 2020).

According to Wu *et al.* (2012), given that system research considered individuals as part of the system, the majority of crisis research focused on organizational and managerial levels rather than individual levels. Individuals' willingness and reaction, however, were heavily influenced by characteristics in their working environment. Researchers claimed that research into the dynamic interactions between contextual factors, individual's intentions, behavior, and decisions were restricted and lacked coherent explanations and prediction hypotheses (Myer and Moore, 2006). Markovits *et al.* (2014) indicated that employees' self-regulation processes are affected by the economic crisis, and these mechanisms explain attitudinal changes; and as a result of the economic crisis, they have been more focused on prevention and less on promotion. Therefore, it's critical to study employees' attitudes and behaviors during the crisis.

Employees' satisfaction with crisis reactions (ESWORTC) refers to employees' general perception that their organization has reacted appropriately and effectively in assisting and supporting employees during the crisis (Mao *et al.*, 2020; Vo-Thanh *et al.*, 2020). According to Watkins *et al.* (2015), employees are able to observe their managers' behavior and responses in the

aftermath of a crisis as insiders, and they are likely to create subjective opinions about the extent to which the organization has performed responsibly and effectively in aiding employees. Employees' views of organizational support, or the amount to which the company values members' efforts and concerns about their well-being, improve as a result of the firm's supportive activities during a crisis. Thereby, employees' satisfaction with their organizational response with a crisis would shape their attitudes and behaviors during the crisis.

2.2.2 The Results of Bibliometric Analysis of Literature on Employee Satisfaction with Organizational Response to A Crisis

The advanced search strategy of retrieving the topic of employee satisfaction with organizational response to a crisis on WOS was as follows: TOPIC: (employee* or worker*) AND TOPIC: (satisfaction or perception or perceived) AND TOPIC: (organization* or firm* or compan*) AND TOPIC: (response or respond* or react*) AND TOPIC: (crisis or crises or pandemic or disaster).

At the time of collection in April 2021, a total of 139 documents, comprising academic journal articles, book chapters, book reviews, and editorial content, were obtained from the WOS database and analyzed using Notepad++ and Excel software. Titles and abstracts of all publications were carefully considered for the relevant topic of ESWORTC. Eventually, all 134 publications were retained for the analysis. These publications have been published from 2000 to the present.

2.2.2.1 Country of publication

The geographic area statistics of the publications illustrate that the USA is leading on the number of studies of ESWORTC, with 38 research documents and 502 citations, followed by Australia with 12 publications and 85 citations (see Table 2.4).

Table 2.4 Distribution of Publications on the Topic of Employee Satisfaction with Organizational Response to A Crisis by the Most Popular Countries

No.	Country	Number of documents	Number of citations
1.	USA	38	502
2.	Australia	12	85
3.	People's Republic of China	10	37
4.	Greece	8	188
5.	Spain	8	9
6.	Canada	7	54
7.	England	7	92
8.	Netherlands	7	113
9.	Germany	6	71
10.	Italy	6	39
11.	South Korea	6	86

The people's Republic of China stands at the third position on the list with 10 research documents and 37 citations. The remaining countries are mostly in Europe. Recently, in several other countries in Asia, such as Japan, India, Thailand, Taiwan, publications on this topic research have also been published.

2.2.2.2 Journal of publication

Figure 2.4 shows the most popular journals that have published documents on ESWORTC, along with the number of publications. It presents that the International Journal of Hospitality Management and Journal of Business Ethics, which together have published four papers on the topic of ESWORTC, have published more research than any other journal.

The Journal of Business Ethics, however, has higher citations of this topic (61 citations), while the International Journal of Hospitality Management has only one citation on the topic. Ethics Employee Relations, International Journal of Bank Marketing, Journal of Applied Psychology, Sustainability together rank second with three publications. The remaining journals include BMC Public Health, Current Issues in Tourism, International Journal of

Environmental Research and Public Health, International Journal of Human Resource Management, International Journal of Manpower, International Journal of Public Administration, International Journal of Stress Management, Journal of Asian Finance Economics and Business, Public Relations Review.

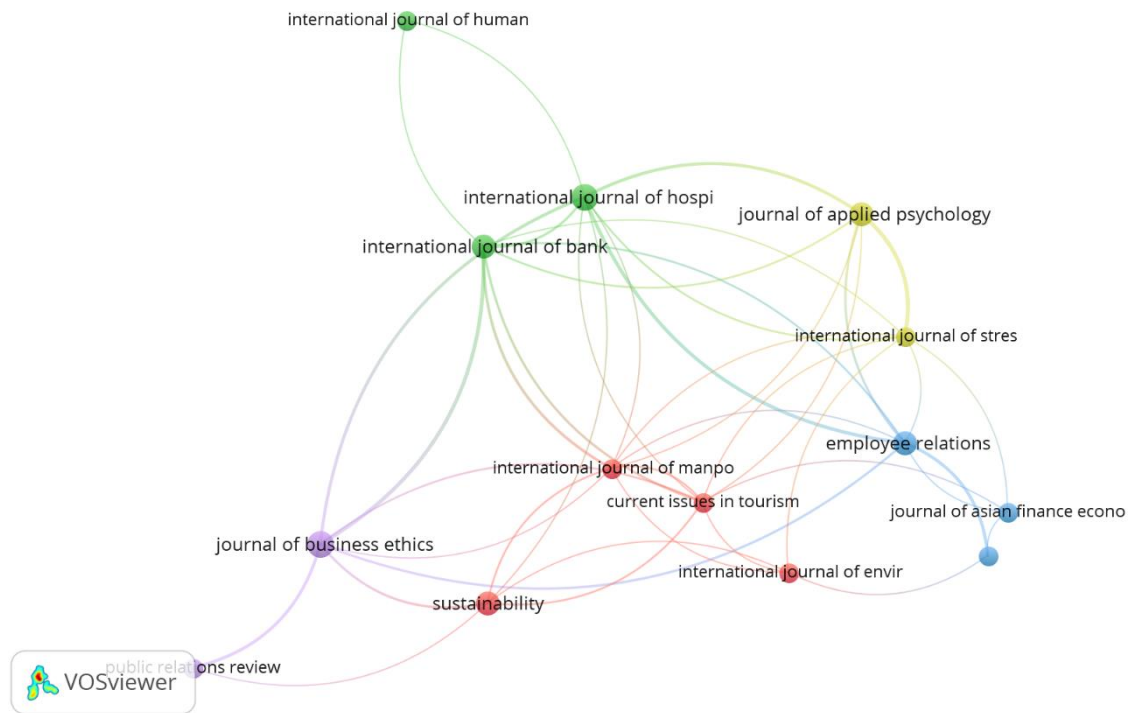


Figure 2.4 Distribution of Publications by the Most Popular Journals on the Topic of Employee Satisfaction with Organizational Response to A Crisis

2.2.2.3 Co-citation Network

In order to choose the most influential papers in the research field, a cutoff point can be established when building the co-citation network (McCain, 1990). In this study, from 7049 cited references, the author set a minimum number of citations for a referenced source of at least three as a criterion. A total of 97 periodicals were included in the final dataset. Moreover, in order to reveal the structure and theoretical foundations of ESWORTC, the selected citations are clustered using the smart local moving (SLM) algorithm as the method of cluster analysis (Waltman and Van Eck, 2013).

Figure 2.5 presents the visualization of the co-citation networks of the references in ESWORTC research. It can be seen that the ESWORTC co-citation network formed six clusters (Figure 2.5). The author carefully read the representative papers, which have cited most, in each of these clusters to identify its main ideas. These clusters were given names based on the generality of references participating in them (Table 2.5).

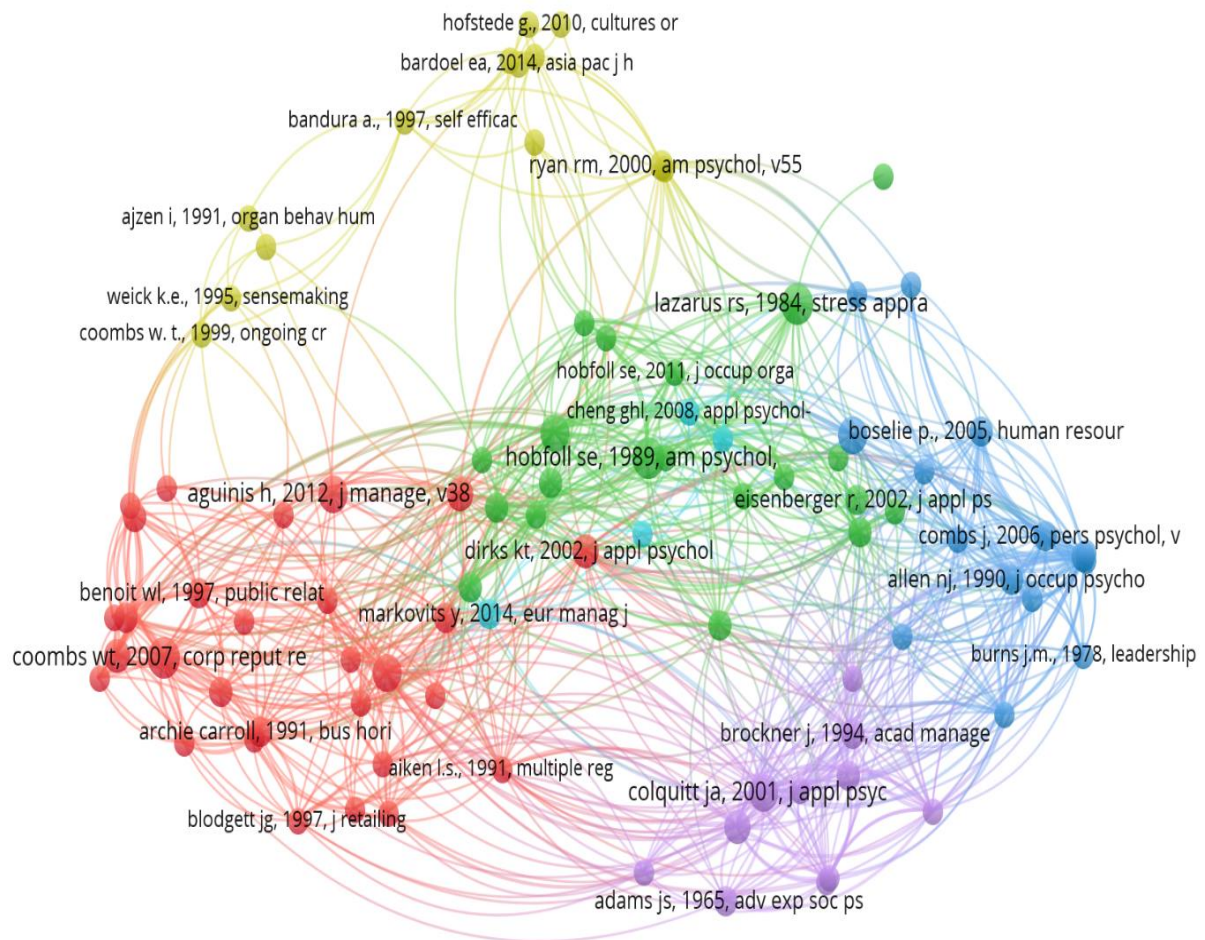


Figure 2.5 The Co-citation Networks of the References in the Topic of Employee Satisfaction with Organizational Response to A Crisis

The first cluster consists of 25 studies, the majority of which were published in the business and management field. This cluster is defined as *crisis management of the organization*, focusing on the definition, the role, and the

process of crisis management. It also describes how the organization protects its reputational assets during a crisis.

The second cluster contains 22 papers mainly published in psychology, business, and management journals. This cluster is identified as *employee psychology during a crisis*, discussing multiple types of employee psychology during a crisis or disaster. It also presents the role of organizational support to reduce employees' negative during a crisis.

The third cluster counts 12 studies mainly published in business and management journals. This cluster refers to the *employee attitudes and behaviors during a crisis*, focusing on the impact of the crisis on employees' job insecurity, job satisfaction, organizational commitment, organizational trust, employee engagement, self-regulation.

The fourth cluster includes 11 studies mainly published in business and management journals. This cluster is defined as *organization and employee response to a crisis*, focusing on the way organization and individual employees react to a crisis or disaster. It also mentions organizations' resilience and employees; resilience during a crisis.

The fifth cluster contains 15 papers mainly published in psychology, business, and management journals. This cluster is identified as *HRM and organizational outcomes*, discussing the role of HRM practices, HR system, or high-performance work practices with organizational performance.

The last cluster contains 12 papers mainly published in psychology, business, and management journals. This cluster is identified as *justice and social exchange*, discussing the role of justice in the organization and the application of the principle of social exchange theory in explaining the outcome of justice or equity in the organization.

It can be seen that the topic research of ESWORTC is wide and varied, with six research themes. All of the research themes have been studied over

time, especially when there has been a global crisis or disaster. Although the theme of employee attitudes and behaviors during a crisis (cluster 2) and the theme of organization and employee response to a crisis (cluster 3) have the least papers in the research theme list, they have recently been attracted by scholars in the business, management, and psychology field.

Table 2.5 Co-citation Clusters on the Topic of Employee Satisfaction with Organizational Response to A Crisis

Theme of cluster	Representative publications	
	<i>Author and publication year</i>	<i>Key subject</i>
Cluster 1: <i>Crisis management of the organization</i> (25 studies)	Coombs, 2007	Keeping business reputations safe during a crisis and the theory of situational crisis communication
	Pearson and Clair, 1998	Reframing crisis management
	Coombs and Holladay, 2002	Assisting crisis management in safeguarding reputational assets and the theory of situational crisis communication
	Weick, 1988	Performed sensemaking in crisis contexts
	Aguinis and Glavas, 2012	A literature review and research agenda of CSR
Cluster 2: <i>Employee psychology during a crisis</i> (22 studies)	Hobfoll, 1989	Adopting conservation of resources theory to explain the tension
	Lazarus and Folkman, 1984	Pressure, self-evaluation, and coping
	Bakker and Demerouti, 2007	The model of job demands-resources

Theme of cluster	Representative publications	
	Author and publication year	Key subject
	Sanchez <i>et al.</i> , 1995	The impact of organizational assistance in the aftereffects of a natural catastrophe on staff stress
	(Morgeson <i>et al.</i> , 2015)	Event system theory and application
Cluster 3: <i>Employee attitudes and behaviors during a crisis (12 studies)</i>	Dirks and Ferrin, 2002	Meta-analysis of trust in leadership
	Markovits <i>et al.</i> , 2014	The impact of the financial crisis on employees' work satisfaction, dedication, and self-regulation
	Mayer <i>et al.</i> , 1995	An integrated organizational trust paradigm
	Sverke <i>et al.</i> , 2002	Job instability and its outcomes: a meta-analysis and summary
	Harter <i>et al.</i> , 2002	A meta-analysis examining the connections among staff work satisfaction, engagement, and organizational results
Cluster 4: <i>Organization and employee response to a crisis (11 studies)</i>	Byron and Peterson, 2002	Studying worker and corporate responses to September 11, 2001, and the influence of a large-scale traumatic incident on personal and organizational results
	Schouten <i>et al.</i> , 2004	Crisis reaction in the community: the importance of the workplace
	Lee <i>et al.</i> , 2013	Creating a tool to assess and evaluate the resilience of the organization
	Bardoel <i>et al.</i> , 2014	Employee resilience: a new HRM dilemma.

Theme of cluster	Representative publications	
	Author and publication year	Key subject
	Waldman <i>et al.</i> , 2011	How terrorist victims view and respond to the reactions of organizations to their pain
	North <i>et al.</i> , 2010	Employees of impacted organizations discussed the adaptive response to the post-9/11 workplace environment in focus groups.
Cluster 5: <i>HRM and organizational outcomes (15 studies)</i>	Allen and Meyer, 1990	Affective, continuous, and moral commitment to the company: assessment and determinants
	Boselie <i>et al.</i> , 2005	Similarities and inconsistencies HRM and performance studies
	Combs <i>et al.</i> , 2006	A meta-analysis evaluating the impact of high-performance work practices on company performances.
	Jiang <i>et al.</i> , 2012	A meta-analysis evaluating the impact of HRM on company performances via mediators
	Takeuchi <i>et al.</i> , 2007	The impact of high-performing work systems on company performance in Japanese institutions.
Cluster 6: <i>Justice and Social exchange (12 studies)</i>	Colquitt <i>et al.</i> , 2001	A meta-analysis evaluating of organizational justice
	Cohen-Charash and Spector, 2001	A meta-analysis evaluating the importance of organizational justice
	Adams, 1965	Inequity in social exchange
	Brockner <i>et al.</i> , 1994	On the victims and sufferers of job loss, the impacts of procedural fairness and consequence negativity interact.

Theme of cluster	Representative publications	
	<i>Author and publication year</i>	<i>Key subject</i>
	Konovsky and Pugh, 1994	Citizenship behavior and social exchange

2.2.2.4 Co-Word Analysis

From 134 periodicals, a total of 893 keywords were produced. This study set the research to All Keywords with a threshold of at least three co-occurrences. Additionally, keywords that refer to research methods were omitted as it is not valuable to include them in the analysis. The final sample for co-word analysis consists of 93 keywords (Figure 2.6). Interpretation of the co-word network follows the same approach to the co-citation map. Each bubble in the map represents a word or phrase. The bubble size illustrates the number of publications containing each term.

The first cluster includes 22 keywords (Table 2.6). This cluster is defined as *risk, work, and performance*. The most frequently co-occurring keywords in this theme include performance, work, stress, organizations, attitudes, risk perception, behaviors, disasters, emotion, consequences, etc.

The second cluster contains 18 keywords (Table 2.6). This cluster is identified as *justice and outcomes*. The most frequently co-occurring keywords in this theme include job satisfaction, organizational justice, commitment, trust, justice, support, outcomes, procedural justice, employee attitudes, etc.

The third cluster counts 16 keywords (Table 2.6). This cluster referred to *response to crisis or disaster*. The most frequently co-occurring keywords in this theme include impact, covid-19, satisfaction, responses, behavior, resilience, crisis management, health, economic crisis, etc.

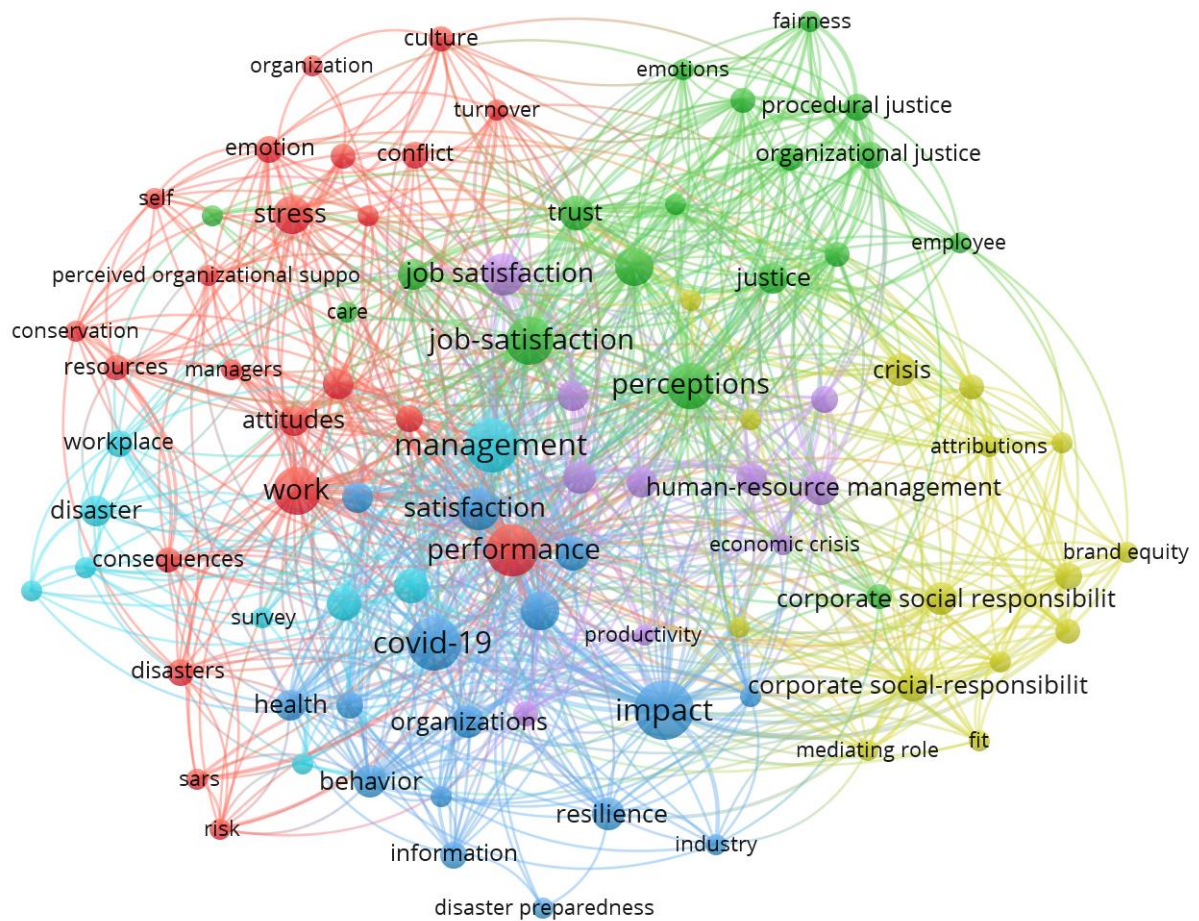


Figure 2.6 Co-word Map of the Topic of Employee Satisfaction with Organizational Response to A Crisis

The fourth cluster counts 15 keywords (Table 2.6). This cluster referred to *CSR and crisis*. The most frequently co-occurring keywords in this theme include corporate social responsibility, crisis, corporate social responsibility, reputation, communication, CSR, attributions, brand equity, business, etc.

The fifth cluster counts 10 keywords (Table 2.6). This cluster referred to *HRM and outcomes*. The most frequently co-occurring keywords in this theme include job satisfaction, human resource management, organizational commitment, antecedents, firm performance, motivation, organizational performance, optimism, etc.

Table 2.6 Co-word Clusters on the Topic of Employee Satisfaction with Organizational Response to A Crisis

Theme of cluster	Number of keywords	Keywords (<i>Occurrences</i>)
Cluster 1: <i>Risk, work, and performance</i>	22	Performance (17); work (14); stress (9); organizations (7); attitudes (6); risk perception (6); behaviors (5); conflict (5); disasters (5); emotion (5); consequences (4); culture (4); natural disaster (4); resources (4); conservation (3); managers (3); perceived organizational support (3); psychological distress (3); risk (3); SARS (3); self (3); turnover (3).
Cluster 2: <i>Justice and outcomes</i>	18	Job-satisfaction (15); perceptions (13); commitment (9); trust (8); justice (6); support (6); organizational justice (5); outcomes (5); procedural justice (5); employee attitudes (4); financial crisis (4); social-exchange (4); burnout (3); care (3); emotions (3); employee (3); employee relations (3); fairness (3).
Cluster 3: <i>Response to crisis or disaster</i>	16	Impact (22); covid-19 (18); satisfaction (11); leadership (9); responses (8); behavior (7); resilience (7); crisis management (6); health (6); economic-crisis (5); information (5); disaster preparedness (3); industry (3); organization (3); pandemic (3); transformational leadership (3).
Cluster 4: <i>CSR and crisis</i>	15	Corporate social responsibility (7); crisis (7); corporate social-responsibility (6); reputation (5); communication (4); csr (4); attributions (3); brand equity (3); business (3); customer satisfaction (3); financial performance (3); fit (3); mediating role (3); social-responsibility (3); strategy (3).

Theme of cluster	Number of keywords	Keywords (<i>Occurrences</i>)
Cluster 5: <i>HRM and outcomes</i>	10	Job satisfaction (11); human-resource management (8); organizational commitment (7); antecedents (6); firm performance (6); motivation (6); organizational performance (5); optimism (4); economic crisis (3); productivity (3).
Cluster 6: <i>Management and employees during disaster and terrorism</i>	9	Management (18); employees (8); engagement (8); disaster (6); workplace (5); organizational resilience (3); posttraumatic-stress-disorder (3); survey (3); terrorism (3).

The last cluster counts 9 keywords (Table 2.6). This cluster is defined as *management and employees during disasters and terrorism*. The most frequently co-occurring keywords in this theme include management, employee engagement, disaster, workplace, organizational resilience, posttraumatic stress disorder, terrorism, etc.

It can be noticed that the first cluster with the theme of risk, work, and performance is more popular than the other themes. In addition, the second cluster with the theme of justice and outcomes, the third cluster with the theme of response to crisis or disaster, and the fourth cluster with the theme of CSR and crisis have also been attracted by scholars.

2.3 Theoretical Background

2.3.1 Social Exchange Theory

Since the initial studies of Homans (1958) and Blau (1964), SET has been one of the key theoretical approaches in the area of social psychology and sociology. Although there existed different approaches of social exchange, such as social psychology (e.g., Homans, 1958; Thibault and Kelley, 1959) and sociology (e.g., Blau, 1964), scholars accept that social exchange refers to a

series of interactions that create obligations (Emerson, 1976). Homans (1958) demonstrated social behavioral patterns and the formats of the societal structure generated from social interaction by demonstrating how X's behavior reaffirmed Y's behavior (in a two-actor connection between X and Y) and how Y's actions response X's actions. According to Blau (1964, p. 91): "Social exchange ... refers to voluntary actions of individuals that are motivated by the returns they are expected to bring and typically do in fact bring from others." This work reviewed social exchange as a procedure of central significance in the society or organization and as underlying the nexus between groups or between individuals. In this perspective, the reciprocal exchange of extrinsic benefits and the forms of association is the main principle of SET. According to Aryee *et al.* (2002, p.267), social exchange is grounded on a dispersed responsibility to reciprocate and is based on a long-term exchange of favors that prevents accounting. The concept of social exchange has been used to underlie studies on work attitudes and behaviors.

Cropanzano and Mitchell (2005) presented three main attributes of SET: rules of exchange, resources exchanged, and exchange connections. First, the rules of exchange basically pertain to the rule of negotiation and the rule of reciprocity. The rule of negotiation is used in the hope of reaching beneficial arrangements between parties. The reciprocity rule refers to mutually dependent transactions in which one party offers a resource, then the other party reciprocates the favor from a sense of obligation, resulting in a new trade cycle. Reciprocity as a transactional, interdependent trades pattern; reciprocity as a cultural belief; and reciprocity as a moral principle are all aspects of this rule. The notion of reciprocity is universally embraced among them. The inclination to repay mistreatment for mistreatment is known as a negative reciprocity intention; the tendency to return appropriate treatment for favorable treatment is regarded as a good reciprocity intention. Second, Cropanzano and Mitchell

(2005) supposed that the resources exchanged in social exchange are varied, and it depends on the parties' demand or relationship. Third, the results of a series of ongoing transactions are interchange partnerships. These connections are frequently referred to as social exchange or economic exchange links. Economic exchange relationships are shorter-term and commonly follow negotiated rules (Porter, 2018), whereas social exchange relationships are shorter-term and commonly follow the norm of reciprocity (Blau, 1964). Considering this distinction and forms of reciprocity, people who build mutual and beneficial interactions throughout times frequently go from economic transaction to interaction, as reciprocal, mutual patterns engender faith, allegiance, and commitment among the partners (Mitchell *et al.*, 2012).

SET is one of the most widely used theories in organizational behavior, organizational psychology, and HRM since it provides a flexible framework of knowledge on the way two parties (e.g., employee and organization) develop a connection through repeated interactions that generate obligations to reciprocity (Cropanzano and Mitchell, 2005; Porter, 2018). Organizational support theory (OST) was developed on the basis of SET, in which employment is viewed as an exchange of employees' attempts and devotion for the company's real benefits, wellbeing, and societal resources (Cropanzano and Mitchell, 2005). According to OST, employees will return these "good deeds" with favorable job attitudes and actions if they believe their organizations value and treat them fairly (Aryee et al. 2002, p268). Eisenberger *et al.* (1986) found that employees reciprocated perceived organizational support (POS) by increasing their efforts to meet the organizational target. Employees with high POS could engage in positive attitudes and higher job-related efforts, leading to improve in-role job performance and extra-role performance useful to the organization (Rhoades and Eisenberger, 2002).

2.3.2 Social Cognitive Theory

Bandura (1988) was the first to offer SCT as an extension of his social learning theory. SCT provides explicit instructions for equipping people with the capabilities, self-regulatory capacities, and resilient sense of confidence necessary to improve their well-being and achievements. To explain the psychosocial function in organizational behavior, SCT uses a triadic reciprocal causation framework. There are three variables in this model: behavior, cognition, and other personal aspects, as well as external environmental factors. These variables behave as interacting drivers that have a bidirectional effect on one another. (Bandura, 1988; Wood and Bandura, 1989) (see figure 2.7)

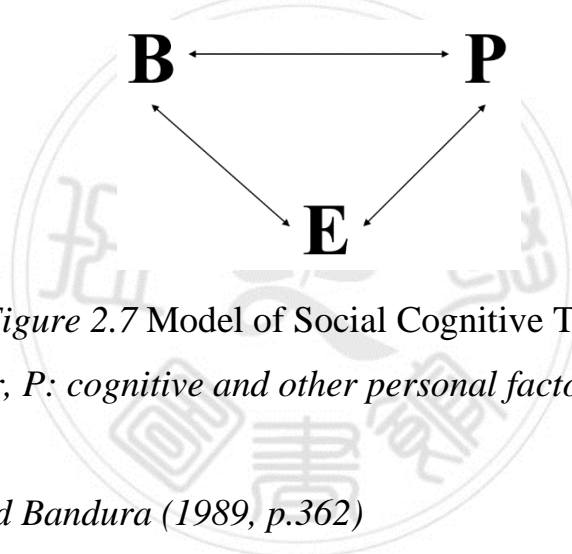


Figure 2.7 Model of Social Cognitive Theory

Note: B: behavior, P: cognitive and other personal factors, E: the external environment

Source: Wood and Bandura (1989, p.362)

Three aspects of SCT are particularly significant to the field of management. Individuals' cognitive, social, and behavioral abilities are developed through mastery modeling, enhancing individuals' beliefs in their abilities so that they can successfully use their talents, and improving their self-motivation throughout the objective systems, according to SCT (Bandura, 1988).

The self-regulatory processes that act together in SCT handle self-regulation of incentive and performance achievements. People's beliefs in their own efficacy are one of the processes that play a crucial part in this regulating

procedure. Individuals' beliefs in their ability to engage motivations, cognitive capacity, and critical behaviors to practice control over what happens in their work lives are referred to as perceived self-efficacy. There is a difference between having talents and being able to apply them effectively and consistently in challenging situations. According to SCT, individuals must have both the requisite abilities and a resilient self-belief in their ability to practice control over the situation in order to achieve the desired aim (Wood and Bandura, 1989).

When analyzing the personal antecedents in the interacting causality structure, SCT has contributed a great deal to cognitive substitutions, self-regulation, and self-reflectiveness (Andersen and Chen, 2002; Zhao and Zhou, 2021). Cognitive mechanisms, according to SCT, determine people's behaviors. People create encoding information based on notable aspects of focus from the environment during the decision-making process. Environmental responses can be triggered by people, and their ideas and intentions strongly influence and lead their actions. As a result, their actions influence and, in the end, determine the format and content of their thinking and emotional responses. Chronic sources attainability, according to SCT, will most likely affect people's cognition and, as a result, generate the automatic moral evaluation of arrival motivations, which promote cognitive effectiveness and also more willful use of ethics as a platform to reflect behaviors (Reynolds *et al.*, 2010; Zhao and Zhou, 2021). Many studies have demonstrated that chronic personal constructs substantially promote different objective behaviors (Reynolds and Miller, 2015; Wurthmann, 2013). In addition, identification permits the observer to sense a one-to-one likeness with the model, potentially increasing the likelihood of the observer carrying out the modeled action. Individuals are more prone to emulate the actions of someone they can relate to. The more similarities or emotional linkages between the observer and the

model that are observed, the more likely the observer is to learn and repeat the modeled behavior.

SCT suggests that individuals' beliefs in their efficacy can impact their psychological well-being and their performance through a series of intermediary steps (Bandura, 1988). Individuals can have an impact on their life by choosing and creating the environments in which they live. Individuals' self-efficacy beliefs also have an impact on their motivation, as evidenced by how much attempt they will put in and how long they will persevere. SCT also shows that the quality of organizational management can also be influenced by belief systems about how controllable an organization is. There are two respects of control that are particularly essential to organizational performance management (Bandura, 1988; Bandura and Cervone, 1986). The first consideration is the level of personal efficacy required to make changes. The second consideration is the environment's ability to alter or be controlled. This feature shows the degree to which one can exercise personal efficacy in the face of system limits and possibilities.

People's beliefs about self-efficacy and how controlled the environment are not isolated from experiential reality in everyday life; rather, these beliefs are the result of reciprocal causality (Bandura and Cervone, 1986; Ozyilmaz *et al.*, 2018). Therefore, when people believe the environment can be controlled on issues that concern them, they are more motivated to use all of their personal efficacy, increasing their chances of success. Success provides behavioral confirmation of personal efficacy and environmental controllability, which in turn provides behavioral confirmation of personal efficacy and environmental controllability (Bandura, 1988; Wood and Bandura, 1989).

2.3.3 Social Identity Theory

SIT was introduced in social psychology, developed principally by Tajfel and his colleagues in the early 1970s (Tajfel *et al.*, 1971, 1979). They viewed

social identity as individuals' awareness that they belong to specific social communities, as well as the feelings and value relevance of that membership to them (Tajfel et al., 1971, p. 292). Social identity relates to the way that an individual's self-concepts are based on his or her membership in social categories such as occupations, organizational membership, working group, religions, ethnic groups, sports teams, age cohort, and gender, etc. Social identity emphasizes people's self-categorizations in connection to their group memberships (the "we"). This is different from personal identity, which emphasizes the particular ways that people identify themselves as individuals (the "I") (Leaper, 2011). SIT deals with the way that social identities impact individuals' attitudes and behaviors apropos their ingroup and the outgroup. A personal identity containing idiosyncratic qualities (e.g., physical characteristics, capabilities, psychological aspects, hobbies) and a social identity covering prominent group categorizations, according to SIT, builds up the self-concept. As a result, social identification is defined as a feeling of connectedness with or belonging to a group of people (Ashforth and Mael, 1989). Social identity is the most forceful when an individual feels strong emotional matches to the group and views membership in a singular group as central to his or her self-concept. In addition, collaboration with a group furnishes self-esteem, which is useful to endure the social identity (Tajfel and Turner, 1986). Turner (1984, p.530) suggested the concept of a "psychological group," which he defined as a group of persons who shared a common identity or who identify themselves in terms of membership in the similar social grouping.

Hogg (2020) and Hornsey (2008) denoted that in recent years, studies in the social identity area have made progress both in terms of explicating and elaborating SIT and using this theory to apply to new areas. According to Ashforth and Mael (1989), SIT could suppose fruitful applications to human

resource management and organizational behavior. The SIT literature suggests several factors causing the identity of a group. The first factor is the distinctiveness of the group's values and practices in relevance to those of comparable groups (Ashforth and Mael, 1989; Oakes and Turner, 1980). The second factor is the prestige of the group since, through intergroup comparison, social identification impacts self-esteem (Ashforth and Mael, 1989). In addition, the set of factors traditionally related to group formation also impact an individual's identity with a group. These factors include similarity, shared goals or threats, liking, proximity, common history, interpersonal interaction, etc. (Trepte and Loy, 2017). Ashforth and Mael (1989) also showed three general organizational consequences of social identity. Firstly, people are inclined to engage in activities that are consistent with important aspects of their identities, and they boost their organization to embody those identities. Secondly, social identification caused positive outcomes involved with the loyalty to the group and the pride in the group as well as several group formation factors, such as intragroup cohesion, cooperation, altruism, and positive evaluations (Turner, 1984). Third, social identification will reinforce its own antecedents, such as the uniqueness of the group's ideals, the group's status, and the elements that influence group formation (Ashforth and Mael, 1989).

2.3.4. The Uncertainty Management Theory

In the organization behavior field, the Uncertainty Management Theory (UMT) was developed by Van den Bos, 2001; Lind and Van den Bos (2002) to account for individuals' experiences with and responses to uncertainty. UMT supposes that in everyday life, individuals frequently have to cope with uncertainty, and fairness can help them to cope with such uncertainty (Lind and Van den Bos, 2002; Van den Bos, 2001). This is because fairness is especially helpful psychologically for individuals in uncertain conditions. Furthermore,

uncertainty could make equal treatment more effective in minimizing negative impact and increasing positive impact, promoting support for organizational policies and practices, and increasing trust and performance ambition. Individuals can better manage their uncertainty if they are treated fairly, as it gives them confidence that they will eventually achieve favorable outcomes and reduces the likelihood of loss. Unfair treatment in uncertain situations, on the other hand, gives the uncertainty a more ominous hue and makes people feel even more apprehensive (Lind and Van den Bos, 2002; Skiba and Wildman, 2019).

Fairness, according to UMT, is a roadmap that leads individual attitudes and activities that are necessary to cope with uncertainty in either a fair or unjust treatment situation. Individuals are able to maintain positive influences, perceive favorably toward the organization, and engage in pro-organizational attitudes and behaviors (e.g., voice behavior, organizational citizen behaviors), which have long been linked to fair procedure and fair consequences when uncertainty is associated with certainly fair treatment (Takeuchi *et al.*, 2012). Fairness reduces the fear of being excluded or exploited; thus, these good attitudes and behaviors are secured. Individuals would engage in self-protective or even competitive activities to minimize the uncertainty scenario by conceptualizing control over their destiny and identities when uncertainty is connected with truly unfair treatment. The pro-organizational attitudes and behaviors are discarded in this situation, and self-concern ends up taking over. (Lind and Van den Bos, 2002)

UMT posits that fairness is a remarkably efficient barrier against the anxiety of ambiguity since it simultaneously interchanges for and increases sentiments of belonging and trust (Lind and Van den Bos, 2002). It suggests that when trust is fragile, fairness has an effect on "kick in." Additionally, when trust is not present, fairness can offer the essential assistance to help individuals

manage their uncertainty. Social identity also is possibly impacted by fair or unfair treatment. Linking with the “fairness heuristic theory” (Lind, 2001), individuals should look to fair treatment for information on whether they are valued members of the social organization, according to UMT, and use that knowledge to decide how much they should identify with the social institutions to which they belong. UMT concludes with certain confidence that equitable judgments are among the forms individuals prefer whether or not to identify, which implies that justice is responsible for at least aspect of identity's ambiguity managerial ability, because as beliefs of social identity are, at least to some extent, based on fairness (Lind and Van den Bos, 2002). UMT further states that individuals use the knowledge on many dimensions of fairness as heuristic devices to construct an overall conclusion that they can apply in socially uncertain circumstances (Lind and Van den Bos, 2002; Wu *et al.*, 2019). Such a comprehensive perspective to knowledge on various characteristics of fairness suggests that the interconnections between the various facets of fairness have an impact on people's attitudes and behavior. (Takeuchi *et al.*, 2012; Thau *et al.*, 2009).

2.4 Socially Responsible Human Resource Management, Voice Behavior, and Job Performance

2.4.1 Voice Behavior

Hirschman (1970) was the first to recognize the relevance of employee behaviors that encourage them to speak up to alter things rather than accept an ineffective or inefficient status quo. Other academics' research has informed the field's idea of employee voice behavior, adding to Hirschman's (1970) seminal work (Maynes and Podsakoff, 2014).

Several recent definitions of employee voice in the management field research are exhibited in Table 2.7 (see more detailed in Appendix 3). While

the exact phrasing may vary, these definitions share a certain key attribute. The idea of voice as a verbal behavior in which a message is transferred from a sender to a receiver is one fundamental commonality. Though the voice is frequently represented verbally, it is not limited to that, and it also encompasses activities such as sending e-mails and writing memos (Maynes and Podsakoff, 2014). Second, voice behaviors are exhibited by individual employees; these behaviors are not silent (Van Dyne et al., 2003), anonymous or neutral (Hirschman, 1970). Third, voice behavior is regarded as discretionary behavior. Employees decide whether or not to engage in this action at any given time, a decision influenced by a number of circumstances (Morrison, 2011; Wu *et al.*, 2015). The fourth point is the idea of voice being constructive in nature. Instead of simply venting or complaining, the goal is to bring about progress and constructive change or minimize the mistakes in decision-making or activities (Morrison, 2011). Fifth, an employee's position in relation to the status quo is clearly staked out by their voice behaviors (Maynes and Podsakoff, 2014; Sherf *et al.*, 2021).

Table 2.7 Main Attributes in Definitions of Employee Voice

Study	Key attributes in definitions of voice behavior
Hirschman (1970)	<ul style="list-style-type: none"> - Any effort to compel a managerial change - Individual or collective request - Using a variety of protests and acts
Van Dyne and LePine (1998)	<ul style="list-style-type: none"> - Promotive behavior to improve instead of criticizing - Though others object, suggesting new recommendations for changes to the standard process
Dyne <i>et al.</i> (2003)	Choosing to express rather than keep hiding related ideas, facts, and viewpoints regarding prospective workplace changes.

Study	Key attributes in definitions of voice behavior
Premeaux and Bedeian (2003)	<ul style="list-style-type: none"> - Expressing individual's ideas and perspectives regarding workplace issues openly, including other people's behavior or thoughts - Advocating necessary adjustments as well as alternative techniques or lines of thinking
Detert and Burris (2007)	<ul style="list-style-type: none"> - The voluntary provision of information with the goal of improving organizational performance - Verbal behavior that is focused on betterment and targeted at a particular goal.
Tangirala and Ramanujam (2008)	Workers' comments of demanding but constructive thoughts, worries, or ideas concerning workplace problems.
Morrison, (2011)	<ul style="list-style-type: none"> - Discretionary conversations of thoughts, recommendations, concerns, or comments about work-related problems. - Including both voices aimed towards one's supervisor or another senior manager and voices aimed towards one's team members or colleagues.
Liang <i>et al.</i> (2012)	<ul style="list-style-type: none"> - Promotive voices aim at achieving an ideal scenario in the future - Prohibitive voices that are detrimental to their company.
Maynes and Podsakoff (2014)	<ul style="list-style-type: none"> - An individual's frank and discretionary conversation. - Concentrating on changing the work environment's context

Source: Original study

Morrison (2011) stated that voice behavior refers to discretionary conversations of thoughts, recommendations, concerns, or comments about work-related problems with the goal of improving organizational or group functioning. Voice behaviors include both voices aimed towards one's supervisor or another senior manager and voices aimed towards one's team members or colleagues. In terms of subject, voice is likewise fairly broad. Van Dyne and LePine (1998) focus on promotive behavior that "emphasizes

expression of constructive challenge intended to improve rather than merely criticize. Making innovative suggestions for change and recommending modifications to standard procedures even when other disagree” (p. 109). According to Morrison (2011), voice can deliver a message about how to improve (Van Dyne and LePine, 1998), an institutional or work-related issue (Milliken *et al.*, 2003), a situation of unfair treatment or misbehavior (Pinder and Harlos, 2001), a strategic issue of significance (Dutton *et al.*, 1994), or an opinion that’s different from others (Premeaux and Bedeian, 2003). For example, voice behaviors consist of bringing possible concerns to a manager’s attention and presenting cost-cutting proposals to management (Withey and Cooper, 1989). Voice behavior, according to Van Dyne and LePine (1998), is a type of organizational citizen behavior (OCB). Although there are other types of OCB (e.g., helping, sportsmanship, compliance), voice is typically thought to be the most dangerous and costly, as well as the most noble (Bergeron and Thompson, 2020; Ng and Feldman, 2012).

In the review of research on the topic of voice behavior, Morrison (2011) illustrated that both contextual and individual factors impact voice behavior (see Figure 2.8). Both these sets of antecedents influence the two outcome-related concerns that arise before the decision to speak up. Based on the conservation of resources theory, Ng and Feldman (2012) indicated three antecedent groups of voice behavior: job stressors and strains, social stressors and strains, and organizational stressors and strains. Morrison (2011) also showed that voice behavior might bring positive and negative outcomes to the individual as well as the organization. For example, voice behavior can increase job satisfaction, motivation, in-role job performance, and decrease stress. However, it can lead to a damaged public image or group harmony (see Figure 2.8). Additionally, not only does the actor's voice have an effect on the receiver, but it also has an effect on his or her coworkers. Others can gain from one’s

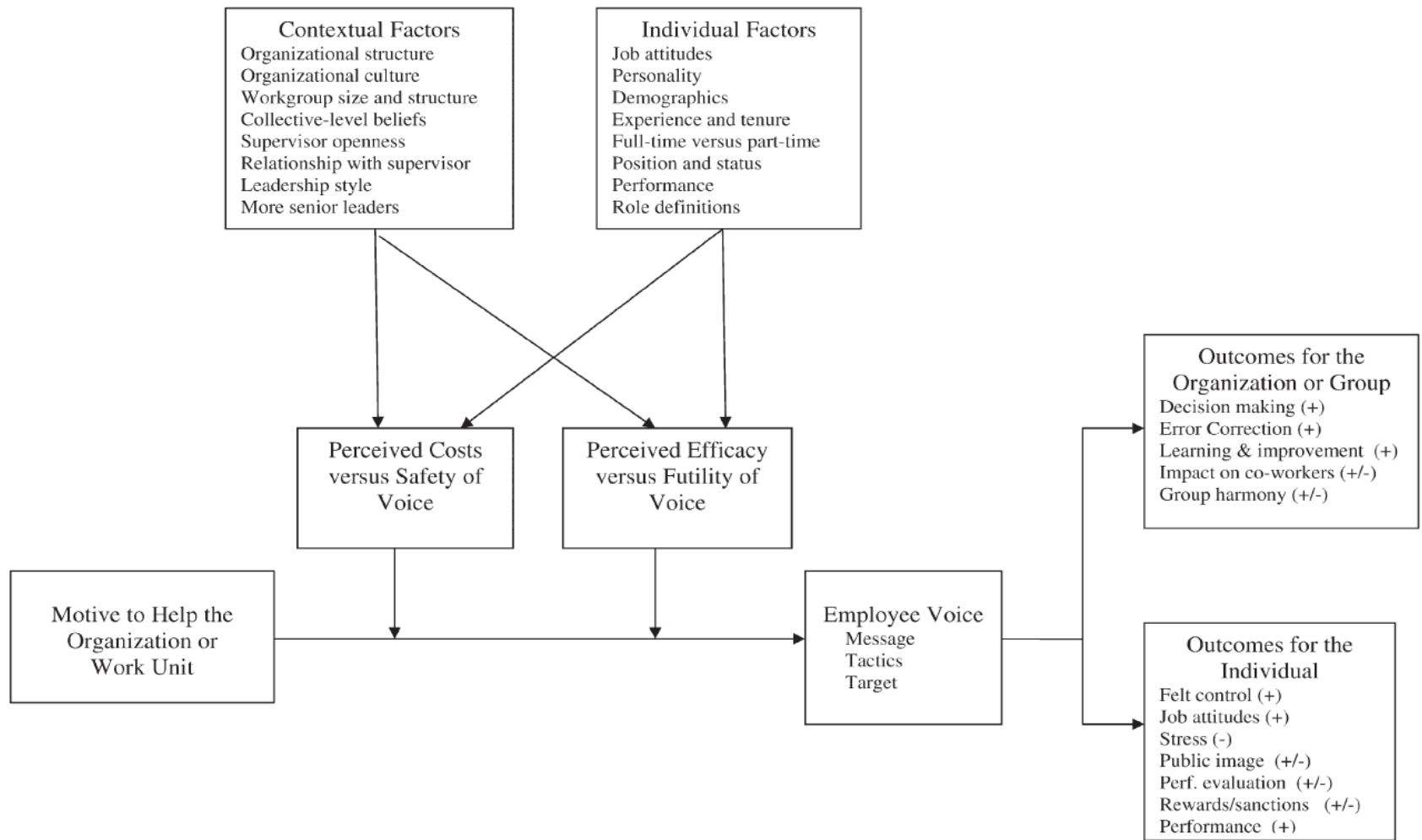


Figure 2.8: Model of Voice Behavior

Source: Morrison (2011, p.382)

voice, such as when an employee speaks up about unfair employment conditions, which are then addressed, or when one provides a recommendation that improves work operations (Morrison, 2011).

2.4.2 Job Performance

Employee job performance is among the most important concerns for a manager as it can increase an organization's overall performance, both directly and indirectly. According to Motowidlo (2012), job performance is considered as the entire desired contribution to the organization of specific behavioral actions that an employee performs over a regular period of time. Viswesvaran & Ones (2000, p. 216) defined job performance as the “scalable actions, behaviors, and outcomes that employees engage in or bring about that is linked with and contribute to organizational goals.” Given that job performance is determined by an employee's positive contributions to the organization's productivity, it has been described as a multi-dimensional concept that involves both individual behaviors and achievements and organizationally job requirements (Vo-Thanh *et al.*, 2020).

Job performance has been viewed from several perspectives; some consider it as a single dimension, while others emphasize its multidimensional aspect (see table 2.8). According to Murphy and Kroecker (1988), job performance consists of four aspects: task behaviors, downtime behaviors, interpersonal behaviors, and destructive/hazardous behaviors. Job performance is divided into two components by Borman and Motowidlo (1993), task performance and contextual performance. Task performance relates to the production of goods, services, or actions that indirectly assist with core organizational transformation and maintenance. Contextual performance relates to individual efforts to shape the organizational, psychological, and social contexts that act as catalysts for tasks, activities, and processes (Van Scotter *et al.*, 2000). Other work has argued for other additional dimensions,

Table 2.8 Classification of Job Performance Dimensions

<i>Author</i>	<i>Dimensions</i>		
	<i>Task Performance</i>	<i>Contextual performance</i>	<i>Others</i>
(Murphy and Kroeker, 1988)	Task behaviors	Interpersonal behaviors	Downtime behaviors Destructive/hazardous behaviors
(Campbell <i>et al.</i> , 1990)	Job-specific proficiency	Non-job-specific proficiency	
(Campbell, et al., 1993)	Job-specific task proficiency Non-job-specific task proficiency	Written and oral communications Demonstrating effort Maintaining personal discipline Facilitating peer and team performance Supervision and leadership Management and administration	
(Borman and Motowidlo, 1993)	Task performance	Contextual performance	
(Allworth and Hesketh, 1999)	Task performance	Contextual performance	Adaptive performance
(Viswesvaran and Ones, 2000)	Task performance	Organizational citizenship behavior	Counterproductive behavior

<i>Author</i>	<i>Dimensions</i>		
	<i>Task Performance</i>	<i>Contextual performance</i>	<i>Others</i>
(Becker and Kernan, 2003)	In-role performance	Extra-role performance	
(Bakker <i>et al.</i> , 2004)	In-role performance	Extra-role performance	
(Koopmans <i>et al.</i> , 2011)	Task performance	Contextual performance	Adaptive Performance Counterproductive behavior
(Philippaers <i>et al.</i> , 2016)	Task performance	Helping behavior	Creative behavior
(Ramawickrama <i>et al.</i> , 2017)	Task performance	Citizenship behavior	Counterproductive behavior

Source: Adpated from Koopmans et al. (2011)

namely adaptive performance (the ability of an employee to change his or her behavior to meet the environmental or situational requirements), counterproductive performance (non-task behavior that injures the organization), and creative performance (behavioral aspects of creativity, which pertain to the production of unique and beneficial ideas, techniques, and products) (Koopmans *et al.*, 2011).

This study chooses task performance or in-role performance dimension of job performance because this dimension is considered as the most essential aspect in almost all frameworks of job performance (Koopmans *et al.*, 2011). Moreover, this study selects this approach to avoid overlapping of job task performance with employee voice behavior – a type of organizational citizenship behavior or extra-role behavior, which is regarded as another aspect of job performance by several scholars (Bakker *et al.*, 2004; Koopmans *et al.*,

2011). Some other terms for task performance include in-role performance, job-specific task proficiency, and technical expertise. Job quantity, quality, and job knowledge are only a few examples of these terms. According to Rich *et al.* (2010, p.620), job task performance is defined as those activities that are directly involved in the accomplishment of core job tasks. Task performance is defined by Borman and Motowidlo (1993, p.73) as the ability of employees to perform tasks that are officially identified as components of their work; tasks that make a contribution to the company's technological core, either immediately by implementing a portion of its procedure or indirectly by offering it along with required materials and supplies.

There are numerous antecedent elements that influence job performance. Based on job demand – resource perspective, Pandey (2019) showed that there exist three group factors impacting job performance, namely job demands (physical, cognitive, and affective), stressors (individual level, job level, and family level), and resources (organizational level, social level, individual level, and job level,). Rich *et al.* (2010) demonstrated that value compatibility, perceived managerial support, and core-self worth lead to higher job performance through work engagement, work participation, work satisfaction, and intrinsic incentive. Motowidlo (2012) indicated that employees' cognitive ability, experience, and conscientiousness influence their job performance mostly via their impacts on knowledge and skill. Recently, Walker and Caprar (2020) have introduced the concept of performance-based identity, a type of identity that occurs when performance becomes personally important to the point where it serves as a ground for self-definition. They make the argument that many people are prone to creating performance-based identities in a global economy where job performance is more appreciated and other identities (e.g., those formed from specific communities, institutions, civilizations, and

nations) are being destabilized by subtle changes in the nature of employment and society (see Figure 2.9).

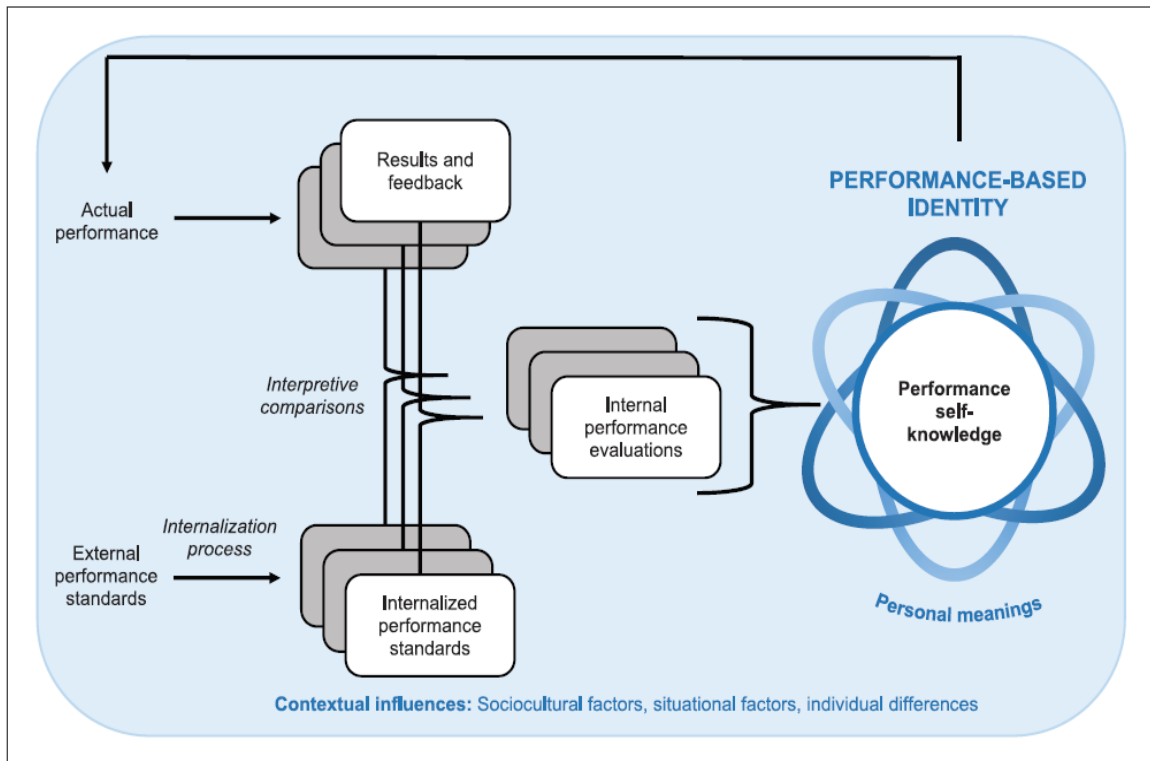


Figure 2.9 A Framework of Performance-based Identity Formation

Source: Walker and Caprar (2020, p.12)

2.4.3 The Relationships between Perceived Socially Responsible Human Resource Management, Voice Behavior, and Job Performance

According to the norm of reciprocity in SET, SR-HRM practices may foster positive attitudes and behaviors among workers (Blau, 1964; Luu, 2021). This theory emphasizes the mutually dependent transactions in which one party offers a resource then the other party reciprocates the favor from a sense of obligation, resulting in a new trade cycle. A positive reciprocity intention entails the tendency to return good treatment for favorable treatment. This theory has been used to explain the effect of SR-HRM on employees' positive attitudes and behaviors (Jia *et al.*, 2019; Luu, 2021; Newman *et al.*, 2016). SR-HRM practices focus on ensuring employees' rights, employee' well-being,

satisfying their needs, offering them opportunities for learning and development, encouraging employees to speak up via workplace democracy and power-sharing. In addition, SR-HRM encourages employees to participate in CSR activities and reward their contribution to CSR initiatives of their organization (Barrena-Martinez *et al.*, 2019; Shen, 2011). Such positive organizational actions may inspire employees to perceive that they are important members of the organization, leading to an underlying need to return by engaging in activities that benefit the organization (Luu, 2021; Luu *et al.*, 2021; Newman *et al.*, 2016) such as voice behavior and job performance.

According to studies in the HRM literature, supportive HRM policies can be considered as a sign that the corporation is concerned about its employees, and are thus more probably to be returned by employees utilizing positive outcomes such as voice behaviors, organizational citizenship behaviors which share certain characteristics with voice behavior, and job performance (Kloutsiniotis and Mihail, 2020; de la Rosa-Navarro *et al.*, 2019). Shen and Zhu (2011) demonstrated that SR-HRM is positively related to organizational commitment. Sobhani *et al.* (2021) showed that SR-HRM has a significant positive impact on employee OCB and a significant negative influence on turnover intention. Kundu and Gahlawat (2015) also indicated that SR-HRM has a significant positive influence on employees' job satisfaction and has a significant negative influence on employees' intention to quit. Luu *et al.* (2021) argued that SR-HRM practices are positively associated with job crafting based on mutual gains perspective in public management. Jia *et al.* (2019) demonstrated that SRHRM enhances frontline employees' perceived respect and organizational trust and further encourages their knowledge sharing.

Studies on the antecedents of job performance illustrated that there exist varied organizational factors leading to employee job performance (Pandey,

2019; Rich *et al.*, 2010; Walker and Caprar, 2020). Among these factors, several factors relate to SR-HRM, such as perceived organizational support, organizational resource, and manager' feedbacks. Shao *et al.* (2019) proposed that perceived SR-HRM affects task performance and social performance through both cognitive and affective paths. Manzoor *et al.* (2019) demonstrated that sustainable HRM practices, such as selection, participation, and employee empowerment, significantly positive impact on employee job performance. Shen and Benson (2016) showed that organization-level SRHRM is an indirect determinant of employees' task performance. As a consequence, it can be argued that employees' perceived SR-HRM may enforce job performance. This study makes the following hypothesis:

H1a: Perceived SR-HRM positive influences employee job performance

A study by Morrison (2011) on the antecedent and consequences of voice behavior showed that there exist varied organizational factors causing employee voice behavior (see Figure 2.8). Among these factors, several factors relate to SR-HRM, such as organizational culture, organizational structure, collective-level beliefs, supervisor openness. Moreover, Hu and Jiang (2018) demonstrated that employee-orientated HRM – one dimension of SR-HRM positively associated with employee' voice behavior. These authors argued that considering that employee-orientated HRM improves employees' trust in their organizations, which, in turn, encourages employees to speak up by allowing them to embrace the risk of voice behavior. Ilkhanizadeh and Karatepe (2017) stated that employees who work in a workplace where CSR fosters goodwill and morale are encouraged to contribute to the organization through their voice. As a consequence, it can be argued that SR-HRM may encourage employees' voice behavior. This study makes the following hypothesis:

H1b: Perceived SR-HRM positive influences employee voice behavior

Morrison (2011) showed that job performance is one of the consequences of voice behavior (see Figure 2.8). Ng and Feldman (2012) argued that following the resource acquisition, voice behavior might be associated with higher job performance. Voice behavior, for example, may improve job task performance by allowing employees to accumulate more concrete and intangible resources, which can boost productivity. Employees' voice behavior can improve issues at the workplace such as working conditions, working methods, and procedures, which can help them enhance their job performance. Furthermore, given that active participation in voice activities is a sign of good citizenship (LePine *et al.*, 2002), employees who actively participate in it may gain more prestige and respect—as well as better performance ratings. According to Song *et al.* (2017), the presence of voice behavior in the workplace may prompt a conversation about the content of voice behavior. This is especially true when voice behavior is thought to be advantageous to supervisors and coworkers; for example, employee-suggested ideas can more effectively improve work activities. Previous studies have found empirical evidence that voice behavior is positively associated with job performance. Van Dyne and LePine (1998) discovered that people who had a more positive voice at Time 1 had higher overall job performance evaluations at Time 2. Maynes and Podsakoff (2014) and Whiting *et al.* (2012) explained that as constructive voice is focused toward organizationally significant alteration, management would respect the constructive voice and reward it by giving higher job performance ratings.

In light of the above argument, it can be seen that perceived SR-HRM may encourage employees' voice behavior, which in turn enhances employee job performance. Furthermore, perceived SR-HRM can cause employee job performance. Therefore, employees' voice behavior may mediate the link between perceived SR-HRM and employees' job performance. The

relationship among perceived SR-HRM, employees' voice behavior, and job performance can be explained by the principle of SET and OST. Perceived SR-HRM is regarded as a type of POS, while employees with high POS could engage in positive attitudes and higher job-related efforts, leading to improve in-role job performance and extra-role performance useful to the organization (Rhoades and Eisenberger, 2002).

H2a: Voice behavior positive influences job performance

H2b: Voice behavior mediates the relationship between perceived SR-HRM and job performance

2.5 Organizational Identification: Its Relations with Perceived Socially Responsible Human Resource Management, Organizational Identification, Voice Behavior, and Job Performance

2.5.1 Organizational Identification

The literature on organizational identity has advanced significantly over the previous three decades, spurred by Ashforth and Mael's (1989) foundational paper, namely *Social Identity and the Organization*. The notion of organizational identification has emerged as a key idea in the field of organizational behavior research, and it is gaining traction in management research in general (Akbaş *et al.*, 2019; Conroy *et al.*, 2017; He and Brown, 2013). The explanation for this is because organizational identification is viewed as a critical psychological state that reflects the underlying relationship or tie that exists between the individuals and their organization, and hence has the capacity to explain and predict a wide range of employee attitudes and behaviors at work (Edwards, 2005). Kreiner and Ashforth (2004) stated that identification has pivotal implications at the individual, group, and organizational levels. Edwards and Peccei (2010) suggested that organizational

organizational identification (see Figure 2.11). These numerous reviews, taken collectively, have been extremely helpful in furthering our understanding of the concept of organizational identification, including measurement and prospective conceptual overlaps with the concept of organizational commitment.

Many definitions of organizational identification have been proposed. For example, organizational identification is defined as “a specific form of social identification” and “the perception of oneness with, or belongingness to an organization, where the individual defines him or herself in terms of the organization(s) in which he or she is a member” (Ashforth and Mael, 1989, p. 22); the extent to which a person defines himself or herself in terms of the same characteristics that he or she thinks to identify the institution (Dutton *et al.*, 1994); a psychological state in which a person believes he or she is a part of a broader whole; individuals who believe they are a member of a wider organization are said to have an organizational identity (Rousseau, 1998, p. 217).

Table 2.9 A Brief Outline of Recent Studies of Organizational Identification

Author	Key feature
Ashforth and Mael (1989)	Introduced SIT into the field of organizational research and organizational identification.
Dutton <i>et al.</i> (1994)	Expanded further the debate of SIT and embedded organizational identity within the management area.
Van Dick (2001)	Exhibited how SIT could be utilized to broaden and deepen our understanding of the mechanisms of linkages between organizational identity and group performance, norms, and employee attitudes.
Van Dick (2004)	Argued issues of organizational identity and organizational change, acquisitions, relationships to

	commitment, aspects and focuses of identification, and connections with performance.
Kreiner and Ashforth (2004)	Examined operationalizations of the four aspects of the expanded model: identification, neutral identification, disidentification, and ambivalent identification.
Riketta (2005)	Employed meta-analysis of studies in organizational identity and attitudinal organizational commitment.
Riketta and Van Dick (2005)	Employed meta-analysis of studies to examine different foci of organizational identification.
Edwards (2005)	Reviewed how scholars have conceived organizational identification, such as whether or not there is an emotional component to identification and how this concept connects to organizational commitment.
Lane and Scott (2007)	Offered the neural network model of organizational identification, which displays organizational identification as an associated connection inside a member's social knowledge base of self in relation to a focal organization.
Edwards and Peccei (2010)	Discussed a multi-foci examination of the antecedents and consequences of organizational identification, within a dual-organizational identity setting.
He and Brown (2013)	Presented four major approaches to organizational identity, namely functionalist, psychodynamic, postmodern, and social constructionist.
Conroy <i>et al.</i> (2017)	Moved the literature into a more balanced approach of organizational identification by providing a counterbalance to the largely positive perspective.
Akbaş <i>et al.</i> (2019)	Discussed the influence of corporate social responsibility on organizational identification

Source: Adapted from Edwards (2005)

Regardless of their differences, all of these definitions indicate that employees have related their membership to their self-concept, either cognitively (e.g., feeling a piece of the corporation; integrating organizational ideals), emotionally (prestige in belonging), or both. In other words, organizational identification alludes to the psychological bond that exists between an employee and a company.

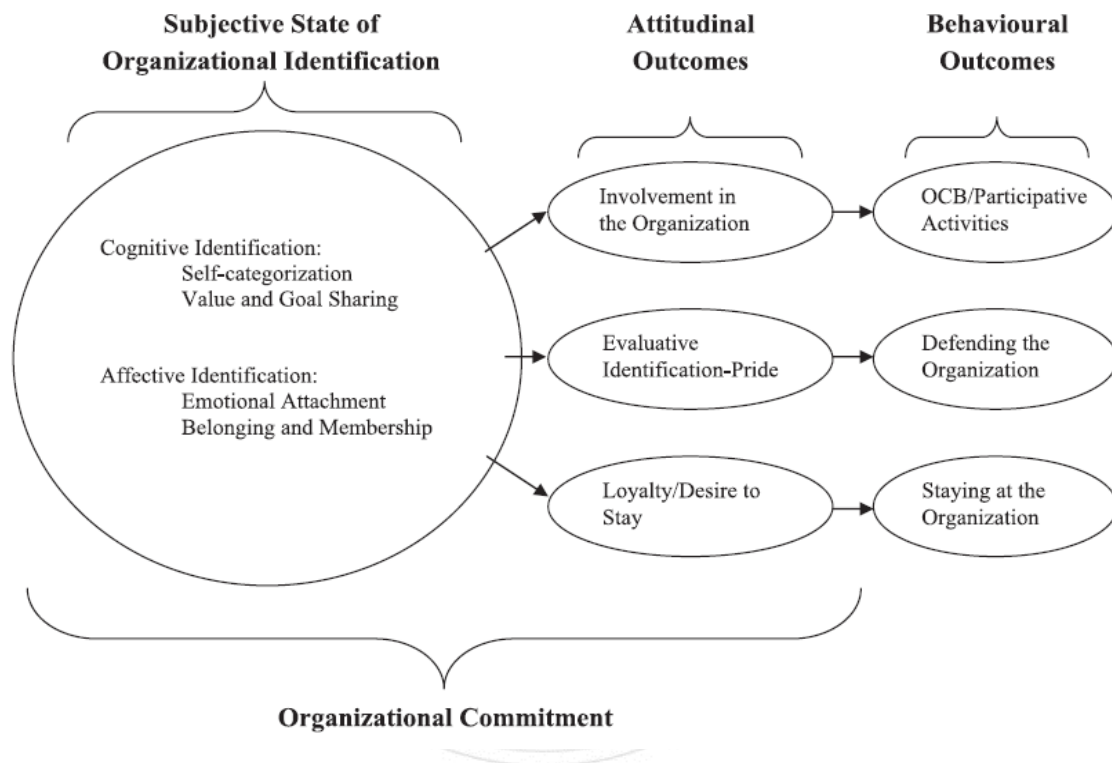


Figure 2.11 Conceptual Nomological Model of Organizational Identification

Source: Edwards (2005, p.220)

2.5.2 The Relations of Organizational Identification with Perceived Socially Responsible Human Resource Management, Organizational Identification, Voice Behavior, and Job Performance

Employees' perceived SR-HRM of their organization can have a positive impact on their organizational identification, based on the principle of SIT. Indeed, SR-HRM practices can help develop organizational reputation and prestige (Barrena-Martinez *et al.*, 2019; del Mar Ramos-González *et al.*, 2021;

Sobhani *et al.*, 2021). This organizational reputation and prestige can improve employee organizational identification because, according to SIT (Ashforth and Mael, 1989; Tajfel *et al.*, 1979), people will identify more strongly with their organization when they believe it has a positive reputation. Newman *et al.* (2016) and Bauman and Skitka (2012) argued that this belief lead could make an employee feel proud to work for the organization, flourish their self-concept, and improve his or her identification with the organization.

In addition, considering that identification is a cognitive concept reflecting the amount to which the organization is absorbed into self-conceptualization, employee organizational identification is considered as a dependent element such as perceived likeness and a shared sense of morality with the organization (Wang *et al.*, 2017). (Smidts *et al.*, 2001) demonstrated that employees' self-concepts are positively influenced by organizations with great prestige, and their identification with the organization is enhanced. Organizational reputation and pride in belonging to the company are not always determined by financial success or corporate renown. Those considering working for the organization, on the other hand, are primarily interested in learning whether the organization upholds important values (Scheepers and Ellemers, 2019). Hence, it is argued that when employees perceive that their organization employs SR-HRM practices with good value and moral ethics, they will feel have more identity with their organization.

According to Shen and Benson (2016), people are willing to appraise their organization based on its CSR actions, as CSR has largely established a global social norm. Employees will respond positively to an organization's effective participation in CSR, resulting in stronger identification with the enterprise (Berger *et al.*, 2006; Upham, 2006; Wang *et al.*, 2017). Upham (2006, p. 83), for example, demonstrated that a more philanthropic organizational character leads to more employee attachment with the company. Carmeli *et al.* (2007)

indicated that CSR has a statistically greater impact on worker organizational identification than economic and market performance. Employing SR-HRM practices, such as monitoring and rewarding employee social performance, sends a message to the rest of the employees in the organization that it is committed to social CSR and is critical to the success of CSR programs (Akbaş *et al.*, 2019; Orlitzky *et al.*, 2003; Shen and Benson, 2016). As a consequence, employees' perceived SR-HRM probably enhance their organizational identification.

The positive influence of SR-HRM on their organizational identification also could be explained by SET and OST. As aforementioned, according to SET (Blau, 1964), in a relationship, two parties need to follow the rule of reciprocity. This refers to mutually dependent transactions in which one party offers a resource then the other party reciprocates the favor from a sense of obligation, resulting in a new trade cycle. A positive reciprocity intention entails the tendency to return good treatment for favorable treatment. According to OST, employees will return the "good deeds" with favorable job attitudes and actions if they believe their organizations value and treat them fairly (Aryee *et al.*, 2002, p268). SR-HRM practices focus on ensuring employees' rights, satisfying their needs, offering them opportunities for learning and development, encouraging employees to speak up via workplace democracy, and acknowledging their contributions (Barrena-Martinez *et al.*, 2019; Shen, 2011). Such positive organizational acts may enable employees to believe that they are important members of the company, which may boost their sense of self-worth and, as a consequence, increase their identification with the organization (Fuller *et al.*, 2006). Moreover, these SR-HRM practices may generate a safe and resourceful work environment, which can make the company become a more attractive workplace and consequently develop employee organizational identification (Chughtai, 2016; Schaubroeck *et al.*,

2011). Therefore, employees will build higher degrees of organizational identification when they reciprocate by engaging psychologically in the organization if their organization uses SR-HRM policies that benefit them directly (He *et al.*, 2014; Newman *et al.*, 2016).

This study makes the following hypothesis:

H1c: Perceived SR-HRM positive influences organizational identification

Drawing on SIT, the current study proposes that organizational identification is anticipated to lead to increased job performance. Organizational identification, which refers to the “perception of oneness with or belongingness to the organization” (Ashforth and Mael, 1989, p. 22), may encourage employees to adopt their organization’s perspective and to regard their organization’s values and goals as their own (Chughtai and Buckley, 2010; Dutton *et al.*, 1994). Previous research has shown that employees with a high level of organizational identification are more likely to put up a lot of effort, contribute their greatest to work, collaborate, engage in extra-role behaviors, feel more job satisfied, have lower turnover intentions and actual turnover, and are predicted to perform work well since they are filled with a deep sense of belonging (e.g., Chughtai and Buckley, 2010; Edwards and Peccei, 2010; Mael and Ashforth, 1995; Riketta and Van Dick, 2005).

Callea *et al.* (2019) denoted that according to SIT, organizational identification has an important strategic significance since the more employees identify with the organization, the more they are willing to be involved in and devote their efforts to their organization to achieve the objectives. Astakhova and Porter (2015) explained that when employees’ “regulations are fully assimilated to the self, which means they have been evaluated and brought into congruence with one’s other [organizational] values and needs” (Ryan and Deci, 2000, p.73), according to self-determination theory, the relationship between organizational identification and job performance may resemble

identifiable regulation. These employees will operate cooperatively and put up a significant amount of effort. Moreover, according to Vroom's (1964) expectancy theory, employees who have a higher level of identification with the organization are more likely to get more instrumentalities in terms of effort and more positive valence values in performing good job tasks.

It can be seen that perceived SR-HRM may enhance employees' organizational identification, which, in turn, organizational identification enhances employee job performance. In addition, perceived SR-HRM can enforce employee job performance. Consequently, organizational identification can mediate the link between perceived SR-HRM and employees' job performance. The relationship among perceived SR-HRM, organizational identification, and employees' employee voice behavior also can be explained by SIT. SR-HRM practices can build organizational norms and values (Newman *et al.*, 2016; Sobhani *et al.*, 2021). These norms and values are integrated with employees' organizational identification into their self-concept. Given that they have assimilated these standards into their self-concept, workers who deeply identify with their companies will think and act in accordance with their organization's norms and values (Callea *et al.*, 2019). Previous studies also demonstrated that organizational identification mediates the relationship between variables and job performance. For example, Wang *et al.* (2017) indicated that organizational identification mediates the linkage between employees' perceived CSR and in-role job performance. Walumbwa *et al.* (2011) demonstrated that organizational identification plays a full mediator in the relationship between ethical leadership and employee performance.

This study makes the following hypotheses:

H3a: Organizational identification positive influences job performance

H3b: Organizational identification mediates the nexus between perceived SR-HRM and job performance

It is expected that employees who have a strong organizational identification are more likely to engage in voice behavior as the principle of SIT. Wu *et al.* (2015) proposed that employees who have high workgroup identification are more likely to engage in speaking-up behaviors intended at boosting the effectiveness of that team than those with a low level of workgroup identity. Islam *et al.* (2019) and Van Knippenberg (2000) supposed that organizational identification might encourage employees to work for the organization since they own the organization's aims and objectives. In order to obtain such goals, employees speak up for all unpleasant and undesirable aspects that may obstruct the attainment of performance targets. These actions are frequently beyond employees' job tasks and responsibilities, and their organizational identification is considered to positively predict such extra-role behavior at work (Edwards, 2005; Riketta and Van Dick, 2005).

Chughtai (2016) also argued that given that these behaviors can make a positive contribution to the organization's performance, high identifiers are also more inclined to engage in voice behavior such as advocating improvements in work procedures and offering innovative solutions to difficulties. The desire to boost the organization's interests may cause this personnel to emphasize the benefits rather than just the disadvantages of engaging in such risky action. Wu *et al.* (2015) explained that workers with a strong organizational identification are more committed to their organization because they believe they are indivisible members of the organization and that their interests are linked to their organization's fate. Considering the positive association between affective commitment and voice role definition (Morrison, 1994), emotional, organizational commitment arising from organizational identification is expected to broaden workers' voice role definition to the organizational level.

In light of the above argument, it can be seen that perceived SR-HRM may enhance employees' organizational identification, which, in turn, encourages employee voice behavior. Additionally, perceived SR-HRM can provide a good environment for employee voice behavior at work. Therefore, organizational identification can mediate the link between perceived SR-HRM and employees' voice behavior at work. The relationship among perceived SR-HRM, organizational identification, and employees' voice behavior can be explained by SIT. SR-HRM practices can build organizational norms and values (Newman *et al.*, 2016; Sobhani *et al.*, 2021). These norms and values are integrated with employees' organizational identification into their self-concept and behaviors. As a result, regardless of the potential risks associated with voice behavior, when confronted with issues that endanger the organization's benefits or obstruct its progress, employees who are highly identified with the organization still might regard speaking up on issues, whether directly or indirectly linked to their jobs, as an in-role obligation to enhance organizational performance (Wu *et al.*, 2015). Besides, as mentioned above, organizational identification may enhance employees' voice behavior. As a consequence, organizational identification and voice behavior may play a serial mediating role in the nexus between SR-HRM and job performance.

The mediating role of organizational identification between variables also was demonstrated in previous studies. For example, Islam *et al.* (2019) demonstrated that organizational identification is a mediator in the link between ethical leadership and employee voice in hospitals. Cheema *et al.* (2020) showed that organizational identification mediated the impact of CSR perceptions on employees' organizational citizenship behaviors for the environment. Interestingly, the result of Newman *et al.* (2016) proved that organizational identification mediated the relationship between only one dimension of SR-HRM, namely employee-oriented HRM, and employee OCB,

but did not for two remaining dimensions, namely legal compliance HRM and general CSR facilitation HRM. This study makes the following hypotheses:

H3c: Organizational identification positive influences voice behavior

H3d: Organizational identification mediates the relationship between perceived SR-HRM and voice behavior

H3e: Organizational identification and voice behavior play a serial mediating role in the nexus between SR-HRM and job performance

2.6 Job Insecurity: Its Relations with Perceived Socially Responsible Human Resource Management, Organizational Identification, Voice Behavior, and Job Performance

2.6.1 Job Insecurity

In light of technical, socioeconomic, and political changes over the last few decades that have left many people concerned about the future of their employment, job insecurity has become a subject of increasing scholarly and popular interest (Shoss, 2017). Job insecurity is defined as an employee's "negative reactions to the changes concerning their jobs" (Sverke *et al.*, 2002, p.26), "expectations about continuity in a job situation" (Davy *et al.*, 1997, p.323), "overall concern about the future existence of the job" (Rosenblatt and Ruvio, 1996, p.587), "perception of a potential threat to continuity in his or her current job" (Heaney *et al.*, 1994, p. 1431), and "powerlessness to maintain desired continuity in a threatened job situation" (Greenhalgh and Rosenblatt, 1984, p.438). Job insecurity, which is a subjective perception, implies a threat to the current state of employment's continuity and stability. It refers to uncertainty about the future: employees do not know if they will keep their current job or lose it. It also denotes a misalignment between what employees want (security regarding their current job's future) and what they "get" (the belief that their current job is uncertain) (De Witte *et al.*, 2012). Therefore, job

insecurity refers to the threat or possibility of losing one's job, as well as the fear of losing one's job Vander Elst *et al.* (2014).

Several studies distinguish between the affective experience thereof of job insecurity (individuals' emotional reactions to prospective negative changes – “I am *afraid* that I will become unemployed”) and cognitive of job loss (individuals' perceptions of undesired changes – “I *think* that I will become unemployed”) (De Witte *et al.*, 2012; Jiang and Lavaysse, 2018). Studies have demonstrated these characteristics closely correlate, resulting in scales having both cognitive and affective elements that are homogeneous (De Witte *et al.*, 2010, 2012). Other researchers propose that job insecurity consists of two dimensions: quantitative job insecurity and qualitative job insecurity. The term “quantitative job insecurity” refers to concerns about the current employment's future viability. The term “qualitative job insecurity” refers to the perception of risks to the employment relationship's quality, such as deteriorating working conditions, a lack of career options, and a decrease in wages growth (Callea *et al.*, 2019; Hellgren *et al.*, 1999). Quantitative job insecurity and qualitative job insecurity are experimentally associated (Hellgren *et al.*, 1999). However, quantitative job insecurity, according to Sverke *et al.* (2002), may cognitively precede qualitative job insecurity due to its greater potential danger, implying that the aspect expressing concerns about continuous employment may be the most salient. As a result, it is reasonable to argue that the worry of losing work implies, logically, the fear of losing certain employment characteristics as well. Given that the quantitative variation of job insecurity, i.e., the dread of losing one's job, has been the subject of most studies on the topic of job insecurity (De Witte *et al.*, 2012), this study focuses on quantitative job insecurity. Moreover, according to Shoss (2017), economic vulnerabilities may play a larger influence in determining reactions to quantitative job insecurity as they are more concentrated on the job as a whole. Therefore, given this research

studies job insecurity during the COVID-19 pandemic which has entailed global economic crisis, this research focuses on the quantitative dimension of job insecurity.

Previous research has shown that unpredictable environmental elements, including health crises, economic downturns, technological developments, and political uncertainty, can all result in a high national unemployment rate, making employees feel anxious about the loss of their job (Jung *et al.*, 2021; Vo-Thanh *et al.*, 2020). Considering that the COVID-19 crisis has already turned into a labor market and economic crisis that has impacted both demand and supply, organizational change through retrenchment has become a common option. Downsizing is a strategy for lowering labor expenses (typically by reducing the number of workers or lowering salary), streamlining operations, and boosting organizational competitiveness (Martin *et al.*, 1995). Such organizational changes may induce a feeling of job insecurity in employees (Frone, 2018; Vo-Thanh *et al.*, 2021). Furthermore, many service firms gradually implement new technology (e.g., artificial intelligence) to replace human work to reduce coronavirus transmission during the pandemic crisis (Voorhees *et al.*, 2020), making employees' jobs unstable as before. Shoss (2017) presented the framework of antecedents and outcomes of job insecurity. This model addresses four fundamental mechanisms via which work insecurity leads to varied outcomes: stress, social exchange, job preservation incentive, and proactive coping. It shows potential opposing tensions inherent in employees' reactions. This model introduces threat characteristics, economic vulnerabilities, and psychological problems as three overarching categories of variables that limit response to job insecurity, and elements contributing to each are identified (see Figure 2.12).

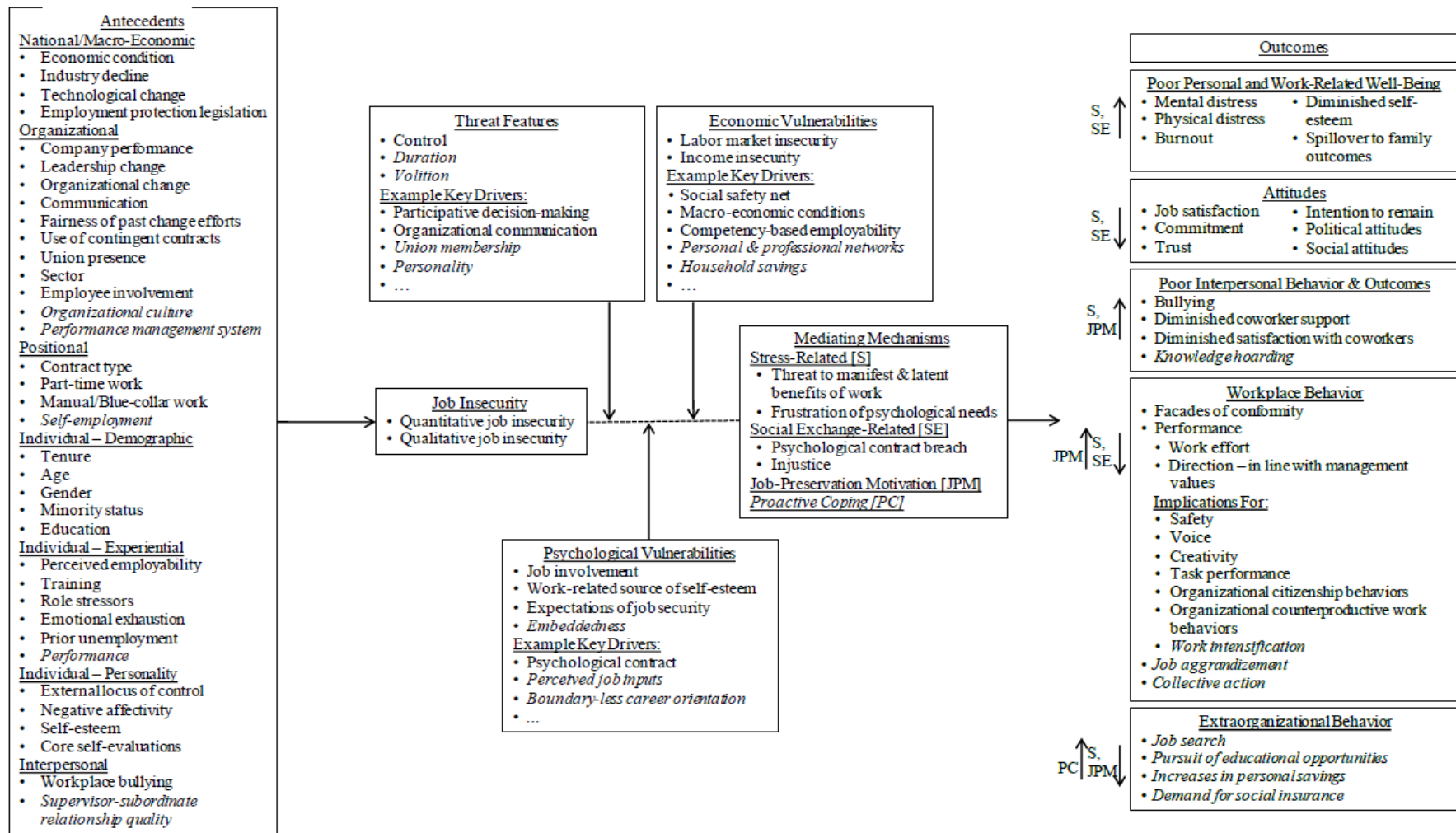


Figure 2.12 Model of Antecedents and Outcomes of Job Insecurity

Source: Shoss (2017, p.3)

2.6.2 The Relations of Job Insecurity with Perceived Socially Responsible Human Resource Management, Organizational Identification, Voice Behavior, and Job Performance

SR-HRM practices are regarded as a source of job resources for employees (Luu *et al.*, 2021). Previous studies have demonstrated that the implementation of SR-HRM could result in a more ethical and sustainable workplace for sustainable development (Kundu and Gahlawat, 2015). Indeed, SR-HRM not only protects employee rights (via legal compliance practices) but also offers benefits and interests to employees (via employee-oriented HRM practices, general CSR facilitation HRM practice). SR-HRM toward sustainable development can provide decent jobs for employees through a range of training and learning opportunities and helps employees to maintain long-term employability and agility (Shen and Zhu, 2011). Thereby, perceived SR-HRM is regarded as perceived organization support. According to SET, perceived organizational support from SR-HRM can help employees feel safe with their jobs in the long run.

Research by Shoss (2017) on the antecedent and consequences of job insecurity showed that there exist various organizational factors causing job insecurity, such as company performance, leadership change, organizational change, communication, fairness of past change efforts, use of contingent contracts, union presence, sector, employee involvement, organizational culture, training, and performance management system (see Figure 2.12). Among these factors, several factors are involved with SR-HRM practices, such as the use of contingent contracts, union presence, sector, employee involvement, organizational culture, training, and performance management system (Barrena-Martinez *et al.*, 2019; Shen, 2011). In addition, according to UMT, fairness can help individuals to cope with uncertain conditions. Fair treatment helps individuals manage their uncertainty both as it provides them

confidence that they will ultimately take positive outcomes and since it makes the probability of loss less anxiety-provoking (Lind and Van den Bos, 2002; Skiba and Wildman, 2019). Fairness and justice in the organization can be generated from SR-HRM (López-Fernández *et al.*, 2018; Rawshdeh *et al.*, 2019). Hence, it can be argued that perceived SR-HRM practices would reduce employees' perceived job insecurity.

This study makes the following hypothesis:

H1d: Perceived SR-HRM negative influences job insecurity

Job insecurity may have a negative effect on employee attitudes, voice behavior, and job performance as the principle of SET and SCT.

According to SET, individuals who establish mutual and beneficial interactions throughout times frequently go from economic transaction to interaction, as reciprocal, mutual patterns engender faith, allegiance, and commitment among the partners (Blau, 1964; Mitchell *et al.*, 2012). The inclination to repay mistreatment for mistreatment is known as a negative reciprocity intention; the tendency to return appropriate treatment for favorable treatment is regarded as a good reciprocity intention (Cropanzano and Mitchell, 2005). Consequently, if employees believe they receive a security job from their employer as a resource, they may reciprocate by good attitudes and behavior such as voice behavior and good job performance, by contrast, if employees believe their organization could not ensure their job security, they may lose the motivation to work and speak up at the workplace.

According to SCT, people can activate environmental reactions, and their beliefs and motives strongly regulate and drive their actions. As a result, their actions influence and eventually determine the format and content of their thoughts and emotional reactions (Andersen and Chen, 2002; Zhao and Zhou, 2021). Thereby, employees' concerns with their job situation may divert their

attention away from their task and lower their motivation to work or have voice behaviors at the workplace.

The research of Shoss (2017) on the antecedent and consequences of job insecurity illustrated that job insecurity harm employees' workplace behaviors such as work effort, voice behavior, creative performance, task performance (see Figure 2.12). According to Callea *et al.* (2016), both quantitative and qualitative job insecurity can negatively impact employees' well-being, job attitudes, and work-related behaviors. Piccoli *et al.* (2021) argued that as a hindering stressor, job insecurity causes unpleasant affective and psychological reactions, which divert effort away from performance-related goals and shift focus to coping with the stressor. As a result, employees may withdraw from their jobs by spending little and putting in minimal effort, resulting in low job performance and poor organizational citizenship behaviors (behavioral withdrawal). In other words, when workers recognize a threatening stressor, such as job instability, they divert effort away from completing in-role and extra-role job behaviors to deal with that as well (Gilboa *et al.*, 2008; Piccoli *et al.*, 2021).

Several empirical studies also exposed that job insecurity negatively impacts voice behavior and job performance. For example, Chirumbolo and Areni (2010) proved that both qualitative job insecurity and quantitative job insecurity are related to low job performance. Piccoli *et al.* (2021) found that job insecurity has a direct negative impact and an indirect effect on task performance via organizational identification. Breevaart *et al.* (2020) supposed that job insecurity does have not only a long-term but also a short-term negative impact on voice behavior by thwarting employees' need fulfillment. Berntson *et al.* (2010) revealed that job insecurity was linked to a lower voice, which contradicts prior research that found a link between job insecurity and the

amount to which employees try to influence their organization. Schreurs *et al.* (2015) demonstrated that consistent with the resource-loss explanation, and job insecurity is negatively associated with employee voice behavior as well as job performance.

For the aforementioned arguments, it can be seen that perceived SR-HRM may reduce job insecurity, which in turn negatively impacts voice behavior and job performance. Additionally, perceived SR-HRM can provide a good environment for employee voice behavior at work and improve their job performance. Therefore, job insecurity can mediate the link between perceived SR-HRM and employees' voice behavior and the link between perceived SR-HRM and job performance. Moreover, given that voice behavior is one of the antecedents of job performance, job insecurity and voice behavior may play a serial mediating role in the nexus between perceived SR-HRM and job performance. The mediating role of job insecurity between variables also was demonstrated in previous studies. For example, Bitmiş and Ergeneli (2015) found that job insecurity mediates the relationship between psychological capital and burnout. Park and Ono (2017) revealed that job insecurity is a mediator in the link between workplace bullying on work engagement. Hsieh and Huang (2017) demonstrated that job insecurity partially mediated the core self-evaluations-job satisfaction nexus.

This study makes the following hypotheses:

H4a: Job insecurity negative influences job performance

H4b: Job insecurity negative influences voice behavior

H4c: Job insecurity mediates the nexus between perceived SR-HRM and employees job performance

H4d: Job insecurity mediates the nexus between perceived SR-HRM and employees voice behavior

H4e: Job insecurity and voice behavior play a serial mediating role in the nexus between perceived SR-HRM and job performance

According to the principle of SET and SIT, job insecurity may cause a low level of organizational identification. SET suggests that people reciprocate the benefits they receive, which leads to goodwill and cooperation with the party with whom they have a social exchange connection (Blau, 1964). The resources exchanged in social exchange are varied, and it depends on the parties' demand or relationship (Cropanzano and Mitchell, 2005). Following SET, if employees believe they receive a security job from their employer, they may have a high level of organizational identification, but if employees believe their organization could not ensure their job security, they may have a low level of organizational identification.

SIT proposes that social identity relates to the way that an individual's self-concepts are based on his or her membership in the social group (Tajfel et al., 1971). Job insecurity may undermine the sense of being a valued member of the organization and make employees feel worried about being excluded (Piccoli *et al.*, 2017). Employees who are concerned about their job's future believe themselves to be in a marginal position in the organization or to be a low-status member of the team; hence, a state of job insecurity does not meet membership needs (Van Prooijen *et al.*, 2004). Therefore, when employees feel worried about their current job's future viability and fear of losing certain employment, their psychological link with the organization or feeling of belongingness to their organizations may decrease.

Furthermore, research of Shoss (2017) on the antecedent and consequences of job insecurity postulated that job insecurity hurts employee attitudes such as organizational commitment, job satisfaction, organizational trust, intention to remain (see Figure 2.12). Given that organizational

identification is closely related to organizational commitment, organizational identification also can be one of the consequences of job insecurity. Several empirical studies also exposed that job insecurity negatively impacts organizational identification. For example, Piccoli *et al.* (2017) revealed a negative connection between job insecurity and organizational identification since job instability transmits unfavorable identity-relevant information. This study also found that organizational identification mediates the negative impact of job insecurity on job task performance as well as the negative impact of job insecurity on extra-role behaviors. Callea *et al.* (2016) also demonstrated that qualitative job insecurity is negatively related to organizational identification.

H5a: Job insecurity negative influences organizational identification

H5b: Job insecurity mediates the nexus between perceived SR-HRM and organizational identification

H5c: Job insecurity and organizational identification play a serial mediating role in the nexus between perceived SR-HRM and job performance

H5d: Job insecurity and organizational identification play a serial mediating role in the nexus between perceived SR-HRM and voice behavior

2.7 Psychological Availability: Its Relations with Perceived Socially Responsible Human Resource Management, Job Insecurity, Organizational Identification, Voice Behavior, and Job Performance

2.7.1 Psychological Availability

Psychological availability was mentioned the first time by Kahn (1990) as one dimension of psychological conditions that reflect individuals'

interactions and their situations in an organizational setting. Psychological availability is defined as “the sense of having the physical, emotional, or psychological resources to personally engage at a particular moment” (Kahn, 1990, p.714). It evaluates employees’ confidence and readiness to engage in his or her job role while also engaging in a variety of other activities in their organization (May *et al.*, 2004; Qian *et al.*, 2020). This concept is closely connected to psychological resources such as self-confidence and self-efficacy. (Kahn, 1990; Li and Tong, 2021; Liu and Zhou, 2018).

Psychological availability is affected by personal resources, job role worries, and external activities. Danner-Vlaardingerbroek *et al.* (2013, p.54) defined psychological availability as “one’s ability and motivation to direct psychological resources at the partner.” Ashforth and Humphrey (1995) defined psychological availability as a person’s ability to engage the “hands, head, and heart” (p. 110) with the other people in the organization. In another perspective, individuals’ psychological availability was also defined by Sonnentag *et al.* (2012) as being psychologically current in the feeling that they are totally connected and attentive to their relationships.

According to the definition of Kahn (1990), there are three resources in the psychological availability, namely physical resource, emotional resource, cognitive resource. The most fundamental resource is physical strength, stamina, and flexibility in fulfilling job responsibilities. While doing a job task, an individual's spiritual condition and mood are influenced by emotional resources. The term "cognitive resource" refers to the knowledge and talents needed to do complicated work (McCain, 1990; Qian *et al.*, 2020). Therefore, when engaged in a certain job at work, employees possessing psychological availability have confidence and a clear mindset (Danner-Vlaardingerbroek *et al.*, 2013). Rich *et al.* (2010) proposed that employees who are psychologically available believe they are ready and prepared to devote their physical,

cognitive, and emotional efforts to job performance, and as a result, they are more engaged in job performance situations. One of the most crucial elements influencing availability is employees' general degree of confidence in their own abilities, status, and self-awareness, which allows for more or less self-investment in job performances. Additionally, this kind of confidence is a reasonably constant individual difference that works in the following way: the more generally confident employees feel about their capabilities and status, the more probably they are to feel available and prepared to fully engage in their roles and commit to their organization (Kahn, 1990; Liu and Zhou, 2018; Rich *et al.*, 2010).

According to Jacobs (2013), from a scientific perspective, despite psychological availability has been received little attention from empirical studies, there have had many studies on how individuals' resource availability affects their job performance and/or engagement. Kahn (1990) supposed that strong psychological availability among individuals inspires and sustains collaborative behavior and openness, not just within the couple but also amongst other coworkers, and this might lead to them fully opening themselves to interactions with others. Psychological availability refers to an individual's willingness or confidence to engage in a complicated social context, and it is a necessary psychological condition for completing activities (Cai *et al.*, 2018). In addition, the loss of energy induced by perceived uncertainty and stress restricts the feeling of psychological availability (Li and Tong, 2021).

2.7.2 The Relations of Psychological Availability with Perceived Socially Responsible Human Resource Management, Job Insecurity, Organizational Identification, Voice Behavior, and Job Performance

Perceived SR-HRM can create an awareness of the effect of business on employees beyond organizational boundaries and time frameworks. In addition, the implementation of SR-HRM could result in a more ethical and

sustainable workplace (Kundu and Gahlawat, 2015). Therefore, perceived SR-HRM can enhance employees' psychological availability and reduce employees' perceived job insecurity. This can be explained by the principles of SCT and SIT.

According to SCT, as aforesaid, the development of individuals' cognitive, social, and behavioral competencies by mastery modeling, strengthening individuals' beliefs in their capabilities so that they can use their talents effectively, and improving their self-motivation throughout the goal systems (Bandura, 1988). Perceived self-efficacy involves individuals' beliefs in their ability to activate the motivation, cognitive resources, and essential actions to practice control over events in their work lives. According to Glavas (2016), improving self-esteem and connection of self-concept with the organization may lead to increased psychological availability, allowing employees to be more completely present at work. Considering that perceived CSR in general and SR-HRM, in particular, has been found to be positively linked to both employees' self-esteem and self-concept (Farooq *et al.*, 2014; Jones, 2010), employees' perceived SR-HRM can improve their psychological availability. Indeed, psychological availability expresses employees' confidence in their physical resources, emotional resources, cognitive resources at the workplace. These employees' resources can be generated from employees' perceived SR-HRM of their organizations. In other words, in a supportive environment, SR-HRM plays a key in assisting employees to acquire personal resources for their psychological availability.

According to SIT, people tend to connect themselves with reputed groups to boost their self-concept (Tajfel *et al.*, 1971). Because external stakeholders regard socially responsible organizations as prestigious, participation in such organizations promotes employees' self-confidence and makes them more psychologically available, increasing their preparedness to engage in job

responsibilities (Chaudhary, 2019). Perceived SR-HRM not only helps employees recognize that their rights are ensured by following the international labor standards and labor law (legal compliance) but also exceeds what regulation required to address their interests, needs, and benefits (employee orientation) and other stakeholder groups and a wider community (general social responsibility facilitation) are (Shen and Benson, 2016; Shen and Zhu, 2011). Employees benefit from the organization's SR-HRM initiatives in a variety of ways. Employee-focused SR-HRM signals to them that the organization cares about their needs and feelings, make fair decisions and treatment with them, implements flexible policies that allow them to maintain a work–life balance, and provide them many opportunities for training, career growth, and development (Chaudhary, 2019; Luu, 2021). As a result, working for a company that practices effective SR-HRM offers employees the essential cognitive, emotional, and physical tools they need to be psychologically available. This study makes the following hypothesis:

H1e: Perceived SR-HRM positive influences psychological availability

From the perspective of SCT, psychological availability may influence job performance and voice behavior. Psychological availability shows whether staff feels they are ready to work and is based on their self-efficacy consciousness and estimation of the amount of physical, emotional, and mental resources available at work (Kahn, 1990). SCT proposes that individuals' beliefs in their efficacy can impact their psychological well-being and their performance through a series of intermediary steps (Bandura, 1988). Employees' self-efficacy beliefs also influence their motivation, which is evident in how much effort they will put in and how long they will stick it out. When people believe the environment can be controlled on issues that concern them, they are more motivated to use all of their personal efficacy, increasing their chances of success (Bandura, 1988; Wood and Bandura, 1989). Kahn

(1990) suggested that people with limited psychological availability may not participate actively in tasks or express their thoughts and feelings.

According to Li and Tan (2013), the workplace stress study also reveals that a lack of confidence in employees' ability to achieve job needs physically and emotionally can lead to a sense of estrangement and alienation from their workplace, which detracts from their job performance. Confidence in available resources, on the other hand, leads to stimulating promotion focus, which fosters employees setting more ambitious goals or job requirements, boosting job performance (Malik *et al.*, 2015; Peterson *et al.*, 2011; Tian *et al.*, 2019). As aforementioned, Rich *et al.* (2010) suggested that employees who are psychologically available believe they are ready and prepared to devote their physical, cognitive, and emotional efforts to job performance, and as a result, they are more engaged in job performance situations. One of the most important factors influencing availability is employees' general level of confidence in their own abilities, status, and self-awareness, which allows for more or less self-investment in job performances. Li and Tong (2021) supposed that employees' work energy and job task completion are negatively affected by a drop in psychological availability, which is defined as sensing lower psychological resources and energy.

Psychological availability can enforce employees' voice behavior because employees that are confident in themselves and their abilities will be motivated to take proactive measures to improve their working environment. According to Aryee *et al.* (2017), since high core self-evaluation employees are considered to concentrate on the good aspects of their jobs, they will notice more intrinsic workplace characteristics, which aligns with the autonomy and achievement goals that constitute approach motivation such as voice behavior. Conversely, individuals prefer to simplify the outcomes of speaking up and remaining silent by virtue of low psychological availability (Zhan (2020).

This study makes the following hypotheses:

H6a: Psychological availability positive influences job performance

H6b: Psychological availability positive influences voice behavior

For the aforementioned arguments, it can be seen that perceived SR-HRM may strengthen employees' psychological availability, which in turn positively impacts voice behavior and job performance. Additionally, perceived SR-HRM can provide a good environment for employee voice behavior at work and improve their job performance. Therefore, psychological availability can mediate the link between perceived SR-HRM and employees' voice behavior and the link between perceived SR-HRM and job performance. Moreover, given that voice behavior is one of the antecedents of job performance, psychological availability and voice behavior may play a serial mediating role in the nexus between perceived SR-HRM and job performance.

The mediating role of psychological availability between variables also was demonstrated in previous studies. The research result of May *et al.* (2004), for example, showed that psychological availability is the mediation variable of the nexus between resources and employee engagement and the nexus between outside activities and employee engagement. Chaudhary (2019) also demonstrated that psychological availability mediates the relationship between CSR and employee engagement.

H6c: Psychological availability mediates the nexus between perceived SR-HRM and employees job performance

H6d: Psychological availability mediates the nexus between perceived SR-HRM and employees voice behavior

H6e: Psychological availability and voice behavior play a serial mediating role in the nexus between SR-HRM and job performance

Psychological availability may positively impact organizational identification as the principle of SET and SIT. According to SET, people

reciprocate the benefits they receive, which leads to goodwill and cooperation with the party with whom they have a social exchange connection (Blau, 1964; Porter, 2018). Thereby, if employees feel confident at work due to a high level of psychological availability, they may have a high level of organizational identification, but if employees lose confidence at work by virtue of a low level of psychological availability, they may have a low level of organizational identification.

According to SIT, social identity relates to the way that an individual's self-concepts are based on his or her membership in the social group (Hogg, 2020; Tajfel *et al.*, 1971). Psychological availability may enhance the sense of being a valued member of the organization. Therefore, when employees feel confident with physical, emotional, and mental resources at the workplace, their psychological link with the organization or feeling of belongingness to their organizations may increase. As aforesaid, Cai *et al.* (2018) stated that psychological availability refers to an individual's willingness or confidence to engage in a complicated social context, and it is a necessary psychological condition for completing activities. The more generally confident employees feel about their capabilities and status, the more probably they are to feel available and prepared to engage in their roles fully and commit to their organization (Kahn, 1990; Liu and Zhou, 2018; Meng *et al.*, 2021; Rich *et al.*, 2010).

For the aforementioned arguments, it can be seen that perceived SR-HRM may strengthen employees' psychological availability, which in turn positively impacts organizational identification. Additionally, perceived SR-HRM can improve employees' organizational identification. As a consequence, psychological availability can mediate the link between perceived SR-HRM and employees' organizational identification. Moreover, given that organizational identification is one of the antecedents of voice behavior and of

job performance, psychological availability and organizational identification may play a serial mediating role in the nexus between perceived SR-HRM and job performance and the relationship between perceived SR-HRM voice behavior.

H7a: Psychological availability positive influences organizational identification

H7b: Psychological availability mediates the nexus between perceived SR-HRM and organizational identification

H7c: Psychological availability and organizational identification play a serial mediating role in the nexus between SR-HRM and job performance

H7d: Psychological availability and organizational identification play a serial mediating role in the nexus between SR-HRM and voice behavior

According to May *et al.* (2004), employees who own good psychological availability feel confident that they can deal with a variety of competing demands at work, and they can think effectively and express appropriate emotions in the workplace. This confident feeling can help employees feel secure with their job. Furthermore, according to SCT, all three resources of psychological availability, namely physical resource, emotional resource, cognitive resource, can improve employees' beliefs in their capabilities in working in their organization (O'Kelley, 2019). This theory also proposes that employees perceived self-efficacy involves their beliefs in their ability to activate the motivation, cognitive resources, and essential actions to practice control over events in their work-lives (Wood and Bandura, 1989). Meanwhile, employees' perceived self-efficacy is a component of psychological availability (Kahn, 1990; Liu and Zhou, 2018). Hence, when employees own good psychological availability, they do not feel insecure with their job in any circumstance, even global crises like the COVID-19 crisis.

The study by Shoss (2017) on the antecedent and consequences of job insecurity presented that there exist varied individual factors causing job insecurity, including individual experiential factors (perceived employability, training, role stressors, emotional exhaustion, prior unemployment, performance) and individual personality factors causing job insecurity (external locus of control, negative affectivity, self-esteem, core self-evaluations) (see Figure 2.12). Among these factors, several factors are related to psychological availability, such as self-esteem, core self-evaluations. The research by Kinnunen *et al.* (2003) demonstrated that an employee with a high sense of self-worth is more probably to see an unstable work situation as a challenge rather than a danger and thus avoid job insecurity. Adewale *et al.* (2019) suggested that self-esteem is regarded as a key component of an individual's reactions to the unpredictability of job insecurity. Låstad *et al.* (2014) discovered a link between core self-evaluations (with three dimensions, namely self-efficacy, locus of control, and emotional stability) and work insecurity, finding that employees with higher levels of core self-evaluations exposed lower levels of job insecurity. As a consequent, it can be argued that psychological availability can help reduce employees' perceived job insecurity.

In light of the above argument, it can be seen that perceived SR-HRM can make employees feel more confident in their capability at work with a high level of psychological availability, which, in turn, psychological availability can help reduce employees' feeling of job insecurity. Moreover, perceived SR-HRM can play an important role in diminishing employees' perceived job insecurity during crises like the COVID-19 pandemic. Thereby, psychological availability can mediate the link between perceived SR-HRM and employees' perceived job insecurity. Moreover, given that job insecurity is one of the antecedents of voice behavior and of job performance, psychological availability and job insecurity may play a serial mediating role in the nexus

between perceived SR-HRM and job performance and the relationship between perceived SR-HRM voice behavior.

This study makes the following hypotheses:

H8a: Psychological availability negative influences job insecurity

H8b: Psychological availability mediates the nexus between perceived SR-HRM and job insecurity

H8c: Psychological availability and job insecurity play a serial mediating role in the nexus between SR-HRM and job performance

H8d: Psychological availability and job insecurity play a serial mediating role in the nexus between SR-HRM and voice behavior

2.8 The Moderating Role of Employee Satisfaction with Organizational Response to a Crisis

COVID-19 pandemic is the largest worldwide crisis since the Second World War; it has had a significant impact on human health and has wreaked havoc on economies and labor sectors (International Labor Organization, 2020a). COVID-19, unlike other pandemics such as H1N1 influenza, Ebola, and SARS, is distinguished by its asymptomatic spread, in addition to the various serious consequences it has brought (Li *et al.*, 2020). According to Vo-Thanh *et al.* (2020), organizations must take steps to ensure long-term development during any crisis. Hurley-Hanson (2006) and Mao *et al.* (2020) also stated that organizations need to have a comprehensive scheme to respond to all types of unexpected disasters or crises. As a result, in order to remain competitive and retain employees' positive attitudes and behaviors during and after the crisis, every firm should implement an efficient COVID-19 response strategy.

Previous research has shown that employees' perceived organizational support during the crisis can act as a buffer against employee mental health and

job dissatisfaction as a result of a crisis or tragedy (Kim and Niederdeppe, 2013; Sanchez *et al.*, 1995). In contrast, when employees realize the lack of attention by their employers to their job, their psychology, and their situation during the crisis, they could feel angry. For example, during the event of the September 11th, 2001 attack in America, many workers felt betrayed by their companies, who questioned why more was not done to ensure their individual security. Several individuals hoped that their employers would alleviate their anxieties and help them feel protected; yet, many found employers' responses just being "cold and impersonal" (Mainiero and Gibson, 2003, p.133). These remarks reveal a mix of rage and vulnerability, as well as a severe loss of trust among employees in their employers and organizations. They express a desire to be linked to others, but they believe the organization will be unable to fulfill this need. These adverse perceptions and psychologies could cause employees' negative attitudes and behaviors at the workplace.

Previous studies also indicated that employee satisfaction with organizational response to a crisis (ESWORTC) or employees' perception of organizational support during a crisis played as a moderator factor in the research field of HRM. For example, Vo-Thanh *et al.* (2020) demonstrated that employees' satisfaction with the organization's COVID-19 responses moderates the positive connection between perceived health risk associated with COVID-19 and perceived job insecurity. This research study also highlighted that employees' satisfaction with the organization's COVID-19 responses is a moderator in the negative linkage between perceived job insecurity and job performance, such that this relationship is weaker at a higher level of employees' satisfaction with the organization's COVID-19 responses. Nikandrou and Tsachouridi (2015) found that organizational virtuousness' perceptions moderate (accentuate) the impacts of the financial crisis on employee job satisfaction and intent to leave.

During the crisis, employee voice behaviors are the key to helping firms overcome the difficult situation since the goal of voice is to bring about progress and constructive change or minimize the mistakes in decision making or activities (Morrison, 2011; Ta'Amnha *et al.*, 2021). Indeed, as aforementioned, according to Morrison (2011), employee voice can deliver a message about how to improve (Van Dyne and LePine, 1998), an institutional or work-related issue (Milliken *et al.*, 2003), a situation of unfair treatment or misbehavior (Pinder and Harlos, 2001), a strategic issue of significance (Dutton *et al.*, 1994), or an opinion that's different from others (Premeaux and Bedeian, 2003). Hence, the organization should find ways to promote employee voice behaviors during the crisis.

During the COVID-19 crisis, ESWORTC could interact with their perceived SR-HRM, psychological availability, perceived job insecurity, organizational identification to promote their voice behaviors as the principle of OST and UMT. OST proposes that employees will return these "good deeds" with favorable job attitudes and actions if they believe their organizations value and treat them fairly (Aryee *et al.* 2002, p268). When the organization adopts great responses to the crisis, workers would believe that their company has a positive inclination toward their health, job, and well-being during a COVID-19 crisis which, in turn, increases the probability that staff members will feel safe about work and respond back by showing favorable attitudes and behavioral patterns such as organizational citizenship behaviors, voice behaviors, and job performance (Vo-Thanh *et al.*, 2020; Watkins *et al.*, 2015). Ta'Amnha *et al.* (2021) proved that organization support during the COVID19 crisis had a positive effect on employee voice.

According to UMT, as aforementioned, in the condition where uncertainty is associated with certainly fair treatment, the individuals are able to maintain positive influences, perceive favorable toward the organization,

immerse in the pro-organizational behavior (e.g., voice behavior, organizational citizen behaviors) (Takeuchi *et al.*, 2012). UMT further states that people employ information on the various aspects of fairness as heuristic devices to draw an overall inference that they could use in socially uncertain situations (Lind and Van den Bos, 2002; Wu *et al.*, 2019). The way organizational response to the COVID-19 crisis with proper information could make employee perceive fair treatment, which in turn promote their voice behaviors.

H9a: ESWORTC moderates the positive connection between perceived SRHRM and voice behavior.

H9b: ESWORTC moderates the positive connection between psychological availability and voice behavior.

H9c: ESWORTC moderates the negative connection between employee job insecurity and voice behavior.

H9d: ESWORTC moderates the positive connection between organizational identification and voice behavior.

According to Schouten *et al.* (2004), organizational crisis preparation is crucial for a variety of reasons from a business standpoint: (1) mitigation of the physical, psychological, and business effects of crises, (2) legal duties to engage in disaster preparation, and (3) the positive influence of such activities on workers' relationships with their workplace are all worth mentioning. Firms that indulge in these practices and experience a crisis should expect benefits in terms of job satisfaction, employee retention, productivity improvements, and reduced health concerns, as well as a lowering in potential legal liability. Bardoel *et al.* (2014) believe that resilience-enhancing HRM strategies will have a direct positive relationship with good employee outcomes such as organizational commitment, work satisfaction, and work performance, in addition to the resilience dimension of psychological capital.

ESWORTC reflects their overall impression of their corporation's suitable and effective response to the situation (Mao *et al.*, 2020; Watkins *et al.*, 2015). The more employee satisfaction is with the firm's reactions to the crisis, the more they trust the firm and feel safe and secure in their employment, as well as confident and motivated to contribute to work, which leads to increased productivity. Furthermore, if employees are satisfied with their firm's concentration and dedication to overcoming the COVID-19 crisis, they should realize change and be persuaded to join the effort and nurture the achievement of job duties (Vo-Thanh *et al.*, 2020). The OST, which is based on SET, views employment as a transaction of employees' effort and allegiance for the organization's real benefits and social resources (Cropanzano and Mitchell, 2005). Following the conservation of resource (COR) theory (Hobfoll, 1989), workers' psychophysiological pressure involved with a depletion of resources produced by a crisis could be mitigated if they are happy with their firm's reactions to the COVID-19 pandemic.

During the challenging period of the COVID-19 crisis, this study proposes that employees' ESWORTC would help strengthen the impact of their perceived SR-HRM, psychological availability, perceived job insecurity, organizational identification, voice behavior on their job performance.

H10a: ESWORTC moderates the positive association between SRHRM and job performance.

H10b: ESWORTC moderates the negative association between psychological availability and job performance.

H10c: ESWORTC moderates the negative association between job insecurity and job performance.

H10d: ESWORTC moderates the positive association between organizational identification and job performance.

H10e: ESWORTC moderates the positive association between voice behavior and job performance.

CHAPTER THREE

RESEARCH METHODOLOGY

In order to achieve the research objectives and test hypotheses in the research model, this study conducts two phases with the explanatory sequential mixed-method design (Creswell and Creswell, 2017). In the first phase with a quantitative study, a sample of 537 respondents was used to test the hypotheses using the partial least squares structural equation modeling (PLS-SEM) and PROCESS. In the second phase, the qualitative study was designed to explain the findings of the quantitative study, especially some main points related to perceived SR-HRM and ESWORTC. The overarching goal of this approach is for the qualitative data to help explain the initial quantitative results in greater depth; therefore, it's critical to integrate the quantitative and qualitative data collecting. In a typical approach, survey data is collected in the first phase, analyzed, and then qualitative interviews are conducted further to explain ambiguous, contradictory, or unusual survey findings.

3.1 The Conceptual Framework

Based on the literature review and hypotheses development, this study builds a comprehensive research model (Figure 3.1) and hypotheses to examine (1) the impact of employees' perceived SR-HRM on their psychological availability, job insecurity, organizational identification, voice behavior, and job performance; (2) the relationships among all these constructs; and (3) the moderating role of ESWORTC. Particularly, this study identifies the mediating role and serial mediating role of psychological availability, job insecurity, organizational identification in the relationship between employees' perceived SR-HRM and voice behavior. It also identifies the mediating role and serial mediating role of psychological availability, job insecurity, organizational identification, voice behavior in the relationship between employees' perceived

SR-HRM and job performance. In addition, this study investigates the moderating role of ESWORTC in the relationship between employees' perceived SR-HRM, psychological availability, job insecurity, organizational identification, and voice behavior. Also, it investigates the moderating role of ESWORTC in the relationship between employees' perceived SR-HRM, psychological availability, job insecurity, organizational identification, voice behavior, and job performance. There are 43 hypotheses in this study as follows:

- H1a: Perceived SR-HRM positive influences employee job performance
- H1b: Perceived SR-HRM positive influences employee voice behavior
- H1c: Perceived SR-HRM positive influences organizational identification
- H1d: Perceived SR-HRM negative influences job insecurity
- H1e: Perceived SR-HRM positive influences psychological availability
- H2a: Voice behavior positive influences job performance
- H2b: Voice behavior mediates the relationship between perceived SR-HRM and job performance
- H3a: Organizational identification positive influences job performance
- H3b: Organizational identification mediates the nexus between perceived SR-HRM and job performance
- H3c: Organizational identification positive influences voice behavior
- H3d: Organizational identification mediates the relationship between perceived SR-HRM and voice behavior
- H3e: Organizational identification and voice behavior play a serial mediating role in the nexus between SR-HRM and job performance
- H4a: Job insecurity negative influences job performance
- H4b: Job insecurity negative influences voice behavior
- H4c: Job insecurity mediates the nexus between perceived SR-HRM and employees job performance

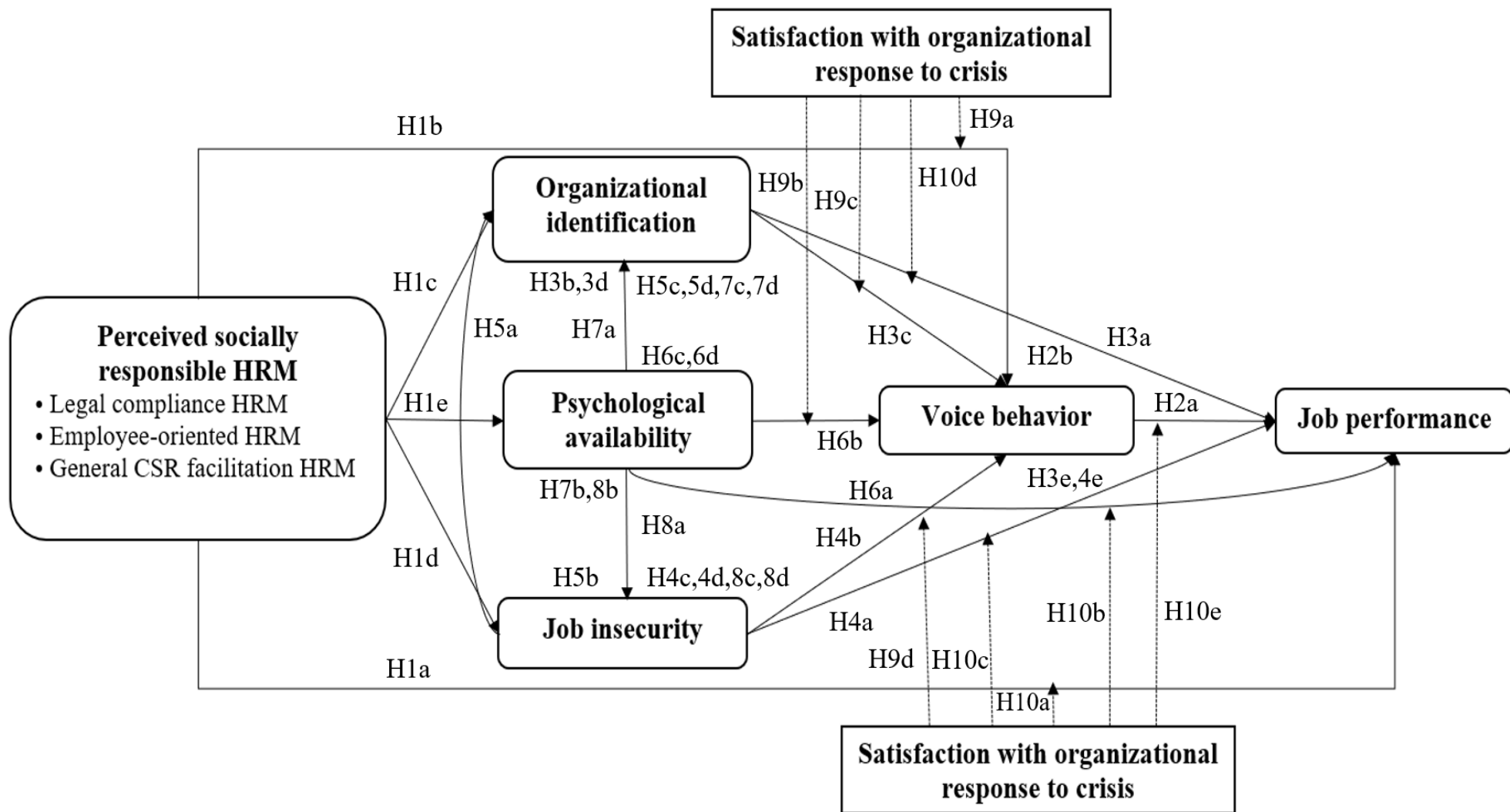


Figure 3.1 The Conceptual Framework

- H4d: Job insecurity mediates the nexus between perceived SR-HRM and employees voice behavior
- H4e: Job insecurity and voice behavior play a serial mediating role in the nexus between perceived SR-HRM and job performance
- H5a: Job insecurity negative influences organizational identification
- H5b: Job insecurity mediates the nexus between perceived SR-HRM and organizational identification
- H5c: Job insecurity and organizational identification play a serial mediating role in the nexus between perceived SR-HRM and job performance
- H5d: Job insecurity and organizational identification play a serial mediating role in the nexus between perceived SR-HRM and voice behavior
- H6a: Psychological availability positive influences job performance
- H6b: Psychological availability positive influences voice behavior
- H6c: Psychological availability mediates the nexus between perceived SR-HRM and job performance
- H6d: Psychological availability mediates the nexus between perceived SR-HRM and voice behavior
- H6e: Psychological availability and voice behavior play a serial mediating role in the nexus between SR-HRM and job performance
- H7a: Psychological availability positive influences organizational identification
- H7b: Psychological availability mediates the nexus between perceived SR-HRM and organizational identification
- H7c: Psychological availability and organizational identification play a serial mediating role in the nexus between SR-HRM and job performance
- H7d: Psychological availability and organizational identification play a serial mediating role in the nexus between SR-HRM and voice behavior
- H8a: Psychological availability negative influences job insecurity
- H8b: Psychological availability mediates the nexus between perceived SR-HRM and job insecurity

- H8c: Psychological availability and job insecurity play a serial mediating role in the nexus between SR-HRM and job performance
- H8d: Psychological availability and job insecurity play a serial mediating role in the nexus between SR-HRM and voice behavior
- H9a: ESWORTC moderates the positive connection between perceived SRHRM and voice behavior.
- H9b: ESWORTC moderates the positive connection between psychological availability and voice behavior.
- H9c: ESWORTC moderates the negative connection between employee job insecurity and voice behavior.
- H9d: ESWORTC moderates the positive connection between organizational identification and voice behavior.
- H10a: ESWORTC moderates the positive association between SRHRM and job performance.
- H10b: ESWORTC moderates the negative association between psychological availability and job performance.
- H10c: ESWORTC moderates the negative association between job insecurity and job performance.
- H10d: ESWORTC moderates the positive association between organizational identification and job performance.
- H10e: ESWORTC moderates the positive association between voice behavior and job performance.

3.2 Quantitative Study

3.2.1 Research Instruments

This study identified seven research constructs and evaluated the inter-relationship among these constructs. These constructs are perceived SR-HRM, psychological availability, job insecurity, organizational identification, voice behavior, and job performance. For each construct, the operational definitions and measurement items were also identified. All items of these constructs were

measured based on a five-point Likert scale ranging from 1= totally disagree, 5= totally agree. All of the questionnaire items were modified based on previous studies and the settings of this study. The detailed questionnaire items are shown in Table 4.1 and Appendix 1.

Perceived SR-HRM: The scale of perceived SR-HRM adapted from Shen and Zhu (2011) and Luu (2021). It is a multidimensional, second-order formative construct assessed via three sub-constructs, i.e., perceived legal compliance HRM practices (five items); perceived employee-oriented HRM (five items); perceived general CSR facilitation HRM (three items). According to Shen and Zhu (2011), SR-HRM is a set of HRM practices that not only comply with labor standards (legal compliance) given by the International Labor Organization but also exceed what regulation required to address the workers' interests, needs, and benefits (employee orientation) and other stakeholder groups and a wider community (general social responsibility facilitation) are.

In addition, to validate the formative higher-order measurement of SR-HRM by employing a redundancy analysis (Hair *et al.* 2019; Sarstedt *et al.*, 2019), this study develops a global question for this construct.

Psychological availability: Psychological availability was rated using five items proposed by May *et al.* (2004). Psychological availability (PA) is defined as the feeling of having the physical, emotional, or psychological resources to personally engage at a certain moment (Kahn, 1990; May *et al.*, 2004).

Job insecurity: The scale of job insecurity includes four items developed by Vander Elst *et al.* (2014). Job insecurity refers to the threat or possibility of losing one's job, as well as the fear of losing one's job (Vander Elst *et al.*, 2014).

Organizational identification: Organizational identification was measured using five items adapted from Mael and Ashforth (1995).

Organizational identification is defined as “a specific form of social identification” and “the perception of oneness with, or belongingness to an organization, where the individual defines him or herself in terms of the organization(s) in which he or she is a member” (Ashforth and Mael, 1989, p. 22)

Voice behavior: Voice behavior was rated using six items proposed by Van Dyne and LePine (1998). Voice behavior refers to discretionary conversations of thoughts, recommendations, concerns, or comments about work-related problems with the goal of improving organizational or group functioning rather than merely criticizing (Van Dyne and LePine, 1998; Morrison, 2011).

Job performance: Job performance is defined as the “scalable actions, behaviors, and outcomes that employees engage in or bring about that is linked with and contribute to organizational goals” (Viswesvaran & Ones, 2000, p. 216). This study chooses task performance or in-role performance dimension of job performance because this dimension was considered as the most essential aspect in almost all frameworks of job performance (Koopmans *et al.*, 2011). Job task performance is defined by Borman and Motowidlo (1993, p.73) as the ability of employees to perform tasks that are officially identified as components of their work. Therefore, job performance was measured using six items adapted from Chiang and Hsieh (2012) and Vo-Thanh *et al.* (2020).

Employee satisfaction with organizational response to a crisis: ESWORTC was assessed using three items adapted from Watkins *et al.* (2015) and Vo-Thanh *et al.* (2020). Employees’ satisfaction with crisis reactions refers to employees’ general perception that their organization has reacted appropriately and effectively in assisting and supporting employees during the crisis (Mao *et al.*, 2020; Vo-Thanh *et al.*, 2020).

3.2.2 Questionnaire Design

To guarantee linguistic equality, the questionnaire was prepared using the back-translation process (Brislin, 1970); the measuring scales were first translated into Vietnamese and afterward back into English. The author, who is a multilingual person, was able to fix any problems in the translation.

Following the suggestions of Hardesty and Bearden (2004), this research call seven specialists (one associate professor, three assistant professors, and three Ph.D. students) from two universities for this investigation. They're all working on HRM-related research. The experts reviewed the constructs' items, adjusted them, and made recommendations to ensure content and face validity. As a consequence, 75 percent or more of the experts agreed on all of the things, and certain wordings were changed.

Additionally, the Vietnamese format of the survey was piloted with 50 Vietnamese employees ranging in age from 20 to 55 years old,. The pilot survey was conducted online in Google form in April 2021. This survey investigates Vietnamese full-time white-collar employees working in the following industries in Vietnam: Trade, wholesale, and retail; Manufacturing or processing (e.g., textile, footwear, electronic, food processing); Construction and real estate; Tourism, restaurant, leisure, and hotel services; Transportation, warehousing, and logistics (the top management level was excluded). The purpose of the pretest was to see how respondents reacted to the questionnaire, to validate the translation of key technical terms, to estimate the time it would take to complete the questionnaire, to see if the question sequence elicited the desired information, and see whether respondents understand any of the terminologies. The questionnaire were modified based on their comments and analysis of the pilot results. The final questionnaire consisted of two main sections: measurement scales and sociodemographic and work-related information.

3.2.3 Sampling Plan

The study adopted a convenience sampling method. The main data were collected from an online survey conducted between May and June 2021. Online questionnaires consist of all questionnaire items were created by Google form and sent via email address and Linked-in to the respondents. The invitation included details about the study's goals and survey instructions, as well as pledges of confidentiality. This method of data collecting was chosen to reduce the danger of infection for both researchers and participants. Respondents completed all questionnaires voluntarily. This survey investigates Vietnamese full-time white-collar employees working in the following industries in Vietnam: Trade, wholesale, and retail; Manufacturing or processing (e.g., textile, footwear, electronic, food processing); Construction and real estate; Tourism, restaurant, leisure, and hotel services; Transportation, warehousing, and logistics (the top management level was excluded). According to International Labor Organization (2020b) and World Bank (2021), the above industries have been heavily impacted by COVID-19 than others.

Hair Jr *et al.* (2021) noted the 10-times-rule, which stated that the sample size should be equal to or greater than ten times the largest number of formative indicators used to measure a construct, or ten times the largest number of structural paths directed at a specific construct in the conceptual framework. This study has thirteen direct paths; hence, the minimum sample size is 130. VanVoorhis and Morgan (2007) suggested that the good sample size for factor analysis is approximate 300.

According to Kotrlik and Higgins (2001) and Israel (2003), in cases involving large populations, Cochran's formula (Cochran, 1977) is particularly useful. Given the desired level of accuracy, desired confidence level, and the expected fraction of the attribute total population, the Cochran formula is a reasonable way to compute an optimum sample size. Because a sample of any

size provides more information about a smaller population than a bigger one, there is a correction that may be used to reduce the number supplied by Cochran's formula if the entire population is tiny. The Cochran formula is:

$$n = \frac{Z^2 * p * q}{e^2}$$

Where:

- n is the minimum sample size
- e is the desired level of precision (i.e., the margin of error),
- p is the (estimated) proportion of the population that has the attribute in question,
- q is 1 – p.
- Z is the abscissa of the normal curve that cuts off an area α at the tails (1 - α equals the desired confidence level, e.g., 95%; If the sampling confidence level is 95%, the z value is 1.96), α : significance level.

Assuming that there is a large population but that we do not know the variability in the proportion that will adopt the practice; hence, assume $p = 0.5$ (maximum variability). Moreover, this study has set the level of acceptable error at 5% and desired a 95% confidence level. Therefore, the minimum sample size is:

$$n = \frac{1.96^2 * 0.5 * 0.5}{0.05^2} = 385$$

In this study, to obtain the sample size, a total of 700 questionnaires were distributed, and 537 usable questionnaires were received, resulting in a response rate of 76.71%. Thereby, the sample size of this study is accepted.

As shown in Table 3.1, the characteristics of respondents involved age, gender, education, position, industry, organization type, organization size, type of work contract, and department. The majority of respondents are aged 30 and

Table 3.1 Information of Respondents (n = 537)

<i>Category</i>	<i>%</i>	<i>Category</i>	<i>%</i>
<i>Age</i>		<i>Organization type</i>	
≤30	54.9	Foreign-invested company	31.3
31-40	34.1	State enterprises	7.8
41-50	9.3	Domestic private company	60
≥ 51	1.7	Others	0.9
<i>Gender</i>		<i>Organization size (employees)</i>	
Male	40.4	< 50	24.6
Female	59.6	51-100	14.3
<i>Education</i>		101-200	11
High school graduate	4.1	201-500	10.2
Vocational certificate	18.2	501-1,000	19.4
Undergraduate degree	66.1	1,001-2,000	8.4
Graduate degree	11.5	> 2,000	12.1
<i>Position</i>		<i>Type of work contract</i>	
Non-managerial employee	71.7	1-year contract or shorter	18.4
First-line chief	15.1	Contract from over 1 year to 3 years	25.3
Middle manager	13.2	Indefinite contract	56.2
<i>Industry</i>		<i>Department</i>	
Trade, wholesale, and retail	24.6	Back office	48.6
Manufacturing or processing (Textile, footwear, electronic, food processing, etc.)	30	Front office	36.7
Construction and real estate	11.4	Production/Operation	14.7
Tourism, restaurant, leisure, and hotel services	18.1		
Transportation, warehousing, and logistics	16		

under 30 (54.9%), followed by those aged from 31 to under 40 (34.1%). Female accounts for 59.6%, and male accounts for 40.4%. Most respondents got an undergraduate degree (66.1%) and are in non-managerial employee positions. Respondents are from different industry sectors: 24.6% work in trade, wholesale, and retail; 30% work in manufacturing or processing (Textile, footwear, electronic, food processing, etc.); 18.1% work in tourism, restaurant, leisure, and hotel services; 16% work in transportation, warehousing, and logistics 11.4% work in construction and real estate. The majority of respondents work in domestic private companies (60%) and have indefinite contracts (56.2%). Respondents work in different companies' sizes (e.g., 24.6% work in companies has under 50 employees, 19.4% work in companies has 501-1,000 employees). Regarding the working department, 48.6% of respondents work in the back office, 36.7% of respondents work in the front office, 14.7% of respondents work in the production/operation department.

3.2.4 Data Analysis Techniques

SPSS 22.0, Smart PLS 3.2, and PROCESS 3.5 were used to analyze the data and test the hypotheses. The following strategies for data analysis were used:

3.2.4.1 Evaluating the measurement model

In order to evaluate the dimensionality and reliability of the research constructs, this study firstly employed several purification techniques, including factor analysis and internal consistency analysis (Cronbach's alpha). Factor analysis was used to determine the dimensionality of each research construct, choose questionnaire items with high factor loadings, and compare these items to theoretically proposed ones. The internal consistency and reliability of the instrument were also examined using item-to-total correlation and coefficient alpha. The number of dimensions to be retrieved from the principal component factor analysis was determined using eigenvalues.

According to Hair *et al.* (1998); Jackson (1993); Kanbay *et al.* (2021) and Peterson (2000), the following requirements should be met: Eigenvalue >1 , factor loading > 0.6 , accumulated explained variance >0.5 , item-to-total correlation >0.5 , and coefficient alpha (α) > 0.7 .

With reflective measurement models, for internal consistency reliability, composite reliability (CR) should be higher than 0.7; however, the maximum value of CR is 0.95 to avoid indicator redundancy, which would compromise content validity (Hair *et al.*, 2017). For indicator reliability, Dijkstra and Henseler (2015) introduced rho_A as an alternative measure of construct reliability that fits roughly between Cronbach's alpha and the composite reliability; rho_A should be higher than 0.7.

For convergent validity, according to Hair *et al.* (2017), the average variance extracted (AVE) for all items on each construct is the metric used to assess convergent validity. The AVE is computed by squaring the loading of each indicator on a construct and computing the mean value. A value of 0.50 or higher indicates that the concept explains at least 50% of the variance among its items.

For discriminant validity, the square root of the AVE of each construct is greater than its highest correlation with other constructs (Fornell and Larcker, 1981). Additionally, (Henseler *et al.*, 2015) suggested the heterotrait-monotrait (HTMT) ratio of the correlations to discriminant validity. The HTMT is defined as the difference between the (geometric) mean of the average correlations for items measuring the same construct and the mean value of item correlations across constructs. When HTMT readings are high, discriminant validity issues arise (Hair *et al.*, 2017). Henseler *et al.* (2015) propose a threshold value of 0.90 for conceptually similar constructs and a threshold value of 0.85 for conceptually different constructs.

For formatively measured constructs, convergent validity is determined “by the correlation of the construct with an alternative measure of the same concept” by employing a redundancy analysis (Hair *et al.*, 2019, p.10). The correlation of the formative construct with the single-item construct should be higher than 0.7.

In order to validate the formative higher-order SR-HRM construct, this study follows the three-step procedure proposed by Hair *et al.* (2019) and Sarstedt *et al.* (2019). First, the higher-order construct’s convergent validity was assessed by employing a redundancy analysis, in which where the higher-order construct is linked to a different single-item perceived SR-HRM measurement. A single global item to capture the respondents’ overall perceptions of SR-HRM as a criterion construct was used (Sarstedt *et al.*, 2019) (see in the questionnaire). Second, it is essential to check the collinearity issues: VIF scores of 5 or higher suggest serious concerns with collinearity between indicators of formatively measured constructs. The VIF values should be below the threshold of 5 (Hair *et al.*, 2017). Third, it needs to evaluate the statistical significance and appropriateness of the indicator weights of the relationships between the three lower-order components and SR-HRM (Hair *et al.*, 2019; Hair Jr *et al.*, 2021).

3.2.4.2 Common Method Variance Issue

The following validity tests were performed to investigate the probability of shared method variance (bias caused by collecting two measures from the same source using the same method at the same time). The first step was to do a Harmon one-factor test, which loaded all of the variables into a principal component factor analysis (Podsakoff *et al.*, 2003). Second, discriminating validity was assessed by comparing the square root of the average variance extracted (AVE) to Pearson correlations between the constructs. The AVE estimations should all be higher than the inter construct square correlation

estimates (Fornell and Larcker, 1981). Third, the independent variables' variance inflation factor (VIF) values should be assessed because they also signal potential multicollinearity problems (O'Brien, 2007). The inner VIF values should be below the cut-off value of 5 (Hair et al., 2017).

3.2.4.3 Evaluating the structural measurement model and Hypotheses

Testing Techniques

Both the measurement and structural models in this investigation used the Partial Least Squares (PLS) path modeling algorithm. According to Ringle *et al.* (2020), PLS-SEM is a good technique for explaining complicated interactions, including moderating and mediating effects, and it's especially useful for measurement models containing formative indicators. As a structural modeling approach, this strategy, which has lately gained popularity in HRM research, also has the advantage of providing a set of tests for evaluating construct reliability and validity, including tests generated by confirmatory factor analysis (Ringle *et al.*, 2020; Vo-Thanh *et al.*, 2021). According to Hair et al. (2017), PLS is especially useful in the following circumstances: (1) When the study's primary objective is to predict key derived components or constructs; (2) When the structural model is very sophisticated; (3) When the sample size is small; (4) When the data are non-normal to some extent; and (5) When the latent variable score will be used in the subsequent analysis.

Hair *et al.* (2019) suggested that the coefficients of determination R^2 which reflected the amount of explained variance of each endogenous latent variable, were the most important criterion for evaluating the PLS model. According to (Chin, 1998), R^2 over the cutoffs of 0.67, 0.33, and 0.19 are described as "substantial," "moderate," and "weak," respectively.

Hair et al. (2019) have advocated using the Q^2 value to determine the predictive precision of the PLS path model. This metric is developed on the blindfolding technique, which involves removing single points from a data

matrix, imputing the removed points with the mean, and estimating model parameters. For a specific endogenous construct, Q^2 values greater than zero show the structural model's prediction accuracy for that construct. Q^2 values greater than 0, 0.25, and 0.50, respectively, indicate small, medium, and substantial predictive meaning of the PLS-path model.

Hair et al. (2019) also proposed the Q^2_{predict} to examine the model's predictive power. In this analysis, the researcher should “use ten repetitions, assuming the sample size is large enough. Q^2_{predict} values > 0 indicate that the model outperforms the most naïve benchmark (i.e., the indicator means from the analysis sample.)” (Hair et al., 2019, p.15).

Besides, the goodness-of-fit (i.e., the GoF index), which was the geometric mean of the average communality and the models' average R^2 value can be used to evaluate the structural measurement model. According to Esposito Vinzi *et al.* (2010), GoF over the cutoffs of 0.36, 0.25, and 0.10 are described as “large”, “medium”, and “small,” respectively. However, according to Henseler and Sarstedt (2013), the GoF can only “be useful to assess how well a PLS path model can explain different sets of data.”

To further test the mediation, serial mediation, and moderation hypotheses, this study employed PROCESS 3.5 macro (Hayes *et al.*, 2017). This is a “macro” software for SPSS and SAS that makes mediation, moderation, and conditional process analysis with observed variables become easier to implement. Ordinary least squares regression-based path analysis is used to estimate models in the PROCESS macro for SPSS (Hayes *et al.*, 2017). In the current study, PROCESS model 6 was adopted to test the mediation, serial mediation hypotheses, and PROCESS model 89 was adopted to test moderation hypotheses (Hayes, 2017).

3.3 Qualitative Study

This study conducts two phases with the explanatory sequential mixed-method design to achieve the research objectives (Creswell and Creswell, 2017). In the second phase, the qualitative study was designed to provide more depth, more insight into the quantitative results, especially some main points related to perceived SR-HRM and ESWORTC.

3.3.1 Interviews

The qualitative study aimed at enriching our understanding of the results of the quantitative phase (McKim, 2017). From August to September 2021, semi-structured interviews were conducted. Warm-up, development, and closing were the three major steps of the interview protocol. First, the information provided by the informants was carefully checked. The purpose of the study and key concepts were detailly explained. Given that the informants had already completed the survey, they felt pretty comfortable capturing these ideas. In addition, the survey's key findings results were provided. Informants were given a series of questions during the development stage to have a clearer understanding of the survey results. The main interview questions were formulated based on the findings of the quantitative study and then continuously updated during the interview process to reflect new knowledge and insights learned from previous interviews. The main semi-structured interview questions are presented in appendix 2.

The informants for the explanatory sequential mixed-method design should be drawn from individuals who took part in the quantitative phase (Teddlie and Tashakkori, 2009). Purposive sampling was used in this work to assure a cross-sectional sample with a diverse set of features to gain a deeper understanding of SR-HRM and ESWORTC. As a result, we identified informants among the respondents who volunteered to take part in the qualitative phase. In four categories, these informants were typical of the

quantitative phase's sample: Gender, age, type of work contract, industry type, and organization size are all factors to consider.

Because face-to-face interviews were impossible during the epidemic, voice or video interviews were conducted using Zoom or Skype. Due to the use of a variety of tactics, such as locating a quiet area with a reliable internet connection, repeating questions and responses, and paying attention to body language and tonal shifts, there are no significant variations in the duration and quality of online interviews.

A total of 20 interviews were conducted; each interview lasted between 40 and 65 minutes. Table 3.2 presents a summary of participants' characteristics, with participants referred to confidentially by their position.

Table 3.2 Characteristics of Interviewees

ID	Gender	Age (years)	Type of work contract	Position	Type of industry	Organization size (employees)
R1	Female	45	Indefinite contract	Middle manager	Trade	Appr. 450
R2	Male	23	One-year or shorter	Non-managerial employee	Leisure	Appr. 50
R3	Male	30	One-year or shorter	Non-managerial employee	Textile	Appr. 900
R4	Male	27	Indefinite contract	Non-managerial employee	Real estate	Appr. 500
R5	Female	33	Over 1-year to 3-years	First-line chief	Construction	Appr. 3,000
R6	Female	26	Over 1-year to 3-years	Non-managerial employee	Retail	Appr. 2,000

ID	Gender	Age (years)	Type of work contract	Position	Type of industry	Organization size (employees)
R7	Male	42	Indefinite contract	Non-managerial employee	Logistics	Appr. 40
R8	Male	38	Over 1-year to 3-years	First-line chief	Footwear	Appr. 5,000
R9	Female	32	Over 1-year to 3-years	Non-managerial employee	Electronic	Appr. 1,500
R10	Female	51	Indefinite contract	Middle manager	Warehousing	Appr. 300
R11	Male	25	Over 1-year to 3-years	Middle manager	Tourism and Hotel	Appr. 50
R12	Female	45	Indefinite contract	First-line chief	Wholesale	Appr. 400
R13	Female	40	Indefinite contract	First-line chief	Real estate	Appr. 70
R14	Female	27	One-year or shorter	Non-managerial employee	Restaurant	Appr. 100
R15	Male	54	Indefinite contract	First-line chief	Car manufacturing	Appr. 500
R16	Female	37	Over 1-year to 3-years	Non-managerial employee	Logistics	Appr. 350
R17	Male	43	Indefinite contract	Non-managerial employee	Trade	Appr. 1,800
R18	Male	37	One-year or shorter	Non-managerial employee	Hotel	Appr. 100

ID	Gender	Age (years)	Type of work contract	Position	Type of industry	Organization size (employees)
R19	Female	24	One-year or shorter	Non-managerial employee	Transportation	Appr. 200
R20	Female	36	Over 1-year to 3-years	Middle manager	Real estate	Appr. 4,000

Note: Appr. = Approximate

3.3.2 Thematic Analysis

The interview recordings and were coded using MAXQDA 2020 and selected verbatim for quotations that were translated from Vietnamese to English by the back-translation approach. All the interviews were transcribed and then imported into MAXQDA 2020 software.

Based on a thematic analysis of the interview transcripts, the codes were created. This study chose theme analysis because it is well suited to research questions about the understanding and representation of phenomena that look for patterns that are related to various epistemological and ontological perspectives (Guest *et al.*, 2011). As a result, it allows a broader understanding of the potential of research issues from quantitative findings. It's also good for questions on a participant's experiences, as well as their opinions and perceptions. Additionally, it has the advantage of being a conceptually flexible method to qualitative data analysis (Bui *et al.*, 2017).

Following Bui (2021), in thematic analysis, the original coding tree with macro-themes should be created by rigorously following the study's key qualitative research objectives. This coding tree was checked with one HRM and one HRM lecturer. The coding process then follows an intuitive path, involving categorizing themes and particular features of interviews in multiple phases to ensure that both general trends and individual variations are

highlighted. Thereby, three steps were taken. First, raw codes were produced for each macro-theme as these codes emerged within each case, as the cases were programmed. The examples of the raw coding process are provided in Appendix 7. Second, the raw codes were synthesized into themes. Third, these themes were then grouped into clusters based on their similarities. The emerged themes are compared to the quantitative findings and research framework and merged as appropriate. This resulted in a clearer image of the main concerns (Bui, 2021; Guest *et al.*, 2011).



CHAPTER FOUR

RESULTS AND DISCUSSIONS

4.1 Quantitative Research Result

4.1.1 Measurement Results for Research Variables

The descriptive statistics of the research variables for 537 respondents, including mean values and standard deviations, are illustrated in Table 4.1. It shows that most respondents tend to report higher levels (the mean values are above 3.3) for most items of the constructs of this research framework, excluding the “negative” construct (i.e., job insecurity).

In order to evaluate the dimensionality and reliability of the research constructs, this study firstly employed several purification techniques, including factor analysis and internal consistency analysis. The results of factor analysis and internal consistency analysis are provided in Table 4.1.

For the construct of “perceived legal compliance HRM,” the eigenvalue is 3.61, with the total variance explained of 72.36%, the Cronbach’s α value for the factor is 0.90. There is one deleted item for this construct because the factor loading of LC6 (=0.39) is lower than 0.6. The remaining items of this factor have high factor loadings (0.78~0.90) and a high coefficient of item-to-total correlations (0.67~0.83).

For the construct of “perceived employee-oriented HRM,” the eigenvalue is 3.69, with the total variance explained of 73.87%, the Cronbach’s α value for the factor is 0.91. All items of this factor have high factor loadings (0.84~0.89) and a high coefficient of item-to-total correlations (0.75~0.81).

For the construct of “perceived general CSR facilitation HRM,” the eigenvalue is 2.10, with the total variance explained of 69.86%, the Cronbach’s α value for the factor is 0.78. All items of this factor have high factor loadings (0.80~0.87) and a high coefficient of item-to-total correlations (0.57~0.69).

For the construct of “Psychological Availability,” the eigenvalue is 3.27, with the total variance explained of 81.77%, the Cronbach’s α value for the factor is 0.93. There is one deleted item for this construct because the factor loading of PA5 (= 0.32) is lower than 0.6. The remaining items of this factor have high factor loadings (0.88~0.92) and a high coefficient of item-to-total correlations (0.80~0.86).

For the construct of “Job Insecurity,” the eigenvalue is 2.48, with the total variance explained of 82.63%, the Cronbach’s α value for the factor is 0.89. There is one deleted item for this construct because the factor loading of JI2 (= 0.42) is lower than 0.6. The remaining items of this factor have high factor loadings (0.88~0.93) and a high coefficient of item-to-total correlations (0.75~0.83).

For the construct of “Organizational Identification,” the eigenvalue is 2.62, with the total variance explained of 52.41%, the Cronbach’s α value for the factor is 0.77. All items of this factor have high factor loadings (0.68~0.73) and a high coefficient of item-to-total correlations (0.50~0.57).

For the construct of “Satisfaction with organizational responses to COVID-19 crisis”, the eigenvalue is 2.61, with the total variance explained of 87.17%, the Cronbach’s α value for the factor is 0.93. All items of this factor have high factor loadings (0.92~0.94) and a high coefficient of item-to-total correlations (0.82~0.88). factor

For the construct of “Voice Behavior,” the eigenvalue is 3.86, with the total variance explained as 72.29%, the Cronbach’s α value for the factor is 0.93. There is one deleted item for this construct because the factor loading of VB4 (=0.32) is lower than 0.6. The remaining items of this have high factor loadings (0.86~0.90) and a high coefficient of item-to-total correlations (0.78~0.83).

For the construct of “Satisfaction with organizational responses to COVID-19 crisis”, the eigenvalue is 4.38, with the total variance explained of 72.95%, the Cronbach’s α value for the factor is 0.93. All items of this factor have high factor loadings (0.77~0.91) and a high coefficient of item-to-total correlations (0.69~0.79).

Table 4.1 Descriptive Statistics of Research Items and Result of Factor Analysis and Reliability Test

<i>Code</i>	<i>Research Items</i>	<i>Mean</i>	<i>SD</i>	<i>Factor loading</i>	<i>Item-total c.</i>
Perceived Legal Compliance HRM (Eigenvalue = 3.61; Cumulative Explained Variance = 72.36%; Cronbach’s alpha = 0.90)					
LC1	“My organization ensures equal opportunity for employees in HRM”	4.33	.958	.85	.75
LC2	“Employees in my organization are paid above minimum wages and based on their performance”	4.11	.974	.90	.82
LC3	“My organization complies with the regulations regarding the contract labor, working hours and compulsory social benefits”	3.86	1.149	.78	.67
LC4	“My organization does not employ child labor or forced labor”	4.20	0.911	.90	.83
LC5	“My organization has clear and detailed regulations on occupational health and safety”	4.06	1.068	.82	.72
LC6	“My organization appoints staff monitoring labor standards in business partners; for example, suppliers and contractors”	3.45	1.104	Deleted	

<i>Code</i>	<i>Research Items</i>	<i>Mean</i>	<i>SD</i>	<i>Factor loading</i>	<i>Item-total c.</i>
Perceived Employee-oriented HRM (Eigenvalue = 3.69; Cumulative Explained Variance = 73.87%; Cronbach's alpha = 0.91)					
EW1	<i>“My organization adopts flexible working hours and employment programs achieving work-life balance”</i>	3.55	1.177	.87	.80
EW2	<i>“My organization provides adequate training and development opportunities to employees”</i>	3.31	1.286	.84	.75
EW3	<i>“Bottom-up voice is stimulated in the organization”</i>	3.81	1.137	.89	.81
EW4	<i>“Employees are allowed to participate in decision making and total quality management; and their suggestions and ideas are appreciated by managers”</i>	4.17	1.028	.85	.75
EW5	<i>“Unions can represent and protect workers' rights and can be involved in determining labor terms”</i>	4.07	1.054	.86	.77
Perceived General CSR Facilitation HRM (Eigenvalue = 2.10; Cumulative Explained Variance = 69.86%; Cronbach's alpha = 0.78)					
GC1	<i>“My organization appoints adequate staff implementing general CSR initiatives (toward shareholders, community, environment, employees, customer and other partners)”</i>	4.35	.950	.80	.57
GC2	<i>“My organization enforces employee participating on CSR activities; rewards employees who contribute to</i>	4.25	1.019	.83	.61

<i>Code</i>	<i>Research Items</i>	<i>Mean</i>	<i>SD</i>	<i>Factor loading</i>	<i>Item-total c.</i>
	<i>environmental protection, charity, communities and other CSR activities”</i>				
GC3	<i>“My organization gives equal opportunity employment to all candidates, including who are in difficulty and who are local”</i>	4.31	.873	.87	.69
OCH	<i>“My organization does a good socially responsible Human Resource Management toward sustainable development”</i>	4.26	.963	-	-
Psychological Availability (Eigenvalue = 3.27; Cumulative Explained Variance = 81.77%; Cronbach’s alpha = 0.93)					
PA1	<i>I am confident in my ability to handle competing demands at work.</i>	3.87	1.052	.88	.80
PA2	<i>I am confident in my ability to deal with problems that come up at work.</i>	4.10	.993	.92	.86
PA3	<i>I am confident in my ability to think clearly at work.</i>	3.86	1.101	.92	.85
PA4	<i>I am confident in my ability to display the appropriate emotions at work.</i>	4.06	1.054	.88	.80
PA5	<i>I am confident that I can handle the physical demands at work.</i>	3.74	1.138	Deleted	
Job Insecurity (Eigenvalue = 2.48; Cumulative Explained Variance = 82.63%; Cronbach’s alpha = 0.89)					
J11	<i>“Chances are, I will soon lose my job”</i>	2.12	1.066	.88	.75
J12	<i>“I am sure I can keep my job*”</i>	3.68	1.204	Deleted	
J13	<i>“I feel insecure about the future of my job”</i>	1.96	1.008	.93	.83
J14	<i>“I think, with the current situation, I might lose my job in the near future”</i>	2.08	1.103	.91	.80

<i>Code</i>	<i>Research Items</i>	<i>Mean</i>	<i>SD</i>	<i>Factor loading</i>	<i>Item-total c.</i>
Organizational Identification (<i>Eigenvalue</i> = 2.62; <i>Cumulative Explained Variance</i> = 52.41%; <i>Cronbach's alpha</i> = 0.77)					
OI1	<i>“When someone criticizes the organization, it feels like a personal insult”</i>	4.23	.902	.68	.50
OI2	<i>“I am very interested in what others think about the organization”</i>	3.78	1.099	.74	.57
OI3	<i>“When I talk about the organization, I usually say ‘we’ rather than ‘they’”</i>	3.56	1.122	.71	.53
OI4	<i>“The organization’s successes are my successes”</i>	3.74	.940	.75	.57
OI5	<i>“When someone praises the organization, it feels like a personal compliment”</i>	3.62	.974	.73	.55
Satisfaction with organizational responses to COVID-19 crisis (<i>Eigenvalue</i> = 2.61; <i>Cumulative Explained Variance</i> = 87.17%; <i>Cronbach's alpha</i> = 0.93)					
SOR1	<i>“I am satisfied with the way that my employer responded to crisis by prompt and appropriate plans and scenarios”</i>	3.74	1.140	.93	.84
SOR2	<i>“I am satisfied that my organization’s management board did everything that it could have in response to crisis”</i>	3.49	1.249	.92	.82
SOR3	<i>“I am satisfied with the way that my organization’s management board took care of its employees’ needs and difficulties resulting from crisis”</i>	3.60	1.210	.94	.88
Voice Behavior (<i>Eigenvalue</i> = 3.86; <i>Cumulative Explained Variance</i> = 77.29%; <i>Cronbach's alpha</i> = 0.93)					
VB1	<i>“I develop and makes recommendations concerning issues that affect this working group”</i>	4.35	.799	.86	.78

<i>Code</i>	<i>Research Items</i>	<i>Mean</i>	<i>SD</i>	<i>Factor loading</i>	<i>Item-total c.</i>
VB2	<i>“I speak up and encourage others in this group to get involved in issues that affect the group”</i>	4.34	.778	.90	.83
VB3	<i>“I communicate his/her opinions about work issues to others in this group even if their opinion is different and others in the group disagree with them”</i>	4.40	.779	.88	.81
VB4	<i>“I keep well informed about issues where my co-workers’ opinion might be useful to this working group”</i>	3.36	1.103	Deleted	
VB5	<i>“I get involved in issues that affect the quality of work-life here in this group”</i>	4.31	.892	.86	.79
VB6	<i>“I speak up in this group with ideas for new projects or changes in procedures”</i>	4.36	.854	.89	.83
Job Performance (Eigenvalue = 4.38; Cumulative Explained Variance = 72.95%; Cronbach’s alpha = 0.92)					
JP1	<i>“I fulfill my job responsibilities”</i>	4.24	.832	.86	.78
JP2	<i>“I meet the performance standards and expectations of the job”</i>	4.11	.879	.86	.79
JP3	<i>“My performance level satisfies my manager”</i>	3.96	.860	.91	.85
JP4	<i>“I perform better than many other ones who perform the same job”</i>	3.69	.976	.77	.69
JP5	<i>“I have adequate competencies to carry out my work effectively”</i>	4.16	.867	.88	.81
JP6	<i>“I produce high-quality work”</i>	3.93	.894	.85	.78

Notes: SD: Standard Deviation; Item-to-total cor.: Item-to-total correlation, *: reversed scale items

For internal consistency reliability, with reflective measurement models, Table 4.2 shows that CR values of each construct are higher than 0.85 and

smaller than 0.95. For indicator reliability, according to Dijkstra and Henseler (2015), rho_A should be higher than 0.7. Table 4.2 presents that all values of rho_A are higher than this threshold.

Table 4.2. Reliability Test and Internal Consistency

Construct	rho_A	CR	AVE
SR-HRM^s	N/A	N/A	N/A
<i>Perceived Legal Compliance HRM</i>	0.91	0.93	0.72
<i>Perceived Employee-oriented HRM</i>	0.92	0.93	0.74
<i>Perceived General CSR Facilitation HRM</i>	0.80	0.87	0.70
Psychological availability	0.93	0.94	0.82
Job Insecurity	0.90	0.93	0.83
Organizational Identification	0.78	0.85	0.52
Voice Behavior	0.93	0.94	0.77
Job Performance	0.93	0.94	0.73
SWORTC	0.94	0.95	0.87

Notes: N/A: rho_A, CR, and AVE are not applicable for formative construct;

^s: second-order formative construct

For convergent validity, Table 4.2 indicates that the AVE values of each construct are higher than the threshold of 0.5 (Hair et al., 2017). AVE value of 0.50 or higher indicates that the concept explains at least 50% of the variance among its items.

Because SR-HRM is a second-order formative construct including three components: perceived legal compliance HRM, perceived employee-oriented HRM, perceived general CSR facilitation HRM, this study uses the repeated indicators approach for SR-HRM (Hair et al., 2019 and Sarstedt et al., 2019). For this formative construct, rho_A, CR and AVE are not applicable (Hair et al., 2019).

For discriminant validity, Table 4.3 shows that the square root of the AVE of each construct is greater than its highest correlation with other constructs

(Fornell and Larcker, 1981). Additionally, Table 4.4 displays that all HTMT values are lower than the HTMT threshold values of 0.90 (Henseler *et al.*, 2015).

Table 4.3 Correlations between Constructs and Fornell-Larcker Criterion

Variable	LC	EO	GC	SRHRM ^s	PA	JI	OI	VB	JP	SOR
LC	0.85									
EO	0.70***	0.86								
GC	0.37***	0.31***	0.84							
SRHRM ^s	0.92***	0.90***	0.51***	N/A						
PA	0.71***	0.70***	0.25***	0.75***	0.90					
JI	-0.68***	-0.70***	-0.30***	-0.74***	-0.79***	0.91				
OI	0.42***	0.39***	0.36***	0.47***	0.40***	-0.43***	0.72			
VB	0.60***	0.49***	0.41***	0.62***	0.58***	-0.61***	0.51***	0.88		
JP	0.36***	0.31***	0.30***	0.39***	0.40***	-0.37***	0.60***	0.52***	0.85	
SOR	0.54***	0.56***	0.25***	0.59***	0.58***	-0.58***	0.44***	0.42***	0.39***	0.933

Notes: LC, EO, and GC are first-order reflective components of SRHRM

Bold diagonal is the square root of AVE

^s: second-order formative construct

*** : Correlation is significant at the 1% level (2-tailed t-test)*

LC: Perceived Legal Compliance HRM; EO: Perceived Employee-oriented HRM; GC: Perceived General CSR Facilitation HRM; SRHRM: Socially Responsible HRM; PA: Psychological Availability; JI: Job Insecurity; OI: Organizational Identification; SOR: Satisfaction with organizational responses to COVID-19 crisis (SWORTC); VB: Voice Behavior; JP: Job Performance.

In order to validate the formative higher-order SR-HRM construct, this study follows the three-step procedure proposed by Hair *et al.* (2019) and Sarstedt *et al.* (2019). First, the higher-order construct's convergent validity was assessed by employing a redundancy analysis, in which where the higher-order construct is linked to a different single-item perceived SR-HRM measurement. A single global item to capture the respondents' overall perceptions of SR-HRM as a criterion construct was used (Sarstedt *et al.*, 2019) (see in the questionnaire in appendix 1). The redundancy analysis showed that

the correlation of the formative higher-order construct with the single-item construct is 0.82 and significant at the 1% level. Given that this value is higher than the threshold of 0.7, the higher-order construct's convergent validity was confirmed (Hair *et al.*, 2019).

Table 4.4 The Heterotrait-Monotrait Ratio (HTMT)

Variable	LC	EO	GC	SRHRM^s	PA	JI	OI	VB	JP	SOR
LC										
EO	0.76									
GC	0.43	0.36								
SRHRM^s	N/A	N/A	N/A							
PA	0.77	0.75	0.29	0.79						
JI	0.75	0.77	0.35	0.80	0.86					
OI	0.48	0.46	0.45	0.56	0.47	0.51				
VB	0.65	0.52	0.48	0.67	0.62	0.66	0.58			
JP	0.39	0.34	0.34	0.43	0.42	0.40	0.69	0.56		
SOR	0.59	0.60	0.29	0.64	0.63	0.63	0.51	0.45	0.42	

Note: HTMT values are not applicable for the relationship between first-order reflective constructs and second-order formative constructs.

Second, we examined the potential collinearity issues (VIF) among the lower-order components of *SR-HRM*. Table 4.5 illustrates that VIF values of 2.05 for LC, 1.96 for EW, and 1.16 for GC, which are significantly lower than the ideal threshold of 3 and the cut-off value of 5.00 (Hair *et al.*, 2017; Hair *et al.*, 2019).

Third, to evaluate the significance and relevance of the relationships between the three lower-order components and *SR-HRM*, bootstrapping (5000 subsamples) was employed (Hair *et al.*, 2019). The results indicated that LC's weight is pronounced (0.51) and significant ($p < 0.01$), EW's weight is pronounced (0.50), and GC's weight is smaller (0.18) and significant ($p < 0.01$).

Therefore, these findings provide strong evidence for the reflective-formative higher-order construct's validity.

In conclusion, because all criteria are met, the reliability and validity of the measurement model in this study are verified.

Table 4.5. The inner VIF Values

	SR-HRM	PA	JI	OI	VB	SOR
<i>LC</i>	2.05					
<i>EO</i>	1.96					
<i>GC</i>	1.16					
PA	1.00					
JI	2.25	2.25				
OI	2.62	3.11	3.06			
VB	2.85	3.19	3.15	1.36	-	1.75
JP	2.98	3.22	3.25	1.48	1.93	1.76

4.1.2 Common Method Variance Issue

Considering that this study used cross-sectional data, Harman's single-factor test developed by Podsakoff et al. (2003) was used to check for common method bias (CMB). The goal was to see if one element accounted for more than half (50%) of the variance, which could be problematic because it indicates the presence of CMB. The issue of CMB was eliminated since the results revealed that the first factor only accounted for 41.98% of the variation (<50%). In addition, as aforementioned, the square root of the AVE of each construct is greater than its highest correlation with other constructs (Table 4.3). Thus, discriminating validity was assured. In addition, the independent variables' variance inflation factor (VIF) values should be considered because they can identify potential multicollinearity issues (O'Brien, 2007). In this study, the inner VIF values, which ranged from 1.00 to 3.25, were all close to the ideal

value threshold of 3.00 and less than the cut-off value of 5.00 (Hair et al., 2017; Hair et al., 2019), indicating that multicollinearity was not a major issue.

4.1.3 Evaluating the Measurement Structural Model

Hair *et al.* (2019) suggested that the coefficients of determination R^2 which reflected the amount of explained variance of each endogenous latent variable, were the most important criterion for evaluating the PLS model. According to Chin (1998), R^2 over the cutoffs of 0.67, 0.33, and 0.19 are described as “substantial,” “moderate,” and “weak,” respectively. The results of this study showed that the R^2 values of all dependent and mediating constructs are higher than 0.33, except for the R^2 value of organizational identification is 0.23 (see Table 4.6).

Table 4.6 Assessment of Predictive Relevance of Path Model

Construct	R^2	SSO	SSE	$Q^2 (=1 - SSE/SSO)$
<i>Perceived Legal Compliance HRM</i>	N/A	2685.00	2685.00	-
<i>Perceived Employee-oriented HRM</i>	N/A	2685.00	2685.00	-
<i>Perceived General CSR Facilitation HRM</i>	N/A	1611.00	1611.00	-
SR-HRM*	N/A	6981.00	3484.63	0.50
Psychological availability	0.56	2148.00	1178.27	0.45
Job Insecurity	0.67	1611.00	723.17	0.55
Organizational Identification	0.23	2685.00	2376.16	0.12
Voice Behavior	0.48	2685.00	1709.09	0.36
Job Performance	0.43	3222.00	2220.79	0.31
SWORTC	N/A	1611.00	1611.00	-

Note: SSE: sum of the squared prediction errors, SSO: sum of the squared observations

For a specific endogenous construct, Q^2 values greater than zero show the structural model's prediction accuracy for that construct. Q^2 values greater than 0, 0.25, and 0.50, respectively, indicate small, medium, and substantial predictive meaning of the PLS-path model (Hair et al., 2019). The results of this study showed that the Q^2 values of all dependent and mediating constructs are higher than 0.25, except for the Q^2 value of organizational identification is 0.12 (see Table 4.6).

Hair et al. (2019) also proposed the Q^2_{predict} to examine the model's predictive power. The result of this study showed that all Q^2_{predict} values > 0 (range from 0.06 to 0.7, see Appendix 4), demonstrating that the model of this study outperforms the most naïve benchmark (Hair et al., 2019).

Besides, the goodness-of-fit (i.e., the GoF index), which was the geometric mean of the average communality and the models' average R^2 value can be used to evaluate the structural measurement model. According to Esposito Vinzi *et al.* (2010), GoF over the cutoffs of 0.36, 0.25, and 0.10 are described as “large”, “medium”, and “small,” respectively. $\text{GoF} = \sqrt{((\text{average AVE}) * (\text{average } R^2))} = 0.59$. Thereby, the GoF value is considered to be large. This result confirmed that the structural model is appropriate with high predictive power.

4.1.4 Hypotheses Testing

4.1.4.1 The Direct Effects amongst Constructs

The parameter estimates of the path between research constructs were used to test the structural model and its research hypotheses. The statistical significance of each path coefficient for hypothesis testing was determined by using a nonparametric bootstrapping process with 5000 sub-samples using a sample of 537.

*Table 4.7 The Direct Effects amongst Constructs in the Research Model
(H1a-H3c)*

Hypo.	Direct effect	Path coefficient	t-value	Conclusion
H1a	SR-HRM → Job performance	-0.05	-0.62	Not Supported
H1b	SR-HRM → Voice behavior	0.21	3.35***	Supported
H1c	SR-HRM → Organizational identification	0.32	4.14***	Supported
H1d	SR-HRM → Job insecurity	-0.35	-6.26***	Supported
H1e	SR-HRM → Psychological availability	0.75	25.67***	Supported
H2a	Voice behavior → Job performance	0.21	3.96***	Supported
H3a	Organizational identification → Job performance	0.42	9.46***	Supported
H3c	Organizational identification → Voice behavior	0.25	7.07***	Supported

Note: * $p < .05$, ** $p < .01$, *** $p < .001$

H1a predicted that perceived SR-HRM positively influences employee job performance. In contrast to our theoretical predictions, the path coefficient from perceived SR-HRM to job performance ($\beta = -0.05$, $t = -0.62$, $p > 0.05$) was not significant; thus, H1a was not supported. H1b predicted that perceived SR-HRM positively influences employee voice behavior, and the analysis provided support for this hypothesis ($\beta = 0.21$, $t = 3.35$, $p < 0.001$). The analysis also supported H1c, which hypothesized that perceived SR-HRM positive organizational identification ($\beta = 0.32$, $t = 4.14$, $p < 0.001$). H1d predicted that perceived SR-HRM negatively influences job insecurity; the path coefficient from perceived SR-HRM to job insecurity ($\beta = -0.35$, $t = -6.26$, $p < 0.001$) was significant; hence H1d is supported. H1e asserted that perceived SR-HRM positively influences psychological availability; this hypothesis was confirmed as the path between perceived SR-HRM and psychological availability was positive and significant ($\beta = 0.75$, $t = 25.67$, $p < 0.001$) (see Table 4.7).

The analysis also supported H2a, which hypothesized that voice behavior positively influences job performance ($\beta=0.21$, $t=3.96$, $p < 0.001$). H3a predicted that organizational identification positively influences job performance; this hypothesis was supported as the path coefficient from perceived SR-HRM to job performance ($\beta=0.42$, $t=9.46$, $p < 0.001$) was significant. The analysis also supported H3c, which hypothesized that organizational identification positively influences voice behavior ($\beta=0.25$, $t=7.07$, $p < 0.001$) (see Table 4.7).

H4a predicted that job insecurity negatively influences job performance; this hypothesis was not confirmed as the path between job insecurity and job performance was insignificant ($\beta=0.09$, $t=1.34$, $p > 0.05$). H4b predicted that job insecurity negatively influences voice behavior, and the analysis provided support for this hypothesis ($\beta=-0.22$, $t=-3.35$, $p < 0.001$). The analysis also supported H5a, which hypothesizes that job insecurity negatively influences organizational identification ($\beta=-0.16$, $t=-2.23$, $p < 0.05$) (see Table 4.8).

H6a asserted that psychological availability positively influences job performance; this hypothesis was confirmed as the path between perceived psychological availability and job performance was positive and significant ($\beta=0.14$, $t=1.98$, $p < 0.05$). The analysis also supported H6b, which hypothesizes that psychological availability positively influences voice behavior ($\beta=0.16$, $t=2.23$, $p < 0.05$). The analysis also supported H8a, which hypothesizes that psychological availability negatively affects job insecurity ($\beta=-0.53$, $t=-9.39$, $p < 0.001$). However, psychological availability did not impact organizational identification since the path coefficient from perceived psychological availability to organizational identification ($\beta=0.03$, $t=0.42$, $p > 0.05$) was insignificant; hence, H7a was not supported (see Table 4.8).

*Table 4.8 The Direct Effects amongst Constructs in the Research Model
(H4a-H8a)*

Hypo.	Direct effect	Path coefficient	t-value	Conclusion
H4a	Job insecurity → Job performance	0.09	1.34	Not Supported
H4b	Job insecurity → Voice behavior	-0.22	-3.35***	Supported
H5a	Job insecurity → Organizational identification	-0.16	-2.23*	Supported
H6a	Psychological availability → Job performance	0.14	1.98*	Supported
H6b	Psychological availability → Voice behavior	0.16	2.23*	Supported
H7a	Psychological availability → Organizational identification	0.03	0.42	Not Supported
H8a	Psychological availability → Job insecurity	-0.53	-9.39***	Supported

Note: * $p < .05$, ** $p < .01$, *** $p < .001$

4.1.4.2 The Indirect Effects amongst Constructs

Some direct impacts are not significant, as mentioned in the previous section. This finding could point to some potential mediating effects; in other words, the lack of significance of the direct impact could be explained by a full mediating effect of the third variable.

Bootstrapping method (5000 sub-samples) was accessed in smart PLS 3.2 to evaluate the significance of mediating effect (Hair et al., 2017). In order to further examine the indirect effects in the research model, Preacher and Hayes' (2004) suggestions were used. The mediating effect was authenticated by using the PROCESS 3.5 macro for SPSS Model 6 (Hayes, 2017).

In order to test H2b, this study examined the indirect effect of SR-HRM on job performance via voice behavior (see Table 4.9). This effect was significant ($\beta=0.04$, t -value = 2.41, $p < 0.05$), indicating the full mediating role of voice behavior in the relationship between perceived SR-HRM and job

performance. Furthermore, this significant indirect effect was confirmed by the result of PROCESS analysis (see Appendix 5) as the bootstrap confidence interval is entirely above zero (0.024 to 0.104). Therefore, H2b was supported.

Table 4.9 The Indirect Effects of Voice Behavior and Organizational Identification

Hypo.	Indirect effects	Path coefficient	t-value	Conclusion
H2b	SR-HRM → Voice behavior → Job performance	0.04	2.41*	Supported
H3b	SR-HRM → Organizational identification → Job performance	0.14	3.89***	Supported
H3d	SR-HRM → Organizational identification → Voice behavior	0.08	3.49***	Supported
H3e	SR-HRM → Organizational identification → Voice behavior → Job performance	0.02	2.42*	Supported

Note: * $p < .05$, ** $p < .01$, *** $p < .001$

In order to test H3b, this study examined the indirect effect of perceived SR-HRM on job performance via organizational identification. This effect was significant ($\beta=0.14$, t -value = 3.89, $p < 0.001$), indicating the full mediating role of organizational identification in the relationship between SR-HRM and job performance (see Table 4.9). Furthermore, this significant indirect effect was confirmed by the result of PROCESS analysis (see Appendix 5) as the bootstrap confidence interval is entirely above zero (0.037 to 0.157). Therefore, H3b was supported.

In order to test H3d, this study examined the indirect effect of SR-HRM on voice behavior via organizational identification. This effect was significant ($\beta=0.08$, t -value = 3.49, $p < 0.001$), indicating the partial mediating role of organizational identification in the relationship between perceived SR-HRM and voice behavior (see Table 4.9). Furthermore, this significant indirect effect was confirmed by the result of PROCESS analysis (see Appendix 5) as the

bootstrap confidence interval is entirely above zero (0.016 to 0.096). Therefore, H3d was supported.

In order to test H3e, this study examined the serial indirect effect of perceived SR-HRM on job performance via organizational identification and voice behavior. This effect was significant ($\beta=0.02$, $t\text{-value} = 2.42$, $p < 0.05$), indicating the full serial mediating role of organizational identification and voice behavior in the relationship between perceived SR-HRM and job performance (see Table 4.9). Furthermore, this significant indirect effect was confirmed by the result of PROCESS analysis (see Appendix 5) as the bootstrap confidence interval is entirely above zero (0.004 to 0.032). Therefore, H3e was supported.

In order to test H4c, this study examined the indirect effect of perceived SR-HRM on job performance via job insecurity (Table 4.10). This effect was insignificant ($t\text{-value} = -1.25$, $p > 0.05$), indicating the non-meditating role of job insecurity in the relationship between SR-HRM and job performance (see Table 4.10). Furthermore, the result of PROCESS analysis (see Appendix 5) showed that because the bootstrap confidence interval includes zero (-.090 to 0.025), this path of impact cannot be stated to be clearly distinct from zero. Therefore, H4c was not supported.

In order to test H4d, this study examined the indirect effect of perceived SR-HRM on voice behavior via job insecurity. This effect was significant ($\beta=0.08$, $t\text{-value} = 3.10$, $p < 0.01$), indicating the partial mediating role of job insecurity in the relationship between SR-HRM and voice behavior (see Table 4.10). Furthermore, this significant indirect effect was confirmed by the result of PROCESS analysis (see Appendix 5) as the bootstrap confidence interval is entirely above zero (0.033 to 0.121). Therefore, H4d was supported.

Table 4.10 The Indirects Effect of Job Insecurity, Organizational Identification, and Voice Behavior

Hypo.	Indirect effects	Path coefficient	t-value	Conclusion
H4c	SR-HRM → Job insecurity → Job performance	-0.03	-1.25	Not Supported
H4d	SR-HRM → Job insecurity → Voice behavior	0.08	3.10**	Supported
H4e	SR-HRM → Job insecurity → Voice behavior → Job performance	0.02	2.42*	Supported
H5b	SR-HRM → Job insecurity → Organizational identification	0.06	2.07*	Supported
H5c	SR-HRM → Job insecurity → Organizational identification → Job performance	0.02	1.964*	Supported
H5d	SR-HRM → Job insecurity → Organizational identification → Voice behavior	0.01	2.02*	Supported

Note: * $p < .05$, ** $p < .01$, *** $p < .001$

In order to test H4e, this study examined the serial indirect effect of perceived SR-HRM on job performance via job insecurity and voice behavior. This effect was significant ($\beta=0.06$, $t\text{-value} = 2.42$, $p < 0.05$), indicating the full serial mediating role of organizational identification and voice behavior in the relationship between SR-HRM and job performance (see Table 4.10). Furthermore, this significant indirect effect was confirmed by the result of PROCESS analysis (see Appendix 5) as the bootstrap confidence interval is entirely above zero (0.009 to 0.039). Therefore, H4e was supported.

In order to test H5b, this study examined the indirect effect of perceived SR-HRM on organizational identification via job insecurity. This effect was significant ($\beta=0.08$, $t\text{-value} = 2.07$, $p < 0.05$), indicating the partial mediating role of job insecurity in the relationship between SR-HRM and organizational identification (see Table 4.10). Furthermore, this significant indirect effect was

confirmed by the result of PROCESS analysis (see Appendix 5) as the bootstrap confidence interval is entirely above zero (0.015 to 0.113). Therefore, H5b was supported.

In order to test H5c, this study examined the serial indirect effect of perceived SR-HRM on job performance via job insecurity and organizational identification. This effect was significant ($\beta=0.02$, t -value = 1.964, $p < 0.05$), indicating the full serial mediating role of organizational identification and voice behavior in the relationship between SR-HRM and job performance (see Table 4.10). Furthermore, this significant indirect effect was confirmed by the result of PROCESS analysis (see Appendix 5) as the bootstrap confidence interval is entirely above zero (0.007 to 0.052). Therefore, H5c was supported.

In order to test H5d, this study examined the serial indirect effect of perceived SR-HRM on voice behavior via job insecurity and organizational identification. This effect was significant ($\beta=0.01$, t -value = 2.02, $p < 0.05$), indicating the partial serial mediating role of organizational identification and voice behavior in the relationship between SR-HRM and job performance (see Table 4.10). Furthermore, this significant indirect effect was confirmed by the result of PROCESS analysis (see Appendix 5) as the bootstrap confidence interval is entirely above zero (0.004 to 0.029). Therefore, H5c was supported.

In order to test H6c, this study examined the indirect effect of perceived SR-HRM on job performance via psychological availability (Table 4.11). This effect was significant ($\beta=0.11$, t -value = 1.97, $p < 0.05$), indicating the partial mediating role of psychological availability in the relationship between SR-HRM and job performance (see Table 4.11). Furthermore, this significant indirect effect was confirmed by the result of PROCESS analysis (see Appendix 5) as the bootstrap confidence interval is entirely above zero (0.129 to 0.201). Therefore, H6c was supported.

Table 4.11 The indirect effects of psychological availability, job insecurity, organizational identification, and voice behavior

Hypo.	Indirect effects	Path coefficient	t-value	Conclusion
H6c	SR-HRM → Psychological availability → Job performance	0.11	1.97*	Supported
H6d	SR-HRM → Psychological availability → Voice behavior	0.12	2.26*	Supported
H6e	SR-HRM → Psychological availability → Voice behavior → Job performance	0.02	2.04*	Supported
H7b	SR-HRM → Psychological availability → Organizational identification	0.03	0.42	Not Supported
H7c	SR-HRM → Psychological availability → Organizational identification → Job performance	0.01	0.41	Not Supported
H7d	SR-HRM → Psychological availability → Organizational identification → Voice behavior	0.01	0.42	Not Supported
H8b	SR-HRM → Psychological availability → Job insecurity	-0.40	-9.08***	Supported
H8c	SR-HRM → Psychological availability → Job insecurity → Job performance	-0.04	-1.35	Not Supported
H8d	SR-HRM → Psychological availability → Job insecurity → Voice behavior	0.09	2.95**	Supported

Note: * $p < .05$, ** $p < .01$, *** $p < .001$

In order to test H6d, this study examined the indirect effect of perceived SR-HRM on voice behavior via psychological availability. This effect was significant ($\beta=0.12$, t -value = 2.26, $p < 0.05$), indicating the partial mediating role of psychological availability in the relationship between SR-HRM and voice behavior (see Table 4.11). Furthermore, this significant indirect effect was confirmed by the result of PROCESS analysis (see Appendix 5) as the

bootstrap confidence interval is entirely above zero (0.014 to 0.178). Therefore, H6d was supported.

In order to test H6e, this study examined the serial indirect effect of perceived SR-HRM on job performance via psychological availability and voice behavior. This effect was significant ($\beta=0.02$, t -value = 2.04, $p < 0.05$), indicating the full serial mediating role of psychological availability and voice behavior in the relationship between SR-HRM and job performance (see Table 4.11). Furthermore, this significant indirect effect was confirmed by the result of PROCESS analysis (see Appendix 5) as the bootstrap confidence interval is entirely above zero (0.059 to 0.179). Therefore, H6e was supported.

In order to test H7b, this study examined the indirect effect of perceived SR-HRM on organizational identification via psychological availability. This effect was insignificant (t -value = 0.42, $p > 0.05$) (see Table 4.11). Furthermore, the result of PROCESS analysis (Appendix 5) showed that because the bootstrap confidence interval includes zero (-0.075 to 0.143), this path of impact cannot be stated to be clearly distinct from zero. Therefore, H7b was not supported.

In order to test H7c, this study examined the indirect effect of perceived SR-HRM on job performance via psychological availability and organizational identification. This effect was insignificant (t -value = 0.41, $p > 0.05$) (see Table 4.11). Furthermore, the result of PROCESS analysis (Appendix 5) showed that because the bootstrap confidence interval includes zero (-0.033 to 0.065), this path of impact cannot be stated to be clearly distinct from zero. Therefore, H7c was not supported.

In order to test H7d, this study examined the indirect effect of perceived SR-HRM on voice behavior via psychological availability and organizational identification. This effect was insignificant (t -value = 0.42, $p > 0.05$) (see Table 4.11). Furthermore, the result of PROCESS analysis showed that because the

bootstrap confidence interval includes zero (-0.017 to 0.036), this path of impact cannot be stated to be clearly distinct from zero. Therefore, H7d was not supported.

In order to test H8b, this study examined the indirect effect of perceived SR-HRM on job insecurity via psychological availability. This effect was significant ($\beta=-0.04$, $t\text{-value} = -9.08$, $p < 0.001$), indicating the partial mediating role of psychological availability in the relationship between SR-HRM and job insecurity (see Table 4.11). Furthermore, this significant indirect effect was confirmed by the result of PROCESS analysis (Appendix 5) as the bootstrap confidence interval is entirely under zero (-0.58 to -0.359). Therefore, H8b was supported.

In order to test H8c, this study examined the serial indirect effect of perceived SR-HRM on job performance via psychological availability and job insecurity. This effect was insignificant ($t\text{-value} = -1.35$, $p > 0.05$) (see Table 4.11). Furthermore, the result of PROCESS analysis (see Appendix 5) showed that because the bootstrap confidence interval includes zero (-0.077 to 0.024), this path of impact cannot be stated to be clearly distinct from zero. Therefore, H8c was not supported.

In order to test H8d, this study examined the serial indirect effect of perceived SR-HRM on voice behavior via psychological availability and job insecurity. This effect was significant ($\beta=0.09$, $t\text{-value} = 2.95$, $p < 0.01$), indicating the partial serial mediating role of psychological availability and job insecurity in the relationship between SR-HRM and voice behavior (see Table 4.11). Furthermore, this significant indirect effect was confirmed by the result of PROCESS analysis (Appendix 5) as the bootstrap confidence interval is entirely under zero (0.04 to 0.140). Therefore, H8d was supported.

4.1.4.3 The Moderating Effect of Employee Satisfaction with Organizational Response to COVID-19 crisis

Bootstrapping method (5000 sub-samples) was accessed in smart PLS 3.2 to evaluate the significance of moderating effect (Hair et al., 2017). In order to further examine the moderation effects in the research model, Aiken *et al.* (1991) and Preacher and Hayes (2004) suggestions were used. The moderating effect was authenticated by using the PROCESS 3.5 macro for SPSS model 89 (Hayes, 2017).

Table 4.12 The Moderating Role of Employee Satisfaction with Organizational Response to COVID-19 Crisis (H9a-H9d)

Hypo.	Correlations	Path coefficient	t-value	Conclusion
H9a	SR-HRM*ESWORTC → Voice behavior	-0.04	-0.65	Not Supported
H9b	Psychological availability*ESWORTC → Voice behavior	0.12	2.12*	Supported
H9c	Job insecurity*ESWORTC → Voice behavior	0.08	1.27	Not Supported
H9d	Organizational identification*ESWORTC → Voice behavior	-0.12	-3.45***	Supported

Note: *p<.05, **p<.01, ***p<.001

In order to test H9a, this study examined the moderating role of ESWORTC in the relationship between perceived SR-HRM and voice behavior. The result showed that the interaction term of perceived SR-HRM x ESWORTC did not have a significant effect on voice behavior ($\beta=-0.04$, t-value = -0.65, $p > 0.05$); thus, H9a was not supported (see Table 4.12).

In order to test H9b, this study examined the moderating role of ESWORTC in the relationship between psychological availability and voice behavior. The result showed that the interaction term of psychological

availability x ESWORTC had a significant effect on voice behavior ($\beta=0.12$, t -value = 2.12, $p < 0.01$), thus, H9b was supported (see Table 4.12).

In order to test H9c, this study examined the moderating role of ESWORTC in the relationship between job insecurity and voice behavior. The result showed that the interaction term of job insecurity x ESWORTC did not have a significant effect on voice behavior ($\beta=0.08$, t -value = 1.27, $p > 0.05$); thus, H9c was not supported (see Table 4.12).

In order to test H9d, this study examined the moderating role of ESWORTC in the relationship between organizational identification and voice behavior. The result showed that the interaction term of organizational identification x ESWORTC had a significant effect on voice behavior ($\beta=-0.12$, t -value = -3.45, $p < 0.001$), thus, H9d was supported (see Table 4.12).

In order to better understand the moderating effects, the process of simple slopes analysis given by (Aiken *et al.*, 1991) was followed. The PROCESS macro for SPSS (Hayes, 2017) was used to compute the interaction effects (see Appendix 6). In this analysis, the relationship between psychological availability and voice behavior, and the relationship between organizational identification and voice behavior were plotted for low and high levels of ESWORTC.

Examination of the interaction plot in Figure 4.1 showed that at the low level of psychological availability, employees who have a high level of ESWORTC have a lower level of voice behavior than those who have a high level of ESWORTC. Conversely, at the high level of psychological availability, employees who have a high level of ESWORTC have a higher level of voice behavior than those who have a low level of ESWORTC. It indicated that the level of increase of the line of high ESWORTC is higher than that of low ESWORTC. In other words, as the level of psychological availability and ESWORTC increased, employees' voice behavior increased. Therefore, the

positive impact of psychological availability on voice behavior is stronger at a high level of ESWORTC than those at a low level of ESWORTC.

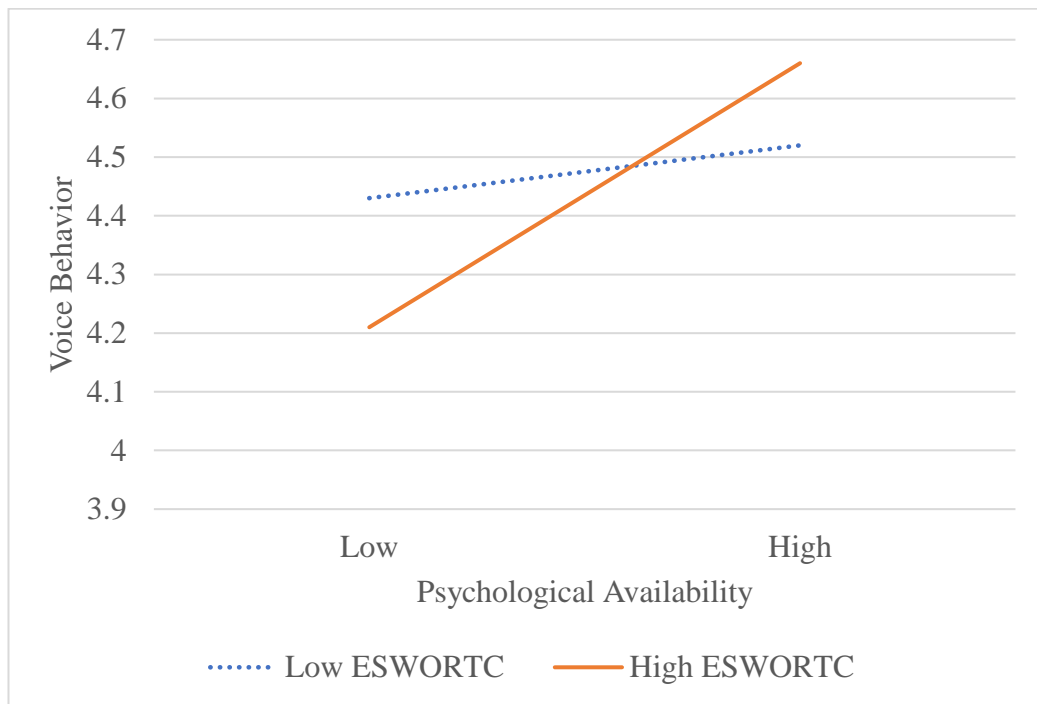


Figure 4.1 The Moderating Role of Employee Satisfaction with Organizational Response to COVID-19 Crisis in Psychological Availability - Voice Behavior Linkage

Examination of the interaction plot in Figure 4.2 showed that at a low level of organizational identification, employees who have a high level of ESWORTC have a higher level of voice behavior than those who have a low level of ESWORTC. However, at a high level of organizational identification, employees who have a high level of ESWORTC have a lower level of voice behavior than those who have a low level of ESWORTC. It indicated that the level of increase of the line of low ESWORTC is higher than that of high ESWORTC. Hence, the positive impact of organizational identification on voice behavior is weaker at a high level of ESWORTC than those at a low level of ESWORTC.

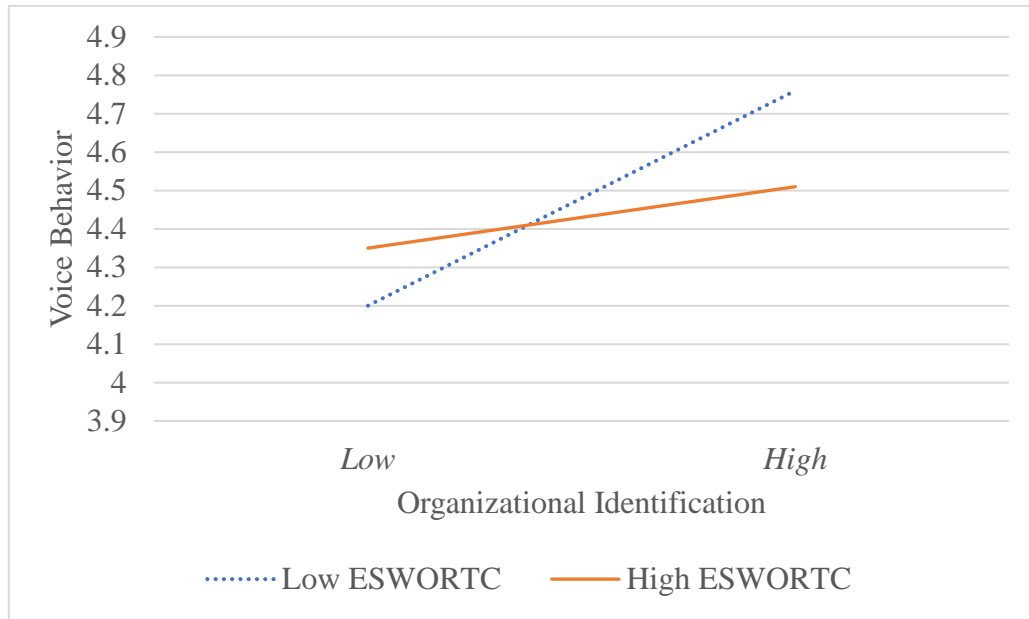


Figure 4.2 The Moderating Role of ESWORTC in Organizational Identification - Voice Behavior Linkage

In order to test H10a, this study examined the moderating role of ESWORTC in the relationship between perceived SR-HRM and job performance. The result showed that the interaction term of perceived SR-HRM x ESWORTC had a significant effect on job performance ($\beta=0.14$, t -value = 2.14, $p < 0.05$); thus, H10a was supported (see Table 4.13).

In order to test H10b, this study examined the moderating role of ESWORTC in the relationship between psychological availability and job performance. The result showed that the interaction term of psychological availability x ESWORTC did not have a significant effect on job performance ($\beta=0.02$, t -value = 0.28, $p > 0.05$); thus, H10b was not supported (see Table 4.13).

In order to test H10c, this study examined the moderating role of ESWORTC in the relationship between job insecurity and job performance. The result showed that the interaction term of job insecurity x ESWORTC did not have a significant effect on job performance ($\beta=0.01$, t -value = 0.17, $p > 0.05$); thus, H10c was not supported (see Table 4.13).

Table 4.13 The Moderating Role of Employee Satisfaction with Organizational Response to COVID-19 Crisis (H10a-H10d)

Hypo.	Correlations	Path coefficient	t-value	Conclusion
H10a	SR-HRM*ESWORTC → Job performance	0.14	2.40*	<i>Supported</i>
H10b	Psychological availability*ESWORTC → Job performance	0.02	0.28	Not Supported
H10c	Job insecurity*ESWORTC → Job performance	0.01	0.17	Not Supported
H10d	Organizational identification* ESWORTC → Job performance	-0.04	-0.83	Not Supported
H10e	Voice behavior*ESWORTC → Job performance	-0.15	-2.49*	<i>Supported</i>

Note: * $p < .05$, ** $p < .01$, *** $p < .001$

In order to test H10d, this study examined the moderating role of ESWORTC in the relationship between organizational identification and job performance. The result showed that the interaction term of organizational identification x ESWORTC did not have a significant effect on job performance ($\beta = -0.04$, t -value = -0.83 , $p > 0.05$); thus, H10d was not supported (see Table 4.13).

In order to test H10e, this study examined the moderating role of ESWORTC in the relationship between voice behavior and job performance. The result showed that the interaction term of voice behavior x ESWORTC had a significant effect on job performance ($\beta = -0.15$, t -value = -2.29 , $p < 0.05$), thus, H10e was supported (see Table 4.13).

In order to better understand the moderating effects, the process of simple slopes analysis given by (Aiken *et al.*, 1991) was followed. The PROCESS macro for SPSS (Hayes, 2017) was used to compute the interaction effects (see Appendix 6). In this analysis, the relationship between perceived SR-HRM and

job performance, and the relationship between voice behavior and job performance were plotted for low and high levels of ESWORTC.

Examination of the interaction plot in Figure 4.3 showed that at the low level of ESWORTC, the level of job performance would fall off when the degree of perceived SR-HRM goes up. Conversely, at the high level of ESWORTC, the level of job performance would increase when the degree of perceived SR-HRM pumps up. In other words, at the low level of employee perceived SR-HRM, employees who have a high level of ESWORTC have a higher level of job performance than those who have a low level of ESWORTC. At the high level of perceived SR-HRM, employees who have a high level of ESWORTC also have a higher level of job performance than those who have a low level of ESWORTC. Therefore, the effect of perceived SR-HRM on job performance is stronger at a high level of ESWORTC than those at a low level of ESWORTC.

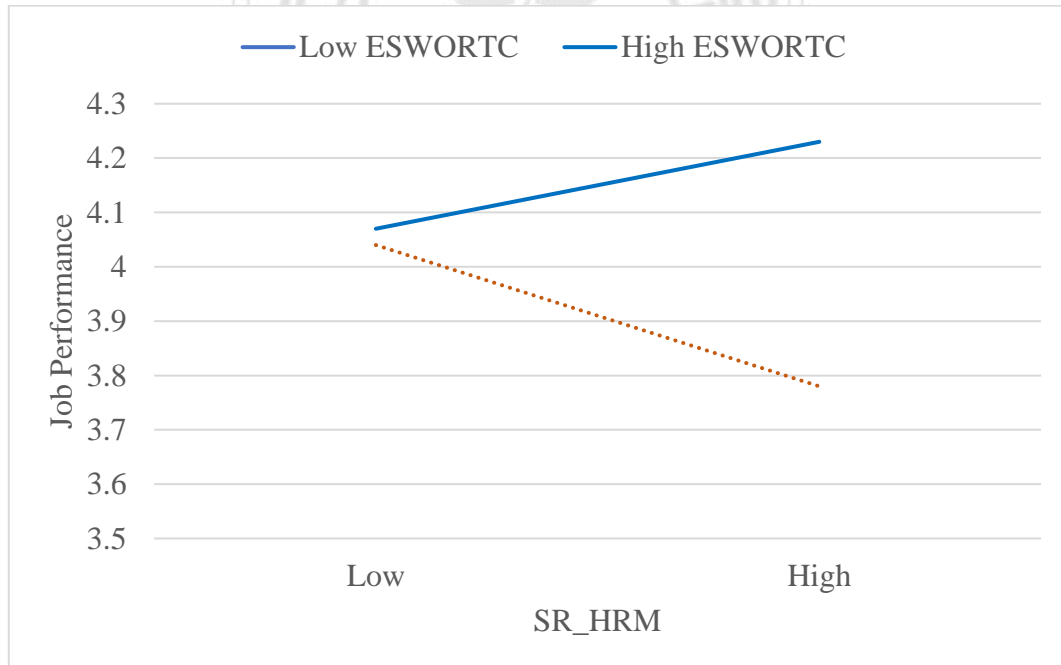


Figure 4.3 The Moderating Role of Employee Satisfaction with Organizational Response to COVID-19 Crisis in Perceived Socially Responsible Human Resource Management – Job Performance Linkage

Examination of the interaction plot in Figure 4.4 showed that at the low level of voice behavior, employees who have a high level of ESWORTC have a higher level of job performance than those who have a low level of ESWORTC. At the high level of voice behavior, employees who have a high level of ESWORTC also have a higher level of job performance than those who have a low level of ESWORTC. However, the level of increase of the line of low ESWORTC is higher than that of high ESWORTC. Therefore, the effect of voice behavior on job performance is stronger at a low level of ESWORTC than those at a high level of ESWORTC.

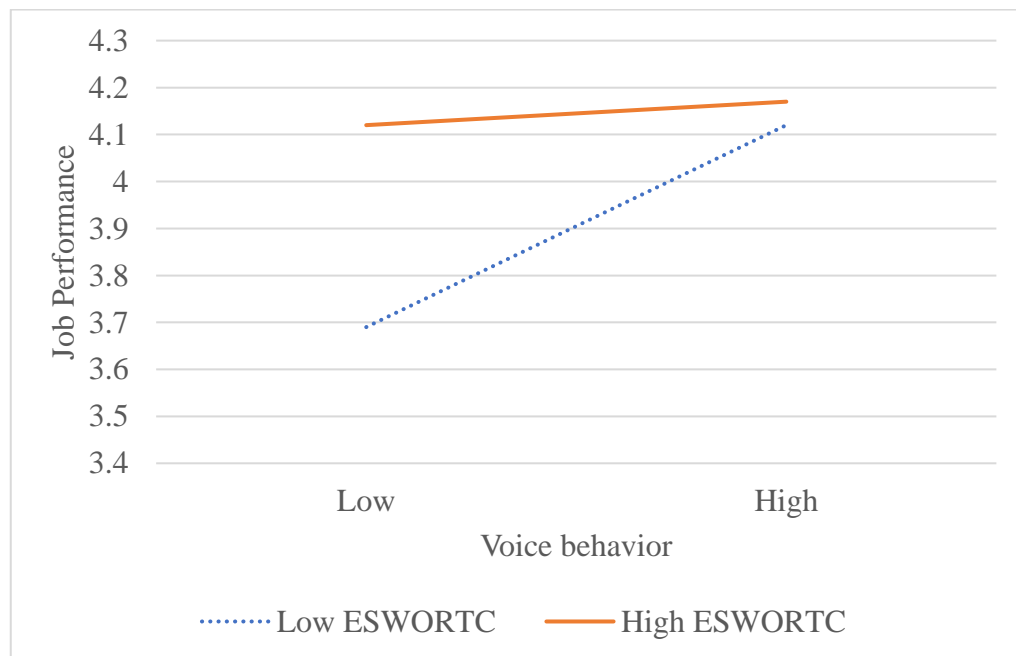


Figure 4.4 The Moderating Role of Employee Satisfaction with Organizational Response to COVID-19 Crisis in Voice Behavior – Job Performance Linkage

4.2 Qualitative Research Result and Discussions

4.2.1 Employees' Perception of Socially Responsible Human Resource Management

The qualitative analysis shows that employees are caring for their organizations' SR-HRM practices. They believe that SR-HRM practices are essential for the sustainable development of their organizations. This result

joins with the perspectives of recent studies in the HRM field (Aust *et al.*, 2020; Barrena-Martinez *et al.*; Luu *et al.*, 2021).

In the global economy and changing world, any organization want to exist and develop for a long time, it has to ensure employee' rights and benefits by SR-HRM practices. I think that, now, any worker who wants to work in an organization has a good SR-HRM. (R10)

I like to work in an organization where the managers focus on SR-HRM practices. It is good for both individual employees and the organization. I think that SR-HRM is becoming the trend in the modern HRM field. (R12)

The result finds that employees understand that SR-HRM is a set of HRM practices that comply with labor legislation and exceeds what regulation is required to address the workers' interests, needs, and benefits and other stakeholders and a wider social community is. This is in line with Luu *et al.* (2021), Shen and Zhu (2011). The first component of SR-HRM is legal compliance practices. Most of the interviewees agreed that this aspect is reflected by ensuring equal opportunity in HRM; paying above minimum wages and based on their performance, complying with regulation of hiring, contract labor, the working hours, and compulsory social benefits; eliminating child labor or forced labor; having clear and detailed regulations on occupational health and safety (see appendix 8 which presents the frequency of codes by the size of words). This result corroborates most earlier research (Jia *et al.*, 2019; Luu *et al.*, 2021; Shen and Zhu, 2011; Zhao and Zhou, 2021).

In order to implement SR-HRM, companies must comply with all labor legislation. I totally agree that organizations have to ensure equal opportunity for their employees, pay above minimum wages and based on their performance, and do not employ child labor or forced labor. (R1)

For sustainable development, my company must comply with all labor laws. My company has a monthly internal inspection board, ensuring all procedures must be followed. The labor contracts, working hours, overtime, occupational health and

safety, social insurance contributions, and other compulsory social benefits... all must have complied with the labor law. (R19)

The second component of SR-HRM is employee-oriented HRM and workplace democracy practices. While the previous studies (e.g., Luu, 2021; Shen and Zhu, 2011; Zhao and Zhou, 2021) have named this component as employee-oriented HRM, the qualitative result of this study finds that employees are also highly concerned with working in a democratic workplace.

Respondents agreed that employee-oriented HRM practices are reflected by adopting flexible working hours and employment programs, achieving work-life balance, providing adequate training and development opportunities to employees. Workplace democracy practices are reflected by stimulating the bottom-up voice in the organization; allowing employees to participate in decision making and total quality management, and their suggestions and ideas are appreciated by managers; unions can represent and protect workers' rights and can be involved in determining labor terms.

My company considers employees as the most valuable asset because they create value and long-term competitiveness for the company in the market. Therefore, my company builds and implements HRM activities towards the work and life of employees. It truly cares about the well-being of employees, creates a democratic workplace, and listens to employee voices. (R10)

For their sustainable development, organizations have to respect their employees and give them the opportunities to speak up in a democratic work environment. For example, in my company, a large company, top managers always respect employees, and they are very demanding of the opinions, ideas, and brains of employees. They have already recruited potential people in the market, so they attach great importance to employees. Moreover, because people on the board of directors are general managers, they aren't experts in specific fields, so they respect all our opinions and suggestions. (R20)

My company has a clear policy to ensure fairness for employees; we are based on market factors; for example, the company has a market survey to change its HR policy every year. We also have rank-based assessments and discuss with our staffs to know who is suitable to increase their compensation; and those who are not suitable or effective, they will be assigned to another job in the company so that they can take the initiative in their own development. At the same time, there are also training and development programs for employees in different departments. (R12)

Trade unions play a vital role in ensuring socially responsible human resource management. For example, last year, due to the COVID-19 situation, my company's revenue dropped sharply, so my company had to lay off many employees. When being laid off, employees were also frustrated because they had been selected for left; the trade union stood in the middle to handle it satisfactorily for both parties. There are some cases in which employees intended to sue because they have long-term contracts and they didn't want to leave, so they wanted to receive more compensation, but the company's compensation for leaving was not up to their expectations. When the trade union intervenes in these cases, the company also compensates the employee for leaving a higher level. (R18)

The third component of SR-HRM is general CSR facilitation HRM. Employees agreed that this aspect of SR-HRM is reflected by appointing adequate staff implementing general CSR initiatives toward shareholders, community, environment, employees, customers, and other partners; enforcing employee participation in CSR activities and rewarding employees who contribute to environmental protection, charity, communities, and other CSR activities; giving equal opportunity employment to all candidates, including who is in difficulty and who are local. This result is in line with Luu (2021), Shen and Benson (2016), and Shen and Zhu (2011). Furthermore, the finding shows that these policies and practices of general CSR facilitation HRM are regarded as a cultural organization.

In my company, there is a department specializing in charity activities, building schools for children in remote highlands, building communities to do social and charity works. In these activities, the company encourages employees and rewards and honors participants. (R19)

My company has a code of ethics, and it regulates many things, including how to treat inside the company and how to treat it outside. These are standard codes of conduct for employee behavior and cultural organization. It takes three days for new employees to learn, and everyone has to remember these rules; It is very detailed and rigorous. (R8)

My company offers fair employment opportunities to all candidates, especially those with disabilities and local people. We have stores where 80% of our employees are disabled; they are called “angels.” This year we plan to open 12 such stores; the goal is to bring human values to the whole community. (R6)

4.2.2 The Impact of Employees’ Perceived Socially Responsible Human Resource Management on Psychological Availability, Job Insecurity, Organizational Identification, Voice Behavior, and Job Performance

The quantitative result showed that employees’ perceived SR-HRM has a positive effect on psychological availability. This result is confirmed by the qualitative interview results. It demonstrated that in a supportive environment, SR-HRM plays an important role in helping employees feel confident in their physical resources, emotional resources, cognitive resources at the workplace. Moreover, an organization with good SR-HRM provides employees with the necessary cognitive, emotional, and physical resources, which are indispensable for their psychological availability. This finding joins with previous studies (Chaudhary, 2019; Farooq *et al.*, 2014; Jones, 2010) and supports the principle of SCT (Bandura, 1988) and SIT (Tajfel *et al.*, 1971).

In fact, when the company has a standard HRM system, a clear process, I am also completely confident in my work. My company has a support system; it has compliance regulations on the working process, so I am completely confident in my

work. SR-HRM practices do not cause obstacles, any difficulties which are outside the process and work standards, so I am always confident in my ability to work. (R16)

Because the company always focuses on long-term development for employees, it provides a lot of training and development programs. At work, I am allowed to try, be wrong, and correct. I have ever given several proposals that harmed the company's benefits, but I have never been asked to pay compensation for that losses. There are campaigns where the boss knows that may be not effective at first, but she still allows me to follow my ideas, and then I will evaluate the results myself and explain why it did not work well, and present suggestions to my boss. As a result, my ability has improved a lot since I worked here. I always feel confident in my job and ready for new challenges. (R14)

The quantitative result indicated that employees' perceived SR-HRM negatively impacted job insecurity. The qualitative interview results confirm this result. It finds that SR-HRM practices are regarded as job resource and organization support which could provide decent job and long-term employment for employees through legislation compliance, employee-oriented HRM. Furthermore, fair treatment and a democratic workplace can help employees cope with uncertain conditions and reduce their perception of job insecurity. This finding is in line with previous studies (López-Fernández *et al.*, 2018; Rawshdeh *et al.*, 2019) and supports the principle of SET (Blau, 1964) and UMT (Lind and Van den Bos, 2002). The qualitative result also demonstrates that psychological availability negatively impacts job insecurity and psychological availability mediates the nexus between perceived SR-HRM and job insecurity. It shows that as employees own good psychological availability, they would feel confident that they can deal with a variety of competing demands at work; consequently, they do not feel insecure with their job. This finding is in line with Kinnunen *et al.* (2003) and Låstad *et al.* (2014) and supports the principle of SCT (Bandura, 1988).

My company operates in the tourism industry with the characteristics of high and low seasons. During peak season, of course, employees have enough work to do. But in the low season, the number of tourists is low, so the company has to reduce the number of working days of employees. However, my company always tries to ensure certain working days for employees. During peak season, my company usually hires local workers for seasonal or part-time jobs. In the low season, we give these seasonal workers time off because they can work on the family farm, and my company arranges working days for full-time workers to ensure we would have enough income to cover life. This policy is clearly announced for all employees as soon as we are recruited. Therefore, I always feel secure with my job. (R11)

[...] With such a positive SR-HRM in my company, for me, my mentality is always ready to take on the task and ready to complete it. Although at work, I don't feel too confident because there are still difficult things, which I need to try harder to handle myself, but normally, all the tasks assigned to me are guaranteed to be fully completed. My work will be stable and will maintain over time, and there is nothing to worry about. (R9)

The qualitative interview result confirms the quantitative result that employees' perceived SR-HRM has a positive influence on organizational identification. It finds that when employees perceive that their organization employs SR-HRM practices with good value and moral ethics, they will feel they have more identity with their organization. This finding is in line with previous studies (Akbaş *et al.*, 2019; Orlitzky *et al.*, 2003; Shen and Benson, 2016) that when an organization employing SR-HRM practices, such as monitoring and rewarding employee social performance, it sends a message to the rest of employees in the organization that it is committed to social CSR and is critical to the success of CSR programs. This finding supports the principle of SIT (Ashforth and Mael, 1989; Tajfel *et al.*, 1979), SET (Blau, 1964), and OST (Aryee *et al.*, 2002). The result also demonstrates that employees will build higher levels of organizational identification as they reciprocate by

engaging psychologically in the organization when their organization use SR-HRM policies that benefit them directly corroborating with previous research (He *et al.*, 2014; Newman *et al.*, 2016) and supporting the principle of SET (Blau, 1964) and OST (Aryee *et al.* 2002).

I like working at this company because it pays great attention and cares about its CSR activities. My company regularly supports social activities in the locality, protects the environment, ensures rights and benefits for employees and customers, and gives employment opportunities for disadvantaged people. I believe that with its kindness, my company will develop for a long time. I feel proud that I can also contribute a part to those good deeds and spread good values to the community. (R4)

I found SR-HRM at the company to have a lot of positive influence on me. When I started going to work after graduating, I didn't plan to work here for a long time because I only thought I would go to work to have working experience. But after realizing that my company's SR-HRM practices are good, my efforts are recognized and rewarded and having the opportunities to face new job challenges, to speak up, and to contribute to the organizational development; I have a sense of ownership of this company; then, I decide to work here in long-term. (R13)

The quantitative result showed that job insecurity negatively affects organizational identification and meditates the relationship between perceived SR-HRM and organizational identification. The qualitative result confirms that when employees feel worried about their current job's future viability and fear of losing certain employment, their psychological link with the organization or feeling of belongingness to their organizations may decrease. This finding is in line with Callea *et al.* (2016), Piccoli *et al.* (2017), and Van Prooijen *et al.* (2004), and supporting the principle of SET (Blau, 1964) and SIT (Tajfel *et al.*, 1971).

Recently, due to market instability caused by COVID-19, the salary fund from the parent company has been reduced; my company has to redeploy human resources and rotate employees from one department to another with more jobs. Because my

department was out of work, I was transferred to another department even though I have worked there for five years. At a glance, the company has tried to arrange so that employees can stay in the company, but I am getting used to my current job; when I move to a new position, I have to start from scratch because of the different nature of the job. I'm worried about my job future, so I'm looking for another job in my major in other companies. (R5)

[...] My company's SR-HRM practices help me feel more secure with my work; when I see the opportunity to work for a long time at my company, I also feel more connected to the company. (R3)

The quantitative result indicated that psychological availability does not affect organizational identification and does not mediate the relationship between perceived SR-HRM and organizational identification. The qualitative result explains this might be because when employees feel confident with their capability or individual physical, emotional, and mental resources at the job, they may be ready to leave their current organization to find new organizations that provide them more challenging work, higher positions, and better compensation when they realize that the labor market needs them. This finding is not in line with previous studies (Kahn, 1990; Liu and Zhou, 2018; Meng *et al.*, 2021; Rich *et al.*, 2010).

With my ability, I am always in a state of readiness to change jobs. In fact, during this period, the real estate project market in Vietnam is warming up; if there was no COVID-19 epidemic, countless projects would have been implemented because of the congestion for 1.5 years. After this epidemic, the projects will explode dramatically; when the group of foreign investors of Singapore, Hong Kong have projects in Vietnam, we will receive numerous job offers. Although the working environment and compensation at the current company are good, if I have a better job opportunity, I will catch it. (R20)

I am not very confident in my ability to work because of my lack of experience in this field, but because my bosses always value my opinions and achievements, I always feel like a part of this organization. (R14)

The qualitative interview result confirms the quantitative result that employees' perceived SR-HRM positively impacts voice behavior. It finds that employees' perception of good SR-HRM would encourage them to speak up at work. Conversely, employees' perception of poor SR-HRM would hinder their voice behavior at work. This finding corroborates with Hu and Jiang (2018) and Ilkhanizadeh and Karatepe (2017) and supports the principle of SET (Blau, 1964).

In fact, working in an environment where bosses care about employees, are willing to listen, are ready to receive, and are willing to encourage, every employee will actively raise their opinions. That's because it's human nature to want to express yourself, to want to be recognized. If in an environment that is really stimulating and they really recognize and appreciate those things, they review those things regularly and continuously; then everyone is ready to speak up. Moreover, in my company, it rewards continuously, so it encourages employees to speak up. Stimulating employees to improve technology, productivity, and new ideas is extremely convenient in my company. Therefore, I always actively give opinions and suggestions at work. (R7)

Because the characteristics of Japanese companies are formal, high compliance, and heavy reporting across levels, many issues are reported continuously from subordinates to superiors, opinions must be approved from subordinates to superiors; it must work its way up. I don't think it's too easy to suggest an opinion here; sometimes, I have to decide whether to speak up or not. That's why I often feel not very confident in suggesting ideas. (R8)

The qualitative interview result confirms the quantitative result that psychological availability positively impacts voice behavior and mediates the relationship between perceived SR-HRM and voice behavior. This finding is in

line with Aryee *et al.* (2017) and Zhan (2020). It also found that job insecurity negatively affects voice behavior and mediates the relationship between perceived SR-HRM and voice behavior. This finding joins with previous studies (Breevaart *et al.*, 2020; Berntson *et al.*, 2010; Schreurs *et al.*, 2015). In addition, organizational identification positively influences voice behavior and mediates the relationship between perceived SR-HRM and voice behavior. Moreover, the qualitative result also confirms that psychological availability and job insecurity play a serial mediating role in the nexus between SR-HRM and job performance. It also showed that job insecurity and organizational identification play a serial mediating role in the nexus between perceived SR-HRM and voice behavior. However, psychological availability and organizational identification do not play a serial mediating role in the nexus between SR-HRM and voice behavior. This is because psychological availability does not affect organizational identification as explained above.

Thanks to HRM policies towards the long-term development of employees and contributing to the social development of my company, I am quite confident in my own capability and the long-term development of my company. The longer I work here, the more confident and secure I feel about the future of my work. As a result, I am willing to give opinions to contribute to the development of my work and the long-term development of the company. (R7)

Although the company complies with the law on labor contracts and pays wages above the regional minimum, the overtime here is so much that I am not paid according to the law. Moreover, the work arrangement is not fair, based on the relationship with the boss, many teams receive potential projects while my team has all bad projects. While the company organizes too many training courses but there is no promotion path at all, so I am also confused about my future work here. Therefore, I think it is difficult for me to identify to work here for a long time and contribute more to the company here. Because I do not see the potential for development of

myself and the company, and my boss does not listen to our comments to improve the issues, I do not actively speak up and contribute anything anymore. (R2)

The quantitative result indicated that employees' perceived SR-HRM does not directly influence job performance. However, through psychological availability, organizational identification, and voice behavior, perceived SR-HRM indirectly impacts job performance. It finds that employees' perception of good SR-HRM would improve their confidence in their ability and resources at work, which, in turn, promotes their voice behavior and enhances job performance. Conversely, employees' perception of poor SR-HRM would demote their psychological availability at work, which, in turn, deposes their voice behavior and downgrades job performance. In other words, psychological availability and organizational identification play a serial mediating role in the nexus between SR-HRM and job performance. It also finds that employees' perceived SR-HRM leads to higher organizational identification, which, in turn, encourages their voice behavior and promotes job performance. In other words, organizational identification and voice behavior play a serial mediating role in the nexus between SR-HRM and job performance. This finding further supports the principle of SET (Blau, 1964). However, psychological availability and organizational identification do not play a serial mediating role in the nexus between SR-HRM and job performance. This is because that psychological availability does not have an effect on organizational identification, as explained above. Interestingly, job insecurity does not directly affect job performance, and job insecurity does not mediate the relationship between SR-HRM and job performance. However, job insecurity and voice behavior play a serial mediating role in the nexus between SR-HRM and job performance, and job insecurity and organizational identification play a serial mediating role in the nexus between SR-HRM and job performance.

When I have a question about the benefits or when I face a problem at work, I will talk directly with my immediate boss or fill in questions and comments on the company's internal social network. We reserve the right to publicize or not disclose personal information. That is, it can be anonymous. The company's labor relations department will receive and process information and answer questions or send it to the department to solve our problems. This helps me always feel comfortable so that I can focus on working to improve performance, not being distracted by frustration or uncertainty. (R16)

[...] I think such kind and long-term SR-HRM practices of my company make me confident and ready for work. Since then, I have not hesitated to speak up about problems encountered at work. When I give suggestions and opinions and get heard and solved, I am also more motivated to work. (R1)

The open human resources policy of my company made me feel like an important part of the company. My boss always appreciates our suggestions and acknowledges our efforts. Therefore, I always actively make recommendations to work more efficiently and contribute to the development of the company. (R15)

Due to the difficult situation of the COVID pandemic, all companies are facing difficulties; many companies have to lay off their employees or close. Because my company is still trying to operate and bring me jobs, I always try to work to contribute a part to help the company overcome difficulties. (R17)

My company always cares about employees, considering us a key asset for sustainable development. Therefore, although the COVID pandemic has caused many difficulties for the company's operations, my company still tries to ensure jobs and income for employees, so I feel very secure with my work. To contribute a part to help the company overcome difficulties, we also try to propose new innovations and work hard to have high performance. (R12)

4.2.3 The Moderating Role of Employee Satisfaction with Organizational Response to COVID-19 Crisis

The quantitative result indicated that ESWORTC of COVID-19 moderates the relationship between perceived SR-HRM and job performance.

This result is confirmed by the qualitative interview result that employees' satisfaction with their company's response to the COVID-19 crisis would interact with their perception of SR-HRM to improve job performance. At the same time, employees' dissatisfaction with their company's response to the COVID-19 crisis would interact with their perception of SR-HRM to lower job performance.

When the COVID-19 pandemic broke out again in mid-July in Hanoi, and the government imposed social distancing, my company quickly switched to working from home. Because the company has a very good internal communication system built in the past, all the company's situation during the epidemic season is updated for all employees. The culture of sharing, solidarity, helping each other in work and life built in the past has helped us try to overcome difficulties together. Moreover, during the COVID, my company offer an instant reward policy to employees with high sales achievements, so the sales staff are more enthusiastic about working. (R1)

Because my factory has just been established for two years as a project of a corporation, everything here is quite vague, the work of employees is also quite precarious. When the pandemic hit, orders from customers were sharply reduced, the factory only operated at around 50% of capacity, the director of the company has had to dismiss 30% of employees, and the remaining employees were arranged to rotate shifts. We are very worried; we do not know what the future holds, so we cannot focus on working and ensuring the same performance as before. (R3)

The quantitative result also revealed that ESWORTC of COVID-19 moderates the relationship between voice behavior and job performance. This result is confirmed by the qualitative interview result that employees' satisfaction with their company's response to the COVID-19 crisis could interact with their voice behavior to impact their job performance.

I highly appreciate my company's measures to deal with the COVID-19; I see that the management has found every way to maintain the company's operations and jobs for employees. I also made some recommendations to my boss and colleagues at

work, but perhaps because we work remotely, we cannot communicate directly, so maybe, I do not convey the right and enough message to others. This makes some jobs not as efficient as expected. (R4)

At the beginning of the COVID-19, I found that the company's measures to deal with the pandemic were very slow. For example, the company does not arrange to change shifts, let too many people in the office work, not ensure a safe distance at the workplace. Therefore, I had to speak to the director of the company to change the way of working during this pandemic, even let some employees work remotely. Thanks to that, we can work with peace of mind while ensuring increased work efficiency. (R9)

The quantitative results showed that ESWORTC of COVID-19 does not moderate the relationship between psychological availability and job performance, the relationship between job insecurity and job performance, and the relationship between organizational identification and job performance. This is explained by the qualitative interview results that because most organizations face difficulties in response to COVID-19, which caused uncontrollable and unprecedented disruption to public health, economies, and labor markets (International Labor Organization, 2020b), employees could realize that their organizational response to this pandemic is insufficient to change the impact of their individual psychology and resources (i.e., psychological availability, perceived job insecurity, organizational identification) to their job performance.

The COVID-19 crisis had a huge negative impact on businesses and workers. Although my company has tried to change its operating model because the pandemic is extremely complicated and unpredictable, the company's countermeasures are only temporary. So, it probably doesn't have an impact on how my psychology and personal resources affect my job performance. (R15)

The quantitative result revealed that ESWORTC of COVID-19 moderates the nexus between psychological availability and voice behavior. This result is

confirmed by the qualitative interview result that employees' satisfaction with their organizations' response to COVID-19 strengthens the effect of their confidence in their ability and individual resources on their voice behavior at the workplace. In other words, employees' satisfaction with their company's response to the COVID-19 crisis would interact with their psychological availability to encourage their voice behavior at work. The quantitative result also indicated that ESWORTC of COVID-19 moderates the nexus between organizational identification and voice behavior. This is explained by the qualitative result that employees' satisfaction with their company's response to the COVID-19 crisis could interact with their organizational identification to have an effect on their voice behavior.

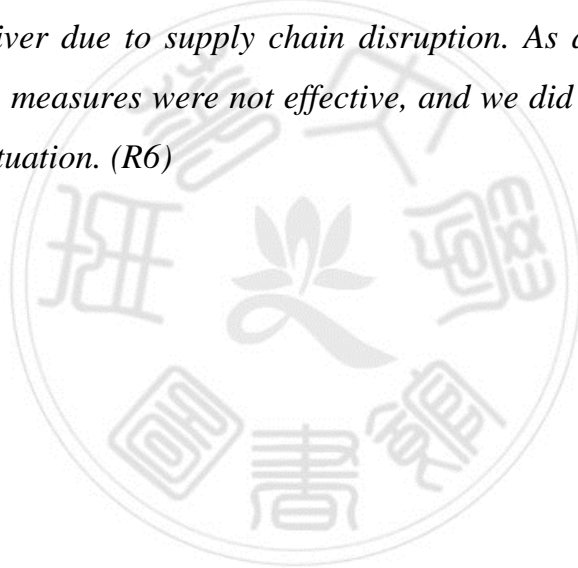
[...] My company always prepares for business continuity plans. Because the revenue has decreased, my company always has alternative measures to handle situations according to actual needs. I feel satisfied with the company's way of preventing disease and the way my bosses support, motivate and connect employees during COVID-19. This makes me more confident in my ability to speak up about difficult issues while working during the epidemic season and give ideas to help the company operate more effectively during the epidemic season. (R1)

I intend to work here for a long time and consider myself a part of this organization, so I often speak up in meetings. When the COVID epidemic broke out, I saw the company's slow response and difficulty in solving problems; I boldly proposed more ideas to help the company overcome this difficult period. I think I have a responsibility to do so when I am a member of the organization. (R12)

The quantitative result indicated that ESWORTC of COVID-19 does not moderate the connection between perceived SR-HRM and voice behavior. In other words, the effect of employees' perceived SR-HRM on their voice behavior does not change whether ESWORTC of COVID-19 is high or low. This may be because the level of employees' satisfaction with their organization response to COVID-19 is inadequate to change the connection

between perceived SR-HRM and voice behavior. The quantitative result also revealed that ESWORTC of COVID-19 does not moderate the connection between perceived job insecurity and voice behavior. This may be because employees understand that the COVID-19 is a severe and uncontrollable crisis. Most organizations struggled to find solutions to overcome challenges so that the level of ESWORTC of COVID-19 is inadequate to change the connection between them their perception of job insecurity and voice behavior.

Although my company has managed to keep operating during the pandemic, because of the government's measures to lock down the economy, we have to close all stores during this time, my company has switched to selling online, but we are also unable to deliver due to supply chain disruption. As a result, the company's pandemic response measures were not effective, and we did not know how to speak up to resolve the situation. (R6)



CHAPTER FIVE

CONCLUSIONS AND SUGGESTIONS

5.1 Conclusions

5.1.1 Theoretical Implications

The findings of this study suggest several critical theoretical implications. First, this study extends the body of literature on SR-HRM. It confirms three components of perceived SR-HRM, including perceived legal compliance HRM, perceived employee-oriented HRM and workplace democracy practices, and perceived general CSR facilitation HRM. In which, this study suggests adding workplace democracy practices to the name of the second component of SR-HRM. The qualitative result of this study found that employees are also highly concerned with working in a democratic workplace, while the previous studies (e.g., Luu, 2021; Shen and Zhu, 2011; Zhao and Zhou, 2021) have named this component as employee-oriented HRM, which consists several items related to the workplace democracy practices. Hence, the name of the second component of SR-HRM should be “employee-oriented HRM and workplace democracy practices.”

Second, this study extends the body of the consequence of employees’ perceived SR-HRM. This study fills the gap on the consequence of employees’ perceived SR-HRM. Given that most previous studies have focused on the relationship between SR-HRM and employee organizational citizenship behavior (OCB), job performance, organizational identification, organizational commitment, job satisfaction, well-being, and turnover intention (e.g., Kundu and Gahlawat, 2015; Luu *et al.*, 2021; Shen and Zhu, 2011; Sobhani *et al.*, 2021; Zhang *et al.*, 2021); However, very little is known of the impact of employees’ perceived SR-HRM on their psychological availability, job insecurity, and voice behavior.

The quantitative and qualitative results show that employees' perceived SR-HRM have a positive effect on psychological availability. This finding joins with previous studies (Chaudhary, 2019; Farooq *et al.*, 2014; Jones, 2010) and supports the principle of SCT (Bandura, 1988) and SIT (Tajfel *et al.*, 1971). The result indicates that employees' perceived SR-HRM negatively impacts job insecurity. This finding is in line with previous studies (López-Fernández *et al.*, 2018; Rawshdeh *et al.*, 2019) and supports the principle of SET (Blau, 1964) and UMT (Lind and Van den Bos, 2002). The result also demonstrates that psychological availability negatively impacts job insecurity and psychological availability mediates the nexus between perceived SR-HRM and job insecurity. This finding is in line with Kinnunen *et al.* (2003) and Låstad *et al.* (2014) and supports the principle of SCT (Bandura, 1988). The quantitative and qualitative results confirm that employees' perceived SR-HRM has a positive influence on organizational identification. This finding is in line with previous studies (Akbaş *et al.*, 2019; Orlitzky *et al.*, 2003; Shen and Benson, 2016) and supports the principle of SIT (Ashforth and Mael, 1989; Tajfel *et al.*, 1979), SET (Blau, 1964), and OST (Aryee *et al.* 2002).

Third, this study enriches the literature on the mediating role and serial mediating role of psychological availability, job insecurity, organizational identification, and voice behavior in the HRM research field. The result of this study reveals the mediating role and serial mediating role of psychological availability, job insecurity, organizational identification in the relationship between employees' perceived SR-HRM and voice behavior. It also reveals the mediating role and serial mediating role of psychological availability, job insecurity, organizational identification, voice behavior in the relationship between employees' perceived SR-HRM and job performance.

The results show that job insecurity negatively affects organizational identification and meditates the relationship between perceived SR-HRM and

organizational identification. These findings are in line with Callea *et al.* (2016), Piccoli *et al.* (2017), and Van Prooijen *et al.* (2004), and supporting the principle of SET (Blau, 1964) and SIT (Tajfel *et al.*, 1971). The result indicates that psychological availability does not affect organizational identification and does not mediate the relationship between perceived SR-HRM and organizational identification. These findings are not in line with previous studies (Kahn, 1990; Liu and Zhou, 2018; Meng *et al.*, 2021; Rich *et al.*, 2010). The result shows that employees' perceived SR-HRM positively impacts voice behavior. This finding corroborates with Hu and Jiang (2018) and Ilkhanizadeh and Karatepe (2017) and supports the principle of SET (Blau, 1964).

The results reveal that psychological availability positively impacts voice behavior and mediates the relationship between perceived SR-HRM and voice behavior. These findings are in line with Aryee *et al.* (2017) and Zhan (2020). It also finds that job insecurity negatively affects voice behavior and mediates the relationship between perceived SR-HRM and voice behavior. This finding joins with previous studies (Breevaart *et al.*, 2020; Berntson *et al.*, 2010; Schreurs *et al.*, 2015). In addition, organizational identification positively influences voice behavior and mediates the relationship between perceived SR-HRM and voice behavior. It also shows that job insecurity and organizational identification play a serial mediating role in the nexus between perceived SR-HRM and voice behavior. However, psychological availability and organizational identification do not play a serial mediating role in the nexus between SR-HRM and voice behavior. This is because psychological availability does not affect organizational identification, as explained above.

The result indicates that employees' perceived SR-HRM does not directly influence job performance. However, through psychological availability, organizational identification, and voice behavior, perceived SR-HRM indirectly impacts job performance. It also finds that employees' perception of

SR-HRM leads to higher organizational identification, which, in turn, encourages their voice behavior and promotes job performance. In other words, organizational identification and voice behavior play a serial mediating role in the nexus between SR-HRM and job performance. This finding further supports the principle of SET (Blau, 1964). However, psychological availability and organizational identification do not play a serial mediating role in the nexus between SR-HRM and job performance. Interestingly, job insecurity does not directly affect job performance, and job insecurity does not mediate the relationship between SR-HRM and job performance. However, job insecurity and voice behavior play a serial mediating role in the nexus between employees' perception of SR-HRM and job performance. At the same time, job insecurity and organizational identification play a serial mediating role in the nexus between SR-HRM and job performance.

Fourth, this study provides insights into the relevance of the Social Exchange Theory (SET), Social Cognitive Theory (SCT), Social Identity Theory (SIT), Uncertainty Management Theory (UMT) to enhance our understanding of the influences of SR-HRM on employees' attitudes and behaviors during a context of a crisis.

Fifth, this study is one of the first studies to explain the moderating role of ESWORTC in the relationship between employees' perceived SR-HRM, psychological availability, job insecurity, organizational identification, voice behavior, and job performance. The result indicates that ESWORTC of COVID-19 moderates the relationship between perceived SR-HRM and job performance. The quantitative result also reveals that ESWORTC of COVID-19 moderates the relationship between voice behavior and job performance. However, ESWORTC of COVID-19 does not moderate the relationship between psychological availability and job performance, the relationship between job insecurity and job performance, and the relationship between

organizational identification and job performance. Moreover, the result reveals that ESWORTC of COVID-19 moderates the nexus between psychological availability and voice behavior. The quantitative result also indicates that ESWORTC of COVID-19 moderates the nexus between organizational identification and voice behavior. The result finds that ESWORTC of COVID-19 does not moderate the connection between perceived SR-HRM and voice behavior and the connection between perceived job insecurity and voice behavior.

Finally, this study supports adopting the explanatory sequential mixed-method design in the research field of HRM during a crisis. This design helps to collect more comprehensive data on the impact of perceived SR-HRM on employees' psychological, attitudinal and work-related outcomes, as well as identify the important role of ESWORTC during a global pandemic, which is vastly different from other high-risk workplace settings. A single-method research design would be inadequate to explore the impact of perceived SR-HRM on employees' psychological, attitudinal and work-related outcomes, as well as the importance of ESWORTC in the unique context of COVID-19, which is mostly uncontrollable, unpredictable, and constantly changing (Li *et al.*, 2021).

5.1.2 Practical Implications

First, organizations should invest in SR-HRM as SR-HRM practices are essential for the sustainable development of their organizations, and employees' perceived SR-HRM indirectly impact their job performance via psychological availability, organizational identification, and voice behavior. They should build and implement all three aspects of SH-HRM, including legal compliance HRM (ensuring equal opportunity in HRM; paying above minimum wages and based on their performance, complying with regulation of hiring, contract labor, social insurance contributions and other compulsory

social benefits, complying with the regulations regarding the working hours, overtime; eliminating child labor or forced labor; having clear and detailed regulations on occupational health and safety; appointing staff monitoring labor standards in business partners; for example, suppliers and contractors); employee-oriented HRM practices (adopting flexible working hours and employment programs achieving work-life balance; providing adequate training and development opportunities to employees) and workplace democracy practices (stimulating bottom-up voice in the organization; allowing employees to participate in decision making and total quality management and their suggestions and ideas are appreciated by managers; unions can represent and protect workers' rights and can be involved in determining labor terms); general CSR facilitation HRM (appointing adequate staff implementing general CSR initiatives toward shareholders, community, environment, employees, customer and other partners; enforcing employee participating on CSR activities; rewarding employees who contribute to environmental protection, charity, communities and other CSR activities; giving opportunity employment to all candidates who are in difficulty and who are local). The organization should set general CSR facilitation HRM into employee job performance appraisal and link CSR activities with employee work.

Moreover, the government should issue regulations and policies to encourage organizations to implement SR-HRM practices. These practices should ensure the rights and interests of workers as recommended by the ILO. When companies do well SR-HRM practices, they will promote SGDs of the United Nations (United Nations, General Assembly, 2015).

Second, ESWORTC of COVID-19 positively moderates the relationship between perceived SR-HRM and job performance and the nexus between psychological availability and voice behavior. As a result, companies should take proper strategies to counter the crisis in order to create a decent "new

normal." Alternative scenarios could be activated: using emergency funds to hold employees' wages and benefits and help these people in great need (if possible), attempting to establish a new employment strategy to minimize employees' fears of losing their jobs, modifying target market, sending encouraging timely communications, reacting promptly to COVID-19-related employee needs, implementing immediate safety and preventative measures, distributing proper safety training programs about how to guard against the virus via newsletters, e-mails, and internal social platforms, providing personal protective equipment and facilitating remote work (if possible for administrative tasks for example). These programs demonstrate the company's CSR to employees while also assisting them in maintaining their JP during the crisis. Employees who are satisfied with the company's response to a crisis have more faith in the company, feel more secure in their jobs, and are prepared to put in more effort to help the company overcome challenges.

Third, as a vital process of generating organizational resilience, frequent and open communication is crucial in defining formal and interpersonal harmonization as well as spurring sustainable commercial strategies (Vo-Thanh et al., 2020). As a result, businesses must ensure that employee communication is real, authentic, and constant. In times of crisis, institutional communication is essential. It must be quick and on time, and it must communicate facts in order to comfort employees and allow them time to adjust to the altering scenario. This message should stress the organization's long-term viability and continuity of services for employees while also maintaining hope and excitement. If downsizing is to be used as a reactive management solution, every decision made by management, such as wage, reward, or other benefits, must be persuasive and well-understood by employees. Furthermore, it should assist employees in comprehending the organization's challenges and actively participating in crisis response procedures.

Fourth, the company should develop a recovery strategy, and employees should be included in the process. Employee participation in a company's strategic planning can help them feel more secure, safe, and engaged, as well as improve their organizational citizenship behavior. Those who have submitted good ideas should be encouraged and valued by their organizations. To reduce potential emotional stress, sharing initiative moments should be embedded in the culture and events in the organizations. Companies should also conduct online training programs to improve employees' work-from-home skills and develop efficient crisis-management solutions.

Finally, companies should take advantage of the pandemic's hibernation period to assess whether employees are capable of overcoming job instability, have good psychological availability, organizational identification, and delivering voice behavior and high results so that they can develop a human resources strategy (e.g., recruitment and selecting, training and development, and compensation) for the future. Managers should also find ways to improve employees' psychological availability, organizational identification, and voice behavior to promote their job performance during a crisis.

5.2 Limitations and Future Research Directions

Despite its significant contributions, this study faces a few limitations. First, despite using an explanatory sequential mixed-method design, it was hard to quantify COVID-19's effect (i.e., from the beginning of the outbreak to returning to normalcy). Future studies should assess the impact of COVID-19-related hazards on employee psychology, attitudes, and behaviors at various stages of the crisis. Second, this study only used cross-sectional data, although we presented the research in a way that proactively addresses concerns with common method bias (Podsakoff et al., 2003), this kind of data still could overlook the antecedent–consequent relationship between employees' perceived SR-HRM and psychological availability, job insecurity,

organizational identification, and voice behavior, and job performance. Thus, future research should conduct a longitudinal analysis with three stages survey for the independent variable, mediating and moderating variables, and dependent variable. Third, the sample was applied identically to full-time white-collar Vietnamese employees working in industries that have been heavily impacted by COVID-19 than others (including Trade, wholesale, and retail; Manufacturing or processing (e.g., textile, footwear, electronic, food processing); Construction and real estate; Tourism, restaurant, leisure, and hotel services; Transportation, warehousing, and logistics). Further research can be done to gain a better understanding of the distinctions amongst industries (some industries might be more severely affected than others). Fourth, this study was carried out in Vietnam, a developing country with a society that is largely collectivist and long-term focused. Therefore, from the institutional and cultural perspectives, it is recommended that to gain more insights into the relationships between employees' perceived SR-HRM and their psychological availability, job insecurity, organizational identification, voice behavior, and job performance, future research should include other countries. Finally, this study was based on self-reported information, with only employees' points of view from the individual level. An additional study from top managers' standpoints or organizational level could yield a comprehensive assessment of the impact of SR-HRM on employees' psychology, attitudes, and behaviors.

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APPENDICES

Appendix 1. Survey on Socially Responsible Human Resource Management and Employees' Attitude, Behaviors

KHẢO SÁT VỀ QUẢN TRỊ NHÂN LỰC CÓ TRÁCH NHIỆM VÀ THÁI ĐỘ, HÀNH VI CỦA NGƯỜI LAO ĐỘNG

SURVEY ON SOCIALLY RESPONSIBLE HUMAN RESOURCE MANAGEMENT AND EMPLOYEES' ATTITUDE, BEHAVIORS

Xin chào Quý Anh/Chị,

Dear Sir/Madam,

Tôi là Vũ Văn Thịnh - Nghiên cứu sinh tại Khoa Quản trị Kinh doanh - Trường ĐH Nanhua, Đài Loan. Hiện tại, tôi đang thực hiện nghiên cứu về Quản trị nhân lực có trách nhiệm hướng tới phát triển bền vững của doanh nghiệp và thái độ, hành vi của người lao động trong cuộc khủng hoảng - đại dịch COVID-19. Kết quả nghiên cứu có thể đưa ra các hàm ý lý thuyết và thực tiễn cho hoạt động quản trị nhân lực của các doanh nghiệp trong bối cảnh mới đầy biến động. Tôi đảm bảo tất cả các thông tin Anh/Chị cung cấp sẽ được bảo mật tuyệt đối và chỉ sử dụng cho nghiên cứu. Xin chân thành cảm ơn Anh/Chị đã dành thời gian thực hiện khảo sát này!

Cuộc khảo sát này được thực hiện với người lao động cố còn trắng (không phải lao động chân tay giản đơn) làm việc đầy thời gian trong các ngành sau:

- 1: Thương mại, bán buôn và bán lẻ
- 2: Sản xuất hoặc chế biến, chế tạo (Dệt may, da giày, điện tử, chế biến thực phẩm...)
- 3: Xây dựng và bất động sản
- 4: Dịch vụ du lịch, nhà hàng, giải trí và khách sạn
- 5: Vận tải, kho bãi và hậu cần

Nếu Anh/Chị không phải là người lao động cố còn trắng làm việc đầy thời gian trong các doanh nghiệp thuộc các ngành trên, vui lòng bỏ qua khảo sát này.

My name is Vu Van Thinh – a Ph.D. student at the Department of Business Administration of Nanhua University, Taiwan. Currently, I am doing research on the organization's Socially Responsible Human Resource Management toward sustainable development and workers' attitudes and behaviors during the crisis - the COVID-19 pandemic. The research results can give theoretical and practical implications for human resource management activities in the new and changing context. Participation in this survey is voluntary and entirely anonymous. The data

collected will be confidential and will be used for scientific purposes only. Thank you in advance for your time.

This survey investigates full-time white-collar employees working in the following industries

1: Trade, wholesale, and retail

2: Manufacturing or processing (e.g. textile, footwear, electronic, food processing)

3: Construction and real estate

4: Tourism, restaurant, leisure, and hotel services

5: Transportation, warehousing, and logistics

If you are not a full-time white-collar employee working in these industries, please skip this survey.

1) Tôi đồng ý tham gia khảo sát này.

2) Sự tham gia vào khảo sát là hoàn toàn tự nguyện.

3) Tôi trao quyền cho người nghiên cứu sử dụng các câu trả lời. Tôi hiểu rằng danh tính của tôi sẽ được bảo mật và không được hiển thị trên kết quả nghiên cứu.

1) I agree to participate in this survey.

2) Participation in the survey is completely voluntary.

3) I permit the researcher to use the responses. I understand that my identity will be kept confidential and will not be displayed on research results.

Ghi chú:

1) Trong khảo sát này chúng tôi không phân biệt các thuật ngữ: tổ chức, công ty, doanh nghiệp. Tất cả các thuật ngữ này đều hiểu là tổ chức nơi Anh/Chị đang làm việc.

2) Nếu Anh/Chị trả lời bằng bảng hỏi bằng điện thoại cầm tay thì nên xoay ngang để dễ nhìn hơn.

Mọi góp ý hay thắc mắc liên quan đến nghiên cứu này, Anh/Chị vui lòng gửi tới e-mail của tôi: thinhvv@tmu.edu.vn hoặc của Phó Giáo sư Hsinkuang Chi (hkchi@nhu.edu.tw)

Notes:

1) In this survey, we do not distinguish the organization from the company. All of these terms indicate the place where you are working.

2) If you fill the questionnaire with your mobile phone, please rotate it horizontally to make it easier to read.

If you need any further queries, please send an e-mail to my address (thinhvv@tmu.edu.vn) or Associate Professor Hsinkuang Chi (hkchi@nhu.edu.tw)

I. Lĩnh vực hoạt động chính của công ty nơi Anh/Chị làm việc? (Nếu Anh/Chị không phải là người lao động làm việc đầy thời gian (full-time) trong các ngành này, vui lòng dừng cuộc khảo sát tại đây. Xin cảm ơn!

What is the industry of your company? (If you are not a full-time employee working in enterprises in these industries, please stop here. Thank you!)

- 1. Thương mại, bán buôn và bán lẻ - *Trade, wholesale, and retail.*
- 2. Sản xuất hoặc gia công (Dệt may, da giày, điện tử, chế biến thực phẩm...) - *Manufacturing or processing (e.g. textile, footwear, electronic, food processing)*
- 3. Xây dựng và bất động sản - *Construction and real estate*
- 4. Dịch vụ du lịch, nhà hàng, giải trí và khách sạn - *Tourism, restaurant, leisure, and hotel services*
- 5. Vận tải, kho bãi và hậu cần - *Transportation, Warehousing, and logistics*
- 6. Khác - *Others* (Stop here – Thank you!)

II. Vui lòng trả lời câu hỏi về nội dung chính của cuộc khảo sát ở phần dưới đây. Lưu ý: Sử dụng thang điểm và đánh dấu vào số mô tả chính xác nhất ý kiến của bạn như sau:

1 là HOÀN TOÀN KHÔNG ĐỒNG Ý ---> 5 là HOÀN TOÀN ĐỒNG Ý

Please answer the questions about the main content of the survey below.

Note: Use the scale and tick the number that best describes your opinion as follows: 1 is TOTALLY DISAGREE ---> 5 is TOTALLY AGREE

Mã (Code)	Nội dung (Content)	Câu trả lời (Answer)				
Tuân thủ pháp luật về lao động - Legal compliance HRM						
<i>Lưu ý: 1 là HOÀN TOÀN KHÔNG ĐỒNG Ý ---> 5 là HOÀN TOÀN ĐỒNG Ý</i>						
<i>Note: 1 is TOTALLY DISAGREE ---> 5 is TOTALLY AGREE</i>						
LC1	Công ty của tôi đảm bảo cơ hội bình đẳng cho người lao động trong các hoạt động quản trị nhân lực <i>My organization ensures equal opportunity for employees in HRM</i>	1	2	3	4	5
LC2	Người lao động trong Công ty của tôi được trả trên mức lương tối thiểu và dựa trên hiệu suất công việc của họ <i>Employees in my organization are paid above minimum wages and based on their performance</i>	1	2	3	4	5

Mã (Code)	Nội dung (Content)	Câu trả lời (Answer)				
		1	2	3	4	5
LC3	Công ty của tôi tuân thủ các quy định pháp luật về hợp đồng lao động, thời giờ làm việc và các phúc lợi xã hội bắt buộc <i>My organization complies with the regulations regarding the contract labor, working hours and compulsory social benefits</i>	1	2	3	4	5
LC4	Công ty của tôi không sử dụng lao động trẻ em hoặc lao động cưỡng bức <i>My organization does not employ child labor or forced labor</i>	1	2	3	4	5
LC5	Công ty của tôi có các quy định rõ ràng và chi tiết về an toàn lao động và sức khỏe nghề nghiệp <i>My organization has clear and detailed regulations on occupational health and safety</i>	1	2	3	4	5
LC6	Công ty của tôi phân công cán bộ giám sát các tiêu chuẩn lao động của các đối tác như nhà cung cấp và khách hàng. <i>My organization appoints staff monitoring labor standards in business partners; for example, suppliers and contractors</i>	1	2	3	4	5
Quản trị nhân lực hướng tới nhân viên - Employee-oriented HRM						
<i>Lưu ý: 1 là HOÀN TOÀN KHÔNG ĐỒNG Ý ---> 5 là HOÀN TOÀN ĐỒNG Ý</i>						
<i>Note: 1 is TOTALLY DISAGREE ---> 5 is TOTALLY AGREE</i>						
EW1	Công ty của tôi áp dụng giờ làm việc linh hoạt và các chương trình để giúp người lao động đạt được sự cân bằng giữa công việc và cuộc sống <i>My organization adopts flexible working hours and employment programs achieving work-life balance</i>	1	2	3	4	5
EW2	Công ty của tôi cung cấp đầy đủ các cơ hội đào tạo và phát triển cho nhân viên <i>My organization provides adequate training and development opportunities to employees</i>	1	2	3	4	5
EW3	Tiếng nói của người lao động từ cấp dưới lên trên được khuyến khích, thúc đẩy trong Công ty.	1	2	3	4	5

Mã (Code)	Nội dung (Content)	Câu trả lời (Answer)				
	<i>Bottom-up voice is stimulated in the organization</i>					
EW4	<p>Nhân viên được phép tham gia vào quá trình ra quyết định và quản lý chất lượng; và các đề xuất và ý tưởng của họ được các nhà quản lý quan tâm, trân trọng</p> <p><i>Employees are allowed to participate in decision making and total quality management; and their suggestions and ideas are appreciated by managers</i></p>	1	2	3	4	5
EW5	<p>Công đoàn có thể đại diện và bảo vệ quyền lợi của người lao động và có thể tham gia vào việc xây dựng quy chế lao động</p> <p><i>Unions can represent and protect workers' rights and can be involved in determining labor terms</i></p>	1	2	3	4	5
<p>Các hoạt động quản trị nhân lực hướng tới trách nhiệm xã hội (với cổ đông, cộng đồng, môi trường, người lao động, khách hàng, các đối tác khác) của công ty? - General CSR (toward shareholders, community, environment, employees, customer and other partners) facilitation HRM</p> <p><i>Lưu ý: 1 là HOÀN TOÀN KHÔNG ĐỒNG Ý ---> 5 là HOÀN TOÀN ĐỒNG Ý</i></p> <p><i>Note: 1 is TOTALLY DISAGREE ---> 5 is TOTALLY AGREE</i></p>						
GC1	<p>Công ty của tôi phân công nhân lực thực hiện các hoạt động trách nhiệm xã hội của công ty (với cổ đông, cộng đồng, môi trường, người lao động, khách hàng, các đối tác khác) một cách phù hợp</p> <p><i>My organization appoints adequate staff implementing general CSR initiatives (toward shareholders, community, environment, employees, customer and other partners)</i></p>	1	2	3	4	5
GC2	<p>Công ty của tôi thúc đẩy nhân viên tham gia vào các hoạt động trách nhiệm xã hội; đánh giá cao và khen thưởng những nhân viên đóng góp cho các hoạt động bảo vệ môi trường, từ thiện, cộng đồng và các hoạt động trách nhiệm xã hội khác</p> <p><i>My organization enforces employee participating on CSR activities; rewards employees who contribute to environmental protection, charity, communities and other CSR activities</i></p>	1	2	3	4	5

Mã (Code)	Nội dung (Content)	Câu trả lời (Answer)				
GC3	Công ty của tôi tạo cơ hội việc làm cho những ứng viên có hoàn cảnh khó khăn và người địa phương <i>My organization gives equal opportunity employment to all candidates, including who are in difficulty and who are local</i>	1	2	3	4	5
Đánh giá chung về hoạt động quản trị nhân lực có trách nhiệm hướng tới phát triển bền vững <i>Global Evaluating of Socially Responsible Human Resource Management toward sustainable development</i>						
OCH	Tôi thấy công ty tôi thực hiện tốt hoạt động quản trị nhân lực có trách nhiệm hướng tới phát triển bền vững. <i>My organization does a good socially responsible Human Resource Management toward sustainable development</i>					
Sự sẵn sàng, tự tin tâm lý nơi làm việc - <i>Psychological availability</i> <i>Lưu ý: 1 là HOÀN TOÀN KHÔNG ĐỒNG Ý ---> 5 là HOÀN TOÀN ĐỒNG Ý</i> <i>Note: 1 is TOTALLY DISAGREE ---> 5 is TOTALLY AGREE</i>						
PA1	Tôi tự tin vào khả năng của mình để xử lý những yêu cầu mang tính cạnh tranh trong công việc. <i>I am confident in my ability to handle competing demands at work.</i>	1	2	3	4	5
PA2	Tôi tự tin vào khả năng của mình để đối phó với những vấn đề nảy sinh trong công việc. <i>I am confident in my ability to deal with problems that come up at work.</i>	1	2	3	4	5
PA3	Tôi tự tin vào khả năng suy nghĩ rõ ràng của mình tại nơi làm việc. <i>I am confident in my ability to think clearly at work.</i>	1	2	3	4	5
PA4	Tôi tự tin vào khả năng của mình để biểu thị cảm xúc phù hợp trong công việc. <i>I am confident in my ability to display the appropriate emotions at work.</i>	1	2	3	4	5
PA5	Tôi tự tin rằng tôi có thể xử lý những yêu cầu cao về thể chất tại nơi làm việc. <i>I am confident that I can handle the physical demands at work.</i>	1	2	3	4	5

Mã (Code)	Nội dung (Content)	Câu trả lời (Answer)				
Mất an toàn công việc – Job insecurity <i>Lưu ý: 1 là HOÀN TOÀN KHÔNG ĐỒNG Ý ---> 5 là HOÀN TOÀN ĐỒNG Ý</i> <i>Note: 1 is TOTALLY DISAGREE ---> 5 is TOTALLY AGREE</i>						
JI1	Có nguy cơ tôi sẽ sớm phải rời khỏi công việc hiện tại của mình trong thời gian tới <i>Chances are, I will soon lose my job</i>	1	2	3	4	5
JI2	Tôi chắc chắn rằng tôi có thể giữ được công việc của mình* <i>I am sure I can keep my job</i>	1	2	3	4	5
JI3	Tôi cảm thấy không an toàn về tương lai công việc của mình <i>I feel insecure about the future of my job</i>	1	2	3	4	5
JI4	Tôi nghĩ rằng với tình hình hiện nay tôi có thể bị mất việc trong tương lai gần <i>I think, with the current situation, I might lose my job in the near future</i>	1	2	3	4	5
Sự gắn kết với công ty – Organizational identification <i>Lưu ý: 1 là HOÀN TOÀN KHÔNG ĐỒNG Ý ---> 5 là HOÀN TOÀN ĐỒNG Ý</i> <i>Note: 1 is TOTALLY DISAGREE ---> 5 is TOTALLY AGREE</i>						
OI1	Khi ai đó chỉ trích công ty tôi, nó có cảm giác như một sự xúc phạm cá nhân <i>When someone criticizes the Organization, it feels like a personal insult</i>	1	2	3	4	5
OI2	Tôi rất quan tâm đến những gì người khác nghĩ về công ty tôi <i>I am very interested in what others think about the Organization</i>	1	2	3	4	5
OI3	Khi tôi nói về công ty tôi làm việc, tôi thường nói chúng tôi hơn là họ <i>When I talk about the Organization, I usually say 'we' rather than 'they'</i>	1	2	3	4	5
OI4	Thành công của công ty - nơi tôi làm việc cũng là thành công của tôi <i>The Organization's successes are my successes</i>	1	2	3	4	5

Mã (Code)	Nội dung (Content)	Câu trả lời (Answer)				
OI5	Khi ai đó khen ngợi công ty - nơi tôi làm việc, nó giống như một lời khen ngợi cá nhân tôi <i>When someone praises the Organization, it feels like a personal compliment</i>	1	2	3	4	5
Sự hài lòng với phản ứng của công ty với cuộc khủng hoảng từ đại dịch COVID-19 Satisfaction with organizational responses to COVID-19 crisis <i>Lưu ý: 1 là HOÀN TOÀN KHÔNG ĐỒNG Ý ---> 5 là HOÀN TOÀN ĐỒNG Ý</i> <i>Note: 1 is TOTALLY DISAGREE ---> 5 is TOTALLY AGREE</i>						
SOR1	Tôi hài lòng với cách mà người sử dụng lao động của tôi đối phó với khủng hoảng với các phương án, kịch bản kịp thời, phù hợp <i>I am satisfied with the way that my employer responded to crisis by prompt and appropriate plans and scenarios</i>	1	2	3	4	5
SOR2	Tôi hài lòng với việc ban lãnh đạo công ty của tôi đã làm mọi thứ có thể để đối phó với khủng hoảng <i>I am satisfied that my organization's management board did everything that it could have in response to crisis</i>	1	2	3	4	5
SOR3	Tôi hài lòng với cách ban lãnh đạo công ty tôi quan tâm đến nhu cầu, khó khăn của người lao động do khủng hoảng gây ra <i>I am satisfied with the way that my organization's management board took care of its employees' needs and difficulties resulting from crisis</i>	1	2	3	4	5
Hành vi lên tiếng của nhân viên – Employee voice behavior <i>Lưu ý: 1 là HOÀN TOÀN KHÔNG ĐỒNG Ý ---> 5 là HOÀN TOÀN ĐỒNG Ý</i> <i>Note: 1 is TOTALLY DISAGREE ---> 5 is TOTALLY AGREE</i>						
VB1	Tôi đề xuất và đưa ra các khuyến nghị liên quan đến các vấn đề ảnh hưởng đến nơi làm việc của tôi <i>I develop and makes recommendations concerning issues that affect this working group</i>	1	2	3	4	5
VB2	Tôi lên tiếng và khuyến khích những người khác trong công ty của tôi tham gia vào các vấn đề ảnh hưởng đến công ty 	1	2	3	4	5

Mã (Code)	Nội dung (Content)	Câu trả lời (Answer)				
	<i>I speak up and encourages others in this group to get involved in issues that affect the group</i>					
VB3	<p>Tôi truyền đạt ý kiến của đồng nghiệp về các vấn đề công việc cho những người khác trong công ty ngay cả khi ý kiến của họ khác và những người khác trong công ty không đồng ý với họ</p> <p><i>I communicate his/her opinions about work issues to others in this group even if their opinion is different and others in the group disagree with them</i></p>	1	2	3	4	5
VB4	<p>Tôi luôn cập nhật thông tin đầy đủ về những vấn đề mà ý kiến của đồng nghiệp có thể hữu ích cho công việc và công ty</p> <p><i>I keep well informed about issues where my co-workers' opinion might be useful to this working group</i></p>	1	2	3	4	5
VB5	<p>Tôi tham gia vào các vấn đề ảnh hưởng đến chất lượng công việc và môi trường làm việc ở công ty tôi</p> <p><i>I get involved in issues that affect the quality of work life here in this group</i></p>	1	2	3	4	5
VB6	<p>Tôi lên tiếng về những ý tưởng về các dự án mới hoặc những thay đổi trong quy trình/thủ tục</p> <p><i>I speak up in this group with ideas for new projects or changes in procedures</i></p>	1	2	3	4	5
<p>Hiệu suất công việc – Job performance Lưu ý: 1 là HOÀN TOÀN KHÔNG ĐỒNG Ý ---> 5 là HOÀN TOÀN ĐỒNG Ý Note: 1 is TOTALLY DISAGREE ---> 5 is TOTALLY AGREE</p>						
JP1	<p>Hoàn thành tất cả các trách nhiệm, nhiệm vụ công việc được giao</p> <p><i>I fulfill my job responsibilities</i></p>	1	2	3	4	5
JP2	<p>Đáp ứng tiêu chuẩn và kỳ vọng về kết quả thực hiện công việc/ KPIs</p> <p><i>I meet the performance standards and expectations of the job</i></p>	1	2	3	4	5
JP3	<p>Mức độ thực hiện công việc của tôi làm hài lòng cấp trên</p> <p><i>My performance level satisfies my manager</i></p>	1	2	3	4	5

Mã (Code)	Nội dung (Content)	Câu trả lời (Answer)				
		1	2	3	4	5
JP4	Tôi thực hiện công việc tốt hơn nhiều nhân lực khác cũng làm công việc tương tự <i>I perform better than many other ones who perform the same job</i>	1	2	3	4	5
JP5	Tôi có đủ năng lực để thực hiện hiệu quả công việc của mình <i>I have adequate competencies to carry out my work effectively</i>	1	2	3	4	5
JP6	Tôi có năng suất làm việc cao <i>I produce high-quality work</i>	1	2	3	4	5

III. Thông tin nhân khẩu học (Demographic information)

3.1. Anh/Chị nằm trong độ tuổi nào? * (Your age?)

- ≤30
- 31-40
- 41-50
- ≥51

3.2. Giới tính của Anh/Chị * (Your gender)

- Nam - Male
- Nữ - Female
- Khác – Others

3.3 Trình độ học vấn của Anh/Chị (Your education level)

- THPT (High school graduate)
- Trung cấp, cao đẳng nghề (Vocational certificate)
- Đại học (Undergraduate degree)
- Sau đại học (Graduate degree)

3.4. Vị trí công tác của Anh/Chị? Your position in the organization?

- Nhân viên - Non-managerial employee
- Quản lý đội/nhóm/tổ - First-line manager
- Quản lý phòng/ban/đơn vị - Middle manager

3.5. Loại hình hợp đồng làm việc của Anh/Chị tại tổ chức/ công ty? * - What is the type of your work contract with the organization? *

- Hợp đồng 1 năm hoặc ngắn hơn – One-year contract or shorter
- Hợp đồng từ trên 1 năm đến 3 năm - Contract from over 1 year to 3 years
- Hợp đồng không xác định thời hạn - Indefinite contract

3.6. Quy mô nhân sự của tổ chức/doanh nghiệp nơi Anh/Chị làm việc * - Size of your organization in terms of number of employees

- <50
- 51-100
- 101-200
- 201-500
- 501-1000
- 1001-2000
- >2000

3.7. Anh/Chị làm việc trong loại hình tổ chức/doanh nghiệp gì? - What is the ownership form of organization?

- Công ty có vốn đầu tư nước ngoài - Foreign-invested company
- Doanh nghiệp nhà nước - State enterprises
- Công ty tư nhân trong nước - Domestic private company
- Loại hình khác – Others

3.8. Anh/Chị làm việc ở khối/ bộ phận nào? Which department are you working in?

- Khối hỗ trợ (Back office department)
- Khối trực tiếp kinh doanh, dịch vụ (Front office department)
- Khối sản xuất, vận hành (Production/operation department)

Nếu Anh/Chị muốn nhận kết quả khảo sát, vui lòng để lại email - Please fill your email if you want to receive the results of this research.

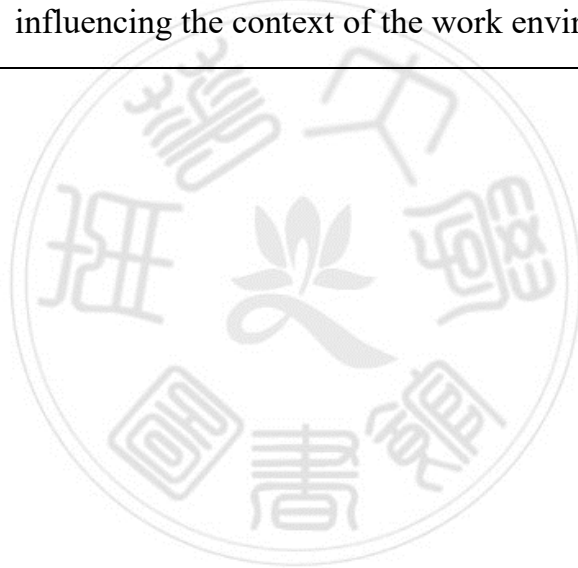
Appendix 2. The Main Semi-structured Interview Questions

1. How do you think about the importance of SR-HRM toward sustainable development at your company?
2. How do you think about legal compliance HRM at your company?
3. How do you think about employee-oriented HRM at your company?
4. How do you think about general CSR facilitation HRM at your company?
5. How does the above SR-HRM toward sustainable development of your company affect your psychological availability at work, your job insecurity, and your organizational identification?
6. How does the above SR-HRM toward sustainable development of your company affect your voice behavior and your job performance?
7. How do you think about the mediating roles of your psychological availability, your job insecurity, and your organizational identification in the connection between your perceived SR-HRM and your voice behavior?
8. How do you think about the mediating roles of your psychological availability, your job insecurity, and your organizational identification in the connection between your perceived SR-HRM and your job performance?
9. How does the COVID-19 crisis affect your company? What does your company do to respond to this crisis?
10. How do you satisfy your company's response to the COVID-19 crisis?
11. How are your voice behavior and job task performance during the COVID crisis?
12. How does the impact of your perceived SR-HRM of your company on your voice behavior and job performance change under the way of your company's response to the COVID-19 crisis?
13. How does the impact of your psychological availability, your job insecurity, your organizational identification on your voice behavior under the way of your company's response to the COVID-19 crisis?
14. How does the impact of your psychological availability, your job insecurity, your organizational identification on your job performance under the way of your company's response to the COVID-19 crisis?

Appendix 3. Several Definitions of Voice Behavior

Study	Conceptualization of voice behavior
(Hirschman, 1970)	“Any attempt at all to change, rather than to escape from, an objectionable state of affairs, whether through individual or collective petition to the management directly in charge, through appeal to a higher authority with the intention of forcing a change in management, or through various types of actions and protest, including those meant to mobilize public opinion.” (p. 30)
(Van Dyne and LePine, 1998)	“Promotive behavior that emphasizes expression of constructive challenge intended to improve rather than merely criticize. Making innovative suggestions for change and recommending modifications to standard procedures even when other disagree”. (p. 109)
(Dyne <i>et al.</i> , 2003)	“Intentionally expressing rather than withholding relevant ideas, information, and opinions about possible workrelated improvements.” (p. 1360)
(Premeaux and Bedeian, 2003)	“Openly stating one’s views or opinions about workplace matters, including the actions or ideas of others, suggested or needed changes, and alternative approaches or different lines of reasoning for addressing job-related issues.” (p. 1538)
(Detert and Burris, 2007)	“The discretionary provision of information intended to improve organizational functioning to someone inside the organization with the perceived authority to act, even though such information may challenge and upset the status quo of the organization and its powerholders.” (p. 869)
	“Verbal behavior that is improvement oriented and directed to a specific target who holds power inside the organization in question.” (p. 870)
(Tangirala and Ramanujam, 2008)	“Employees’ expression of challenging but constructive opinions, concerns, or ideas about work-related issues.” (p. 1189)

(Morrison, 2011)	“Discretionary communication of ideas, suggestions, concerns, or opinions about work-related issues with the intent to improve organizational or unit functioning.” (p.375)
(Liang <i>et al.</i> , 2012)	<p>- Promotive voice “employees’ expression of new ideas or suggestions for improving the overall functioning of their work unit or organization... Such voice is ‘promotive’ in the sense that it is focused on a future ideal state.” (p. 74)</p> <p>- Prohibitive voice “Prohibitive voice describes employees’ expressions of concern about work practices, incidents, or employee behavior that are harmful to their organization.” (p. 75)</p>
(Maynes and Podsakoff, 2014)	“An individual’s voluntary and open communication directed toward individuals within the organization that is focused on influencing the context of the work environment” (p. 88)



Appendix 4. The results of Q^2_{predict} analysis

	RMSE	MAE	MAPE	Q^2_{predict}
EW1	0.79	0.62	24.84	0.55
GC3	0.77	0.53	17.72	0.23
LC2	0.57	0.43	12.82	0.66
EW3	0.70	0.50	19.14	0.62
LC3	0.53	0.40	11.49	0.67
GC1	0.88	0.69	21.78	0.15
LC5	0.69	0.50	17.17	0.59
LC4	0.77	0.58	21.83	0.55
LC1	0.63	0.45	14.71	0.57
EW4	0.61	0.45	13.96	0.65
EW2	0.94	0.73	33.95	0.47
GC2	0.94	0.73	25.59	0.15
EW5	0.58	0.43	14.35	0.70
PA3	0.82	0.64	21.61	0.44
PA1	0.78	0.60	20.57	0.45
PA2	0.70	0.52	16.67	0.50
PA4	0.81	0.59	20.20	0.41
Jl4	0.83	0.63	37.35	0.44
Jl1	0.84	0.65	37.74	0.38
Jl3	0.70	0.53	32.40	0.53
OI5	0.93	0.76	25.97	0.08
OI4	0.91	0.72	24.30	0.06
OI1	0.82	0.64	20.85	0.18
OI3	1.07	0.87	34.30	0.09
OI2	1.03	0.83	31.20	0.13
VB6	0.74	0.56	16.36	0.26
VB5	0.75	0.58	17.76	0.29
VB1	0.67	0.49	14.44	0.29
VB2	0.65	0.48	13.31	0.29
VB3	0.67	0.50	13.99	0.26
JP4	0.95	0.75	26.51	0.06
JP2	0.82	0.64	19.88	0.14
JP1	0.76	0.60	17.82	0.16
JP3	0.79	0.62	19.22	0.15
JP5	0.82	0.66	19.95	0.11
JP6	0.85	0.68	20.96	0.11

Appendix 5. The result of PROCESS Analysis on the Indirect Effects amongst Constructs

Hypo.	Indirect effects	Effect	BootSE	95%CI
H2b	SR-HRM → Voice behavior → Job performance	.058	.021	[.024, .104]
H3b	SR-HRM → Organizational identification → Job performance	.095	.032	[.037, .157]
H3d	SR-HRM → Organizational identification → Voice behavior	.053	.020	[.016, .096]
H3e	SR-HRM → Organizational identification → Voice behavior → Job performance	.016	.007	[.004, .032]
H4c	SR-HRM → Job insecurity → Job performance	-.027	.029	[-.090, .025]
H4d	SR-HRM → Job insecurity → Voice behavior	.071	.022	[.033, .121]
H4e	SR-HRM → Job insecurity → Voice behavior → Job performance	.022	.008	[.009, .039]
H5b	SR-HRM → Job insecurity → Organizational identification	.059	.025	[.015, .113]
H5c	SR-HRM → Job insecurity → Organizational identification → Job performance	.026	.012	[.007, .052]
H5d	SR-HRM → Job insecurity → Organizational identification → Voice behavior	.014	.006	[.004, .029]
H6c	SR-HRM → Psychological availability → Job performance	.104	.0484	[.129, .201]
H6d	SR-HRM → Psychological availability → Voice behavior	.084	.048	[.014, .178]
H6e	SR-HRM → Psychological availability → Voice behavior → Job performance	.088	.030	[.059, .179]

H7b	SR-HRM → Psychological availability → Organizational identification	.035	.055	[-.075, .143]
H7c	SR-HRM → Psychological availability → Organizational identification → Job performance	.016	.025	[-.033, .065]
H7d	SR-HRM → Psychological availability → Organizational identification → Voice behavior	.009	.014	[-.017, .036]
H8b	SR-HRM → Psychological availability → Job insecurity	-.475	.056	[-.580, -.359]
H8c	SR-HRM → Psychological availability → Job insecurity → Job performance	-.025	.025	[-.077, .024]
H8d	SR-HRM → Psychological availability → Job insecurity → Voice behavior	.086	.026	[.040, .143]

Appendix 6: The result of PROCESS Analysis on the Moderating Effects

Hypo.	Correlations	coeff	SE	p
H9a	SR-HRM*ESWORTC → Voice behavior	-.020	.043	.647
H9b	Psychological availability*ESWORTC → Voice behavior	.076	.036	.032
H9c	Job insecurity*ESWORTC → Voice behavior	.049	.036	.167
H9d	Organizational identification*ESWORTC → Voice behavior	-.106	.029	.0002
H10a	SR-HRM*ESWORTC → Job performance	.114	.048	.019
H10b	Psychological availability*ESWORTC → Job performance	-.003	.040	.949
H10c	Job insecurity*ESWORTC → Job performance	-.005	.040	.909
H10d	Organizational identification*ESWORTC → Job performance	-.028	.035	.429
H10e	Voice behavior*ESWORTC → Job performance	-.139	.044	.0015

Appendix 7. The Examples of Raw Coding Process in MAXQDA 2020

The screenshot displays the MAXQDA 2020 interface with the following components:

- Top Menu:** Home, Import, Codes, Memos, Variables, Analysis, Mixed Methods, Visual Tools, Reports, Stats, MAXDictio.
- Toolbars:** Smart Publisher, Codebook, Summaries, Project Information, Overview of Coded Segments, Overview of Codes, Overview of Links, Overview of Summaries, Print, Export.
- Documents Panel:** Shows a tree view of documents. 'Interview' is expanded, showing sub-documents R20 (139), R19 (100), R18 (70), and R17 (74).
- Code System Panel:** Shows a tree view of codes. 'Code System' (1649) is expanded, listing various codes such as 'Facilities and workspace' (10), 'Digital software working' (14), 'System' (6), 'Labour cut' (6), 'Transparent and updated informati...' (20), 'Trustful information' (5), 'Turnover due to HR policy and wo...' (5), 'Relations with boss' (3), 'Bad abilities-bad performance-leav...' (2), 'Justice and fairness at work' (21), 'Working motivation during COVID...' (18), 'Attitude and psychology during C...' (93), 'Employee behavior during COVID' (48), and 'Organization response to COVID' (175).
- Retrieved Segments Panel:** Shows a table of 1649 coded segments. The table has columns for Comment, Document group, Document name, Code, Beginning, and End.

Comment	Document group	Document name	Code	Beginning	End
Organization response to COVID(Launching e...	Interview	R20	Organization response to COVID(Launching e...	133	133
Attitude and psychology during COVID-19(W...	Interview	R20	Attitude and psychology during COVID-19(W...	136	136
Working motivation during COVID-19(Maintal...	Interview	R20	Working motivation during COVID-19(Maintal...	137	138
Attitude and psychology during COVID-19(Ad...	Interview	R20	Attitude and psychology during COVID-19(Ad...	137	138
Attitude and psychology during COVID-19(Ac...	Interview	R20	Attitude and psychology during COVID-19(Ac...	137	138
Attitude and psychology during COVID-19(Ca...	Interview	R20	Attitude and psychology during COVID-19(Ca...	137	138
Employee behavior during COVID(Keep job p...	Interview	R20	Employee behavior during COVID(Keep job p...	137	137
Labour Legal compliance	Interview	R19	Labour Legal compliance	30	30
Labour Legal compliance(Comply the labour r...	Interview	R19	Labour Legal compliance(Comply the labour r...	32	32
Labour Legal compliance(Labor contract comp...	Interview	R19	Labour Legal compliance(Labor contract comp...	32	32
Labour Legal compliance(Wage above the ml...	Interview	R19	Labour Legal compliance(Wage above the ml...	33	33
Labour Legal compliance(Social Insurane abov...	Interview	R19	Labour Legal compliance(Social Insurane abov...	34	34
- Code System Matrix:** A grid showing the distribution of codes across documents. The columns represent documents (R20, R19, R18, R17, R16, R15, R14, R13, R12, R11, R10, R9, R8, R7, R6, R5, R4, R3, R2, R1) and the rows represent codes. Red squares indicate the presence of a code in a document.

