





“How socially responsible HRM improves job performance: The mediating roles of employee commitment and organizational citizenship behavior”

AUTHORS	Bao Hoai Chau   Hien Manh Luc 
ARTICLE INFO	Bao Hoai Chau and Hien Manh Luc (2026). How socially responsible HRM improves job performance: The mediating roles of employee commitment and organizational citizenship behavior. <i>Problems and Perspectives in Management</i> , 24(1), 57–68. doi: 10.21511/ppm.24(1).2026.05
DOI	http://dx.doi.org/10.21511/ppm.24(1).2026.05
RELEASED ON	Wednesday, 14 January 2026
RECEIVED ON	Wednesday, 27 August 2025
ACCEPTED ON	Thursday, 11 December 2025
LICENSE	 This work is licensed under a Creative Commons Attribution 4.0 International License
JOURNAL	"Problems and Perspectives in Management"
ISSN PRINT	1727-7051
ISSN ONLINE	1810-5467
PUBLISHER	LLC “Consulting Publishing Company “Business Perspectives”
FOUNDER	LLC “Consulting Publishing Company “Business Perspectives”



NUMBER OF REFERENCES

32



NUMBER OF FIGURES

2



NUMBER OF TABLES

5

© The author(s) 2026. This publication is an open access article.



BUSINESS PERSPECTIVES



LLC "CPC "Business Perspectives"
Hryhorii Skovoroda lane, 10,
Sumy, 40022, Ukraine
www.businessperspectives.org

Type of the article: Research Article

Received on: 27th of August, 2025

Accepted on: 11th of December, 2025

Published on: 14th of January, 2026

© Bao Hoai Chau, Hien Manh Luc,
2026

Bao Hoai Chau, MBA, Lecturer, Faculty
of Human Resources Management,
University of Labour and Social Affairs
(Ho Chi Minh City Campus), Vietnam.
(Corresponding author)

Hien Manh Luc, Ph.D., Vice Rector,
Associate Professor, University of
Labour and Social Affairs, Vietnam.

Bao Hoai Chau (Vietnam), Hien Manh Luc (Vietnam)

HOW SOCIALLY RESPONSIBLE HRM IMPROVES JOB PERFORMANCE: THE MEDIATING ROLES OF EMPLOYEE COMMITMENT AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR

Abstract

The emphasis on responsible business practices has increased interest in how socially responsible human resource management (SRHRM) shapes employee attitudes and behaviors. However, empirical evidence on how SRHRM contributes to employee job performance in emerging economies remains limited. This study examines the influence of SRHRM on job performance through employee commitment and organizational citizenship behavior (OCB). The analysis was conducted among full-time employees working in production, technical, and administrative positions in foreign direct investment (FDI) enterprises located in Vietnam's Southern Key Economic Region. To ensure respondents had sufficient exposure to organizational HR practices, only employees with a minimum tenure of six months were included in the sample, consistent with recommendations that employees require adequate organizational experience to reliably evaluate HRM practices.

A quantitative survey was administered from March to May 2025 using a structured questionnaire, yielding 868 valid responses collected through a stratified-convenience sampling approach. Structural equation modeling was applied to test the proposed relationships. The results show that SRHRM significantly enhances employee commitment ($\beta = 0.579, p < 0.001$) and OCB ($\beta = 0.615, p < 0.001$). Both mediators positively affect job performance, with employee commitment ($\beta = 0.322$) and OCB ($\beta = 0.440$) demonstrating meaningful contributions. Significant indirect effects were also observed via commitment ($\beta = 0.187$) and OCB ($\beta = 0.271$). The model explains 39.7% of the variance in job performance. These findings confirm the role of SRHRM in fostering positive employee attitudes and behaviors, thereby improving job performance in FDI enterprises operating in emerging markets.

Keywords

socially responsible human resource management,
employee commitment, organizational citizenship
behavior, job performance

JEL Classification

M12, M14, J24, D23

INTRODUCTION

In today's globally integrated and competitive environment, organizations are under increasing pressure to maintain productivity while meeting rising expectations for ethical conduct and responsible people management. These shifts have renewed interest in socially responsible human resource management (SRHRM), which reflects an emerging emphasis on fairness, dignity, and employee well-being in organizational systems (Omidi & Dal Zotto, 2022; Al Mamun et al., 2024). Prior discussions highlight that organizations are increasingly judged not only by economic performance but also by their people-centered responsibilities (Barrena-Martínez et al., 2017), reinforcing the relevance of SRHRM in contemporary workplaces.



This is an Open Access article,
distributed under the terms of the
[Creative Commons Attribution 4.0
International license](https://creativecommons.org/licenses/by/4.0/), which permits
unrestricted re-use, distribution, and
reproduction in any medium, provided
the original work is properly cited.

Conflict of interest statement:

Author(s) reported no conflict of interest

This relevance becomes particularly salient in emerging economies, where dynamic labor markets and evolving institutional conditions intensify demands for responsible treatment and transparent employment practices. In such contexts, organizations rely heavily on internal management capabilities to maintain workforce stability and legitimacy. The case is even more pronounced in foreign direct investment (FDI) enterprises, which must simultaneously adhere to global standards while navigating local labor realities. These firms commonly face challenges, including workforce diversity, limited employee loyalty, high turnover, and heightened scrutiny of socially responsible employer behavior (Chanda & Goyal, 2019; Somuah et al., 2025). As expectations for ethical and responsible HR practices rise, understanding how employees respond to such practices has become a pressing concern.

Despite this growing attention, a key scientific problem remains unresolved: the mechanisms through which responsibility-oriented HR systems shape employees' attitudes and behaviors in complex organizational settings. Although discussions have acknowledged the potential influence of SRHRM on individual outcomes, empirical research has not yet clarified how employees internalize and translate responsibility-driven practices into workplace behaviors, particularly in transitional economies and FDI contexts, where responsible practices are still evolving (Zhao & Zhou, 2021). In Vietnam, the rapid growth of the FDI sector further amplifies this issue, highlighting the need to understand how SRHRM gives rise to the attitudinal and behavioral responses that underpin job performance in environments undergoing institutional and cultural change.

1. LITERATURE REVIEW

Research on socially responsible human resource management (SRHRM) has expanded significantly in recent years, largely in response to growing expectations for ethical conduct, transparency, and socially responsive organizational practices. A central insight across this body of work is that responsibility-oriented HR systems shape employees' attitudes and behaviors through signals of fairness, support, and moral intent. Drawing on social exchange theory (Homans, 1958; Blau, 1986), scholars argue that when employees perceive HR practices as humane and development-oriented, they reciprocate with positive attitudinal and behavioral responses that enhance organizational functioning. Empirical studies demonstrate that ethical recruitment, equitable rewards, and meaningful developmental opportunities (as core features of SRHRM) encourage employees to internalize organizational values and contribute proactively to collective goals (Shen & Benson, 2016).

Building on this theoretical foundation, SRHRM has been conceptualized as an extension of internal corporate social responsibility, emphasizing practices that sustain employee dignity and long-term organizational sustainability (Shen & Zhu, 2011). Evidence across diverse institutional contexts shows that SRHRM strengthens employees' sense of being

valued, promoting positive psychological outcomes such as identification, motivation, and well-being (Zhao et al., 2023). These attitudinal improvements lead to enhanced behavioral contributions, including cooperation, adaptability, and willingness to engage in extra-role activities. Numerous studies consistently confirm the positive influence of SRHRM on organizational citizenship behavior (OCB), moral engagement, and voluntary green behavior (Ali & Farooqi, 2014; Liu et al., 2024; Zhou & Zheng, 2023).

Parallel research highlights employee commitment as a key mechanism linking HR practices to performance outcomes. Employee commitment reflects employees' emotional attachment to the organization and their intention to contribute sustained effort toward its goals (Meyer & Allen, 1991). Fair treatment, transparent communication, and developmental support promote strong psychological bonds between employees and organizations (Suliman & Iles, 2000; Ali & Farooqi, 2014). SRHRM reinforces these bonds by embedding ethical and people-centered considerations into HR systems, strengthening perceptions of organizational care and support (Zhao et al., 2023). Committed employees tend to demonstrate greater perseverance, resilience, and professional dedication, which contribute meaningfully to performance across cultural and institutional settings (Mujajati et al., 2024).

OCB is also widely recognized as an important behavioral outcome of SRHRM. Defined as discretionary behaviors that go beyond formal job requirements (Organ, 1988; Podsakoff et al., 1990), OCB plays a critical role in supporting organizational effectiveness. Research shows that SRHRM encourages OCB by fostering climates of trust, belonging, and value congruence (Zhao & Zhou, 2021; Shen & Benson, 2016). This relationship is especially salient in emerging-market and FDI environments, where diverse workforces and dynamic production conditions heighten the importance of voluntary cooperation and proactive engagement (Chanda & Goyal, 2019). Studies consistently find that employees in such settings exhibit high levels of discretionary effort when they perceive HR practices as fair, ethical, and socially responsible.

Job performance has also evolved conceptually to encompass broader dimensions such as adaptability, reliability, and prosocial contributions, in addition to core task execution (Becker & Kernan, 2003; Zacher et al., 2023). Responsible HR systems strengthen the psychological and behavioral capacities that underpin high-quality performance, including engagement, resilience, and readiness to contribute beyond formal job boundaries (Lu et al., 2023; Liang & Li, 2025). SRHRM provides a foundation for sustaining these performance outcomes by simultaneously reinforcing employees' affective attachment and discretionary behavioral contributions (Porter & Lawler, 1968).

Taken together, prior studies highlight several gaps. First, although SRHRM is well examined in Western contexts, its mechanisms and effects in emerging economies (where responsible practices are less institutionalized) remain underexplored (Zhao et al., 2023; Chanda & Goyal, 2019). Second, many studies investigate commitment or OCB independently, offering limited insight into their joint operation as dual mechanisms. Third, empirical evidence within FDI settings remains sparse despite their reliance on globally aligned HR systems and cross-cultural workforces. Addressing these gaps, the present study examines how SRHRM influences job performance through the dual mediating roles of employee commitment and OCB in FDI enterprises in Vietnam's Southern Key Economic Region.

Socially responsible human resource management (SRHRM) is expected to influence employees' attitudes and behaviors through mechanisms explained by social exchange theory (Homans, 1958; Blau, 1986). When employees perceive HR practices as fair, developmental, and humane, they tend to reciprocate with stronger organizational loyalty and positive work-related responses. Prior research shows that SRHRM, operationalized through fair recruitment, capability development, humane compensation, and recognition of employee participation, cultivates favorable perceptions of the organization and enhances employees' affective attachment, identification, and willingness to exert sustained effort (Meyer & Allen, 1991; Zhou & Zheng, 2023; Zhao et al., 2023). Empirical evidence further demonstrates that higher levels of SRHRM are positively associated with employee commitment across institutional contexts, including foreign-invested enterprises (Chanda & Goyal, 2019). Because committed employees tend to invest more effort, uphold professional ethics, and contribute proactively to collective outcomes, their commitment is expected to translate into enhanced job performance (Suliman & Iles, 2000; Ali & Farooqi, 2014; Mujajati et al., 2024). These insights suggest that employee commitment serves not only as an immediate attitudinal response to SRHRM but also as a mediating mechanism linking SRHRM to job performance.

In addition to attitudinal outcomes, SRHRM is expected to foster constructive behavioral responses, particularly organizational citizenship behavior (OCB) – voluntary actions such as helping, initiative-taking, and supporting colleagues (Organ, 1988; Podsakoff et al., 1990). Studies show that when employees perceive HR policies as fair, ethical, and socially responsible, they tend to respond with higher levels of OCB as a form of reciprocity (Shen & Benson, 2016; Zhao & Zhou, 2021). SRHRM also enhances OCB by promoting climates of belonging and value congruence, reinforcing employees' moral alignment with the organization (Ali et al., 2023). Because OCB facilitates cooperation, collaboration, and positive work environments, it has been consistently identified as a strong predictor of job performance (Farh et al., 1990; Zhao & Zhou, 2021). Accordingly, OCB functions as a behavioral pathway through which SRHRM is expected to enhance individual per-

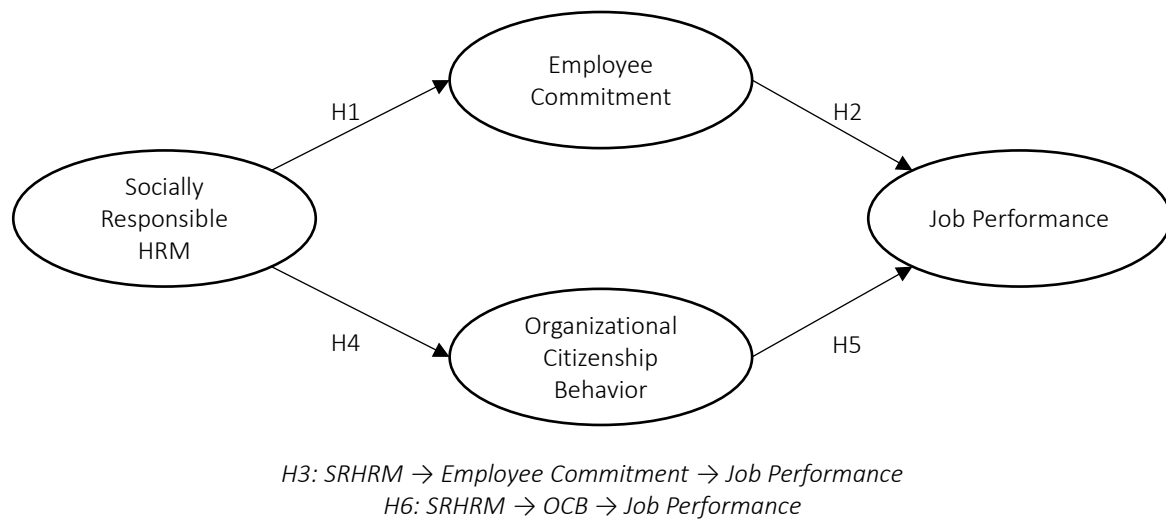


Figure 1. Conceptual model

formance. Together, the theoretical and empirical evidence support a dual-mediation structure in which SRHRM affects job performance through both employee commitment and organizational citizenship behavior.

Based on the theoretical foundations of social exchange theory and the identified gaps in prior research, this study aims to examine the impact of socially responsible human resource management on job performance through the dual mediating roles of employee commitment and organizational citizenship behavior. Specifically, the study seeks to clarify how responsibility-oriented HR practices influence employees' attitudinal and behavioral responses and how these mechanisms jointly contribute to enhanced job performance within foreign direct investment enterprises in Vietnam's Southern Key Economic Region.

Based on this reasoning, the following hypotheses are proposed (Figure 1):

- H1: Socially responsible human resource management positively affects employee commitment.*
- H2: Employee commitment positively affects job performance.*
- H3: Employee commitment mediates the relationship between socially responsible human resource management and job performance.*

H4: Socially responsible human resource management positively affects organizational citizenship behavior.

H5: Organizational citizenship behavior positively affects job performance.

H6: Organizational citizenship behavior mediates the relationship between socially responsible human resource management and job performance.

2. METHODS

The study employed a structured research procedure to ensure methodological rigor and data quality. The questionnaire was developed using well-established measurement scales and adapted to the Vietnamese context through a double translation and back-translation procedure to ensure semantic equivalence. A pilot test with 30 employees was conducted to assess clarity, cultural relevance, and content adequacy, resulting in minor refinements before full deployment.

Foreign direct investment (FDI) enterprises in Vietnam's Southern Key Economic Region were selected as the research context because of their economic significance, diverse labor structure, and high exposure to globally aligned HRM systems. This setting provides an appropriate environment for examining socially responsible hu-

man resource management and its influence on employee attitudes and behaviors.

The target population consisted of full-time employees working in production, technical, and administrative positions. This group was chosen for two methodological reasons. First, they directly experience organizational HRM practices and are therefore the most suitable respondents for evaluating responsibility-oriented HR systems. Second, only individuals with at least six months of tenure were included to ensure respondents had sufficient exposure to HR policies and daily organizational practices. This criterion aligns with methodological recommendations that employees require adequate organizational experience to provide reliable and valid assessments of HRM practices (Podsakoff et al., 1990). To obtain a diverse and representative sample, a stratified–convenience sampling strategy was used. Provinces within the region were treated as strata due to differences in industrial structure, while convenience sampling was used within each stratum because of access constraints and the absence of a complete employee list.

Data collection occurred between March and May 2025, a period selected to avoid seasonal production fluctuations that could influence employee perceptions. Surveys were administered in both paper-based and online formats, depending on each firm's operational preferences. With the support of HR managers, 1,000 questionnaires were distributed across FDI enterprises in Ho Chi Minh City, Binh Duong, Dong Nai, Ba Ria–Vung Tau, Long An, Tay Ninh, Binh Phuoc, and Tien Giang. A total of 899 responses were returned, yielding a raw response rate of 89.9%. After removing incomplete or patterned responses, 868 valid questionnaires remained, resulting in an effective response rate of 86.8%. This sample size exceeds recommended thresholds for structural equation modeling, given the complexity of the conceptual model.

Before conducting statistical analysis, data were screened for missing values, outliers, and response inconsistencies. The final dataset provides a robust foundation for examining the relationships among socially responsible human resource management, employee commitment, organizational citizenship behavior, and job performance within FDI enterprises in Vietnam.

Demographic characteristics of respondents, including gender, age, educational attainment, and provincial distribution, were compiled to ensure transparency and representativeness. These characteristics are presented in Table 1.

Table 1. Descriptive statistics

Sample size (n = 868)		Quantity	Ratio (%)
Gender	Male	412	47.5
	Female	456	52.5
Age	Less than 25 years old	307	35.4
	25 to 34 years old	388	44.7
	35 to 44 years old	129	14.9
	45 years old or older	44	5.1
Academic level	College	187	21.5
	University	636	73.3
	Postgraduate	45	5.2
Province/ City	Ho Chi Minh City	352	40.6
	Binh Duong	128	14.7
	Dong Nai	129	14.9
	Ba Ria–Vung Tau	60	6.9
	Long An	63	7.3
	Tay Ninh	51	5.9
	Binh Phuoc	43	5.0
	Tien Giang	42	4.8

All latent constructs were measured reflectively using five-point Likert scales (1 = strongly disagree, 5 = strongly agree). SRHRM was assessed with six items adapted from Shen and Benson (2016). Employee commitment was measured with nine items adapted from Mowday et al. (1979) and Mowday et al. (1982). Organizational citizenship behavior (OCB) was measured with five items adapted from Podsakoff et al. (1990). Job performance was measured using five items adapted from Becker and Kernan (2003).

All measurement items were selected on the basis of strong theoretical foundations and extensive empirical validation in prior studies. The questionnaire was translated and back-translated to ensure linguistic accuracy, and item wording was refined to improve clarity and contextual relevance. The complete set of measurement items is provided in Appendix A.

PLS-SEM was employed due to its suitability for complex models, predictive-oriented research, and non-normal data distributions. The analysis was conducted using SmartPLS version 4.0.

Measurement model assessment included examinations of internal consistency reliability (Cronbach’s alpha, composite reliability), convergent validity (average variance extracted), and indicator loadings, following recommended thresholds (Hair et al., 2014). Discriminant validity was assessed using the Fornell–Larcker (1981) criterion and the heterotrait–monotrait (HTMT) ratio (Henseler et al., 2015). Multicollinearity was examined using variance inflation factors (VIF).

Structural model evaluation relied on bootstrapping with 5,000 resamples to generate *t*-values, confidence intervals, and significance levels. The model’s explanatory power and effect sizes were interpreted using R^2 , f^2 , and standardized path coefficients.

Participation in this study was entirely voluntary. Prior to completing the questionnaire, all respondents were informed about the research purpose, their right to withdraw at any time, and the anonymous nature of their responses. No personally identifiable information was collected, and all data were handled confidentially and stored securely to prevent unauthorized access.

Given that the survey involved minimal risk and collected anonymous self-reported perceptions, the study met the criteria for exemption from formal institutional ethics review under local regulations. Nonetheless, we adhered strictly to ethical standards for studies involving human participants, including respect for autonomy, privacy protection, and responsible data management. All respondents provided informed consent before participating, either by signing a printed consent form or by confirming agreement through the on-line survey platform.

The dataset used in this study is original, has not been reused in any other publication, and is employed solely for academic research purposes.

3. RESULTS

Cronbach’s alpha coefficients for all constructs exceed the minimum acceptable threshold of 0.60, while composite reliability (CR) values surpass the recommended level of 0.70, indicating satisfactory internal consistency (Hair et al., 2014).

Table 2. Reliability and validity assessment

Constructs	Items	Outer loading	Cronbach’s Alpha	CR	AVE	R ²	VIF
Socially Responsible HRM	SRHRM1	0.831	0.924	0.941	0.725	–	2.309
	SRHRM2	0.853					2.618
	SRHRM3	0.849					2.541
	SRHRM4	0.866					2.796
	SRHRM5	0.857					2.636
	SRHRM6	0.854					2.608
Employee Commitment	EC1	0.840	0.949	0.956	0.709	0.336	2.701
	EC2	0.848					2.893
	EC3	0.801					2.310
	EC4	0.835					2.663
	EC5	0.849					2.854
	EC6	0.808					2.346
	EC7	0.878					3.403
	EC8	0.830					2.619
	EC9	0.885					3.635
Organizational Citizenship Behavior	OCB1	0.894	0.924	0.943	0.767	0.379	3.171
	OCB2	0.875					2.808
	OCB3	0.838					2.326
	OCB4	0.895					3.227
	OCB5	0.876					2.810
Job Performance	JP1	0.904	0.939	0.953	0.803	0.397	3.538
	JP2	0.882					3.050
	JP3	0.904					3.532
	JP4	0.892					3.183
	JP5	0.898					3.301

As shown in Table 2, Cronbach’s alpha values range from 0.924 (SRHRM) to 0.949 (employee commitment), while CR values fall between 0.941 and 0.956. All indicator loadings exceed 0.60, indicating satisfactory indicator reliability. AVE values between 0.709 and 0.803 are greater than the 0.50 threshold, demonstrating adequate convergent validity.

Table 3. Heterotrait-monotrait factors

	EC	JP	OCB	SRHRM
EC	–	–	–	–
JP	0.504	–	–	–
OCB	0.374	0.593	–	–
SRHRM	0.618	0.591	0.665	–

Note: EC = employee commitment; JP = job performance; OCB = organizational citizenship behavior; SRHRM = socially responsible HRM.

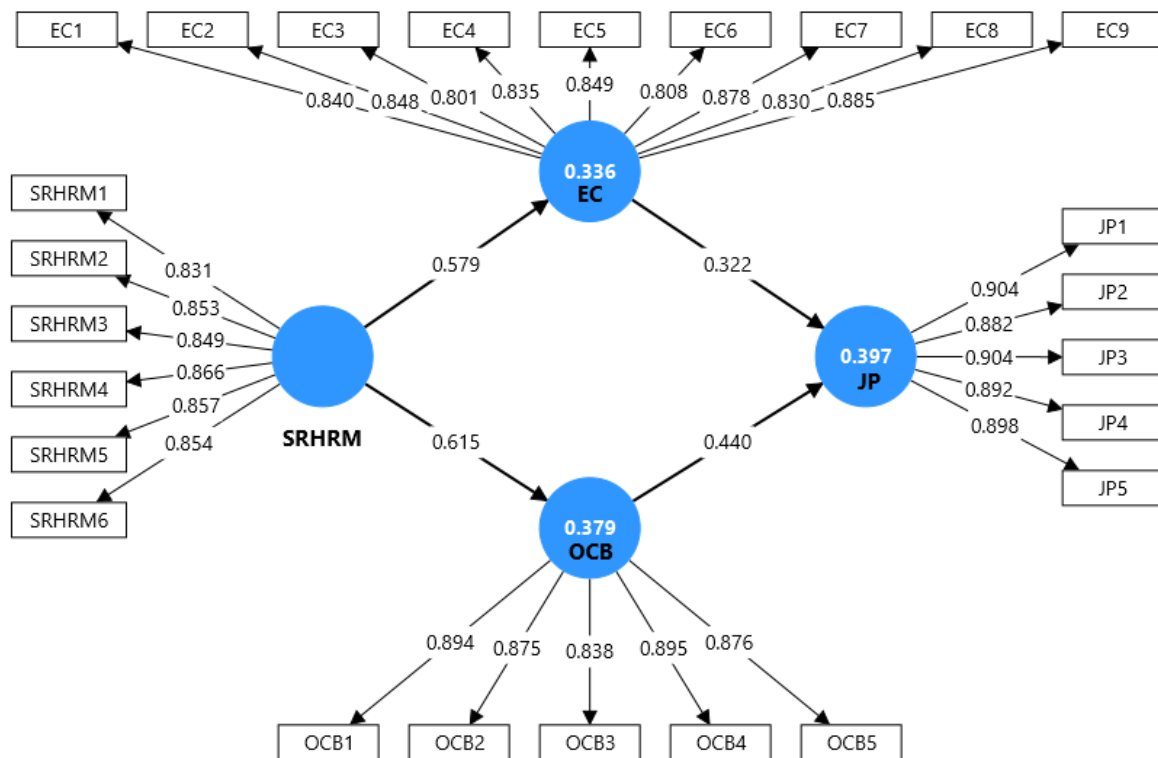
Table 3 shows HTMT values ranging from 0.374 to 0.665, all below the recommended cutoff of 0.85. These results confirm that SRHRM, EC, OCB, and JP represent distinct constructs as intended.

Multicollinearity was assessed using the Variance Inflation Factor (VIF). All VIF values were below

5.0 (see Table 2), indicating no multicollinearity issues and ensuring reliable estimation of the structural paths.

Bootstrapping with 5,000 resamples was performed to evaluate the significance of the hypothesized relationships. As presented in Table 4, socially responsible human resource management (SRHRM) has significant positive effects on employee commitment ($\beta = 0.579, p < 0.001$) and organizational citizenship behavior ($\beta = 0.615, p < 0.001$). Both mediators, in turn, significantly enhance job performance, with employee commitment ($\beta = 0.322, p < 0.001$) and OCB ($\beta = 0.440, p < 0.001$) contributing positively to employees’ performance outcomes.

The mediation analysis further confirms two significant indirect pathways. SRHRM improves job performance indirectly through employee commitment ($\beta = 0.187, p < 0.001$) and through OCB ($\beta = 0.271, p < 0.001$), supporting the dual mediation mechanism proposed in the model.



Note: EC = employee commitment; JP = job performance; OCB = organizational citizenship behavior; SRHRM = socially responsible HRM.

Figure 2. Research results

Table 4. Hypothesis testing results

Hypothesis	Relationship	Path coefficients	T-values	P values	Result
H1	SRHRM → EC	0.579	25.501	0.000	Accepted
H2	EC → JP	0.322	12.250	0.000	Accepted
H3	SRHRM → EC → JP	0.187	10.212	0.000	Accepted
H4	SRHRM → OCB	0.615	30.293	0.000	Accepted
H5	OCB → JP	0.440	17.043	0.000	Accepted
H6	SRHRM → OCB → JP	0.271	13.703	0.000	Accepted

Note: EC = employee commitment; JP = job performance; OCB = organizational citizenship behavior; SRHRM = socially responsible HRM.

Regarding explanatory power, the model accounts for 33.6% of the variance in employee commitment, 37.9% in organizational citizenship behavior, and 39.7% in job performance. According to H \ddot{o} ck and Ringle (2010), these R^2 values indicate moderate explanatory levels. Overall, the findings demonstrate that SRHRM plays a meaningful role in shaping key employee attitudes and behaviors, which subsequently enhance job performance.

4. DISCUSSION

The findings provide robust evidence that socially responsible human resource management functions as a critical antecedent of positive employee attitudes and behaviors in foreign-invested enterprises in Vietnam. Consistent with social exchange theory, the results demonstrate that when employees perceive HRM practices as fair, ethical, and socially responsible, they reciprocate with stronger commitment and higher levels of organizational citizenship behavior. These findings align with earlier evidence showing that responsibility-oriented HR systems promote relational bonds and strengthen employee-organization relationships (Shen & Benson, 2016; Shen & Zhu, 2011). Similar to Zhao et al. (2023), we confirm that SRHRM enhances employees' sense of being valued, thereby stimulating both psychological attachment and cooperative behavioral responses. Notably, the effect sizes identified here are stronger than those often found in more mature institutional contexts (e.g., Ali & Farooqi, 2014; Chanda & Goyal, 2019). This suggests that in emerging economies such as Vietnam, where responsible employment practices are still developing, SRHRM may be more salient and more visible to employees, leading to stronger attitudinal and behavioral reactions.

The results also reveal that both employee commitment and organizational citizenship behavior contribute significantly to job performance. This pattern reinforces prior evidence that affective commitment facilitates sustained effort, motivation, and perseverance (Meyer & Allen, 1991; Suliman & Iles, 2000), while OCB enhances cooperation, coordination, and overall workplace functioning (Podsakoff et al., 1990; Organ, 1988). However, a notable contribution of this study lies in its simultaneous testing of these mechanisms. While earlier research often emphasized either commitment or citizenship behavior independently (e.g., Ali & Farooqi, 2014; Liu et al., 2024), we demonstrate a dual-mediation structure in which SRHRM influences job performance through both pathways. Importantly, OCB emerged as the stronger mediator. This may reflect the operational realities of FDI firms in emerging economies, where diverse workforces, labor heterogeneity, and dynamic production demands increase reliance on discretionary cooperation, informal coordination, and proactive problem-solving. This finding extends earlier research by highlighting citizenship behavior as a central behavioral mechanism linking SRHRM to performance in high-pressure, globally integrated production settings.

Despite its contributions, this study has several limitations that open avenues for future research. The cross-sectional design constrains the ability to infer causality; longitudinal approaches would offer a more dynamic understanding of how SRHRM shapes employee attitudes and behaviors over time. The reliance on self-reported measures may introduce perceptual bias, suggesting that future work could incorporate supervisor ratings or objective performance indicators. Additionally, the study focuses on FDI enterprises in one economic region of Vietnam;

expanding the research to domestic firms, other industries, or other emerging economies would enhance the generalizability of the findings. Future studies may also explore additional mediators, such as trust, meaningful work, or

psychological empowerment, or examine contextual moderators, such as leadership style, institutional pressures, or workforce diversity, to further clarify how SRHRM influences employee and organizational outcomes.

CONCLUSION

This study set out to investigate how socially responsible human resource management contributes to employees' job performance by shaping their commitment to the organization and their willingness to engage in citizenship behaviors within foreign-invested enterprises in Vietnam. The results demonstrate that socially responsible HR practices encourage stronger attachment to the organization and promote positive, voluntary behaviors at work, both of which play an important role in enhancing individual performance. The absence of a meaningful direct link between SRHRM and performance indicates that improvements occur primarily through employees' attitudinal and behavioral responses rather than through immediate operational effects.

These findings highlight the value of socially responsible HRM as a strategic tool for fostering a more motivated and collaborative workforce in FDI enterprises, especially in emerging economies where expectations for responsible management are still evolving. To further advance understanding of how SRHRM shapes employee and organizational outcomes, future research may consider adopting longitudinal research designs, drawing on feedback from multiple evaluators, or exploring additional pathways and contextual factors that influence these relationships across different industries and national settings.

AUTHOR CONTRIBUTIONS

Conceptualization: Bao Hoai Chau, Hien Manh Luc.

Data curation: Bao Hoai Chau.

Formal analysis: Bao Hoai Chau.

Investigation: Bao Hoai Chau.

Methodology: Bao Hoai Chau.

Project administration: Hien Manh Luc.

Resources: Bao Hoai Chau, Hien Manh Luc.

Supervision: Hien Manh Luc.

Validation: Bao Hoai Chau, Hien Manh Luc.

Visualization: Bao Hoai Chau.

Writing – original draft: Bao Hoai Chau, Hien Manh Luc.

Writing – review & editing: Bao Hoai Chau, Hien Manh Luc.

REFERENCES

1. Al Mamun, A., Uddin, M. A., Rana, T., Biswas, S. R., & Dey, M. (2024). Socially responsible human resource management for sustainable performance in a moderated mediation mechanism. *Sustainable Futures*, 8, Article 100362. <https://doi.org/10.1016/j.sft.2024.100362>
2. Ali, H., Yin, J., Manzoor, F., & An, M. (2023). The impact of corporate social responsibility on firm reputation and organizational citizenship behavior: The mediation of organic organizational cultures. *Frontiers in Psychology*, 13, Article 1100448. <https://doi.org/10.3389/fpsyg.2022.1100448>
3. Ali, S., & Farooqi, Y. A. (2014). Effect of work overload on job satisfaction, effect of job satisfaction on employee performance and employee engagement (A case of Public Sector University of Gujranwala Division). *International Journal of Multidisciplinary Sciences and Engineering*, 5(8), 23-30.

4. Barrera-Martínez, J., López-Fernández, M., & Romero-Fernández, P. M. (2017). Towards a configuration of socially responsible human resource management policies and practices: Findings from an academic consensus. *The International Journal of Human Resource Management*, 30(17), 2544-2580. <https://doi.org/10.1080/09585192.2017.1332669>
5. Becker, T. E., & Kernan, M. C. (2003). Matching commitment to supervisors and organizations to in-role and extra-role performance. *Human Performance*, 16(4), 327-348. https://doi.org/10.1207/S15327043HUP1604_1
6. Blau, P. (1986). *Exchange and power in social life* (2nd ed.). Routledge. <https://doi.org/10.4324/9780203792643>
7. Chanda, A., & Goyal, S. (2019). Impact of HR practices on employee commitment in Indian IT sector. *Journal of Strategic Human Resource Management*, 8(3), 1-10.
8. Farh, J. L., Podsakoff, P. M., & Organ, D. W. (1990). Accounting for organizational citizenship behavior: Leader fairness and task scope versus satisfaction. *Journal of Management*, 16(4), 705-721. <https://doi.org/10.1177/014920639001600404>
9. Fornell, C., & Larcker, D. F. (1981). Evaluating structural equation models with unobservable variables and measurement error. *Journal of Marketing Research*, 18(1), 39-50. <https://doi.org/10.1177/002224378101800104>
10. Hair, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2014). *A primer on partial least squares structural equation modeling (PLS-SEM)* (1st ed.). SAGE.
11. Henseler, J., Ringle, C. M., & Sarstedt, M. (2015). A new criterion for assessing discriminant validity in variance-based structural equation modeling. *Journal of the Academy of Marketing Science*, 43(1), 115-135. <https://doi.org/10.1007/s11747-014-0403-8>
12. Höck, M., & Ringle, C. M. (2010). Local strategic networks in the software industry: An empirical analysis of the value continuum. *International Journal of Knowledge Management Studies*, 4(2), 132-151. <https://doi.org/10.1504/IJKMS.2010.030789>
13. Homans, G. C. (1958). Social behavior as exchange. *American Journal of Sociology*, 63(6), 597-606. Retrieved from <https://psycnet.apa.org/doi/10.1086/222355>
14. Liang, X., & Li, J. (2025). Sustainable human resource management and employee performance: A conceptual framework and research agenda. *Human Resource Management Review*, 35(2), Article 101060. <https://doi.org/10.1016/j.hrmr.2024.101060>
15. Liu, W., Li, X., & Guo, X. (2024). How and when socially responsible human resource management affects employee voluntary green behavior – Evidence from the healthcare sector. *Journal of Cleaner Production*, 451, Article 142044. <https://doi.org/10.1016/j.jclepro.2024.142044>
16. Lu, Y., Zhang, M. M., Yang, M. M., & Wang, Y. (2023). Sustainable human resource management practices, employee resilience, and employee outcomes: Toward common good values. *Human Resource Management*, 62(3), 331-353. <https://doi.org/10.1002/hrm.22153>
17. Meyer, J. P., & Allen, N. J. (1991). A three-component conceptualization of organizational commitment. *Human Resource Management Review*, 1(1), 61-89. [https://doi.org/10.1016/1053-4822\(91\)90011-Z](https://doi.org/10.1016/1053-4822(91)90011-Z)
18. Mowday, R. T., Porter, L. W., & Steers, R. M. (1982). *Employee-organization linkages: The psychology of commitment, absenteeism, and turnover*. Academic Press.
19. Mowday, R. T., Steers, R. M., & Porter, L. W. (1979). The measurement of organizational commitment. *Journal of Vocational Behavior*, 14(2), 224-247. [https://doi.org/10.1016/0001-8791\(79\)90072-1](https://doi.org/10.1016/0001-8791(79)90072-1)
20. Mujajati, E., Ferreira, N., & du Plessis, M. (2024). Fostering organisational commitment: A resilience framework for private-sector organisations in South Africa. *Frontiers in Psychology*, 15, Article 1303866. <https://doi.org/10.3389/fpsyg.2024.1303866>
21. Omidi, A., & Dal Zotto, C. (2022). Socially responsible human resource management: A systematic literature review and research agenda. *Sustainability*, 14(4), Article 2116. <https://doi.org/10.3390/su14042116>
22. Organ, D. W. (1988). *Organizational citizenship behavior: The good soldier syndrome*. Lexington Books.
23. Podsakoff, P. M., MacKenzie, S. B., Moorman, R. H., & Fetter, R. (1990). Transformational leader behaviors and their effects on followers' trust in leader, satisfaction, and organizational citizenship behaviors. *Leadership Quarterly*, 1(2), 107-142. [https://doi.org/10.1016/1048-9843\(90\)90009-7](https://doi.org/10.1016/1048-9843(90)90009-7)
24. Porter, L. W., & Lawler, E. E. (1968). *Managerial attitudes and performance*. Dorsey Press. Retrieved from <https://lccn.loc.gov/67029148>
25. Shen, J., & Benson, J. (2016). When CSR is a social norm: How socially responsible human resource management affects employee work behavior. *Journal of Management*, 42(6), 1723-1746. <https://doi.org/10.1177/0149206314522300>
26. Shen, J., & Zhu, C. J. (2011). Effects of socially responsible human resource management on employee organizational commitment. *The International Journal of Human Resource Management*, 22(15), 3020-3035. <https://doi.org/10.1080/09585192.2011.599951>
27. Somuah, C. O., Mensah, H. K., Okyere, G. A., Gyimah, P., & Kamil, N. M. (2025). A systematic review on socially responsible human resource management: Implications for social value creation. *Corporate Social Responsibility and Environmental Management*. <https://doi.org/10.1002/csr.3229>

28. Suliman, A., & Iles, P (2000). Is continuance commitment beneficial to organizations? Commitment-performance relationship: a new look. *Journal of Managerial Psychology*, 15(5), 407-422. <https://doi.org/10.1108/02683940010337158>
29. Zacher, H., Rudolph, C. W., & Katz, I. M. (2023). Employee green behavior as the core of environmentally sustainable organizations. *Annual Review of Organizational Psychology and Organizational Behavior*, 10, 465-494. <https://doi.org/10.1146/annurev-orgpsych-120920-050421>
30. Zhao, H., Chen, Y., & Liu, W. (2023). Socially responsible human resource management and employee moral voice: Based on the self-determination theory. *Journal of Business Ethics*, 183(3), 929-946. <https://doi.org/10.1007/s10551-022-05082-5>
31. Zhao, H., & Zhou, Q. (2021). Socially responsible human resource management and hotel employee organizational citizenship behavior for the environment: A social cognitive perspective. *International Journal of Hospitality Management*, 95, 102749. <https://doi.org/10.1016/j.ijhm.2020.102749>
32. Zhou, Q., & Zheng, X. (2023). Socially responsible human resource management and employee green behavior at work: The role of learning goal orientation and moral identity. *The International Journal of Human Resource Management*, 35(1), 1-35. <https://doi.org/10.1080/09585192.2023.2192358>

APPENDIX A

Table A1. Measurement scales

Variables	Items	Scales	Source
Socially responsible human resources management (SRHRM)	SRHRM1	My company considers person identity – CSR identity fit in recruitment and selection.	Shen and Benson (2016)
	SRHRM2	My company provides adequate CSR training to promote CSR as a core organizational value.	
	SRHRM3	My company provides CSR training to develop employees' skills in receptive stakeholder engagement and communication.	
	SRHRM4	My company considers employee social performance in promotions.	
	SRHRM5	My company considers employee social performance in performance appraisals.	
	SRHRM6	My company relates employee social performance to rewards and compensation.	
Employee Commitment (EC)	EC1	I am willing to put in a great deal of effort beyond that normally expected in order to help this organization be successful.	Mowday et al. (1979), Mowday et al. (1982)
	EC2	I talk up this organization to my friends as a great organization to work for.	
	EC3	I would accept almost any type of job assignment in order to keep working for this organization.	
	EC4	I find that my values and the organization's values are very similar.	
	EC5	I am proud to tell others that I am part of this organization.	
	EC6	This organization really inspires the very best in me in terms of job performance.	
	EC7	I am extremely glad that I chose this organization to work over others I was considering at the time I joined.	
	EC8	I really care about the fate of this organization.	
	EC9	For me, this is the best of all possible organizations for which to work.	
Organizational Citizenship Behavior (OCB)	OCB1	I adapt my time schedule to help other co-workers.	Podsakoff et al. (1990)
	OCB2	I try hard to help others so they can become integrated in my organization.	
	OCB3	I read and keep up actively with developments of my organization.	
	OCB4	I attend functions that are not required but help the company image.	
	OCB5	I make innovative suggestions on how to improve the functioning of my organization.	
Job Performance (JP)	JP1	My organization does not give me challenging and exciting work to do.	Becker and Kernan (2003)
	JP2	Management provides me with the information and support I need to do my job well.	
	JP3	I have enough authority to carry out my job effectively.	
	JP4	I feel encouraged to come up with new and better ways of doing things.	
	JP5	My job allows me to utilize my skills and talents.	