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Employee performance and socially responsible HR management: The mediating effects of organizational trust and work motivation

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Abstract

This study aims to examine the influence of socially responsible human resource management (SRHRM) on employee performance, with a specific emphasis on the mediating roles of job motivation and organizational trust. The research employs a quantitative approach using data collected from a structured survey of 350 employees across various organizations. Structural equation modeling (SEM) was utilized to test the hypothesized relationships and mediation effects. The findings confirm that SRHRM positively impacts employee performance. Additionally, job motivation and organizational trust are identified as significant mediators, jointly explaining the mechanism through which SRHRM enhances performance. The results suggest that SRHRM does not merely influence performance directly but also operates indirectly by fostering higher levels of trust and motivation among employees. The study offers valuable managerial implications, encouraging organizations to adopt socially responsible HR practices. By nurturing a trustful and motivating work environment, businesses can enhance employee performance and contribute to long-term organizational success.

Keywords: Human resource management, Job performance, Social responsibility, Trust in organizations, Work motivation.

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1. Introduction

In recent years, Corporate Social Responsibility (CSR) has gained increasing traction in both academic literature and business practices, emerging as a strategic imperative for sustainable development [1]. CSR initiatives enhance corporate image, foster stakeholder trust, and drive competitive advantage. At the heart of implementing CSR strategies lies Human Resource Management (HRM), as employees are pivotal actors in executing CSR-related activities [2].

Despite the growing integration of CSR into business models, unethical behaviors and employee disengagement remain prevalent, especially in organizations where internal CSR practices are underdeveloped. This highlights the need for aligning

CSR with HRM functions, an approach conceptualized as Socially Responsible Human Resource Management (SRHRM). SRHRM not only addresses employee welfare through fair treatment and development opportunities but also integrates ethical considerations into recruitment, training, performance evaluation, and reward systems [3, 4].

Although prior studies suggest that SRHRM can enhance job motivation [5, 6] and organizational trust [7], the underlying mechanism through which SRHRM affects employee performance remains insufficiently explored. Specifically, empirical evidence regarding the mediating roles of motivation and trust is still limited particularly in the context of developing economies such as Vietnam, where cultural and organizational dynamics may differ significantly.

To fill this research gap, this study aims to examine the impact of SRHRM on employee performance, with a particular focus on the mediating effects of job motivation and organizational trust. The analysis is grounded in Social Exchange Theory [8] and Social Identity Theory [9], which provide a robust framework to explain how employees reciprocate socially responsible treatment with improved performance.

Accordingly, the main objective of this study is to assess whether and how job motivation and organizational trust mediate the relationship between SRHRM and employee performance. To address the research objective, the study begins by reviewing the relevant literature to establish a solid theoretical foundation and to identify gaps in previous empirical findings. Building upon this, a conceptual model is developed, and research hypotheses are formulated, drawing from Social Exchange Theory and Social Identity Theory. A structured questionnaire is then designed and administered to a sample of 350 employees working in various organizations in Ho Chi Minh City. The collected data are analyzed using Structural Equation Modeling (SEM), which allows for the examination of both direct and mediating relationships among the key constructs. The results are subsequently interpreted to offer theoretical insights and practical recommendations for organizations seeking to enhance employee performance through socially responsible HR practices.

In this study, data were collected through a structured questionnaire administered to 350 employees working in various organizations across Ho Chi Minh City. The questionnaire included validated scales adapted from prior studies, covering key constructs such as socially responsible HRM, job motivation, organizational trust, and employee performance. To analyze the data, the study employed Structural Equation Modeling (SEM), a robust technique that enables simultaneous estimation of multiple relationships among latent variables and mediators. Unlike several earlier studies that relied on linear regression or examined only direct effects, this research adopts SEM to test both direct and indirect effects within a comprehensive mediating framework, thereby offering deeper insights into the mechanisms through which SRHRM influences employee performance.

2. Theoretical Framework and The Most Literature Review

2.1. Related studies and theoretical foundation

Recent literature has consistently demonstrated the positive impact of Socially Responsible Human Resource Management (SRHRM) on various employee-related outcomes, including job performance [3], organizational citizenship behavior [10], environmental engagement [11], and employee well-being [12]. SRHRM is also recognized as a strategic tool for attracting and retaining talent, enhancing employee motivation through targeted training, and reinforcing commitment to shared organizational values [6, 13].

Beyond these traditional outcomes, recent studies have expanded the scope of SRHRM research by exploring additional psychological and emotional mechanisms. For example, Ye and Li [14] found that SRHRM enhances environmental citizenship behavior through the mediating role of psychological safety, suggesting that employees' perception of an ethically supportive environment fosters proactive engagement. Similarly, Winarno and Silvianita [15] provided evidence that subjective well-being serves as a critical mediating variable linking SRHRM to job performance, thus highlighting the emotional and affective pathways through which socially responsible practices exert their influence.

Taken together, these findings indicate that SRHRM does not operate solely through instrumental HR practices but also engages deeper motivational and emotional drivers within employees. When employees perceive fairness, inclusion, and values alignment in organizational practices, they are more likely to develop trust [7], feel recognized and supported [16], and experience higher levels of intrinsic motivation [17]. These perceptions, in turn, shape their attitudes and behaviors at work, fostering both ethical conduct and enhanced performance [12].

The theoretical underpinnings of this relationship are grounded in Social Exchange Theory [8], which posits that employees reciprocate positive treatment with increased effort and loyalty, and in Social Identity Theory [9], which suggests that identification with a socially responsible organization strengthens individual pride and commitment. Together, these frameworks support the notion that SRHRM creates a virtuous cycle of trust, motivation, and performance within the workforce.

2.2. Research Hypotheses

Socially Responsible Human Resource Management (SRHRM) is built upon the concepts of Corporate Social Responsibility (CSR), ethics in human resource management, and a range of employee-focused activities, including policies and strategies aimed at improving employee welfare and addressing their concerns. Shen and Zhang [18] highlight that companies implementing SRHRM strategies are highly attentive to the needs and aspirations of employees, developing policies to enhance skill development and career progression, while also providing a healthy and safe work environment, fair compensation, and opportunities for advancement. These policies are expected to foster employees' perception of organizational support, trust from supervisors, and support from colleagues, thereby increasing work motivation [13]. Thus, the first hypothesis is proposed as follows:

H1: Socially Responsible Human Resource Management positively impacts employee work motivation.

When SRHRM practices are directed towards employees, welfare systems and opportunities for skill development are tailored to meet their needs and drive work motivation. As a result, organizations are expected to gain employees' contributions, efforts, and retain them through their work motivation Peterson [19]. Luthans [20] also affirms that motivation is the process of generating energy, directing, and sustaining behavior and job outcomes. Work motivation is not the only factor influencing job behavior, but it interacts with and complements other cognitive processes that affect work results. Therefore, the study proposes testing the following hypothesis:

H₂: Employee work motivation positively influences work performance.

Shen and Jiuhua Zhu [21] suggest that SRHRM should be seen as an important governance mechanism within organizations to motivate employees, thereby improving organizational performance. SRHRM practices influence the organization through their impact on employees' attitudes and behaviors. According to Rupp et al. [22], when employees perceive that their organization is socially responsible towards them and other stakeholders, it creates positive attitudes and behaviors among employees, thereby increasing their work outcomes. He et al. [7] show that SRHRM practices, with policies focusing on HR strategies such as people development and the application of related compensation policies, will help retain and motivate a talented workforce, leading to better job outcomes. Thus, the third hypothesis is proposed as follows:

H₃: Socially Responsible Human Resource Management positively influences employee work performance through work motivation.

According to Robbins et al. [23], trust is considered an important variable in organizational studies as it relates to employees' belief in the organization's ability to influence values and benefits for employees, or at least not harm their interests. Pivato et al. [24] argue that trust is the first and closest outcome of a company's CSR activities. In agreement, Hansen et al. [25] also suggest that employees develop trust in the organization when they perceive that the organization is socially responsible. Social Identity Theory [9] posits that employees' perceptions of an organization's prestige enhance their pride in working there, thereby increasing trust in the organization. When employees work in an organization that is socially responsible towards stakeholders and employees, they have grounds to trust their workplace, which motivates them to meet the organization's expectations for their work outcomes. Based on these arguments, the following hypothesis is proposed:

H₄: Socially Responsible Human Resource Management positively influences organizational trust.

According to Hogan et al. [26], employee trust in the organization benefits the organization by promoting cooperation among members, supporting organizational innovation, and providing an inimitable competitive advantage, thereby leading to superior job performance. Studies have shown that when employees trust the organization, they become more committed to the organization's identity, which motivates them to work harder, devoting more time and energy to their tasks [27]. Therefore, this study proposes that employee trust in the organization influences and leads to higher work performance and better job outcomes. Consequently, the following hypothesis is proposed:

H₅: Organizational trust positively influences employee work performance.

Kundu and Gahlawat [5] found that employees' perceptions of SRHRM significantly influence their trust and work attitudes, which in turn lead to substantial job outcomes. Organizational performance or employee work outcomes are greatly influenced by employees' trust in the organization. When employees trust the organization, they tend to work harder and with higher productivity [6]. Building organizational trust through socially responsible practices and employee-oriented management contributes to increasing employees' trust in the organization, thereby improving their work performance. Therefore, the following hypothesis is proposed:

H₆: Socially Responsible Human Resource Management positively influences employee work performance through organizational trust.

Based on the proposed hypotheses, the research model is presented in Figure 1.

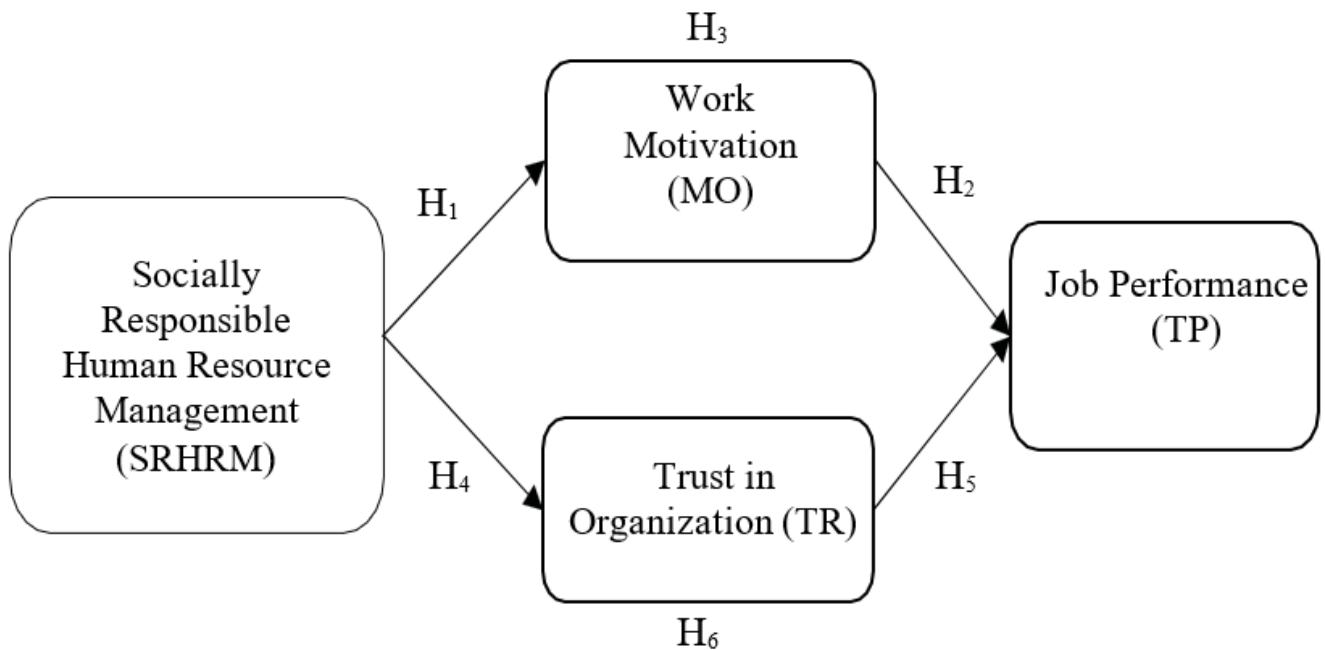


Figure 1.
Proposed Research Model.

3. Research Methodology

3.1. Measurement

This study adopts the SRHRM scale with 6 observed variables used in the study by Shen and Benson [3]. The work motivation scale, with 3 observed variables, is adopted from the studies of Deci [28] and Kundu and Gahlawat [5]. The organizational trust scale is inherited from Robinson [29] with 6 observed variables. Finally, the work performance scale, with 5 observed variables, is based on the studies of Porter and Lawler [30] and Becker and Kernan [31]. The specific content of the observed variables is presented in Table 1.

Table 1.
Measurement Scales of Variables in the Proposed Research Model.

Symbol	Measurement Scale Description	Reference Source
SRHRM	Socially Responsible Human Resource Management	Shen and Benson [3] and Zhang et al. [12].
SR1	The organization considers applicants' attitudes towards social responsibility during the recruitment and selection process.	
SR2	The organization employs training initiatives to promote social responsibility as a core organizational value among employees.	
SR3	The organization provides social responsibility training to enhance employees' skills in engaging with various stakeholders (e.g., community, society, customers, competitors, etc.).	
SR4	The organization takes employees' social responsibility performance into account when making promotion decisions.	
SR5	The organization evaluates employees' social responsibility performance as part of the overall performance appraisal process.	
SR6	The organization aligns employees' rewards and compensation with their demonstrated social responsibility performance.	Deci [28]
MO	Work Motivation	
MO1	Successfully completing assigned tasks is important to me.	
MO2	I have put considerable effort into the tasks and activities assigned to me.	
MO3	I consistently strive to perform well in the tasks assigned to me.	Robinson [29]
TR	Trust	
TR1	My supervisor is honest and principled.	
TR2	I trust that the organization operates with a high level of integrity.	
TR3	I believe the organization treats me fairly.	
TR4	I expect the organization to treat me appropriately.	
TR5	My organization is open and transparent with its employees.	
TR6	I believe the organization's decisions and actions are well-intentioned.	
TP	Job Performance	
TP1	I have fully met the job requirements as specified.	

TP2	I have completed the tasks explicitly outlined in my job description.	Becker and Kernan [31]
TP3	I have fulfilled all the responsibilities assigned to me.	
TP4	I believe my supervisor assesses that I have met the job requirements as specified.	
TP5	I believe my colleagues assess that I have met the job requirements as specified.	

3.2. Data Collection

The research model includes a total of 20 observed variables that need to be measured. Therefore, the minimum sample size required is 20 multiplied 5, equal to 100 observations [32]. Furthermore, to ensure the reliability in testing the adequacy of the SEM model, a sample size between 100 and 200 is considered acceptable [33]. Therefore, the actual sample size collected for this study was 300 observations, which is suitable for the analysis method. To ensure reliability and representativeness for the population, the author used a stratified sampling method corresponding to the proportion of businesses operating in various districts. Through connections with businesses, the research team contacted the management of companies in the area to reach out to employees (who had signed labor contracts) working in these businesses, based on a random list provided by the management. The survey was printed and sent to respondents through the management of the companies. Prior to the official survey, the research team conducted a pilot interview with 30 university students to test and adjust the scales to ensure clarity and understandability.

After distributing 400 survey questionnaires, the study received 327 responses, with a response rate of 81.8%, of which 300 valid questionnaires were obtained. Among the 300 employees, 45% were male and 55% were female. The highest age group was from 18 to 24 years old (40.5%), followed by 25 to 34 years old (35.6%). The majority had a university degree (60.7%), and 40.8% held office staff positions. The largest group had been working at the company for less than 3 years (54.6%), followed by 3 to 5 years (38.5%). Most of the employees worked at limited liability companies (43.5%) and joint-stock companies (32.7%) in the Go Vap district (55.2%).

3.3. Data processing techniques

The hypotheses in the research model were tested through Structural Equation Modeling (SEM) analysis using AMOS version 24 software. SEM is an effective method for representing, testing, and estimating the linear relationships between variables. According to Hu and Bentler [34], the model fit indices include: $CMIN/df \leq 3$; $CFI \geq 0.9$; $GFI \geq 0.9$; $TLI \geq 0.9$; $RMSEA \leq 0.06$; $PCLOSE \geq 0.01$. Additionally, the bootstrap technique with a sample size of 1,000 repeated observations was used to test the reliability of the estimated coefficients. Bootstrap is a resampling method with replacement, where the original sample serves as the population, and the condition for the estimates to be reliable is the index $|C.R.| < 1.96$. SEM requires a large sample size, so using the Bootstrap method to check the reliability of indirect effect estimates is appropriate compared to other methods [35].

4. Research Results

4.1. Preliminary Evaluation of Scale

All scales had a Cronbach's Alpha coefficient greater than 0.6, indicating high reliability. The observed variables had a correlation coefficient between the variable and the total score greater than 0.3, and the Cronbach's Alpha coefficient if the variable was deleted was smaller than the Cronbach's Alpha coefficient of the corresponding scale [36]. The results of the Exploratory Factor Analysis (EFA) (Table 2) for the SRHRM, MO, and TR scales extracted 3 factors with an Eigenvalue = 1.101, and the total extracted variance was 54.323% ($> 50\%$), showing that the EFA model is suitable. The results of the EFA for the TP scale also indicated that the EFA model was appropriate and met the necessary requirements, making it eligible for further analysis using Confirmatory Factor Analysis (CFA).

4.2. Confirmatory Factor Analysis

Table 2.

Exploratory Factor Rotation Matrix.

Measurement Scale	Observed Variables	Factor			
		1	2	3	4
SRHRM	SRHRM2	0.771			
	SRHRM4	0.733			
	SRHRM5	0.715			
	SRHRM1	0.709			
	SRHRM6	0.670			
	SRHRM3	0.629			
TR	TR2		0.822		
	TR3		0.812		
	TR1		0.723		
	TR6		0.618		
	TR5		0.565		
MO	MO1			0.825	
	MO2			0.779	
	MO3			0.709	
KMO coefficient = 0.905; Bartlett's test significance = 0.000; Total variance explained = 54.288%					
TP	TP2				0.787
	TP1				0.769
	TP4				0.723
	TP3				0.721
	TP5				0.599

Note: SRHRM: Socially Responsible Human Resource Management; MO: Work Motivation;
TR: Trust in Organization; TP: Job Performance

The results of the confirmatory factor analysis show that the model with 4 factor groups and 19 observed variables fits the research data well, as indicated by the measurement fit indices: CMIN/df = 1.915 (≤ 3); GFI = 0.927 (≥ 0.9); CFI = 0.959 (≥ 0.9); TLI = 0.951 (≥ 0.9); RMSEA = 0.050 (≤ 0.06) [32]. The results of the analysis of convergent and discriminant validity presented in Table 3 show that all factor groups have composite reliability (CR) > 0.7 and average variance extracted (AVE) > 0.5 (Table 2). Additionally, all scales have MSV $<$ AVE and the square root of the average variance extracted (SQRTAVE) is greater than the correlations between the factors [37]. Therefore, convergent and discriminant validity among the scales is ensured.

Table 3.

Results of Convergent and Discriminant Validity Analysis.

Factors	CR	AVE	MSV	MaxR(H)	SRHRM	TR	TP	MO
SRHRM	0.860	0.506	0.337	0.865	0.712			
TR	0.850	0.534	0.450	0.861	0.581	0.730		
TP	0.836	0.511	0.418	0.860	0.492	0.570	0.715	
MO	0.830	0.620	0.450	0.833	0.533	0.671	0.647	0.787

Note: SRHRM: Socially Responsible Human Resource Management; MO: Work Motivation;
TR: Trust in Organization; TP: Job Performance; CR: Composite Reliability

4.3. Hypothesis Testing with Structural Equation Modeling (SEM)

The results of the SEM analysis for the standardized theoretical model (Figure 2) show that the values CMIN/df = 2.332 (≤ 3), GFI = 0.911 (≥ 0.9), CFI = 0.939 (≥ 0.9) are suitable; TLI = 0.929 and RMSEA = 0.061 are acceptable. Therefore, the model fits the survey data. The test results presented in Table 4 indicate that SRHRM has a positive impact on work

motivation ($\beta = 0.584$, $p < 0.01$) and trust in the organization ($\beta = 0.621$, $p < 0.01$). Moreover, work motivation ($\beta = 0.493$, $p < 0.01$) and trust in the organization ($\beta = 0.298$, $p < 0.01$) have a positive impact on work outcomes.

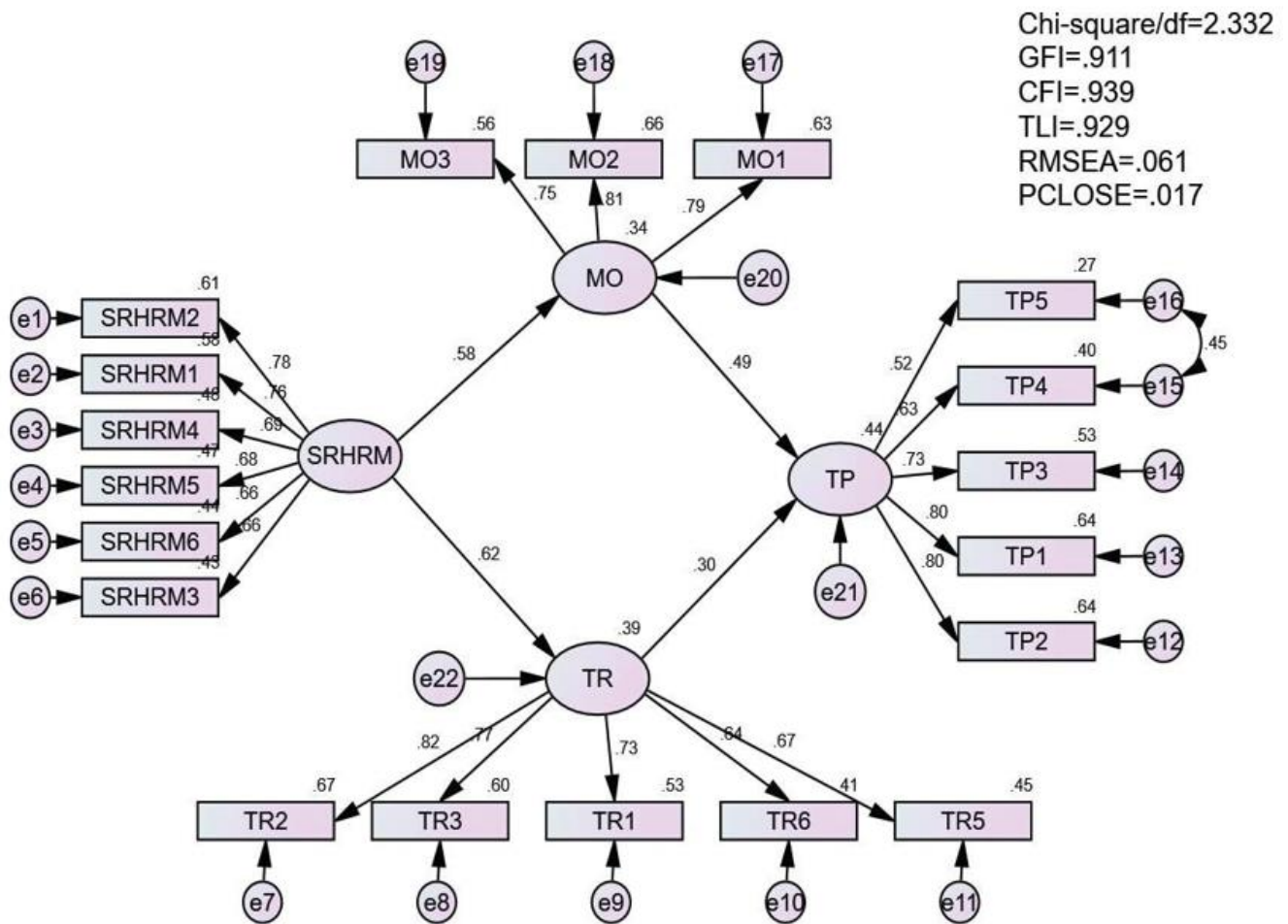


Figure 2.

Results of the Structural Equation Modeling (SEM) Analysis.

Note: SRHRM: Socially Responsible Human Resource Management; MO: Work Motivation; TR: Trust in Organization; TP: Job Performance

The test results presented in Table 4 indicate that SRHRM has a positive effect on MO ($\beta = 0.584$, $p < 0.01$), MO positively influences TP ($\beta = 0.493$, $p < 0.01$), SRHRM positively affects TR ($\beta = 0.621$, $p < 0.01$), and TR, in turn, has a positive impact on TP ($\beta = 0.298$, $p < 0.01$). Accordingly, all hypotheses regarding direct relationships (H1, H2, H4, and H5) are supported. These findings are consistent with prior studies such as Kundu and Gahlawat [5], Rupp et al. [22], and Zhou and Zheng [13].

The test results indicate that SRHRM has an indirect effect on job performance through work motivation ($\beta = 0.288$, $p < 0.05$) and organizational trust ($\beta = 0.185$, $p < 0.01$). Notably, the mediating effect of work motivation is stronger than that of organizational trust. These findings support hypotheses H3 and H6 and are consistent with related studies such as Rawshdeh et al. [17], He et al. [7], and Zhao et al. [6], which have affirmed that SRHRM policies positively influence employee outcomes by cultivating internal motivation and reinforcing interpersonal trust.

To a certain extent, SRHRM practices reflect an organization's commitment to both social responsibility and employee well-being. By aligning HRM with ethical values through CSR-oriented training, socially anchored performance appraisals, and reward systems that acknowledge social contribution, organizations can build a workforce that is not only motivated but also deeply connected to their institutional values. Such alignment fosters trust and psychological engagement, contributing positively to job performance.

However, recent research has also drawn attention to potential limitations or unintended effects of SRHRM in certain contexts. For example, Shao et al. [38] found that while SRHRM enhances organizational citizenship behavior, it may inadvertently reduce core task performance due to increased role ambiguity. Employees may become uncertain about prioritizing between formal job requirements and social responsibility expectations, thereby compromising overall productivity. Similarly, Zhang et al. [39] suggested that although SRHRM fosters employee resilience and meaningfulness, it can also lead to psychological resource depletion under conditions of high job pressure, particularly in performance-intensive environments.

These contradictory findings highlight the importance of contextualizing SRHRM strategies. While our study reinforces the effectiveness of SRHRM in enhancing job performance via motivation and trust, it also cautions that such outcomes are

not guaranteed across all organizational settings. Factors such as role clarity, leadership support, and CSR-policy overload may mediate or even reverse the intended effects of SRHRM. Therefore, it is essential for managers to adopt a balanced and context-sensitive implementation strategy, ensuring that socially responsible initiatives complement, rather than complicate, employees' core job expectations.

Table 4.

Estimation results of the relationships in the SEM model.

Relationship	Unstandardized			β (standardized)	p	Hypothesis	Conclusion
	β	SE	C.R.				
Direct Impact Relationship							
SRHRM => MO	0.499	0.054	9.172	0.584***	0.000	H1	Accepted
MO => TP	0.480	0.062	7.769	0.493***	0.000	H2	Accepted
SRHRM => TR	0.583	0.058	10.052	0.621***	0.000	H4	Accepted
TR => TP	0.265	0.052	5.127	0.298***	0.000	H5	Accepted
Indirect Impact Relationship							
SRHRM => MO => TP	0.240	-	-	0.288**	0.001	H3	Accepted
SRHRM => TR => TP	0.154	-	-	0.185***	0.000	H6	Accepted

Note: SRHRM: Socially Responsible Human Resource Management; MO: Work Motivation;

TR: Trust in Organization; TP: Job Performance; C.R.: Critical Ratio; *** corresponds to a significance level of 1%; ** corresponds to a significance level of 5%

The results of the Bootstrap analysis with a resampling size of 1,000 observations (Table 5) indicate that the absolute values of the critical ratios |C.R.| for the estimated relationships are all below 1.96 and are not statistically significant at the 95% confidence level. Therefore, it can be concluded that the estimates in the research model are reliable when applied to larger sample sizes.

Table 5.

Bootstrap test results.

Relationships	Estimation	Bootstrap Estimation (N = 1,000)					
		SE	SE-SE	Mean	SE	SE-SE	Mean
SRHRM => MO	0.584	0.062	0.002	0.582	-0.002	0.003	-0.67
SRHRM => TR	0.621	0.066	0.002	0.618	-0.003	0.003	-1.00
MO => TP	0.493	0.079	0.003	0.496	0.003	0.004	0.75
TR => TP	0.298	0.088	0.003	0.288	-0.006	0.004	-1.50
SRHRM => MO => TP	0.288	0.065	0.002	0.245	0.005	0.003	1.67
SRHRM => TR => TP	0.185	0.051	0.002	0.150	-0.003	0.002	-1.50

Note: SRHRM: Socially Responsible Human Resource Management; MO: Work Motivation; TR: Trust in Organization; TP: Job Performance; C.R.: Critical Ratio

5. Conclusion

This study explores the relationship between Socially Responsible Human Resource Management (SRHRM) and employee performance, emphasizing the mediating roles of work motivation and organizational trust. Grounded in Social Exchange Theory and Social Identity Theory, the research confirms that SRHRM exerts both direct and indirect effects on job performance. Using data from 300 employees in Ho Chi Minh City and analyzed via Structural Equation Modeling (SEM), the findings provide empirical support that SRHRM enhances performance outcomes by fostering motivation and trust. These results offer both theoretical contributions and practical value for organizations seeking sustainable HR strategies.

5.1. Managerial Implications

The findings of this study yield several practical insights that can guide organizations in designing more effective human resource strategies rooted in social responsibility. By leveraging SRHRM practices, businesses can address not only ethical obligations but also key performance drivers at the employee level. The following implications are particularly noteworthy:

First, the findings show that SRHRM significantly enhances employee motivation, which plays a crucial mediating role in improving job performance. Therefore, organizations should focus on creating inclusive, fair, and development-oriented HR practices. CSR-based training programs, socially conscious performance evaluations, and ethical incentive systems are essential for maintaining high levels of intrinsic motivation among employees.

Second, the study highlights organizational trust as a key psychological mechanism linking SRHRM to improved work outcomes. When employees perceive their organization as socially responsible, it reinforces their trust, leading to increased commitment and productivity. Thus, companies should strengthen internal CSR practices to build transparent and trustful working environments.

Third, by integrating social responsibility into HR functions, organizations can develop a sustainable human capital strategy. Beyond ethical obligations, SRHRM becomes a lever for attracting and retaining talent, improving well-being, and enhancing competitive advantage through a values-driven workforce.

5.2. Limitations

Despite its contributions, the study has certain limitations. The sample mainly consisted of frontline employees, which may limit the applicability of results to managerial or executive levels. Additionally, the research was conducted in a single urban setting Ho Chi Minh City so its findings may not generalize across different regional or organizational contexts. Lastly, as the data were collected through self-reported surveys, there is a risk of bias due to social desirability or respondents' subjective interpretations.

5.3. Suggestions for Future Research

Future research should consider expanding the demographic coverage to include senior-level employees and organizations from other geographic regions, thereby increasing the generalizability of the findings. Longitudinal designs could also be employed to better understand causality and temporal dynamics in the SRHRM–performance relationship. Moreover, exploring additional mediating or moderating variables such as organizational justice or leadership style would deepen insights into the psychological mechanisms at play. Finally, comparative studies across different cultures and national settings could enrich the understanding of how SRHRM functions under varying institutional environments.

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