How HR professionalism and Employee voice drive Organizational commitment and engagement

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Abstract: This study examines the impact of HR professionalism and employee voice on organizational commitment and work engagement within sustainability-focused enterprises. It highlights how perceptions of HR practices influence organizational outcomes, contributing to the understanding of HR strategies for sustainability. Design/methodology/approach – A quantitative study was conducted with 1,058 employees from 24 sustainability-driven enterprises, employing Structural Equation Modeling (SEM) to analyze the relationships among HR professionalism, employee voice, HR attributions, organizational commitment, and work engagement. The theoretical framework integrates the Resource-Based View, Attribution Theory, and Social Exchange Theory. Findings – HR professionalism positively influences employee voice, which, in turn, enhances organizational commitment and work engagement. HR attributions play a key mediating role, highlighting how employees' perceptions of HR practices shape their attitudes and behaviors. The results underscore the strategic importance of HR in fostering positive employee outcomes. Practical implications – Organizations seeking to enhance commitment and engagement, particularly in sustainability contexts, should prioritize HR professionalism and actively promote employee voice. HR managers can drive performance by fostering transparency, trust, and open communication, aligning employee behaviors with organizational objectives. Originality/value – This study bridges HR management and sustainability, offering new insights into how HR professionalism and employee voice influence organizational outcomes. It provides practical guidance for businesses addressing sustainability challenges.

Keywords: Employee voice, HR professionalism, HR attribution, Organizational commitment, Sustainability-oriented enterprises, Work engagement.

1. Introduction

In today's rapidly evolving business landscape, sustainability has become a central focus for enterprises worldwide. As organizations integrate sustainability into their core strategies, human resources (HR) play a pivotal role in driving change and fostering employee engagement [1]. HR practices, when strategically aligned with organizational goals, can be powerful drivers of organizational commitment and work engagement—critical factors for long-term sustainability [2]Click or tap here to enter text.. Sustainability-oriented enterprises, particularly those in emerging economies, face distinct challenges in embedding sustainable practices into their organizational cultures [3]. These challenges underscore the importance of HR professionalism in shaping employee behaviors and ensuring that HR strategies support broader environmental, social, and organizational goals.

The Resource-Based View (RBV) theory asserts that human resources, when effectively managed, serve as a key source of competitive advantage [4]. Within sustainability-focused enterprises, HR professionals act as change agents, facilitating the alignment of organizational practices with

environmental and social objectives [5]. Furthermore, HR practices that are positively perceived by employees can significantly enhance organizational commitment and work engagement, which in turn contribute to achieving sustainability targets [6]. The Attribution Theory further suggests that employees' interpretations of HR practices, shaped by their perceptions of fairness and alignment with organizational values, influence their levels of commitment and engagement [7].

This study aims to explore the influence of HR professionalism and employee voice on organizational commitment and work engagement within sustainability-focused enterprises. By investigating these relationships, the research seeks to deepen our understanding of how HR strategies can enhance employee outcomes that support sustainability objectives across diverse organizational contexts [8]. Additionally, this study examines the mediating role of HR attribution, shedding light on how employee perceptions of HR practices shape their commitment to organizational goals [9]. In doing so, it contributes to the broader literature on HR's role in sustainable organizational development, offering insights that are applicable to enterprises striving for sustainable success globally.

2. Theoretical Basis and Literature Review

2.1. Theoretical Basis

This study draws upon six foundational theories that collectively illuminate the role of HR practices in fostering organizational commitment and work engagement within sustainability-oriented enterprises.

Resource-Based View (RBV): The RBV framework underscores how organizations can gain a sustainable competitive advantage by strategically leveraging resources such as human capital, HR professionalism, and employee voice. These resources contribute directly to key organizational outcomes like commitment and engagement [4]. According to RBV, organizations that possess valuable, rare, and irreplaceable resources are well-positioned to maintain a lasting competitive edge by effectively managing these assets to achieve sustainability goals.

New Institutional Theory: This theory positions HR professionals as institutional entrepreneurs, essential in guiding organizations toward sustainable practices [10]. HR professionals are pivotal in shaping organizational norms and practices that align with environmental and social responsibilities, creating a culture that supports and reinforces sustainability initiatives. By acting as change agents, they help embed sustainability into the organizational fabric, ensuring its long-term success.

Attribution Theory and Signaling Theory: Attribution Theory, in conjunction with Signaling Theory, explores how employees interpret HR practices and behaviors. HR actions serve as signals of the organization's intentions, which employees decode based on their perceptions [7, 11]. Positive interpretations of HR practices foster greater organizational commitment and work engagement, while negative attributions can reduce employees' emotional connection to the organization and dampen their engagement [6].

Social Exchange Theory: This theory emphasizes the reciprocal nature of HR practices and employee outcomes [12, 13]. It posits that when employees perceive HR practices as supportive, they are more likely to reciprocate with increased commitment and engagement. The social exchange between HR and employees strengthens their emotional investment in the organization's objectives, further enhancing their work engagement and commitment to sustainability goals.

Job Demands-Resources (JD-R) Theory: The JD-R framework positions employee voice as a critical job resource that enhances employee engagement [14]. By fostering a work environment where HR provides clear goals, adequate resources, and emotional support, employees' job demands are reduced, leading to greater motivation and engagement [15]. Employee voice, as a key resource, allows employees to actively participate in shaping the workplace, contributing to higher work engagement and organizational commitment.

Together, these theories provide a comprehensive understanding of how HR practices can cultivate supportive, sustainable workplaces. By leveraging these frameworks, the study highlights

HR's crucial role in driving organizational commitment, work engagement, and the broader sustainability goals of organizations.

2.2. Literature Review

Relationship between Organizational Commitment and HR Attribution: The relationship between organizational commitment and HR attribution becomes evident when employees perceive HR practices as focusing not only on legal compliance but also on their well-being and professional development. Ahmed, et al. [6] found that HR practices attributed to employee well-being are positively associated with affective commitment, as employees are more likely to feel loyal and committed when they believe HR genuinely cares about their welfare. In contrast, Van De Voorde and Beijer [9] showed that performance-oriented HR attributions, while enhancing productivity, could lead to increased job strain, which in the long term may reduce organizational commitment. This suggests that HR practices need to balance performance goals with genuine concern for employee welfare to sustain long-term commitment.

Relationship between Work Engagement and HR Professionalism: Work engagement is positively influenced by HR professionalism when employees perceive HR as competent, trustworthy, and aligned with professional values. Al-Khrabsheh, et al. [16] suggested that when employees trust HR professionals who provide high-quality, transparent information, their work engagement increases. Furthermore, Butter and Hermanns [17] emphasized that HR practices grounded in professionalism and ethics help create a positive work environment, which encourages employees to become more vigorous, dedicated, and absorbed in their work. These findings underline the essential role of HR professionalism in fostering engagement and building a supportive workplace culture.

Relationship between Employee Voice and Organizational Commitment: Employee voice plays a critical role in enhancing organizational commitment when employees believe that their input is valued and acted upon. Rees, et al. [18] observed that employees with a strong organizational attachment are more likely to engage in voice behaviors, particularly when the environment supports constructive feedback. This, in turn, strengthens their commitment to the organization. Rasheed, et al. [19] further found that employee voice fosters a sense of belonging, especially when employees trust management to value their input, thereby enhancing their affective commitment to the organization. These studies demonstrate the crucial role of employee voice in building a committed workforce.

Relationship between Employee Voice and HR Attribution: Employee voice and HR attribution are interconnected when employees believe that their input positively influences HR decisions. Wang and Jiang [20] Click or tap here to enter text. highlighted those organizational attributions could moderate the impact of negative supervisory practices on employee silence or voice. In contrast, supportive HR attributions encourage employees to express themselves constructively. Su, et al. [21] found that supervisors who view employee voice as constructive positively influence performance appraisals, reinforcing employee engagement in voice behaviors and creating a culture of trust and respect within the organization. This relationship underscores the importance of fostering an environment where employee contributions are seen as valuable by HR.

Relationship between Work Engagement and Organizational Commitment: Work engagement is strongly linked to organizational commitment, where highly engaged employees—demonstrating vigor, dedication, and absorption—are more likely to show greater organizational commitment. Rees, et al. [18] found that employees who are engaged in their work are more likely to exhibit affective commitment to their organization. Similarly, Al-Khrabsheh, et al. [16] emphasized that work engagement serves as a buffer against emotional exhaustion, thereby solidifying employees' intent to stay with the organization and contribute positively. These findings highlight the importance of fostering work engagement to sustain long-term organizational commitment.

Relationship between HR Professionalism and Organizational Commitment: HR professionalism significantly influences organizational commitment through the behaviors and support provided by

HR professionals. Lambert and Paoline [22] demonstrated that employees who perceive HR as professional, particularly in challenging environments, experience lower job stress and higher organizational commitment. Similarly, Tran [23] found that ethical leadership in HR promotes affective commitment, as employees feel more connected to the organization when HR professionals exhibit fairness, expertise, and trustworthiness. Such professional conduct lays the foundation for long-term organizational commitment, emphasizing the strategic role of HR in shaping employee engagement and loyalty.

2.3. Research Gap

This study seeks to address eight critical research gaps by examining organizational conditions that enhance the effectiveness of HR roles within the context of sustainability. The expected findings will contribute to advancing the HRM and organizational behavior literature, offering practical insights for sustainability-oriented organizations globally to design HRM systems that balance the triple bottom line—economic, environmental, and social—while achieving positive employee outcomes.

First, while scholars such as Ren and Jackson [24] have highlighted the roles HR professionals should play in promoting sustainability, much of the existing research has focused on qualitative methods. Additionally, no standardized measurement scale has been developed to assess HR's role in sustainability contexts. This study proposes a new framework, drawing on the concept of HR institutional entrepreneurship [24] with the added dimension of "change control", which addresses the need for effective control mechanisms as suggested by Stahl, et al. [25]. By utilizing quantitative methods, this study aims to bridge the methodological gap identified by Ren, et al. [1] making the findings applicable to HR practices in sustainability-oriented organizations across different sectors and regions.

Second, a significant gap exists in identifying the combination of competencies required for HR professionals in sustainability-driven settings. Previous studies Al-Khrabsheh, et al. [16] and Lambert and Paoline [22] have examined different types of competencies—functional, soft, and strategic—but typically in isolation. This research seeks to develop an integrated set of competencies combining functional expertise and soft skills, specifically for HR professionals working in sustainability contexts. This contribution will have global relevance, offering insights applicable to HR development practices in diverse organizations worldwide.

Third, while studies by Ganta and Manukonda [26] and Tran [23] have emphasized the role of professionalism in shaping employee attitudes, motivation, and behaviors—critical elements for organizational change and innovation—the relationship between HR professionalism and employee voice in sustainability contexts remains underexplored. Understanding this relationship is crucial not only for organizations in developing economies but also for any sustainability-driven enterprises globally, as employee voice plays an integral role in fostering engagement and commitment.

Fourth, although various antecedents of organizational commitment have been studied Ahmed, et al. [6] the role of HR attribution as a significant antecedent in sustainability-oriented organizations has received little attention. This study aims to examine the direct and indirect effects of HR roles on organizational commitment through HR attribution, contributing valuable insights to HR and organizational behavior literature. These findings will be applicable to a broad range of organizations seeking to strengthen employee commitment in sustainability-focused environments.

Fifth, while the importance of work engagement is well-established [14] its application in sustainability contexts remains underexplored. This research aims to deepen our understanding of how HR attribution influences work engagement, particularly in organizations focused on sustainability. The findings will offer practical insights for enhancing employee engagement in both sustainability-driven and traditional organizations globally, addressing the challenges faced by organizations in fostering an engaged workforce.

Sixth, despite the growing recognition of HR professionalism's role in sustainability, research remains limited on how institutionalized HR processes affect HR professionals' ability to implement sustainable practices [9]. This study will explore how HR professionalism influences employee perceptions of HR's role in organizational management, and how these perceptions, in turn, affect organizational commitment and work engagement. The findings will contribute to global HR research, particularly in addressing the complexities faced by HR professionals in sustainability-focused enterprises.

Seventh, while the relationship between employee voice, organizational commitment, and work engagement is well-documented [27, 28] the mediating role of HR attribution in these relationships remains underexplored. This study will investigate how HR attribution mediates the relationship between employee voice and these key employee outcomes, offering insights that can be applied to HR practices in organizations across various sectors striving to achieve sustainability goals.

Finally, this study will focus on employees and HR professionals working in sustainability-oriented corporations recognized for their sustainability efforts, covering a range of industries. These organizations, evaluated based on sustainability performance indicators such as the triple bottom line (economic, environmental, and social), will provide a diverse context for examining HR practices in sustainability-driven organizations. While the study's focus is on sustainability-oriented corporations, the findings will have wide applicability to organizations globally, offering insights for HR practitioners working in any context where sustainability is a key business priority.

3. Research Method

This study adopts a mixed-methods approach, consisting of both qualitative and quantitative phases, to investigate the role of HR practices in sustainability-oriented enterprises.

Qualitative Phase: In the qualitative phase, in-depth interviews were conducted with five experts from diverse backgrounds, including researchers, HR managers, line managers, and technical staff. The goal was to gain insights into sustainable practices and the HR roles in Vietnam. Based on a comprehensive literature review, an initial questionnaire and interview outline were developed. The interviews were conducted with two seasoned researchers and three experienced employees from sustainability-focused enterprises. These discussions aimed to refine and validate the scale items for relevance and applicability within the context of sustainable organizations. Purposeful sampling was used to ensure the inclusion of diverse perspectives. Each interview lasted approximately 120 minutes and was conducted in quiet, private settings to ensure in-depth responses. Data collected from these interviews were organized by research objectives and synthesized to highlight key insights. Ongoing discussions with advisors helped further adjust and refine the scale items, ensuring their alignment with sustainability-focused HR practices.

Preliminary Quantitative Phase: In the preliminary research phase, data were collected from 263 employees working in 15 sustainability-oriented enterprises. The sample consisted of 55.1% male and 44.9% female participants, with the majority (71.5%) being married and most (64.7%) aged between 25 and 40. Participants were highly qualified, with 65.4% holding degrees or higher, and had substantial experience, as 60.5% had over six years in sustainability-related roles. The preliminary sample included 12.5% HR professionals and 21.1% managers. The data were used to refine the scales and assess their reliability using statistical software (Excel and SPSS). Cronbach's Alpha coefficient and Exploratory Factor Analysis (EFA) were applied to evaluate the scales, eliminating unsatisfactory items to ensure the development of a reliable and valid official scale.

Main Quantitative Phase: The main data collection phase involved 1,058 participants, including HR professionals, managers, and employees, working at 24 sustainable enterprises in Vietnam, which were recognized by the Vietnam Chamber of Commerce and Industry (VCCI) for their sustainability practices from 2018 to 2020.

Data analysis began with scale validation to ensure reliability through Cronbach's Alpha and EFA. Items that did not meet reliability standards were removed, and the scales were fine-tuned. Key scales included HR professionalism, employee voice, HR attribution, organizational commitment, and work engagement. The analysis showed that the scales were well-suited for factor analysis, with satisfactory results for the KMO (Kaiser-Meyer-Olkin) and Bartlett's Test of Sphericity, which confirmed the adequacy of the data for factor analysis.

Structural Equation Modeling (SEM): A total of 20 factors were extracted, explaining 64.29% of the total variance, which is within acceptable limits for this type of research. To further validate the research model, Structural Equation Modeling (SEM) was employed. SEM allowed for the examination of both direct and indirect effects between variables, enabling a comprehensive test of the study's hypotheses.

Results Discussion: The final phase of the study involved a detailed discussion of the results and their implications for HR practices in sustainability-oriented enterprises. This section highlights how HR professionalism and employee voice contribute to organizational commitment and work engagement, providing valuable insights for HR practitioners in sustainability-focused organizations.
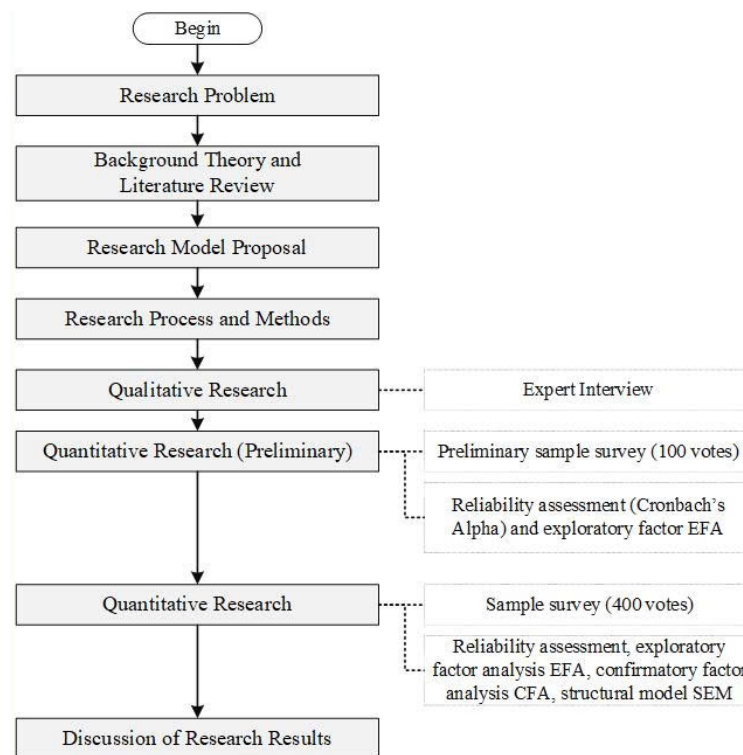
Figure 1.
Research process.

4. Hypothesis and Research Model

Drawing from the theoretical framework and existing literature, the following hypotheses are proposed. The hypotheses based on theoretical frameworks and existing literature, examining the relationships among HR professionalism, employee voice, HR attribution, and employee outcomes, such as organisational commitment and work engagement.

HR Professionalism and Employee Voice: HR professionalism, characterised by competence, trustworthiness, and fairness, is a critical determinant of HR effectiveness and significantly impacts employee attitudes and behaviours. Research indicates that HR practices driven by professionalism

enhance employee perceptions and engagement [16]. Simultaneously, employee voice, which enables individuals to express opinions and contribute to decision-making, fosters greater organisational commitment and engagement, particularly in sustainability-oriented organisations. Based on this foundation, *Hypothesis 1 (H1)* posits that HR professionalism positively influences employee voice.

HR Professionalism and HR Attribution: Employees' interpretations of HR practices, known as HR attributions, play a vital role in shaping their workplace perceptions. When employees attribute HR practices to the organisation's concern for their well-being, they are more likely to exhibit higher levels of commitment and engagement. Conversely, attributions focused on performance may create undue pressure, potentially reducing positive employee outcomes [6]. Given the central role of HR professionalism in shaping such attributions, *Hypothesis 2a (H2a)* suggests that HR professionalism positively influences well-being HR attribution, while *Hypothesis 2b (H2b)* posits that HR professionalism negatively influences performance HR attribution.

Employee Voice and HR Attribution: The degree to which employees perceive their contributions as valued and acted upon by HR significantly shapes their attributions of HR practices. Employee voice enhances perceptions of fairness and trust, which are key to forming positive attributions [20]. Accordingly, *Hypothesis 3a (H3a)* proposes that employee voice positively influences well-being HR attribution, and *Hypothesis 3b (H3b)* posits that employee voice positively influences performance HR attribution.

Employee Voice and Employee Outcomes: Evidence suggests that employees who feel their voices are heard tend to exhibit higher organisational commitment and work engagement [27]. This relationship is particularly pronounced in organisations prioritising sustainability, where employee involvement is essential. Consequently, *Hypothesis 4a (H4a)* states that employee voice positively impacts organisational commitment, while *Hypothesis 4b (H4b)* proposes that employee voice positively influences work engagement.

HR Attribution and Employee Outcomes: Employees' perceptions of HR practices directly influence their organisational commitment and engagement. Attributions of HR practices to employee well-being are expected to positively affect these outcomes, while attributions to performance orientation may undermine them [6]. Thus, *Hypothesis 5a (H5a)* posits that well-being HR attribution positively influences organisational commitment, and *Hypothesis 5b (H5b)* suggests that well-being HR attribution positively influences work engagement. Conversely, *Hypothesis 6a (H6a)* proposes that performance-oriented HR attribution negatively impacts organisational commitment, while *Hypothesis 6b (H6b)* suggests it negatively influences work engagement.

Research model is presented in Figure 2.
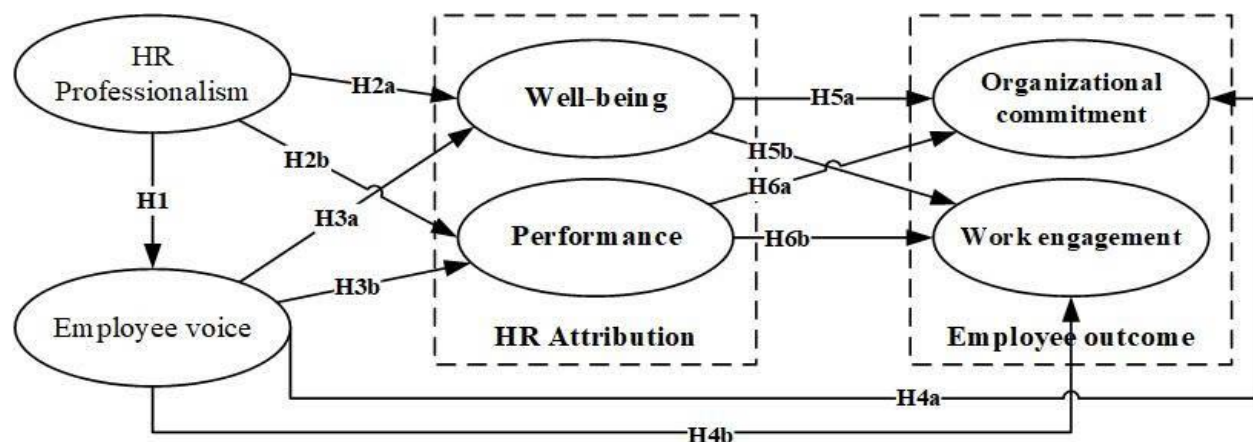
Figure 2.
Research model.

5. Research Results

5.1. Sample Descriptive Statistics

The study's data was collected from 1,058 respondents across 24 sustainability-oriented enterprises, predominantly from the Kinh ethnic group (99.3%), with a nearly equal gender distribution (52.8% female, 47.2% male). Most participants are aged between 25 and 40 (65.2%), married (71.9%), and well-educated, with 64.4% holding a degree or postgraduate qualification, indicating a knowledgeable sample capable of providing informed insights on sustainability in Vietnam. Additionally, 66% of respondents have over 10 years of work experience, with 61.5% employed in sustainability-focused enterprises for over 6 years. This experienced sample offers valuable insights into the long-term impacts of sustainability practices and HR initiatives in Vietnam.

The sample consists of employees from various functional roles: 8% HR staff, 8.7% management, 65.4% office staff, and 16.8% technical staff, ensuring diverse perspectives across different organizational levels. This distribution enhances the data's reliability and validity, capturing insights from various functional areas. The input from non-HR staff is particularly valuable, as it provides an objective assessment of HR practices' impact, offering a comprehensive view of sustainability initiatives' influence on the workforce.

A summary of the sample's demographic and professional characteristics is provided in Table 1.

Table 1.
Descriptive statistics of research samples

No	Content	Frequency	Percent (%)
Gender			
1	Female	559	52.8
2	Male	499	47.2
	Total	1058	100.0
Age			
1	25-30 years old	254	24.0
2	31-35 years old	203	19.2
3	36-40 years old	233	22.0
4	41-45 years old	135	12.8
5	46-50 years old	170	16.1
6	Over 50 years old	63	6.0
	Total	1058	100.0
Ethnic			
1	Kinh ethnic group	1051	99.3
2	Others	7	0.7
	Total	1058	100.0
Married status			
1	Single	288	27.2
2	Married	761	71.9
3	Divorced	9	0.9
	Total	1058	100.0
Qualification			
1	Vocational, Intermediate	42	4.0
2	College	333	31.5
3	Degree	626	59.2
4	Postgraduate	55	5.2
5	Others	2	0.2
	Total	1058	100.0
Position			
1	Technician, production, R&D	178	16.8
2	Office staff	692	65.4
3	HR staff	85	8.0
4	Team leaders, vice team leaders	49	4.6
5	Functional directors, vice functional directors, managers, vice managers.	42	4.0
6	Chief executive officers, vice chief executive officers, executive directors, vice executive directors.	1	0.1
7	Other	11	1.0
	Total	1058	100.0
Years of working experience			
1	Under 5 years	66	6.2
2	6-10 years	293	27.7
3	11-15 years	247	23.3
4	16-20 years	161	15.2
5	Over 20 years	291	27.5
	Total	1058	100.0
Years of working experience in sustainable organizations			
1	1-3 years	200	18.9
2	3-6 years	207	19.6
3	6-9 years	204	19.3
4	9-12 years	160	15.1
5	12-15 years	123	11.6
6	Over 15 years	164	15.5
	Total	1058	100.0

5.2. Scale Validity Assessment
5.2.1. Cronbach's Alpha

The study tested scale reliability and removed items where Cronbach's Alpha if deleted exceeded the total Cronbach's Alpha. Specifically, 5 from HR professionalism, 4 from employee voice, and 2 from HR attribution were removed. As shown in Table 2, all remaining scales meet reliability criteria with Cronbach's Alpha > 0.6 and Corrected Item-Total Correlation > 0.3, ensuring the scales' overall validity.

Table 2.
The result of scale reliability analysis

Cronbach's alpha	Codes	Mean if deleted	Variance if deleted	Corrected item-total correlation	Cronbach's alpha if item deleted	Notes
HR Professionalism						
0.916	Strategic positioner (SP)					
	SP01	19.947	11.420	0.800	0.898	
	SP02	19.901	11.550	0.742	0.904	
	SP03	20.166	10.723	0.774	0.900	
	SP04	19.939	11.551	0.751	0.904	
	SP05	20.080	10.046	0.793	0.899	
	SP06	20.208	10.621	0.762	0.902	
0.920	Credible activist (CA)					
	CA01	15.692	7.765	0.767	0.908	
	CA02	15.620	7.908	0.752	0.910	
	CA03	15.678	7.681	0.795	0.902	
	CA04	15.689	7.605	0.831	0.895	
	CA05	15.662	7.634	0.825	0.896	
0.928	Capability builder (CB)					
	CB01	16.731	5.735	0.821	0.909	CB02, CB03, CB05 are deleted due to the Cronbach's Alpha if Item Deleted higher than the total Cronbach's Alpha.
	CB04	16.735	5.920	0.793	0.914	
	CB06	16.748	5.988	0.807	0.912	
	CB07	16.701	5.992	0.782	0.917	
	CB08	16.730	5.736	0.848	0.904	
0.922	Change champion (CM)					
	CM01	23.404	14.835	0.795	0.906	
	CM02	23.430	14.681	0.852	0.900	
	CM03	23.395	15.115	0.774	0.909	
	CM04	23.597	15.741	0.653	0.921	
	CM05	23.241	16.229	0.760	0.911	
	CM06	23.233	16.228	0.737	0.913	
	CM07	23.526	15.228	0.754	0.911	
0.937	Human resource innovator (HI)					
	HI01	35.118	36.441	0.637	0.935	
	HI02	35.213	35.229	0.823	0.926	
	HI03	35.204	34.749	0.764	0.929	
	HI04	35.033	37.531	0.678	0.933	
	HI05	35.143	35.125	0.750	0.930	
	HI06	35.011	37.463	0.709	0.932	
	HI07	35.224	35.394	0.805	0.927	
	HI08	35.273	35.495	0.730	0.931	
	HI09	35.242	34.766	0.790	0.928	
	HI10	35.194	35.061	0.791	0.928	
0.916	Technology proponent (TP)					
	TP01	16.070	8.401	0.827	0.892	TP02, TP04 are deleted due to the Cronbach's Alpha if Item Deleted higher than the total Cronbach's Alpha.
	TP03	15.880	10.292	0.759	0.905	
	TP05	15.900	10.266	0.788	0.900	
	TP06	16.060	8.115	0.835	0.892	

Cronbach's alpha	Codes	Mean if deleted	Variance if deleted	Corrected item-total correlation	Cronbach's alpha if item deleted	Notes
	TP07	15.860	10.111	0.812	0.896	
0.918	Interpersonal leader (IL)					
	IL01	20.370	10.710	0.846	0.893	
	IL02	20.180	12.231	0.766	0.905	
	IL03	20.140	11.991	0.795	0.901	
	IL04	20.170	12.127	0.764	0.905	
	IL05	20.370	11.012	0.801	0.899	
	IL06	20.120	12.153	0.664	0.918	
Employee voice (EV): 0.932						
	EV01	23.639	18.776	0.792	0.921	
	EV02	23.713	18.447	0.804	0.920	
	EV03	23.474	20.189	0.743	0.926	
	EV04	23.665	18.068	0.832	0.917	
	EV07	23.553	19.598	0.725	0.927	
	EV08	23.627	18.229	0.783	0.922	
	EV09	23.642	18.465	0.809	0.919	
	EV10	20.290	13.136	0.760	0.894	
	EV11	20.340	13.684	0.706	0.901	
	EV12	20.430	12.294	0.764	0.893	EV05, EV06, EV22, EV23 are deleted due to the Cronbach's Alpha if Item Deleted higher than the total Cronbach's Alpha.
	EV13	20.390	12.582	0.740	0.896	
	EV14	20.410	11.502	0.798	0.889	
	EV15	20.310	13.187	0.769	0.893	
	EV16	11.564	17.052	0.754	0.894	
	EV17	11.740	15.786	0.761	0.891	
	EV18	11.624	16.309	0.726	0.896	
	EV19	11.699	16.246	0.751	0.893	
	EV20	11.664	15.835	0.791	0.887	
	EV21	11.632	15.951	0.719	0.898	
	EV24	7.701	11.627	0.808	0.908	
	EV25	7.727	11.765	0.778	0.914	
	EV26	7.762	11.763	0.809	0.908	
	EV27	7.729	11.731	0.822	0.905	
	EV28	7.841	12.357	0.814	0.908	
HR Attribution						
0.915	Well-being HR attribution (HRAwb)					
	Wb01	23.498	20.354	0.679	0.910	
	Wb02	23.651	18.042	0.807	0.896	
	Wb03	23.665	18.457	0.695	0.908	Wb04, Wb08 are deleted due to the Cronbach's Alpha if Item Deleted higher than the total Cronbach's Alpha.
	Wb05	23.495	19.703	0.696	0.908	
	Wb06	23.634	17.973	0.795	0.897	
	Wb07	23.617	18.399	0.756	0.901	
	Wb09	23.631	18.333	0.779	0.899	
0.908	Performance HR attribution (HRAwb)					
	Pf01	17.360	33.088	0.690	0.898	
	Pf02	17.211	34.386	0.643	0.901	
	Pf03	17.439	32.714	0.692	0.897	
	Pf04	17.475	33.228	0.668	0.899	
	Pf05	17.363	32.322	0.735	0.894	
	Pf06	17.175	33.418	0.681	0.898	
	Pf07	17.202	33.603	0.655	0.900	
	Pf08	17.460	33.202	0.675	0.899	
	Pf09	17.534	32.580	0.733	0.894	
Employee outcome						
0.940	Organizational commitment (OC)					
	OC01	47.258	64.627	0.772	0.933	

Cronbach's alpha	Codes	Mean if deleted	Variance if deleted	Corrected item-total correlation	Cronbach's alpha if item deleted	Notes
	OC02	46.941	68.574	0.686	0.936	
	OC03	46.856	68.948	0.680	0.937	
	OC04	46.968	67.507	0.688	0.936	
	OC05	46.967	69.156	0.693	0.936	
	OC06	47.303	61.267	0.818	0.932	
	OC07	46.935	68.422	0.711	0.936	
	OC08	46.975	69.339	0.666	0.937	
	OC09	47.257	63.442	0.793	0.933	
	OC10	47.138	67.410	0.686	0.936	
	OC11	47.276	62.474	0.779	0.934	
	OC12	47.137	67.905	0.680	0.936	
	OC13	47.351	64.990	0.734	0.935	
0.927	Work engagement (WE)					
	WE01	32.833	31.133	0.672	0.923	
	WE02	32.923	27.030	0.832	0.913	
	WE03	32.797	30.989	0.669	0.923	
	WE04	32.690	30.161	0.754	0.918	
	WE05	32.683	30.158	0.733	0.919	
	WE06	32.950	26.231	0.834	0.913	
	WE07	32.766	30.494	0.717	0.920	
	WE08	32.921	26.751	0.805	0.915	
	WE09	32.787	30.928	0.676	0.923	

5.2.2. Exploratory Factor Analysis

The sampling adequacy for factor analysis was confirmed with a high Kaiser-Meyer-Olkin (KMO). After testing the scale reliability, all quality items from the HR professionalism, employee voice, HR attribution, organizational commitment, and work engagement scales were used for exploratory factor analysis (EFA). The results show that the set of items is suitable for EFA (KMO = 0.979). Bartlett's Test of Sphericity yielded a chi-square value of 127,472.831 (df = 10,296, p < 0.000), confirming the suitability of the dataset for factor analysis. A total of 20 factors were extracted, each with eigenvalues greater than 1, and no item had factor loadings below 0.5, ensuring the reliability of the results. The total variance explained was 64.298%, meeting the required standard.

The HR professionalism scale had 7 factors with 44 items. The employee voice scale included 4 factors with 24 items, and the HR attribution scale consisted of 2 factors with 16 items. Lastly, the organizational commitment scale included 1 factor with 13 items, and the work engagement scale included 1 factor with 9 items. Full details are provided in Tables 3.

Table 3.
The results of Total Variance Explained.

Fac-tor	Initial eigenvalues			Extraction sums of squared loadings			Rotation sums of squared loadings[a]
	Total	% of Varia-nce	Cumul-ative %	Total	% of Varia-nce	Cumul-ative %	Total
1	50.672	35.189	35.189	50.324	34.947	34.947	34.918
2	7.817	5.429	40.618	7.473	5.190	40.137	29.023
3	4.695	3.260	43.878	4.339	3.013	43.150	27.107
4	3.252	2.259	46.137	2.899	2.013	45.163	29.358
5	3.063	2.127	48.264	2.717	1.886	47.050	27.363
6	2.774	1.927	50.191	2.417	1.678	48.728	27.430
7	2.717	1.887	52.077	2.363	1.641	50.369	31.182
8	2.631	1.827	53.904	2.279	1.582	51.951	27.133
9	2.411	1.675	55.579	2.058	1.429	53.380	30.518
10	2.329	1.618	57.197	1.981	1.376	54.756	22.664
11	2.127	1.477	58.673	1.761	1.223	55.979	25.647
12	2.066	1.435	60.108	1.707	1.186	57.165	30.163
13	2.001	1.389	61.497	1.637	1.137	58.302	24.422
14	1.917	1.331	62.828	1.581	1.098	59.399	28.201
15	1.776	1.233	64.062	1.409	0.978	60.378	22.655
16	1.659	1.152	65.214	1.334	0.926	61.304	27.238
17	1.576	1.094	66.308	1.267	0.880	62.184	26.140
18	1.447	1.005	67.313	1.138	0.790	62.974	24.983
19	1.301	0.903	68.216	0.960	0.667	63.641	27.933
20	1.257	0.873	69.090	0.947	0.657	64.298	24.546
..	…	….	….				
144	0.088	0.061	100.000				

Extraction Method: Principal Axis Factoring.

Note: a. When factors are correlated, sums of squared loadings cannot be added to obtain a total variance.

5.3. Measurement Model Validity Assessment

5.3.1. HR Professionalism

HR professionalism is a higher-order reflective-formative construct comprising seven latent variables (SP, CA, CB, CM, HI, TP, IL). Validity is assessed in two stages: reflective lower-order and formative higher-order constructs. First, indicator loadings show that all are above 0.708, except for HI01 (0.703), which is acceptable per Hair, et al. [29]. This ensures more than 50% of variance is explained, confirming item reliability. Composite reliability (CR) values for all variables range from 0.937 to 0.947, meeting Jöreskog's standard, indicating high reliability. The average variance extracted (AVE) values for all constructs exceed 0.5, ensuring convergent validity.

Discriminant validity, assessed via heterotrait-monotrait ratio (HTMT), shows all values are below 0.85. Bootstrapping results confirm HTMT values significantly differ from 1.00, ensuring discriminant validity. For the formative higher-order construct, variance inflation factor (VIF) values are all below 3, indicating no collinearity among indicators. Outer weights show all formative indicators are significant, confirming their relevance.

In conclusion, the seven latent variables in the HR professionalism construct meet all criteria for internal consistency, convergent validity, discriminant validity, and statistical significance with no collinearity issues.

5.3.2. Employee Voice

The Cronbach's Alpha for Employee Voice (EV) is 0.932, indicating excellent internal consistency for the overall construct. After examining the Cronbach's Alpha if Item Deleted for each item, four items (EV05, EV06, EV22, EV23) were deleted, as their removal resulted in a higher Cronbach's Alpha than the total construct. Specifically, these items were found to lower the internal consistency

of the Employee Voice scale, and thus, they were removed to improve the overall reliability of the measure.

The remaining items in the Employee Voice (EV) construct exhibit strong corrected item-total correlations, all above 0.70, which further supports the reliability and validity of the scale.

In summary, Employee Voice (EV), after the deletion of the aforementioned items, maintains high internal consistency (Cronbach's Alpha = 0.932) and reliable measurement across the remaining indicators, confirming its suitability as a composite measure of employee voice in this study.

5.3.3. HR Attribution, Organizational Commitment and Work Engagement Scales

HR attribution, organizational commitment (OC), and work engagement (WE) scales are reflective lower-order constructs. HR attribution consists of two latent variables: positive (HRAwb) and negative (HRApf). OC comprises 13 items, and WE consist of 9 items. Validity assessment includes examining indicator loadings, internal consistency reliability, convergent validity, and discriminant validity.

First, indicator loadings show that most values exceed 0.708, indicating acceptable item reliability. Composite reliability (CR) results show HRAwb at 0.933, HRApf at 0.925, OC at 0.949, and WE at 0.942, all meeting Jöreskog's standard. The average variance extracted (AVE) values for HRAwb (0.667), HRApf (0.577), OC (0.590), and WE (0.643) all surpass the 0.5 threshold, confirming convergent validity.

Discriminant validity is assessed using the heterotrait-monotrait ratio (HTMT), with all values below 0.85. Bootstrapping results confirm that the HTMT values are significantly different from 1.00, further proving discriminant validity.

In conclusion, the HRAwb, HRApf, OC, and WE scales meet the criteria for internal consistency, convergent validity, and discriminant validity.

5.4. Structural Model

Collinearity among predictor variables was assessed using Variance Inflation Factor (VIF) values, all of which were below 3, indicating no collinearity issues. The explanatory power of the structural model was evaluated using the determination coefficient (R^2), with values of 0.75, 0.50, and 0.25 representing substantial, moderate, and weak levels, respectively.

Table 4 shows that HR professionalism (0.376/0.375), Employee voice (0.444/0.443), Performance attribution (0.448/0.446), and Well-being attribution (0.457/0.456) fall within the *moderate range*, while Organisational commitment (0.602/0.600) and Work engagement (0.564/0.561) exhibit substantial explanatory power. Employee voice, encompassing both positive and negative dimensions, moderately impacts key organisational outcomes, as reflected in its R^2 values.

All R^2 values were statistically significant, confirming the model's robustness.

Table 4.
Determination Coefficients of R^2 and Adjusted R^2

Variables	R^2	P values	Adjusted R^2	P values
HR Professionalism (HRP)	0.376	0	0.375	0
Employee Voice (EV)	0.444	0	0.443	0
Performance Attribution (HRApf)	0.448	0	0.446	0
Well-being Attribution (HRAwb)	0.457	0	0.456	0
Organizational Commitment (OC)	0.602	0	0.6	0
Work Engagement (WE)	0.564	0	0.561	0

The f^2 effect size evaluates the impact of removing a predictor variable on the R^2 value of an endogenous construct, with thresholds of 0.02, 0.15, and 0.35 indicating small, medium, and large effects, respectively. In this study, employee voice (EV) demonstrates a small effect on performance attribution ($f^2 = 0.103$), organisational commitment ($f^2 = 0.014$), and work engagement ($f^2 = 0.029$).

HR professionalism (HRP) exhibits a medium effect on EV (f² = 0.311) and small effects on performance attribution (f² = 0.034), well-being attribution (f² = 0.076), and organisational commitment (f² = 0.031), though it does not significantly influence work engagement.

Predictive accuracy was assessed using Q² values, where thresholds above 0, 0.25, and 0.5 represent small, medium, and large predictive relevance. All seven dependent variables yielded Q² values above 0, *confirming the model's predictive accuracy*. Hypothesis testing, summarised in Table 5, found all hypotheses statistically significant, supporting the proposed relationships.

Table 5.
Results of Hypothesis Testing

Relationship	Original Sample (O)	T statistics ($|O/STDEV|$)	P values	Hypothesis	Results
HR Professionalism → Employee Voice (EV)	0.510	14.683	0.000	H1a	Not rejected
HR Professionalism → Well-being HR Attribution (HRAwb)	0.297	7.070	0.000	H2a	Not rejected
HR Professionalism → Performance HR Attribution (HRApf)	-0.199	5.276	0.000	H2b	Not rejected
Employee Voice (EV) → Well-being HR Attribution (HRAwb)	0.260	6.089	0.000	H3a	Not rejected
Employee Voice (EV) → Performance HR Attribution (HRApf)	0.319	8.739	0.000	H3b	Not rejected
Employee Voice (EV) → Organizational Commitment (OC)	0.126	3.589	0.000	H4a	Not rejected
Employee Voice (EV) → Work Engagement (WE)	0.115	3.244	0.001	H4b	Not rejected
Well-being HR Attribution → Organizational Commitment (OC)	0.217	6.310	0.000	H5a	Not rejected
Well-being HR Attribution → Work Engagement (WE)	0.211	6.487	0.000	H5b	Not rejected
Performance HR Attribution → Organizational Commitment (OC)	-0.133	4.422	0.000	H6a	Not rejected
Performance HR Attribution → Work Engagement (WE)	-0.123	4.082	0.000	H6b	Not rejected

6. Result Discussion
6.1. The Relationship Between HR Professionalism and Employee Voice

HR professionalism significantly influences Employee Voice (EV), as evidenced by a substantial effect size (0.510) and a high T-statistic (14.683). When HR professionals are perceived as skilled, ethical, and competent, they foster a culture of trust and respect, encouraging employees to actively participate in organisational processes through supportive and constructive feedback. This dynamic is essential for promoting transparency and collaboration, particularly in sustainability-focused organisations where open communication is crucial for long-term success. In Vietnam's evolving corporate landscape, HR professionalism plays a pivotal role in bridging cultural power dynamics and enhancing employee participation in decision-making.

The positive relationship between HR professionalism and EV aligns with previous research by N. and Podgorodnichenko [30] and Kinnie, et al. [31] which underscore the critical role of professional HR frameworks in empowering employees to express themselves constructively. Similarly, Ganta and Manukonda [26] highlight that ethical and competent HR practices enhance employee motivation, confidence, and engagement in positive communication cultures. However, inconsistency in HR professionalism may deter employees from voicing their opinions, underscoring the need for consistent ethical and professional standards across all organisational levels.

For organisations prioritising sustainability, HR-driven EV supports the development of open and supportive work environments, fostering employee satisfaction and aligning individual contributions with organisational goals. This integration of professionalism and employee engagement enhances the organisation's capacity to implement sustainable practices, contributing to both employee well-being and long-term success.

6.2. The Relationship Between HR Professionalism and HR Attribution
6.2.1. HR Professionalism Has a Positive Effect on Well-Being HR Attribution

The results show that HR professionalism positively influences well-being HR attribution (H2a), with a significant effect size (0.297) and strong T-statistic (7.070). When HR professionals are perceived as competent, ethical, and dedicated, employees are more likely to attribute HR practices to well-being intentions, rather than focusing solely on performance or cost-efficiency. This underscores the role of HR professionalism in shaping employees' perceptions of HR's genuine concern for their health, safety, and overall well-being.

In sustainable organisations, where employee well-being is often a central part of sustainability goals, this finding becomes especially relevant. A professional HR approach reinforces these efforts by fostering trust and making employees feel valued and cared for. This, in turn, boosts morale, increases engagement, and enhances overall organisational commitment. The positive attributions employees make about HR practices through a well-being lens lead to greater job satisfaction, higher levels of engagement, and stronger loyalty to the organisation.

Moreover, these well-being-focused attributions contribute to building a supportive and collaborative work environment. When employees perceive HR as genuinely invested in their well-being, they are more likely to engage openly with HR initiatives. This creates a foundation of trust, leading to better communication, constructive employee contributions, and a resilient organisational climate. These findings align with research by Van De Voorde and Beijer [9] which indicate that well-being-oriented HR practices enhance organisational commitment and reduce stress.

6.2.2. HR Professionalism has a Negative Effect on Performance HR Attribution

The findings reveal that HR professionalism negatively impacts performance HR attribution (H2b), with a significant negative effect size (-0.199) and a high T-statistic (5.276). As employees perceive HR professionals to be highly competent, ethical, and genuinely supportive, they are less likely to view HR practices as primarily focused on performance metrics or cost-efficiency goals. Instead, they tend to attribute HR's actions to well-being motives, reducing the emphasis on productivity-driven intentions. This helps foster a more balanced and positive perception of HR's role, making employees feel valued beyond their immediate performance outcomes.

In sustainability-focused organizations, this is particularly relevant, as a people-centered HR approach aligns well with long-term sustainable goals. A professional HR function that steers away from a solely performance-driven image builds trust and supports social responsibility efforts. This approach helps prevent job strain and encourages well-being attributions, which, according to studies like those by Ahmed, et al. [6] lead to positive employee attitudes, greater engagement, and stronger organizational commitment.

The reduction of performance-centered attributions offers multiple benefits. When employees view HR practices through a well-being lens, they are more likely to engage positively with HR initiatives, leading to higher job satisfaction, increased loyalty, and lower turnover intentions. This shift can minimize conflicts associated with perceived overemphasis on productivity, fostering a healthier and more supportive work environment. Professional HR practices, therefore, contribute to a balanced organizational climate that values both employee welfare and sustainable growth, aligning with research by Van De Voorde and Beijer [9]. The reduction of performance-centered attributions offers multiple benefits. When employees perceive HR as less focused on performance targets and more on holistic employee welfare, they are more likely to engage with HR practices positively,

leading to greater job satisfaction, loyalty, and lower turnover intentions. This shift can also minimize potential conflicts that arise from perceived overemphasis on productivity, allowing for a healthier, more supportive workplace culture.

6.3. The Relationship Between Employee Voice and HR Attribution

The relationship between Employee Voice (EV) and HR Attribution, including both Well-being HR Attribution (HRAwb) and Performance HR Attribution (HRApf), is essential in understanding how employees perceive and interpret HR practices. The findings reveal that Employee Voice positively influences both types of HR Attribution.

Firstly, Employee Voice significantly impacts Well-being HR Attribution (HRAwb) (H3a), with a coefficient of 0.260 and a T-statistic of 6.089. When employees engage in open and constructive communication, they are more likely to attribute HR practices to a focus on their well-being. Feeling comfortable expressing thoughts and concerns leads employees to view HR as genuinely supportive of their personal and professional welfare. This demonstrates the importance of fostering an environment where employee voices are heard, which enhances perceptions of HR's role in promoting well-being.

Additionally, Employee Voice positively affects Performance HR Attribution (HRApf) (H3b), with a coefficient of 0.319 and a T-statistic of 8.739. Employees who speak up are more likely to see HR practices as aligned with organizational performance outcomes. Constructive voice behaviors contribute to a belief that HR initiatives are designed to enhance both individual and organizational productivity. This dual role of Employee Voice strengthens both the well-being and performance aspects of HR practices, demonstrating its value in shaping HR attributions.

The connection between Employee Voice and HR Attribution is crucial for building trust, transparency, and engagement within an organization. When employees feel empowered to express their opinions, they are more likely to view HR practices as fair and supportive, which deepens their connection to the organization. This alignment between Employee Voice and HR Attribution fosters a culture of openness, where employees are motivated to engage in decision-making and contribute actively to achieving organizational goals. By promoting open communication and valuing employee input, organizations can create a positive culture that aligns HR strategies with both employee well-being and performance, leading to improved outcomes and greater sustainability in the long term.

6.4. The Relationship between Employee Voice and Employee Outcome

The relationship between Employee Voice (EV) and Employee Outcomes—specifically Organizational Commitment (OC) and Work Engagement (WE)—is a critical area of study, especially for organizations striving to improve employee satisfaction, motivation, and overall performance. The results of this study indicate that Employee Voice (EV) has a positive influence on both Organizational Commitment (OC) and Work Engagement (WE), highlighting the importance of employee participation and active communication in driving positive organizational outcomes.

6.4.1. Employee Voice and Organizational Commitment (OC)

The findings show that Employee Voice (EV) positively affects Organizational Commitment (OC) (H4a), with a coefficient of 0.126 and a T-statistic of 3.589. This suggests that when employees feel they have a voice in the organization—whether through providing feedback, offering suggestions, or expressing concerns—they are more likely to feel a stronger emotional attachment to the organization. Organizational Commitment refers to the degree to which employees identify with the organization and are willing to stay with it long-term.

This positive relationship implies that employees who actively engage in voice behaviors tend to feel more connected to the organization, as their contributions are recognized and valued. When employees see that their opinions and ideas are considered in decision-making processes, it fosters a sense of belonging and trust in the organization, which strengthens their commitment. This finding is

consistent with previous research that highlights the role of employee participation in fostering emotional bonds and enhancing loyalty to the organization.

6.4.2. Employee Voice and Work Engagement (WE)

Employee Voice (EV) positively impacts Work Engagement (WE) (H4b), with a coefficient of 0.115 and a T-statistic of 3.244. When employees feel they can freely express their opinions, they are more likely to experience higher motivation and energy in their tasks, leading to greater engagement in their work. This demonstrates that when employees perceive their input as valued, they are more invested in their tasks, enhancing both individual and organizational performance. This aligns with the Job Demands-Resources (JD-R) theory, which highlights that employee voice serves as a critical resource that boosts work engagement in environments that encourage openness.

These findings are particularly important for organizations focused on collaboration and high performance. By fostering an environment where Employee Voice is encouraged, organizations can strengthen trust, improve job satisfaction, and align individual efforts with organizational goals, leading to better performance outcomes. In sustainability-focused organizations, this relationship becomes even more crucial, as open communication and active employee participation are vital for integrating sustainability efforts into strategic initiatives. Engaged employees are more likely to support sustainability initiatives and contribute innovative ideas, fostering long-term loyalty and commitment to the organization.

The positive impact of Employee Voice on both Work Engagement and Organizational Commitment highlights the value of creating an inclusive and participative culture. By encouraging employee input, organizations not only enhance individual outcomes but also achieve broader strategic goals related to sustainability and long-term growth.

6.5. The Relationship between HR Attribution and Employee Outcome

6.5.1. Well-Being HR Attribution has a Positive Effect on Organizational Commitment

The findings demonstrate that Well-being HR Attribution has a positive impact on Organizational Commitment, as employees who perceive HR practices as focused on their well-being are more likely to show increased loyalty to the organization. This perception makes employees feel valued and supported, as they believe HR initiatives are aimed at improving their health, satisfaction, and work-life balance, rather than solely targeting performance metrics. Such well-being-focused attributions foster trust in HR and the organization, strengthening emotional attachment and loyalty.

These results align with studies like Van De Voorde and Beijer [9] and Ahmed, et al. [6] which highlight that well-being-oriented HR practices create a supportive environment that encourages employees to engage more deeply with organizational goals. When employees perceive HR as genuinely invested in their well-being, they are more likely to reciprocate with greater loyalty and dedication to the organization's objectives, fostering long-term commitment and collaboration.

6.5.2. Well-Being HR Attribution has a Positive Effect on Work Engagement

The findings demonstrate that Well-being HR Attribution positively influences Work Engagement, showing that employees who perceive HR practices as focused on their well-being experience higher levels of enthusiasm and dedication in their work. When employees feel that HR initiatives genuinely prioritize their health and satisfaction, they are more likely to feel motivated and connected to their roles. This contributes to greater energy, focus, and overall engagement in their tasks.

Research by Alfes, et al. [32] and Rees, et al. [18] supports these findings, demonstrating that that well-being-oriented HR practices foster engagement by creating a supportive and caring work environment. Employees who perceive HR as genuinely invested in their well-being are more inclined to invest energy into their work, driving improved performance and long-term organizational success.

6.5.3. Performance HR Attribution has a Negative Effect on Organizational Commitment

Performance HR attribution negatively impacts organisational commitment, as employees who perceive HR practices as performance-centric may feel undervalued and less emotionally connected to the organisation. This effect is detrimental in sustainability-driven workplaces, where long-term commitment is critical. Studies by Ahmed, et al. [6] and Van De Voorde and Beijer [9] corroborate these findings, showing that by balancing performance expectations with genuine well-being initiatives, organizations can foster stronger commitment and create a more positive, sustainable work environmentt.

6.5.4. Performance HR Attribution has a Negative Effect on Work Engagement

Similarly, performance HR attribution negatively affects work engagement by creating perceptions that productivity is prioritised over employee needs. This diminishes enthusiasm, energy, and involvement, particularly in environments where engagement is essential for achieving long-term objectives. Research by Alfes, et al. [32] confirms that performance-focused HR practices may lead to disengagement and lower morale, suggesting that balancing performance metrics with well-being initiatives is vital for fostering a positive and motivated workforce.

Such performance-driven attributions can create a less supportive environment, where employees feel pressured or undervalued, ultimately leading to lower levels of energy, dedication, and absorption in their work. This effect is especially relevant in sustainability-oriented organizations, where high engagement is essential for achieving long-term goals that rely on motivated and committed employees.

7. Conclusion

This study highlights the significant roles of HR professionalism and employee voice in driving organizational commitment and work engagement in sustainability-oriented enterprises. The findings confirm that effective HR practices positively influence employee behaviors, with HR attribution acting as a crucial mediator in shaping employee perceptions and outcomes. Specifically, positive HR attributions enhance organizational commitment and work engagement, while negative perceptions detract from these outcomes.

By applying well-established theories, such as the Resource-Based View (RBV) and Attribution Theory, this research underscores the strategic importance of HR professionalism in achieving sustainable organizational performance. It demonstrates that HR practices, when perceived as professional and ethical, not only improve employee well-being but also align with organizational goals, fostering long-term success. These insights provide valuable implications for HR managers globally, suggesting that fostering HR professionalism and employee engagement is critical to aligning with sustainability objectives and improving employee outcomes in diverse organizational contexts.

While the findings provide significant contributions to the literature, several limitations must be acknowledged. First, the study's cross-sectional design limits the ability to draw definitive conclusions about the causal relationships between HR professionalism, employee voice, and employee outcomes. Future research would benefit from longitudinal studies that examine how these relationships evolve over time and how they impact long-term organizational sustainability and employee performance. Second, the study was conducted in Vietnam, and while it offers valuable insights, the generalizability of the findings to other cultural or economic contexts is not guaranteed. Further research should include comparative studies across different regions and industries to better understand the universal applicability of the relationships between HR practices, employee voice, and sustainability.

Another important limitation is the focus on employee outcomes such as organizational commitment and work engagement. While these outcomes are critical to organizational success,

future studies could expand the scope to include additional dimensions such as job satisfaction, employee well-being, or innovation in sustainability practices. Examining the broader impact of HR practices on these other outcomes could provide a more comprehensive understanding of the role of HR in driving organizational success.

Moreover, as organizations increasingly adopt digital tools and platforms for HR management, future research could explore the role of HR technology in shaping employee perceptions and behaviors. Investigating how HR technologies influence employee voice and engagement, particularly in the context of sustainability, would offer valuable insights into the evolving role of technology in HR management.

Finally, further studies could explore the intersection of HR practices and corporate social responsibility (CSR), particularly in the context of sustainability-oriented organizations. Research could examine how HR strategies contribute to the achievement of UN Sustainable Development Goals (SDGs), especially in developing economies. Understanding how HR professionalism and employee engagement align with CSR goals could help organizations strengthen their commitment to both social responsibility and business performance.

In conclusion, while this study provides a solid foundation for understanding the impact of HR practices on employee outcomes in sustainability-focused organizations, it also paves the way for future research in several important areas. By addressing the limitations and exploring new research directions, scholars can further refine HR strategies that not only improve employee engagement and commitment but also contribute to organizational resilience and long-term sustainability on a global scale.

Transparency:
The authors confirm that the manuscript is an honest, accurate, and transparent account of the study; that no vital features of the study have been omitted; and that any discrepancies from the study as planned have been explained. This study followed all ethical practices during writing.

Informed Consent Statement:
The data collected in this study are completely anonymous. No personally identifiable information will be collected and the information participant choose to provide in this study cannot be connected back to you. Results from this study may be published or presented at research conferences, and the anonymous data and may be shared with other researchers through an online data repository.

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