

Enhancing employee's outcomes through adopting the change leadership role of human resource professionals in sustainable enterprises

Ha Minh Nguyen¹, Diem Thi Pham^{1*}

¹Ho Chi Minh City Open University, Ho Chi Minh City, Vietnam

*Corresponding author: diemtp.19Ab@ou.edu.vn

ARTICLE INFO

DOI:10.46223/HCMCOUJS.
econ.en.15.4.3598.2025

Received: July 29th, 2024

Revised: September 05th, 2024

Accepted: September 20th, 2024

JEL classification code:

M1; M12; M14; M5; M54

Keywords:

change leadership role;
change role; human resource
management; organizational
commitment; work engagement

ABSTRACT

Achieving sustainability requires institutional change, where Human resource professionals play an important role in leading organizational changes toward sustainability. In this change leadership role, they strive to embed sustainability values in organizations through leveraging resources to change organizational norms, rules, routines, and values. Therefore, the content and method of doing their change leadership role could affect to employee outcomes differently, in turn to organizational sustainability. Grounded in the perceived organizational support of social exchange theory (Eisenberger et al., 1986) and the demands-resources theory (Bakker et al., 2003; Demerouti et al., 2001), the study explores the relationships between the degree of adopting HR change leadership role and employee outcomes of organizational commitment and work engagement in sustainable enterprises by employing the mix method of qualitative and quantitative researches. Qualitative methods (in-depth interviews with 05 experts) are used to adjust the scales, while quantitative methods are used to test scales, research hypotheses, and models. The study utilized a sample of 1,058 employees from 24 sustainable enterprises in Vietnam and employed exploratory factor analysis, partial least squares structural equation modeling method for analysis. The findings reveal that organizational commitment and work engagement are significantly and positively affected by the degree of adopting HR change leadership role. This suggests that sustainable enterprises can foster a more committed and engaged workforce, leading to potentially better overall sustainable performance and workplace satisfaction by actively adopting HR change leadership roles.

1. Introduction

Working towards sustainability creates corporates' competitive advantages because they may benefit economically from incorporating responsibility and sustainability principles into their strategies and core business processes (Stahl et al., 2020). However, a sustainable approach affects corporate' practices, demands greater involvement and accountability of boards, as well as requires business transparency (Cohen et al., 2012b). The sustainable-oriented transformation is a process of institutional work changed, established, and institutionalized (Dahmann & Grosvold, 2017). Importantly, organizational change actually happens when and only if the

individuals within it believe, think, and behave differently (DuBois & Dubois, 2012). Successful change will persist over the long term only when employees alter their on-the-job behaviors in appropriate ways (Meyer et al., 2007).

Research found that employee organizational commitment is a predictor of organizational performance (Steyrer et al., 2008) and their work engagement result in improving business unit performance also (Harter et al., 2002). Employees with such behavior and attitude will devote more effort to their job and organizational sustainability. Reality proved that poor sustainability practices do not only affect recruitment but also to employee's retention, advocacy, performance, and general satisfaction (Hewlett-Packard, 2019). More than a third of respondents (40%) would look for new jobs if the company did not prioritize or engage in sustainability practices, as results of a survey on 10,000 HP employees working over 10 markets in 2019. Furthermore, 44% of millennial office workers would leave and share a bad review to warn others if their company had poor sustainability practices. Importantly, office workers are more productive, loyal, and stronger advocates; they feel happier, safer, and more cared for when perceiving that their workplace is highly involved in sustainability (Hewlett-Packard, 2019).

In addition, scholars also insisted that organizational commitment is directly affected by the principles of sustainability, such as renewable resources and green innovation (Najm et al., 2023); or indirectly affected by green human resources management via green human capital (Shoaib et al., 2021). Corporate Social Responsibility (CSR), particularly in the ethical and philanthropic dimensions, is directly and indirectly influential to affective commitment, ultimately to the creative behavior of employees during the Covid-19 pandemic. Similarly, green HRM practices are positively and significantly related to the engagement of green bank employees in Indonesia via transformational leadership (Noor et al., 2023). Therefore, sustainable enterprises should design strongly sustainable HRM practices in order to enhance positive employee outcomes of organizational commitment and work engagement, because well-designed HRM practices will elicit employee ability, motivation, and opportunities that contribute to organizations' sustainability (Ren & Jackson, 2019).

HR change leadership role may be considered as a specific sustainable HRM practice because it is known as the actions taken by HR professionals, maybe being individuals or a group, to identify opportunities in both internal and external organizational conditions; leverage resources such as skills, knowledge and social capital as well as HR system in order to change organizational norms, rules, routines, values corresponding to sustainable objectives (Ren & Jackson, 2019); and control harmful activities to socialism and ecology (Stahl et al., 2020). In this role, HR professionals strive to embed sustainability values in organizations (Ren & Jackson, 2019). However, there is limited attention on exploring how the degree of adopting an HR change leadership role affects employees' organizational commitment and work engagement.

Therefore, the article aims to address these knowledge gaps by employing the mix method of qualitative and quantitative researches to explore the relationships between the degree of adopting HR change leadership role and employee outcomes of organizational commitment and work engagement in sustainable context in Vietnam. The findings contribute to the extension of the perceived organizational support theory (Eisenberger et al., 1986) that is grounded on social exchange theory (Blau, 1964), which demonstrates that the adoption of HR change leadership role would create more favorable organizational conditions to engage employee in sustainable objectives. Such favorable social transactions make employee feels the high support from the organization; in exchange, employees commit to their organization in

reciprocity. Moreover, it contributes to the development of the demands-resources theory (Bakker et al., 2003; Demerouti et al., 2001), which explore the degree to adopting HR change leadership role as a kind of job resources, which fulfill basic human needs by creating more favorable organizational conditions and a worthy sustainable institutional logic, thus inducing a motivational process that leads to work engagement. Finally, the finding also adds to the limited knowledge of the HR change leadership role and its impact on employee outcomes of organizational commitment and work engagement, particularly in sustainable contexts in developing countries.

2. Theoretical background and hypothesis development

2.1. The degree of adopting HR change leadership role

In an attempt to solve the grand challenges of working towards sustainability, HR professionals are required to embed sustainability values in organizations through identifying opportunities, creating a vision, leveraging resources, re-institutionalizing, and controlling change, which is known as the HR change leadership role. As HRM institutional entrepreneurs in this role, it allows HR professionals to shape the awareness, decision making and actions of organizational members through their interactions with various internal stakeholders as well as shape the institutional logic of the broader context (Ren & Jackson, 2019). In this study, the degree of adopting HR change leadership role is known as the extent to which HR professionals apply 05 dimensions of change leadership role in doing their roles.

Firstly, identifying opportunities includes discovering and evaluating inconsistencies between the organization's current approach to managing human resources and the objective of sustainability, as well as facilitating the introduction of new logic legitimizing sustainability and enabling them to mobilize resources for change (Ren & Jackson, 2019). Identifying various opportunities aims to find openings to introduce a new institutional logic and mobilize resources for change toward sustainability (Dorado, 2005). *Secondly*, creating a new vision includes developing a sustainability vision that frames a sustainability-oriented-change project based in terms of the sustainable problem that HR professionals help to resolve, as preferred to current arrangements and as motivated by convincing reasons, and sharing the sustainability vision of the changing necessity with followers in order to make the case for change (Ren & Jackson, 2019). An effective, clear vision ensures the relative others' attraction and interests whom HR professionals need their cooperation to make change; and tie up the individual sustainability identities and that of the collective as well as sustainability identities among stakeholders. *Thirdly*, leveraging resources requires forming alliances and gaining support from all involved actors via substantial resources in the forms of cognitive, social, and material support in order to expand the available resources for sustainability-oriented change and improve communication effectiveness when persuading others of the need for sustainability-oriented changes (Ren & Jackson, 2019). *Fourthly*, re-institutionalization involves establishing new systems to ensure that the institutional logic of sustainability becomes taken-for-granted (Ren & Jackson, 2019). HR professionals, are not only involved in establishing new systems to ensure that the institutional logic of sustainability becomes obvious, but also develop an overarching organizational culture. *Finally*, controlling changes consists of regularly auditing, reviewing, and institutionalizing to maintain sustainable institutional logic (Lam & Khare, 2010) and setting up a controlling mechanism of harmful activities to society and the environment (Stahl et al., 2020). The failure to control these activities may result in a loss of legitimacy and reputational damage (Stahl et al., 2020).

2.2. Perceived organizational support model

The researchers employed the social exchange theory to conceptualize the model of perceived organizational support (Eisenberger et al., 1986). Perceived organizational support is employee's general perception of the extent to which the organization cares about their well-being and values their contributions. POS starts up a social exchange process wherein employees feel obligated to help the organization achieve its goals and objectives and expect that increased efforts on the organization's behalf will lead to greater rewards. POS also fulfills socio-emotional needs that result in greater identification and commitment to the organization, an increased desire to help the organization succeed, and greater psychological well-being (Kurtessis et al., 2017). Thereby, employees exchange their loyalty and effort for material and social rewards from the organization (Eisenberger et al., 1986). The presence of POS creates a kind of obligation to care for the organization, which results in organizational commitment (Eisenberger et al., 2001). Organizational rewards, supervisor support, and job conditions play significant roles in shaping employees' perceptions of organizational support (Eisenberger et al., 2002). Organizations that implement sustainable HRM practices are more likely to foster a supportive work environment, which, in turn, increases POS (Kim et al., 2020).

2.3. The Job Demands-Resources (JD-R) theory

The Job Demands-Resources (JD-R) theory is developed to understand the causes and consequences of burnout and work engagement (Bakker et al., 2003; Demerouti et al., 2001). Which job resources include the physical, psychological, social, or organizational aspects of the job, either which are functional in achieving work goals; or which reduce job demands and the associated physiological-psychological costs, or which stimulate personal growth, learning, and development (Bakker & Demerouti, 2007). Such resources fulfill basic human needs (Deci & Ryan, 1985), referring to the needs for autonomy (DeCharms, 1968), competence (White, 1959) and relatedness (Baumeister & Leary, 1995); therefore, they have motivational potential and lead, to high work engagement, low cynicism, and excellent performance (Bakker & Demerouti, 2014). The presence of job resources leads to engagement, whereas their absence stirs up a cynical attitude toward work (Bakker & Demerouti, 2007). Sustainable HRM practices contribute significantly to advancing job resources, thereby promoting a healthier and more resilient workforce (De Prins et al., 2014). Concretely, sustainable HRM practices such as supportive work environments, fair treatment, and opportunities for employee development are closely linked to the provision of job resources (Kramar, 2014).

2.4. The impact of the degree of adopting human resource change leadership role on organizational commitment

Organizational commitment is defined as a strong belief in and acceptance of an organization's goals and values, a willingness to try employee's best effort on behalf of the organization, and a strong desire to maintain membership in the organization (Mowday et al., 1979). While the degree of adopting an HR change leadership role is considered a kind of special HRM practices which foster a supportive work environment, which in turn increases POS (Kim et al., 2020). When HR professionals highly apply for HR change leadership roles, it creates more favorable organizational conditions to engage employees in sustainable objectives, which makes employee feels high support from organization because the effective implementation of high-performance HRM practices leads employees perceiving a supportive environment (Wright et al., 2003). Perceived support would make employees reciprocate in kind and commit to their

organization as the output of that exchange (Guzzo et al., 1994). In addition, material resources (e.g., salary schemes, bonus schemes, or so on) or social rewards (e.g., public and widespread honor programs) developed by HR professionals in doing their role of leveraging resources and restructuring organization are the rule of exchange to motivate organizational commitment, because the employee would exchange their commitment for an employer's support when receiving material and social rewards from the organization (Eisenberger et al., 1986).

In addition, the degree of adopting an HR change leadership role would create a sustainable HRM system, in which its philosophies, strategy, policies, process, practices, and programs simultaneously reflect 03 pillars of sustainability and strongly involve controlling harmful activities to socialism and ecology. Such sustainability can be applied as the rule of exchange to earn employee organizational commitment. This means that if an organization runs its business beyond economic and legal interests to enhance the well-being of its employees and other stakeholders, its members may feel obligated to provide some benefits in return (Subba & Rao, 2016). Indeed, both HRM practices that make employee satisfaction (Kinnie et al., 2005) and green HRM (Shoaib et al., 2021) would promote organizational commitment. When employees perceive that an organization is devoted to sustaining the environment, they will share their concerns by showing commitment to the organization (Shoaib et al., 2021). Hence:

H1: The degree of adopting HR change leadership role is positively influential to organizational commitment

2.5. The impact of the degree of adopting human resource change leadership role on work engagement

Work engagement is a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption (Schaufeli & Bakker, 2003). It is used to describe the extent to which employees are involved with, committed to, enthusiastic, and passionate about their work (Macey & Schneider, 2008). Work engagement would be improved by adopting behavioral health practices at the workplace referring to supervisory communication, job design, resource support, working conditions, corporate culture, and leadership style (Attridge, 2009). The degree of adopting a change leadership role would induce a supportive work environment. Therefore, it is a kind of job resource, which is expected to increase work engagement in sustainable enterprises in two ways.

Firstly, the degree of adopting HR change leadership role would create favorable, meaningful organizational conditions are a kind of job resource, which are likely to increase work engagement. Researchers noted that job resources (social support, performance feedback, and autonomy) induce a motivational process leading to job-related learning, work engagement, and organizational commitment (Demerouti et al., 2001; Salanova et al., 2005; Taris & Feij, 2004). Similarly, all favorable organizational conditions that are created by the degree of adopting HR change leadership role are directly or indirectly job resources at individual, group, or organizational levels, which induce a motivational process leading to work engagement. The more coverage of change leadership role the more employee engages in work; because job resources at an individual (leader), group, and organizational levels affect work engagement differentially (Lesener et al., 2019).

Concretely, identifying opportunities helps HR professionals find out and resolve the institutional conflicts (i.e., conflicts of role, interest, and so on) and barriers (i.e., policies,

operating procedures, organizational culture) that incurring from balancing triple lines of sustainability. Simultaneously, it helps identify suitable resources for sustainable development (i.e., executives consistent with sustainable values, bottom-up communication, involvement with educational institutions, and so on). In role of creating a new vision, HR professionals form a clearly new institutional picture with shared convincing reasons in the employee's eyes. The role of leveraging resources, it requires HR professionals to form alliances and gain support from all involved actors via substantial resources in the forms of cognitive, social, and material support. As a result, it creates suitable programs (i.e., training, honoring) or policies (i.e., incentive scheme) and social rewards (i.e., better communication; co-worker relationships). Restructuring the organization creates a new HR system, which attracts top sustainability talents, applies suitable performance appraisal, honoring typical sustainable individuals, and so on. Finally, controlling change ensures control the harmful activities to society and the environment, which prevents unpaid or excessive overtime hours, physical abuse, and unsafe or precarious working conditions, internal and external (i.e., the entire supply chain). Such sustainable practices would induce a motivational process leading to work engagement.

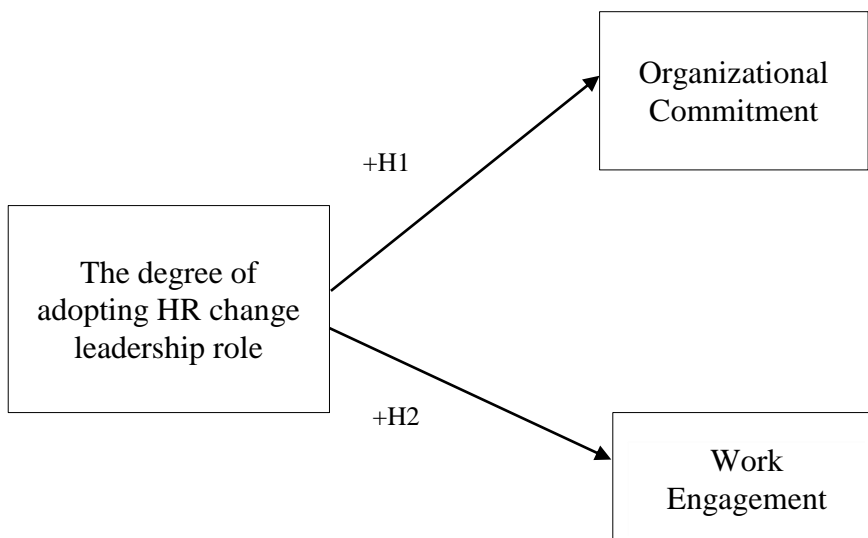
Secondly, the nature and characteristics of HR change leadership role is to partly create a new logic (sustainable organization), which makes the workforce, organization, society, and environment become better and more worthy; therefore, when these roles are adopted with the purpose of pursuing organizational sustainability, employees would engage in works. Researchers noted that employees are not only highly motivated because of corporate social responsibility works (Bizri et al., 2021), but also engage in activities that have great innovative potential and outcomes (Bakker & Xanthopoulou, 2013). With the above discussion, it is hypothesized as follows:

H2: The degree of adopting HR change leadership role positively affects to work engagement

From theories and previous studies, research model is suggested as follows:

Figure 1

The Research Model



Source. The researcher's data analysis

3. Research methods

3.1. Research methods

The study used the mixed method of qualitative and quantitative research. The qualitative technique of in-depth interviews with 05 experts (02 researchers, 01 HR manager, 01 line manager, 01 technical staff) is used to adjust the measurement scale, because its methodology rely as much as possible on the participants' views on the situation being studied to explore knowledge. While, quantitative method is employed to access scales' validity and confirm them, as well as test hypotheses and models; because its methodology support to identify and assess the causes that influence outcomes by careful observation and measurement of the objective reality (Creswell, 2014). The techniques of Cronbach's Alpha are used to assess the scales' reliability and validity. Exploratory factor analysis with Principal-Axis-Factoring extraction and Promax-rotation method is used to assess convergent, discriminant validity of scales because it reflects the data structure more accurately than EFA with Principal-Components-extraction method and Varimax-rotation method (Anderson & Gerbing, 1988). SEM method is employed to analysis the composite reliability coefficient, extracted variance, and test hypothesis as well as model. With the purpose of exploring the HR change leadership role, which is a new HR role and a formative higher-order construct, as well as its impact on employee outcomes in a sustainable context, the PLS-SEM method is employed to be suitable. Because, PLS-SEM is regarded as a preferred method used when the research objective is theory development and explanation of variance (Hair et al., 2014). Moreover, it works efficiently with small sample sizes and complex models (Hair et al., 2018); and is suited for models with formative constructs (Hair et al., 2017).

3.2. Respondents and sample

A sample of 1,058 employees (technical staff, office staff, HR staff, frontline supervisors, middle managers, and senior managers) who are working at 24 sustainability enterprises consecutively honored from the year 2018 - 2020 in Vietnam was used. Such sample size satisfied the sampling requirement and ensured a reliable estimate for 60 observed items with a ratio of 17:1 ($17 \times 60 = 1,020$) in the studying model (CLR, 38 items; OC, 13 items; WE, 09 items). Because researchers noted that the smallest sample size should have a ratio of observed items to be 5:1 (Bollen, 1989), or the observed sample should have a large size with $n > 200$ to obtain a reliable estimate (Hoelter, 1983).

A non-probability data collection method of purposeful sampling (Maxwell, 1996) was employed to attain information from employees working in 24 pre-selected enterprises, which have their head office or branches in Ho Chi Minh City due to limited time and cost as well as the inability of reaching to enterprises in various provinces. Although such, this research sample can represent general population; because majority of sustainable enterprises (74.4%), which met the CSIs during 03 years of 2018 - 2020 are locating at Ho Chi Minh City.

3.3. Data collection tools and procedure

To attain the sample of 1,058 employees, HR professionals were instructed to rate the extent to which they apply their change leadership role on the items of measuring the types of HR change leadership roles and the extent to which they agree on the items of measuring organizational commitment and work engagement. Employees were guided to rate the extent to which HR professionals are taking this role and the extent to which they agree on the items of measuring organizational commitment and work engagement. The questionnaire was distributed to

different categories of employees to avoid the common method bias (Podsakoff et al., 2003). The process of data collection is executed through two main strategies during 11 weeks as follows:

(i) Self-implementation: First, based on individual relationships, the researcher has contacted the authority leaders, heads of departments or employees who are working in 24 sustainable enterprises to get permission. Next, the researcher sends the official questionnaires to head of departments, head of team or any willing employees. The content of the questionnaire and response way were guided to supervisors and each employee in a face-to-face meeting (around one hour) or telephone (for cases where survey objects could not arrange a direct appointment). The answered questionnaires are collected after the meeting. In some cases, where respondents have not yet finished, the researcher came back to collect after 03 days.

(ii) The support from the professional survey team: The researcher has asked for the support of the professional survey team and paid the expenses to them. The team consists of 05 staff who have at least one year of working experience for their market research company and 01 leader who has more than ten-years working experiences in surveying and has good relationships with many enterprises. All team members are trained at least two hours before surveying in order to ensure the team clearly understands the survey objectives and the questionnaire's contents. The process proceeded as follows: Firstly, contacting and asking permission to interview acquainted employees working in 24 pre-selected sustainable enterprises. Then, conducting the face-to-face interviews at their offices, coffee shops, or restaurants by reading each question and asking respondents to score or choose the right option that is true to the actual situation of their working enterprises. Finally, after sifting, 673 qualified samples are chosen to analyze in next steps.

3.4. Measures

HR change leadership role is a formative construct that is formed from five different dimensions referring to five indicators (IO; CV; LR; RI; CC). These indicators are measured by 38 items introduced by Ren and Jackson (2019), Stahl et al. (2020), and qualitative research. Which, Identifying Opportunities (IO) is measured by 09 items; creating a new vision is measured by 05 items; leveraging resources is measured by 07 items; re-institutionalizing is measured by 09 items; and controlling changes is measured by 08 items. In addition, the study used the organizational commitment scale with 13 items from Mowday et al. (1979) and the work engagement scale with 09 items from Schaufeli and Bakker (2003) that were adjusted according to the Vietnam context. The items were measured on a five-point scale (from 1 = strongly disagree to 5 = strongly agree).

4. Data analysis and findings

The study interpreted the data through SPSS 20 and PLS-SEM 4.0 software for Windows. Confirmatory Composite Analysis (CCA) is executed with PLS-SEM to conduct an assessment of the convergent, discriminant, and nomological validity of variables because it is useful for developing new measures as well as used to confirm the updated and context-adjusted measurements (Hair et al., 2018).

4.1. Descriptive statistics of the study sample

The sample features are with a ratio of 52.8 female and 47.2% male; young (25 to 40 age, 65.2%), married with a ratio of 71.9%; high qualification (64.4% of degree and postgraduate; 31.5% of college; only 4.2% of other levels); and at least one-year working experience in sustainable enterprises (over 10 years of experiences, 66%). In which, the ratio of 8% HR staff, 65.4% of office staff, 16.8% of technical staff, and 8.7% of management positions.

4.2. Descriptive statistics of observed variables

The results show that the mean values of the observed variables of HR change leadership role are higher than 3.5. It could be inferred that HR professionals have performed five dimensions of HR change leadership role at a fairly average level, in which the role of re-institutionalization and change controlling are more focused than the remaining ones. Noteworthy, HR professionals are highly recognized for promoting employee use of sustainable equipment and tools; developing/adjusting policies to enhance sustainability; promoting employee engagement in sustainable activities (charity, humanitarian activities, etc.); redesigning/realigning of HRM systems; designing workplace-based practices that help organization reducing harmful emissions or increasing recycling. Although such, many important sub-roles are performed low. For instance, they have not well yet identified the terms of cooperation infringing sustainability standards; learned about sustainability values and interests of future employees through involvement with educational institutions; established channels sharing sustainable knowledge; or built the triple-bottom-line-based incentives in managerial compensation plans to avoid excessive risk-taking that may lead to value destruction.

It also shows that the mean value of organizational commitment falls in the range of 3.68 to 4.17, corresponding to the highly average level, meaning that employees' commitment to the organization is modest, not so high. In which employees highly agree that they care about the fate of this organization, or their values and the organization's values are very similar, or they are proud to tell others that they are a part of this organization. However, they moderately agree on items, that express that this is the best of all possible organizations for which to work, or they would accept almost any type of job assignment in order to keep working for this organization. Similarly, employees highly agree on items of work engagement with the mean values of 3.97 to 4.24. Thereby, it may be concluded that employees agree that their job inspires them; they are enthusiastic about their job; they feel happy when working intensely, or they are carried away when working, or they feel like going to work when getting up in the morning. However, they moderately agree that they are proud of the work that they do.

4.3. Measurement model

To assess the validity of a reflective measurement scale, the study uses composite reliability ($0.70 < CR < 0.95$) to evaluate internal consistency (Nunally & Bernstein, 1994); the outer loadings of the indicators (> 0.708) and Average Variance Extracted ($AVE > 0.5$) to evaluate convergent validity (Hair et al., 2018); HTMT criterion (< 0.85) to assess discriminant validity (Henseler et al., 2015). To assess validity of a formative measurement scale, the study used VIF of 3 (Variance Inflation Factor) to identify collinearity issues and outer weight coefficient that close to +1 (or -1) indicate strong positive (or negative) relationships, whereas of reaching to 0 indicates a weak relationship to examine the significance and relevance of the formative indicators (Hair et al., 2018).

Assessing the validity of HR Change Leadership Role (CLR) involve in assessing the reflective lower-order construct and the formative higher-order construct. The results at Table 1 show that HR change leadership role achieved the item reliability (outer loadings of IO, CV, LR, RI and CV > 0.708); satisfied the composite reliability (CR of IO, CV, LR, RI, CC fall in the range of 0.920 to 0.947); had high convergence (AVE values of IO, 0.665; CV, 0.763; LR, 0.623; RI, 0.657; CC, 0.678 > 0.5). In addition, Table 1 demonstrates it gains discriminatory, because the values of HTMT are smaller than 0.85.

Table 1*Summary of Confirmatory Composite Analysis Results of CLR, OC, and WE*

Construct	Outer loadings	Composite Reliability (CR)	Average Variance Extracted (AVE)	Cronbach's Alpha (α)
Controlling Changes (CC)	0.759 - 0.888	0.944	0.678	0.932
Creating Vision (CV)	0.851 - 0.900	0.942	0.763	0.922
Identifying Opportunities (IO)	0.752 - 0.860	0.947	0.665	0.937
Leveraging Resources (LR)	0.759 - 0.825	0.920	0.623	0.899
Re-Institutionalizing (RI)	0.757 - 0.867	0.945	0.657	0.934
Organizational Commitment (OC)	0.717 - 0.853	0.949	0.590	0.942
Work Engagement (WE)	0.737 - 0.878	0.942	0.643	0.930

Source. Data analysis result of the research**Table 2***The Correlation Matrix of the CLR, OC, WE*

	CC	CV	IO	LR	OC	RI	WE
CC	1						
CV	0.642	1					
IO	0.647	0.691	1				
LR	0.641	0.651	0.67	1			
OC	0.536	0.564	0.551	0.525	1		
RI	0.618	0.679	0.676	0.655	0.581	1	
WE	0.526	0.527	0.537	0.508	0.699	0.579	1

Source. Data analysis result of the research

The results at Table 2 show that OC and WE achieved the item reliability (outer loadings of OC, WE > 0.708); satisfied the composite reliability (CR of OC = 0.949 < 0.95; CR of WE = to 0.942 < 0.95); had high convergence (AVE values of OC, 0.590 > 0.5; WE, 0.643 > 0.5). In addition, Table 2 show it gain discriminatory because the values of HTMT are smaller than 0.85.

Table 3*VIF of CLR*

	VIF
CC	1.994
CV	2.206
IO	2.273
LR	2.031
RI	2.144

Source. Data analysis result of the research

Table 4*Outer Weight of CLR*

	Original sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T statistics (O/STDEV)	P values
CC -> CLR	0.251	0.250	0.055	4.588	0.000
CV -> CLR	0.218	0.219	0.055	3.923	0.000
IO -> CLR	0.212	0.212	0.057	3.753	0.000
LR -> CLR	0.131	0.130	0.051	2.576	0.010
RI -> CLR	0.384	0.382	0.061	6.327	0.000

Source. Data analysis result of the research

The results at Table 3 show that no collinearity among five formative indicators (VIF of IO, CV, LR, RI, CC < 3). Finally, the results at Table 4 indicate the outer weight of five formative indicators of HR change leadership role are loaded significantly (IO: 0.212, $p < 0.05$; CV: 0.218, $p < 0.05$; LR: 0.131, $p < 0.05$; RI, 0.384, $p < 0.05$; CC, 0.251, $p < 0.05$).

Structural model

For assessment of structural model, study used four criteria (Hair at al., 2018): (1) VIF values of lower than 3 are used to assess the multicollinearity among the explanatory variables of component model; (2) coefficient of determination (R^2) and adjusted R-squared (R^2_{adj}) of 0.75, 0.50, or 0.25 that are respectively substantial, moderate, and weak to assess the predictive degree of independent variable on the dependent variable; (3) Q^2 value (Geisser, 1974) to assess the forecasting efficiency; and (4) the path coefficients of structure models within range of -1 and +1 and p value of less than 0.05 to assess their significance.

Table 5*VIF of Path Models*

	VIF		VIF
CLR -> OC	1.000	CLR -> WE	1.000

Source. Data analysis result of the research

Table 6*Hypotheses Testing*

Relationships	β value	P values	R^2	P values	R^2_{adj}	P values	Q^2 (=1-SSE/SSO)
H1: CLR -> OC	0.630	0.000	0.397	0.000	0.397	0.000	0.230
H2: CLR -> WE	0.609	0.000	0.371	0.000	0.370	0.000	0.235

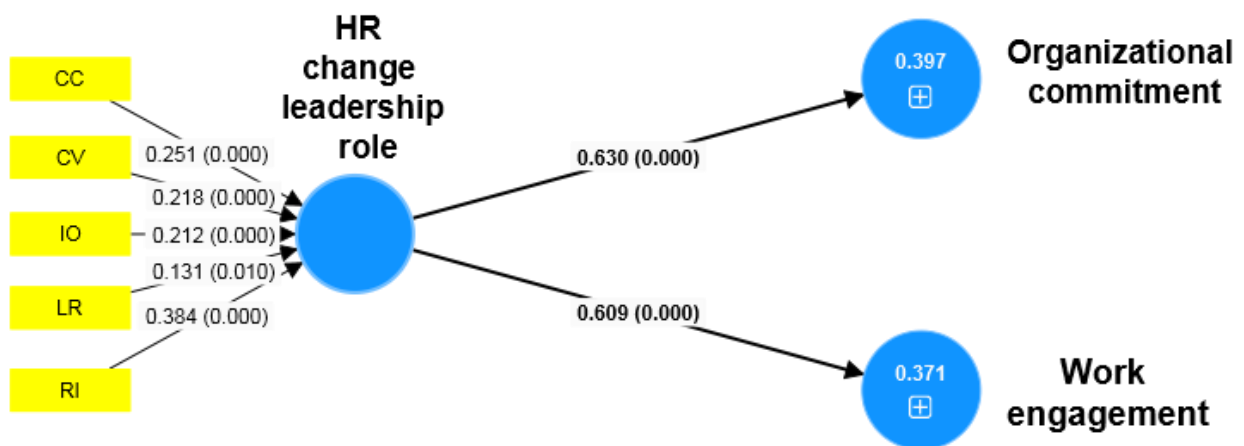
Notes. " β = Path Coefficient; R^2 = R Square; R^2_{adj} = R Square adjusted; CLR = HR change leadership role; OC = Organizational Commitment; WE = Work Engagement"

Source. Data analysis result of the research

The findings at Table 5 demonstrates that VIF values are all less than 3, meaning that no collinearity among the predictive variables in the research model. The results at Table 6 reveal the R^2 and R^2 adjusted of OC (0.397/0.397) and WE (0.371/0.370) with statistically significant, range in [25% - 50%] of moderate level. In addition, the Q^2 values of OC (0.230) and WE (0.235) is higher than 0, indicating a predictive accuracy of the path model for these variables. Finally, CLR have positively influential to OC with $\beta = 0.630$ (p value = 0.000); therefore, the hypothesis H1 are accepted. Similarly, CLR have positively influential to WE with $\beta = 0.609$ (p value = 0.000); therefore, the hypothesis H2 are accepted.

Figure 2

PLS-SEM Model



Source. Data analysis result of the research

5. Discussion

Based on the theory framework, the study developed the hypotheses to achieve the study's aim. As expected, the result indicated that the degree of adopting HR change leadership role positively and significantly affects organizational commitment. The result confirmed previous exploration, which demonstrates HRM practices are directly or indirectly influential to organizational (Alqudah et al., 2022; Kinnie et al., 2005; Shoaib et al., 2021). However, there is an important difference that the degree of adopting HR change leadership role is known as a new role of HR professionals in sustainable context and a special sustainable HRM practice. In addition, the finding contributed to the development of the perceived organizational support theory (Eisenberger et al., 1986) that is grounded on social exchange theory (Blau, 1964), which demonstrates that the adopting of an HR change leadership role would create more favorable organizational conditions to enhance organizational commitment. When HR professionals highly apply for these roles, it creates more favorable organizational conditions to engage employees in sustainable objectives that make employee feels the high support from the organization. Perceived organizational support would make employees reciprocate in kind and commit to the organization as the output of that exchange (Guzzo et al., 1994). In addition, material resources (e.g., salary scheme, bonus scheme, or so on) or social resources (e.g., training or honoring programs, or so on) developed by HR professionals in doing their role of leveraging resources and restructuring the organization would motivate organizational commitment.

This means that the better HR professionals perform their change leadership roles, the more support employees will perceive from the organization and the more devoted they will be to the organization. This result has a great significance for the sustainable context in Vietnam

because clearly understanding how to enhance the organizational commitment would help sustainable enterprises design suitable sustainable programs/policies/practices and effective operating systems, which reduce the turnover rate and stabilize resources for sustainable development. Besides, implementing the sustainability goals definitely involves organizational changes; accordingly, many enterprises are also worried that this re-institutionalization could lead to the leaving of quality employees. Therefore, this result will increase managers' belief that implementing sustainability goals will help the organization keep quality employees, minimize negative word of mouth, and gain a better reputation. However, in order to fulfill these assumptions, HR professionals should play their change leadership role in full, right, and professional ways.

Similarly, the adoption of HR change leadership role is positively and significantly influential to work engagement. The result contributed to the development of the demands-resources theory (Bakker et al., 2003; Demerouti et al., 2001), which argued that the degree of adopting HR change leadership role is a kind of job resources that fulfill basic human needs (Deci & Ryan, 1985); therefore, they have motivational potential and lead to high work engagement (Bakker & Demerouti, 2014). In a sustainable context, the degree of adopting an HR change leadership role would create more favorable organizational conditions for employees through doing the role of identifying opportunities, creating a new vision, leveraging resources, re-institutionalizing, and controlling changes. Moreover, the nature and characteristics of HR change leadership role is to partly create a new logic (sustainable organization), which makes the workforce, organization, society, and environment become better and more worthy. Both perceived organizational support and sustainable values would induce a motivational process that leads to employee work engagement. Although the finding supported previous research confirming that work engagement is directly or indirectly promoted by HR practices (Bizri et al., 2021; Urbini et al., 2021), the degree of adopting HR change leadership role is a kind of special sustainable HRM practices, which its philosophy, value, and goals are so different from traditional HR practices.

The reality shows that when HR professionals deploy sustainability programs or any new programs that are beneficial to the organization and employees in an appropriate and professional manner, it will motivate the majority of employees to engage. Even they join proactively and work responsibly because they think these are new, interesting, and useful jobs or tasks. The nature of implementing an HR change leadership role is to carry out a series of useful works that aim to create a sustainable organization that benefits various stakeholders, including employees; therefore, when HR professionals highly executive the change leadership role, employees will engage to both functional and sustainable jobs/tasks enthusiastically and proactively. However, many enterprises are currently worried that implementing the sustainable goals would encounter the grand challenge of organizational changes that could lead to employee resistance because employee think that the re-institutionalization may affect their working habits or interests and rights. Especially when the organizational environment becomes more difficult to implement sustainable activities, the employee resistance is greater. Therefore, these results confirm that implementing HR change leadership role not only promotes organizational commitment but also work engagement, in turn, may contribute to overall organizational sustainability. In order to gain such positive outcomes, HR professionals effectively play five roles identifying opportunities, creating a sustainable vision, leveraging resources, restructuring the organization and controlling the changes. For instance, it includes sustainable operating programs (developing sustainable awareness, knowledge, and skills for employees; using

sustainable equipment and tools; creating a fun and meaningful working environment, etc.); or sustainable incentive policies (salary, bonus schemes); or other issues (preventing child labor; environmental protection; charity activities, etc.) or so on. The positive meaning underlying these activities would engage employee's active participation in sustainable and functional tasks.

6. Conclusion

In conclusion, the study's findings confirmed the positive and significant effects of the degree of adopting change leadership on organizational commitment and work engagement. To enhance these positive employee outcomes that ultimately support the attainment of organizations' sustainable goals, HR professionals are required to do five dimensions of change leadership role referring to identifying opportunities, creating a sustainable vision, leveraging resources, re-structuring organization and controlling changes. These results contribute great significance to the sustainable context in Vietnam because the high employee commitment to the organization will reduce the turnover rate and help the organization stabilize resources for sustainable development. Besides, when HR professionals deploy sustainable programs that are beneficial to organizations and employees, it would motivate the vast majority of employees to engage excitedly and enthusiastically because they may think these are useful jobs or tasks. Thereby, sustainable enterprises should be facilitated to promote the adoption of the HR change leadership role because the nature of implementing a change leadership role is to carry out a series of useful works that form a beneficial organization for various stakeholders.

7. Limitation

While the current study provides valuable insights into the theory and practice of change leadership roles, it has some specific limitations, which are next described. Firstly, other important employee outcomes that may affect the process of achieving organizational sustainability have not yet been explored in this study. For example, organizational citizenship behavior, job satisfaction, exhaustion or stress, as well as organizational conditions interfering with the relationships between HR change leadership role and employee outcomes, should be explored further. Secondly, the sampling method of non-probability is used in this study, so its accuracy and overall representation ability are likely to be not high. Thirdly, the data is collected from 24 sustainable enterprises, and the majority are operating in Ho Chi Minh City. Therefore, the future research should use the probability-sampling method and expand the research scope of all sustainable enterprises which are operating following the CSI in Vietnam regardless of whether they are honored or not.

References

- Alam, M. J., Ullah, M. S., Islam, M., & Chowdhury, T. A. (2024). Human resource management practices and employee engagement: The moderating effect of supervisory role. *Cogent Business & Management*, 11(1), Article 318802. <https://doi.org/10.1080/23311975.2024.2318802>
- Alqudah, I. H. A., Penela, A. C., & Ruzo-Sanmartín, E. (2022). High-performance human resource management practices and readiness for change: An integrative model including affective commitment, employees' performance, and the moderating role of hierarchy culture. *European Research on Management and Business Economics*, 28(1), Article 100177.
- Attridge, M. (2009). Measuring and managing employee work engagement: A review of the research and business literature. *Journal of Workplace Behavioral Health*, 24(4), 383-398. <https://doi.org/10.1080/15555240903188398>

- Bakker, A. B., & Demerouti, E. (2007). The job demands-resources model: State of the art. *Journal of Managerial Psychology*, 22(3), 309-328.
- Bakker, A. B., & Demerouti, E. (2014). Job demands-resources theory. In C. Cooper & P. Chen (Eds.), *Wellbeing: A complete reference guide* (pp. 37-64). Wiley-Blackwell.
- Bakker, A. B., & Xanthopoulou, D. (2013). Creativity and charisma among female leaders: The role of resources and work engagement. *The International Journal of Human Resource Management*, 24(14), 2760-2779. <https://doi.org/10.1080/09585192.2012.751438>
- Bakker, A. B., Demerouti, E., De Boer, & E. y Schaufeli, W. B. (2003). Job demands and job resources as predictors of absence duration and frequency. *Journal of Vocational Behavior*, 62(2), 341-356. [https://doi.org/10.1016/S0001-8791\(02\)00030-1](https://doi.org/10.1016/S0001-8791(02)00030-1)
- Baumeister, R. F., & Leary, M. R. (1995). The need to belong: Desire for interpersonal attachments as a fundamental human motivation. *Psychological Bulletin*, 117(3), 497-529. <https://doi.org/10.1037/0033-2909.117.3.497>
- Bizri, R., Wahbi, M., & Jardali, H. A. (2021). The impact of CSR best practices on job performance: The mediating roles of affective commitment and work engagement. *Journal of Organizational Effectiveness: People and Performance*, 8(1), 129-148.
- Blau, P. M. (1964). *Exchange and power in social life*. Wiley.
- Bollen, K. A. (1989). A new incremental fit index for general structural equation models. *Sociological Methods & Research*, 17(3), 303-316. <https://doi.org/10.1177/0049124189017003004>
- Cohen, E., Taylor, S., & Müller-Camen, M. (2012a). *HR's role in corporate social responsibility and sustainability*. SHRM Foundation Executive Briefing.
- Cohen, E., Taylor, S., & Müller-Camen, M. (2012b). *HRMs role in corporate social and environmental sustainability*. SHRM Foundations' Effective Practice Guidelines Series.
- Creswell, J. W. (2014). *Research design: Qualitative, quantitative and mixed methods approaches* (4th ed.). Sage.
- Cropanzano, R., Howes, J. C., Grandey, A. A., & Toth, P. (1997). The relationship of organizational politics and support to work behaviors, attitudes, and stress. *Journal of Organizational Behavior*, 18, 159-180.
- Dahlmann, F., & Grosvold, J. (2017). Environmental managers and institutional work: Reconciling tensions of competing institutional logics. *Business Ethics Quarterly*, 27(2), 263-291. <https://doi.org/10.1017/beq.2016.65>
- De Prins, P., Van Beirendonck, L., De Vos, A., & Segers, J. (2014). Sustainable HRM: Bridging theory and practice through the 'Respect Openness Continuity' (ROC) model. *Management Revue*, 25(4), 263-284. <https://doi.org/10.5771/0935-9915-2014-4-263>
- DeCharms, R. (1968). *Personal causation*. Academic Press.
- Deci, E. L., & Ryan, R. M. (1985). *Intrinsic motivation and self-determination in human behavior*. Plenum Press.
- Demerouti, E., Bakker, A. B., Nachreiner, F., & Schaufeli, W. B. (2001). The job demands resources model of burnout. *Journal of Applied Psychology*, 86(3), 499-512.
- Dorado, S. (2005). Institutional entrepreneurship, partaking and convening. *Organization Studies*, 26(3), 385-414.

- DuBois, C. L. Z., & Dubois, D. A. (2012). Strategic HRM as social design for environmental sustainability in organization. *Human Resource Management*, 51(6), 799-826. <https://doi.org/10.1002/hrm.21504>
- Eisenberger, R., Armeli, S., Rexwinkel, B., Lynch, P. D., & Rhoades, L. (2001). Reciprocation of perceived organizational support. *Journal of Applied Psychology*, 86(1), 42-51.
- Eisenberger, R., Huntington, R., Hutchison, S., & Sowa, D. (1986). Perceived organizational support. *Journal of Applied Psychology*, 71(3), 500-507. <https://doi.org/10.1037/0021-9010.71.3.500>
- Eisenberger, R., Stinglhamber, F., Vandenberghe, C., Sucharski, I. L., & Rhoades, L. (2002). Perceived supervisor support: Contributions to perceived organizational support and employee retention. *Journal of Applied Psychology*, 87(3), 565-573.
- Geisser, S. (1974). A predictive approach to the random effects model. *Biometrika*, 61(1), 101-107. <https://doi.org/10.1093/biomet/61.1.101>
- Gerbing, D. W., & Anderson, J. C. (1988). An updated paradigm for scale development incorporating unidimensionality and its assessment. *Journal of Marketing Research*, 25(2), 186-192. <https://doi.org/10.1177/002224378802500207>
- Guzzo, R. A., Noonan, K. A., & Elron, E. (1994). Expatriate managers and the psychological contract. *Journal of Applied Psychology*, 79(4), 617-626.
- Hair, J. F., Hult, G. T. M., Ringle, C., & Sarstedt, M. (2017). *A primer on Partial Least Squares Structural Equation Modeling (PLS-SEM)* (2nd ed.). Sage Publications.
- Hair, J. F., Risher, J. J., Sarstedt, M., & Ringle, C. M. (2018). When to use and how to report the results of PLS-SEM. *European Business Review*, 31(1), 2-24. <https://doi.org/10.1108/ebrev-11-2018-0203>
- Hair, J. F., Sarstedt, M., Hopkins, L., & Kuppelwieser, V. G. (2014). Partial Least Squares Structural Equation Modeling (PLS-SEM): An emerging tool in business research. *European Business Review*, 26(2), 106-121.
- Harter, J. K., Schmidt, F. L., & Hayes, T. L. (2002). Business-unit-level relationship between employee satisfaction, employee engagement and business outcomes: A meta-analysis. *Journal of Applied Psychology*, 87(2), 268-279.
- Henseler, J., Ringle, C. M., & Sarstedt, M. (2015). A new criterion for assessing discriminant validity in variance-based structural equation modeling. *Journal of the Academy of Marketing Science* 43(1), 115-135.
- Hewlett-Packard. (2019). *HP workforce sustainability survey. Global insights report.* <https://press.hp.com/content/dam/hpi/press/press-kits/2019/earth-day-2019/HP%20Workforce%20Sustainability%20Survey.pdf>
- Hoelter, J. W. (1983). The analysis of covariance structures. *Sociological Methods & Research*, 11(3), 325-344. <https://doi.org/10.1177/0049124183011003003>
- Kim, T., Kim, S., & Kang, H. (2020). Sustainable human resource management and perceived organizational support: Evidence from South Korea. *Sustainability*, 12(3), 1-18. <https://doi.org/10.3390/su12031022>
- Kinnie, N., Hutchinson, S., Purcell, J., Rayton, B., & Swart, J. (2005). Satisfaction with HR practices and commitment to the organization: Why one size does not fit all. *Human Resource Management Journal*, 15(4), 9-29.

- Kramar, R. (2014). Beyond strategic human resource management: Is sustainable human resource management the next approach? *The International Journal of Human Resource Management*, 25(8), 1069-1089. <https://doi.org/10.1080/09585192.2013.816863>
- Kurtessis, J. N., Eisenberger, R., Ford, M. T., Buffardi, L. C., Stewart, K. A., & Adis, C. S. (2017). Perceived organizational support: A meta-analytic evaluation of organizational support theory. *Journal of Management*, 43(6), 1854-1884. <https://doi.org/10.1177/0149206315575554>
- Lam, H., & Khare, A. (2010). HR's crucial role for successful CSR. *Journal of International Business Ethics*, 3(2), 3-15.
- Lamba, S., & Choudhary, N. (2013). Impact of HRM practices on organizational commitment of employees. *International Journal of Advancements in Research & Technology*, 2(4), 407-423.
- Lesener, T., Gusy, B., Jochmann, A., & Wolter, C. (2019). The drivers of work engagement: A meta-analytic review of longitudinal evidence. *Work & Stress*, 34(3), 259-278. <https://doi.org/10.1080/02678373.2019.1686440>
- Macey, W. H., & Schneider, B. (2008). The meaning of employee engagement. *Industrial and Organizational Psychology*, 1(1), 3-30. <https://doi.org/10.1111/j.1754-9434.2007.0002.x>
- Maxwell, J. A. (1996). *Qualitative research design: An interactive approach*. Sage.
- Meyer, J. P., Srinivas, E. S., Lal, J. B., & Topolnytsky, L. (2007). Employee commitment and support for an organizational change: Test of the three-component model in two cultures. *Journal of Occupational and Organizational Psychology*, 80(2), 185-211.
- Mohammed, A. A., Ferraris, A., & Troise, C. (2022). CSR practices and creativity during Covid-19 pandemic in the emerging market: Investigating the mediating effect of affective commitment. *Management Decision*, 60(10), 2669-2693. <https://doi.org/10.1108/MD-08-2021-1021>
- Mowday, R. T., Steers, R. M., & Porter, L. W. (1979). The measurement of organizational commitment. *Journal of Vocational Behavior*, 14(2), 224-247. [https://doi.org/10.1016/0001-8791\(79\)90072-1](https://doi.org/10.1016/0001-8791(79)90072-1)
- Najm, N. A., Yousif, A. S. H., Al-Ensour, J. A., & Alnidawy, A. A. B. (2023). The impact of sustainability principles on organizational commitments and the mediating effect of digital transformation process. In S. G. Yaseen (Ed.), *Cutting-edge business technologies in the big data era* (Vol. 136). Springer. https://doi.org/10.1007/978-3-031-42455-7_25
- Noor J., Tunnufus, Z., Handrian, V. Y., & Yumhi Y. (2023). Green human resources management practices, leadership style and employee engagement: Green banking context. *Heliyon*, 9(2023), Article e22473. <https://doi.org/10.1016/j.heliyon.2023.e22473>
- Nunnally, J. C., & Bernstein, I. H. (1994). *Psychometric theory* (3rd ed.). McGraw-Hill.
- Podsakoff, P. M., MacKenzie, S. B., Lee, J.-Y., & Podsakoff, N. P. (2003). Common method biases in behavioral research: A critical review of the literature and recommended remedies. *Journal of Applied Psychology*, 88(5), 879-903. <https://doi.org/10.1037/0021-9010.88.5.879>
- Ren, S., & Jackson, S. (2019). HRM institutional entrepreneurship for sustainable business organizations. *Human Resource Management Review*, 29(3), Article 100683.
- Salanova, M., Agut, S., & Peiró, J. M. (2005). Linking organizational resources and work engagement to employee performance and customer loyalty: The mediation of service climate. *Journal of Applied Psychology*, 90(6), 1217-1227.

- Schaufeli, W. B., & Bakker, A. B. (2003). *Test manual for the Utrecht work engagement scale*. <http://www.schaufeli.com>
- Sekaran, U., & Bougie, R. (2016). *Research methods for business: A skill building approach*. John Wiley & Sons.
- Shoaib, M., Abbas, Z., Yousaf, M., Zamecnik, R., Ahmed, J., Saquid, S., & Wright, L. T. (2021). The role fo GHRM practices towards organizational commitment: A mediation analysis of green human capital. *Cogent Business & Management*, 8(1), Article 1870798. <https://doi.org/10.1080/23311975.2020.1870798>
- Stahl, G., Brewster, C., Collings, D., & Hajro, A. (2020). Enhancing the role of human resource management in corporate sustainability and social responsibility: A multi-stakeholder, multidimensional approach to HRM. *Human Resource Management Review*, 30(3), Article 100708. <https://doi.org/10.1016/j.hrmr.2019.100708>
- Steyrer, J., Schiffinger, M., & Lang, R. (2008). Organizational commitment - A missing link between leadership behavior and organizational performance? *Scandinavian Journal of Management*, 24(4), 364-374. <https://doi.org/10.1016/j.scaman.2008.04.002>
- Subba, D., & Rao, M. K. (2016). Measuring the differential effects of corporate social responsibility on compassion at workplace: Social exchange theory. *International Journal of Management Concepts and Philosophy*, 9(3), 171-184.
- Taris, T. W., & Feij, J. A. (2004). Learning and strain among newcomers: A three-wave study on the effects of job demands and job control. *The Journal of Psychology*, 138(6), 543-563. <https://doi.org/10.3200/JRLP.138.6.543-563>
- Urbini, F., Chirumbolo, A., Giorgi, G., Caracuzzo, E., & Callea, A (2021). HRM practices and work engagement relationship: Differences concerning individual adaptability. *Sustainability*, 13(19), Article 10666. <https://doi.org/10.3390/su131910666>
- Wayne, S. J., Shore, L. M., & Liden, R. C. (1997). Perceived organizational support and leader-member exchange: A social exchange perspective. *Academy of Management Journal*, 40(1), 82-111.
- White, R. W. (1959). Motivation reconsidered: The concept of competence. *Psychological Review*, 66(5), 297-333. <https://doi.org/10.1037/h0040934>
- Wright, P. M., Gardner, T. M., & Moynihan, L. M. (2003). The impact of HR practices on the performance of business units. *Human Resource Management Journal*, 13(3), 21-36.

