



TECHNIUM
SOCIAL SCIENCES JOURNAL

Vol. 82/2026
A New Decade for Social Changes



PLUS
COMMUNICATION P



International
Communication & PR

Commitment of High-quality Human resources in State-owned enterprises: An integrative review of mechanisms and determinants

Do Thi Y Nhi¹, Nguyen Van Chien², Nguyen Thi Quynh Nga³

¹Doctoral student at Vietnam Maritime University; Lecturer, Thu Dau Mot University,
²Lecturer, Thu Dau Mot University, ³Lecturer, Vietnam Maritime University

nhidty@tdmu.edu.vn

Abstract. In the context of deepening global economic integration and intensifying talent competition, the retention of high-quality employees has become a strategic challenge for state-owned enterprises (SOEs) worldwide. Operating as hybrid organizations that combine public governance mandates with market-oriented performance logics, SOEs constitute a complex institutional setting in which similar human resource management (HRM) practices often generate divergent forms of organizational commitment. Drawing on an interdisciplinary perspective at the intersection of HRM, organizational psychology, institutional governance, and sustainability-oriented management, this article conducts an integrative review of 73 peer-reviewed studies published between 2000 and 2025, following PRISMA 2020 guidelines. Through thematic synthesis and theory mapping, the review identifies core theoretical tensions among motivation-based perspectives, social exchange under constrained reciprocity, psychological empowerment, and the three-component model of organizational commitment. The findings demonstrate that HRM practices do not exert uniform effects on affective, continuance, and normative commitment, particularly in contexts characterized by high institutional stability and limited managerial discretion. Building on these insights, the article proposes an integrative conceptual framework that positions psychological empowerment as a context-conditioned micro-level mechanism linking HRM practices to differentiated commitment outcomes in hybrid SOEs. By recontextualizing social exchange and commitment theories within public and hybrid organizational settings, this study advances multidisciplinary scholarship and offers a foundation for developing sustainable HRM strategies aimed at retaining high-quality human resources in SOEs.

Keywords. High-quality employees; State-owned enterprises; Organizational commitment; Psychological empowerment; Hybrid organizations; Sustainable HRM

1. Introduction

In the wake of advancing global economic integration and increasing cross-border competition for talent, attracting, developing and retaining high-quality skills have emerged as a core concern not only for private firms but also for public-sector institutions and SOEs (OECD, 2022; World Bank, 2021). High-quality human resources constitute a critical source of organizational knowledge, innovation capacity, and adaptive capability, thereby serving as a

fundamental foundation for the long-term development and sustained competitiveness of organizations (Becker, 1993; Lepak & Snell, 1999; Teece, 2018). As a result, employee retention is no longer considered only in terms of an operational HRM problem that can be addressed through wage systems and the application of appropriate change management models, but as a multi-disciplinary phenomenon located at the intersection between HRM, organizational psychology and institutional governance / sustainability-oriented management.

This inter-disciplinarity is particularly salient in the context of SOEs, which are widely conceptualized as hybrid organizations that simultaneously embody public-sector logics such as stability, legality, and social accountability and market-oriented logics emphasizing efficiency, competition, and performance accountability (Thornton et al., 2012; Bruton et al., 2024; Güngördü-Arioğlu & Tunçalp, 2025). Such institutional hybridity fundamentally reshapes the nature of employment relationships within SOEs. On the one hand, high-quality employees in SOEs typically possess strong general and professional competencies and enjoy relatively high mobility in external labor markets. On the other hand, they remain embedded in dense institutional arrangements, normative expectations, and a persistent public service ethos. Consequently, employee commitment in SOEs cannot be adequately understood as a simple attitudinal response to organizational inducements. Rather, it should be conceptualized as an organizationally embedded psychological process that is jointly shaped by internal management practices and the broader institutional context in which these practices are enacted (Yang et al., 2016).

Previous studies within public and quasicubic organizations offer inconsistent evidence on how professional employees' commitment to the organization is created and maintained. Some research emphasis work experience, career security, and public service motivation as antecedents of continuance and normative commitment (Perry & Wise, 1990; Borst et al., 2019). Other authors suggest that bureaucratic control, restricted managerial autonomy and inflexible systems of rewards inhibit an individual's intrinsic motivation, autonomy (felt), meaningful work and thus affective commitment as well as strengthening turnover intentions (Ritz et al., 2016; Saleem, 2020). This non-convergence is indicative of a more fundamental theoretical challenge that most of the dominant models of organizational commitment (OC) are based upon linear, exchange-based assumptions.

Based largely on Social Exchange Theory (SET), prior research generally posits that HRM practices directly and uniformly influence commitment via the lens of employees perceived support or satisfaction (Blau, 1964; Cropanzano et al., 2017). However, this logic is inadequate for hybrid institutional actors like SOEs, in which exchange relationships are asymmetrical and heavily regulated with the context of a larger corporate governance. As a result, the dominant theories fare poorly in explaining why similar HRM practices might elicit diverse types of commitment—whether they are affective, continuance, or normative or as to why identical HRM systems can produce widely varying employee responses at an intra-organizational level.

A promising micro-level mechanism to overcome this shortcoming is psychological empowerment. Psychological empowerment, as a motivational state with four dimensions meaning, competence, autonomy and impact, reflects the way employees make sense of their work environment (Spreitzer, 1995; Seibert et al, 2011). However, empowerment is not expected to work similarly in all institutional circumstances. The salubrious psychological empowerment effects are context and situation specific, where the same level of such positive psychology may trigger very distinct commitment reactions with respect to institutional

stability, reform intensity and administrative control. Notwithstanding the theoretical importance of this conditional logic, it is largely untested in empirical studies.

This void can be addressed in a particularly meaningful way by focusing on Vietnamese SOEs. Continued public sector reforms directed at reshaping and enhancing SOEs – particularly in the core economic center of Ho Chi Minh City – have increased managerial space but also deepened accountability (OECD, 2022; World Bank, 2023). But many SOEs still have an HRM system dominated by administrative practices with little career mobility and limited training/development opportunities. This institutional shortage has become the driving force of talent in SOEs, which poses massive risks to modern governance structure and quality service.

Building on this premise, the present study reconceptualizes OC among high-quality employees in state-owned enterprises through a contextualized and process-oriented perspective. We posit that the effect of HRM practices on organizational commitment is channeled by psychological empowerment and moderated by institutional stability. The study thus seeks to answer these research questions: (1) How do HRM practices affect high-quality employees' psychological empowerment in SOEs? (2) What is the relationship between work engagement and effectiveness, continuance, and normative commitment? (3) How are these relationships conditioned by institutional stability?

Through combining insights from HRM, organizational psychology and institutional governance (Battilana et al., 2009), this study thus provides an enriched comprehension of the phenomenon of OC in such hybrid institutional context, as well as evidence-based implications for how to design sustainable HRM systems that can retain high-quality employees in SOEs.

2. Literature review

2.1 Organizational commitment in State-owned enterprises

Organizational commitment (OC) has been described as a psychological nexus that connects staff to their work place, and affects their intentions to stay, contribute and endorse organizational goals (Mowday et al., 1979; Meyer & Allen, 1991). Among them, the trio model has a profound impact among the definitions of affects and commitments proclaimed by Meyer and Allen (1991) including affective commitment (AC), continuance commitment (CC), normative commitment (NC). AC refers to the organization that considers employees belonging to emotional relations and identification; CC is the individual's perceived cost of leaving; NC is employee moral obligation attitudes. These three components have been repeatedly shown to vary in their antecedents and outcomes. AC has a high connection with positive performances such as performance, commitment and discretionary behaviors, while the CC and NC are more connected to retention and compliance than to proactivity (Meyer et al., 2002; Solinger et al., 2008; Burrows et al., 2022).

Within public sectors and SOEs, the model of commitment is different compared to private firms. Job security, long-term rewards and public service ethos are among the positive factors boosting CC and NC, whereas rigid bureaucracy and low empowerment may hinder AC (Borst et al., 2019; Vandenabeele et al., 2022). For these prime employees, those with high labor mobility and strong outlooks on independence and progress, this discrepancy is especially noticeable. This may mean that they are still in SOEs not because they want to, or because they even feel compelled to, but perhaps because they belong there. This pattern highlights the need to focus, as it were, on not only in how far employees are committed, but on which commitment and by means of what processes are established.

2.2 Human resource management practices and organizational commitment

Human resource management (HRM) practices constitute a primary mechanism through which organizations shape employees' attitudes and behaviors. Drawing on Social Exchange Theory, prior research suggests that when employees perceive HRM practices as supportive and favorable, they are more likely to reciprocate with positive work attitudes, including stronger organizational commitment (Blau, 1964; Eisenberger et al., 2020). However, HRM practices are not enacted in an institutional vacuum. In public-sector and SOE contexts, HRM is embedded within systems of governmental accountability and bureaucratic regulation, which condition how such practices are designed, implemented, and experienced. As a result, employees' perceptions of HRM practices depend not only on their content but also on the organizational and broader social structures in which they are situated. In SOEs, HRM practices are often subject to administrative constraints and formalized procedures, which may alter their meaning and limit their capacity to elicit uniformly positive attitudinal responses.

This study concentrates on four central HRM practices extensively addressed in prior research, namely training and learning (TL), financial rewards (FR), human resource development (HRD), which includes career management and promotion, and the work environment (WE).

Training and learning are indicators of organizational investment in employees' competency and future employability, leading to heightened levels of positive reciprocity and high levels of commitment (Noe et al., 2023). Monetary benefits Indeed, incentives may serve as tangible recognition of one's contribution in the community and thus strengthen CC, and to some extent NC by raising the cost associated with abandoning. HRD practices signal long-term relational intent and increase perceptions of career sustainability, especially for high-quality employees. A supportive work climate (defined by such elements as justice, participation and resources) leads to favorable affective attachment.

However, empirical results suggest that HRM does not equally enhance all types of commitment. In public/shared-equity settings the same behavior might primarily support CC or NC but does not automatically improve AC. This may imply that the HRM practices are not enough to explain commitment, and employee subjective psychological experience should be paid attention to.

H1: HRM practices (training and learning, financial rewards, HRD, and work environment) will be positively related to psychological empowerment.

2.3 Psychological empowerment mediating mechanism psychological empowerment as a mediator

Psychological empowerment (PE) is defined as a motivational state characterized by feelings of meaning, competence, self-determination and influence at work (Spreitzer, 1995). Unlike structural empowerment that designates formal transfers of power, PE reflects employees' perception of being empowered.

A developing strand of research assigns PE a central role in explaining how HRM practices affect employee attitudes and behaviors (Seibert et al., 2011; Andersen et al., 2020). HRM practices affect employees' everyday experiences; when these are imbued with meaning, a sense of competence and autonomy, they are most likely to generate internalized motivation and an identification with the organization.

In relation to SOEs, PE is of relevance as formal processes of empowerment might be complemented by significant hierarchical control. In these circumstances, HRM practices will result in affective commitment instead of reinforcing the calculative or normative bond only if employees feel psychological empowerment.

Thus, it is anticipated that PE will moderate the relationship between HRM practices and each dimension of OC.

Hypothesis 2a (H2a): PE is positively related to affective commitment.

Hypothesis 2b (H2b): PE is negatively/weakly associated with continuance commitment.

Hypothesis 2c (H2c): PE is positively associated with normative commitment.

H3: PE mediates the relationship between HRM practices and AC, CC, and NC.

2.4 Institutional stability as a contextual moderator

Perceptions of institutional stability: The perceived predictability, coherence, and consistency in the rules, policies, and governance structures of an organization and its wider environment. According to institutional theory, employees' meaning making is influenced by these contextual circumstances (Scott, 2014).

Employment security and strong normative expectations are salient characteristics of highly stable institutional contexts, and these conditions are more likely to reinforce the link between PE and CC and NC rather than AC. In contrast, in environments characterized by lower institutional stability and stronger reform pressures, PE is more likely to function as a driver of autonomous motivation, thereby exhibiting a stronger association with AC. Accordingly, institutional stability is expected to condition not only the strength but also the direction of the relationships between PE and the different components of organizational commitment (Karokola et al., 2012).

Hypothesis 4a (H4a): Institutional stability moderates the effect of psychological empowerment on affective commitment such that it is stronger under condition of low institutional stability.

Hypothesis 4b (H4b): Institutional stability moderates the relationship between psychological empowerment and continuance commitment whereby the relationship is stronger when institutional stability is high.

Hypothesis 4c (H4c): Institutional stability moderates the relationship between psychological empowerment and normative commitment such that higher institutional stability strengthens the link.

3. Methodology

3.1 Review design

This study utilizes an integrative review methodology to provide a systematic synthesis, comparison and critical assessment of both theoretical and empirical studies into the mechanisms that engender HC organizational commitment among HQHRs in the PS and SOEs. For these research aims, an integrative review is especially appropriate since it permits the inclusion and juxtaposition of quantitative, qualitative, and mixed-methods studies to theory generation or resolution of conflicting evidence (Snyder, 2019; Torraco, 2005), as well as increased contextual generalizability in complicated organizational contexts (Whittemore & Knafl, 2005).

Review process We conducted the review following the PRISMA 2020 guideline to guarantee transparency, replicability and methodological consistence with respect to study identification (Page et al., 2021). Nevertheless, in line with conceptual and methodological developments (Szukits & Móricz, 2024) in HRM research this framework has been modified to focus the analysis on psychological and organizational mediating factors as well as institutional arrangements that reflect SOEs as hybrid organizations—dimensions often under-represented within traditional HRM reviews (Knies et al., 2022).

3.2 Data sources and search strategy

A systematic review of literature was performed on key academic databases that have a wide coverage in management, economics and social sciences such as: Scopus, Web of Science, ScienceDirect, Emerald Insight and Springer Link and Google Scholar. The search strategy was created to pick up both mechanism-oriented constructs and organizational context so that studies relevant to HQHR commitment in public-sector and SOE contexts could be fully identified. Key words: employee retention, high-quality workforce, organizational commitment, psychological empowerment, perceived justice, meaningful work, transformational leadership and sustainable HRM. Context-specific keywords like public sector, state-owned enterprises, hybrid organizations, emerging economies and Vietnam SOEs were combined with these search terms. We chose the period between 2000 and 2025 to cover both seminal theoretical contributions as well as very recent data on institutional reforms and heightened global talent competition.

3.3 Inclusion and exclusion criteria

Search was conducted and study selection followed four stages of screening according to PRISMA recommendations. First, a total of 2,874 records were retrieved from database searching (Scopus $n = 1245$; Web of Science $n = 987$; ProQuest $n = 642$). Of these, 2,120 records were unique after removing duplicates.

Second, titles and abstracts of all 2,120 records were screened. At this point, 1,740 articles were eliminated for being neither about SOEs or the public sector nor on HRM practices, psychological empowerment or OC specifically; being exclusively conceptual or editorial.

Third, eligibility was assessed on 380 full-text articles. Of these, 312 articles were eliminated for the following reasons: (1) non-empirical data ($n = 96$), (2) study of variables not anchored in the conceptual framework of this study ($n = 134$), or publication in non-English outlets/population-group and lack of methodological rigor exhibited by the article was easily detected during abstract review ($n = 82$).

A total of 68 studies met all eligibility criteria and were included in the qualitative synthesis. Of these, 32 met minimum criteria for sufficient theoretical and/or empirical consistency to be included in consecutive quantitative synthesis and theoretical integration (see below).

3.4 Quality appraisal and evidence weighting

Instead of discarding studies on methodological grounds alone, this review follows an evidence-weighted methodology that is in accordance with integrative review methods (Torraco, 2005; Snyder, 2019). Each study was assessed using a multidimensional quality appraisal framework including: (1) Theoretical grounding and concept clarity; (2) Research design and context relevance; (3) Methodological quality (sample size, reliability and validity of measurement, analysis approach); (4) Explicit discussion of psychological or organizational mechanisms; and (5) theoretical contribution to SOE or hybrid organizational settings (Podsakoff et al., 2012; Roboji et al., 2023).

With certain minor modifications, studies were scored on a 20-point scale and categorized into three levels of evidence, including high (scores ≥ 15), medium (10–14) or low (< 10). High-weight studies were given preference in theory development and conceptual integration with medium- and low-weight studies being utilized for contextual comparison and empirical generalization. This method thus contributes to analytical inclusiveness and maintains theoretical vigor.

3.5 Analytical strategy

The analysis strategy integrates thematic synthesis and theory mapping. First, the included studies were systematically organized and integrated around key thematic fields: (i) HRM practices; (ii) psychological and organizational mediators (e.g., psychological empowerment, perceived justice, meaningful work); and (iii) multidimensional OC outcomes thus far have considered the effects of HRM on effective, continuance, and normative commitment.

Second, the themes were linked to central theoretical perspectives: human capital theory, social exchange theory, multidimensional organizational commitment theory and hybrid organizations. This map facilitated identification of locations of theoretical overlap, friction and absence across institutional settings (Meyer & Allen, 1997; Cropanzano et al., 2017; Knies et al., 2022; Bruton et al., 2015).

By adopting such a comprehensive analytical avenue, this review does not only converge existing empirical findings but also reorganizes contemporary theoretical discourses, which paves the way for an integrated and conceptual framework that explains why similar HRM practices could result in different commitment profiles among HQHRs of SOEs working within institutional contention and multilogue governance context.

Table 1. Summary of key empirical studies on HRM, psychological empowerment, and organizational commitment

Authors (Year)	Context / Country	Sample & Method	Key Constructs	Main Findings	Relevance to Current Study
Albrecht et al. (2018)	Multi-industry, Australia	780 employees, SEM	HRM practices, empowerment, engagement, commitment	HRM → empowerment → engagement → commitment	Supports empowerment as psychological mechanism linking HRM to commitment
Karatepe & Olugbade (2019)	Hospitality, Turkey	426 employees, SEM	High-performance HRM, empowerment, affective commitment	Empowerment partially mediates HRM–commitment	Empirical basis for mediation logic
Nasurdin et al. (2019)	Service sector, Malaysia	317 employees, SEM	HRM, job satisfaction, OC	Satisfaction mediates HRM–OC	Reinforces indirect pathway
Rodrigues et al. (2019)	Knowledge workers, Portugal	364 employees, SEM	Career orientation, satisfaction, OC	Career orientation weakens satisfaction–OC link	Supports moderating role of career orientation
Kim & Beehr (2020)	Public sector, USA	512 employees, SEM	Empowerment, meaningful work, OC	Empowerment increases affective commitment via meaning	Aligns with empowerment–psychological pathway
Saleem (2020)	Public organizations, Pakistan	284 employees, SEM	Bureaucracy, autonomy, OC	Rigid systems reduce affective commitment	Explains institutional constraints

De Vos et al. (2021)	Multiple countries	Survey, SEM	Career orientation, employability, turnover intention	High career orientation increases mobility even with satisfaction	Supports strategic mobility logic
Agarwal & Gupta (2021)	IT & services, India	401 employees, SEM	HRM, empowerment, turnover intention	Empowerment reduces turnover intention	Reinforces negative link empowerment → quitting
Nguyen & Uong (2022)	Public sector, Vietnam	356 employees, SEM	HRM, job satisfaction, OC	HRM improves OC via satisfaction	Vietnam-specific support
Kamei et al. (2023)	Manufacturing, Japan	612 employees, SEM	HRM, learning, empowerment, OC	Learning-oriented HRM strengthens empowerment and OC	Shows HRM content matters
Mehrajunnisa (2024)	Public healthcare, India	289 employees, SEM	HRM rigidity, empowerment, OC	HRM rigidity weakens empowerment-OC	Supports institutional moderation idea
Elshaer (2025)	Public tourism orgs., Egypt	433 employees, SEM	Empowerment, satisfaction, OC	Empowerment → satisfaction → OC	Confirms sequential mediation

4. Theoretical foundations

Drawing theoretically from motivation-based, SET, Psychological Empowerment theory and the three-component model of organizational commitment as well as elements of institutional theory, this study examines how HRM practices influence different types of organizational commitment among HQHRs in SOEs. Instead of casting these as competing views, the study subscribes to a complementary perspective that acknowledges commitment formation in hybrid organizations as inherently multi-level, entailing a combination of organizational practices, individual psychological processes and institutional conditions.

Motivational approaches such as Self-Determination Theory propose that sustainable organizational commitment reflects the degree to which work environments fulfill individual's basic needs for autonomy, competence, and relevance. For HQHRs, who normally have strong professional self-identities and clear career intentions involved in affective commitment, it particularly relies on the freedom of choice and individual development. Yet these explanations rest on untested assumptions of managerial discretion and bureaucratic control in organizational environments. For SOEs, in which bureaucratic rules and hierarchical structures are much more prevalent, conversion from internal motivation to affective attachment may be limited, thus suggesting that how motivation plays out can also hinge on context and institutional setting.

SET offers a counter perspective, viewing commitment as a reciprocative response from employees to what has been invested in them by the organization. HRM practices - training, career development, rewards and supportive working environments are viewed as signals of organizational support and long-term intentions that 'can call forth reciprocity in the form of employees' commitment to the employer and consideration for continued organization membership (Gouldner 1960). This exchange logic is particularly useful to account for continuance and normative commitment in public and quasi-public contexts, which have greater concerns with job security and moral obligations. However, SET-influenced models often

emphasize calculative reciprocity at the expense of other types of exchange and provide a weak account as to why similar HRM practices might elicit qualitatively different forms of commitment among employees.

Psychological Empowerment theory provides a micro-foundation to overcome such limitations. Psychological empowerment reflects employees' perceptions of their experiences feeling meaningful, competence, autonomy and impact, further providing explanation of how HRM practices are understood and accepted by employees. From this point of view HRM practices affect commitment mostly by influencing the internal motivational state of employees than through direct impacts. Especially in SOEs, where there are formal practices of empowerment but also strong hierarchical control, psychological empowerment is important for differentiating between affective attachment and commitment due mainly to obligation or necessity.

The three-component model of commitment defines a multidimensional outcome construct involving effective, continuance, and normative commitment. This difference is specifically more important in SOEs, as employees might be there because they must or should be there even when affective attachment is low. However, because the model effectively groups commitment outcomes, it is not very helpful in explaining the process by which organizational practices differentially affect each component. With this limitation of being an integrative model and its representation as an indicator for both transactional and transformational effects on commitment, we will need to look to models that incorporate a motivational or empowerment perspective as well.

These individual-level processes are placed within a larger governance and regulatory environment by institutional theory. SOEs function under dual institutional logics that are comprised of market-oriented performance pressures and public imperatives of stability, legality, and social responsibility. How employees understand and interpret HRM practices and power relations depends on their assumed stability in the organizational arrangements. In stable settings, empowerment disposition more easily evolves into normative or continuance commitment while under conditions with low stability and high reform pressure, empowerment is likely to contribute to emotional commitment via increased intrinsic motivation.

Building on these insights, this research conceptualizes psychological empowerment as a central mediator through which HRM practices influence organizational commitment in its three dimensions, with institutional stability as an overall goalkeeper factor, defining the intensity and the path of such effects. This integrative approach complexifies the understanding of OC in SOEs as a conditional process, revealing how various organizational, psychological and institutional mechanisms interact to shape HQHRs' commitment in hybrid governance settings rather than advocating for linear exchange models.

5. Results of integrative synthesis

Despite extensive use of core theories concerning work motivation, social exchange, psychological empowerment and organizational commitment in public-sector and SOE studies, empirical evidence accumulated in recent years continues to identify conflicting results, at times even paradoxical explanations for the OC of HQHRs. These ambiguities are especially noticeable in hybrid organizational settings with strong institutional logics, where a set of governance logics emerges and competes. This renders this critical consolidation of fundamental theoretical tensions and unresolved questions a plea for an institutionally sensitized integrative social theory.

5.1 Intrinsic motivation versus institutional stability

One of our key theoretical conflicts revolves around the tension between intrinsic motivation-based prescriptions and “logic of stability” in the public sector, as well concerning SOEs. Theories of motivation, particularly SDT, argue that the most enduring type of AC is developed when work fulfills these basic psychological needs for autonomy, competence and relatedness (Ryan 2017; Deci & Ryan 2000; Howard et al., 2021). From this viewpoint, HQHRs should retain AC if real opportunities for learning, career and role development are offered by organizations.

In contrast, empirical studies in SOE environments consistently demonstrate that job permanence and long-term benefits, PSOs, and high exit costs are major determinants of employees continued membership through CC and NC (Borst et al., 2019; Vandenabeele et al., 2022; Adiazmil et al., 2024). This pattern results in a theoretical paradox: organizations may have high workforce stability while the type of commitment most important for innovation and strategic contributions among HQHRs (affective commitment) is low or unstable.

This tension indicates that motivation-based theories alone cannot explain in the same institutional setting, why some HQHRs maintain high levels of AC while others primarily have CC/NC or exit. The gap suggests the role of conditioning institutional context and intermediate means that have not been well systematized in prior theoretical models.

5.2 Social exchange under constrained reciprocity

SET proposes that the exchange relationship on which employment is premised works to be flexible and proportionate such that organizational investments in and care of employees are repaid with constructive employee attitudes and behavior (Blau, 1964; Cropanzano & Mitchell, 2005; Bauer & Erdogan, 2016). This underlying assumption is challenging in the context of SOEs.

Recent studies on the public sector have shown that the capacity of organizations to respond is often channeled through administrative regulations, hierarchical levels of authority and policy priorities leading to limited or delayed reciprocation. Workers may receive indicators of support for organizational or policy level commitment excluding they also lack confidence that the organization would be able to enact these commitments in practice.

For HQHRs, this low level of reciprocity undermines the conversion of POS into affective commitment but is enough for other more calculative or norm-based types of commitment. This helps clarify why SET more often applies to CC and NC than to AC within SOEs and bureaucratic public organizations (Vandenabeele & Jager, 2020).

5.3 Psychological empowerment

PE is typically perceived as an important mediator in the relationship between HRM practices and motivation, and between HRM practices and organizational commitment (Spreitzer, 1995; Seibert et al., 2011), Spreitzer et al. Nevertheless, a careful literature review on SOEs to date shows that while PE is seen as playing a constructive role in the system of governance of SOE equity investment, it has also become an area of theoretical and practical tension.

Top management in several of these SOEs speaks the language of innovation, individual accountability and initiative as well as proactive decision-making; however institutional practices are still characterized by rigid control systems, strong hierarchies, and limitation to bottom freedom. This contradiction may lead to symbolic or formal empowerment where employees are given more duties without accompanying autonomy or influence (Mueller et al., 2023; Zhang & Zhao, 2024).

As a result, PE is likely to have both positive effects via perceived competence and work meaning as well as negative effects through the accentuation of institutional contradictions leading to frustration, role strain and reduced affective commitment. This pattern can also help explain Paradoxical findings where, against the contrary expectations for empowerment as an unambiguously positive process, PE has stronger impact on continuance commitment with increased perceived sunk costs and investment than affective commitment.

5.4 Differentiated commitment outcomes

Another limitation in previous research is the hidden assumption that HRM practices have equally consistent effects on organizational commitment. The current synthesis demonstrates that this is simply not the case in SOE settings.

Similarly, practices such as transformational leadership, financial rewards, or human capital training might lead to other types of commitment depending on how employees interpret managerial signals in a specific institutional environment (Meyer et al., 2018; Bruton et al., 2021). Further, in more stable but restrictive environments, HRM practices serve to strengthen CC and NC more so than AC. Affective commitment, on the other hand, will be more likely to appear when managerial signals happen in the context of an adequate degree of institutional stability, consistency and real empowerment.

These results highlight the importance of treating organizational commitment as a multidimensional and context-contingent outcome rather than a single dependent variable. The moderating impact of institutional context, especially the level of stability, consistency and credibility of governance rules seems to be crucial, however it sometimes has not been fully incorporated in existing theoretical frameworks.

Table 2. Summary of Theoretical Perspectives and Key Limitations

Theory	Core Contribution	Key Limitations
Intrinsic motivation	Strongly explains affective commitment	Weakened by institutional constraints
SET & POS	Effective for continuance and normative commitment	Incomplete reciprocity in SOEs
Psychological empowerment	Key mediating mechanism	May generate paradox under symbolic empowerment
Three-component commitment	Differentiates motives for staying	Lacks mechanisms explaining divergent origins

Overall, Table 2 indicates that the central challenge lies not in the absence of theory, but in the fragmented application of existing theories without adequate institutional conditioning. This observation provides the direct rationale for proposing a new integrative framework in which psychological empowerment functions as the core micro-level mechanism, while institutional stability serves as a critical moderating condition.

6. Toward an integrative framework

Based on the systematic synthesis and critical appraisal of these key theoretical streams and the sum of what has been learned from backward integration of empirical evidence in this field reported in the present article, this section develops an integrative conceptual framework to elucidate why similar HRM practices may elicit divergent commitment outcomes among HQHRs in SOEs. The latter procedural model oversteps standard linearity by holding microlevel psychological mechanisms and macrolevel institutional settings in one analytic rationale. This, in turn, better reflects complexity of governing contexts of public organizations and SOEs in transitional economies (Mueller et al., 2023).

6.1 HRM practices as distal antecedents

Following the SHRM viewpoint, HRM measures such as transformational leadership, compensation approach human resource development, and workplace design are assumed to reflect organizational- and policy-level factors which communicate organization's values, norms and long-term dedication to its personnel (Ehnert et al., 2016; Aust et al., 2020). Yet, the review demonstrates a lack of direct and consistent impact on organizational commitment from said practices, especially in SOEs where HRM is highly influenced by institutional constraints, administrative rules and employment stability logics (Kuvaas et al., 2017; Boselie et al., 2021). In contrast, integrative framework theory suggests that instead of a linear relationship between HRM and commitment, HRM represents distal antecedents where their effects work through micro level psychological processes to produce heterogeneous attitudinal outcomes across HQHRs.

6.2 Psychological empowerment as a central mediating mechanism

PE is conceptualized as a central micro-level mediating mechanism of the integrative framework in which HRM practices and HQHR commitment are linked. It refers to the psychological conditions of work, competence, autonomy, and impact in which individuals experience their work lives. In lifetime psychological work, behavioral research has examined PE in terms of individual differences affecting HRM outcomes or as mediator in HRM logic. HRM logic determines that organizational citizenship may influence organizational goal achievement only if the individual values the ICC, finds it meaningful, and Meder's in HRM. Focusing on PE because of HRM practice may explain a phenomenon that occurs frequently in SOEs: while HRM reforms are effectively initiated, affective commitment among HQHRs does not rise accordingly because PE is only partly activated or is largely symbolic rather than substantive. Posted logic of the HRM: Psychological work lifetime framework.

6.3 Differentiated pathways from psychological empowerment to commitment components

A second major overflow integration framework is the explicit differentiation of the pathways from the PE to organizational commitment's three components. This framework, developed by Meyer and Allen, argues that affective commitment arises when the individual sees the ICC as congruent with personal values.

PE → AC. When PE is experienced consistently and substantively, it fosters intrinsic motivation, value congruence, and voluntary attachment to the organization outcomes that are particularly critical for HQHRs, who typically possess abundant external career alternatives (Trépanier et al., 2022).

PE → CC. Under conditions of constrained autonomy, PE may heighten employees' awareness of accumulated investments such as firm-specific skills, professional reputation, and relational capital, thereby reinforcing CC through opportunity-cost logic, even when AC remains moderate or low (Oh, 2019).

PE → NC. PE may also strengthen feelings of moral obligation and responsibility, especially in SOEs where public service values, organizational norms, and societal expectations continue to exert strong influence (Vandenabeele et al., 2022; Ritz et al., 2016)

By acknowledging these diverging pathways, the model extends more simplistic models that consider the organizational commitment to be a unidimensional outcome and offers an explanation for past empirical research has been mixed in its support.

6.4 Contextual moderator: institutional stability

The integrative framework also extends to the work the moderating effect of institutional stability, including rule consistency, policy predictability and the coherence

between reform language and managerial practice. Institutional stability may have the following effects on the relationship between PE and AC: (1) institutional stability enhances the positive influence of PE over AC, given that empowerment signals are underpinned by a coherent and trustworthy governance environment; or, posting stronger linkages between PE and both CC and NC in formalized but inflexible environments where job security and organizational duties eclipse intrinsic motivation (Scott, 2014; Zhou et al., 2024).

This conditional analysis provides insights for understanding a classic paradox of SOEs: organizations are capable of keep employees in the long run, but are suffering from motivations, innovativeness and organizational affective commitment decrease with HQHRs.

6.5 Theoretical contributions of the integrative model

Three theoretical contributions of the developed integrative conceptual framework are provided.

It refocuses analysis away from HRM practices per se and towards the processes through which commitment is generated, emphasizing the crucial mediating role of psychological empowerment.

It dissociates systematically the dimensions of organizational commitment into distinct products of the Governance process and does not blend them as dependent variables.

It explicitly includes in situation of institution as conditioning factor to connect micro-level theories on motivation and empowerment to public sector governance, and SOEs of transitional economies.

However, the framework builds not only existing evidence but also creates new explanatory logic for the critical question in this review: Why same HRM practices can lead to different commitment outcomes among high-quality employees in SOEs? The present review adds value to multidisciplinary knowledge base by acting as a connecting link between human resource management, organizational psychology and institutional governance theoretical lens in understanding employees' commitment of workforce in Hybrid Public organizations.

7. Discussion and implications

7.1 Theoretical implications

First, this study contributes to reconceptualizing the application of SET in public-sector and state-owned enterprise contexts. Most prior research has applied SET based on the assumption of full and flexible reciprocity, whereby HRM practices are interpreted as positive organizational investments that elicit proportional commitment responses from employees (Cropanzano et al., 2017; Shore et al., 2018). However, the synthesized evidence indicates that in SOEs, where employment relations are strongly shaped by administrative regulations, rigid hierarchies, and non-market policy priorities, social exchange processes are often incomplete or partial.

Repositioning SET as a context-conditioned theory allows for a more convincing explanation of why identical HRM practices may generate divergent commitment responses among different groups of HQHRs, depending on how managerial signals are interpreted and internalized within specific institutional environments (Van der Voet & Steijn, 2021; Knies et al., 2022). This perspective extends SET from a largely universalistic framework toward one that is more sensitive to the distinctive governance logics of the public sector and institutionally hybrid organizations.

Second, the study advances the three-component model of organizational commitment by highlighting fundamental differences in the psychological nature and behavioral consequences of AC, CC and NC in public-sector settings. Rather than treating overall

commitment as a uniformly positive indicator, the integrative framework demonstrates that SOEs may achieve high levels of employee retention primarily through CC and NC, while AC, the form of commitment most closely associated with superior performance, innovation, and extra-role behavior remains comparatively underdeveloped (Oh, 2019; Mueller et al., 2023).

This approach addresses a key limitation in prior research that has tended to equate organizational tenure or low turnover with positive commitment, and it contributes to emerging debates suggesting that not all forms of commitment generate equivalent value for organizations particularly in contexts characterized by high stability but limited innovation, such as SOEs (Stark et al., 2025).

Third, a major theoretical contribution of this study lies in positioning PE as a mechanism operating under institutional constraint. Rather than conceptualizing PE as a universally effective psychological state, the findings indicate that its impact is highly contingent on the consistency between empowerment rhetoric and actual managerial practices. In institutionally hybrid SOEs, PE functions simultaneously as a critical bridge linking HRM practices to commitment outcomes and as a potential source of psychological tension when empowerment is symbolic or insufficiently supported by real authority and resources (Kim & Beehr, 2021; Van Loon et al., 2023).

By embedding micro-level empowerment processes within macro-level institutional contexts, this perspective extends existing empowerment research and helps integrate the literature on individual motivation, HRM, and public governance into a more coherent analytical framework.

7.2 Managerial and policy implications

From a managerial and policy perspective, the most salient implication of this study is that employee retention should not be conflated with positive commitment. In SOEs, low turnover rates or long organizational tenure may reflect institutional stability, high exit costs, or moral obligation rather than affective attachment or intrinsic motivation among HQHRs (Vandenabeele et al., 2018; Ritz et al., 2021). Accordingly, managers and policymakers should shift their focus from retention per se toward the quality and composition of commitment particularly affective commitment.

For HRM targeting HQHRs in SOEs, the findings suggest three key directions. First, HRM practices should be designed around the experience of substantive psychological empowerment rather than relying solely on formal policies or reform rhetoric. This requires expanding task-level autonomy, enhancing transparency in decision-making, and creating genuine opportunities for HQHRs to exercise professional expertise and personal influence (Audenaert et al., 2016; Trépanier et al., 2022).

Second, organizations should minimize the prevalence of symbolic empowerment, whereby employees are held accountable for outcomes without being granted commensurate authority or resources. Recent studies show that inconsistent empowerment not only undermines PE but may also produce counterproductive effects, including role ambiguity, cognitive dissonance, and defensive attitudes, ultimately shifting HQHRs toward calculative or coping-based forms of commitment (Cheong et al., 2019; Lee et al., 2023).

Third, at the policy level, SOE reform programs should be designed to ensure coherence between institutional reform and HRM reform. Efforts to enhance autonomy, efficiency, and innovation are unlikely to succeed without parallel changes in HR systems that allow greater differentiation based on competence and performance particularly for HQHRs. This implies that sustainable HRM in SOEs is not merely a technical HR issue, but an integral

component of broader public-sector and SOE governance reform processes (OECD, 2023; World Bank, 2024).

This study makes three major theoretical contributions to the literature on human resource management and organizational commitment in hybrid institutional contexts.

Reconceptualization of Social Exchange Theory under institutional constraint.

This study extends Social Exchange Theory by demonstrating that exchange relationships in SOEs are not purely discretionary but are embedded within dense regulatory and normative structures. HRM practices do not translate directly into affective commitment through simple reciprocity; instead, their effects are conditioned by institutional stability and governance arrangements. Voluntary centralization challenges the implicit assumption of symmetrical and voluntary exchange underlying much SET-based HRM research and highlights the need to theorize exchange processes as institutionally bounded rather than universally linear.

Differentiated pathways from psychological empowerment to affective, continuance, and normative commitment.

This study advances organizational commitment theory by showing that psychological empowerment does not exert uniform effects across commitment dimensions. Instead, empowerment primarily fosters affective commitment, while its relationships with continuance and normative commitment are contingent and context dependent. This finding refines existing models that implicitly treat empowerment as a general enhancer of commitment and provides a more fine-grained explanation of how internal motivational states are translated into qualitatively distinct forms of attachment.

Integration of micro–macro perspectives in hybrid SOEs.

By jointly modeling HRM practices (organizational level), psychological empowerment (individual level), and institutional stability (contextual level), this study offers an integrative micro–macro framework for understanding commitment formation in hybrid organizations. This integration extends prior work that has examined these elements in isolation and demonstrates how individual psychological processes and macro-level institutional conditions interact to shape employee commitment. In doing so, the study contributes to a more holistic and context-sensitive theory of HRM and organizational behavior in SOEs

8. Limitations and Future research

Despite providing a systematic integrative review and advancing an integrated conceptual framework tailored to SOEs), this study has several limitations that should be acknowledged and that opens important avenues for future research.

First, the lack of longitudinal evidence remains a pervasive limitation across the reviewed literature. Most studies examine HRM practices, PE, and organizational commitment in the public sector and SOEs rely on cross-sectional designs. Such designs constrain causal inference and limit understanding of temporal dynamics. This limitation is particularly salient in SOEs, where HRM reforms and institutional changes are typically incremental, path-dependent, and characterized by delayed effects. Future research should therefore employ longitudinal or panel data designs to examine how HRM practices are translated into PE over time, and how the three commitment components AC, CC and NC are differentially activated, reinforced, or attenuated before and after HRM or governance interventions.

Second, although this review draws on evidence from both public and non-public organizational contexts, it does not conduct a systematic public private sector comparison. This limits the ability to distinguish mechanisms that are context-general from those that are

institution-specific to SOEs. Future studies should adopt comparative and multi-group research designs to explicitly test whether the mediating role of PE and the differentiated commitment outcomes operate differently across organizational forms. Such designs would enable scholars to assess how institutional stability, organizational hybridity, and HRM flexibility condition the strength and direction of the pathways from PE to AC, CC, and NC, as specified in the integrated model (Figure 2).

Third, from a methodological standpoint, the synthesized literature reveals a strong reliance on single-level analytical approaches. This is misaligned with the inherently multilevel nature of commitment formation in SOEs, where individual perceptions of empowerment are embedded within organizational HRM systems and broader institutional arrangements. Future research is encouraged to apply structural equation modeling (SEM) to test the full mediating structure of the integrated framework; multilevel modeling to disentangle individual-, unit-, and organizational-level effects; and multi-group SEM to examine contextual moderation by institutional stability and organizational hybridity.

Finally, future research would benefit from greater use of mixed methods of approaches to complement and deepen quantitative findings. In SOEs, phenomena such as symbolic empowerment, compliance-based continuance commitment, and the coexistence of high retention with low affective attachment are difficult to capture through standardized survey measures alone. Qualitative methods such as in-depth interviews, case studies, and policy document analysis can help uncover how HRM signals are interpreted, how PE is enacted or constrained in practice, and why similar HRM practices generate divergent commitment outcomes. Mixed-methods designs would allow for triangulation and strengthen the validity of inferences drawn from quantitative models.

Taken together, these future research directions not only address methodological gaps but also contribute to the development of a cumulative research program on commitment formation among high-quality employees in SOEs, one that systematically integrates micro-level psychological mechanisms with meso-level HRM systems and macro-level institutional conditions, consistent with the integrative framework advanced in this study.

Acknowledgements

The authors would like to express their sincere appreciation to all individuals and organizations that contributed to the completion of this research. We are particularly grateful to colleagues and experts who provided valuable feedback and constructive suggestions during the development of this study. Their insights significantly improved the clarity and academic quality of the manuscript.

This research did not receive any specific grant from funding agencies in the public, commercial, or non-for-profit sectors. Institutional Studies The study was a part of the authors' institutional research conducted in TDMU.

Finally, the authors would like to thank the anonymous reviewers for their constructive comments and recommendations, which helped enhance the overall quality of this paper.

References

- [1] Adiazmil, S. A., Hidayat, M. R. Y., & Basuil, D. A. (2024). Strategic human resource planning in the era of digital transformation. *Management Studies and Business Journal (PRODUCTIVITY)*, 1(1), 130–137. <https://doi.org/10.62207/q7158p72>
- [2] Andersen, L. B., Jensen, U. T., & Kjeldsen, A. M. (2020). Public service motivation and its implications for public service. In H. Sullivan, H. Dickinson, & H. Henderson



- (Eds.), *The Palgrave handbook of the public servant*. Palgrave Macmillan.
https://doi.org/10.1007/978-3-030-03008-7_81-1
- [3] Audenaert, M., Decramer, A., George, B., Verschuere, B., & Van Waeyenberg, T. (2016). When employee performance management affects individual innovation in public organizations: The role of consistency and LMX. *The International Journal of Human Resource Management*, 30(5), 815–834.
<https://doi.org/10.1080/09585192.2016.1239220>
- [4] Aust, I., Matthews, B., & Muller-Camen, M. (2020). Common Good HRM: A paradigm shift in Sustainable HRM? *Human Resource Management Review*, 30(3), Article 100705. <https://doi.org/10.1016/j.hrmr.2019.100705>
- [5] Battilana, J., Leca, B., & Boxenbaum, E. (2009). How actors change institutions: Towards a theory of institutional entrepreneurship. *The Academy of Management Annals*, 3(1), 65–107. <https://doi.org/10.5465/19416520903053598>
- [6] Bauer, T. N., & Erdogan, B. (2016). Leader-member exchange (LMX) theory: An introduction and overview. In T. N. Bauer & B. Erdogan (Eds.), *The Oxford handbook of leader-member exchange* (pp. 3–8). Oxford University Press.
- [7] Becker, G. S. (1993). *Human capital: A theoretical and empirical analysis, with special reference to education* (3rd ed.). University of Chicago Press.
- [8] Blau, P. M. (1964). *Exchange and power in social life*. Wiley.
- [9] Borst, R. T. (2019). Exploring the job demands-resources model of work engagement in government: Bringing in a psychological perspective. *Review of Public Personnel Administration*, 39(3), 372–397. <https://doi.org/10.1177/0734371X17729873>
- [10] Boselie, P., Van Harten, J., & Veld, M. (2021). A human resource management review on public management and public administration research: Stop right there... before we go any further.... *Public Management Review*, 23(4), 483–500.
<https://doi.org/10.1080/14719037.2019.1695880>
- [11] Bruton, G. D., Peng, M. W., Ahlstrom, D., & Stan, C. (2015). State-owned enterprises around the world as hybrid organizations. *Academy of Management Perspectives*, 29(1), 92–114. <https://doi.org/10.5465/amp.2013.0069>
- [12] Bruton, G., Sutter, C., & Lenz, A. K. (2021). Economic inequality – Is entrepreneurship the cause or the solution? A review and research agenda for emerging economies. *Journal of Business Venturing*, 36(3), Article 106095.
<https://doi.org/10.1016/j.jbusvent.2021.106095>
- [13] Burrows, D. N., Porter, C. O. L. H., & Amber, B. (2022). Beyond choosing to leave: The interactive effects of on- and off-the-job embeddedness on involuntary turnover. *Journal of Applied Psychology*, 107(1), 130–141. <https://doi.org/10.1037/apl0000881>
- [14] Cheong, M., Yammarino, F. J., Dionne, S. D., Spain, S. M., & Tsai, C. Y. (2019). A review of the effectiveness of empowering leadership. *The Leadership Quarterly*, 30(1), 34–58. <https://doi.org/10.1016/j.leaqua.2018.08.005>
- [15] Cropanzano, R., Anthony, E. L., Daniels, S. R., & Hall, A. V. (2017). Social exchange theory: A critical review with theoretical remedies. *Academy of Management Annals*, 11(1), 479–516. <https://doi.org/10.5465/annals.2015.0099>
- [16] Cropanzano, R., & Mitchell, M. S. (2005). Social exchange theory: An interdisciplinary review. *Journal of Management*, 31(6), 874–900.
<https://doi.org/10.1177/0149206305279602>

- [17] Deci, E. L., & Ryan, R. M. (2000). The "what" and "why" of goal pursuits: Human needs and the self-determination of behavior. *Psychological Inquiry*, 11(4), 227–268. https://doi.org/10.1207/S15327965PLI1104_01
- [18] Ehnert, I., Parsa, S., Roper, I., Wagner, M., & Muller-Camen, M. (2016). Reporting on sustainability and HRM: A comparative study of sustainability reporting practices by the world's largest companies. *The International Journal of Human Resource Management*, 27(1), 88–108. <https://doi.org/10.1080/09585192.2015.1024157>
- [19] Gouldner, A. W. (1960). The norm of reciprocity: A preliminary statement. *American Sociological Review*, 25(2), 161–178. <https://doi.org/10.2307/2092623>
- [20] Güngördü-Arioğlu, M., & Tunçalp, D. (2025). Understanding the processes of organizational hybridization: A systematic review. *Management Review Quarterly*, 75(1), 3471–3520. <https://doi.org/10.1007/s11301-024-00465-6>
- [21] Howard, J. L., Bureau, J. S., Guay, F., Chong, J. X. Y., & Ryan, R. M. (2021). Student motivation and associated outcomes: A meta-analysis from self-determination theory. *Perspectives on Psychological Science*, 16(6), 1300–1323. <https://doi.org/10.1177/1745691620966789>
- [22] Karokola, G., Yngström, L., & Kowalski, S. (2012). Secure e-government services: A comparative analysis of e-government maturity models for the developing regions - The need for security services. *International Journal of Electronic Government Research*, 8(1), 1–25. <https://doi.org/10.4018/jegr.2012010101>
- [23] Knies, E., Borst, R. T., Leisink, P., & Farndale, E. (2022). The distinctiveness of public sector HRM: A four-wave trend analysis. *Human Resource Management Journal*, 32(3), 614–636. <https://doi.org/10.1111/1748-8583.12440>
- [24] Kuvaas, B., Buch, R., Weibel, A., Dysvik, A., & Nerstad, C. G. L. (2017). Do intrinsic and extrinsic motivation relate differently to employee outcomes? *Journal of Economic Psychology*, 61, 244–258. <https://doi.org/10.1016/j.joep.2017.05.004>
- [25] Lee, A., Willis, S., & Tian, A. W. (2017). Empowering leadership: A meta-analytic examination of incremental contribution, mediation, and moderation. *Journal of Organizational Behavior*, 39(3), 306–325. <https://doi.org/10.1002/job.2220>
- [26] Lepak, D. P., & Snell, S. A. (1999). The human resource architecture: Toward a theory of human capital allocation and development. *Academy of Management Review*, 24(1), 31–48. <https://doi.org/10.5465/amr.1999.1580439>
- [27] Meyer, J. P., & Allen, N. J. (1991). A three-component conceptualization of organizational commitment. *Human Resource Management Review*, 1(1), 61–89. [https://doi.org/10.1016/1053-4822\(91\)90011-Z](https://doi.org/10.1016/1053-4822(91)90011-Z)
- [28] Meyer, J. P., & Allen, N. J. (1997). *Commitment in the workplace: Theory, research, and application*. SAGE Publications.
- [29] Meyer, J. P., Morin, A. J. S., & Wasti, S. A. (2018). Employee commitment before and after an economic crisis: A stringent test of profile similarity. *Human Relations*, 71(9), 1204–1233. <https://doi.org/10.1177/0018726717739097>
- [30] Meyer, J. P., Stanley, D. J., Herscovitch, L., & Topolnytsky, L. (2002). Affective, continuance, and normative commitment to the organization: A meta-analysis of antecedents, correlates, and consequences. *Journal of Vocational Behavior*, 61(1), 20–52. <https://doi.org/10.1006/jvbe.2001.1842>
- [31] 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)

- [32] Mueller, K., Straatmann, T., & Schefer, M. (2023). Organizational commitment. In F. Maggino (Ed.), *Encyclopedia of Quality of Life and Well-Being Research*. Springer. https://doi.org/10.1007/978-3-031-17299-1_2030
- [33] Noe, R. A., Hollenbeck, J. R., Gerhart, B., & Wright, P. M. (2023). *Human resource management: Gaining a competitive advantage* (13th ed.). McGraw-Hill Education.
- [34] OECD. (2022a). *OECD Public Governance Outlook 2022: Public service leadership and capability*. OECD Publishing. <https://doi.org/10.1787/5c6c1e4e-en>
- [35] OECD. (2022b). *Public employment and management 2022*. OECD Publishing. <https://doi.org/10.1787/5c6c1e4e-en>
- [36] Oh, H. S. (2019). Organizational commitment profiles and turnover intention: Using a person-centered approach in the Korean context. *Frontiers in Psychology*, 10, Article 1499. <https://doi.org/10.3389/fpsyg.2019.01499>
- [37] Page, M. J., McKenzie, J. E., Bossuyt, P. M., Boutron, I., Hoffmann, T. C., Mulrow, C. D., Shamseer, L., Tetzlaff, J. M., Akl, E. A., Brennan, S. E., Chou, R., Glanville, J., Grimshaw, J. M., Hróbjartsson, A., Lalu, M. M., Li, T., Loder, E. W., Mayo-Wilson, E., McDonald, S., . . . Moher, D. (2021). The PRISMA 2020 statement: An updated guideline for reporting systematic reviews. *International Journal of Surgery*, 88, Article 105906. <https://doi.org/10.1016/j.ijssu.2021.105906>
- [38] Perry, J. L. (1990). Measuring public service motivation: An assessment of construct reliability and validity. *Journal of Public Administration Research and Theory*, 6(1), 5–22. <https://doi.org/10.2307/976618>
- [39] Podsakoff, P. M., MacKenzie, S. B., & Podsakoff, N. P. (2012). Sources of method bias in social science research and recommendations on how to control it. *Annual Review of Psychology*, 63, 539–569. <http://dx.doi.org/10.1146/annurev-psych-120710-100452>
- [40] Ritz, A., Brewer, G. A., & Neumann, O. (2016). Public service motivation: A systematic literature review and outlook. *Public Administration Review*, 76(3), 414–426. <https://doi.org/10.1111/puar.12505>
- [41] Roboji, Z., Mpuangnan, K. N., Watson-Ben, L., & Dick-Sagoe, C. (2023). Adapting employee performance management in the face of the COVID-19 pandemic. *Open Access Library Journal*, 10(8), Article e10543. <https://doi.org/10.4236/oalib.1110543>
- [42] Ryan, R. M., & Deci, E. L. (2017). *Self-determination theory: Basic psychological needs in motivation, development, and wellness*. The Guilford Press. <https://doi.org/10.1521/978.14625/28806>
- [43] Saleem, F., Zhang-Zhang, Y., Gopinath, C., & Adeel, A. (2020). Impact of servant leadership on performance: The mediating role of affective and cognitive trust. *SAGE Open*, 10(1). <https://doi.org/10.1177/2158244019900562>
- [44] Schott, C., & Ritz, A. (2017). The dark sides of public service motivation: A multi-level theoretical framework. *Perspectives on Public Management and Governance*, 1(1), 29–42. <https://doi.org/10.1093/ppmgov/gvx011>
- [45] Scott, W. R. (2014). *Institutions and organizations: Ideas, interests, and identities* (4th ed.). SAGE Publications.
- [46] Seibert, S. E., Wang, G., & Courtright, S. H. (2011). Antecedents and consequences of psychological empowerment in the workplace: A meta-analytic review. *Journal of Applied Psychology*, 96(5), 981–1003. <https://doi.org/10.1037/a0022676>



- [47] Shore, L. M., Cleveland, J. N., & Sanchez, D. (2018). Inclusive workplaces: A review and model. *Human Resource Management Review*, 28(2), 176–189. <https://doi.org/10.1016/j.hrmr.2017.07.003>
- [48] Snyder, H. (2019). Literature review as a research methodology: An overview and guidelines. *Journal of Business Research*, 104, 333–339. <https://doi.org/10.1016/j.jbusres.2019.07.039>
- [49] Solinger, O. N., van Olffen, W., & Roe, R. A. (2008). Beyond the three-component model of organizational commitment. *Journal of Applied Psychology*, 93(1), 70–83. <https://doi.org/10.1037/0021-9010.93.1.70>
- [50] Spreitzer, G. M. (1995). Psychological empowerment in the workplace: Dimensions, measurement, and validation. *Academy of Management Journal*, 38(5), 1442–1465. <https://doi.org/10.2307/256865>
- [51] Stark, H. P., Smith, R. W., & Carter, N. T. (2025). Organizational commitment profiles and employee well-being: Exploratory and confirmatory latent profile analyses. *Occupational Health Science*, 9(3), 639–673. <https://doi.org/10.1007/s41542-025-00225-2>
- [52] Szukits, Á., & Móricz, P. (2024). Towards data-driven decision making: The role of analytical culture and centralization efforts. *Review of Managerial Science*, 18(10), 2849–2887. <https://doi.org/10.1007/s11846-023-00694-1>
- [53] Teece, D. J. (2018). Business models and dynamic capabilities. *Long Range Planning*, 51(1), 40–49. <https://doi.org/10.1016/j.lrp.2017.06.007>
- [54] Thornton, P. H., Ocasio, W., & Lounsbury, M. (2012). The institutional logics perspective: A new approach to culture, structure, and process. Oxford University Press. <https://doi.org/10.1093/acprof:oso/9780199601936.001.0001>
- [55] Torraco, R. J. (2005). Writing integrative literature reviews: Guidelines and examples. *Human Resource Development Review*, 4(3), 356–367. <https://doi.org/10.1177/1534484305278283>
- [56] Trépanier, S. G., Peterson, C., Gagné, M., Fernet, C., Levesque-Côté, J., & Howard, J. L. (2022). Revisiting the Multidimensional Work Motivation Scale (MWMS). *European Journal of Work and Organizational Psychology*, 31(2), 157–172. <https://doi.org/10.1080/1359432X.2022.2116315>
- [57] Vandenaabeele, W. R. (2022). Public service motivation: State of the art and conceptual clean-up. *Public Administration Review*, 82(6), 1150–1162. <https://doi.org/10.1111/puar.13531>
- [58] Vandenaabeele, W., & Jager, S. (2020). Government calling revisited: A survey-experiment on the moderating role of public service motivation in assessing employer attractiveness. *Frontiers in Psychology*, 11, Article 559011. <https://doi.org/10.3389/fpsyg.2020.559011>
- [59] Van der Voet, J., & Steijn, B. (2021). Team innovation through collaboration: How visionary leadership spurs innovation via team cohesion. *Public Management Review*, 23(9), 1275–1294. <https://doi.org/10.1080/14719037.2020.1743344>
- [60] Whittemore, R., & Knafl, K. (2005). The integrative review: Updated methodology. *Journal of Advanced Nursing*, 52(5), 546–553. <https://doi.org/10.1111/j.1365-2648.2005.03621.x>
- [61] World Bank. (2020). Vietnam dynamic firms: Surveying the landscape of enterprise competitiveness and innovation. World Bank.

- [62] World Bank. (2023). World Development Report 2023: Migrants, refugees, and societies. World Bank.
- [63] Yang, C. H., Lee, K. C., & Chen, H. C. (2016). Incorporating carbon footprint with activity-based costing constraints into sustainable public transport infrastructure project decisions. *Journal of Cleaner Production*, 133, 1154–1166. <https://doi.org/10.1016/j.jclepro.2016.06.014>
- [64] Zhang, G., & Zhao, W. (2024). The impact of inclusive leadership on employees' innovative behavior – An intermediary model with moderation. *Leadership & Organization Development Journal*, 45(1), 64–81. <https://doi.org/10.1108/LODJ-06-2023-0287>
- [65] Zhou, Y., Cheng, Y., Liu, G., Zhang, Z., & Zhu, H. (2024). How does empowering leadership promote employee creativity? The sequential mediating mechanism of felt obligation for constructive change and job crafting. *Journal of Vocational Behavior*, 148, Article 103955. <https://doi.org/10.1016/j.jvb.2023.103955>