



Socially Responsible Human Resource Management and Employee Moral Voice: Based on the Self-determination Theory

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Abstract

Behind the frequent occurrence of business scandals, it is often the silence and connivance of organizational immorality. Moral voice, a kind of employee active moral behavior, inhibits and prevents the organizational unethical phenomenon. Some researchers have sought to explore how to arouse employee moral voice. However, the limited studies mainly investigated the antecedents of leadership styles, ignoring the impact of the organizational factor on moral voice. Based on the self-determination theory, the current study constructs a theoretical model about how socially responsible human resource management (SRHRM) affects employee moral voice via autonomous motivation and controlled motivation and further considering the moderating role of person–organization value fit. From a two-stage research method and the analysis of 260 valid data, we found that SRHRM promoted employee moral voice and this positive linkage was mediated by autonomous motivation but not by controlled motivation. Besides, the findings also revealed that person–organization fit moderated the indirect influences of SRHRM on moral voice via autonomous motivation, such that the indirect influence was stronger for a high level of person–organization value fit than the low level of person–organization value fit. Some theoretical and practical implications also be discussed.

Keywords SRHRM · Autonomous motivation · Controlled motivation · Person–organization value fit · Moral voice

Introduction

The frequent occurrence of business scandals such as IKEA “death cabinet” not only bring huge harm to the organization and society but also raise public doubts about the organizational business ethics and cause a social crisis of trust. How to reduce unethical phenomena in the organization has become a common problem in both the practical and theoretical circles (Lawrence & Kacmar, 2016). Researchers found that employees may choose to ignore or keep silent when facing with organizational unethical behavior, and thus unethical behavior has become a common phenomenon in

organizations (Bonner et al., 2017). However, Huang and Paterson (2017) found that some employees make different choices when facing the ethical issues in the team. These employers inform their leaders of the existing ethical issues in the team and the moral hazards that may result from these ethical issues. In addition, this type of behavior of employees is not only a team phenomenon but also a spontaneous moral behavior of individuals in the organization. Lee et al. (2017) defined this kind of special active ethical behavior as ethical voice, that is, employees discuss and make suggestions on unethical behavior in the workplace. As a new concept in the field of voice, moral voice is also the application of voice in the field of morality. Although employees who make ethical voice may be retaliated by goals of moral voice (Morrison, 2011), this behavior helps to discover unethical problems in the organization and prevents organizational crises caused by unethical behavior (Zheng et al., 2019). Therefore, scholars start to emphasize and explore how to motivate employee moral voice in the workplace.

Although researchers have paid attention to the moral voice, empirical literature on this topic is relatively limited. Existing research mainly explores the antecedents of

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moral voice from the perspective of leadership styles, such as ethical leadership and authoritarian leadership (Afsar & Shahjehan, 2018; Huang & Paterson, 2017; Lee et al., 2017; Zheng et al., 2019), ignoring the influence of organizational environmental factors. A lot of research has confirmed that human resource management (HRM) practices are the important organizational factor that affects employee attitude and behavior performance (Lee et al., 2019; Si & Li, 2012). Besides, different orientations of HRM practices can stimulate employee corresponding behavioral tendencies (Boon & Kalshoven, 2014; Dumont et al., 2017; Saeed et al., 2019). In addition, the ethical environment in the organization changes employee attitudes towards ethical issues through organizational commitments (Valentine et al., 2002). Ruiz-Palomo et al. (2020) pointed out that organizations adopting empowerment strategies can stimulate employee satisfaction and improve their organizational commitment, while employees with high organizational commitment are more likely to ignore risks and adopt voice (Lapointe & Vandenberghe, 2018; Si & Li, 2012). Thus, it can be inferred that the HRM practice with moral nature may be more likely to motivate employees to perform moral behavior.

Shen and Zhu (2011) integrated the field of HRM and social responsibility and proposed a new HRM practice, i.e. socially responsible human resource management (SRHRM). SRHRM pays attention to the interests of internal and external, and realizes the combination of corporate and social performance. As an effective measure for organizations to create shared value (Fernández-Gómez et al., 2020; Porter & Kramer, 2011), SRHRM can improve organizational performance and reputation, increase employee work engagement (Men, 2012), and help organizations implement corporate social responsibility (CSR). Moreover, SRHRM can meet the autonomy needs of employees, empower employees, and encourage them to participate in decision-making. It also affects organizational commitment of employees and motivates their initiative behavior (Raub & Robert, 2012; Ruiz-Palomo et al., 2020). Winstanley and Woodall (2000) indicated that HRM policy and practice have a certain moral basis and CSR can also improve the moral sensitivity and moral rationality of the HRM system in the organization. Therefore, SRHRM is a new type of HRM practice with moral nature, we predict that SRHRM may be an important antecedent of moral voice.

Through reviewing and combing the relevant literature on SRHRM, we found that previous research mainly explored the internal mechanism of SRHRM to promote employee initiative behavior from the cognitive perspective, such as organizational identity and organizational commitment (Newman et al., 2016; Shen & Benson, 2016), ignoring the role of the subjective attitude of employee motivation in how to arouse employee initiative behavior. As an important factor influencing the individual response behavior in social

environments (Ryan & Deci, 2000), motivation is an important psychological mechanism to explain how organizations influence individual behavior (Han et al., 2019; Wallace et al., 2013). Additionally, the different type of HRM can affect employee work motivation and further induce their corresponding reactions (Jiang et al., 2012; Pak et al., 2019). Zhang et al. (2015) also found the important role of motivation in the relationship between HRM practices and positive behavior. SRHRM is employee-centered HRM practices, which can satisfy their basic psychological need. In addition, SRHRM incorporates employee social performance into promotion and performance appraisal, and improves the attractiveness of employees to implement social responsibility. Employees will be aroused autonomous motivation after the satisfaction of basic needs and the reward appeal can inspire controlled motivation of employees (Broeck et al., 2016). Prior studies showed that ability-motivation-opportunity (AMO) theory (e.g. motivation) and social exchange theory (e.g. reciprocal obligation) were usually used to explain the relationship between HRM and employee behavior. However, since moral voice behavior is a risky prosocial behavior, from both internal and external perspectives to explore the effect of SRHRM on moral voice will be more comprehensive and balanced. Self-determination theory points out that the external environment individuals lived in can activate and maintain their work motivation and then affect their actions (Deci & Ryan, 2008). Therefore, beyond the previous theoretical perspective, we select self-determination theory to explain the SRHRM and moral voice linkage.

Moreover, self-determination theory claims that individual factors will impact employee motivation (Deci & Ryan, 1985), and different values affect the shaping process of employee motivation in the face of specific organization situations (Graves & Sarkis, 2018). Previous studies have shown that value consistency between organization and employee can further improve employee understanding and cognition of organizational situations (Afsar & Shahjehan, 2018; Halbusi et al., 2021). Some researchers proposed that employees would be more likely to excite their work motivation when individuals have high level of value consistency with the organization (Posner, 2010; Saether, 2019). In a word, when employees have a high value fit with their organizations, they can deeply understand the value concept of SRHRM and improve their participation, and strengthen the attraction of SRHRM reward to employees, so that SRHRM will stimulate employee moral voice motivation. Therefore, we proposed that the person-organization value fit may be an important moderator influencing the relationship between SRHRM and employee work motivation.

This study makes several contributions. First, this study focuses on the moral attribution of SRHRM and explores the effect mechanism of SRHRM on employee moral behavior

(moral voice) for the first time. Accordingly, this study not only enriches the impact factors of moral voice but also responds to the call of Abdelmotaleb and Saha (2019) to focus on the application of SRHRM in the field of ethics. Second, based on self-determination theory, our study constructs a theoretical model of SRHRM impact employee moral voice through the mediating role of autonomous motivation and controlled motivation. We thus provide a new theoretical eye for scholars to explore the impact of SRHRM on employees. Third, we choose person and organization value fit as the boundary condition between SRHRM and employee moral voice. This not only expands the moderating factors of SRHRM but also verified the view of Gilal et al. (2019) that pays attention to the moderating effect of employee values on the relationship between SRHRM and employee behavior.

Theory and Hypotheses

SRHRM and Moral Voice

Voice is an employee reaction to organizational dissatisfaction (Hanson, 1970), and it also is an initiative behavior of employees to put forward suggestions and beneficial ideas to improve organizational effectiveness (LePine & Dyne, 1998; Morrison & Milliken, 2000). Moral voice is the application of voice in the field of morality, Lee et al. (2017) defined it as an individual loudly pointing out the unethical phenomena in the workplace. Moral voice can even eliminate unethical behavior and prevent the crisis brought by unethical phenomena to the organization (Zheng et al., 2019). Moreover, some researchers proposed that moral voice improves organizational ethical performance, encourages employees to think about the ethics of their behaviors, and then reduces unethical phenomena in the organization (Huang & Paterson, 2017). It follows that moral voice is beneficial for the organization, but this voice often carries risks. The employee who proposed moral voice may be jealous and rejected by colleagues, and they are also easy to be resisted or even retaliated by goals of moral voice (Morrison, 2011).

SRHRM is a new type of HRM proposed by Shen and Zhu (2011), and it refers to a series of HRM practices that aim to promote the implementation of CSR policies and target the implementation of employee policies while affecting the behavior and attitude of employees (Shen & Benson, 2016; Zhao et al., 2021). Shen and Benson (2016) regarded the policy and practice of CSR for employees as SRHRM, that is, organizations that implement SRHRM integrate CSR into HRM functions. For example, the social responsibility consciousness of employees is measured during recruitment. In addition, SRHRM provides employees with better benefits and working environment (Shen & Zhu, 2011), such as

flexible working hours. SRHRM also encourages employees to participate in various general CSR activities to help achieve organizational CSR goals, such as setting up “public welfare”. Through many practical activities of SRHRM, on the one hand, the organization improves its HRM system by using CSR concept, on the other hand, it promotes the implementation of CSR in the organization by employees.

Previous studies have confirmed that leaders encouraged employees to have more moral voice through improving moral efficacy of employees (Lee et al., 2017) and reducing employees’ uncertain feeling (Zheng et al., 2019). Compared with the long-term stable influencing factors such as leadership styles, our study focuses on the impact of HRM practices that are easier to operate and guide flexibly on employee moral voice (Sourchi & Jianqiao, 2015). Moreover, Hu and Jiang (2016) proposed that employee-oriented HRM was an important inducement factor to arouse employee more voice behavior. As a new HRM practice integrating social responsibility and ethics (Winstanley & Woodall, 2000), SRHRM is more likely to prompt employee moral behavior than other HRM practices. Past studies argued that SRHRM urged employees to perform more organizational citizenship behavior and improved their support for external CSR through a series of practical activities (Shao et al., 2019b; Shen & Zhang, 2019; Zhao & Zhou, 2021). It can be informed that SRHRM will encourage employees to safeguard the interest of other stakeholders and motivate them to perform initiative behaviors such as moral voice.

SRHRM not only integrates CSR into recruitment, promotion, assessment, training, and other aspects, but also encourages employees to participate in social responsibility activities such as charity (Abdelmotaleb & Saha, 2019; Shen & Benson, 2016). On the one hand, SRHRM recruits and retains employees with a strong sense of CSR (Shen & Zhu, 2011). These employees pay more attention to organizational morality and are willing to participate in environmental protection and other moral behaviors (De Roeck & Farooq, 2017; Tian & Robertson, 2017). Furthermore, enterprises implementing SRHRM attach importance to raise employee sense of CSR, provide CSR training for employees (Shen & Benson, 2016), improve their empathy, and thus further shape their moral value (Shao et al., 2019a). When employees face unethical behavior in the organization, their own CSR awareness will urge them to tend to implement moral voice for safeguarding the interests of the organization and external stakeholders. On the other hand, SRHRM pays attention to social performance in promotion and assessment, thus incorporating ethics into the organizational system. Employee perception of organizational ethics from SRHRM practices will help employees make clear the attitude of the organization towards unethical behavior (Abdelmotaleb & Saha, 2019). What’s more, SRHRM forms a good

CSR atmosphere within the organization (Shen & Zhang, 2019), which can help to reduce the risk of employee moral voice, and then promote employees to express suggestions for the organizational immoral phenomenon. Therefore, we propose the following hypothesis:

H1: SRHRM positively affects employee moral voice.

The Mediating Role of Autonomous Motivation

Self-determination theory emphasizes the interaction between individual and social environment, and it is an important mechanism to explain the occurrence of employee behavior (Deci & Ryan, 2000; Graves et al., 2013). Autonomous motivation is a state in which individuals can act through self-will and self-choice (Deci & Ryan, 2008; Gagné & Deci, 2005), and it can promote individuals to intend to pro-social behaviors and environmental behaviors (Gagné, 2003; Graves et al., 2013). Self-determination theory further proposes that specific factors in the social environment have effects on the formation of individual autonomous motivations, and the satisfaction of basic psychological needs also strengthens employee intrinsic motivation, thus affects individual work behavior (Deci & Ryan, 2008). Previous studies have found that HRM practice is an important factor to meet employee basic psychological needs, and it is also a critical organizational situation for individuals to shape their work motivation (Marescaux et al., 2012; Pak et al., 2019). Therefore, we infer that SRHRM may stimulate employee moral voice motivation through satisfying their basic psychological needs. SRHRM emphasizes employee-centered, employees will have the perception of organizational support and thus excite their autonomous motivation (Chen & Shaffer, 2017). Furthermore, SRHRM also stresses the training of employee CSR and encourages the employee to participate in general CSR activities (Shen & Zhu, 2011), which improves employee CSR skills and makes the employee gain praise from external persons. In other words, SRHRM practices can meet employee competence and relatedness need, and thus promote employee autonomous motivation for moral voice. Gagné and Deci (2005) also declare that the organizational climate is one of the important factors to affect employee autonomous motivation. SRHRM improves employee perception of organizational ethics and forms a CSR organizational climate, which promotes the formation of autonomous motivation for moral voice.

Motivation is the force to stimulate employee work behavior, and some researchers have found that autonomous motivation has a positive effect on employee prosocial motivation and organizational citizenship behavior, and it also encourages the employee to participate in environmental protection (Grant, 2008; Grant & Mayer, 2009; Graves et al., 2013). Therefore, autonomous motivation may inspire

employee awareness of social responsibility and improve their empathy with external stakeholders. As the application of voice in the field of ethics, moral voice is also a kind of employee organizational citizenship behavior (Klotz et al., 2017). As such, we can infer that moral voice will be influenced by autonomous motivation. Furthermore, autonomous motivation can arouse employee enthusiasm, and promote employees to perform behaviors consistent with their own values and interests in the organization (Chua & Ayoko, 2021). SRHRM tends to recruit and retain employees with social responsibility awareness (Shen & Zhu, 2011), and these employees pay attention to the interests of external stakeholders and have certain moral values. Accordingly, in order to maintain consistency of their behavior and value, employees will point out and give suggestions to protect the interests of external stakeholders when they face organizational unethical phenomenon. In a word, SRHRM promotes employee autonomous motivation by satisfying basic psychological needs and shaping organizational ethical climate and then encourages employees to take moral voice. We accordingly propose the following hypothesis:

H2: Autonomous motivation mediates the relationship between SRHRM and moral voice.

The Mediating Role of Controlled Motivation

Self-determination theory claims that behavior is the result of the interaction of autonomous motivation and controlled motivation and employee work action is the choice made by individuals according to their psychological need and organizational situations (Deci & Ryan, 2008). We accordingly suggest that controlled motivation is another motivational mechanism to explain the relationship between SRHRM and moral voice. Controlled motivation refers to the motivation of individuals to engage in a certain behavior due to external reward or internal psychological pressure. It is initiated and maintained by external events (such as reward, recognition of others, punishment, fear), and it can further regulate employee behaviors (Bavik et al., 2018; Tian et al., 2020). In view of this, we propose that SRHRM can stimulate controlled motivation of moral voice through external rewards. SRHRM integrates employee social performance into the system of salary, promotion, and performance appraisal, and requires employee behavior to comply with legal requirements (Shen & Benson, 2016; Shen & Zhu, 2011). In other words, SRHRM provides the bottom line and clear ethical standards for employee behavior. When employees are faced with organizational moral problems, they will get the reward and priority promotion opportunities if they take moral voice. Therefore, SRHRM can promote the controlled motivation of moral voice to getting some organizational reward.

Controlled motivation can urge employees to perform behaviors meeting organizational requirements to obtain rewards or avoid punishment. Furthermore, past studies have indicated that controlled motivation does not necessarily hinder employee initiative behavior, but even promotes their knowledge sharing, organizational citizenship behavior for environment, and other positive behaviors (Bavik et al., 2018; Han et al., 2019). SRHRM considers employee social performance in promotion and performance appraisal, and rewards behaviors beneficial to the organization or other stakeholders. This reward mechanism can induce employee moral voice in the face of some organizational moral dilemmas. Besides, motivation will be a powerful driving force for work behavior under the condition that external motivation is consistent with individual values and goals (Mitchell et al., 2020). SRHRM expects to recruit employees with social responsibility and improve their empathy (Shao et al., 2019a; Shen & Benson, 2016), and thus its reward mechanism is consistent with employee values, which easily promotes employee moral voice. Furthermore, Miranda et al. (2020) assert that the employee will feel guilty if they ignore the unethical problems in the organization and keep silent. Hence, employees are forced to take the moral voice behavior for reason that avoiding the psychological pressure from guilt feeling. Taken together, SRHRM provides behavior standards and direction for employees with rewards and a clear system, and employees also will choose the moral voice for gain reward (i.e. promotion) and avoid psychological pressure (i.e. guilt). Thus, we propose the following hypothesis:

H3: Controlled motivation mediates the relationship between SRHRM and moral voice.

The Moderating Role of Person–Organization Value Fit

Value orientation is an important individual factor influencing the formation of employee motivation (Groot & Steg, 2010; Wang & Gagné, 2012). When exploring the psychological mechanism of organizational factors (especially HRM) influencing employee behavior, past studies not only pay attention to the role of individual value orientation but also explore the interaction between person and organizations, emphasizing the important effect of person–organization value fit (Chen et al., 2016; Halbusi et al., 2021; Ruiz-Palomino & Martínez-Cañas, 2013). Scholars have found that person–organization value fit helps to improve employee understanding and awareness of their own environment, especially in the moral environment (Halbusi et al., 2021).

Person–organization value fit refers to the degree of consistency between individual values and organizational values (Chatman, 1989). Person–organization value fit affects

employee organizational identification (Cable & DeRue, 2002; Cha et al., 2013) and work engagement (Lv & Xu, 2016), and thus helps employees deepen their cognition and understanding of the organizational context of HRM practice. Person–organization fit is the source and important factor that affects employee autonomous motivation or control motivation (Ren, 2010). Previous research also points that person–organization value fit can stimulate employee autonomous motivation and controlled motivation in the organizational context (Li et al., 2015). In addition, Arvanitis and Kalliris (2019) put forward the viewpoint of moral integrity in their research and found that only moral consistency can promote the transformation of moral rules in the organization into motivations for specific moral behaviors. When the individual and the organization have consistent moral values, the relevant ethical policies in the organization can effectively motivate employees to generate ethical behavior motives. Therefore, we predict that person–organization value fit plays a supplementary role in the formation of motivation in the influence mechanism of ethical environment (i.e. SRHRM) on employee moral behavior motivation (autonomous motivation and control motivation), and thus person–organization value fit may be the boundary condition for the effect of SRHRM on employee moral voice.

Specifically, when the level of person–organization value fit is high, employees tend to agree with the information delivered by the organization and improve their understanding and support for SRHRM practices (Boon et al., 2011). Besides, employees will easier form the motivation of moral voice from the organizational climate. Person–organization value fit improves employee organizational identification and increases their engagement in SRHRM practices (Edwards & Cable, 2009; Lv & Xu, 2016). Employees will feel high organizational support and their basic psychological needs are easily satisfied under this condition, SRHRM thus inspires employee autonomous motivation. Furthermore, employees with a high level of person–organization value fit have a better understanding of organizational need (Erdogan, 2005), they are more likely to recognize organizational rewards and behavioral requirements from SRHRM system and feel the constraints and guidance of the organizational system on their own behavior, thereby SRHRM stimulates employee more controlled motivation.

In contrast, when the value of employees and the organization is inconsistent, employees are difficult to understand the concept of SRHRM and they are unwilling to support or even take negative responses (Boon et al., 2011). Employees are also difficult to integrate into the moral climate of the organization, and thus they will not express their suggestions or take moral voice when facing the unethical phenomenon in the organization. Besides, employees whose values are mismatched with the values of SRHRM practices are less care about social responsibility, and they are rarely attracted

by rewards for promotion and salary through social performance. Consequently, these employees may not form the motivation of moral voice under the unethical organizational context. Generally, the high level of person–organization value fit may strengthen the positive effect of SRHRM on employee autonomous motivation and controlled motivation. We accordingly hypothesize that:

H4a: Person–organization value fit moderates the positive relationship between SRHRM and autonomous motivation, such that the positive relationship is stronger when employees have a high (versus to low) level of person–organization value fit.

H4b: Person–organization value fit moderates the positive relationship between SRHRM and controlled motivation, such that the positive relationship is stronger when employees have a high (versus to low) level of person–organization value fit.

As mentioned above, we have suggested that autonomous motivation and controlled motivation mediate the impact of SRHRM on moral voice. Besides, we also hypothesize that person–organization value fit and SRHRM may have a joint effect on employee autonomous and controlled motivation. Based on the above hypotheses, we infer that person–organization value fit moderates the indirect impact of SRHRM on moral voice via autonomous and controlled motivation. Specifically, employees with a high level of person–organization value fit recognize SRHRM and understand its requirements,

they are easier to meet their needs and clarify the reward and constrain of SRHRM. Hence, employees are more likely to generate moral voice from internal spontaneous and external guidance. On the contrary, employees whose values are unfit with the organization may tend to passive participate in SRHRM practices and are rarely impact by organizational climate and reward, and they thus less perform moral voice. In sum, we propose the following hypotheses:

H5a: Person–organization value fit moderates the indirect effect of SRHRM on moral voice via autonomous motivation, such that the indirect effect is stronger when employees have a high (versus to low) level of person–organization value fit.

H5b: Person–organization value fit moderates the indirect effect of SRHRM on moral voice via controlled motivation, such that the indirect effect is stronger when employees have a high (versus to low) level of person–organization value fit (Fig. 1).

Research Methods

Sample and Representativeness

The Yangtze River Delta, such as Shanghai, is a rapidly developing economic region in China. Enterprises in this region have been exposed to foreign business models earlier, and emerging business concepts and CSR have

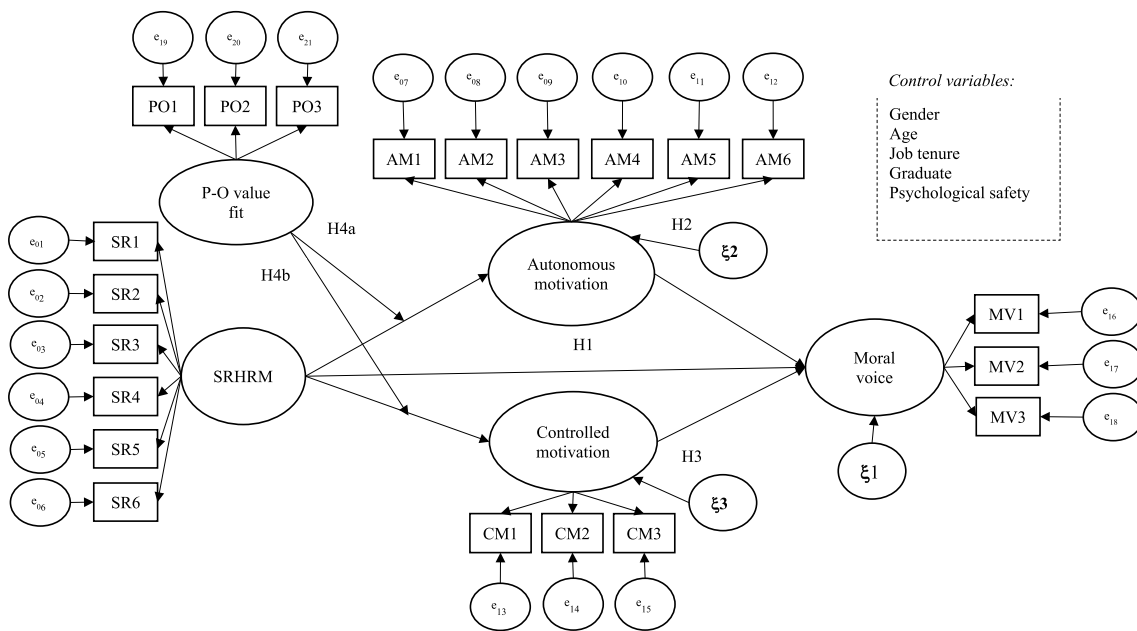


Fig. 1 Research model

developed relatively quickly. In addition, in the context of China, state-owned enterprises pay more attention to CSR than private enterprises and foreign-funded enterprises (Córdoba-Pachón et al. 2014). The electronic information and real estate industries have clear CSR standards and have held many CSR industry forums. Moreover, the society and the media pay relatively high attention to their social responsibility of these industries. Thus, the respondents of this study are from 4 state-owned or state-controlled companies in the Yangtze River Delta region (the total employee-number of companies is more than 500), including 3 telecommunications companies and 1 real estate company. The target companies selected in this study attach importance to the CSR of their employees and carry out SRHRM practices. The enterprises provide employees with CSR training, develop flexible work systems, and encourage employees to participate in donations and other public welfare activities.

With the help of enterprise human resource managers, the researchers randomly selected employees according to their job numbers. Researchers asked 100 target employees in each company about their willingness to investigate through emails. In the end, a total of 364 employees volunteered to participate in the survey and filled out anonymous questionnaires. To reduce the potential impact of common method deviations, we used a two-stage research design method to conduct online empirical survey through Sojump (<http://www.sojump.com>), the most popular online survey website in China. The researchers sent emails to collect data from employees of 4 target companies who voluntarily participated in the survey at the time of October 2019 and December 2019. The emails included the survey questionnaire link, survey purpose, and privacy and confidentiality instructions. We ensured the effective matching of recovered samples by numbering. The numbering rule is composed of the capital initials of the full name and the last four digits of the mobile phone number (such as CYH8680). During the two-stage data collection process, some questionnaires filled out by the respondents could not accurately measure the construct. According to the suggestion of Fan et al. (2020), some invalid questionnaires were removed according to the following criteria: (1) the questionnaire is incomplete; (2) the answers to the questionnaire are all consistent and (3) the respondent quickly answered all questions (less than 60 s). During the first stage of data collection, the respondents filled out questionnaires to measure the variables of SRHRM, person–organization fit, and control variables such as psychological safety and gender. A total of 364 questionnaires were sent in the first stage, and a total of 320 valid questionnaires were collected. One month later, the researchers launched the second phase of the investigation and sent the survey emails to the same subject again based on the 320 valid questionnaires retrieved. At this stage, the questionnaire

evaluated the employee autonomous motivation, control motivation and moral voice.

After the second phase of the survey, a total of 295 questionnaires were returned. We finally obtained a total of 260 valid questionnaires after the invalid questionnaires were removed according to the standard (Fan et al., 2020). The overall effective response rate of the questionnaires was 71.43%. The sample situation of the employees of each interviewed enterprise and the basic situation of the overall effective sample are shown in Table 1. Overall, among the 260 valid questionnaires, 47.7% were male, and 52.3% were female, and their aged 45 and below accounted for 80.8%. Besides, 76.2% of the employees had a tenure of fewer than five years in the organization, of which the number of employees with two-year tenure was the most, accounting for 31.2%. Moreover, 58.5% of the employees had bachelor's degree.

Measures

Table 2 summarizes the definition, composition and references supporting research variables. We translated all English scales into Chinese according to standard translation-back translation procedure and adjusted for the specific Chinese situation (Brislin, 1970). All of measure scales are shown in Table 2. All items were rated using the Likert 5-point scale (1 = strongly disagree, 5 = strongly agree).

SRHRM (Time 1)

We measured SRHRM using the six-item scales that Shen and Benson (2016) developed based on Orlitzky and Swanson's (2006) scale. Sample item is "My company provides CSR training for employees to promote CSR as the core organizational value". The Cronbach's alpha for this measure scale was 0.896.

Autonomous Motivation (Time 2)

A six-item scale developed by Graves et al. (2013) was used to measure autonomous motivation. The sample item is "Engaging in moral voice is fit my values when facing organizational unethical behavior". The Cronbach's alpha was 0.797.

Controlled Motivation (Time 2)

Following the method and suggestion of Bavik et al. (2018), we used a three-item scale developed by Guay et al. (2000) to measure controlled motivation. A sample item is "My job requires me to engage in moral voice when facing

Table 1 The descriptive statistics of sample

Variable	Category	Company 1 (65)		Company 2 (67)		Company 3(65)		Company 4 (63)		Total sample (260)	
		Value	Ratio (%)	Value	Ratio (%)	Value	Ratio (%)	Value	Ratio (%)	Value	Ratio (%)
Gender	Men	30	46.2	30	44.8	31	47.7	33	52.4	124	47.7
	Women	35	53.8	37	55.2	34	52.3	30	47.6	136	52.3
Age	25 and below	24	36.9	21	31.3	25	38.5	28	44.4	98	37.7
	26–35	14	21.6	17	25.4	16	24.6	13	20.6	60	23.1
	36–45	13	20	14	20.9	13	20	12	19.1	52	20.0
	46–55	8	12.3	12	17.9	9	13.8	7	11.1	36	13.8
	56 and above	6	9.2	3	4.5	2	3.1	3	4.8	14	5.4
Job tenure	less than 1	16	24.6	18	26.9	15	23.1	16	25.4	65	25.0
	1–2	21	32.3	23	34.3	19	29.2	18	28.6	81	31.2
	3–5	13	20	15	22.4	15	23.1	9	14.2	52	20.0
	6–10	9	13.9	7	10.4	7	10.8	10	15.9	33	12.7
	10 or more	6	9.2	4	6	9	13.8	10	15.9	29	11.1
Graduate	Secondary vocational school diploma or below	5	7.7	8	11.9	6	9.2	5	7.9	24	9.2
	Post-secondary diploma	13	20	13	19.4	12	18.5	11	17.5	49	18.8
	Bachelor degree	38	58.5	40	59.7	37	56.9	37	58.7	152	58.5
	Master degree and above	9	13.8	6	9	10	15.4	10	15.9	35	13.5

organizational unethical behaviors”. The Cronbach’s alpha was 0.754.

Person–Organization Value Fit (Time 1)

We used a three-item scale developed by Cable and DeRue (2002) to measure person–organization value fit. A sample item is “My personal values match the values and culture of the organization”. The Cronbach’s alpha was 0.711.

Moral Voice (Time 2)

Moral voice was measured by a three-item scale developed by Lee et al. (2017). The sample items are “I express against when my peers do unethical actions in workplace” and “I always state my view about ethical problems”. The Cronbach’s alpha was 0.737.

Control Variables (Time 1)

Previous literature claimed that the gender of the individual affected employee perception of SRHRM practices (Nie et al., 2018), and some researchers suggested that individual demographic variables also have a potential impact on employee voice (LePine & Dyne, 1998; Si & Li, 2012), this study thus took gender, age, education, and

job tenure as control variables. Moreover, Hu et al. (2018) also proposed that psychological safety affected employee voice, we added psychological safety as a control variable.

Statistical Methods

PLS-SEM is recognized as an effective multivariate analysis method in many fields, including HRM, organization management and other fields (Anwar et al., 2020; Hair et al., 2019). Recent years, PLS-SEM has gradually been applied by many scholars as it can estimate complex models with multiple structural paths and does not require an assumption of normality, and thus it has become a recognized analysis method for dealing with complex model in many fields, including HRM, organization management (Hair et al., 2019; Memon et al., 2020; Ringle et al., 2018).

This research considers PLS-SEM for the following reasons: first, this theoretical model is a complex model including two mediators (i.e., autonomous motivation and control motivation); second, the sample size of this study is small, and the sample does not conform to the standard normal distribution; and third, PLS-SEM facilitates the prediction of dependent variables (Hair et al., 2017). According to the advantages of PLS-SEM, it is appropriate for us to use the PLS-SEM inspection model.

Table 2 Measurement variables

Variable	Description	Measure	References
SR1	My company considers person identity-CSR identity fit in recruitment and selection	5-Point Likert scale	Shen and Benson (2016)
SR2	My company provides adequate CSR training to promote CSR as a core organizational value		
SR3	My company provides CSR training to develop employees' skills in receptive stakeholder engagement and communication		
SR4	My company considers employee social performance in promotions		
SR5	My company consider employee social performance in performance appraisals		
SR6	My company relates employee social performance to rewards and compensation		
AM1	It allows me to achieve goals I consider important	5-Point Likert scale	Graves et al. (2013)
AM2	It fits my own values		
AM3	It is personally important to me		
AM4	I enjoy it		
AM5	Of the pleasure I get from doing it		
AM6	It is fun		
CM1	Because I am supposed to do it	5-Point Likert scale	Guay et al. (2000); Bavik et al. (2018)
CM2	Because it is something that I have to do		
CM3	Because I don't have any choice		
PO1	The things that I value in life are very similar to the things that my organization value	5-Point Likert scale	Cable and DeRue (2002)
PO2	My personal values match my organization's values and culture		
PO3	My organization's values and culture provide a good fit with the things that I value in life		
MV1	This person confronts his or her peers when they commit an unethical act	5-Point Likert scale	Lee et al. (2017)
MV2	This person goes against the group's decision whenever it violates the ethical standards		
MV3	This person always states his or her views about ethical issues to me		
PS1	In my work unit, I can express my true feelings regarding my job	5-Point Likert scale	Liang et al. (2012)
PS2	In my work unit, I can freely express my thoughts		
PS3	In my work unit, expressing your true feelings is welcomed		
PS4	Nobody in my unit will pick on me even if I have different opinions		
CV1	Gender of the respondent	1: men; 0: women	
CV2	Age of the respondent	1: 25 and below; 2: 26–35; 3: 36–45; 4: 46–55; 5: 56 and above	
CV3	Job tenure of the respondent	1: less than 1; 2: 1–2; 3: 3–5; 4: 6–10; 5: 10 or more	
CV4	Graduate of the respondent	1: secondary vocational school diploma or below; 2: post-secondary diploma; 3: bachelor degree; 4: master degree and above	

Result

Measurement Checks and Statistical Tests for Bias

Although we sought to adopt the procedure control to the

problem of common method bias (CMV) though the way of two-stage survey, the data collected way by self-reported still exist this problem (Podsakoff et al., 2003). Firstly, we followed the way of Harman (1976) to test the potential influence of common method bias (Podsakoff et al.,

2003). The results revealed that the explained variance of the first factor accounted for about 39%. That is to say that CMV in the current study is not significant. In addition, with the help of the Stata (v.16), we adopted two steps way and verified two SEM model through confirmatory factor analysis (CFA): the first step verified a single factor model and the results were not satisfactory ($\chi^2 = 746.386$, RMSEA = 0.107, CFI = 0.768, TLI = 0.742, AVE = 0.247). The second step verified five factors model, the results were within the acceptable range, which the model has better properties (SRMR = 0.052, CD = 0.999, NFI = 0.932. Satorra-Bentler $\chi^2 = 310.475$, RMSEA = 0.053, CFI = 0.941, TLI = 0.931. OIM $\chi^2 = 326.999$, RMSEA = 0.053 [0.047, 0.066], CFI = 0.938, TLI = 0.928). Further, we verified that the first step model is not nested in the second step model

(log-likelihood ratio test $\chi^2 = 419.39^{***}$). The result of the Harman's single factor analysis shows that no single factor accounted for the majority of the variance (Podsakoff et al., 2003) and the result two steps CFA shows that the separation performance of individual factors is significantly better than the single factor model (Podsakoff et al., 2012). Taken together, the above analysis results show that our study had no significant effect from CMV.

Furthermore, we also tested the validity of the questionnaire. The results are as shown in Tables 3 and 4. Table 3 shows the results of the reliability and convergent validity and Table 4 shows the results of HTMT ratios and the Fornell-Larcker criteria to assess discriminant validity. The value of composite reliability (CR) and Cronbach's alpha can measure internal consistency reliability (Ringle et al.,

Table 3 Convergent validity and reliability

Construct	Item	Mean	SD	λ	s.e.***	α	AVE	CR
Socially responsible human resource management (SR)	SR1	3.480	1.085	0.834	0.021	0.896	0.659	0.921
	SR2	3.600	1.087	0.787	0.028			
	SR3	3.590	1.071	0.815	0.024			
	SR4	3.490	1.092	0.785	0.024			
	SR5	3.580	1.171	0.866	0.016			
	SR6	3.550	1.157	0.781	0.027			
Autonomous motivation (AM)	AM1	3.650	0.953	0.668	0.040	0.797	0.501	0.856
	AM2	3.880	0.953	0.575	0.057			
	AM3	3.920	0.892	0.681	0.044			
	AM4	3.570	1.032	0.746	0.034			
	AM5	3.530	1.026	0.743	0.030			
	AM6	3.430	1.129	0.809	0.020			
Controlled motivation (CM)	CM1	3.550	1.059	0.738	0.038	0.754	0.673	0.860
	CM2	3.23-	1.069	0.836	0.021			
	CM3	3.180	1.273	0.882	0.018			
person-organization value fit (PO)	PO1	3.680	1.026	0.846	0.023	0.711	0.634	0.838
	PO2	3.52	1.000	0.721	0.044			
	PO3	3.59	0.988	0.816	0.030			
Moral voice (MV)	MV1	3.780	1.037	0.856	0.021	0.737	0.656	0.851
	MV2	3.590	0.988	0.789	0.030			
	MV3	3.610	1.021	0.782	0.034			
Psychological safety (PS)-control variables	PS1	3.570	1.035	0.809	0.023			
	PS2	3.530	0.960	0.757	0.031			
	PS3	3.450	1.059	0.747	0.032			
	PS4	3.430	1.057	0.788	0.026			
One-item control variables	Mean	SD			Mean	SD		
Gender	1.520	0.500		Job tenure	2.540	1.295		
Age	2.260	1.246		Graduate	2.760	0.799		

CD = 0.999, NFI = 0.932, CFI = 0.938; TLI = 0.928, SRMR = 0.052, RMSEA = 0.053[0.047, 0.066], $\chi^2 = 326.99$

SD standard deviation, λ standardized loadings, s.e. standard error, α Chronbach's alpha, AVE average variance extracted, CR composite reliability

***Reliability: All the loadings are significant at a $p < 0.001$ level

Table 4 Square root of AVE and correlations between latent factors

	1	2	3	4	5
1. SRHRM	0.812	0.648	0.680	0.748	0.573
2. Autonomous motivation	0.554	0.708	0.756	0.664	0.783
3. Controlled motivation	0.566	0.593	0.821	0.645	0.530
4. Person–organization value	0.601	0.504	0.598	0.796	0.631
5. Moral voice	0.469	0.476	0.394	0.459	0.810

Fornell–Lacker criterion: squared root of AVE on the diagonal (bold) and factors correlations below the diagonal. HTMT ratios over the diagonal (italics)

SRHRM socially responsible human resource management

2018). From Table 3, we found that all CR and Cronbach’s alpha values are greater than 0.7. These results indicate that the internal consistency reliability is high. We also assessed reliability through CFA goodness of fit indexes. The results

show that all values are within the acceptable range (Bentler, 1990; Hu & Bentler, 1998), thus it further indicates the reliability is acceptable. Besides, most factor loadings were up to 0.7 and no one was below the minimum standard (0.4). The values of average variance extracted (AVE) were higher than 0.5 (Fornell & Larcker, 1981). From these results, we infer that the latent variables have great convergent validity. Moreover, Table 4 shows that inter-factor correlations are lower than the squared root of AVEs and all the HTMT ratios are below 0.85 (Henseler et al., 2014), which indicates the model with discriminant validity.

Hypothesis Testing

We test the hypotheses with the help of Smartpls 3.0 software. The bootstrapping technique (5000 subsamples, two-tailed significance) was employed to estimate the statistical significance of the parameter. This technique has

Table 5 The result of direct effect and indirect effect

Test	Path	β	s.e	t
Direct effects				
H1	SRHRM → moral voice	0.199	0.072	2.772**
H2a	SRHRM → autonomous motivation	0.216	0.073	2.954**
H2b	Autonomous motivation → moral voice	0.462	0.075	6.167***
H3a	SRHRM → controlled motivation	0.242	0.074	3.292**
H3b	Controlled motivation → moral voice	-0.020	0.069	0.283
Indirect effects				
H2	SRHRM → autonomous motivation → moral voice	0.100	0.036	2.798**
H3	SRHRM → controlled motivation → moral voice	-0.005	0.018	0.266

Bootstrap: 5000

*represents $p < 0.05$; ** represents $p < 0.01$; *** represents $p < 0.001$

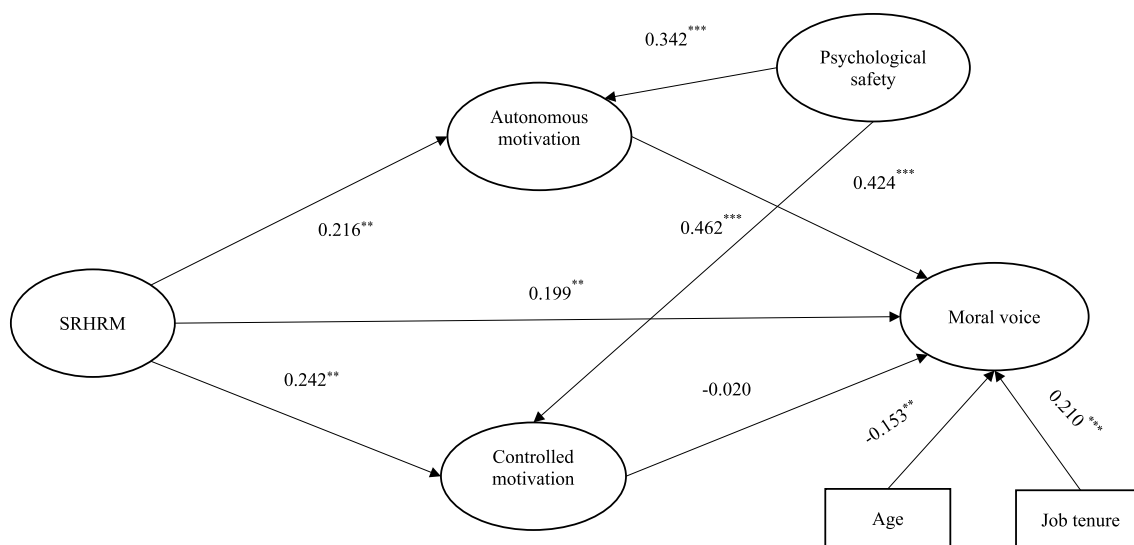


Fig. 2 The result of direct effect and indirect effect

a better statistical performance than traditional method and can deal with non-normality issues (Bollen & Stine, 2016). Table 5 and Fig. 2 shows the results of direct effect and indirect effect. As shown in Table 5, we found that SRHRM was significantly positive correlated to moral voice ($\beta=0.199$, $P<0.01$). Thus, Hypothesis 1 was supported by evidence. Furthermore, SRHRM had a positive relationship with autonomous motivation ($\beta=0.216$, $P<0.01$). Besides, autonomous motivation can stimulate employee moral voice ($\beta=0.462$, $P<0.001$). Moreover, the indirect effect of autonomous between SRHRM and moral voice was significant ($\beta=0.100$, $P<0.01$). Above all this, we inferred that Hypothesis 2 received support. Besides, SRHRM had a significantly effect on controlled motivation ($\beta=0.242$, $P<0.01$). Contrary to our expectation, the effect of controlled motivation on moral voice was insignificant ($\beta=-0.020$, $P=0.778$) and the indirect effect of controlled motivation between SRHRM and moral voice was also insignificant ($\beta=-0.005$, $P=0.791$). Thus, Hypothesis 3 was not supported.

To examine the moderating hypotheses, we adapted Hayes (2013) Process macro and Bootstrap estimate to test Hypotheses 4a and 4b. The results in Table 6 demonstrated that the effect of SRHRM on autonomous motivation was significantly positive (Effect size = 0.415, Boot SE = 0.068, 95% bootstrap CIs = [0.180, 0.449], not including zero) under the conditional of high level of person–organization value fit, while the effect of SRHRM on autonomous motivation was not significant (effect size = 0.054, boot SE = 0.054, 95% bootstrap CIs = [−0.053, 0.161], including zero) when employee had low level of person–organization value fit. Additionally, the relationship between SRHRM and controlled motivation was significant (effect size = 0.427, boot SE = 0.091, 95% bootstrap CIs = [0.248, 0.606], not

including zero) for high level of person–organization value fit, however, this relationship was not significant (effect size = 0.139, boot SE = 0.072, 95% bootstrap CIs = [−0.003, 0.281], including zero) when person–organization value fit was low. In a word, the effect of SRHRM on autonomous (controlled) motivation had a significant difference when employees had different value congruence with the organization. Therefore, Hypotheses 4a and 4b were all supported.

We also applied Bootstrap estimate to test Hypotheses 5a and 5b. Specifically, we tested the conditional effect of SRHRM on moral voice for the low and high levels of person–organization value fit under the bias-corrected CI (95%). As shown in Table 7, the indirect effect of SRHRM on moral voice via autonomous motivation was significantly positive (effect size = 0.170, boot SE = 0.048, 95% bootstrap CIs = [0.092, 0.288], not including zero) under the condition of high level of person–organization value fit, while the conditional effect of SRHRM on moral voice through autonomous motivation was not significant (effect size = 0.029, boot SE = 0.038, 95% bootstrap CIs = [−0.041, 0.110], including zero) when employee had low level of person–organization value fit. In other words, the mediating effect of autonomous motivation had a significant difference when employees had different levels of person–organization value fit. Therefore, Hypothesis 5a was supported. However, the mediating effect of controlled motivation between SRHRM and moral voice was insignificant under the condition of high-level person–organization values fit of the employee (effect size = −0.005, boot SE = 0.026, 95% bootstrap CIs = [−0.061, 0.045], including zero), and this indirect effect was also insignificant under the low-level of person–organization value fit (effect size = −0.002, boot SE = 0.010, 95% bootstrap CIs = [−0.031, 0.014],

Table 6 Results for the moderating effect

Dependent variable	Level	Effect size	Boot SE	LL 95% CI	UL 95% CI
AM	Low (−1 SD)	0.054	0.054	−0.053	0.161
	High (+1 SD)	0.415	0.068	0.180	0.449
CM	Low (−1 SD)	0.139	0.072	−0.003	0.281
	High (+1 SD)	0.427	0.091	0.248	0.606

$N=260$. Low = 1 s.d. below the mean; high = 1 s.d. above the mean. Control variables include gender, age, job tenure, graduate, psychological safety. Moderating variable: person–organization value fit. Bootstrap sample size = 5000

LL lower limit, UL upper limit, CI confidence interval, AM autonomous motivation, CM controlled motivation

Table 7 Results for the moderated mediation effect

Mediating variable	Level	Effect size	Boot SE	LL 95% CI	UL 95% CI
AM	Low (−1 SD)	0.029	0.038	−0.041	0.110
	High (+1 SD)	0.170	0.048	0.092	0.288
CM	Low (−1 SD)	−0.002	0.010	−0.031	0.014
	High (+1 SD)	−0.005	0.026	−0.061	0.045

$N=260$. Low = 1 s.d. below the mean; high = 1 s.d. above the mean. Control variables include gender, age, job tenure, graduate, psychological safety. Moderating variable: person–organization value fit. Bootstrap sample size = 5000

LL lower limit, UL upper limit, CI confidence interval, AM autonomous motivation, CM controlled motivation

including zero). Thus, we can infer that Hypothesis 5b was not supported.

Discussion

This article explored the intermediary mechanisms and boundary conditions of SRHRM and moral voice based on self-determination theory. Through a two-stage investigation, this study tested a moderating mediation model and the results showed that all other assumptions were supported except for H3 and H5b. This study asserted that SRHRM promoted employee moral voice, and only autonomous motivation plays a mediating role when individual autonomous motivation and control motivation are stimulated together. Moreover, we also found that the person–organization value fit strengthened the positive influence of SRHRM on autonomous motivation and controlled motivation. However, the result about controlled motivation is different from our expectation. There two reasons that may lead to the false assumption of controlled motivation. On the one hand, in the process of stimulating moral voice by SRHRM, controlled motivation is internalized into autonomous motivation, which has an impact on moral voice. Scholars point out that different motivations are not completely opposite dimensions. The types of motivations and motivations that may exist in the process of people’s activities are transformed from external to internal dynamic processes (Deci & Ryan, 2000), an autonomous and supportive environment can promote this process (Gagné & Deci, 2005). SRHRM can stimulate employee sense of organizational support (Shen & Benson, 2016). In addition, Zhao et al. (2021) pointed out that SRHRM can help employee value internalization, which strengthens the possibility of transforming controlled motivation into autonomous motivation. On the other hand, different types of motivation can lead to different behavioral tendencies. Previous studies have found that different motivations lead to different attitudes toward morality (Mallia et al., 2019). Autonomous motivations are more likely to stimulate pro-social behaviors, while controlled motivations and antisocial behaviors are more closely related (Hodge & Lonsdale, 2011). In addition, Malinowska et al. (2018) found that autonomous motivation can stimulate employee proactive behavior more than controlled motivation. Moral voice is a moral behavior spontaneously produced by employees. Therefore, compared with controlled motivation, autonomous motivation has a more significant impact on this type of behavior. In view of this, exploring the inner connection and difference between autonomous motivation and controlled motivation is our future research direction.

Besides, another interesting finding is that the effect of SRHRM on moral voice is stronger when employees are young and of low job tenure. Plasticity, learning, and

flexibility feature young employees with low job tenure (Warner & Zhu, 2018). Firstly, these employees have good plasticity (Bai & Liu, 2018). As a result, HRM department can easily intervene and guide their values and beliefs. Second, these employees are willing to learn and accept new things (Warner & Zhu, 2018). Thus, SRHRM can input their cognitive schema without difficulty, leading to an increasing CSR value. Thirdly, these employees have a high level of flexibility (Bai & Liu, 2018). Since moral voice has bad consequences (Lee et al., 2017), such as physical (e.g. injury) and psychological (e.g. fear and anxiety). This makes employees engage in moral voice with costs of taking risks. However, if employees can adapt to different occasions, they will minimize the costs and perform moral voice.

Theoretical Implication

This study explores the influence mechanism of SRHRM on moral voice and our findings have four aspects of contributions for the current theoretical research. Firstly, this study confirms the stimulating role of SRHRM on moral voice and this finding enriches the research result of moral voice. Previous research on the antecedents of moral voice only focuses on the role of leadership, such as ethical leadership and authoritarian leadership (Huang & Paterson, 2017; Zheng et al., 2019), ignoring the influence of organizational factors on employee initiative behavior. Considering the moral nature of SRHRM, this study responds to the call of Hu and Jiang (2016) to focus on the impact of HRM on employee voice, especially the moral voice. As far as we know, our study explores the antecedent factors of moral voice at the organizational level for the first time and expands the source of inducing factors for employee moral voice. Furthermore, this study follows Abdelmoteleb and Saha (2019) attention to the moral influence of SRHRM and confirms the promoting role of SRHRM on employee moral behavior (moral voice).

Secondly, past studies have recommended that researchers should explore more internal mechanism to expound how SRHRM promotes employee initiative behavior (Shao et al., 2019b; Shen & Benson, 2016). However, the current empirical studies are limited and mainly focus on employee cognition level, such as organizational identification, organizational trust, person–organization fit (Jia et al., 2019; Newman et al., 2016; Zhao et al., 2021). Our study fills the blank of the exploration of motivation as the mediator between SRHRM and employee proactive behaviors. This study verifies that autonomous motivation mediates the effect of SRHRM on moral voice. This conclusion further proves and enriches the view of Zhang et al. (2015) regarding motivation as the mediating mechanism between HRM practices and employee proactive behavior. Besides, our study reveals the black box of the linkage among SRHRM

and moral voice, which also provides a new research direction and theoretical perspective for scholars to explore the effect mechanism of SRHRM.

Thirdly, our study demonstrates that person–organization value fit plays a moderating role in the influencing process of SRHRM on employee moral voice. To be our knowledge, the boundary conditions of SRHRM impacting employee attitudes and behavior only concern the single factor of individual characteristics or organizational situation, the research on the moderating role of interaction factors between employees and the organization need to be added. This study along this research view to explore the moderating role of person–organization value fit in the effect mechanism between SRHRM and moral voice. In doing so, we further provide empirical support for the argument that person–organization value fit is an important effect factor in the relationship between the organizational situation and employee ethical behavior (Ruiz-Palomino et al., 2012; Zhao et al., 2021). Moreover, our finding expands the moderating mechanism of the positive effect between SRHRM and employee ethical behavior and enriches the research achievements of the interaction effect between person and organization.

Last and most importantly, we integrate self-determination theory and person–organization fit theory into one theoretical framework. On the one hand, this study explores the impacts of SRHRM on work motivation (i.e. autonomous motivation or controlled motivation) and subsequent moral voice behavior. As such, we provide empirical evidence for the “source of motivation behind behaviors”, which is posited by self-determination theory but less explored by prior studies (Deci & Ryan, 2008). On the other hand, previous research has highlighted that AMO theory and social exchange theory have often been applied in HRM studies to explain the linkage between HR practices and employee attitudes and/or behavior (e.g. Gould-Williams & Davies, 2005; Malik et al., 2021). However, our research goes beyond this scope and is the first to provide evidence for the moderating role of person–organization (P-O) value fit in the self-determination process. The theoretical choices are for three reasons. Firstly, AMO theory is often used to explore how HRM practices promote employee pro-organizational behavior (e.g. organizational citizenship behavior; Malik et al., 2021), but this paper considers the influence of risk-taking moral voice which is different from general pro-social behavior. Second, good social exchange relationship between employees and organizations is always driven by external motivations (e.g. employees to return to the organization). However, moral voice includes both the external motivation, but more importantly, it also involves the internal motivation. Thirdly, person–organization fit theory is a good extension of self-determination (Saether, 2019), namely, when the value of employees and organization is fit,

employees can better understand SRHRM and then perform moral voice. Thus, the introduction of person–organization fit theory complements the influence of self-determination, thus opening up a new way for future research.

Practical Implications

This study also provides some suggestions for managers on how to promote employee moral voice, and in turn reduce and prevent some unethical phenomenon in the organization. First, organizations should promote the implementation of SRHRM practice. For example, conveying CSR skills and thinking to employees in the training; assessing employee social performance. Besides, managers also emphasize and deepen understand of SRHRM practices, they can encourage employees to participate in public welfare activities and praise their kindness on external stakeholders. As the proposal of Abdelmotaleb and Saha (2019) that SRHRM increases employee organizational morality perception, organizations should make full use of SRHRM practices and create an organizational ethical climate for employees.

It's worth noting that SRHRM has a more significant bearing on moral voice among young employees with low job tenure. These employees have a high level of plasticity, learning and adaptability (Warner & Zhu, 2018). Thus, organizations can take personalized measures to motivate these employees. For example, organizations should set up public leave, establish a volunteer team and reward for environmental innovation. In so doing, organizations can input CSR ideas into employees, maintain their CSR enthusiasm, and motivate them to positively engage in moral voice. In addition, organizations should be based on their values, beliefs, and personalities to scientifically design CSR plans, such as continuously invest in internal staff development, and improve the internal curriculum development system towards CSR. These further enhance their CSR involvement, participation, and recognition, thus improving willingness to display moral voice.

Secondly, SRHRM develops moral voice behavior by improving their autonomous motivation rather than controlled motivation when two type motivation exist at the same time. Previous literature also more owed motivating influence in employee initiative behavior to autonomous motivation or internal motivation (Afsar et al., 2016). Therefore, organization adjusts the motivating methods of employees, and focuses on stimulating employee autonomous motivation. This conclusion provides a guide for managers that organizations should comprehend the need of employees before formulating the system of SRHRM. Besides, organizations should grasp the yardstick of external control to avoid excessive pressure caused by moral voice.

Finally, the current findings reveal that SRHRM will strongly activate employee moral voice motivation when

employee values fit organizational values. This finding enlightens that the managers not only attach importance to the shape of SRHRM for employee moral awareness but also recruit employees whose values fit organization values. Therefore, the organization should strengthen the concern about whether the candidates' values match with the organization during the recruitment process. In the specific, they can ask for applicants to fill in questionnaires about the value and inspect their understanding of organizational values and culture. Besides, organizations can provide organizational culture training for employees and shape their values consistent with organizations, thus improve employee identification and engagement in SRHRM practices.

Limitations and Future Directions

This study also exists several main limitations in data collection. Firstly, although this article employed a two-stage design to carry out the questionnaire survey, it is difficult to completely avoid the influencing of common method bias due to the way of employee self-report to collect data. Thus, future research can collect data from multiple channels, such as peer review and leader evaluation.

Secondly, this study only focuses on service-oriented enterprises in the Yangtze River Delta regions. The source of samples from these enterprises is limited by regions and industries. We believe that the sample data needs to be collected in a larger sampling range in further research, which helps improve the universality of our conclusion. Furthermore, our study was implemented in the Chinese context. It is not clear that our findings can be equally valid in the Western context. Therefore, future research also needs to conduct cross-culture research.

Finally, this article suggests that future research can be further explored from the following aspects: firstly, this study has not discussed whether there is a link between two kinds of motivation and the difference between the two mediating effects. Future studies can test the difference and linkage between autonomous and controlled motivation. Secondly, it is not comprehensive enough for the exploration of the internal mechanism between SRHRM and moral voice, we can try to explore the role of prosocial motivation, organizational ethical climate, and other variables as the mediator in the future. Thirdly, future research should discuss other boundary factors that affect the promoting process of SRHRM on moral voice, such as moral attentiveness and ethical leadership. Finally, moral voice may have an impact on SRHRM practices. In the past, scholars have proved that group ethics voice improves the ethical performance of the organization (Huang & Paterson, 2017), regulates the behavior of colleagues, and reduces ethical problems in the organization (Lee et al., 2017). On the one hand, moral voice may form a good organizational atmosphere and gradually evolve it into

formal organizational norms. On the other hand, managers will accept advice and establish corresponding rules and regulations in the organization to promote SRHRM practices. Therefore, we can explore the influence mechanism of moral voice on SRHRM practices in the future.

Conclusion

Promoting employee ethical behaviors always be regarded as an effective way to contain organizational immorality, our current study put our sight on employee moral voice, an initiative ethical behavior, which antecedent was only explored in the area of leadership. Grounded in self-determined theory, we investigated the internal mechanism of SRHRM and moral voice under the condition of employee motivation as mediator and person–organization value fit as moderator. Interestingly, only autonomous motivation plays a mediating role between SRHRM and moral voice when individual autonomous motivation and control motivation are stimulated together. Moreover, the motivating process of SRHRM on moral voice was moderated by person–organization value fit. All the above findings provide implications for the current theory and guide managers to inspire employee moral voice.

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