

PRIMARY RESEARCH

Work meaningfulness as a mediator: How intention to counter-productive work behavior impacts employee innovation and resilience

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Keywords

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Compared to employee resilience and innovative behaviour, these constructs have received the least amount of scholarly attention. Previous research has demonstrated that Socially Responsible Human Resource Management (SRHRM) has a positive impact on employee behaviour. However, the impact of SRHRM on meaningfulness work from a comprehensive perspective has received little attention. In order to investigate how and when intention to Counterproductive Work Behaviour (CWB) influences work meaningfulness through employee innovative behaviour and resilience, this study draws on the Theory of Planned Behaviour (TPB) and Conservation of Resources Theory (COR). Using structural equation modelling, the model was tested on a sample of 217 employee's workers in Amsterdam, the Netherlands' manufacturing industry. The findings show that the intention to CWB has a significant impact on work meaningfulness, through employee innovative behaviour and employee resilience. Furthermore, Socially Responsible Human Resource Management (SRHRM) has moderated the significant effect on intention to CWB and work meaningfulness. This study offers theoretical and practical insights into how to effectively encourage employee innovative behaviour and resilience within their workforce.

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INTRODUCTION

Innovation is a key objective for prosperous modern businesses (Gong et al., 2024). Innovation can be thought of as a modern-day equivalent of the Greek word "Eureka," which means "I have found it," because it is regarded as very valuable but comparatively difficult to attain (Almazrouei et al., 2023). Most businesses and organizations understand the need to take a proactive approach to innovation and fostering creativity. In today's fast-paced, fiercely competitive corporate world, innovation is essential for organizational prosperity, competitive advantage, and long-term success (Slåtten et al., 2020; Vandavasi et al., 2020). According to Tsegaye et al. (2020), employees' innovative behavior, also defined as the creation and application of novel and worthwhile ideas, is crucial to organizational innovation (Ramos-González et al., 2022). Conse-

quently, it's critical to comprehend the factors that precede and influence employees' creative behavior. Numerous studies have established the importance of human resource management in fostering employees' innovative and creative tendencies (Almazrouei et al., 2023; Brunetto et al., 2022; Ramos-González et al., 2022; Vandavasi et al., 2020).

Organizations need to assist employees in becoming more resilient considering the current environment characterized by Volatility, Uncertainty, Complexity, and Ambiguity (VUCA) (Lu et al., 2023). According to Zhang et al. (2025), resilience is the "positive capacity to rebound or bounce back" from a variety of adversities (p. 174). According to Al-Hawari et al. (2020) and Liang and Cao (2021), resilience can support workers in sustaining themselves, enhancing their well-being, and overcoming obstacles at work. By improving goal progress and job

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performance, employee resilience can help organizations gain a competitive edge (Lu et al., 2023). According to Malik and Garg (2020) lead to high organizational adaptability in dynamic business settings. Therefore, it's critical to understand the factors that enhances employee resilience.

According to Liang and Cao (2021), there are not many studies on employee resilience in the organizational setting, despite its significance. Researchers have started to concentrate on the function of Human Resource Management (HRM) techniques, such as well-being-oriented HRM (Shahzad et al., 2021), since earlier research has shown that resilience may be fostered through training (Brunetto et al., 2022). The dual relationship between employees and organizations is typically highlighted by these HRM practices. Nonetheless, the influence of HRM approaches that involve numerous stakeholders, such as socially responsible HRM, has frequently been overlooked by experts. According to Omid and Dal Zotto (2022), SRHRM is a set of HRM practices that emphasize the three-dimensional relationship between organizations, internal employees, and external stakeholders in order to enhance employee attitudes and behaviors. According to Arslan et al. (2022), SRHRM practices specifically involve "hiring and retaining socially responsible employees, providing CSR training, and taking account of employees' social contributions in promotion, performance appraisal, and remuneration." In contrast to strategic HRM, SRHRM emphasizes the value of preserving connections with various stakeholders, such as customers, employees, and society, to create win-win or multi-win outcomes. To foster employee resilience, managers have recently embraced SRHRM (Omid & Dal Zotto, 2022). In contrast to the focus on practice, there is a dearth of knowledge in the academic community about the influence of SRHRM on employee resilience, and neither the fundamental processes nor the conditions that separate them have been addressed. Therefore, investigating how and when SRHRM influences employee resilience and employee innovative behavior is both theoretical and practically important (Ramos-González et al., 2022).

Put another way, employees may develop intentions to harm the organization or its members if they believe that they are being discouraged from speaking up and sharing their thoughts, worries, and recommendations at work. Counterproductive Work Behavior (CWB) is the term used to describe such actions (Bai et al., 2024). According to Conner (2015), the Theory of Planned Behavior (TPB) contends that "behavior is a function of beliefs, knowledge, subjective norms, attitudes, perceived behavioral control, and intentions." Additionally, according to the idea, "perceptions and attitudes lead to intentions, and intentions lead to behavior" (Mansour & Shehadeh, 2020). As

a result, workers who feel that their workgroup has a positive voice climate may be more engaged at work and less likely to participate in CWB. Therefore, the relationship between intentions to CWB and SRHRM (Siegel et al., 2022). Thus, Yean et al. (2022) examined the mediating role of intentions to engage in CWB, drawing on the theory of planned behavior.

Conservation of Resources (COR) theory, Boyd (2013), describe how resource-building and resource-depleting activities in SRHRM, acting as a resource caravan passageway, can affect employee resilience. By integrating employee social performance into selection and promotion, SRHRM forces employees to take external stakeholders' interests into account, which is why it can be viewed as a resource caravan passageway (Ditescu, 2015). This situation could comparatively agitate valued and worn-out staff members. Researchers have also urged managers to investigate how ethics and economics interact (Tsegaye et al., 2020). Because meaningfulness is an experience where employees get physical, cognitive, and emotional energies at work, COR theory views the role of meaningfulness in the workplace as a resource-building process. Therefore, the study applies COR theory to investigate how SRHRM influences worker resilience through processes of resource depletion and job meaningfulness. According to COR theory, it is proposed that the crucial moderator is SRHRM with intention to CWB and work meaningfulness (Almazrouei et al., 2023; Boyd, 2013).

The study makes several significant contributions to the existing literature. First, by linking SRHRM practices with employee resilience, it contributes to the literature on inventive behavior. In particular, a more balanced perspective is provided on the connection between SRHRM, employee resilience, and innovative conduct. SRHRM may cause some dangers even if researchers generally view it as beneficial (Kundi et al., 2025; Zhang et al., 2025). Specifically, work meaningfulness acts as a mediator between employee resilience and innovative behavior and intention to CWB. These findings contribute to a growing body of literature on employee resilience and innovative behavior. Before formulating specific hypotheses, the theoretical foundations of resource theory are reviewed. A cross-sectional research design is subsequently employed to test the proposed hypotheses.. Lastly, the discussion concludes with theoretical contributions and implications for practice.

THEORETICAL OVERVIEW AND HYPOTHESIS DEVELOPMENT

Theory of Planned Behavior

Conner (2015) to determine the relationship between the variables. It asserts that attitude, subjective norm, and perceived behavioral control all influence an individual's intention to en-

engage in a specific behavior. Attitude refers to an individual's positive or negative opinion of the behavior in question. An individual's intention to engage in a behavior is positively correlated with their attitude towards that behavior (Ditescu, 2015). In the same way, a subjective norm describes how someone feels about societal pressure to engage in or refrain from engaging in a particular behavior. The intention to engage in a behavior increases with the degree of subjective norm support for that behavior. An individual will perceive more behavioral control over their behavior if they expect to have more resources and fewer barriers (Krasniqi et al., 2025). Additionally, according to TPB, an individual's attitude towards a certain behavior influences their intent to engage in that behaviour, which in turn influences the behavior itself (Al-Hawari et al., 2020). Accordingly, TPB suggests that employees' perceptions of their intent to participate in CWB will influence their innovative activity, which in turn will influence their actual conduct in terms of resilience. They will thus be more invested and involved in their work. Additionally, TPB asserts that situational elements or boundary conditions may have an impact on the connections listed above (Iqbal et al., 2020). Therefore, work meaningfulness and intention to CWB as crucial boundary criteria. In particular, work meaningfulness is proposed to mediate the relationship between employee resilience, innovative behavior, and intention to engage in CWB.

Conversation of Resources Theory

For an understanding of the impact of SRHRM on employee resilience, COR theory is utilized. According to this theory, individuals tend to acquire valuable resources and safeguard their existing ones (Mansoor et al., 2025). One of the fundamental principles of COR theory is that resources can be developed or exhausted in organizational environments, known as resource caravan passageways, Boyd (2013). When workers perceive benefits to resources, work environments as resource caravan gateways significantly contribute to the enhancement of personal resources (Ditescu, 2015). In other words, resource-gaining processes are produced when resource caravan pathways are able to provide, protect, share, and pool resources. On the other hand, when workers think that their resources are in danger, they exhaust them in the workplace. Given its close association with the development and depletion of personal resources, SRHRM conceptualize as a resource caravan pathway that creates resource dynamics, which either promote or inhibit resource generation (Malik & Garg, 2020). Work meaningfulness is a state of resource gain, while resource depletion is a condition of resource drain, according to COR theory (Mansoor & Shehadeh, 2020; Vandavasi et al., 2020). Therefore, re-

source depletion and work meaningfulness are considered key mechanisms representing resources losses and gains through which SRHRM may influence employee resilience. A further basic principle of COR theory is that while those with less money are more likely to keep their assets against potential losses, those with more money are more likely to invest in future profit spirals. Additionally, according to COR theory, resilience is the capacity of people to commit resources to overcoming stress and staying active (Tsegaye et al., 2020). In other words, employees who have gained experience with resources are probably going to be more resilient soon. On the other hand, individuals who have experienced resource loss are typically less resilient going forward. Accordingly, COR Theory provides a useful framework for explaining how SRHRM simultaneously influences resource gains and resource losses, thereby shaping employee resilience (Liang & Cao, 2021).

Intention to CWB and Work Meaningfulness

CWB includes theft, sabotage, withdrawal, and production deviation. Additionally, there are active and passive forms of CWB (Mansour & Shehadeh, 2020). While withdrawal is passive, the majority of CWB is active (Lee et al., 2022). Employee acts that harm or attempt to harm the legitimate interests of their organization are referred to as Counterproductive Work Behavior (CWB). Employees are the ones who voluntarily produce these behaviors. This spontaneous, immoral behavior is against social or organizational standards and can have several negative consequences for the organization, including damage and divergence from production (Siegel et al., 2022). Regarding the idea of unproductive work behaviors, authors and researchers have different opinions. They have used a variety of terminologies to describe these behaviors. The phrase "workplace deviation," which refers to voluntary behavior that deviates from major regulatory systems and endangers the organizations and its members' wellbeing, was used by Yean et al. (2022) to identify unproductive work behaviors. Similarly, Bai et al. (2024) use the term "anti-social behavior" to describe these actions, which include acts of violence, harassment, lying, aggression, discrimination, theft, and retaliation. Anti-social behavior is defined as any behavior that causes harm to the organization, its employees, or its stakeholders.

Arslan et al. (2022) claim that employees are more likely to feel that their work has significance when they believe it is improving the lives of others, since this will address their counterproductive work conduct. Numerous beneficial work outcomes, including job engagement (Hur et al., 2018), job satisfaction (Iqbal et al., 2020), and employee resilience (Liang and Cao (2021), have been linked to meaningful work. Almazrouei et

al. (2023) investigated WM as a mediator in the association between CWB and employee innovative behavior and resilience. Building on this line of inquiry, the present study extends the literature by examining its role in shaping CWB-related intentions. Therefore, it is proposed that perceptions of employees' intentions to engage in CWB will affect work meaningfulness in accordance with TPB Conner (2015), which states that employee's intention to perform a specific behavior is influenced by their attitudes, subjective norms, and perceived behavioral control. Employees develop a positive organizational identity that directs their behaviors at work and causes them to leave CWB if they believe their company cares about social justice and is socially responsible (Canboy et al., 2023; Kundi et al., 2025). Employees who believe their company is a negligent system that only cares about financial results, on the other hand, are probably more susceptible to CWB since they are uneasy about identifying with this company. Employees are more likely to be tolerant of CWB and less likely to put up work-related effort when negative perceptions of work meaningfulness. Gong et al. (2024) contend that employees' intention to participate in CWB will strengthen social norms that will keep them from acting in ways that are detrimental and will increase their sense of control over constructive rather than meaningful work. Thus, the following hypothesis is proposed:

H1: Intention to CWB has a direct and significant impact on work meaningfulness.

Work Meaningfulness and Employee Innovative Behavior

The significance of work meaningfulness has been extensively acknowledged and has attracted a great deal of attention from practitioners and scholars in order to encourage employees' innovative behavior in a broad knowledge-based work context (Gong et al., 2024). Meaningful work serves as a stimulant to promote creative results Bai et al. (2024) and innovative behavior (Canboy et al., 2023). Traditional work arrangements have been extensively researched and linked to employee resilience and innovative conduct in the literature on work meaningfulness and innovation in general. WM is the term used to describe the positive effects that a job has on an employee's life, as well as the internal fulfillment that comes from working (Almazrouei et al., 2023). Innovation, according to Yean et al. (2022), is the process of coming up with and putting into practice new ideas. According to Siegel et al. (2022), "the intentional creation, introduction, and application of new ideas within a work role, group, or organization, in order to benefit role performance, the group, or organization" is the definition of individual creative conduct.

Innovative behavior is reported to be encouraged by meaning-

ful work (Lee et al., 2022). Employees will be dedicated to and passionate about their work when they believe it has purpose (Bhatti et al., 2022). They will even go above and beyond the call of duty to improve the lives of others. Additionally, they are likely to use the resources at their disposal to come up with creative solutions to social issues (Arslan et al., 2022). Additionally, the few investigations demonstrated a strong and favorable correlation between WM and creative behavior (Almazrouei et al., 2023). Furthermore, in line with the broaden-and-build hypothesis of happy emotions Ramos-González et al. (2022), individuals who feel good about their work adopt positive attitudes and make use of their skills, which motivates them to do better at work (Brunetto et al., 2022). WM offers a fascinating way to explain why employees in the manufacturing sector are likely to exhibit creative behavior at work. Thus, the following hypothesis is established:

H2: Work meaningfulness has a direct and significant impact on employee innovative behavior.

Work Meaningfulness and Employee Resilience

According to Liang and Cao (2021), resilient individuals are better equipped to manage unprecedented changes and effectively adapt to demanding jobs, responsibilities, and circumstances. Employees with resilience are better able to withstand stress and adjust to dynamic, demanding work settings (Lu et al., 2023). The developable capacity of an individual to "bounce back" from adversity and grow and strengthen as a result of this adjustment is what Zhang et al. (2025) characterized as resilience. According to Gong et al. (2024), building resilience is a contextual and interactive process. Researchers have shown that job meaningfulness, as a component of intention to CWB, favorably affects employee resilience Al-Hawari et al. (2020), based on the conservation of resources hypothesis (Malik & Garg, 2020; Utami, 2019). Aligning one's job with life goals is a defining characteristic of work meaningfulness, which is the subjective assessment of work's significance and relevance to the larger context (Gong et al., 2024; Hassnain, 2022; Lu et al., 2023).

According to Canboy et al. (2023), experience fulfils the three requirements of personal progress, greater good, and personal meaning, and making work worthwhile. Although meaningful work on one's own is acknowledged as a powerful predictor of both in-role and extra-role job success (Siegel et al., 2022), it also enhances one's existential relevance (Almazrouei et al., 2023). It enables workers to overcome the sense of normlessness at work and helps people overcome alienation in the workplace (Yean et al., 2022). Additionally, Ramos-González et al. (2022) emphasized that companies that provide growth

and development programs to their staff members also help to build employee resilience. Building on this, learning organization practices offer chances to evoke pleasant feelings, which in turn support meaningful work, which in turn fosters employee resilience (Kundi et al., 2025; Yean et al., 2022; Zhang et al., 2025). Therefore, it is proposed that employee resilience is significantly impacted by work meaningfulness.

H3: Work meaningfulness has a direct and significant impact on employee resilience.

Moderating Role of SRHRM

On the one hand, by highlighting socially conscious principles, SRHRM techniques, like resource caravan routes, assist workers in discovering purpose in their job. Employees with high levels of socially responsible values are recruited and chosen with the use of SRHRM (Lu et al., 2023). A variety of training and development techniques are included in SRHRM, with the dual goals of fostering socially conscious values in staff members and educating them about how their organization benefits various stakeholders, including beneficiaries (Omidi & Dal Zotto, 2022). These behaviors make up compassionate and caring work environments, which increase employees' sense of the significance and worth of their work (Zhang et al., 2025). Scholars have discovered that companies with socially conscious principles increase the significance of their employees' labor, which supports these claims (Kundi et al., 2025). Therefore, SRHRM enhances workers' work meaningfulness because of socially responsible ideals, in accordance with COR theory (Boyd, 2013). However, as resource caravan passageways, SRHRM techniques provide workers the chance to influence their communities and even society. According to earlier research, workers can feel that their work has significance when they believe it improves the well-being of their group and society (Almazrouei et al., 2023). Ramos-González et al. (2022) suggest that by making work more meaningful, SRHRM may promote employee resilience. Canboy et al. (2023) mention a novel concept about employee-focused social responsibility policies and practices called Socially Responsible Human Resource Management (SRHRM). As it integrates RS strategies and human resource practices and policies, it embraces a social component in employee management (Bai et al., 2024). By using SRHRM, businesses go above and beyond what is mandated by law and devote time and resources to trying to satisfy the requirements of their employees by involving them in management. This enables the pursuit of efficiency and sustainability by attending to the interests of both external stakeholders and employees. Mansour and Shehadeh (2020) and Slåtten et al. (2020) assert that SRHRM relies on the develop-

ment of generally effective methods for managing human resources across all organizations. According to viewpoints that stated that the primary element of SRHRM is the necessity of searching for the nation, context, and policies pertaining to efficient human resources or other factors. According to Tsegaye et al. (2020), COR theory postulates that "initial resource gains lead to future resource gains." Any deliberate employee behavior that could negatively impact an organization's or its members' well-being is included in CWB. According to Liang and Cao (2021) CWB is also known as employee misconduct, organizational misbehavior, and/or anti-social behavior. It encompasses negative conduct like theft, fraud, tardiness, misusing organizational resources, and disciplinary issues. In the meantime, people might invest resources in other conditions as they become more robust (Omidi & Dal Zotto, 2022). Considering that the relationship between work meaningfulness and intention to CWB is moderated by SRHRM. Therefore, the following hypothesis is proposed:

H4: SRHRM moderates the relationship between intention to CWB and work meaningfulness.

Mediating Role of Work Meaningfulness

Resource caravans allow resources to evolve and change in packs or caravans, in accordance with the resource caravan routes of COR theory (Hobfoll et al., 2018). In other words, work settings (also known as passageways) have an impact on linked resources in a comparable manner in addition to influencing resources separately (Hobfoll et al., 2018; Shen & Benson, 2016). Work meaningfulness, a crucial process for employees to acquire resources, is the valuable sense that comes from their physical, mental, and emotional efforts. For the following reasons, it is proposed that SRHRM, as a resource caravan gateway, can enhance workers' work meaningfulness in accordance with COR theory (Arslan et al., 2022; Gong et al., 2024). These methods increase the sense of purpose that employees derive from their work by giving them the impression that they may improve the well-being of others (such as external stakeholders) and contribute to society. Canboy et al. (2023) claims are supported by the fact that employees can find purpose in their employment by contributing to society. According to Almazrouei et al. (2023), CWB characterizes voluntary behavior that deviates from organizational standards and goals. Deviant behavior in an organizational setting includes things like working less than is feasible or agreed upon, squandering company resources, or embarrassing coworkers or superiors. Electronic monitoring seeks to identify CWB and align workers with company objectives in addition to preserving performance (Mansour & Shehadeh, 2020). Therefore,

CWB should decrease as a result of electronic monitoring. In fact, prior studies have shown that electronic monitoring had a decreasing impact on CWB (Lee et al., 2022). However, it is reasonable to conclude that electronic monitoring raises CWB based on an equity theory. Employees may wish to mend the relationship and treat their company badly if they believe that monitoring violates their employee-employer relationship and is a sign of mistrust. This reasoning suggests that electronic monitoring may encourage, and some research has empirically discovered this connection. According to Siegel et al. (2022), they are actions that hurt the group and its constituents, such as deception, sabotage, verbal abuse, reduced efforts, refusal to collaborate, and violent assaults. Furthermore, unproductive work behaviors were defined by Yean et al. (2022) as a way for members of an organization to protest and voice their discontent and resentment within the organization in an effort to

address injustices that they experience. Although they are a good source of profit, Slåtten et al. (2020) and Vandavasi et al. (2020) claimed that if an organization is engaged in identifying and correcting unproductive work behaviors, it has the potential to achieve considerable performance from work. Almazrouei et al. (2023) and Ramos-González et al. (2022) propose that intention to CWB, as resource caravan pathways, can initiate employees' resource-building activities and so enhance the meaningfulness of work, in accordance with COR theory. Therefore, the following hypothesis is proposed:

H5: Work meaningfulness mediates the relationship between intention to CWB and employee innovative behavior.

H6: Work meaningfulness mediates the relationship between intention to CWB and employee resilience.

Figure 1 depicts the conceptual model of the interactions that we seek to examine.

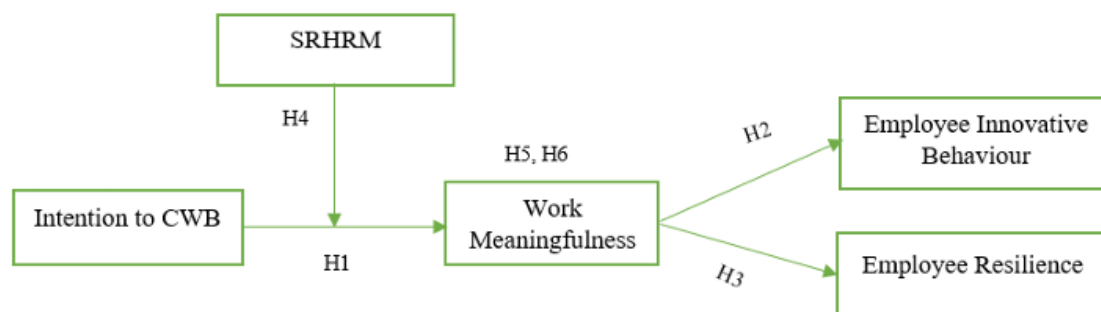


FIGURE 1. Conceptual model

METHODOLOGY

Participants and Procedures

Participants in the study were employees working in the manufacturing sector in Amsterdam, the Netherlands. All employee who participated in the research contributed important information. English was used to prepare the questionnaire. Through their personal and professional connections, the writers made it easier to gain access to the companies under study. The relevant data were obtained throughout three rounds of paper-based questionnaires. Data was collected in the first phase from factors of intention to CWB with employees' resilience and innovative behavior. Meaningfulness of the mediating variable in the second phase and the moderating variable in the final phase. Questions from a survey on socially responsible human resource management are included.

Common Method Bias (CMB) techniques was addressed using procedural remedies recommended by Chin et al. (2012) and Min et al. (2016). We started by telling each participant that their answers would not be used for the assessment and would only be used for academic purposes. They were also

assured that there would be no right or wrong answers, that the information they submitted would be kept private and anonymous, and that they should be as truthful as possible in their responses. Second, to reduce the disruption and extra effort placed on the healthcare professionals, participation in this study was entirely optional. Third, the questionnaire was designed using clear and simple language, avoiding complex wording and ambiguous phrasing. A total of 250 out of 330 distributed questionnaires were returned. Of these 33 of the 250 completed surveys had missing information; thus, they were removed. The industry in Amsterdam, the Netherlands, has a comparatively high valid response rate of 66%. The survey's non-response rate was excessive. Men made up 57% of the 217 participants, while women made up 43%. The employees' average age was 31.8 years, with a range of 25 to 35 years.

Measures

The measures were originally published in English. The procedure was undertaken to ensure content validity of the measures (Hair et al., 2024). All measuring item was modified from

previously approved items in the body of literature. A five-point Likert scale from “strongly disagree” to “strongly agree” was used to test the measures. Appendix 1 contains every example item (Table 6).

Intention to CWB

Hur et al. (2018) designed eight measures to measure intention to CWB. Using a 5-point Likert scale, where 1 represents strongly disagree and 5 represents strongly agree, respondents stated how frequently they intended to CWB the described behavior. Examples of offenses include “Intentionally work slower than could have worked” along with “Discuss confidential company information with an unauthorized person”. The scale demonstrated good internal consistency, with a Cronbach’s alpha of $\alpha = 0.88$.

SRHRM

Socially responsible human resource management was assessed with seven seven-item scale, which was measured by Shen and Benson (2016). Using a 5-point Likert scale, where 1 represents strongly disagree and 5 represents strongly agree, respondents stated how frequently they SRHRM described. Example items include “Employees in my company can expect to stay for as long as they wish” and “Rewards in my company are competitive with other companies in the same region”. The scale demonstrated good internal consistency, with a Cronbach’s alpha of $\alpha = 0.88$.

Employee Innovative Behavior

Employee innovative behavior was assessed with seven item scale, which was measured by Almazrouei et al. (2023). Using a 5-point Likert scale, where 1 represents strongly disagree and 5 represents strongly agree, respondents stated how frequently they EIB described. Example items include “How often does this employee generate original solutions for problems?” and “How often does this employee find new approaches to execute tasks?” The scale demonstrated good internal consistency, with a Cronbach’s alpha of $\alpha = 0.88$.

Employee Resilience

Employee resilience was assessed with a six-item scale, which was adapted from Hodliffe (2014). Using a 5-point Likert scale, where 1 represents strongly disagree and 5 represents strongly agree, respondents stated how frequently they employ resilience described. Example items include “I effectively collaborate with others to handle unexpected challenges” and “I can handle a high workload for long periods of time”. The scale demonstrated good internal consistency, with a Cronbach’s alpha of $\alpha = 0.88$.

DATA ANALYSIS AND RESULTS

The relationships between constructs and the demographic profiles of participating employees were examined using SPSS 26 software. Potential Common Method Bias (CMB) was investigated using Harman’s single-factor test. The findings show that 38.780% of the variance can be explained by the one-factor model, suggesting that standard technique variance is not a serious issue (Chin et al., 2012; Min et al., 2016). In addition, CMB can be found using a comprehensive collinearity assessment method with a clever PLS-SEM (Podsakoff et al., 2024). To detect CMB, Jordan and Troth (2020) proposed a VIF threshold value of 3.3. With a maximum VIF of 1.99, the current model is considered free of CMB.

To validate the fundamental elements and models, Structural Equation Modelling (SEM) was conducted using Smart Partial Least Squares (Smart-PLS) techniques, implemented through Smart-PLS 3 software. According to Hair et al. (2024), Smart-PLS 3 is a potent software program frequently used for Structural Equation Modelling (SEM) testing. This software made it easier to create graphical representations, which allowed us to explain our findings in a clearer manner. The PLS is a technique that estimates the dimension and fundamental model simultaneously by running confirmatory factor analysis and regression (Hair et al., 2024).

The structural model analysis was used to test the study hypotheses and evaluated the validity of the measures and the measurement model. A formative model for latent and observable constructs is produced by Smart-PLS, which was developed to control the influential range and moderate relationships (Hair et al., 2024). Additionally, it requires fewer prerequisites to validate the suggested models. Similarly, behavioral sciences and business management studies have frequently employed Smart-PLS software for data analysis (Hair et al., 2024).

Evaluation of Measurement Model

The measurement model assessment included discriminant validity, Cronbach’s alpha, Average Variance Extracted (AVE 5 convergent validity), Composite Reliability (CR), and cross-loading (Hair et al., 2024). As shown in Table 1, SRHRM6 and SRHRM7 were not included in the model due to their inadequate factor loading, which was less than the 0.5 threshold. The factor loading of the remaining 29 items ranged from 0.649 (for EIB7) to 0.889 (for ER3) and was greater than 0.5. Every research construct had an AVE above 0.5, ranging from 0.529 for SRHRM to 0.691 for ER. According to Hair, the composite reliability is above 0.60 and ranges from 0.837 for WM to 0.930 for ER. According to Hair, the Cronbach’s alpha values were greater

than 0.7 and varied from 0.849 for SRHRM to 0.913 for CWB. for all constructs.
Overall, these results confirm acceptable convergent validity

TABLE 1. Internal reliability and convergent validity

Constructs	Items	Factor Loadings	Cronbach's Alpha	Compositibility Reliability	The Average Variance Extracted
Intention to CWB	CWB1	0.800	0.913	0.929	0.621
	CWB2	0.786			
	CWB3	0.754			
	CWB4	0.794			
	CWB5	0.790			
	CWB6	0.816			
	CWB7	0.830			
	CWB8	0.732			
Employee Innovative Behavior	EIB1	0.775	0.879	0.906	0.582
	EIB2	0.848			
	EIB3	0.815			
	EIB4	0.757			
	EIB5	0.706			
	EIB6	0.772			
	EIB7	0.649			
Employee Resilience	ER1	0.776	0.912	0.930	0.691
	ER2	0.866			
	ER3	0.889			
	ER4	0.802			
	ER5	0.822			
	ER6	0.828			
SRHRM	SRHRM1	0.748	0.849	0.885	0.529
	SRHRM2	0.783			
	SRHRM3	0.843			
	SRHRM4	0.741			
	SRHRM5	0.802			
Work Meaningfulness	WM1	0.878	0.707	0.837	0.633
	WM2	0.719			
	WM3	0.780			

The averages, correlations, and standard deviations among the constructs are presented in Table 2. Additionally, it shows the results of discriminant validity, which establishes the degree to which a concept is indeed distinct from other constructs (Fornell & Larcker, 1981). According to Hair et al. (2024), Table 2 demonstrates that the square root of the AVE for correlations between the construct and other constructs was less than the square root of the AVE for each construct alone. Furthermore,

all the correlations between the constructs were below the recommended threshold of 0.85.

Structural Estimates (Hypotheses Testing)

The proposed model was tested using SMART-PLS 3 and Structural Equation Modelling (SEM). The significance level of the coefficient values was utilized to determine whether the hypotheses were accepted or rejected (Hair et al., 2024).

TABLE 2. Discriminant validity

	Mean	SD	1	2	3	4	5
CWB	3.678	1.052	0.788				
EIB	3.491	1.013	0.699	0.763			
ER	4.871	1.145	0.782	0.813	0.831		
SRHRM	3.312	1.033	0.652	0.764	0.703	0.728	
WM	4.899	1.127	0.483	0.587	0.546	0.702	0.795

Additionally, bootstrapping was employed to calculate *t* - values; equal to or greater than 1.96 indicate that the proposed relationship is significant at a *p* - value of less than 0.1. H1 tested the relationship between intentions to engage in CWB and work meaningfulness. The study's findings demonstrated a negative and statistically significant correlation between work meaningfulness and CWB ($\beta = -0.245$, $T = 2.754$, and *p* - value > 0.01). Therefore, H1 was supported. Hypotheses 2 investigated the relationship between work meaningfulness and em-

ployee innovative behavior. The result shows that a positive and significant relationship exists between work meaningfulness and employee innovative behavior ($\beta = 0.589$, $T = 14.379$, and *p* - value < 0.01). Therefore, H2 was supported. Hypothesis 3, examined the relationship between work meaningfulness and employee resilience. The result shows that a positive and significant relationship exists between work meaningfulness and employee resilience ($\beta = 0.546$, $T = 12.592$, and *p* - value < 0.01). Therefore, H3 was supported.

TABLE 3. Direct analysis results

Relationships	Mean (M)	SD	Path Coefficient (β)	<i>T</i> Value	<i>p</i> Values
CWB -> WM	-0.245	0.059	-0.245	2.753	0.006
WM -> EIB	0.589	0.041	0.587	14.379	0.000
WM -> ER	0.546	0.043	0.546	12.592	0.000

Moderation Analysis

The moderation effect of SRHRM was examined to test H4 in the relationship between intention to CWB and work meaningfulness. The findings demonstrated that a positive and signif-

icant moderation effect of SRHRM on intention to CWB and work meaningfulness ($\beta = 0.673$, $T = 13.991$, and *p* - value > 0.01). Therefore, H4 was supported.

TABLE 4. Moderation analysis results

Relationships	Mean (M)	SD	Path Coefficient (β)	<i>T</i> Value	<i>p</i> Values
CWB* SRHRM -> WM	0.673	0.048	0.672	13.991	0.000

Mediation Analysis

The mediation effect of work meaningfulness was examined to test i H5 in the relationship between intention to CWB and employee innovative behavior. The findings demonstrated that a positive and significant mediation effect of work meaningfulness on intention to CWB and employee innovative behavior ($\beta = 0.368$, $T = 9.631$, and *p* - value > 0.01). H5 was therefore sup-

ported. To test H6, the mediating effects of work meaningfulness was examined in the relationships between intention to CWB and employee resilience. The findings demonstrated that a positive and significant mediation effect of work meaningfulness on intention to CWB and employee resilience ($\beta = 0.398$, $T = 9.790$, and *p* - value > 0.01). Therefore, H6 was supported.

TABLE 5. Mediation analysis results

Relationships	Mean (M)	SD	Path Coefficient (β)	<i>T</i> Value	<i>p</i> Values
CWB -> WM -> EIB	0.368	0.038	0.367	9.631	0.000
CWB -> WM -> ER	0.398	0.040	0.395	9.790	0.000

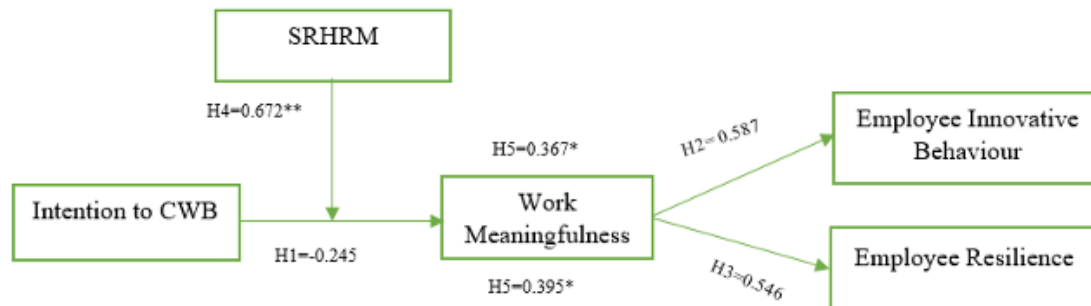


FIGURE 2. Graphical illustration of the key results

DISCUSSION

By conducting research, the COR theory Hobfoll et al. (2018) to investigate the impact of CWB intention on employee resilience and innovative behavior. This study examines how and when employee in organizations derive CWB and work meaning from SRHRM, which further influences their resilience and innovative behavior. The study also highlights employees' innovative behavior as a crucial boundary condition to determine when SRHRM reduces employee resilience. According to the TPB Conner (2015), the goal of the current study was to find out how CWB affects employees' sense of purpose at work and the outcomes that follow. According to the findings, CWB's aim can lessen the significance of work, which in turn encourages innovative and resilient employee behavior. According to the study's findings, employees who find their work meaningful are more likely to act creatively, which suggests that resilient employees are more likely to be creative. More precisely, employees who felt their jobs had greater importance expressed more inventive behavior. This finding suggests that employees who are inclined to learn and who act in ways that permit them to learn find that their work has significance and that it aids in their acquisition of new, innovative abilities. These findings contrast with those of Ramos-González et al. (2022), who discovered no correlation between innovative behavior and work meaningfulness. These actions were referred to as organizational misconduct by Yean et al. (2022), who defined it as deliberate behavior by an organization's members that contravenes fundamental organizational structures or social norms. Similarly, Gong et al. (2024) define unproductive work behaviors as those that actively harm an organization by impairing its properties or operations, or that injure its people in a way that diminishes their effectiveness.

Gong et al. (2024) provide a thorough analysis of empirical research on work meaningfulness, showing that meaningful employment fosters creative behavior. Furthermore, because meaningful work fosters existential meaning (Siegel et al., 2022) and employee resilience (Omidi & Dal Zotto, 2022). This study also examines the role that work meaningfulness

plays as a mediator between employee resilience and inventive behavior and the intention to CWB. This study further investigates the association between employee innovative conduct and intention to CWB, as well as the mediating function of work meaningfulness in this relationship. It was found that, in contrast to greater degrees of work meaningfulness, there would be a stronger positive correlation between employee inventive behavior, resilience, and intention to engage in CWB at lower levels. Liang and Cao (2021) discovered that employee resilience and creative behavior influence the beneficial effects of SRHRM on job meaningfulness and intention to CWB. Employee resilience is not harmed by SRHRM through resource depletion. It is likely that, for some employees, SRHRM standards do not cause as much resilience as their families or careers. Therefore, the findings support the proposed hypothesis and have major implications for both theory and practice.

Theoretical Contribution

This study offers several theoretical ramifications. First, by investigating what could encourage or discourage counter-productive behavior, the study contributes to the body of research on intention to CWB, building on the TPB (Conner, 2015). A popular issue in the research right now is the examination of determinants for intention to CWB in relation to employee resilience and innovative behavior. This study contributes to the body of literature by being one of the studies that show how SRHRM moderates work meaningfulness with employee resilience and creative behavior, which goes against the conventional wisdom that SRHRM unquestionably produces favorable results. There is a widespread perception that SRHRM activities are moral in nature, which is typically seen as a "good thing" that leads to positive outcomes (Kundi et al., 2025; Zhang et al., 2025). Numerous prior studies on SRHRM have demonstrated its beneficial effects on workers and organizations, including intention to CWB (Bai et al., 2024), increased work meaningfulness (Gong et al., 2024), and enhanced employee resilience and innovative behavior (Almazrouei et al., 2023; Liang & Cao, 2021). By examining both the positive and

negative effects of SRHRM on employee resilience, this study aims to address these demands and refute the numerous beneficial reasons of SRHRM.

Additionally, researchers have pointed out that in the management field, it is necessary to investigate how ethics and economics interact (Ramos-González et al., 2022). Therefore, this study has significant ramifications for the literature on business ethics, as it demonstrates that SRHRM may be severely depleted for employees, which results in a decline in resilience and innovative behavior. By discovering that SRHRM practices have conflicting effects on employee resilience at work, this study further contributes to the research on resilience. Individual incidents and organizational elements may increase employee resilience, according to earlier studies on the topic (Liang & Cao, 2021; Malik & Garg, 2020). For instance, researchers have discovered that HRM practices, such as well-being-oriented HRM, positively impact employee resilience. However, because researchers have ignored the impact of HRM engaging numerous stakeholders, the prior understanding of the relationship between HRM and resilience is inadequate. By presenting SRHRM practices that take into account the demands of various stakeholders in the literature on resilience and using a fair viewpoint to investigate the relationship between SRHRM practices and employee resilience, our study challenges the consensus. In addition to offering resource-building and resource-depleting mechanisms to explain the relationship between SRHRM and employee resilience, we also contribute to the SRHRM literature by adding the COR theory. Therefore, the area of contextual behavior where employees have more discretion should be examined in future studies, including COR theory (Hobfoll et al., 2018). Third, the research contributes to the growing body of research showing that situational factors influence individual variation variables (like resilience) and forecast employee outcomes (Al-Hawari et al., 2020). Therefore, the area of contextual performance where employees have more discretion should be examined in future studies, including COR theory (Hobfoll et al., 2018; Iqbal et al., 2020). However, the research contributes to the growing body of research showing that situational factors influence individual variation variables (like resilience) and forecast employee outcomes (Al-Hawari et al., 2020; Hobfoll et al., 2018).

Practical Implications

The study's findings have several practical implications. Initially, it is demonstrated that employees' intentions to CWB, which in turn encourages their innovative behavior and resilience. The findings give managers particular information

about how businesses might apply SRHRM to improve employee outcomes, like resilience. High-resilience workers not only endure hardship and plan for future coping, but they also assist organizations in overcoming obstacles. In particular, practical guidelines are offered for organizations seeking to foster employee resilience. Through greater work meaning, this study illuminates the benefits of SRHRM practices on the development of employee resilience. Therefore, organizations are strongly encouraged to incorporate the benefits of SRHRM to increase the significance of employees' work. These beneficial effects result in enhanced employee resilience, which is a crucial component of a system that strives for sustainability (Omidi & Dal Zotto, 2022). Additionally, managers must understand the role that meaningful work plays in building employee resilience. Additionally, they ought to act to support workers in making their employment more meaningful. Employees can develop resilience through SRHRM by believing that their work is valuable and significant, which motivates them to persevere and give their all to their careers. Organizations should be aware that giving employees many goals can cause them to exhaust their resources. Furthermore, it is crucial for organizations to give workers enough resources and support (such as social support) to help them resolve conflicts brought on by economic and social objectives. Managers should, for instance, create and execute a reward system that may acknowledge and promote workers' socially conscious actions. This strategy might combine social and economic objectives completely. Although resilience, this study contributes to the literature by focusing on how employees acquire resilience. According to the current study, employee resilience needs to be viewed as a skill that can be acquired. This is supported by the body of research that indicates that employees' innovative behavior and resilience Canboy et al. (2023) and Liang and Cao (2021), as well as their meaningful and caring interactions at work Yean et al. (2022), can foster an intention to engage in CWB.

Limitations and Future Research

Additionally, this study has several limitations. Firstly, it is crucial to remember that the data used in this study came solely from employees in the manufacturing sector in Amsterdam, the Netherlands. Therefore, the findings' generalizability might be limited by Amsterdam, the Netherlands' unique cultural setting. To increase the study's range of application, it is advised that it be repeated in various geographical and cultural situations for subsequent research. Furthermore, future studies are encouraged to collect information from a variety of sources, including colleagues and supervisors. Furthermore, Study 1's staff resilience and resource depletion metrics had

poor dependability. However, complementary analysis was conducted, which provide evidence supporting both internal and external validity. Therefore, by creating the indigenous scale for employee resilience, we urge future research to duplicate the findings. Moreover, only SRHRM is included in the study's investigation of moderators. Within the paradigm provided by this study, future research can make a contribution by examining additional moderators, such as the role of anxiety, harassment, and workplace alliances. Third, the main mediator in the study is work meaningfulness. Alternative mediators like organizational identification, job satisfaction, and an emotional culture of joy can be investigated in future studies. Researchers might then provide a more thorough comprehension of the relationships within the model. The limitation relates to the limited generalizability of the results due to the use of convenience sampling and data collection from Amsterdam, Netherlands. By collecting data in other sectors, national and workplace cultures, and other locations, future researchers will be able to externally validate the findings to a wider population outside of Amsterdam, Netherlands.

CONCLUSION

Based on the COR theory, this study examines how and when intention to CWB affects work meaningfulness and employee outcomes. The findings indicate that employees may lose resilience due to resource depletion, as well as gain resilience through work meaningfulness from SRHRM. These findings should encourage more research and in-depth conversations about the causes of resilience and the moderating effects of SRHRM. The findings show that work meaningfulness is a mediating relationship between intention to CWB and employee innovative behavior and resilience. The results show that SRHRM moderates the relationship between intention to CWB and work meaningfulness. This study was carried out within the service setting of Amsterdam, the Netherlands. Future research should consider examining the suggested model in various industrial contexts and geographical locations in order to generalize the research findings. Furthermore, future studies may benefit from employing a broader range of theoretical perspectives to advance understanding of SRHRM and its implications for employee outcomes.

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