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Published: 18 July 2025

[Citation in BibTeX format](#)

GAITDI 2025: International Conference on Implementing Generative AI into Telecommunication and Digital Innovation

July 18 - 20, 2025
Beijing, China

Effect of Commitment-based Human Resource Management Practices on Employee Voice Behavior: The Roles of Perceived Insider Status and Organizational Embeddedness

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Abstract

Employee voice behavior shown by employees independently for the long-term development of the organization plays an important role in the performance improvement of the enterprise and has been a hot research topic in the academic circle. On the basis of 256 employee-leader paired questionnaires and using multiple regression analysis, this paper explores the mechanism of how commitment-based human resource management practices (CBHRMPs) affect employee voice behavior. The findings indicate that employee voice behavior is positively effected by CBHRMPs while it is totally mediated by perceived insider status. What's more, the mediation effect is positively moderated by organizational embeddedness. This study has both important theoretical and practical significance on how to stimulate employee voice behavior.

CCS Concepts

• **Applied computing** → Enterprise computing; Service-oriented architectures.

Keywords

Commitment-based Human Resource Management Practices, Perceived Insider Status, Employee Voice Behavior, Organizational Embeddedness

ACM Reference Format:

Xinyi Zheng and Xiaohan Wang. 2025. Effect of Commitment-based Human Resource Management Practices on Employee Voice Behavior: The Roles of Perceived Insider Status and Organizational Embeddedness. In *International Conference on Implementing Generative AI into Telecommunication and Digital Innovation (GAITDI 2025)*, July 18–20, 2025, Beijing, China. ACM, New York, NY, USA, 6 pages. <https://doi.org/10.1145/3771792.3773887>

1 Introduction

In this ever-changing information environment and with the emergence of new technologies such as generative AI, the environment in which organizations operate is becoming more and more complex and volatile. Many managers increasingly realize that expanding

an enterprise's knowledge base is more helpful to obtaining competitive advantages than expanding its economic scale, and the constructive opinions and insights of employees are an important source of intellectual resources for enterprises. In the context of generative AI, the importance of employee voice is becoming more pronounced. Although generative AI can provide enterprises with a lot of information and creative support, it is not perfect, and needs to be improved and supplemented by employees' suggestions. [1] Employees are at the front line of the business, and they have a more intuitive and in-depth understanding of how Generative AI works in practice, potential problems, and directions for improvement. However, employees often remain silent as suggestions are viewed as an unsafe and risky behavior. Therefore, how to promote employee voice behavior has become a hot topic in the academic world, which is of crucial significance for enterprises to fully utilize various resources to achieve sustainable development in the rapid development of generative AI.

In organizations, Human Resource Management Systems (HRMS) have the most extensive and long-lasting impact on employees as organizational inducements. Especially in China, which is a relationship-oriented society, leaders often provide different incentives to different employees, such as more training and promotion opportunities and empowerment to members of the insider group, through which leaders can cultivate more insiders. [2] Once employees perceive themselves as insiders, they tend to see themselves as citizens of the organization and fulfill the related obligations. Employees with a high perception of insider status will devote themselves to masters, and they will not only be able to complete their daily tasks efficiently, but will also carry out more extra-role behaviors (e.g., voice behaviors). Based on the previous discussion, this study attempts to investigate the relationship between commitment-based human resource management practices (CBHRMPs) and perceived insider status, as well as the mediating role of perceived insider status in the relationship between CBHRMPs and employee voice behaviors.

In addition, previous research has shown that the interaction between organizational factors (e.g., HRMS) and individual factors has a stronger impact on individual feelings, attitudes, and behaviors. Organizational embeddedness as a monitor of an individual's degree of attachment to a social network has become an important variable in organizational research. Highly embedded individuals are more willing to see themselves as insiders of the organization because they are deeply embedded in the organizational network and have established extensive connections with the organization,

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ACM ISBN 979-8-4007-1492-4/2025/07
<https://doi.org/10.1145/3771792.3773887>

and their values, occupational skills, and the culture, mission, and job requirements of the organization converge, whereas lowly embedded individuals have very few organizational connections, and their values and competencies do not match well with the organization. They feel that they are outsiders of the organization. [3] Therefore, this study introduces organizational embeddedness as a moderator to explore its moderating effect in the relationship between CBHRMPs on perceived insider status.

The theoretical contributions of this research are as follows. From the perspective of social exchange theory, we constructed a moderated mediation model to analyze the relationship between CBHRMPs and employee voice behavior in Chinese context. Our study advances theory on perceived insider status by identifying how organizational variable(CBHRMPs) affect perceived insider status and the way that perceived insider status mediates the relationship between CBHRMPs and employee voice behavior. What's more, we further explore how the contextual effect(organizational embeddedness) enhances CBHRMPs's effect on perceived insider status. Specifically, we highlight how CBHRMPs can strengthen employees' level of perceived insider status who might otherwise not contribute because of low level of organizational embeddedness.

2 Theoretical analysis and research hypotheses

2.1 CBHRMPs and perceived insider status

CBHRMPs are systems of human resource practices implemented to improve the ability, commitment and performance of staffs to gain competitive advantage. In the existing studies, researchers have selected different HRM practices to measure CBHRMPs according to the needs of the study, so there is still a lot of controversy about the content structure of CBHRMPs. Although meta-analyses have confirmed the role of CBHRMPs, the process of CBHRMPs on organizational performance is still regarded as a "black box" in strategic HRM research.

Perceived insider status was a notion proposed on the basis of the leadership-member exchange theory, and refers to the employee's perception of the acceptance he or she receives as a member of the organization. Insider status is the insider identity that employees experience when they are embedded in the organization, and the actual involvement of employees (e.g., weekly working hours, organizational tenure, etc.). In countries with a high collectivist culture, insider status plays an important role in workplace interpersonal relationships. Perceived insider status positively influences employees' innovative behaviors, organizational citizenship behaviors, and willingness to stay in the workplace, etc. Masterson and Stamper (2002) theoretically described and explained that human resource management systems (HRMS) can predict perceived insider status, but there is a lack of empirical research on how HRMS affects perceived insider status. [4]

Compared with other types of HRMS, CBHRMPs focus on fostering long-term reciprocal relationships between the organization and its employees, and improving the skills and motivation levels of the employees. Moreover, CBHRMPs largely serve as a vehicle for communicating the organization's values, reflecting the organization's attention, trust and recognition of its employees, and when the employees positively interpret and attribute the system, they will perceive themselves as insiders of the organization. In

addition, CBHRMPs emphasize the equality of employees in terms of income, status, and culture, and by implementing these management practices, organizations are signaling to employees that they have achieved a specific insider status. Thus, following hypothesis is proposed.

Hypothesis 1: CBHRMPs have a positive effect on perceived insider status.

2.2 The mediating role of perceived insider status

Voice is a form of interpersonal communication that involves offering constructive ideas, suggestions or opinions to the organization with the aim of improving the functioning of the organization or department. Voice is a "double-edged sword": on the one hand, it can help to improve the quality of decision-making, correct errors, improve organizational processes, stimulate innovative ideas, and contribute to the organization's adaptability to competition and organizational success; on the other hand, it may be rejected by other members and, in the short term, may undermine interpersonal relationships in the workplace.

Most of the researches point that CBHRMPs achieve the desired outcomes of the organization by influencing the perceptions, attitudes, and behaviors of the employees. Stamper and Masterson (2002) proposed that organizations usually send specific messages to the insiders (e.g., insiders vs. outsiders) through HRM systems in order to develop different types of employees. [4] For example, more training and development opportunities are given to employees who are considered as insiders by the organization. As a high-supportive resource, CBHRMPs can provide organizational incentives to create a supportive work environment that meets the needs of employees, and these practices are designed to foster high-quality employee-organizational relationships and develop employees as insiders of the organization. From a self-concept perspective, employees with a high perception of insider status regard themselves as key members and important parts of the enterprise, and this insider status satisfies employees' needs for integration, belonging, and control of the organization, and employees take responsibility in a way that is perceived as organizational citizenship, and they are more likely to exhibit behaviors that support the functioning of the organization (e.g., voice). This means that employees with a high perception of insider status will see themselves as responsible for making changes in the work environment and maintaining the effective functioning of the organization, and even if there are risks involved, they will see it as an insider's duty to make suggestions. At the same time, from a self-concept perspective, employees with a high perception of insider status view "insiders" not only as an identity label, but also as exhibiting behaviors that are consistent with the role of an insider. Thus, following hypothesis is proposed.

Hypothesis 2: perceived insider status plays as a mediator on the effect of CBHRMPs on employee voice behavior.

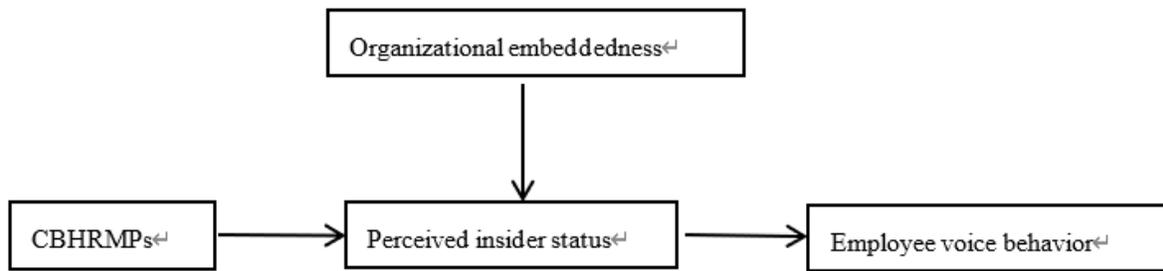


Figure 1: Research model

2.3 The moderating role of organizational embeddedness

Organizational embeddedness refers to the collection of forces that motivate employees to stay in the current organization, specifically including organizational connection, organizational matching and organizational sacrifice. The level of organizational embeddedness not only reflects the extent to which employees belong to the organization, but also the extent to which employees' values, abilities and interests match the organization. Employees with high organizational embeddedness have extensive and close social relationships and fixed interaction circles, members can share information, technology and other resources, and they can perceive that the organization provides them with a large amount of information and resources through CBHRMPs, thus positioning themselves as insiders of the organization. On the contrary, low-organizationally embedded employees perceive very little information and resources from CBHRMPs due to the fact that they have fewer network relationships, so they feel more like outsiders of the organization. Thus, following hypothesis is proposed.

Hypothesis 3: Organizational embeddedness plays as a positive moderator on the effect of CBHRMPs on perceived insider status.

The research model is depicted in Figure 1.

3 METHODOLOGY

3.1 Sample and procedures

This study investigated five enterprises in Hubei, Jiangxi and Guangdong. In order to avoid homogeneous variance, we used a employee-leader pair format to collect data. Employees filled out questionnaires about CBHRMPs, perceived insider status, and organizational embeddedness while leaders were responsible for evaluating their employees' voice behaviors.

We distributed questionnaires to 54 leaders and 344 employees. In the data analysis stage, data with missing data or employee-leader mismatch were deleted, resulting in 49 leader questionnaires and 265 employee questionnaires, with an average of 5.4 employees per leader. Among the samples, 174 (65.7%) were male and 91 (34.3%) were female; the minimum age was 19 years old, the maximum age was 49 years old, and the average age was 30.9 years old; the average years of working experience was 7.6 years; college accounted for 24.9%, bachelor's degree accounted for 59.6%, and postgraduate students and above accounted for 15.5%. Among the enterprises

surveyed, there were three state-owned enterprises, one private enterprise and one Sino-foreign joint venture.

3.2 Measures

All the variables in this study were measured by multi-item five-point Likert scales (1= strongly disagree; 5= strongly agree).

Commitment-based human resource management practices. The scale consists of 10 items, with a sample question such as "The company provides extensive training and other organizational activities". The reliability is 0.940. [5]

Perceived insider status. The scale consists of 6 items, with a sample question such as "I feel that I am an integrated part of the organization." The reliability is 0.932. [5]

Organizational embeddedness. The scale consists of 5 items, with a sample question such as "I am affiliated with my organization." The reliability is 0.856. [6]

Employee voice behavior. The scale consists of 4 items, with a sample question such as "He or she will proactively propose suggestions to improve the working process of the organization." The reliability is 0.922. [7]

Control variables include employee's sex, age, education, tenure as well as the nature and scale of the enterprise.

4 Result

4.1 Confirmatory factor analysis

The study used a confirmatory factor analysis to test the discriminant validity between the four main variables of the study. As shown in Table 1, the four-factor model fit the data best ($\chi^2/df=2.609$; IFI=0.913; TLI=0.902; CFI=0.913; RMSEA=0.078). It turns out that there is a good distinctiveness between the four variables of this study.

4.2 Descriptive statistics and correlations

From Table 2, we can see the descriptive statistics of all variables and find that CBHRMPs had a positive correlation with EVB ($r=0.152$, $p<0.05$) and PIS ($r=0.594$, $p<0.01$). PIS had a positive correlation with EVB ($r=0.236$, $p<0.01$).

4.3 Hypotheses test results

This study used SPSS27.0 to conduct regression analysis, and the results are shown in Table 3. M2 introduced CBHRMPs into the

Table 1: results of CFA (n=265)

Model	Factors	χ^2/df	RMR	IFI	TLI	CFI	RMSEA
Four-factor model	CBHRMPs; PIS; OE; EVB;	2.609	0.048	0.913	0.902	0.913	0.078
Three-factor model	CBHRMPs+PIS; OE; EVB;	4.413	0.088	0.814	0.793	0.813	0.114
Two-factor model	CBHRMPs+PIS+OE; EVB;	7.066	0.099	0.666	0.632	0.664	0.152
Single factor model	CBHRMPs+PIS+OE+EVB;	9.606	0.108	0.542	0.479	0.522	0.181

Notes: CBHRMPs=commitment-based human resource management practices; PIS=perceived insider status; OE=organizational embeddedness; EVB=employee voice behavior.

Table 2: Means, standard deviations and correlations

	Mean	SD	1	2	3	4	5	6	7	8	9	10
1. Gender	0.343	0.476	-									
2. Age	30.872	5.477	-0.063	-								
3. Education	2.932	0.693	-0.124*	-0.023	-							
4. Tenure	7.600	5.849	-0.127*	0.802**	-0.110	-						
5. Nature of enterprise	2.913	1.632	-0.093	0.028	-0.226**	0.025	-					
6. Scale of enterprise	3.034	1.195	-0.214**	0.174**	-0.157*	0.318**	0.423**	-				
7. CBHRMPs	3.875	0.706	0.000	0.054	-0.176**	0.081	0.099	0.139*	-			
8. PIS	4.031	0.651	0.004	-0.061	-0.162**	-0.029	0.098	0.115	0.594**	-		
9. OE	3.682	0.665	0.012	0.010	-0.065	0.091	0.198**	0.356**	0.287**	0.282**	-	
10. EVB	4.089	0.774	-0.104	-0.034	0.040	0.063	0.147*	0.342**	0.152*	0.236**	0.268**	-

Notes: N=265; CBHRMPs=commitment-based human resource management practices;

PIS=perceived insider status; OE=organizational embeddedness; EVB=employee voice behavior; significant at: * p<0.05 ** p<0.01 and *** p<0.001

regression equation on the basis of M1, and the results showed that CBHRMPs had a significant positive effect on PIS ($M2, \beta = 0.584, p < 0.001$), which indicates that CBHRMPs can enhance employees' insider status perception. Thus, hypothesis 1 was supported.

On the basis of Baron and Kenny (1986), the establishment of the mediating role of PIS needs to satisfy three conditions: (1) the effect of CBHRMPs on EVB reaches a significant level. (2) the effect of CBHRMPs on PIS reaches a significant level. (3) the effect of PIS on the EVB reaches a significant level. As shown in Table 3, CBHRMPs had a significant positive effect on PIS ($M2, \beta = 0.584, p < 0.001$) and EVB ($M5, \beta = 0.127, p < 0.05$). [8] M6 shows that PIS had a significant positive effect on EVB ($\beta = 0.213, p < 0.001$). M7 combines CBHRMPs and PIS into the regression equation at the same time, the result showed that PIS had a significant positive effect on EVB ($\beta = 0.210, p < 0.01$), and the effect of CBHRMPs on the EVB was no longer significant ($\beta = 0.005, p > 0.05$). This suggested that PIS fully mediated the effect of CBHRMPs on EVB. Thus, hypothesis 2 is supported.

In order to test the moderating role of OE in the relationship between CBHRMPs and PIS, this study used a hierarchical regression method for the analysis (see Table 3). In Table 3, from M2

and M3, it can be seen that CBHRMPs had a significant positive effect on PIS. When we added the interaction term of centered OE and CBHRMPs to the regression equation, results showed that the interaction coefficient was significant ($M4, \beta = 0.117, p < 0.05$). This indicates that OE positively moderates the relationship between CBHRMPs and PIS. Thus, hypothesis 3 is supported.

5 Conclusion

Upon the data consisted of 265 employee-leader paired questionnaires, a moderated mediation model of CBHRMPs and employee voice behavior in Chinese context was introduced and tested in this research. The results of the data analysis support all the hypotheses and following conclusions are drawn. Firstly, employee voice behavior was positively affected by CBHRMPs, which means that it is crucial for enterprises to implement CBHRMPs to stimulate employees to speak up. Secondly, perceived insider status completely mediated the relationship between CBHRMPs and employee voice behavior. Thirdly, employees' level of organizational embeddedness, the contextual predictor, can strengthen the positive relationship between CBHRMPs and perceived insider status.

Table 3: Results of hierarchical regression analysis: CBHRMPs, PIS, OE and EVB

Variable	PIS				EVB		
	Model 1	Model 2	Model 3	Model 4	Model 5	Model 6	Model 7
Gender	0.003	-0.002	-0.013	-0.02	-0.014	-0.013	-0.013
Age	-0.058	-0.068	-0.053	-0.033	-0.179	-0.165	-0.165
Education	-0.144*	-0.056	-0.063	-0.069	0.125*	0.136*	0.136*
Tenure	-0.031	-0.043	-0.053	-0.071	0.103	0.112	0.112
Nature of enterprise	0.025	0.012	0.004	-0.002	0.025	0.022	0.022
Scale of enterprise	0.102	0.045	0.006	0.004	0.329***	0.320***	0.319***
CBHRMPs		0.584***	0.554***	0.560***	0.127*		0.005
PIS						0.213***	0.210**
OE			0.121*	0.101			
CBHRMPs x OE				0.117*			
R ²	0.042	0.367	0.379	0.392	0.154	0.182	0.182
ΔR ²		0.325***	0.337***	0.013*	0.015*	0.043***	0.028**

Notes: N=265; CBHRMPs=commitment-based human resource management practices;

PIS=perceived insider status; OE=organizational embeddedness; EVB=employee voice behavior; significant at: * p<0.05 ** p<0.01 and *** p<0.001

Notes: CBHRMPs=commitment-based human resource management practices; OE=organizational embeddedness; PIS=perceived insider status.

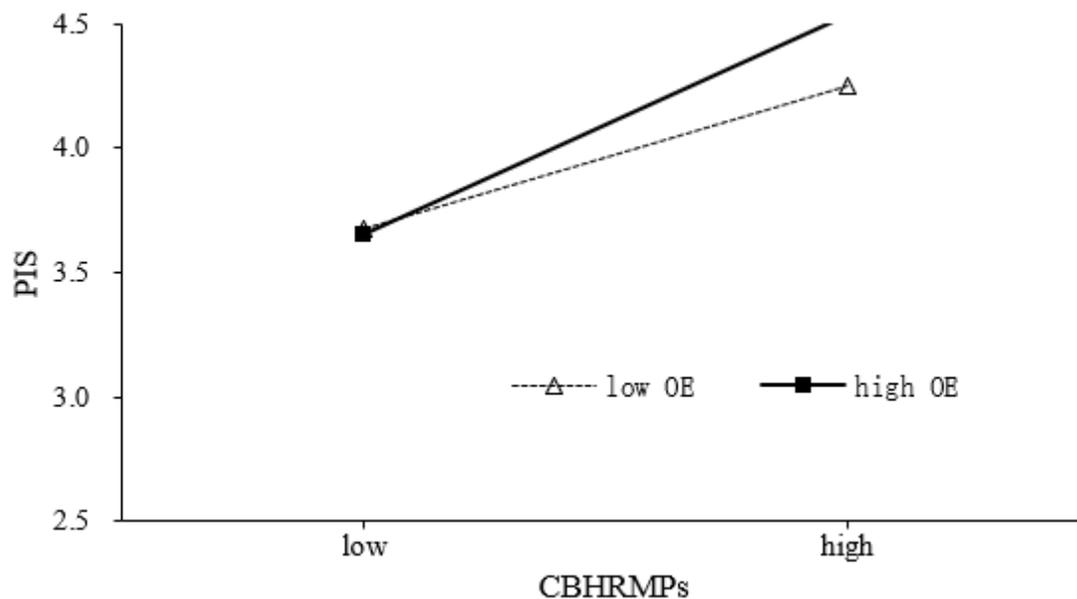


Figure 2: Moderating effect of OE

Acknowledgments

Fund projects: This paper is supported by Humanities and Social Sciences Research Project of the Ministry of Education in 2023 (Grant No. 23YJC630258).

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