

**Impact of Decent Work and Socially Sustainable HRM on the
Psychological Well Being of Employees: The Moderating Role of
Employee Voice**



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Islamabad, Pakistan

(2024)

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A thesis submitted to the National University of Sciences and Technology, Islamabad, in partial fulfillment for the requirements for the degree of
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Supervisor: Dr. Mehwish Iftikhar

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MASTER THESIS WORK


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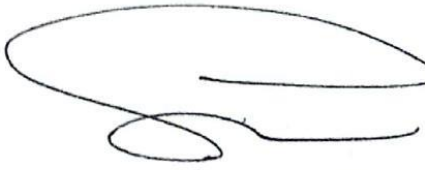
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AUTHOR'S DECLARATION

I, Rabail Ali, solemnly affirm that my MS thesis titled “Impact of Decent work and Socially Sustainable HRM on the Psychological Well Being of Employees: The Moderating Role of Employee Voice” is entirely my own work and has not been previously submitted by me for any degree at the National University of Sciences and Technology, Islamabad, or any other institution, either in Pakistan or elsewhere.

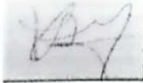
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DEDICATION

Dedicated to my parents, whose unwavering support and encouragement has been my guiding light throughout this journey.

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ABSTRACT

Purpose: Lack of psychological wellbeing and deterioration of mental health of the personnel is currently becoming an emerging issue in the corporate sector of Pakistan, due to the exceeding work demands as well as the hostile working environment in most organizations. In order to cater to this apparent issue, this study investigates the impact of decent work and socially sustainable HRM practices on the psychological well-being of workforce, incorporating both hedonic and eudaimonic perspectives, whilst examining the moderating role of employee voice.

Design/methodology: A survey was conducted based on the banking sector of Islamabad, Pakistan. A total of 203 responses were collected and analyzed via SPSS and Smart PLS.

Findings: The findings of this study confirmed decent work to have a positive relationship with psychological wellbeing of employees and socially sustainable HRM to mediate the relationship between decent work and psychological wellbeing. However, the findings of the study did not support employee voice to be playing a moderating role in the aforementioned relationship.

Practical Implications: This study educates managers regarding the importance of the protection of psychological wellbeing of their workforce, improves their understanding regarding the concepts of decent work and socially sustainable HRM, and conveys information about how these notions may be incorporated into their organization's HR policies.

Keywords: Decent work, socially sustainable HRM, employee voice, psychological wellbeing, hedonic wellbeing, eudaimonic wellbeing, sustainable HRM.

CHAPTER 1: INTRODUCTION

1.0 Background of the Study

Organizations today are recognizing the significance of HRM practices that uplift not just the psychological health, but more importantly, the mental wellbeing of their personnel. Research demonstrates that employees that are mentally and emotionally satisfied with their workplace exhibit evident improvement in not only their personal life but also in their individual performance, as well as their level of commitment to their workplace (Kundi et al., 2021). HRM practices that prioritize employees, and considers them as a valuable resource are known to uplift the mental state of their personnel. HRM practices can directly and positively influence the mental health of the workforce of an organization, especially ones that are specifically directed towards the improvement of their psychological wellbeing. Such HRM practices tend to emphasize the enhancement of job autonomy for their workforce, improvement of leader-members exchange relationships, remuneration and job security for their employees (Ramsay et al., 2000). Furthermore, prior studies have also exhibited a direct association between appropriate HRM practices and reduced job pressure, as well as enhanced emotional promise and job satisfaction (Zhang et al., 2020; Al Kurdi et al., 2021). The aforementioned aspects visibly enhance the mental and emotional state of the workers, i.e. their psychological well-being. This incorporates both the hedonic and eudaimonic perspectives of psychological well-being; where the hedonic perspective comprises the job satisfaction and life satisfaction of employees and the eudaimonic perspective comprises employees' ability to perform to the best of their potential and their will to seek personal growth (Jaskeviciute et al., 2021). Such HRM practices may be incorporated via the concept of sustainable HRM.

Sustainable HRM is a notion that is currently emerging in the corporate world as well as in the scholarly domain. It may defined as the HRM practices that enable and enhance the financial, social and environmental goals of any given corporation, incorporating internal as well as external aspects (Wikhamn, 2019). This study focuses on the social aspect of sustainable HRM, i.e. socially sustainable HRM, which primarily revolves around the incorporation of CSR activities and prioritizing the needs and demands of employees. Socially sustainable HRM practices are fixated

on the internal stakeholders of an organization i.e., the employees and creates a positive, beneficial and constructive working environment for them (Abdelmotaleb & Saha, 2020). The idea of social sustainability entails micro level CSR activities towards employees. Such CSR actions are directed towards individual group of stakeholders in a said organization, particularly its workforce, and are aimed at enhancing its overall sustainability, primarily its social aspect. Prior literature has discovered that CSR activities directed towards the personnel enhance the social sustainability of an organization as well as its employees' pro organizational behavior (Ahmad et al., 2021; Bacinello, 2019; Khan et al., 2021), which itself can be elaborated as the individual behavior of the workers which advances the environmental as well as social sustainability of an organization. Hence, through employees' pro organizational behavior, the provision of CSR activities in a given workplace progresses it in the direction of social sustainability (AIDhaen, 2022).

The social aspect of sustainable HRM is based upon the sustainable economic development goal 8, which states the need for decent work in organizations (Chillakuri & Vanka, 2021). Decent work may be described as work of acceptable quality or the type of employment which respects the fundamental rights of employees, specifically with regards to remuneration, working hours, social protection, job security and the shielding of their overall physical and mental integrity (Shrestha, 2023). The notion of decent work entails that the purpose of the employers and the business should be addressed whilst addressing the wishes of the personnel, as well as rewarding them with their fair share of the wealth that they have assisted in generating (Bianchi & De Man, 2021). Such an organizational mindset, as per ILO (1999), contributes towards the progression of the employees themselves as well as that of the business. As a part of the UN 2030 agenda, and according to sustainable development goal 8 (SDG 8), decent work is labelled as a prime contributor of economic growth. This study assesses decent work based on five prime dimensions i.e. (a) a safe working environment, (b) hours that allow for sufficient rest, (c) organizational values that are aligned with family and social values of employees, (d) sufficient remuneration and (e) access to health care facilities.

Employee voice can also be considered as a tool for the protection of the psychological wellbeing of employees. Employee voice may be defined as the opinions and suggestions of employees that are directed towards the betterment or improvement of any given situation in the organization. It incorporates employees being provided with a platform to voice their concerns and issues as well

as to part-take in decision making (Morrison, 2023). Employee voice is also considered as an extra role behavior, hence, while it is not labelled as a mandatory component of an employment contract, it still aids in improving the overall efficiency of an organization. It can be regarded as an essential tool in enhancing the positive outlook of employees towards their job role, their supervisors and their workplace. Prior studies have focused on the antecedents of employee voice, and have discovered how managerial support (Basheer et al., 2021) as well as actual implementation of employee suggestions and ideas into work practices (He et al., 2020) can enhance employee voice behavior. Furthermore, specific outcomes of employee voice have also been investigated in prior literature, revealing how voice behavior can allow employees to find meaning in their place of work (Xu et al., 2021), and to develop personal alignment as well as strong interpersonal relationships with their management (Shin et al., 2022). This study investigates how decent work and socially sustainable HRM practices can be utilized to positively influence the psychological wellbeing of the personnel, whilst investigating the moderating role that employee voice may play in this relationship. Furthermore, the affective events theory is utilized in this research to explain the positive association of workplace characteristics and specific working conditions on the psychological state of the personnel. Table 1 comprises the operational definitions for the prime variables of this study.

Table 1

Operational Definitions of the Variables

| | | |
|------------------------------------|----------------------------|---|
| Decent Work | Kerti & Grama (2021, p. 6) | Decent work encompasses the provision of adequate remuneration, productive work, decent working time, an adequate work life balance, employment security, equal treatment, occupational health, safety and the elimination of forced labor. |
| Socially Sustainable HRM Practices | Kramar (2014, p. 7) | Socially sustainable HRM refers to HRM activities that generate a constructive working environment for employees and enhance positive human and social outcomes for the sake of employees |

| | | |
|--------------------------|-------------------------------|---|
| | | themselves, rather than just for financial outcomes and organizational strategy. |
| Psychological Well Being | Gupta & Parimal (2020, p. 11) | Psychological wellbeing refers to a person being able to feel fulfilled and happy, whilst attaining identity, meaning and relatedness. |
| Hedonic Well Being | Su et al. (2020, p. 1-2) | The hedonic approach to wellbeing focuses on the pleasure aspect of wellbeing, such as happiness, enjoyment and life satisfaction. |
| Eudaimonic Well Being | Waterman (2008, p. 246) | Eudaimonic wellbeing can be described as fulfilling one's best potential (self-actualization), and incorporates specific indicators like autonomy, vitality, meaning and personal growth. |
| Employee Voice | Morrison (2014, p. 174) | Employee voice may be defined as the communication of ideas, suggestions and concerns of employees regarding work related issues to individuals who might be able to take appropriate action, with the intent to bring about improvement or change. |

1.1 Problem Statement

This study is primarily based on the banking sector of Pakistan. Psychological wellbeing or mental health may be considered an aspect that requires increasing attention and significance in the service industry today, especially in the banking sector. With high amount of stress prevalent in the given sector, owing to the excessive job demands, long working hours, frequency of working overtime as well as catering to the on spot demands of customers on an everyday basis, it is only natural and understandable that the mental wellbeing of the staff is compromised to a certain extent. Furthermore, another aspect that is recently receiving increased amount of consideration is the fury displayed by the visiting customers with the front-line employees of the banking sector. Customers behaving rudely or aggressively and exhibiting rage with the staff members also damages the

psychological wellbeing of the workers, since it is a form of insult and dehumanization (Akkawanitcha et al., 2015; Hasan and Kashif, 2020). This consequently has a detrimental effect on the individual performance and organizational commitment of employees as well (Hasan and Kashif, 2020). This study, hence, addresses the issue of the corrosion of employees' psychological wellbeing by investigating its association with the notion of socially sustainable HRM.

Socially sustainable HRM practices prioritize the creation of a positive and constructive working environment for employees via the implementation of CSR activities, opportunities for employees' personal development, and by catering to their demands (Saeidi et al., 2022). Unfortunately, within the banking sector of Pakistan, on the contrary, practices such as workplace bullying, narcissistic supervision and micromanagement can commonly be observed (Khan et al., 2022). Collectively, such practices result in employees facing unrealistic deadlines at the hands of their supervisors, insulting or demeaning remarks, close monitoring and an emotionally exhausting workload, hence generating an overall hostile working environment for the personnel (Rai & Agarwal, 2018).

Social sustainability is primarily based upon the notion of decent work; a type of employment which abides by the fundamental rights of the workforce (Duncan et al., 2020). In the banking sector of Pakistan, however, employees often undergo excessive job stress, extensive working hours including work overtime (Bhatti et al., 2016), provision of inadequate remuneration, and the absence of a work life balance (Naeem et al., 2018), which exhibits the deficiency of decent work practices in the given sector. Furthermore, research reveals employee voice to be ignored in majority of the banks of Pakistan as well, whereas delivery of employee concerns to the management is a prime requirement in the sector (Khaliq et al., 2016; Rani et al., 2021). Since the lack of, and the need for, socially sustainable HRM practices, decent work and employee voice can be observed in the banking industry of Pakistan, the given domains are hence addressed in this study. This research investigates how decent work and socially sustainable HRM practices can positively influence the psychological wellbeing of employees, incorporating both hedonic and eudaimonic perspectives, whilst considering the moderating role of employee voice in the relationship.

1.2 Research Gap

In order to formulate the hypothesized research model for this study, as demonstrated in the upcoming section, prior researches conducted, primarily in the recent years, were studied, and the

emerging variables, that were in higher demand to be studied and that required increasing attention, were discovered. These included sustainable HRM, social sustainability, decent work, hedonic wellbeing, eudaimonic wellbeing and employee voice. Henceforth, the past researches conducted in recent years based on specifically the aforementioned variables were studied. Based on the limitations and the future recommendations of those researches, the research model for this study was derived. Details of those studies, including their titles, variables, findings and future recommendations, are provided in appendix B.

This study explores the impact of decent work on the psychological wellbeing of employees, incorporating both the hedonic and eudaimonic perspectives. Past studies have focused on the understanding and conceptualization of decent work (Blustein et al., 2023; Duffy et al., 2020; Peter and Wang, 2021), process of transitioning towards decent work (Jonas et al., 2021; Aerni et al., 2021; Raimi, 2020), challenges in its implementation (Andrea and Annamaria, 2021; Dhakal and Burgees, 2020; Han et al., 2022) but existing literature has not quite focused on examining the relationship between decent work and psychological wellbeing of the workforce. This study, hence, addresses a gap in previous literature by exploring the direct relationship between decent work practices and psychological wellbeing of employees.

Furthermore, while past studies have investigated the mediating roles of affective commitment (Kundi et al., 2021), psychological safety (Ahmed et al., 2021) and employee organizational trust (Qin & Men, 2022) in relation to psychological wellbeing of the workforce, as well as the moderating roles of perceived organizational support (Zahoor et al., 2022), employee learning orientation (Zaqhoor et al., 2022) and employee stress recovery experiences (Jeong et al., 2020), however, examining the mediating role of socially sustainable HRM practices and the moderating role of employee voice with respect to psychological wellbeing of the employees is an area that has received minimal attention in the past. This study, hence, meets a gap in existing literature by focusing on the direct impact of decent work on the psychological wellbeing of the workers, whilst exploring the mediating role of socially sustainable HRM practices and the moderating role of employee voice in the relationship.

In addition to this, prior research has concentrated on addressing the prominent and emerging issue of psychological well-being of employees in specifically the banking sector of Pakistan, in order to enhance their organizational performance (Kundi et al., 2021) as well as their level of

commitment (Naeem & Khurram, 2020). The effect of multiple characteristics of the banking industry of Pakistan on the psychological well-being of its workers have been investigated, such as technological advancement (Hang et al., 2022), innovation (Hanif et al., 2021), leadership styles (Naeem & Khurram, 2020) and extensive work demands (Khosa et al., 2021). However, the effect of CSR activities and incorporation of decent work on the psychological wellbeing of employees is an area that has not been closely examined and requires further attention. Hence, this study addresses an existing deficiency in literature based on the Pakistani banking sector by highlighting how it may enhance the psychological well-being of its employees via the emerging concepts of decent work and socially sustainable HRM practices, whilst considering the moderating role of employee voice.

1.3 Aim of the Study

This study investigates the impact of decent work practices on the psychological wellbeing of employees in an organization, whilst examining the mediating role of socially sustainable HRM practices in the relationship as well as the moderating role of employee voice. It studies this relationship under the light of affective events theory, inspecting how increasing the positivity inducing incidents at a workplace via decent work and socially sustainable HRM practices can improve the mental state of the personnel. This study, hence, adds to present literature by discovering how decent work as well as CSR activities towards employees, through socially sustainable HRM practices, can uplift the psychological wellbeing of the workforce.

1.4 Research Questions

Based on the discussion above, this study addresses the following research questions:

1. Does decent work have a positive relationship with psychological wellbeing of employees?
2. Do socially sustainable HRM practices mediate the relationship between decent work and psychological wellbeing of employees?
3. Does employee voice moderate the relationship between socially sustainable HRM practices and psychological wellbeing of employees?

1.5 Research Objectives

Based on the discussion above, this study aims to achieve the following research objectives:

1. To determine if decent work has a positive relationship with psychological wellbeing of employees.
2. To determine if socially sustainable HRM practices play a mediating role between decent work and psychological wellbeing of employees.
3. To determine if employee voice plays a moderating role between socially sustainable HRM practices and psychological well-being of employees.

1.6 Significance and Scope of the Study

This study examines the effect of decent work and socially sustainable HRM practices on the psychological well-being of employees. At the employee level, this study will assist workers in understanding the concept of decent work and sustainable HRM, particularly its social aspect, and would allow them to recognize and value the socially sustainable HRM practices incorporated in their respective workplace. At the managerial level, this study will allow managers to prioritize the psychological well-being of their staff member and identify how it may be protected via socially sustainable HRM practices. Apart from this, it will allow managers to contemplate the value of employee voice and to prioritize incorporating it in their workplace. Furthermore, this study adds to existing literature and provides readers with an improved overall understanding of the association between psychological wellbeing of employees, socially sustainable HRM practices and the provision of decent work.

In order to conduct this study, the impact of decent work practices and socially sustainable HRM practices is examined on both sub divisions of psychological wellbeing of employees; i.e. the hedonic perspective as well as the eudaimonic perspective. The purpose behind this is to attain a more holistic and an all-inclusive approach to the mental health of the personnel, rather than examining its impact on a sole perspective. This study hence incorporates the job satisfaction and life satisfaction of employees (hedonic wellbeing) as well as their ability to perform to the best of their potential and their desire to seek personal growth (eudaimonic wellbeing). However, a single dimension of sustainable HRM is focused on rather than incorporating all three elements of the concept; i.e. the social, financial and environmental outlooks. Since the environmental perspective (GHRM) as well as the economic perspective of the notion have already received much attention in prior literature, this study hence focuses on the social perspective of sustainable HRM i.e. socially sustainable HRM. Within the context of Pakistan, the banking sector can be seen to be

somewhat deficient in the provision of a positive working environment for employees (Khan, Nazir & Shafi, 2021), and to a certain degree, lacking CSR activities towards employees (Khan et al., 2022), hence this sector, primarily within the twin cities of Islamabad/Rawalpindi, is targeted for this study.

1.7 Structure of the Thesis

This study comprises six chapters.

Chapter 1 provides a brief introduction and overview of the topic of the study, primarily incorporating the concepts of decent work, socially sustainable HRM, psychological wellbeing of employees; including both hedonic and eudaimonic well-being perspectives, and employee voice. It then proceeds towards the research questions and research objectives of the study followed by the contribution and the significance of the study.

Chapter 2 entails a review of the key variables of the study; the concepts within themselves as well as their relationship with one another as per prior literature. It then proceeds to provide a research framework, highlighting the direct, mediating and moderating relationships between the variables, which formulates the primary basis of the study.

Chapter 3 reveals the methodology and the data collection procedure undertaken for this study, emphasizing the specific techniques as well as the tools utilized to inspect the relationships between the variables of the study.

Chapter 4 embodies the analysis of the collected data incorporating the specific steps performed via the Smart PLS software. It entails the retrieved information in tabular form along with an explanation of the results from each specific step executed.

Chapter 5 incorporates a detailed discussion of the results achieved whilst linking them to existent literature, along with providing confirmation or rejection for the original hypotheses.

Chapter 6 concludes the discussion and proceeds to providing theoretical and practical implications of the research, along with the limitations of the study and directions for future research.

CHAPTER 2: LITERATURE REVIEW

2.0 Decent Work

The concept of decent work was introduced by the ILO in 1999 and its prime purpose then was to address the prevalent issues in the labor market apparent at the time, including unemployment, underemployment, precarious work and flexible contracts. The concept of decent work is primarily based on the idea of attaining productive work from male and female workers under respectable working conditions comprising equity, security, freedom and human dignity (Cooke et al., 2019). The aforementioned areas are said to be achieved via the fulfilment of four prime objectives; (i) organizations containing legal frameworks that promote the constitutional rights of employees with regards to security, equity and freedom, (ii) the generation of additional job opportunities for workers, including not just the availability of more jobs but ones of acceptable and appreciable quality, (iii) improved access to social security and the improvement of social protection, which may be regarded as mandatory for the elimination of poverty and financial inequality and (iv) the promotion and enhancement of social dialogue (Pereira, 2019). These objectives, once attained can aid in enhancing multiple aspects of the labor market, for instance, the progression of an adequate compensation system, reduced unemployment levels, increased workers participation, enhanced work life balance of employees and appropriate career management systems. The provision of decent work practices can, hence, advance the prevalent economic and social conditions of the global labor market (Rai et al., 2019).

ILO defines decent work as a “people centered approach”, i.e. an outlook fixated on the well-being of the personnel. As per ILO’s description of decent work, it may be weighed based upon four prime benchmarks, proper employment, acceptance of workers’ rights, facilitation of social protection and advancement of social dialogue. Ferraro et al. (2019) pronounces decent work as a type of employment that treats its workforce with dignity and respect, provides them with freedom of speech, ample development opportunities, reasonable working hours, a manageable workload, ample remuneration, proper access to social protection and encourages social dialogue. The aforementioned dimensions of decent work, as well as the overall notion of decent work, can have a direct positive influence on the motivational levels of the workers, hence also contributing to their resilience, optimism, self-efficacy and developmental state of mind (Periera et al., 2019; Xu

et al., 2022; Young et al., 2021). This consequently uplifts the individual productivity, organizational commitment and wellbeing of the workers as well. The impact of the implication of decent work on individual employees can also enhance the performance of the organization as a whole, and its benefits can ripple onto the labor market as well as the overall economy of the nation. Therefore, it is safe to say that the constructive outcomes of decent work can sum up to provide advantages and gains at not just a national, but a global level (Shula et al., 2021; Graca et al., 2021).

2.1 Socially Sustainable HRM

Sustainable HRM can be classified into three prime categories; environmental protection, economic development and social inclusion. At present, prior literature consists of considerable research conducted based on the ecological and economic aspects of sustainable HRM, however, the social aspect of the notion has not received much attention. For this reason, this study focuses primarily on the social domain of sustainable HRM, i.e. socially sustainable HRM. Existing literature can demonstrate ambiguity, to a certain degree, when it comes to precisely defining the concept of socially sustainable HRM (Ajmal et al., 2018). It may be described as an HRM system which comprises values and a set of ethical principles, such as justice, fairness, equity, cooperation, trust and engagement. Such morals allows for long-lasting favorable conditions for the workforce, especially for the vulnerable individuals or groups, such as women and minorities (Martinez et al, 2019). In this aspect, socially sustainable HRM refers to not just the promotion of a comfortable standard of working conditions, but one which is long lasting and prevents social degradation.

A prime and essential component of socially sustainable HRM is the idea of social trust, which can be labeled as the glue that holds together an HRM system (Puig., 2019). Social inclusion hence calls for the termination and elimination of any mechanisms that erode the existence of trust between the management and the personnel, so much so, that the 2030 Agenda for Sustainable Development demands the protection and promotion of social trust within businesses (Weiland et al., 2021). Linking the idea of trust with the social exchange theory, as prescribed by prior literature, it is due the relationship of trust and reliability with their management that the workforce is encouraged to reciprocate loyalty, commitment, cooperation and engagement, hence promoting the concept of mutual gains (Rondi et al., 2022). Social trust, hereby, enhances involvement and

cooperation from the employees, which can also be labelled as prime contributors to the concept of socially sustainable HRM (Diaz et al., 2019).

As socially sustainable HRM practices are fixated at the internal stakeholders of an organization, i.e. the employees, they concentrate on generating a positive and constructive working environment for them by respecting their rights and demands, valuing their contributions, promoting justice and fairness, and providing opportunities for their personal development (Saeidi et al., 2021). Such HRM practices prioritize CSR activities towards the employees, which may involve engaging employees by provision of work roles aligned with their personal interests, crafting room for their personal growth, providing safe and favorable working conditions, enhancing distributive justice in resource allocation and remuneration; all in all such practices that engage and retain the existing workforce, all the while attracting new talent (Cugueró-Escofet et al., 2019). Since socially sustainable HRM practices boost internal communication, participation and engagement of employees, they also promote the exchange of knowledge, skills and expertise within the workplace, as per the knowledge management perspective, and hereby aids in uplifting the efficiency of the business. Therefore, socially sustainable HRM practices not only enhance the wellbeing of the personnel, but also that of the organization (Gangi et al., 2021).

2.2 Psychological Well Being

Psychological wellbeing can be described as the mental health of a person or the positive and strong cognitive state of an individual. It may be assessed based on feelings of happiness, satisfaction, contentment, and achievement. It can be defined as a person's level of joy, fulfillment of desires and wishes, life satisfaction, personal abilities and task accomplishments (Voci et al., 2019). There may be multiple aspects that can uplift the mental health, or the psychological wellbeing of an employee, including job satisfaction, a work life balance, role clarity, supervisor support, workplace equity, ample remuneration, considerable work incentives, workplace recognition, opportunities for development and reduced work stress (Yu et al., 2021; Bulińska-Stangrecka & Bagieńska, 2021; Althamer et al., 2021). Protection of the psychological wellbeing of employees may be deemed mandatory for improved employee performance, contribution and retention (Kundi et al., 2021).

Psychological wellbeing can further be sub categorized as hedonic wellbeing and eudaimonic wellbeing. It has been studied in prior literature based upon 18 key scales (Kundi et al., 2021), all

of which classify it as either subjective wellbeing or as personal growth, where the former can be labeled as hedonic wellbeing and the latter as eudaimonic wellbeing. Hedonic wellbeing encompasses of the cognitive component (which is an individual's own assessment of his life conditions) and affective commitment (which can be labeled as the positive or negative emotions that a person feels due to his day to day life experiences). Eudaimonic wellbeing, on the other hand, relates to a person's discovery of self-truth, meaning and purpose. It can refer to the attainment of contentment via personal performance and self-reliance. The hedonic aspect can be stated to be more associated with feelings of happiness and pleasure, life satisfaction and positive outcomes (Anderson et al., 2020). On the other hand, eudaimonic wellbeing can be linked more to acquiring meaning, realizing a person's own optimal ability to perform, achieving personal development and self-actualization (Pritchard et al., 2020).

Prior literature has studied the phenomena of psychological wellbeing as a whole, in association with other aspects such as social support (Cai et al., 2020), life satisfaction (Clark et al., 2019), psychological health (Grey et al., 2018) and thriving at work (Baker et al., 2019), however, past studies have fixated more or studying psychological wellbeing as an overall concept rather than studying it based on the prime dimensions that it comprises i.e., hedonic and eudaimonic wellbeing. This study hence investigates psychological wellbeing based on its key sub categories i.e. hedonic wellbeing (a person's job satisfaction and life satisfaction) and eudaimonic well-being (an individual's ability to perform to the best of his potential and his desire to seek personal growth).

2.3 Employee Voice

Employee voice may be defined as suggestions, opinions, concerns or problems put forth by the employees with regards to work related matters, with the intent to bring about improvement or change. It is generally referred to as internal and upwards communication, implying that it consists of ideas put forth by workers within the workplace and to individuals at a superior level, who possess the power and authority to act upon them (Wilkson et al., 2020). Employee voice can be considered to encompass three vital features, (i) that it is informal, which implies that it takes place face to face or via direct communication, such as an email between an employee and his supervisor, (ii) that it is discretionary, implying that it is voluntary communication and does not entail any external pressure or compulsion, and (iii) that it is carried out with the intent to bring about change,

which could entail improvement, re-consideration or re-assessment of an existing procedure or decision, or addressing specific issues (Morrison, 2023). The beneficiary of this change could be the organization itself, fellow employees, customers, or external stakeholders. The absence of employee voice, on the other hand, could give rise to employee silence; a situation where employees withhold information, recommendations, opinions or worries regarding work related matters (Wang et al., 2020). This could entail personnel concealing information regarding work errors, unfair treatment, or behaviors which might go against their personal values, workplace morals or legal standards, which could eventually result in damage for the business.

Past literature has investigated factors that promote as well as inhibit employee voice, certain situations that might discourage the existence of employee voice and the harmful effects of its deficiency on organizations (Ju et al., 2019; Hussain et al., 2019; Van et al., 2020). With regards to the antecedents that encourage employee voice; leaderships styles as well as the openness, availability and accessibility of the leader positively effects and enhances employee voice. Furthermore, the personal motivation of workers themselves also plays a significant role in influencing the existence of employee voice, which could be based upon how welcoming the organizational culture is for the concerns and opinions of the workforce (Mowbray et al., 2021). The aforementioned aspects may also be interlinked, in the sense that the openness of the leader could generate a safer climate for the workers, where they feel free and confident to put forth their opinions and concerns (Mansoor et al., 2021). As for the positive effects of employee voice on the organization as a whole; its existence not only benefits the workers in the sense that they can have their demands met, their suggestion implemented and their issues resolved, it also equally benefits the business since it improves employee motivation, creativity, their individual performance and organizational commitment. In addition to this, when employees personally identify with their organization, they put forth suggestion for improvement of processes and operations, hereby augmenting the business functioning, service delivery and customer satisfaction (Jolly & Lee., 2021). The benefits of employee voice can thus be seen to expand beyond just the personnel and to have a ripple effect on the advancement of the business as well.

2.4 Theoretical Support

Affective Events Theory

The concept of affective events theory was introduced in 1996 by Weis and Cropanzano to explain and develop a deeper understanding into employee performance and employee workplace behaviors. It elaborates the concepts of cognitive experience; which talks about how individuals interpret the reality around them, and affective reactions; how individuals physically and emotionally respond to the events taking place around them. This theory suggest that employees experiencing positive or negative events at their workplace effects their emotional reactions, which in turn effect their physical reactions (Beare et al., 2020). These events may be dependent upon multiple workplace characteristics, for instance the organizational culture, its communication and interaction system, employees' interpersonal relationships, supervisor support or role clarity (Babola et al., 2019). The positivity or negativity of the specific incident will simultaneously affect the positivity/negativity of the emotions experienced by the personnel, which in turn would affect their physical reactions. For instance, workplace gossiping could be considered a negative workplace occurrence, since it demeans, disrespects and attacks the victim or target of the gossip. This would have an adverse effect on the sentiments of the targeted individual; damage their confidence, mood, motivation and vigor to work, hence demonstrating the chain effect of workplace experiences on employees' emotional and psychological state.

Affective events theory can be used to demonstrate how the job characteristics, working environment and incidents that occur in a workplace can influence not only the emotional but also the psychological state of the employees. This can further impact their individual performance and level of commitment to their workplace. The positivity inducing incidents (uplifts) and the negativity inducing incidents (hassles) both respectively cause constructive and destructive internal reactions on the part of the employees, which then have a ripple effect on their external reactions (Stylos et al., 2022). The internal reactions incorporate their cognitive, emotional and mental states, whereas their external reactions are with regards to their individual performance, job satisfaction and organizational commitment.

Decent work is a type of employment that prioritizes the fundamental rights of the employees via the incorporation of suitable working hours, adequate compensation, safe and secure working conditions, appropriate work values and the provision of medical and healthcare facilities to the workforce (Blustein et al., 2023). Socially sustainable HRM practices primarily focus on corporate social responsibility with regards to the personnel of the organization, via the treatment of

employees with dignity and respect as well as the incorporation of diversity, equity and inclusion into the workplace (Abdelmotaleb & Saha, 2020). Furthermore, employee voice provides a platform to the labor force through which they may communicate their issues, concerns, demands and opinions to the management, which then may be addressed by their employers (Morrison, 2023). Collectively, decent work, socially sustainable HRM practices and employee voice can all combine to generate a very positive, fruitful and constructive working environment for the workforce, where the positive incidents would clearly outweigh and bypass the negative ones. This, according to the affective events theory, enhances the emotional and mental state of the personnel, i.e. their psychological wellbeing.

The promotion of decent work, socially sustainable HRM practices and employee voice in an organization can have a direct uplifting impact on the fruitfulness of the working environment of that said organization, which would in turn have a positive impact on the mood, emotional sentiments and psychological state of the existing workforce (Semedo et al., 2019; Denning et al., 2021). This ultimately enhances their work behavior, which includes their individual performance and organizational commitment. Since decent work, socially sustainable HRM practices and employee voice are each fixated on generating an organizational culture consisting a personnel centered approach (Blustein et al., 2019; Aust & Muller., 2020; Wilkinson et al., 2020), one which puts an emphasis on shielding the emotional and mental state of the workers, and the affective events theory elaborates how positive work characteristics play a vital role in enhancing the psychological state of the personnel, the given theory can be associated with the underlying concept of this study, which is how an overall positive working environment can uplift the psychological wellbeing of employees.

2.5 Hypothesis Development

2.5.1 Decent Work and Psychological Well Being

Decent work can be elaborated as the attainment of fruitful and satisfactory work from employees via the provision of a working environment that respects their fundamental rights and entails equity, security, freedom and prospects for personal development. The sub categories comprised in decent work can directly and positively enhance the psychological wellbeing of the staff, including both hedonic and eudaimonic well being (Allan et al., 2021; Lamb & Steinberger, 2017). Past studies have categorized decent work into three prime domains; security, equity and self-

value, each of which may be associated with psychological wellbeing in a distinct way. Job security and safety can contribute towards the job satisfaction and overall life satisfaction of the staff, equity and fairness at the workplace can, according to Adam's equity theory, elevate their level of motivation and consequently aid in employees performing to the best of their potential, and lastly, a sense of self-value enables individuals to discover meaning and purpose at their place of work (Di Nuovo et al., 2022). Job satisfaction and life satisfaction of employees are labelled as their hedonic wellbeing, whereas finding meaning at a place of work and having the ability to perform to the best of their potential is branded as their eudaimonic wellbeing (Di Fabio & Palazzeschi, 2015), hence demonstrating a direct association with the psychological wellbeing of the workforce.

Decent working conditions, as taken in this study, incorporate adequate compensation for employees, appropriate working hours, safe working conditions, access to health care facilities and organizational values that align with personal values of employees. As elaborated in prior literature, the job security, job autonomy and supervisor support involved within the notion of decent work enhances the level of work engagement of employees, their job satisfaction and, therefore, their psychological wellbeing (Benavides et al., 2022). Job security can be considered an imperative aspect of decent work, which can be described as the level of certainty that an individual possesses with regards to their future. It can incorporate the provision of long term work contracts, regular working hours and a consistent source of income, which diminish the work stress of the personnel and consequently enhance their psychological wellbeing (LaMontagne et al., 2021). Furthermore, the concept of decent work for employees incorporates the idea of a manageable workload and appropriate working hours, which can also uplift the psychological wellbeing of the workforce, since, in prior literature, work overtime and excess work demands have vividly been linked to deterioration of mental health and multiple depressive disorders (Hino et al., 2019; Gray et al., 2019; Yu & Leka, 2022; Ishikawa 2022). In addition to this, the provision of adequate remuneration stressed upon by the concept of decent work enhances employee engagement and motivation for improved performance, whereas the provision of safe and secure working conditions eliminate any possible work risks, hereby uplifting the job satisfaction of employees and subsequently their psychological wellbeing (Duffy et al., 2019). The aforementioned information brings us to the derivation of the following hypothesis:

H1 Decent work positively relates to psychological wellbeing of employees

2.5.2 Decent Work and Socially Sustainable HRM

Socially sustainable HRM practices are based on Sustainable Development Goal 8 (SDG 8), which states the requirement for decent work in order to promote economic growth (Torkayesh et al., 2021; Sarker et al., 2021; Novelo et al., 2021). Socially sustainable HRM practices are fixated upon CSR activities towards the internal stakeholders of an organization, i.e. its employees. It emphasizes the need for attracting new talent, as well engaging and retaining the existing workforce of an organization (Karakhan et al., 2020). This may become very challenging to achieve without the provision of decent work practices, which entail facilitating employees with a working environment offering equality, fairness, support and personal development. Social sustainability concentrates on HRM practices prioritizing not just financial gains but also the personal contentment of its work force (Chanda & Goyal, 2020). It promotes the concept of generating a well engaged, motivated and committed human resource base. In order to attain this, it may be considered mandatory to provide employees with a working environment that offers safe and secure working conditions, opportunities for personal growth, equality, adequate remuneration, a manageable workload and safeguarding of the mental and physical wellbeing of the personnel, each of which can be considered as prime constituents of the concept of decent work (Macdonald & Charlesworth, 2021), hence exhibiting how decent work practices can lead to the augmentation of socially sustainable HRM within an organization.

Furthermore, a prime component of decent work is the idea of sincerity of employers with their workers, in the form of fairness, equity, and non-discrimination (Dinis et al., 2022). This constructs trust and strong interpersonal ties between managers and their subordinates, which is also an essential component of socially sustainable HRM, since according to Ehnert et al., (2016), social sustainability is based upon generating and building the internal ties of a business, i.e. between employers and employees. In addition to this, the sub features of decent work, such as a manageable workload, incentives and rewards, work life balance, morally compatible work culture, all enhance the engagement and efficiency of the workers (Braganza et al., 2021), which can also be deemed as a prime characteristic of socially sustainable HRM (Diaz-Carrion et al., 2020), since the latter is fixated on generating financial outcomes whilst ensuring the satisfaction and happiness of the internal stakeholders of a business, hence demonstrating the direct association

between the provision of decent work practices and enhancement of social sustainability of an organization. This leads us to the derivation of the following hypothesis:

H2 *Decent work positively relates to socially sustainable HRM*

2.5.3 Mediating Role of Socially Sustainable HRM

Decent work can positively influence the mental health and psychological well-being of employees through the creation of a positive and encouraging working environment. Such an environment should entail the sub categories of decent work, including safe working conditions for employees, sufficient remuneration and acceptable working hours which allow employees to maintain a work-life balance. A working environment that parades organizational and managerial support for employees is essential for the protection of their mental health and psychological well-being, which further enhances their performance as well as their commitment towards the organization (Huang et al., 2022). Research demonstrates that within workplaces that create a positive working environment for employees via the facility of decent work, employees are 32% less likely to suffer through any form of deterioration of their psychological well-being, such as going through anxiety, depression, job burnout, lack of job satisfaction or reduced ability to perform their daily tasks (Sönmez et al., 2023).

Socially sustainable HRM practices can be defined as the generation of a positive working environment for employees, through the implementation of CSR activities, and by catering to the needs and demands of employees. Such HRM practices positively influence the behavior, attitude and emotions of the employees, which ultimately further enhances the positivity of the work environment (Zhao et al., 2023). Generation of a positive and constructive working environment for employees, one that enhances their work engagement as well as their organizational commitment, can be branded as the most crucial aspect of socially sustainable HRM (Stadler et al., 2022). Since decent work practices enhance the positivity of the working conditions, which may be deemed as the principal basis of socially sustainable HRM, a direct association between the two notions can be formulated. Hence, it can be concluded that decent work can elevate the psychological wellbeing of the workforce via the creation of a positive working environment for employees, which is the primary basis of the concept of socially sustainable HRM.

Furthermore, according to affective events theory, the positive incidents that occur in a workplace have a constructive effect on the mental state of the employees (Kin & Jang, 2023). The characteristics of decent work, including the workplace equity, a manageable workload, appropriate working hours, rewards, incentives and supervisor support would clearly enhance the positive incidents at a given workplace. This would collectively generate a positive working environment for employees, which may be considered as the primary basis of socially sustainable HRM (Stadler et al., 2022). Hence, as per affective events theory, the positive incidents entailed in decent work practices would result in the fruitful working environment comprised within socially sustainable HRM, which would consequently enrich the mental state or the psychological wellbeing of personnel. This leads us to the derivation of the following hypothesis:

H3 *Socially sustainable HRM acts as a mediator in the relationship between decent work and psychological wellbeing*

2.5.4 Socially Sustainable HRM and Psychological Well Being

Since socially sustainable HRM is focused on the needs of the employees, it can have a positive impact on their psychological wellbeing. Socially sustainable HRM practices prioritize the demands of the employees and aim to generate an overall constructive, productive and promotive environment for their staff (Duvnjak & Kohont, 2021). The emphasis of socially sustainable HRM is to allow the employees to feel like a valuable part of the organization. Such practices aid in employees developing positive feelings towards their workplace, allowing them to exhibit good social conduct, contribute additional efforts and demonstrate improved performance. Most importantly, practices incorporated in socially sustainable HRM allow employees to develop a sense of trust in their employers, consequently resulting in them having an emotional and mental contentment with their workplace (Jaskeviciute et al., 2021). The above-mentioned aspects of employees deriving significant meaning in their place of work, undergoing feelings of happiness, being able to perform well and experiencing job satisfaction all contribute in enhancing and elevating their psychological wellbeing.

Socially sustainable HRM practices play a prime role in determining the extent to which the staff of an organization can have confidence and faith in their employers. Employees generally tend to possess a sense of uncertainty and unpredictability with regards to their profession, fearing the kind of treatment they might receive by their management in the near and late future (Zhang et al.,

2022). This could incorporate distress and paranoia regarding impulsive reduction in their level of compensation or sudden unforeseen layoffs. With the incorporation of socially sustainable HRM practices, employers imprint the impression on their workers of being compassionate towards them, protecting their interests and exhibiting benevolence, which subsequently allows employees to develop a sense of security and certainty with regards to their job (Yaghin et al., 2020). This further enhances their job satisfaction and life satisfaction as well, both of which are integral components of the psychological wellbeing of employees. Furthermore, the acquired sense of safety also encourages employees to develop strong, constructive and positive interpersonal relationships with their employers, which in the long run, aids in the wellbeing of the workers as well as that of the organization (Van Buren III, 2022). Since workers can have their demands catered to via the provision of socially sustainable HRM practices, it results in the development of a sense of belonging towards the workplace and positive associations with the management, subsequently uplifting their psychological wellbeing. This information brings us to the derivation of the following hypothesis:

H4 *Socially Sustainable HRM positively relates to psychological wellbeing*

2.5.5 Moderating Role of Employee Voice

A corporation prioritizing employee voice represents that it is not only concerned with the wellbeing of the business but also with that of the employees, and tends to cater to the greater good of both the workplace and the workers. Employee voice may be defined as the extent to which the workforce is encouraged to participate in the decision-making process regarding work-related issues (Morrison, 2023). The promotion of employee voice gives the workers a sense of openness, consideration and compassion on the part of their employers. A welcoming environment as such allows employees to feel comfortable enough to put forth their opinions, concerns and recommendations, be it suggestions for improvement of beneficial practices or avoidance of ones that are harmful (Wang et al., 2021). This gives employees a sense of control, authority and importance, and allows them to feel like valuable stakeholders and vital contributors to the workplace. In addition to this, employee voice specifically has a constructive effect on the positive feelings experienced by the staff. When the concerns, opinions and suggestions put forth by employees are actually implemented by the management, it develops a sense of personal consistency and congruence in the minds of the workforce with regards to their values and beliefs

and those of the organization. This uniformity allows employees to experience feelings of positivity and a sense of attachment with their workplace (Avey et al., 2012). The job safety, contentment, sense of purpose and positive sentiments that are enhanced through employee voice subsequently boosts both hedonic and eudaimonic well-being of employees, hence promoting their psychological well-being.

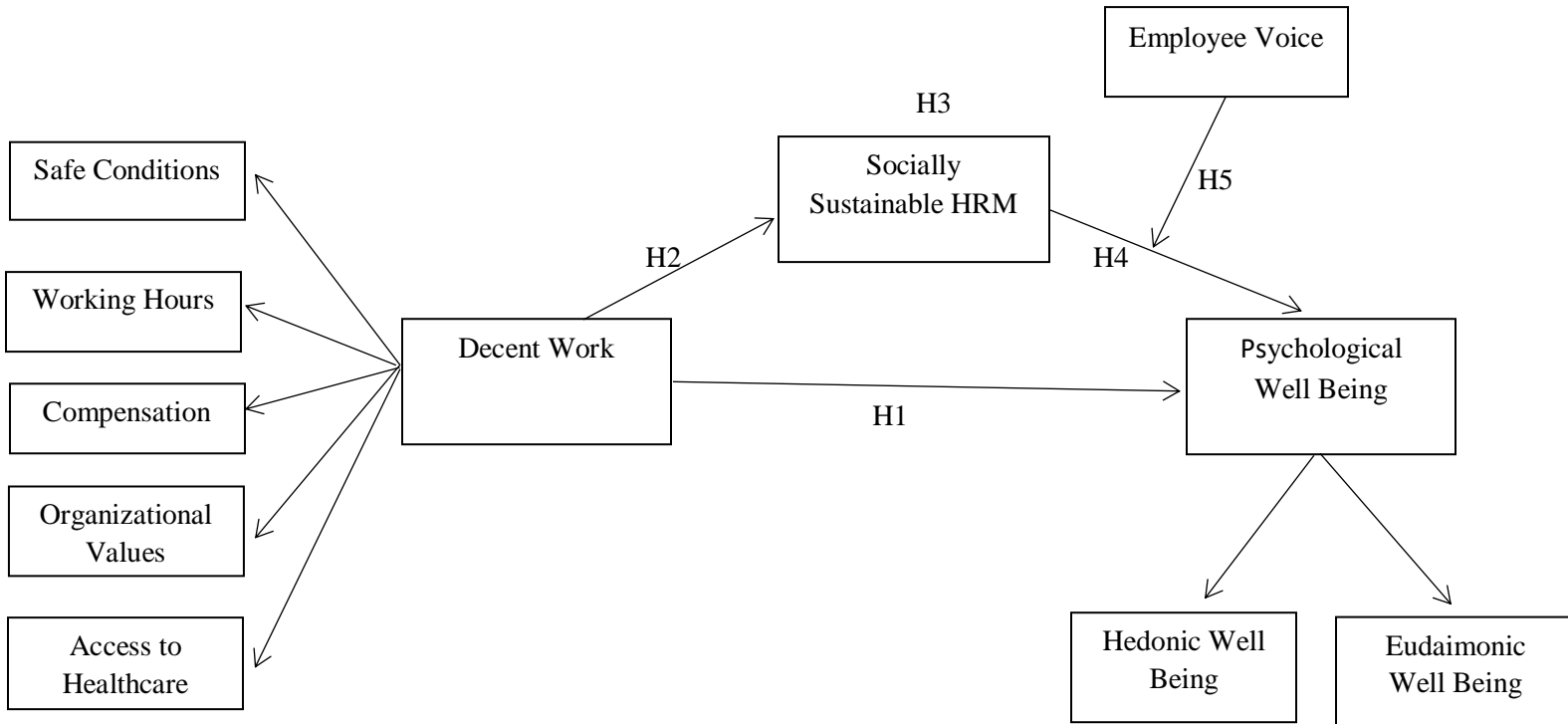
Alternatively, at times organizations neglect the concept of employee voice and restrain employees from putting forth their opinions, suggestions and concerns. Such a climate may be labelled as a climate of employee silence, which generally prevails itself in cases of an authoritarian workplace culture, one that demands obedience and compliance on the part of their personnel. Such a working environment can have a deteriorating effect on the psychological wellbeing of the workforce due to employees feeling constrained, restricted and controlled by their management (Chou & Chang, 2020). The connection between employee voice and the elevation of the mental wellbeing of employees can be explained via the self-determination theory, which states that individuals experiencing relatedness, personal control and autonomy in their workplace is essential for them to feel motivated, mentally content and to perform well (Ryan & Deci, 2022). Given that employees generally put forward their concerns and suggestion regarding work matters that are personally relevant to them, it establishes a direct link between employee voice and employees' sense of relatedness towards their workplace. When the personnel witness their opinions being given due significance by their employers, it augments their sense of autonomy and control on their work related matters, which subsequently boosts their job satisfaction, as a part of their hedonic wellbeing, as well as their ability to perform to the best of their potential, as a part of their eudaimonic wellbeing, hence enhancing their overall psychological wellbeing (Weber et al., 2019). Furthermore, the incorporation of employee voice enriches the communication and interaction of the employees with their employers, and witnessing their suggestions and opinions bringing about visible change cultivates a sense of personal alignment and value congruence of the workforce with their organization, both of which ultimately elevates their job satisfaction and feelings of positivity towards their workplace, and generates a sense of purpose with regards to their work, hereby uplifting their hedonic and eudaimonic wellbeing i.e. their psychological wellbeing (Ejaz et al., 2022).

H5 Employee voice moderates the relationship between socially sustainable HRM and psychological wellbeing, such that the relationship is strengthened by employee voice

2.6 Theoretical Framework and Hypothesized Research Model

Figure 1

Hypothesized Research Framework



Sources: Duncan et al., 2020; Avey et al., 2021

2.7 Hypothesis Table

Table 2

Hypothesized relationship between variables of the study (decent work, socially sustainable HRM, psychological wellbeing and employee voice)

| Hypothesis Number | Hypothesis Statement |
|-------------------|----------------------|
| | |

| | |
|----|--|
| H1 | Decent work positively relates to psychological wellbeing of employees |
| H2 | Decent work positively relates to socially sustainable HRM |
| H3 | Socially sustainable HRM acts as a mediator in the relationship between decent work and psychological wellbeing |
| H4 | Socially Sustainable HRM positively relates to psychological wellbeing |
| H5 | Employee voice moderates the relationship between socially sustainable HRM and psychological wellbeing, such that the relationship is strengthened by employee voice |

2.8 Summary

This chapter delivers an in depth understanding of the prime concepts of this study. It initiates with detailed descriptions of the individual variables of the research, then proceeds on to provide information from existing literature regarding their relationships with one another, hence conveying an in depth examination of the concepts of the research. The chapter concludes itself with the provision of a hypothesized research model which formulates the basis of the study.

CHAPTER 3: METHODOLOGY

3.0 Philosophical Orientation

A given research generally consists of a certain orientation which guides the research process of the specific study, particularly with regards to how the data of the research should be gathered, analyzed and utilized. The philosophical approach may either be the ontological, epistemological, axiological or methodological approach. Since it determines or influences the steps of the research process, it is important to identify the underlying orientation of a given study beforehand (Kholodnaya & Volkova, 2016). Given that this study assesses the impact of decent work and socially sustainable HRM practices on the psychological wellbeing of employees, and examines the relationship between these variables without the interference of external factors, whilst undertaking the quantitative approach, it may be conducted based on the ontological and epistemological approaches.

3.0.1 Ontology

Ontology is a branch of philosophy that concerns with the ‘what’ aspect of research, essentially examining the existence as well as the nature of a certain object (Nguyen & Chia, 2023). It focuses on what a specific item of the study is, its characteristics, features, nature and grouping. It may also relate to the classification and categorization of objects into divisions (Akkerman et al., 2021). The study of the nature of items might be considered an essential aspect of philosophy as well as of broader social research. Ontology can be fixated on investigating the nature of reality. It may be divided into two prime domains, i.e. objective ontology and subjective ontology. The former refers to the objective examination of reality, independent from the perspective of the researcher, whilst the latter refers to the study of reality in a subjective manner, which may entail the personal perspective of the relevant researchers (Al-Ababneh, 2020). The current study analyzes the impact of decent work on the psychological well-being of employees, considering socially sustainable HRM practices as a mediator and employee voice as a moderator. Since this study investigates the existence as well as the nature of its prime variables, including decent work in organization, the presence of socially sustainable HRM practices and employee voice at a workplace as well as the state of the psychological well-being of its workforce, and considers them factually, irrespective

of the personal viewpoint of the researcher, it may be said that this studies implies the objective ontological lens. This study is, therefore, conducted utilizing the philosophical orientation of objective ontology.

3.0.2 Epistemology

Epistemology is concerned with the ‘how’ of the research. It refers to the knowledge that is attained with regards to a social reality and the sources for the attainment of said knowledge (Toole, 2021). As per this approach, knowledge can be elaborated via two notions; intuitive knowledge and empirical knowledge. Intuitive knowledge is principally based on an individual’s own personal beliefs system whereas empirical knowledge is grounded upon facts, figures and objective, unbiased evidence (Bonjour, 2020). The philosophical orientation of epistemology can be classified into two prime domains, i.e. interpretivist epistemology and positivist epistemology. Interpretivist epistemology is constructed by a person’s own individual understanding and perception which molds the way that they interpret a given reality, and hence can vary from one individual to another, based on their personal experiences, beliefs and deduction. Positivist epistemology, on the other hand, is centered on logic, facts and substantiation, and is hence a stable form of reality which is indifferent to the personal perception of the researcher. Instead, it is fixated on undertaking reality in a logical and factual manner (Alharahsheh & Pius, 2020). It promotes conducting a research based on the quantitative approach and supports the utilization of data collection mechanism such as a quantitative survey, as well as analytical tools for the interpretation of the collected data (Godwin et al., 2021). Since this study implies the quantitative approach, utilizing a questionnaire survey and analyses the collected data via the software tools of SPSS and Smart PLS, this study may be considered to be based on the philosophical orientation of positivist epistemology.

3.1 Context of the Study

A prominent concern that is currently prevalent in numerous organizations of Pakistan is the micromanagement and the abusive treatment implied by the supervisors of the workplace with respect to the employees. It is often observed in organizations in Pakistan that bosses, employers and individuals in powerful positions at the workplace exhibit behaviors of abuse, strict supervision, exploitation, or bullying towards their staff members (Ahmed & Begum, 2020; Chaudhry et al., 2017) which consequently directly and negatively impacts the mental health of

their workers (Hussain et al., 2020; Conway et al., 2021). With regards to specifically the banking sector of Pakistan, the psychological wellbeing of the workers is apparently becoming a prime matter of concern. The excessive job demands involved in the banking industry of Pakistan, the extended working hours and the frequency of work overtime, all naturally have a detrimental effect on the mental health of the workforce (Hasan & Kashif, 2020; Ahsan & Ali, 2019; Naeem et al., 2018). Furthermore, within the banking sector of Pakistan, the front line employees are often witnessed having to go through unexpected and unpredictable fury at the hands of the visiting customers. At times, due to unforeseen circumstances, customers exhibit quite a lot of rage, anger and aggression towards the front line employees, and since this is a form of insult and dehumanization, it understandably has a damaging effect on the mental health of the workers (Akkawanitcha et al., 2015). This further results in the deterioration of the individual performance of the employees as well as their level of commitment towards the organization. Since protecting and uplifting the psychological wellbeing of the employees has currently become an apparent requirement in the banking sector of Pakistan, this industry was selected for the study.

Furthermore, the status of decent work prevalent in the banking sector of Pakistan may also be considered rather weak, given that the banks of Pakistan do not always incorporate work practices that respect, value and abide by the fundamental rights of their workforce (Bhatti et al., 2016). Studies have exhibited discontent and unhappiness on the part of employees with regards to long, extensive working hours and work overtime, which consequently results in the lack of a work life balance for employees. While the work demands are high in the banking sector of Pakistan, the employees' level of compensation is generally found to be inadequate in comparison to their work demands (Naeem et al., 2018; Rasheed et al., 2020). Since the deficiency of decent work practices can directly and negatively impact the wellbeing of the personnel, the banking sector of Pakistan was considered a suitable option for this study.

A deficiency of socially sustainable HRM practices can also be observed in the banking sector, as while such practices focus on the creation of a positive working environment for employees, it can often be observed that the banking sector of Pakistan, on the contrary, offers a negative and damaging working environment for their personnel (Khan et al., 2021; Khan et al., 2022; Khan, Nazir & Shafi, 2021). The micromanagement of supervisors, along with cases of workplace bullying and incidents of rage exhibited by visiting customers, all collectively generate a hostile

working environment for the workforce. Furthermore, the extensive working hours and excessive job demands involved in the banking industry of Pakistan necessitate the presence of employee voice in the given sector (Wilkinson et al., 2020). However, owing to the harsh working conditions, employees consequently feel reluctant, fearful and intimidated to put forth their opinions and concerns regarding work related matters, hence giving rise to a work culture entailing employee silence (Khan et al., 2021). For these reasons, this study investigates if the deficiency of a constructive working environment via socially sustainable HRM practices along with the scarcity of employee voice prevalent in the banking sector of Pakistan may be the underlying causes resulting in the deterioration of the psychological wellbeing of the workforce in the given sector.

3.2 Research Design Selection and Justification

The research design of a study may be described as the specific methods, tools, equipment or techniques undertaken in order to carry out the given study. The research design may be categorized as an essential component of a study since it is focused on addressing the research questions of the specific study and is fixated on attaining the particular objectives that the study sets out to achieve (Modica, 2022). The importance of the research design can be contemplated by the fact that it determines the results and the outcomes of the study, which then formulate the conclusion of the research, which can be regarded as the primary contribution of the said research. As for the selection of the research design, the philosophical orientation of a given study may be considered essential in its determination (Meadows, 2022). This research is based on the ontological and epistemological philosophical orientation. When it comes to subjectivist research, researchers generally imply a qualitative approaches as their own personal preferences, perspectives, understanding and contemplation is required for the study. However, when it comes to an objectivist research, a quantitative approach is generally utilized, as the study is based on facts, figures and evidence, hereby eliminating the personal perspective of the researcher (Al-Ababneh, 2020). Since this study is an objectivist research, and is based on the objectivist ontological and positivist epistemological philosophical orientation, it implies a quantitative approach. Within the context of the quantitative approach, this study implies the research technique of a survey. A survey is generally considered effective as it can be used to collect data from a large population. It is also generally found to be economical to be carried out, as well as being time

effective (Ankapong, 2023). For these reasons, a survey technique is pursued for this study, with the utilization of physical questionnaire hard copies.

For the purpose of collecting data, a list of 10 selected banks was derived, details of which have been provided in the section of ‘sampling technique’. The banks were visited in person and the questionnaires were distributed to the front line employees of the banks. The questionnaires consisted of a cover letter which explained to the respondents beforehand what the purpose of the research is, how the information will be utilized, the fact that their participation is entirely voluntary and who they may contact in case they are interested in the results of the study. The cover letter of a questionnaire is deemed mandatory as it allows the respondents to have an idea of the purpose and importance of the research, and allows them to consider whether or not they want to participate (James et al., 2020). Respondents that conveyed inconvenience or lack of interest in participating in the research were exposed to no further pressure or convincing. The data for this research was collected in a cross sectional manner rather a longitudinal or time lag design, implying that data for this research was collected at single point in time rather than over an extended period or at multiple points in time. Cross sectional technique of data collection is generally considered more economical and time effective and can be deemed suitable when a limited research time period is available for the researcher (Alyami et al., 2021). In addition to this, the research design for this study implies a deductive approach, whereby an initial theory has been formulated, based on which hypotheses have been derived and data is collected in accordance with the derived hypothesis, in order to assess their acceptance or rejection. Hence, by utilizing the deductive approach, the research design for this study operationalizes the research questions and the research objectives for this study.

3.3 Instrument Design

The survey questionnaire constituted a total of 40 items that were utilized to measure the prime variables of the study, including decent work, socially sustainable HRM, employee voice and psychological wellbeing (that was measured through hedonic wellbeing and eudaimonic wellbeing separately). The first section of the questionnaire focused on the demographic information of the respondents, including their gender, qualification, experience in their current organization as well as the type of their existing organization. The items for each scale were rated on the 5-point Likert scale, ranging from 1 (strongly agree) to 5 (strongly disagree).

For decent work, a 15-item scale was adopted from Isik et al. (2020). The scale included items regarding five sub-dimensions of decent work, namely; safe working conditions, adequate working hours, sufficient compensation, appropriate organizational values and access to health care facilities. Sample items from the scale include; “I am rewarded adequately for my work” and “I have no time to rest during the work week.”

For socially sustainable HRM practices, a 6-item scale was adopted from Mazur et al. (2020) and constituted statements regarding how well the given organization treats its employees. Sample items from the scale include; “Employees are treated as a key resource in your organization.” and “Professional development is available for employees in your organization.”

For employee voice, a 6-item scale was adapted from Ruck et al. (2017), and assessed to what extent the employees are provided with a say in their given organization. Sample items from the scale include; “Your organization provides you the opportunity to feed your views upwards.” and “Your organization provides you the opportunity to pass on your criticism.”

For hedonic wellbeing (as a sub-dimension of psychological wellbeing), a 5-item scale was adopted from Fadji et al. (2021) and assessed the degree of life satisfaction of the employees. Sample items from the scale include; “The conditions of your life are excellent.” and “If you could live your life over, you would change almost nothing.”

For eudaimonic wellbeing (as a sub-dimension of psychological wellbeing), an 8-item scale was adopted from Parameswaran (2022) and assessed the employees’ desire to seek personal growth and their ability to perform to the best of their potential. Sample items from the scale include; “Your organization provides you clear work objectives.” and “You prioritize your personal growth.”

3.4 Sample Size

The selection of an appropriate sample size in accordance with the given study is necessary in order to attain accurate results for the study. It is essential that the sample size for the study should not be too small nor too large, as both scenarios can tamper with the results of the research (Gumpili & Das, 2022). This study utilizes a quantitative approach, more specifically a questionnaire survey. According to Memon et al. (2022), a sample size of 160 to 300 valid

observations may be considered ideal in case of a questionnaire survey. A number between this range would be suitable enough to attain accurate results via statistical analysis. Furthermore, a sample size of 200 questionnaires has been stated as a general rule of thumb when it comes to questionnaire surveys (Waryoba, 2020). Therefore, this study aimed for a sample size of 200 questionnaires for its data collection process.

3.5 Unit of Analysis

The unit of analysis for this study were the front line employees of the banking sector of Islamabad, Pakistan.

3.6 Sampling Technique and Data Collection

This study utilizes a combination of two sampling techniques, namely systematic random sampling and convenience sampling. Since this study is focused on the banking sector of Pakistan, the selection of the specific banks to be visited was done via systematic random sampling whereas the selection of the specific respondents from each bank was done via convenience sampling. To begin, a list of all the leading banks of Islamabad/Rawalpindi was attained. This produced an elaborate list of 30 banks (see Appendix A). The targeted number of banks that were aimed to be visited for the purpose of data collection was 10. The 10 particular banks to be visited amongst the derived list of 30 banks were selected via systematic random sampling. The reason for selecting this technique is that systematic random sampling allows the researcher to proceed with the research in a more organized manner and is generally advised in case of the conduction of surveys (Enahoro & Aniesido, 2020). The prime standard formula for derivation of a sample interval for the systematic random sampling technique is N/n , where 'N' denotes the size of the population, which in this case would be the initial list of 30 banks attained, and 'n' denotes the size of the sample, which in this case would be the 10 banks targeted to be visited for the purpose of data collection. Hence, using the formula N/n ($30/10$), a sample interval of 3 was derived. Based on this sample interval, every 3rd bank out of the list of 30 banks was selected, producing a comprised list of 10 banks, namely; Allied Bank, Askari Bank, Faysal Bank, National Bank, MCB Bank, Bank Alfalah, HBL, UBL, Meezan Bank and Silk Bank.

1-2 branches for each of the prior mentioned banks were visited, amounting to a total of 16 different branches. The branches of the banks that were considerably larger in size were focused

on so a significant number of questionnaire instruments may be attained from the given branch. Open visiting each branch, the specific respondents for the data collection, who would physically fill out the questionnaires in person, were selected via convenience sampling. Convenience sampling is also generally recommended in case of questionnaire surveys as it is time effective, cost effective and selects respondents that are conveniently available (Reblora et al., 2020). Based on this technique, front line employees within the banks that were easily and readily available, and were interested in participating in the research were distributed the questionnaires to. Relevant information regarding the purpose of the study was provided to the respondents there and then. Physical presence was maintained with the respondents throughout, in case they required any assistance or had any queries relating the questionnaire. Once the distributed questionnaires were filled out by the respondents of a given branch, they were retrieved back and the next branch was then approached. By this methodology, a total of 213 questionnaires were attained for data analysis.

3.7 Pre-Test

Pre-testing can be considered essential for a research as it eliminates issues within the questionnaire instrument which could consequently tamper with the results of the study (Kock et al., 2021). The key purpose of a pre-testing session is to recognize questions or statements within the questionnaire instrument that might come off as confusing, uncomfortable or difficult to understand. Once such questions are identified, they are to be altered and rephrased accordingly in order to make them more appropriate for the research (Dent et al., 2023). The pre-testing session for the questionnaire of this study was conducted with 3 respondents. Upon attempting the questionnaire, it became evident by the expressions, body language and verbal communication by the respondents that 2 particular statements of the questionnaire instrument were confusing and difficult to understand. The picked out statements were altered and rephrased accordingly, so they may be understood more conveniently by the respondents. The questionnaire was then considered suitable enough for the data collection process.

3.8 Questionnaire Administration

Table 3

Response rate

| | |
|-----------------------------------|------|
| No. of questionnaires distributed | 264 |
| No. of questionnaires returned | 213 |
| No. of usable questionnaires | 203 |
| Response rate (%) | 80.6 |

According to Kahsey & Kwena (2022), a response rate of over 50 % is generally considered sufficient for valid results of a survey study. During the data collection process for this research, a total of 264 questionnaires were distributed to the front line employees multiple banks of Islamabad. A total of 213 questionnaires were retrieved back, amounting to a response rate of 80.6 percent.

3.9 Data Analysis

The data collected for this research was analyzed using the softwares of SPSS and SmartPLS. The 203 questionnaire instruments collected were recorded via the SPSS software. The data attained was then analyzed via SmartPLS software. According to Alinda et al. (2023), SmartPLS can be considered a suitable software for the analysis of survey questionnaires that have a sample size of around 200. Furthermore, the given software has a user friendly nature and offers multiple benefits, such as the convenient transfer of the analyzed data to MS Excel (Mun et al., 2023). With the utilization of SmartPLS software, multiple tests were performed as part of the measurement model as well as the structural model (including internal consistency reliability, convergent validity, discriminant validity, multicollinearity etc). The analysis performed was aimed at understanding the existing positive, moderating and mediating relationships between the variables of the study.

3.10 Ethical Considerations

In order to conduct this research, relevant information regarding the study was provided to the respondent's before-hand, including the topic of the study as well the purpose for which it will be utilized. A cover page incorporating details regarding the overall research; the topic of the study, the purpose behind the study, the utilization of the study as well sources to be contacted if interested in the results of the study, has been attached to the research questionnaire (see Appendix

C). Participation in the research was based on the respondents' own free will, consent, and personal convenience. No external pressure or imposition was exerted during the data collection process. Participants that revealed discomfort, inconvenience or lack of interest in participation in research were exposed to further convincing or persuasion. Any information provided by the respondents has remained strictly confidential and their identities have been kept anonymous. No data has been attained during the research that could be categorized as personally identifiable or may be traced back to the respondent. Furthermore, this study has not conflicted with or damaged any personal interest of the respondents and participation in this research has caused no form of harm to the respondents, emotionally physically or socially. In addition to this, the material and content included in this research is free of plagiarism or piracy of existing literature. All data, analysis and results of the study have been accurately and transparently represented in this research, without any falsification or fabrication.

3.11 Summary

This chapter focuses on the specific methodology undertaken in order to conduct this study. It initiates with the philosophical orientation for the study, then proceeds to provide information regarding the context of the study, the instrument design, the sample size, sampling technique and pre testing session. The chapter is then concluded with information regarding the analysis of the collected questionnaire instruments and specific ethical considerations undertaken during the research.

CHAPTER 4: ANALYSIS AND RESULTS

4.0 Demographic Characteristics

As for the demographic traits of the respondents, 131 (64.5%) out of the 203 respondents were male whereas 70 (34.5%) were female, exhibiting male respondents to be undertaking majority of the percentage. As for the prior qualifications of the respondents, 85 (41.9%) were qualified with a bachelors, 106 (52.2%) with a masters, 8 (3.9%) with a PHD and 4 (2%) with other qualifications aside from the given list. As for the experience of the respondents in their current organization, 62 (30.5%) had a working experience of less than 1 year, 91 (44.8%) had a working experience between 1 and 5 years, 37 (18.2%) possessed a working experience between 6 and 10 years and 13 (6.4%) had a working experience of more than 10 years. As for the organization type, 8 (6.4%) out of the 203 respondents worked at a government organization, 9 (4.4%) worked at a semi-government organization and 186 (91.6%) worked at an organization belonging to the private sector, exhibiting that majority of the respondents worked at an organization belonging to the private sector. Table 4 exhibits the demographic information of the respondents.

Table 4

Demographic information of the respondents

| Demographic Variable | Category | Frequency | Percent |
|-----------------------------|-------------------|------------------|----------------|
| Gender | Male | 131 | 64.5% |
| | Female | 70 | 34.5% |
| | Prefer not to say | 2 | 1% |
| Qualification | Bachelors | 85 | 41.9% |
| | Masters | 106 | 52.2% |

| | | | |
|--------------------------|--------------------|-----|-------|
| | PHD | 8 | 3.9% |
| | Other | 4 | 2% |
| Experience | Less than 1 year | 62 | 30.5% |
| | 1- 5 years | 91 | 44.8% |
| | 6-10 years | 37 | 18.2% |
| | More than 10 years | 13 | 6.4% |
| Organization Type | Government | 8 | 3.9% |
| | Semi-Government | 9 | 4.4% |
| | Private Sector | 186 | 91.6% |

4.1 Descriptive Statistics

Table 5 demonstrates the descriptive statistics of the study, more precisely constituting the mean, standard deviation, skewness and kurtosis of the study variables. The mean indicates the average value of the data, standard deviation shows the extent of the variance in the data, skewness is a measure of the symmetry in the data and kurtosis measures the heaviness of a distribution's tail relative to its normal distribution. Since all the represented values of standard deviation are lower than 1, the values are less deviated from the mean.

Table 5

Mean, Standard Deviation, Skewness and Kurtosis of the research variables

| Descriptive Statistics | | | | |
|-------------------------------|------|-----------------------|----------|----------|
| N | Mean | Standard Deviation | Skewness | Kurtosis |
| | | | | |

| | Statistic | Statistic | Statistic | Statistic | Standard Error | Statistic | Standard Error |
|---------------------------|-----------|-----------|-----------|-----------|----------------|-----------|----------------|
| DW | 203 | 3.4700 | 0.53266 | -.016 | .171 | .619 | .340 |
| SSHRM | 203 | 3.7095 | 0.66747 | -.476 | .171 | -.033 | .340 |
| EV | 203 | 3.4886 | 0.91758 | .679 | .171 | 5.498 | .340 |
| HWB | 203 | 3.5527 | 0.94739 | -.689 | .171 | -.087 | .340 |
| EWB | 203 | 3.7950 | 0.65372 | -.672 | .171 | .262 | .340 |
| Valid N (Listwise) | 203 | | | | | | |

DW= Decent Work, SSHRM= Socially Sustainable HRM, EV= Employee Voice, HWB= Hedonic Well Being, EWB= Eudaimonic Well Being

Structural equation modeling was conducted via Smart PLS software for the analysis of the data. As per Carrion et al. (2018), structural modelling should be utilized for data analysis in the case of cause and effect relationships. Since this study emphasizes primarily on the impact of decent work practices on the psychological wellbeing of the employees, measurement model analysis was conducted followed by the structural model analysis. The data analysis for the study was initiated with conducting the measurement model, which included tests of internal consistency reliability, indicator reliability, convergent validity and discriminant validity. Henceforth, the structural model was carried out, whereby the significance of the proposed hypotheses was tested.

4.2 Measurement Model

4.2.1 Internal Consistency Reliability

Internal consistency reliability is used to measure the extent to which the items of a given variable are related to the said variable, or the extent to which the items are related to their respective constructs (Horn et al., 2023). According to Almaiah et al. (2020), a composite reliability value of 0.7 or above can be considered acceptable when assessing the relevance of the items with their given constructs. The results of the internal consistency reliability test performed on variables of

the study demonstrated all variables to have attained a composite reliability value of above 0.7; decent work (0.850), socially sustainable HRM (0.829), psychological wellbeing (0.895) and employee voice (0.891), hence demonstrating acceptable relevance of the variables with their items. Table 6 represents the results of the internal consistency reliability test for the constructs of the study.

Table 6

Internal Consistency Reliability of the constructs

| Construct | Composite Reliability (CR) |
|---------------------------------|-----------------------------------|
| Decent Work | 0.850 |
| Employee Voice | 0.891 |
| Psychological Well Being | 0.895 |
| Socially Sustainable HRM | 0.829 |

4.2.2 Convergent Validity

Convergent validity is used to assess the extent to which the measures of a given variable are positively correlated with alternate measure of the said variable (Shrestha, 2021). Convergent validity test was performed on the constructs and items of this study using the Smart PLS algorithm. The convergent validity of the constructs and their items can be assessed based on the AVE values of the constructs as well as the indicator factor loadings, or the outer loadings of their items. The AVE values of the constructs should be above 0.5 whereas the outer loadings of their items should be above 0.4 (Feng & Chen, 2020). By performing the convergent validity test on the constructs and items of the study via the Smart PLS algorithm, it was demonstrated that all items attained outer loadings of above 0.4, except the items DW1, DW2, DW3, DW7, DW8, DW10, DW11, DW12 and HWB4. The aforementioned items of DW1 “I feel emotionally safe interacting with people at work”, DW2 “At work, I feel safe from emotional and verbal abuse of any kind”,

DW3 “I feel physically safe interacting with people at work.”, DW7 “I am not properly paid for my work”, DW8 “I do not feel I am paid enough based on my qualifications and experience”, DW10 “I do not have enough time for non-work activities”, DW11 “I have no time to rest during the work week.”, DW12 “I have free time during the work week” and HWB4 “So far, you have gotten the important things you want in life.”, were deleted and the convergent validity test was performed again. Hereafter, it was demonstrated that all items had attained outer loadings of above 0.4.

As for the AVE values of the constructs, it was seen that SSHRM and psychological wellbeing attained an AVE value of above 0.5 while decent work and employee voice attained an AVE value of between 0.4 and 0.5; socially sustainable HRM (0.550), decent work (0.449), employee voice (0.450) and psychological wellbeing (0.523). According to Fornel and Lacker (1981), AVE values of between 0.4 and 0.5 can also be considered acceptable as long as the composite reliability of the constructs is above 0.7 (Lam, 2012). Since the composite reliability of all constructs was attained above 0.8; decent work (0.850), socially sustainable HRM (0.829), psychological wellbeing (0.895) and employee voice (0.891), the AVE values of the constructs are considered acceptable. Table 7 demonstrates the outer loadings of the items as well as the AVE values of the constructs of the study.

Table 7

Convergent Validity Test (Indicator Factor Loadings and AVE)

| Construct | Measurement Item | Loading | AVE |
|--------------------|-------------------------|----------------|------------|
| Decent Work | DW1 | Item Deleted | 0.449 |
| | DW2 | Item Deleted | |
| | DW3 | Item Deleted | |
| | DW4 | 0.700 | |
| | DW5 | 0.696 | |

| | | | |
|---------------------------------|--------|--------------|-------|
| | DW6 | 0.703 | |
| | DW7 | Item Deleted | |
| | DW8 | Item Deleted | |
| | DW9 | 0.613 | |
| | DW10 | Item Deleted | |
| | DW11 | Item Deleted | |
| | DW12 | Item Deleted | |
| | DW13 | 0.617 | |
| | DW14 | 0.692 | |
| | DW15 | 0.662 | |
| Socially Sustainable HRM | SSHRM1 | 0.706 | 0.550 |
| | SSHRM2 | 0.728 | |
| | SSHRM3 | 0.605 | |
| | SSHRM4 | 0.664 | |
| | SSHRM5 | 0.529 | |
| | SSHRM6 | 0.766 | |
| Employee Voice | EV1 | 0.661 | 0.450 |
| | EV2 | 0.726 | |
| | EV3 | 0.776 | |
| | EV4 | 0.793 | |

| | | | |
|-------------------------------------|------|--------------|-------|
| | EV5 | 0.805 | |
| | EV6 | 0.785 | |
| Psychological Well Being | EWB1 | 0.582 | 0.523 |
| | EWB2 | 0.720 | |
| | EWB3 | 0.719 | |
| | EWB4 | 0.710 | |
| | EWB5 | 0.495 | |
| | EWB6 | 0.472 | |
| | EWB7 | 0.733 | |
| | EWB8 | 0.465 | |
| | HWB1 | 0.727 | |
| | HWB2 | 0.734 | |
| | HWB3 | 0.704 | |
| | HWB4 | Item Deleted | |
| | HWB5 | 0.642 | |

4.2.3 Discriminant Validity

Discriminant validity test is performed to reveal the dissimilarity of the study variables from one another (Cheung et al., 2023). The Hetroterait-Monotrait Ratio (HTMT) was utilized in order to assess the discriminant validity of the variables of this study. It is required that the HTMT values should be lower than 0.85 for the variables of the study to be considered adequately distinct (Ali et al., 2022). By performing the discriminant validity test for the variables of this research, it was

revealed, as exhibited in Table 8, that all HTMT values attained were below 0.85, hence validating the distinction of the study variables.

Table 8

Discriminant Validity Test (HTMT criterion)

| | Decent Work | Employee Voice | Psychological Well Being | Socially Sustainable HRM | Employee Voice x Socially Sustainable HRM |
|--|--------------------|-----------------------|---------------------------------|---------------------------------|--|
| Decent Work | – | – | – | – | – |
| Employee Voice | 0.735 | – | – | – | – |
| Psychological Well Being | 0.838 | 0.802 | – | – | – |
| Socially Sustainable HRM | 0.777 | 0.704 | 0.793 | – | – |
| Employee Voice x Socially Sustainable HRM | 0.191 | 0.185 | 0.154 | 0.210 | – |

4.3 Multicollinearity

Once the measurement model analysis was concluded with the conduction of the discriminant validity test, the multicollinearity test was carried out, which is necessary to be conducted before

the initiation of the structural model analysis (Syah & Olivia, 2022). The multicollinearity test demands that the VIF values attained for the items of the given constructs should be below 3.3 (Subramaniam et al., 2022). Carrying out the multicollinearity test for the variables of this study revealed all VIF values to be below 3.3, as demonstrated in Table 9, hence revealing no collinearity issues.

Table 9

Collinearity Test

| Construct Item | VIF |
|-----------------------|------------|
| DW13 | 2.202 |
| DW14 | 2.472 |
| DW15 | 1.486 |
| DW4 | 1.721 |
| DW5 | 1.730 |
| DW6 | 1.667 |
| DW9 | 1.364 |
| EV1 | 1.404 |
| EV2 | 1.541 |
| EV3 | 2.001 |
| EV4 | 1.978 |
| EV5 | 2.033 |
| EV6 | 1.847 |
| EWB1 | 1.392 |

| | |
|--|-------|
| EWB2 | 2.003 |
| EWB3 | 2.038 |
| EWB4 | 1.931 |
| EWB5 | 1.396 |
| EWB6 | 1.356 |
| EWB7 | 2.014 |
| EWB8 | 1.373 |
| HWB1 | 2.532 |
| HWB2 | 2.912 |
| HWB3 | 2.202 |
| HWB5 | 1.721 |
| SSHRM1 | 1.990 |
| SSHRM2 | 2.163 |
| SSHRM3 | 1.299 |
| SSHRM4 | 1.420 |
| SSHRM5 | 1.161 |
| SSHRM6 | 1.609 |
| Employee Voice x Socially Sustainable HRM | 1.000 |

4.4 Structural Model

4.4.1 Hypothesis Testing (Direct and Indirect Effect)

Structural model analysis is utilized to demonstrate the relationships between the variables of the study (Ibrahim et al., 2021). The bootstrapping technique was utilized to assess the significance of the proposed research model. The path coefficient, T statistics and p-values are used to assess the significance of the relationships between the research variables. It is stated that a p-value (p) of below 0.5 is considered acceptable to demonstrate the significance of a proposed relationship between two given variables (Respati et al., 2021). According to Marliyah et al. (2022), value of T statistics (t) above 1.96 can be considered acceptable to demonstrate a significant positive relationship between two variables. Furthermore, according to Unegbu et al. (2022), path coefficient values (β) of above 0.1 are regarded acceptable to reveal the significance of a proposed relationship.

The results for the study demonstrate decent work and psychological wellbeing to have a significant positive relationship (p: 0.00, t: 6.100, β : 0.398), decent work and socially sustainable HRM to have a significant positive relationship (p: 0.00, t: 12.349, β : 0.614) and socially sustainable HRM and psychological wellbeing to have a significant positive relationship (p: 0.001, t: 3.237, β : 0.213). However, it was seen that employee voice did not moderate the relationship between socially sustainable HRM and psychological wellbeing (p: 0.633, t: 0.477, β : 0.024). The mediation analysis was subsequently carried out as well, utilizing the bootstrapping technique. The specific indirect effects revealed that socially sustainable HRM did indeed mediate the relationship between decent work and psychological wellbeing (p: 0.001, t: 5.385, β : 0.377). Figure 2 demonstrates the p-values for the variables of the study.

Figure 2

P- Values for the variable relationships

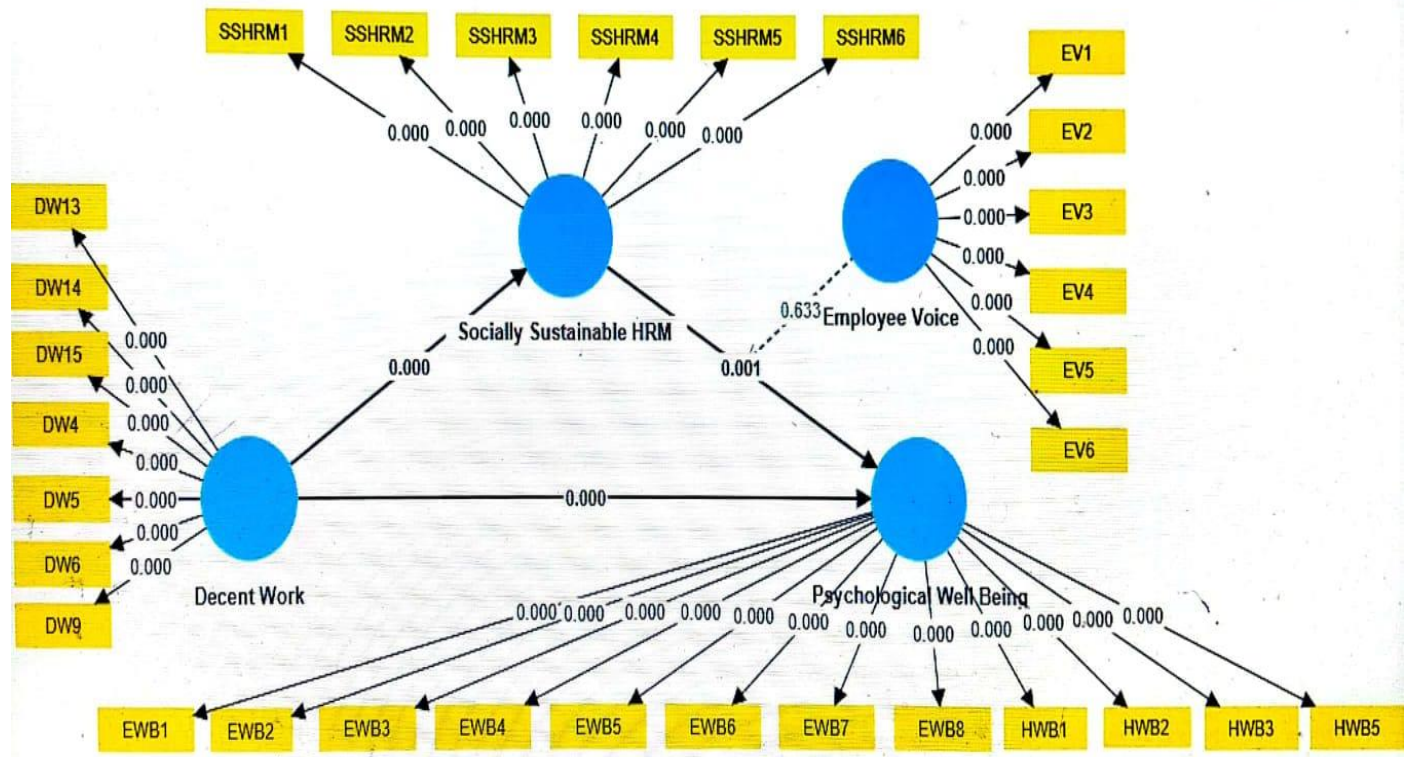
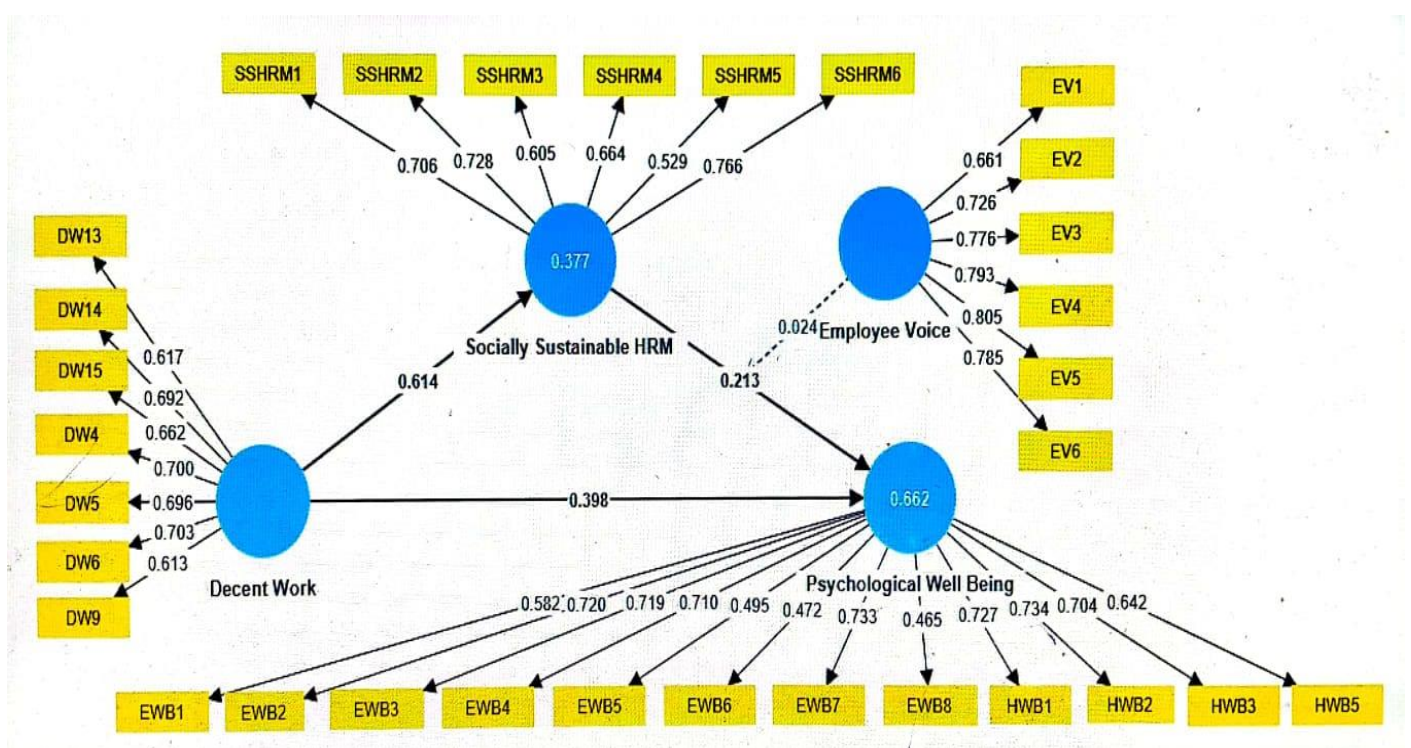


Figure 3 exhibits the path coefficient values and outer loadings for the variables of the study.

Figure 3

Path Coefficient Values and Outer Loadings



To summarize, the structural model revealed that, from amongst the originally proposed hypotheses, H1, H2, H3 and H4 were supported, whereas H5 was not supported. Table 10 demonstrates the overall results for the hypothesis testing, including the p-values, T-statistics and path coefficient values.

Table 10

Results for Hypothesis Testing (P-values, T statistics and Path Coefficient)

| Hypothesis | Path | P value | T-Statistics | Path Coefficient | Results |
|------------|--|---------|--------------|------------------|-----------|
| H1 | Decent Work → Psychological Well Being | 0.000 | 6.100 | 0.398 | Supported |
| H2 | Decent Work → Socially Sustainable HRM | 0.000 | 12.349 | 0.614 | Supported |

| | | | | | |
|-----------|--|-------|-------|-------|---------------|
| H3 | Decent Work → Socially Sustainable HRM → Psychological Well Being | 0.001 | 5.385 | 0.337 | Supported |
| H4 | Socially Sustainable HRM → Psychological Well Being | 0.001 | 3.237 | 0.213 | Supported |
| H5 | Employee Voice x Socially Sustainable HRM → Psychological Well Being | 0.633 | 0.477 | 0.024 | Not Supported |

4.4.2 Coefficient of Determination (R2)

It is necessary to carry out the test for coefficient of determination (R2) as well as the effect size (f2) in order to assess the significance of the relationships between the variables of the study (Chico et al., 2021). For this purpose, the co-efficient of determination test was carried using the Smart PLS algorithm. Values of R2 between 0.15 and 0.75 are considered significant (Hair et al., 2017). Since the values of R square and R-square adjusted attained for the variables were between the aforementioned criteria, they were considered significant. Table 11 demonstrates the results for the coefficient of determination.

Table 11

Coefficient of Determination (R2)

| Variable | R-square | R-square adjusted |
|---------------------------------|-----------------|--------------------------|
| Psychological Well Being | 0.662 | 0.655 |
| Socially Sustainable HRM | 0.377 | 0.374 |

4.4.3 Effect Size (f²)

Test for the effect size (f²) for the study variables was subsequently conducted utilizing the Smart PLS algorithm. Values of f² between 0.15 and 0.35 are considered acceptable to determine the significance of the variable relationships (Taylor et al., 2020). The values of f² attained were between the aforementioned criteria for the relationships between all variables, except for the moderating role of employee voice, hence validating that employee voice does not moderate the relationship between socially sustainable HRM and psychological wellbeing. Table 12 demonstrates the results for the effect size.

Table 12

Effect Size (f²)

| Variable Path | f-square |
|---|-----------------|
| Decent Work → Psychological Well Being | 0.243 |
| Decent Work → Socially Sustainable HRM | 0.205 |
| Employee Voice → Psychological Well Being | 0.189 |
| Socially Sustainable HRM → Psychological Well Being | 0.175 |
| Employee Voice x Socially Sustainable HRM → Psychological Well Being | 0.002 |

4.5 Summary

This chapter provides details regarding the data analysis procedure for this research. It initiates with information regarding the demographic traits and the descriptive statistics of the respondents of this study, retrieved primarily via SPSS software. It then further proceeds to deliver details regarding the measurement model and structural model conducted via Smart PLS software. The measurement model has been conducted using the PLS algorithm, and constitutes tests for the internal consistency reliability, convergent validity and discriminant validity for the constructs and

items of the study. Hereafter, the multicollinearity test was conducted, after which the structure model analysis was initiated, utilizing the bootstrapping technique. This determined the significance of the proposed hypotheses. It was derived that the first four hypotheses were supported, including H1, proposing the significant positive relationships between decent work and psychological wellbeing, H2, proposing the significant positive relationship between decent work and socially sustainable HRM, H3, proposing the mediating role of socially sustainable HRM and H4, proposing the significant positive relationship between socially sustainable HRM and psychological wellbeing. However, H5, proposing the moderating role of employee voice in the relationship between socially sustainable HRM and psychological wellbeing, was not supported. Details of the findings are provided in the subsequent chapter.

CHAPTER 5: DISCUSSION

5.0 Research Objective 1: Relationship between decent work and psychological wellbeing of employees.

The findings of the study confirm *H1: Decent work positively relates to psychological wellbeing of employees*. The said result is consistent with the findings of Duffy et al. (2016), which states that decent working conditions in organizations are directly associated with feelings of positivity amongst employees. Taking into consideration the adequacy of compensation, appropriate working hours and manageable work burden involved in decent work, employees tend to develop positive feelings towards their organizations, which enhances their mental health and psychological wellbeing (Devi & Santoso, 2020). In addition to this, the current finding is in line with the work of Di Fabio & Maree (2016), which establishes that the provision of decent working conditions in organizations can lead to the reduction and minimization of social inequality, which ultimately reduces the mental strain of individuals. Since the social inequity amongst the general public is on the rise in most developing countries, including Pakistan (Munir et al., 2022), the provision of decent working conditions, specifically ones entailing sufficient and adequate remuneration and rewards for the efforts invested by the workers can aid in curing the issue of social inequality, hence enhancing not only the economic and social conditions of workforce, but their mental peace and psychological state as well.

In addition to this, the aforementioned finding of this study is in line with the results of Ferreira et al. (2019), which highlights that the provision of decent working conditions in organizations result in the workforce feeling empowered, due to the attainment of adequate rewards, a manageable work load and personal alignment with organizational values. This sense of empowerment, self-worth and personal alignment with their workplace results in the enhancement of their mental health (Saleh et al., 2022). Lastly, the said finding is also be linked with the work of Bluestein (2001), which indicates that the decency of the working conditions of an individual can be directly associated with the feelings of positivity and happiness that he/she experiences, since, according to the psychology of working theory, an individual's profession tends to hold adequate amount of meaning in his/her life (Duffy et al., 2023). Hence, decent working conditions can equate to

feelings of joy and contentment experienced by the personnel, hence enhancing their psychological wellbeing.

5.1 Research Objective 2: Mediating role of socially sustainable HRM

The findings of the study confirm *H2: Decent work positively relates to socially sustainable HRM*. Socially sustainable HRM is based upon sustainable development goal 8 (SDG 8), which states the need for decent work and economic growth. Social sustainability can be described as the generation of a positive, productive, constructive and fruitful working environment for the employees. It is fixated on CSR activities towards the workforce, and is primarily based on attracting new employees whilst engaging and retaining the existing ones. It focuses on prioritization of the needs and demands of the personnel of the organization (Podgorodnichenko, 2022). Since the aspects entailed within decent work; job security, work equity, decent remuneration, social protection, manageable workload, and a personally aligned value system, generate a positive working environment for the employees, one that prioritizes their personal needs, it hence results in social sustainability within the organization (Santos, 2023). The aforementioned finding of this study, regarding the direct association between decent work and socially sustainable HRM, can be considered consistent with the work of Burchell et al. (2013), which states that the provision of decent work practices in organizations, including job security, adequate rewards and a manageable work burden, enhance the quality of not only the work life of the employees but also their personal life, which can be described as a significant aspect of the personal needs of the workers. Prioritization of the personal needs of the employees can be stated as primary notion behind the concept of social sustainability (Babapour et al., 2021), hereby exhibiting the linkage between decent work and social sustainability.

Furthermore, the aforesaid finding of this study is also consistent with the results of Amalia & Rachmawati (2020), which proposes that the provision of decent work enhances the positive aspects of the employees' work life, such as a work life balance, work equity and the protection and safeguarding of employees' personal rights, which generates an overall productive, constructive as well as a protective working environment for the workforce. Creating a fruitful yet caring work atmosphere for the personnel can be categorized as the foundation of social sustainability (Pang et al., 2023), hence demonstrating the link between decent work and socially sustainable HRM. In addition to this, the findings of this current study can be backed up by the

work of Tadjoeiddin (2014), which states that that decent working conditions require utmost priority to be given to the human needs of the personnel, primarily via the provision of freedom, social protection, job security, development opportunities and productive work. Prioritizing the human needs of the personnel has been deemed as one of the primary features of socially sustainable HRM (Amrutha & Geetha, 2020), hence validating the association between decent work and socially sustainable HRM.

The findings of the study also confirm ***H3: Socially sustainable HRM acts as a mediator in the relationship between decent work and psychological wellbeing.*** The said finding can, to a certain degree, be considered consistent with prior literature. According to Blustein et al. (2023), the provision of decent work in organizations enhances the positivity of its working environment, which in turn uplifts the mental health or the psychological wellbeing of its personnel. The particular aspects involved in the provision of decent work; adequate remuneration, manageable work burden, social protection, social dialogue, workplace safety, personally aligned value system, job security, workplace equality, and development opportunities, all collectively lead to a positive working atmosphere for the workforce (Pererira et al., 2021). Since such a working atmosphere allows the workers to feel more personally motivated, more engaged with their work, more at ease, more invested with their organization, and to have stronger interpersonal relationships with their colleagues and managers, it hereby enhances their psychological wellbeing (Shahidi et al., 2021). According to Podgorodnichenko et al. (2022), the prime motto of socially sustainable HRM is to generate a positive working atmosphere for employees, it is the basic idea around which the social aspect of sustainable HRM revolves. It can hence be stated that a positive working environment in an organization can equate to socially sustainable HRM within the said organization (Saeidi et al., 2022). It can, therefore, be supported by preceding literature that decent work can enhance the psychological wellbeing of employees through the provision of a positive working environment, i.e. socially sustainable HRM.

Furthermore, the results of this study confirm ***H4: Socially Sustainable HRM positively relates to psychological wellbeing.*** The said finding is consistent with the work of Zwicky et al. (2016), which states that socially sustainable HRM practices enhance the mental health of the workforce, as they are principally focused on engaging and retaining the existing personnel of the organization. This can involve delegation of job responsibilities that are aligned with the personal

interest of the workers, facilitating job security, fairness and equity amongst employees, opportunities for personal advancement, strengthening interpersonal relationship amongst the personnel, and generating relationships of trust between the employers and employees (Ferreira et al., 2020). These practices allow the personnel to experience feelings of happiness, joy, personal security and contentment, hence enhancing their psychological wellbeing (Tastan et al., 2020). Furthermore, the findings of the study are in line with the results of Richards (2022), which states that since socially sustainable HRM practices are fixated on the internal stakeholders of an organization, i.e. its' employees, they protect, enhance and uplift not only their physical but their psychological wellbeing as well. This is because the principal motto of socially sustainable HRM is to seek the personal welfare of the employees, whilst seeking the welfare of the organization, hereby allowing employees to feel like valuable assets of the business. This may be achieved via practices that foster the overall wellbeing of the personnel, including their psychological wellbeing (Prince et al., 2022).

5.2 Research Objective 3: Moderating role of employee voice

The results of the study do not confirm *H5: Employee voice moderates the relationship between socially sustainable HRM and psychological wellbeing, such that the relationship is strengthened by employee voice*. The aforementioned finding is, to a certain degree, contradictory to prior literature. According to Paulet et al. (2021), employee voice enhances socially sustainable HRM, since it augments and improves the communication channels of the workplace. This involves the breadth and depth of the communication channels, whereby the breadth refers to how well connect the communication channels of the workplace are, and the depth represents the extent to which the parties are engaged in the interpersonal communication. This allows the needs and demands of the personnel to be conveyed and catered to in a more effective manner, hereby enhancing the social sustainability of the organization (Kim & Cho, 2023). Furthermore, according to Kura & Alkashami (2021), employee voice also positively associates with the psychological wellbeing of the workforce. When employees experience no hesitation in putting forward their opinions, concerns and demands, it enhances their internal motivation, work engagement, dedication and vigor, which consequently augments their psychological wellbeing (Koroglu & Ozmen, 2022). The aforementioned finding can hence be considered contradictory to prior literature, which demonstrates a positive relationship of employee voice with socially sustainable

HRM as well as psychological wellbeing, and can therefore be considered supportive of the idea of employee voice playing a moderating role in the relationship.

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CHAPTER 6: CONCLUSION

6.0 Theoretical Implications

Since sustainable HRM is an emerging concept in current day literature (Aust et al., 2020), this study highlights some essential findings regarding the concept, which leaves behind opportunity for future research. The current study adds to broader HRM literature as well as specifically to sustainable HRM literature, particularly regarding the social aspect of sustainable HRM, which has received relatively lesser attention in the past (Podgorodnichenko et al., 2022). This study holds significance for scholars and for prior literature for multiple reasons.

Firstly, the framework for this research, which focuses on the relationship between decent work and psychological wellbeing of employees, investigating the mediating role of socially sustainable HRM and the moderating role of employee voice, is one that has not been collectively studied before, hence addressing a gap, or a deficiency, in existing literature.

Secondly, this research investigates the association between decent work and psychological wellbeing under the light of affective events theory. Affective events theory is utilized in the current research to exhibit the impact of positive or negative workplace incidents on the cognitive state of employees. The emerging concepts of decent work and socially sustainable HRM have not been collectively studied under the light of the affective events theory in prior literature. Furthermore, the aforementioned theory has been investigated in relation to psychological wellbeing in past studies, but not in relation to decent work or socially sustainable HRM, hence the study adds to the literature relevant particularly to affective events theory as well.

Thirdly, this study discovers how socially sustainable HRM elucidates or enables the relationship between decent work and psychological wellbeing, as the findings of the study confirm socially sustainable HRM to play a mediating role in the association between decent work and psychological wellbeing of employees. In this way, the current research extends preceding literature by investigating the relationship between decent work and psychological wellbeing, whilst studying the underlying role of socially sustainable HRM practices in the relationship, under the light of affective events theory.

6.1 Practical Implications

In addition to the theoretical implications, the findings of the research can assist the managers, practitioners and policy makers of the banking sector, as well as other sectors that are inclined towards the implementation of sustainable HRM practices and decent work practices. This research can hold significance for practitioners in multiple ways.

Firstly, this study can allow the management of any given organization to understand the rationale, or the primary logic behind how the working conditions and the working environment can uplift the mental health of their workforce, since this research demonstrates how the implementation of decent work practices and socially sustainable HRM practices can have a direct impact on the psychological wellbeing of the personnel.

Secondly, this study allows managers and practitioners to promote positive behaviors on the part of the employees, through the protection of their psychological wellbeing, such as improved performance and organizational commitment (Panchel et al., 2022; Chen et al., 2022; Aujla & Mclarney, 2020). When the psychological wellbeing of the employees is enhanced, including their hedonic wellbeing, which incorporates their job satisfaction and feelings of happiness (Grant & McGhee, 2021), and eudaimonic wellbeing, which constitutes their personal growth in their given organization (Arikkatt & Mohanan, 2020), it uplifts their mental health. Improved psychological wellbeing can ultimately allow employees to demonstrate positive behavior towards the organization, such as improved performance and organizational commitment (Hennekam et al., 2020; Sadick & Kamardeen, 2020). Hence, by utilizing a win-win perspective, managers and policy-makers of organizations can promote the psychological wellbeing of their personnel, which can in turn potentially benefit the organization as well by improving individual performance and organizational commitment of the personnel.

Thirdly, by extending existing literature on the concepts of decent work and socially sustainable HRM, this study can assist managers as well as employees to develop a better understanding of 'how' the concepts of decent work and socially sustainable HRM can be implemented to their place of work. For instance, the HR policies of an organization can gradually be modified to

incorporate the aspect of decent work and social sustainability; remuneration, rewards or incentives for employees can, little by little, be raised, individual or departmental goals can be made relatively more lenient, the culture of the workplace can be adapted towards the incorporation of diversity, equity, personal safety of employees, employee engagement and the overall perspective of the management can be shifted to one which focuses on the betterment of their personnel as well, and not just the betterment of the organization.

6.2 Research Contribution

Prior literature on sustainable HRM is primarily focused on initiatives and measures being taken principally for the betterment of the organization or the betterment of the overall environment (Shoib et al., 2021; Wongleedee, 2020; Duvnjak & Kohont, 2021; Lopez-Cabrales, 2020). In order to address this gap, the current study is fixated on the social aspect of sustainable HRM, principally focusing on the betterment of the personnel of the organization. This study achieves this purpose by addressing how the working conditions and working environment provided to the workforce, via decent work and socially sustainable HRM, can be used to uplift and enhance their psychological wellbeing. Furthermore, this study investigates the impact of decent work and socially sustainable HRM on psychological wellbeing of the employees under the light of affective events theory. Prior literature does not study these constructs collectively under the light of affective events theory, hence this study adds value to preceding literatures due to its theoretical approach as well. It also paves way for future researchers to examine the constructs of decent work and socially sustainable HRM in light of this theoretical approach.

6.3 Limitations of the study

This study focuses on the emerging concepts of decent work and socially sustainable HRM, which are receiving increasing attention at the current point in time. However this study was not without its limitations.

Firstly, this study investigates the mediating role of socially sustainable HRM in the relationship between decent work and psychological wellbeing. Future studies may investigate the mediating role of other variables with regards to the variables of this study, such as thriving at work (Sheng & Zhou, 2021) or work engagement (Xu et al., 2022).

Secondly, this study investigates the moderating role of employee voice in the relationship between decent work and psychological wellbeing. Psychological wellbeing of the workers can also be influenced by multiple other contextual factors, such as organizational climate (Olowodunoye & Job, 2021), supervisor support (Wollast et al., 2023) and employee interpersonal relationships (Ahmed et al., 2021). Future studies may investigate the moderating role of other factors in the aforementioned relationship.

Thirdly, this study investigates the impact of decent work and socially sustainable HRM on the psychological wellbeing of employees, which is a mental process. Future research may assess the impact of these constructs on physical outcomes of employees, such as their individual performance (Huang & Yuan, 2022) or commitment towards the workplace (Braganza et al., 2021).

Fourthly, this study focuses on the banking sector for its data collection process. Future research may conduct this research based on other sectors. Furthermore, this study employs a quantitative research design. Future researchers may conduct this study, albeit in the banking sector, but employing a qualitative research design, which might provide a more in depth understanding of the constructs (Muzari et al., 2022).

Lastly, this study employs a cross sectional research design, whereby data is collected at a single point in time. Future researchers may conduct this study incorporating a longitudinal research design, whereby data may be collected over an extended period of time and causal inferences may be formed (Wagg et al., 2021).

6.4 Conclusion

This study investigates the relationship between decent work and psychological wellbeing of employees, considering the mediating role of socially sustainable HRM and the moderating role of employee voice. The research framework is studied with the theoretical underpinning of the affective events theory. The research, therefore, contributes to past studies by examining the impact of decent work and socially sustainable HRM practices on the psychological processes of the personnel.

All relationships, except the moderating role of employee voice, were confirmed by this study. The positive relationship between decent work and psychological wellbeing as well as the

mediating role of socially sustainable HRM practices was supported by the study. Despite the aforementioned limitations, this research provides a significant contribution in the context Pakistan, since it clearly identifies the importance of decent work practices and socially sustainable HRM in the banking sector of Pakistan. Furthermore, it studies the variables of decent work and socially sustainable HRM with the theoretical underpinning of affective events theory, hereby extending preceding literature. However future researchers are recommended to remain personally aware of the limitation of this study, as they would allow future researches to be conducted more efficiently (Ibrahim et al., 2022).

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APPENDIX

(A) List of Banks Retrieved for Data Collection

1. Summit Bank
2. Habib Metro Bank
3. Allied Bank
4. The Bank of Punjab
5. ZTBL
6. Askari Bank
7. Habib Metro Bank
8. U Microfinance Bank
9. Faysal Bank
10. Sindh Bank
11. JS Bank
12. National Bank
13. Albaraka Bank
14. Khushali Bank Limited
15. MCB Bank
16. ABL
17. Samba Bank
18. Bank Alfalah
19. Al_Habib Islamic Bank
20. SMB Bank
21. HBL
22. Sindh Bank
23. Standard Chartered
24. UBL
25. Bank Islami
26. Ubank
27. Meezan Bank
28. Muslim Commercial Bank
29. United Bank

30. Silk Bank

(B) Studies Utilized for Research Gap

| Article No. | Title | Article DOI | Variables Studied | Findings | Future Recommendations |
|-------------|--|---|--|--|--|
| 1. | Linking Decent Work and Well-Being Among Chinese Millennial Employees: A Psychology of Working Perspective | https://doi.org/10.3389/fpsyg.2022.909423 | Decent work, need satisfaction, employee well being | Decent work positively relates to employee wellbeing, social contribution need satisfaction and self-determination need satisfaction act as partial mediators. | Future studies should investigate the relationship between decent work, including its different dimensions, and employee wellbeing. |
| 2. | Promoting talent through managing mental health: The role of decent work and organisationa | http://dx.doi.org/10.4102/sajip.v49i0.2057 | Employee mental health, decent work, organizational citizenship behavior | Organization citizenship does not relate to employee mental health. However, decent work positively relates to employee mental health and mediates the relationship between organizational | Future research should focus on the mental health challenges faced by employees working in the service sector, such as the banking sector. |

| | | | | | |
|----|--|---|--|---|--|
| | I citizenship behaviour | | | citizenship behavior and employee mental health. | |
| 3. | Decent work and physical health: A multi-wave investigation | https://doi.org/10.1016/j.jvb.2021.103544 | Decent work, physical health, health symptoms, health behavior, workplace fatigue, survival need fulfillment | Decent work predicts physical health and health symptoms via workplace fatigue, decent work predicts health behavior via survival need fulfillment. | Future research should investigate impact of decent work on employee physical or mental health using different mediators. |
| 4. | The uncertain state of work in the U.S.: Profiles of decent work and precarious work | https://doi.org/10.1016/j.jvb.2020.103481 | Decent work, precarious work | The research identified five prime categories of American workers; indecent precarious, highly decent, low health care- low rights, vulnerability-dominant and health-care stability. | Future studies should investigate decent work and precarious work with physical data collection procedures, rather than online, as used in this study. |

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|----|--|---|----------------------------------|---|--|
| 5. | Common Good HRM: A paradigm shift in Sustainable HRM? | https://doi.org/10.1016/j.hrmr.2019.100705 | Sustainable HRM | The study identifies four sustainable HRM types; Socially Responsible HRM, Green HRM, Triple Bottom Line HRM and Common Good HRM. | Future studies should investigate the impact of sustainable HRM on employees' wellbeing, particularly eudaimonic wellbeing. Moreover, future studies should investigate how particular HRM practices, such as rewards and compensation, can impact sustainable HRM. |
| 6. | From Liminal Labor to Decent Work: A Human-Centered Perspective on | https://doi.org/10.3390/su13020851 | Sustainable tourism, decent work | This study establishes that implication of a human centered approach is the best way to expand revenue as well as sustainability goals. | Future studies should focus on how the provision of decent work can enhance labor human rights protection. |

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|----|--|---|--|--|--|
| | Sustainable Tourism Employment | | | | |
| 7. | From Neglect to Progress: Assessing Social Sustainability and Decent Work in the Tourism Sector | https://doi.org/10.3390/su151310329 | Social sustainability, employment, wages, work accidents | This research reveals low employment, low wages and high frequency of work accidents, demonstrating low social sustainability in the Portuguese tourism industry. | Future studies should assess social sustainability and decent work in different context, utilizing different dimensions. |
| 8. | Sustainable human resources management in crisis contexts: Interaction of socially responsible labour practices for the wellbeing of employees | https://doi.org/10.1002/csr.2111 | Socially responsible human resource management and employee wellbeing (including job satisfaction, job stress and trust in management) | The findings of the study demonstrate that socially responsible HRM practices, including work life balance, non-discrimination and positive environmental workplace conditions enhance employee wellbeing. | Future studies should investigate the impact of decent work on employees' wellbeing. |

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|-----|---|---|---|--|---|
| | | | | | |
| 9. | Examining the effects of workplace well-being and high-performance work systems on health harm: a Sustainable HRM perspective | https://doi.org/10.1108/SBR-03-2020-0033 | High performance work systems, health harm, workplace wellbeing, work intensification | The findings of the study show that high performance work systems are positively associated with health harm, and workplace wellbeing practices moderate the relationship between high performance work systems and health harm. | Future studies should investigate the impact of HRM practices on specific dimensions of employee wellbeing, such as psychological wellbeing. Furthermore, future studies should investigate the impact of decent work and wellbeing. |
| 10. | Designing Sustainable HRM: The Core Characteristics of Emerging Field | https://doi.org/10.3390/su10124798 | Sustainable HRM | This study recognizes the characteristics of sustainable HRM; Long-term orientation, employee care, environmental care, social dialogue, employee development, fairness and external partnership. | Future studies should be conducted fixated on one of the aspects of sustainable HRM, such as the social aspect. |

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|-----|---|---|---|---|--|
| 11. | A Human Growth Perspective on Sustainable HRM Practices, Worker Well-Being and Organizational Performance | https://doi.org/10.3390/su141711064 | Sustainable HRM, immaterial satisfaction, organizational performance, | Findings of this study reveal that sustainable HRM is positively related to immaterial satisfaction (task autonomy, teamwork, involvement), which positively relates to organizational performance. | Future studies should focus on specific aspects of sustainable HRM, such as social or environmental. |
| 12. | The relationship between employee well-being and organizational trust in the context of sustainable human resource management | http://dx.doi.org/10.21511/ppm.19(2).2021.10 | Sustainable HRM, employee wellbeing, organizational trust | Findings of the study indicate that sustainable HRM practices positively relate to employee wellbeing, which enhances organizational trust | Future studies should investigate the relationship between sustainable HRM and employee wellbeing using a moderator in the relationship. |

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|-----|--|---|--|--|--|
| 13. | Human Resource Practices, Eudaimonic Well-Being, and Creative Performance: The Mediating Role of Idiosyncratic Deals for Sustainable Human Resource Management | https://doi.org/10.3390/su11246933 | Sustainable HRM, Idiosyncratic deals, HR practices, eudaimonic wellbeing, creative performance | Findings of the study reveal that HR practices enhance Idiosyncratic deals, which enhance eudaimonic wellbeing, which improves employee performance hence enhancing sustainable HRM in the organization. | Future studies should focus on the impact of specific HR practices on different dimensions of employee wellbeing, rather than just eudaimonic wellbeing. |
| 14 | Sustainable HRM: The synthesis effect of high performance work systems on organisational performance and | https://doi.org/10.1108/APJBA-03-2014-0039 | Sustainable HRM, high performance work systems (HPWS), organizational performance, employee harm | The findings of the study indicated HPWS, such as tele working and compressed working week, to reduce organizational performance and increase health harm, hence adding to | Future studies should investigate the impact of specific HR policies on employee wellbeing. |

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| | employee harm | | | sustainable HRM knowledge. | |
| 15. | Understanding the effects of perceived organizational support and high-performance work systems on health harm through sustainable HRM lens: a moderated mediated examination | https://doi.org/10.1108/ER-01-2019-0046 | High performance work systems (HPWS), health harm, perceived organizational support, work intensification | Findings of the study reveal the direct association between work intensification and health harm. High performance work systems mediate the relationship, whereas perceived organizational support moderates the relationship, hence exhibiting the need for sustainable HRM practices to reduce health harm. | Future research should focus on specific aspects of sustainable HRM and its impact on employees, rather than HPWS. |

(C) Research Questionnaire

Please find the research questionnaire attached on the following page.



NUST
NATIONAL UNIVERSITY
OF SCIENCES & TECHNOLOGY

**IMPACT OF DECENT WORK AND SOCIALLY
SUSTAINABLE HRM ON THE PSYCHOLOGICAL
WELL BEING OF EMPLOYEES: THE MODERATING
ROLE OF EMPLOYEE VOICE**

Dear Participant,

My name is Rabail Ali, and I am a postgraduate student at NUST Business School Islamabad. For my final thesis, I'm examining the impact of decent work and socially sustainable HRM practices on the psychological wellbeing of employees. I am inviting you to participate in this research by completing the following survey. This survey will take 7-10 minutes. If you choose to participate, please respond to the survey honestly. Participation is strictly voluntary, and you may refuse at any point. The data collected will remain confidential and will be used solely for academic purposes.

Thank you for taking out your time in assisting me with this research. If you have any queries regarding this study or are interested in the results of the study, you may reach out to me.

Sincerely,
Rabail Ali
Student of MSHRM
NUST Business School, Islamabad
Rabailali@nbs.nust.edu.p

QUESTIONNAIRE

Section 1: Demographic Information

| | | | |
|----|------------------------------------|--------------------------------------|---------------------------------------|
| 1. | Gender | 1. Male 3. Prefer not to say | 2. Female |
| 2. | Qualification | 1. Bachelors 3. PHD | 2. Masters 4. Other |
| 3. | Experience in Current Organization | 1. Less than 1 year 3. 6-10 years | 2. 1-5 years 4. More than 10 years |
| 4. | Organization Type | 1. Government 3. Private Sector | 2. Semi- Government |

Section B: For each statement below please circle the appropriate responses:

1 = Strongly Disagree (SDA), 2 = Disagree (DA), 3 = Neutral (N), 4 = Agree (A),
5 = Strongly Agree (SA)

| | SDA | DA | N | A | SA |
|---|------------|------------|------------|------------|------------|
| Decent Work | (1) | (2) | (3) | (4) | (5) |
| 1. I feel emotionally safe interacting with people at work | 1 | 2 | 3 | 4 | 5 |
| 2. At work, I feel safe from emotional or verbal abuse of any kind. | 1 | 2 | 3 | 4 | 5 |
| 3. I feel physically safe interacting with people at work. | 1 | 2 | 3 | 4 | 5 |
| 4. I get good health-care benefits from my job. | 1 | 2 | 3 | 4 | 5 |
| 5. I have a good health-care plan at work. | 1 | 2 | 3 | 4 | 5 |
| 6. My employer provides acceptable options for health-care. | 1 | 2 | 3 | 4 | 5 |
| 7. I am not properly paid for my work. | 1 | 2 | 3 | 4 | 5 |

| | | | | | |
|--|---|---|---|---|---|
| 8. I do not feel I am paid enough based on my qualifications and experience. | 1 | 2 | 3 | 4 | 5 |
| 9. I am rewarded adequately for my work. | 1 | 2 | 3 | 4 | 5 |
| 10. I do not have enough time for non-work activities. | 1 | 2 | 3 | 4 | 5 |
| 11. I have no time to rest during the work week. | 1 | 2 | 3 | 4 | 5 |
| 12. I have free time during the work week. | 1 | 2 | 3 | 4 | 5 |
| 13. The values of my organization match my family values | 1 | 2 | 3 | 4 | 5 |
| 14. My organization's values align with my family values. | 1 | 2 | 3 | 4 | 5 |
| 15. The values of my organization match the values within my community. | 1 | 2 | 3 | 4 | 5 |

| | SDA | DA | N | A | SA |
|---|------------|------------|------------|------------|------------|
| Socially Sustainable HRM | (1) | (2) | (3) | (4) | (5) |
| 1. Employees are treated as a key resource in your organization. | 1 | 2 | 3 | 4 | 5 |
| 2. In your organization, employees are provided with a job consistent with their interests and talents. | 1 | 2 | 3 | 4 | 5 |
| 3. Coaching is available for employees in your organization. | 1 | 2 | 3 | 4 | 5 |
| 4. Professional development is available for employees in your organization. | 1 | 2 | 3 | 4 | 5 |
| 5. Your organization covers the costs of trainings provided to employees. | 1 | 2 | 3 | 4 | 5 |
| 6. Your organization monitors the progress in employee behavior towards sustainable development. | 1 | 2 | 3 | 4 | 5 |

| | SDA | DA | N | A | SA |
|---|------------|------------|------------|------------|------------|
| Employee Voice | (1) | (2) | (3) | (4) | (5) |
| 1. Your organization provides you the opportunity to feed your views upwards. | 1 | 2 | 3 | 4 | 5 |
| 2. Your organization provides you the opportunity to pass on your criticism. | 1 | 2 | 3 | 4 | 5 |
| 3. You can communicate your ideas to the seniors in your organization. | 1 | 2 | 3 | 4 | 5 |
| 4. Your senior management seeks the views of employees and employee representatives. | 1 | 2 | 3 | 4 | 5 |
| 5. Your senior management responds to suggestions from employees and employee representatives. | 1 | 2 | 3 | 4 | 5 |
| 6. Your senior management allows employees and employee representatives to influence final decisions. | 1 | 2 | 3 | 4 | 5 |

| | SDA | DA | N | A | SA |
|---|------------|------------|------------|------------|------------|
| Hedonic Well Being | (1) | (2) | (3) | (4) | (5) |
| 1. In most ways, your life is close to ideal. | 1 | 2 | 3 | 4 | 5 |
| 2. The conditions of your life are excellent. | 1 | 2 | 3 | 4 | 5 |
| 3. You are satisfied with your life. | 1 | 2 | 3 | 4 | 5 |
| 4. So far, you have gotten the important things you want in life. | 1 | 2 | 3 | 4 | 5 |
| 5. If you could live your life over, you would change almost nothing. | 1 | 2 | 3 | 4 | 5 |

| Eudaimonic Well Being | SDA | DA | N | A | SA |
|--|------------|------------|------------|------------|------------|
| | (1) | (2) | (3) | (4) | (5) |
| 1. Your organization provides you clear work objectives. | 1 | 2 | 3 | 4 | 5 |
| 2. Your organization provides you flexibility in your tasks. | 1 | 2 | 3 | 4 | 5 |
| 3. Your organization provides you autonomy in your tasks. | 1 | 2 | 3 | 4 | 5 |
| 4. Your organization provides you supportive leadership. | 1 | 2 | 3 | 4 | 5 |
| 5. You are informally socialized with your team. | 1 | 2 | 3 | 4 | 5 |
| 6. You have a strong urge for learning by observing others. | 1 | 2 | 3 | 4 | 5 |
| 7. Your organization's structure motivates you | 1 | 2 | 3 | 4 | 5 |
| 8. You prioritize your personal growth. | 1 | 2 | 3 | 4 | 5 |