

**IMPACT OF SOFT HUMAN RESOURCE
MANAGEMENT PRACTICES ON
WELLBEING AND LIFE SATISFACTION OF
WORKING WOMEN: EMPIRICAL
FINDINGS FROM PAKISTAN**



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BAHRIA UNIVERSITY KARACHI CAMPUS
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PRACTICES ON WELLBEING AND LIFE SATISFACTION OF
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02-280172-001

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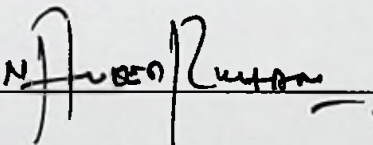
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DEDICATION

With Love and Pride

To my beloved baba Jan (Father), *Khalid Masood*

And

Ammi Jan (Mother), *Sughran Bibi*

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“None of us knows anything about everything, but we do try to know something about everything.”

(Quoting Dr. Feroz, My Operations Research Instructor)

Have faith in Allah Almighty and He shall reward you with the best.

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ABSTRACT

In industrial-organizational (I-O) psychology, health behaviors are often termed as well-being reflected in the subjective health-related experiences of employees at work. Combining Affective Events Theory (AET) with Broaden-and-Built Theory (BBT) and JD-R theory, this study attempted to test an antecedent-consequence model of employee well-being with work engagement as a mediating variable. A purposive sampling technique was applied to collect survey data from 305 women employees affiliated with Pakistani service sector companies. In this study, a partial least square-structural equation modeling (PLS-SEM) via SmartPLS software was used to examine direct and mediating effects in the hypothesized structural associations.

Results supported the hypothesized direct impact of soft HRM practice i.e., workplace humor on three types of women employee well-being i.e., psychological, social, and spiritual. Workplace fun was only confirmed to have a significant direct effect on psychological well-being. Results confirmed that all four types of women employee well-being directly influenced life satisfaction. Findings supported the mediating effect of work engagement and serial multiple mediating effect of work engagement and employee well-being on the hypothesized structural associations. Overall, the model explained an adequate amount of variance (23%) in psychological well-being and an acceptable amount of variance (19.8%) in life satisfaction.

This study contributed in two ways to the broader streams of emotion-based research on individual well-being. First, when health-related behaviors is a reflection of individuals' perception, soft HRM practices are likely to affect women employees' sense of well-being directly (partial) and indirectly through work engagement. Second, results indicated that workplace fun and workplace humor indirectly influence life satisfaction through work engagement and employee well-being. It is possible, however, that such an outcome is limited to health-related behaviors largely constituted through individual perceptions as was the case observed in the surveyed health-related behaviors.

For HR practitioners, the findings of this study implied that (i) hard HRM practices are necessary by not sufficient alone to promote workplace well-being. (ii) foster a work ambiance that triggers positive affective experiences creating high engagement levels and

mutual exchange relationships to promote women's sense of well-being. (iii) actively endorse programs that help develop psycho-social and physiological resources of women employees. For policymakers, this research implied the need to address employee well-being as a public priority matter by including it into the occupational health and safety laws.

Keywords: Employee well-being, life satisfaction, soft HRM practices, work engagement, workplace fun, workplace humor, working women, higher-order construct analysis.

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LIST OF ABBREVIATIONS

Abbreviation	Acronym (Full Form)
ADB	Asian Development Bank
CIPD	Chartered Institute of Personnel and Development
GDP	Gross Domestic Product
GGGI	Global Gender Gap Index
GII	Gender Inequality Index
HDI	Human Development Index
HPWS	High-Performance Work System
HRM	Human Resource Management
HRMP	Human Resource Management Practices
ILO	International Labor Organization
I-O Psychology	Industrial-Organizational Psychology
OSH	Occupational Safety & Hazard
OECD	The Organization for Economic Co-operation and Development
PANAS	Positive Affect Negative Affect Scale
PBS	Pakistan Bureau of Statistics
PP	Positive Psychology
PPP	Purchasing Power Parity
UN	United Nations
USD	United States Dollar
WB	World Bank
WEF	World Economic Forum
WHO	World Health Organization

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PH.D. DISSERTATION - RESEARCH OUTCOMES

Conferences Paper(s) / Conference Proceeding(s)

Masood, F., & Khan, N. R. (2022). My Humorous Well-being: An Employee Green Engagement mediated and Gender Moderated Soft HRM Model. Paper submitted at Academy of Management Conference (AOM 2022).

Masood, F., Pitafi, S., & Khan, N. R. (2021). Impact of Workplace Humor Styles on Life Satisfaction of Young Pakistani Employees. Paper was presented at 14th Asian Academy of Management International Virtual Conference (AAMC 2021). The virtual conference was held in Penang, Malaysia.

Masood, F., & Khan, N. R. (2019). Hypothesizing the Factors of Well-being and Satisfaction with Life among Women Employees in Pakistan. Paper was presented at British Academy of Management Conference (BAM 2019). The conference was held at Ashton Business School, Ashton University, UK.

Masood, F., & Khan, N. R. (2019). Employee Well-being, Women and SMEs: An Exploratory Study. Paper was accepted for presentation at United States Association for Small Business and Entrepreneurs Conference (USASBE 2019). The conference was held in Florida, USA.

Published Research Article(s) / Paper(s)

Masood, F., & Khan, N. R. (2021). The more I have fun, the more I experience life satisfaction: Gender effect and engagement mediated model of life satisfaction. *Gender in Management*, [Under review: Round 1 cleared]

Masood, F., & Khan, N. R. (2020). Yes, But do they differ? Gender effect, emotional well-being and engagement on life satisfaction. *Journal of Management Sciences*, 7(1), 101-117.

Curriculum Course Outline Design

'Employee Well-being' course outline designed for MBA program.

Workplace/Corporate Trainings

2021. **SZABIST University** – I am Worth My Time: Me and My Well-being. Departmental Faculty Development Program.
