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Research Article

Empowering Educational Institutions: The Synergy of Green HR Practices and Employee Wisdom for Elevated Workplace Well-being

[1]Massaud Akhtar | [*2]Bilal Anwar | [3]Qurban Ali

[1]CECOS College London
Email:massaudakhtar@gmail.com
[2&3]Department of Business Administration, University of Sahiwal, Pakistan
Email: bilalanwar@uosahiwal.edu.pk
Email: qurbanhcc@gmail.com

Correspondence
[*2]Bilal Anwar
Department of Business Administration, University of Sahiwal, Pakistan
Email: bilalanwar@uosahiwal.edu.pk

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ABSTRACT

In today's global push towards sustainability, the dynamics between Green Human Resource Practices (GHRP), Employee Wisdom (EW), and Workplace Well-being (WWB) have garnered significant attention. This study was set against the backdrop of educational institutions in Punjab, Pakistan, with the intent to elucidate these interrelationships. Using a quantitative research approach, we gathered data from employees through comprehensive surveys and subsequently analyzed it using the PLS-SEM technique. The findings revealed a robust positive relationship between GHRP and WWB. Furthermore, EW emerged as a pivotal mediator, bridging the gap between GHRP and WWB. Notably, the combined impact of GHRP and EW on WWB was found to be more profound than when they were considered separately. These results underscore the imperative of integrating sustainable HR practices in educational settings and the value of cultivating employee wisdom. Beyond promoting eco-friendly initiatives, the research emphasizes the resultant enhancement in the work environment and the overall well-being of staff members. This study augments the existing literature, offering a unique perspective on the intertwined roles of GHRP, EW, and WWB in the educational milieu of Punjab.

KEYWORDS

Green Human Resource Practices, Employee Wisdom, Workplace Well-Being, Educational Institutions, Punjab School Education Department

1 | INTRODUCTION

The 21st century has witnessed an emerging focus on environmental sustainability and the role of organizations in promoting sustainable practices. In this context, Green Human Resource Management (GHRM) has become a pivotal strategy, encouraging organizations to integrate environmental concerns within their HRM processes and promote employees' pro-environmental behaviors (Meng et al., 2023). In parallel, the importance of employee workplace wellbeing has also been recognized as a critical factor influencing productivity, job satisfaction, and overall organizational performance. The educational institutions under the Punjab School Education Department in Pakistan serve as an excellent sample population for this study, as these institutions have recently begun to incorporate GHRM practices, providing a fertile ground to explore their implications. This study addresses gaps in understanding the effect of Green HRM practices on employee well-being in the education sector, specifically examining the mediating role of employee wisdom. Existing study lacks clarity on the mechanisms involved and is

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limited within the education context. Methodological challenges in measurement also persist. By filling these gaps, this study offers valuable insights and practical implications for implementing effective Green HRM strategies to enhance employee well-being (Habeeb et al., 2020). Through exploring the mediating effect of employee wisdom, it contributes to understanding the relations between Green HRM practices, employee well-being, and employee wisdom in education.

This study aims to cruise the complex relationship between Green Human Resource Management (GHRM) practices, employee wisdom, and workplace wellbeing. Given the rising global environmental concerns, GHRM practices, aimed at promoting sustainable use of resources while encouraging employees' pro-environmental behaviors, have gained significant importance in organizations (Shah & Soomro, 2023). At the same time, employee wellbeing is crucial for productivity, job satisfaction, and overall organizational performance. The mediating role of employee wisdom, defined as the ability to apply knowledge, experience, and good judgment in decision-making, could potentially be influential in this relationship. This study hypothesizes that effective GHRM practices enhance employee wisdom, which in turn, positively influences their workplace wellbeing. Through this, we aspire to elucidate the possible causal paths and contribute to the evolving discourse on sustainable HRM practices and employee wellbeing (Felgate, 2020). Despite the escalating adoption of Green Human Resource Management (GHRM) practices globally, its impacts on employee workplace wellbeing are not fully understood, leading to a gap in the existing literature. Current workplace environments exhibit symptoms of stress, decreased productivity, and high turnover rates, all pointing towards inadequate wellbeing measures. The inclusion of environmental sustainability within HRM is believed to foster a sense of responsibility and engagement among employees, but the effectiveness of this approach in promoting workplace wellbeing remains largely unexplored (Muisyo et al., 2022). Prior studies have emphasized the direct correlation between GHRM practices and employee performance outcomes, yet the mediating role of employee wisdom in this relationship has been overlooked. This gap is noteworthy, considering the potential of employee wisdom to enhance workplace wellbeing. Employee wisdom, manifested as enhanced decision-making capabilities and insightfulness, could likely be influenced by the adoption of GHRM practices and subsequently contribute to improved workplace wellbeing (Cheng et al., 2022). Therefore, this study seeks to stuff this dearth in research by exploring the influence of GHRM practices on workplace wellbeing, mediated by employee wisdom, providing a more comprehensive understanding of this complex relationship.

Given the significant role that educational institutions play in shaping future generations, the findings of this study could have far-reaching implications. It could help educators model sustainable practices and behaviors, thereby fostering a culture of sustainability and well-being that can positively influence students and the broader community (Tourism & 2022, n.d.). The mediating role of employee wisdom in this relationship is another aspect that has been overlooked, indicating a gap in the current body of knowledge (Management 2021). The symptoms exhibited in modern workplace environments, such as stress, decreased productivity, and high turnover rates, point towards the inadequacy of employee wellbeing measures. The inclusion of GHRM practices is believed to instill a sense of responsibility and engagement among employees, but the effectiveness of this approach in enhancing workplace wellbeing remains uncharted territory. Specifically, the dearth of studies considering the potential mediating role of employee wisdom signifies a critical research gap this study aims to address. This research, both theoretically and practically, has significant implications. From a theoretical perspective, it bridges a gap in the existing literature by offering a comprehensive model that integrates GHRM practices, employee wisdom, and workplace wellbeing. It pushes the boundaries of conventional wisdom by exploring the potential mediation role of employee wisdom, a relatively unexplored concept in the context of GHRM practices (Adekoya, 2022). From a practical standpoint, the findings from this research can provide valuable insights to HR practitioners and organizational leaders. By understanding how GHRM practices can be leveraged to improve employee wisdom and enhance workplace wellbeing, organizations can develop more effective strategies to promote sustainable practices, improve employee satisfaction, productivity, and overall business performance.

1.1 | RESEARCH OBJECTIVES

1. To examine the relationship between green human resource practices (GHRP) and employee workplace wellbeing in educational institutions under the Punjab School Education Department, Pakistan.
2. To investigate the mediating role of employee wisdom in the relationship between green human resource practices (GHRP) and employee workplace wellbeing in educational institutions under the Punjab School Education Department, Pakistan.

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3. To assess the combined effect of green human resource practices (GHRP) and employee wisdom on workplace wellbeing in educational institutions under the Punjab School Education Department, Pakistan, and compare it with the individual effects of each factor alone.
4. To provide insights and recommendations for educational institutions under the Punjab School Education Department, Pakistan, on how to enhance employee workplace wellbeing through the enactment of green human resource practices and the cultivation of employee wisdom.

2 | LITERATURE REVIEW

The concept of Green Human Resource Practices (GHRP) signifies a paradigm shift from traditional Human Resource Management (HRM), integrating elements of environmental sustainability and employee wellbeing into HR processes (Adekoya, 2022). GHRP, as a critical aspect of Green Human Resource Management (GHRM), plays a revealing role in instilling environment-friendly and wellbeing-focused objectives into core HR functions, such as staffing, training, performance evaluation, and promotion (Ren et al., 2023a). These practices are believed to stimulate pro-environmental behaviors and potentially enhance employee wisdom, the ability to apply knowledge, experience, and good judgment, which forms the mediator in our study (Grimani & Gotsis, 2020). In the context of the educational institutions under the Punjab School Education Department in Pakistan, GHRP is not just a strategic approach but a responsibility towards fostering a sustainable future. This study hypothesizes that effective GHRP can promote an organizational culture that prioritizes environmental sustainability and positively influences employee wisdom. We anticipate that this, in turn, could contribute to employee workplace wellbeing, providing a more holistic view of the potential benefits of adopting GHRP.A crucial element of GHRP involves promoting a sense of responsibility and allegiance to broader environmental and organizational objectives. This notion aligns closely with the construct of employee wisdom in our study. Just as wisdom involves the application of knowledge and experience for the greater good, GHRP encourages employees to view their roles in the context of broader environmental goals. The potential of GHRP to enhance employee wisdom and, subsequently, improve workplace wellbeing forms the crux of our investigation.

In the context of goal setting, GHRP involves creating specific, measurable, and challenging objectives related to environmental sustainability and employee well-being (Hadi et al., 2021). These objectives could range from reducing energy consumption and promoting waste management to creating a supportive and nurturing work environment that prioritizes employee mental and physical health (Obeidat et al., 2023). By establishing these green and well-being objectives, organizations encourage shared responsibility and foster a collective commitment among staff members towards achieving sustainability and well-being targets (Haddock-Millar et al., 2016). The inclusion of green training and wellness programs is a key component of GHRP, essential to promoting both environmental sustainability and employee well-being. To foster a culture of sustainability and well-being, organizations can integrate these themes into their own boarding processes, leadership development programs, and team-building exercises (Nasir et al., 2023a). Green training initiatives can be designed to enhance employees' cognizance and understanding of environmental issues, the organization's environmental policies, and the impact of their actions on the environment (Usman et al., 2022). Similarly, wellness programs can focus on fostering a healthy work-life balance, promoting physical health, and addressing mental health concerns in the workplace. Training programs might focus on specific skills such as environmental auditing, lifecycle analysis, or the implementation of sustainable technologies, while wellness initiatives could encompass stress management techniques, physical fitness routines, or mindfulness practices (Sanders et al., 2022).

Such training not only facilitates the acquisition of essential green skills but also fosters an understanding of the significance of employees' contributions to the organization's sustainability and well-being objectives (Nasir et al., 2023b). Performance appraisal within the framework of Green Human Resource Practices (GHRP) integrates both environmentally conscious behaviors and employees' adherence to wellness practices into the criteria used for evaluating performance (Meng et al., 2023). Recognizing and rewarding employees' efforts to minimize their environmental impact, engage in eco-friendly practices, or suggest improvements to augment sustainability alongside their commitment to maintaining personal well-being sends a clear message: the organization values environmental responsibility and employee health equally. The inclusion of green and well-being standards in performance evaluations has the potential to drive changes in behavior, resulting in enhanced environmental performance and overall workplace well-being (Alipour et al., 2022). Implementing incentives and remuneration systems that not only recognize environmentally sustainable actions but also promote employee well-being is a vital part of Green Human Resource Practices (GHRP) (Cheng et al., 2022). Incentives can be devised to acknowledge

and motivate a wide range of actions, from simple practices such as recycling and conserving energy, to more significant contributions like pioneering eco-friendly products or processes, and even practices that promote personal well-being, such as regular exercise or stress management activities (Wardhani, 2023). By aligning incentives with sustainability and well-being goals, organizations can encourage their workforce to adopt and sustain environmentally conscious practices and foster a healthy work-life balance (Jiang et al., 2023). Different approaches can be taken to align these incentives, including rewards for energy conservation efforts, additional time off for participation in environmental or wellness initiatives, or salary increments for achieving eco-friendly and well-being objectives. Integrating environmentally conscious behaviors and employee well-being considerations into promotion decisions highlights the importance of both sustainability and well-being within the organizational culture and values (Science, 2023). Promoting individuals who demonstrate a commitment to sustainability and employee well-being, and who excel in eco-friendly and wellness-promoting activities can establish role models within the organization, inspiring others to engage in similar behaviors. The implementation of this strategy can foster a group of competent leaders who have the capacity to advance the organization's sustainability and well-being objectives, creating a healthier and more sustainable working environment for all (Newstead & Riggio, 2023). Table 1 delivers an overview of the research gap identified in several studies related to GHRM. Despite their invaluable contributions to understanding the shift towards environment-friendly HRM practices, a significant gap remains in the exploration of the impact of GHRM practices on employee wisdom and wellbeing. Furthermore, the potential mediating role of employee wisdom in this relationship has been largely overlooked in existing literature, indicating an essential for more targeted research in this area (See Table 1).

Table 1

Overview of the Research Gap

Author(s)	Study Approach	Research Method	Research Gap
(Mukherji & Bhatnagar, 2022)	Conducted a comprehensive study on the shift from traditional HRM to GHRP, investigating the role of GHRP in fostering an environmentally responsible organizational culture.	Utilized a mixed-method approach, conducting a comprehensive literature review and meta-analysis of published research studies on GHRP.	Their study, while rigorous, lacked primary empirical evidence regarding the direct impact of GHRP on employee wisdom and wellbeing. Moreover, the potential mediating role of employee wisdom in the relationship between GHRM practices and employee wellbeing was not addressed.
(Paillé et al., 2014)	Investigated the relationship between green HRM practices and the intention to quit among employees.	Quantitative approach, administering surveys to employees in several companies.	While the study provides valuable insights into the relationship between green HRM and retention, it did not examine how these practices might influence employee wisdom and wellbeing, thus leaving a research gap.
(Tang et al., 2017))	Explored how GHRM practices influence employee green behavior.	Utilized a cross-sectional survey method in a manufacturing company.	The study concentrated on the relationship between GHRM practices and employees' green behaviors but did not explore how GHRM practices could impact employee wisdom and wellbeing.
(Parker et al., 2021)	Studied the effect of green HRM practices on employees' attitudes and behaviors.	Carried out a qualitative study, involving interviews and focus group discussions.	The study examined the influence of GHRM practices on employees' attitudes and behaviors but did not extend the investigation to the mediating role of employee wisdom in the relationship between GHRM practices and employee wellbeing.
(Ren et al., 2023b)	Explored the integration of environmental sustainability into HR	Case studies of multiple organizations.	Absence of studies on the mediating role of employee

functions.	wisdom in the relationship between GHRM and employee wellbeing.

2.1 | GREEN HUMAN RESOURCE PRACTICES (GHRP)

Green Human Resource Practices denote the strategies and actions taken by organizations to promote a sustainable and environmentally responsible work environment. Recognizing the importance of sustainability and a reduced ecological footprint, GHRP aims to intertwine ecological consciousness with standard HR activities (Meng et al., 2023). Several pivotal initiatives fall under the umbrella of GHRP:

2.1.1 | Environmental Training and Development

These programs are centered on bolstering environmental awareness among employees. The aim is to enrich their knowledge, fostering a deep-seated understanding of the need for and the methods to implement eco-friendly practices.

2.1.2 | Green Recruitment and Selection

To ensure the organizational ethos aligns with ecological responsibility, green criteria are embedded within the recruitment process. This strategy seeks out individuals whose environmental consciousness matches the organization's sustainability aspirations.

2.1.3 | Incentivization of Green Initiatives

Organizations adopting GHRP often have a reward system in place. Employees, who take the lead in sustainable activities, whether it's conserving energy or reducing waste, are recognized, incentivized, or rewarded, fostering a culture of proactive green action.

2.1.4 | Participative Environmental Decision-making

By involving employees in the decision-making processes related to environmental concerns, organizations instill a sense of ownership. This participative approach ensures that sustainability isn't just a top-down directive but an inclusive organizational mission.

2.1.5 | Eco-friendly Operational Measures

At the very core of GHRP is the practical adoption of green strategies. This involves measures like embracing energy efficiency, reducing organizational waste, and actively encouraging the utilization of renewable resources in day-to-day operations. The literature extensively examines the impact of GHRP on various organizational outcomes, such as environmental performance, employee attitudes, and organizational reputation. It has been found that GHRP positively influences employee perceptions of the organization's environmental commitment, job satisfaction, organizational commitment, and overall environmental citizenship behavior (Guerci et al., 2019). Nevertheless, while prior studies have sight seen the organizational and individual-level outcomes of GHRP, there are a research gap regarding its specific influence on employee well-being, especially considering the mediating role of Employee wisdom (Rocha et al., 2022).

2.2 | EMPLOYEE WISDOM (EW)

Employee wisdom refers to the ability of an individual to apply their knowledge, experience, and good judgment in the pursuit of the common good within the workplace (Zacher & Kunzmann, 2019). In the context of green HR practices, employee wisdom is essential for understanding and embracing sustainable behaviors. Key manifestations of employee wisdom include:

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2.2.1 | Demonstrating Discernment

Employees with wisdom can discern the long-term impacts of their actions and decisions, choosing paths that contribute to sustainability and holistic wellbeing.

2.2.2 | Guiding Others

Wise employees often serve as role models, influencing others by sharing their understanding and experience related to sustainable practices.

2.2.3 | Making Informed Decisions

With their accumulated knowledge and experience, wise employees can make informed decisions that balance the needs of the organization, the environment, and the employees themselves.

2.2.4 | Promoting a Culture of Learning

Employee wisdom promotes a culture of learning and improvement, driving the adoption of innovative and effective sustainable practices. While research has acknowledged the role of employee wisdom in organizational performance and individual job satisfaction, there is a research gap concerning its potential mediating role between GHRP and employee wellbeing (Grimani & Gotsis, 2020). This study pursues to understand how employee wisdom influences the relationship between GHRP and wellbeing, thereby contributing to a deeper understanding of sustainable work environments. By harnessing employee wisdom, organizations can foster a culture that not only promotes sustainability but also enhances employee wellbeing.

2.3 | WORKPLACE WELL-BEING

Workplace well-being encompasses the physical, psychological, and social well-being of employees within their work environment (Cooper, 2023). It includes various dimensions:

2.3.1 | Physical Well-being

It refers to the absence of physical health issues and promoting a safe and healthy work environment through ergonomic practices, safety protocols, and health promotion initiatives.

2.3.2 | Psychological Well-being

It encompasses positive mental health, including factors such as job satisfaction, positive emotions, autonomy, competence, and a sense of meaning and purpose in work.

2.3.3 | Social Well-being

It relates to positive relationships with colleagues and supervisors, social support networks, and a sense of belonging within the organization.

2.3.4 | Work-life Balance

It deals with the ability to effectively manage responsibilities at work and personal life, reducing work-related stress and enhancing overall well-being.

2.3.5 | Job Engagement

It involves being absorbed, dedicated, and enthusiastic about one's work, leading to higher productivity, job satisfaction, and a sense of fulfillment. While research has examined the influence of various factors on workplace well-being

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2.4 | SELF-DETERMINATION THEORY (SDT)

Self-Determination Theory (SDT), is a widely recognized framework that explains human motivation and well-being. According to SDT, individuals have innate psychological needs for autonomy, competence, and relatedness. Autonomy refers to the sense of volition and choice in one's actions (Ryan et al., 2022). Competence pertains to the need to feel capable and effective in achieving desired outcomes. Relatedness includes the need for social connections and a sense of belongingness (Ryan et al., 2022). SDT posits that when these psychological needs are satisfied, individuals experience intrinsic motivation, which is a powerful driver of well-being and optimal functioning. Intrinsic motivation ascends from internal factors such as personal interests, values, and a sense of autonomy. SDT suggests that intrinsic motivation leads to more positive outcomes and greater well-being compared to extrinsic motivation, which is driven by external rewards or pressures (Ryan et al., 2022).

2.5 | PRIOR RESEARCH ON SDT AND WORKPLACE WELL-BEING

Previous research has extensively explored the connection between SDT and workplace well-being. Studies have shown that when employees' psychological needs for autonomy, competence, and relatedness are met in the workplace, they experience higher job satisfaction, engagement, and overall well-being (Johnson, 2022). Autonomy-supportive leadership styles, opportunities for skill development, and supportive social relationships have been found to enhance workplace well-being based on SDT principles. Furthermore, research has demonstrated that intrinsic motivation, fostered by the fulfillment of psychological needs, leads to positive work outcomes such as greater job performance, creativity, and organizational commitment (Ryan et al., 2022). SDT-based interventions, such as job crafting or employee empowerment initiatives, have shown promising results in enhancing well-being and performance in various work settings (Karatepe et al., 2021).

2.6 | EXISTING RESEARCH ON GREEN HR PRACTICES AND WORKPLACE WELL-BEING

The influence of green HR practices on workplace well-being has gained attention in recent years. Research has explored the relationship between sustainable HR practices and employee well-being upshots, such as job satisfaction, work engagement, and organizational commitment (Adnan et al., 2020). Green HR practices, which involve integrating environmental sustainability into HR policies and procedures, have been found to positively influence employee well-being (Deeg & May, 2022). Studies have shown that when organizations prioritize environmental sustainability and implement green HR practices, employees perceive a stronger orientation between their personal values and the organizational values (Karatepe et al., 2021). This alignment contributes to enhanced job satisfaction, a sense of meaningful work, and increased overall well-being (Rezapouraghdam et al., 2022). Green HR practices that promote employee involvement in sustainability initiatives and provide opportunities for skill development and autonomy have been associated with higher levels of employee well-being (Shipman et al., 2021).

2.7 | INTEGRATION OF SDT AND GREEN HR PRACTICES

The integration of SDT into the study of GHRP, employee wisdom, and workplace wellbeing sheds light on the underlying psychological mechanisms that drive the relationships between these constructs. It suggests that when employees' autonomy, competence, and relatedness needs are fulfilled through GHRP practices, they are more likely to experience higher levels of employee wisdom and wellbeing. This integration provides a comprehensive understanding of how sustainable HR practices can create an environment that fosters employee motivation, satisfaction, and overall wellbeing, leading to a more sustainable and thriving workplace.

2.8 | THEORETICAL MODEL

The conceptual model proposed in this research explores the association between green HR practices, employee wisdom, and workplace well-being. The model suggests that green HR practices positively influence workplace well-being through the mediating role of employee wisdom. Figure 1 serves to underscore the hypothesized relationships between these three integral components of the model, visually highlighting the pathway from green HR practices, through employee wisdom, and culminating in workplace well-being.

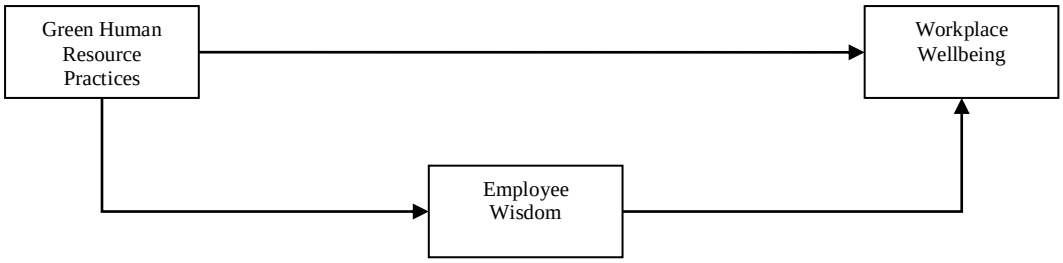

Figure 1: Conceptual Framework

2.9 | EXPLANATION OF THE MODEL

2.9.1 | Green Human Resource Practices (GHRP)

The independent variable in the model is green human resource practices. These practices encompass a range of initiatives and policies that organizations implement to promote environmental sustainability and social responsibility. Examples include incorporating sustainability goals into performance evaluations, providing environmental training programs, promoting work-life balance, and encouraging employee involvement in sustainability initiatives. It is hypothesized that the implementation of green HR practices positively influences employee workplace wellbeing.

2.9.2 | Employee Wisdom

The mediating variable in the model is employee wisdom. Employee wisdom refers to the ability of individuals to apply their knowledge, experience, and good judgment in decision-making within the context of sustainability. Green HR practices are hypothesized to positively influence the development and application of employee wisdom by fostering a deeper understanding of sustainable practices, promoting a sense of responsibility, and encouraging employees to make informed decisions aligned with environmental and social objectives.

2.9.3 | Employee Workplace Well-being

The dependent variable in the model is employee workplace wellbeing. Workplace wellbeing encompasses various dimensions, including job satisfaction, work engagement, psychological well-being, and work-life balance. It reflects employees' overall satisfaction and positive experiences within their work environment. It is hypothesized that employee wisdom, as mediated by the enactment of green HR practices, positively influences employee workplace wellbeing. The model proposes that the implementation of green HR practices has a direct positive effect on employee workplace wellbeing. Additionally, it is suggested that this relationship is partially mediated by the development and application of employee wisdom. As employees gain wisdom and understanding of sustainable practices through the implementation of green HR practices, they are expected to experience enhanced workplace wellbeing. This theoretical framework aims to provide insights into the relationships between green HR practices, employee wisdom, and employee workplace wellbeing within the educational institutions under the Punjab School Education Department in Pakistan. By understanding these relationships, organizations can design and implement effective HR strategies that foster sustainability, promote employee wisdom, and ultimately enhance workplace wellbeing.

2.9.4 | Hypotheses Development

H1: Green human resource practices (GHRP) have a positive direct effect on employee workplace wellbeing in educational institutions under the Punjab School Education Department, Pakistan.

H2: Employee wisdom mediates the relationship between green human resource practices (GHRP) and employee workplace wellbeing in educational institutions under the Punjab School Education Department, Pakistan.

H3: The combined effect of GHRPs and employee wisdom on workplace well-being in educational institutions under the Punjab School Education Department, Pakistan, is stronger than the individual effects of each factor alone.

3 | RESEARCH METHODOLOGY

3.1 | RESEARCH DESIGN

The initial stage of this study adopts a deductive approach, grounded in a well-defined theoretical framework encompassing Green Human Resource Practices (GHRPs), Employee wisdom, and Employee Workplace Well-being. The research context is set within the public sector education institutions regulated by the Punjab School Education Department in Pakistan. The first component of this phase involves deriving specific hypotheses based on the theoretical frameworks. These hypotheses aim to examine the postulated relationships between GHRPs, Employee wisdom, and Employee Workplace Well-being within the unique setting of the Punjab education sector.
Following the hypothesis formulation, the study employs a survey methodology for validation. The questionnaires will be administered to a representative sample of teachers from a range of educational institutions under the Punjab School Education Department, with the goal of collecting data that provides a wide-ranging, quantitative perspective of the phenomena under investigation.

3.2 | SAMPLE SIZE AND DATA COLLECTION

Data collection is facilitated by a structured questionnaire, which utilizes a 5-point Likert scale. The quantitative methodology enables the gathering of a diverse range of responses related to the application and outcomes of Green Human Resource Practices (GHRPs), Employee wisdom, and Employee Workplace Well-being within the public sector education institutions regulated by the Punjab School Education Department in Pakistan. This broad-based approach to data collection will provide comprehensive insights into the functioning and stuff of GHRPs and their influence on Employee wisdom and Employee Workplace Well-being. To gather data, a structured questionnaire will be administered using a 5-point Likert scale. The sample size of 119 participants was carefully determined using G*Power software, considering both statistical power and practical constraints (health & 2021, n.d.). Additionally, as the response rate in Pakistan is typically around 50%, an appropriate sample size of 300 was initially selected to compensate for potential non-responses. However, it is important to acknowledge that potential limitations, such as incomplete or inaccurate responses, may still result in a reduction in the number of usable data points (Fig 2).

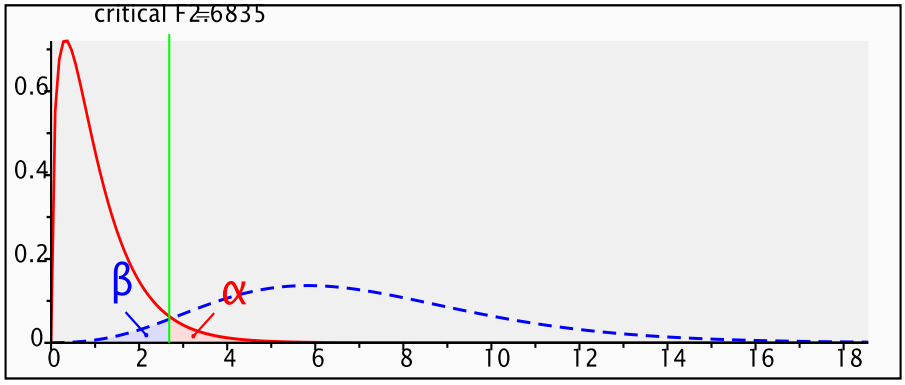

Figure 2: Sample Size

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3.3 | MEASUREMENT SCALE

The research instrument, a crucial tool for conducting research and data collection, was structured into two sections. Section A gathers information about the respondents' backgrounds, while Section B incorporates questions regarding Green Human Resource Practices (GHRP), workplace wellbeing, and employee wisdom. The measurement items for the independent variable, GHRP, were adopted from existing literature (Ribeiro et al., 2021), featuring items that assess environmentally friendly HR policies and practices in the organization. The dependent variable, workplace wellbeing, has measurement items also adopted from existing research (Nabawanuka & Ekmekcioglu, 2021) evaluating factors such as job satisfaction, work-life balance, and perceived organizational support. The mediator, employee wisdom, was adapted to suit the context of the study (Park & Peterson, 2006). This section, based on cognitive strengths, creativity, curiosity, love of learning, open-mindedness, and perspective, includes questions suitable for both teaching and non-teaching roles. This research instrument intends to measure how green HR practices influence workplace wellbeing, mediated by the role of employee wisdom in the education department (Table 2-4).

Table 2
Measurement Scale for Green Human Resource Practices (GHRP)

Construct	Code	Items	Source
Green Human Resource Practices (GHRP)	GHRP1	My institution sets green goals for its employees.	(Ribeiro et al., 2021)
	GHRP2	My institution provides employees with green training to promote green values.	
	GHRP3	My institution provides employees with green training to develop employees' knowledge and skills required for green management.	
	GHRP4	My institution considers employees' workplace green behavior in performance appraisals.	
	GHRP5	My institution relates employees' workplace green behaviors to rewards and compensation.	

Table 3
Measurement Scale for Workplace Well-being (WWB)

Construct	Code	Items	Source
Workplace Well-being (WWB)	WWB1	I am quite satisfied with my job.	(Nabawanuka & Ekmekcioglu, 2021)
	WWB2	I enjoy meaningful work.	
	WWB3	I attach lots of value to my work.	
	WWB4	My work achievement often acts as a source of motivation.	
	WWB5	My workplace is very conducive.	

Table 4
Measurement Scale for Employee wisdom (EW)

Construct	Code	Items	Source
Employee wisdom (EW)	EW1	I can easily understand and apply new educational policies and guidelines.	(Park & Peterson, 2006)
	EW2	I often suggest innovative methods or strategies to improve school operations or student learning.	
	EW3	I actively seek out new research or methods related to education to enhance my skills and contribute better to the school.	
	EW4	I am open to and incorporate feedback from students, parents, colleagues, and supervisors to improve my work.	

3.4 | DATA ANALYSIS

Analytical scrutiny of the quantitative data gathered through the questionnaires will be performed using descriptive statistics. The demographic characteristics of the sample, comprised of teachers from a variety of institutions under the Punjab School Education Department, will be analyzed and elucidated with the assistance of IBM SPSS 24 software. The study's survey capitalizes on Likert scale items to ensure an effective response rate and a seamless transition to data analysis.

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Further bolstering the research's analytical robustness, the study's hypotheses will undergo rigorous testing. The study employs Partial Least Squares Structural Equation Modeling (PLS-SEM) via Smart-PLS software, a move intended to authenticate the validity of the constructs relating to Green Human Resource Practices (GHRPs), Employee wisdom, and Employee Workplace Well-being. Complementary statistical analyses, including correlation computations and P-value calculations, will be undertaken to shed more light on the interplay among these variables. Before embarking on data collection with the full sample, a pilot test will be conducted to ensure the reliability and validity of the survey instrument. This step aims to refine the instrument, enhance its accuracy, and ultimately, underpin the credibility of the study's findings.

3.5 | ETHICAL CONSIDERATIONS

The researchers will ensure strict adherence to ethical principles while conducting the study on Green Human Resource Practices, employee wisdom, and workplace wellbeing in public sector education institutions in Punjab, Pakistan. Prior to data collection, participants will be fully informed about the study, and their informed consent will be obtained. Strict confidentiality and privacy measures will be implemented throughout the research process, with personal identifiers removed, data securely stored, and only aggregate data reported to preserve anonymity. Participants' autonomy will be respected, allowing them to opt-out of any uncomfortable questions or discontinue their participation at any time without consequence. Measures will be in place to safeguard participants from harm and provide appropriate support in case of distress.

4 | DATA ANALYSIS AND RESULTS

4.1| DEMOGRAPHIC INFORMATION

Table 5 showcases a diverse distribution of participants across essential demographics such as age, gender, education, and experience levels. This diversity may enhance the reliability and transferability of the study's outcomes. Appreciating these demographic aspects could offer valuable perspectives on how green human resource practices may be accepted or understood across varying groups within educational institutions. As a result, this could lead to the design of more customized and efficient implementation strategies.

Table 5
Demographic Information

Category	Sub-category	Frequency	Percent
Gender	Female	143	54.2%
Gender	Male	121	45.8%
Age	21-25	112	42.4%
Age	26-30	138	52.3%
Age	31-35	12	4.5%
Age	36-40	2	0.8%
Education	Intermediate	46	17.4%
Education	Bachelors	55	20.8%
Education	Masters	94	35.6%
Education	M. Phil	60	22.7%
Education	PhD	9	3.4%
Total		264	100.0%

The study centered on a model that articulates a statistically intricate construct referred to as the mediation model. This study used the Smart-PLS V.4 software to conduct structural equation modeling using partial least squares (SEM-PLS)(Hair et al., 2014). This approach is deemed suitable due to its ability to handle intricate models, as noted by (RgHenseler et al., 2014). SEM-PLS can be employed by researchers in novel and investigative inquiries, as suggested by (Fornell & Larcker, 1981). To utilize SEM-PLS, scholars are required to verify the validity of the measurement model and employ the structural model to scrutinize the correlations and hypotheses, as stipulated by (Hair et al., 2014)

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4.2 | MEASUREMENT MODEL

The validation of our model was established via convergent and discriminant validities across all exogenous and endogenous constructs associated with green HR practices and employee well-being. Given the reflective nature of the measures, we computed the average variance extracted (AVE) values, ensuring these were required to surpass 0.50 at a statistically significant level. We also confirmed that the factor loadings were equal to or exceeded 0.70, in alignment with the guidelines laid out by (Fornell & Larcker, 1981). The internal consistency validity was deemed to be statistically robust, as demonstrated by the Cronbach's alpha coefficients and composite reliability (CR) results, both of which surpassed 0.70.

Any items with factor loadings below 0.70 were discarded from the analysis to mitigate their potential impact on the average variance extracted (AVE) values, which could compromise the requirement for convergent validity. A Variance Inflation Factor (VIF) exceeding 5 is interpreted as indicative of substantial multicollinearity that could cause complications in the interpretation of results. From the collinearity statistics provided in Table 6, it can be deduced that the variance inflation factors are significantly lower than the established threshold, suggesting no evidence of multicollinearity among the variables related to green HR practices and employee well-being in the current study. Table 6 offers a summary of VIF, convergent validity, and reliability of the constructs in the context of public sector schools in Punjab, Pakistan.

Table 6
VIF and Out loadings

Construct	Outer loading	VIF
GHRP1	0.855	2.883
GHRP2	0.887	3.23
GHRP3	0.767	1.708
GHRP4	0.859	2.9
GHRP5	0.838	2.595
EW1	0.677	1.598
EW2	0.815	1.714
EW3	0.782	1.737
EW4	0.824	1.659
WWB1	0.921	4.213
WWB2	0.911	3.93
WWB3	0.87	2.739
WWB4	0.818	2.205
WWB5	0.818	2.149

This table contains the outer loadings and Variance Inflation Factor (VIF) for different constructs.

4.2.1 | Outer Loading

This is a measure of the strength of the relationship between the construct (variable) and its indicators (in this case, GHRP1, GHRP2, etc.). The higher the loading, the stronger is the relationship. For example, GHRP1 has a strong relationship with its construct as the loading is 0.855, while EW1 has a weaker relationship as the loading is 0.677.

4.2.2 | VIF (Variance Inflation Factor)

This is used to detect the severity of multicollinearity in the regression analysis. In general, a VIF of 1 indicates no correlation among the predictors, while a VIF between 1 and 5 suggests moderate correlation, and a VIF above 5 indicates high correlation, which might be problematic. From the table, we can see that all the constructs have VIF values below 5, indicating that there's no high multicollinearity issue in the data. The highest VIF is for WWB1 (4.213), indicating a moderate level of correlation with other predictors.

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Table 7
Construct validity Reliability overview and Discriminant validity-Fornell Larcker Criterion

Measures	GHRP	EW	WWB
Cronbach's Alpha	0.897	0.785	0.918
Composite Reliability (rho_c)	0.924	0.858	0.939
Average Variance Extracted (AVE)	0.709	0.603	0.755
Discriminant Validity (Fornell Larcker Criterion): GHRP	0.842	-	-
Discriminant Validity (Fornell Larcker Criterion): EW	0.464	0.777	-
Discriminant Validity (Fornell Larcker Criterion): WWB	0.612	0.394	0.869

Table 8
Specific indirect effect Mean, Std dev. T. values, P. values

Specific Indirect Effect	value
GHRP ->EW -> WWB (O)	0.065
GHRP ->EW -> WWB (M)	0.066
GHRP ->EW -> WWB (STDEV)	0.03
GHRP ->EW -> WWB (O/STDEV)	2.142
GHRP ->EW -> WWB (P Values)	0.032

4.2.3 | Cronbach's Alpha

This value indicates the internal consistency or reliability of the constructs. Values above 0.7 are generally considered acceptable. Here, all constructs have good internal consistency with the GHRP construct having the highest Cronbach's Alpha (0.897) and EW the lowest (0.785) Table 7.

4.2.4 | Composite Reliability (rhoc)

These values also indicate the reliability of the constructs. Like Cronbach's Alpha, values above 0.7 are desirable, and all constructs are above this threshold.

4.2.5 | Average Variance Extracted (AVE)

This measures the amount of variance that is captured by the construct in relation to the amount of variance due to measurement error. If the AVE is 0.5 or higher, it means more variance is due to the construct than to error, which is the case for all constructs.

4.2.6 | Discriminant Validity (Fornell Larcker Criterion)

This measures whether a construct is truly distinct from other constructs. A higher value indicates better discriminant validity. All constructs show good discriminant validity.

4.2.7 | Specific Indirect Effect (GHRP ->EW -> WWB)

This table 8 shows the indirect effect of GHRP on WWB through EW. The original sample effect is 0.065, with a mean of 0.066 and a standard deviation of 0.03. The t-value (O/STDEV) is 2.142, which is significant at the 0.05 level (p-value = 0.032). This suggests that there is a significant indirect effect of GHRP on WWB via EW.

4.3 | STRUCTURAL MODEL

After establishing the validity of the measurement model and ensuring that the statistical tests were consistent with the recommended values, the subsequent step involved examining the interrelationships between constructs. This was achieved through the application of the bootstrapping technique, with a resampling of 5,000 instances. Smart-PLS provides a suitable method for assessing connections and associations among exogenous and endogenous constructs related to green HR practices and employee well-being. The results of hypothesis testing are illustrated in

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Figure3. The provided diagram showcases the estimates of beta coefficients and causal relationships. The path coefficient value (β) was employed to assess the relationships between constructs, followed by the calculation of the p-value. To consider the hypothesis as valid, the p-value must be less than the probability threshold of 0.05.

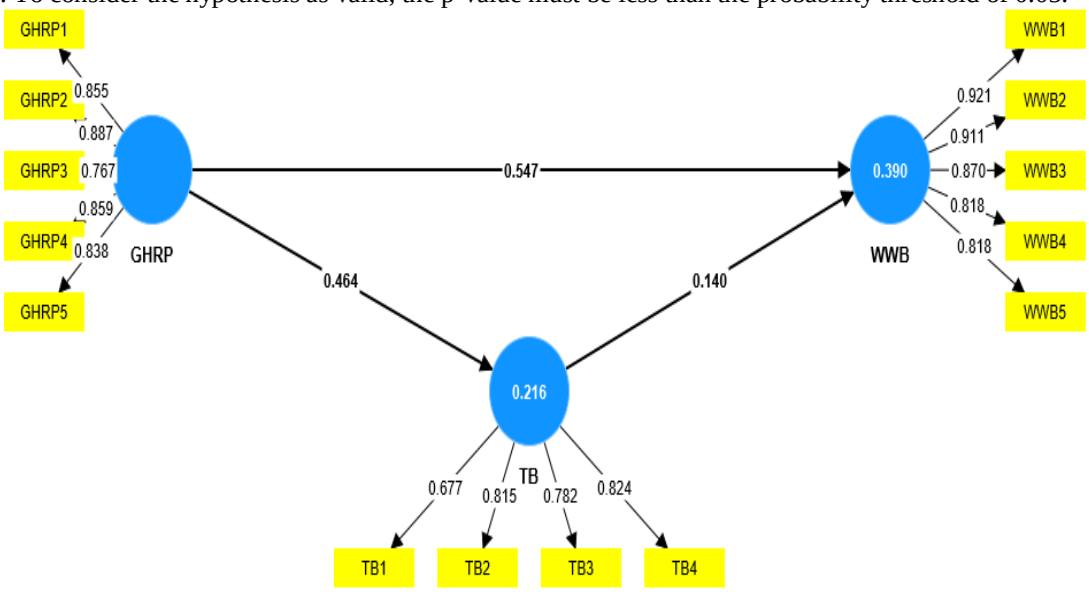

Figure 3: Structural Equation Modeling for the Study Model

4.3.1 | GHRP →EW

The analysis revealed a path coefficient of 0.464 between GHRPs and EW, indicating a moderately strong positive relationship. As GHRP levels increased, EW scores were likely to increase as well. This relationship was highly statistically significant, with a T statistic of 6.929 and a p-value of 0.000, suggesting that implementing GHRPs positively influenced Employee Wisdom in the educational institutions.

Table 9
Results of Direct & Indirect Relationships

Path	Original sample (O)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
GHRP → EW	0.464	0.067	6.929	0.000
GHRP → WWB	0.547	0.056	9.851	0.000
EW → WWB	0.14	0.058	2.435	0.015

4.3.2 | GHRP → WWB

Furthermore, the path coefficient between GHRPs and WWB was 0.547, signifying a strong positive relationship. As GHRP levels increased, WWB scores were likely to increase as well. This relationship was highly statistically significant, with a T statistic of 9.851 and a p-value of 0.000. These findings indicate that the implementation of GHRPs had a significant positive impact on Workplace Well-being table 9.

4.3.3 | EW → WWB

The study also examined the relationship between EW and WWB, revealing a path coefficient of 0.14. This coefficient specifies a relatively weak positive relationship between the two variables. As EW scores increased, WWB scores were likely to increase, but the effect size was smaller compared to the other relationships. Nonetheless, this relationship was statistically significant, with a T statistic of 2.435 and a p-value of 0.015. In conclusion, the study findings suggest that both GHRPs and Employee Wisdom have significant positive effects on Workplace Well-being in educational institutions under the Punjab School Education Department, Pakistan. The

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combined effect of GHRPs and Employee Wisdom on Workplace Well-being was found to be stronger than the individual effects of each factor alone. However, it is important to note that the relatively weak coefficient between EW and WWB suggests that other factors may also play a role in mediating the relationship between GHRPs and Workplace Well-being

5 | RESULTS DISCUSSION

The findings of the study supported the research hypothesis. The path coefficient between GHRPs and EW was found to be 0.464, indicating a moderately strong positive relationship. As GHRP levels increased, EW scores were likely to increase as well. The relationship was highly statistically significant, with a T statistic of 6.929 and a p-value of 0.000. These results suggest that implementing GHRPs in educational institutions positively influenced Employee Wisdom. Moreover, the path coefficient between GHRPs and WWB was 0.547, indicating a strong positive relationship. As GHRP levels increased, WWB scores were likely to increase as well. This relationship was also highly statistically significant, with a T statistic of 9.851 and a p-value of 0.000. Therefore, the implementation of GHRPs in educational institutions had a significant positive impact on Workplace Well-being. The study also sight saw the relationship between EW and WWB. The path coefficient between these variables was 0.14, indicating a relatively weak positive relationship. As EW scores increased, WWB scores were likely to increase, but the effect size was smaller compared to the other relationships. Nevertheless, this relationship was statistically significant, with a T statistic of 2.435 and a p-value of 0.015. In conclusion, the study found that both GHRPs and Employee Wisdom had significant positive effects on Workplace Well-being in educational institutions under the Punjab School Education Department, Pakistan. The combined effect of GHRPs and Employee Wisdom on Workplace Well-being was found to be stronger than the individual effects of each factor alone.

6 | CONTRIBUTIONS AND IMPLICATIONS

The present research makes a substantial contribution to both theory and practice by providing empirical evidence of the impact of green human resource practices on environmental sustainability and employee well-being, offering practical insights for organizations, specifically public sector educational institutions under the School Education Department (SED) in Punjab, Pakistan.

7 | THEORETICAL CONTRIBUTIONS

This research notably augments the existing body of literature on Green Human Resource Management (GHRM) and its multifaceted implications. Firstly, it significantly enriches the GHRM sermon by illuminating its positive ripple effects on employee well-being and the nuanced concept of Employee wisdom. This not only substantiates GHRM's role in championing environmental sustainability but also its profound influence on the human-centric facets of organizations. This broadens the horizons of GHRM scholarship, emphasizing its holistic impact. Further, the research accentuates the pivotal role of Employee wisdom within the workplace milieu, especially its intricate ties with GHRM and overall workplace well-being. It's not merely an identification of this relationship; the study takes a leap by empirically validating the mediating role of Employee wisdom, underscoring its critical position between GHRM and individual well-being. This pioneering insight lays down a foundation for subsequent studies to further probe the realms of Employee wisdom.

Delving deeper into the GHRM implication, the research bridges a gap by drawing a direct correlation between GHRM and individuals' well-being. Such findings revitalize the perspective of human resource management literature, spotlighting the profound individual-level outcomes originating from GHRM. Furthermore, the revelation that the synergistic effects of GHRPs and Employee wisdom outweigh their individual impacts offers a compelling theoretical framework. The fact that Employee wisdom partially mediates the relationship paves the way for further explorations, signifying that there might be other latent mediators in the intricate dance between GHRM and employee well-being. Lastly, by narrowing its lens on public sector educational institutions, this research augments a domain that, so far, had limited literature on GHRM. It brings to the forefront the nuances of how established findings in the corporate arena might manifest differently in the public sector, especially in academic settings. Such insights fine-tune our grasp of GHRM, contextualizing it across diverse sectors.

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8 | PRACTICAL CONTRIBUTIONS

The outcomes of this research present compelling practical ramifications, particularly for the public sector educational institutions affiliated with the SED Punjab, Pakistan. Foremost, the findings accentuate the reflective influence of Green Human Resource Practices (GHRPs) on both Employee wisdom (EW) and Workplace Well-being (WWB). In essence, by championing GHRPs, institutions can potentially foster a surge in employee motivation and commitment, culminating in an environment characterized by heightened efficiency and productivity. This could manifest in tangible initiatives, ranging from orchestrating sustainability-centric training modules to pioneering paperless administrative operations. Furthermore, the research illuminates the symbiotic relationship between GHRPs and the promotion of Employee Wisdom. The data suggests a holistic approach wherein sustainable HR practices and the nurturing of Employee Wisdom collectively amplify workplace well-being. Such a synergy infers that behaviors intrinsically tied to environmental stewardship, be it the simple act of recycling or advocating for sustainable commutation options, have ramifications extending beyond ecological welfare; they intrinsically bolster the well-being of the institutional community.

Additionally, the evident robust linkage between GHRPs and WWB reaffirms the premise that green HR endeavors don't operate in a vacuum. They have tangible, positive impacts on facets like employee contentment, their zeal to engage, and their holistic well-being. By harnessing the power of such practices, institutions not only stand to elevate their operational efficiency but might also mitigate challenges like high attrition rates. To encapsulate, this research serves as an eye-opener for educational entities within the public domain. It accentuates that weaving green HR practices into the institutional fabric, hand in hand with fostering Employee Wisdom, can be a game-changing strategy to edify workplace morale, drive productivity, and refine the overarching performance metrics of the institution. Yet, it's also a nudge towards the future, hinting at the need for more granular research to decode the intricacies of these relationships and craft bespoke strategies apt for varied educational landscapes.

9 | IMPLICATIONS FOR PUBLIC SECTOR EDUCATIONAL INSTITUTIONS

The findings of this research illuminate pivotal insights for public sector educational institutions within Punjab's School Education Department. The salience of Green Human Resource Management (GHRM) is evident, as it significantly shapes employee well-being and bolsters Employee Wisdom. Institutions can harness this by seamlessly interweaving GHRM into their HR endeavors, from embedding sustainability in training to recognizing green initiatives during evaluations. Employee Wisdom's role as a mediator accentuates its value; by nurturing an organizational culture where it's celebrated, institutions can amplify the positive outcomes of GHRM. The undeniable link between GHRM and employee satisfaction further underscores the need for green initiatives, hinting at the manifold benefits of improved job satisfaction, engagement, and overall productivity. In essence, public sector educational institutions in Punjab can create a transformative impact by merging sustainability with HR practices, enhancing both environmental contributions and fostering a thriving, contented workforce.

10 | LIMITATION AND FUTURE RESEARCH

While this study offers valuable insights, numerous limitations must be acknowledged. Its findings, rooted in the context of public sector educational institutions of the School Education Department in Punjab, Pakistan, may not seamlessly translate to other sectors or cultural landscapes. The representativeness of its limited sample size and the constraints of its cross-sectional design hinder the establishment of clear causal relationships between variables. The study's sole reliance on one research method potentially introduces biases, limiting its breadth and generalizability. Moreover, it does not extensively reflect external factors such as organizational culture or market conditions that could influence the observed relationships. Despite these constraints, the study grants a crucial exploration into green human resource practices and their impact on employee well-being. Future research in this area should aim to address these limitations to provide a more holistic understanding.

11 | CONCLUSION

The findings indicate that the implementation of GHRP positively and directly impacts employee WWB, highlighting the standing of incorporating environmentally sustainable practices in human resource management. Additionally, employee wisdom was found to mediate the relationship between GHRP and WWB, suggesting that

fostering wisdom among employees plays a significant role in promoting well-being. The study further revealed that the combined effect of GHRP and EW on WWB was stronger than the individual effects of each factor alone, emphasizing the importance of a holistic approach that considers both green HR practices and the development of employee wisdom. These findings have implications for educational institutions, suggesting the need to prioritize the implementation of GHRP and the cultivation of employee wisdom to enhance workplace well-being. Strategies such as sustainable policies, training and development opportunities, and promoting ethical decision-making are recommended. However, it is essential to acknowledge the limitations of the study, including its limited generalizability due to the specific context and the need for further research employing longitudinal or experimental designs to establish causal relationships. Nevertheless, the study provides valuable insights into the relationship between GHRP, employee wisdom, and workplace well-being, guiding future research and organizational practices aimed at fostering a positive work environment and enhancing employee well-being in educational institutions.

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