

GREEN HUMAN RESOURCE MANAGEMENT PRACTICE INFLUENCE ON PERSONAL LIFE AND INDIVIDUAL JOB SATISFACTION**Nandan Dhara**Mittal School of Business, Lovely Professional University, Punjab-India,
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ayeshahoque30@gmail.com**Abstract—**

The Oil & Gas Industry in India contributing a significant role in strengthening the India Economy during the last two decades, the performance of these industry is largely influenced by the GHRM practices. Organizations have become more awakened to the imperative pretended by green drives. The study directly and indirectly examines the connections between GHRM, work-life balance, employee personal life towards worker job satisfaction at north east oil and gas industry of India. In light of a thorough literature study on Green HRM and Job fulfillment, a hypothetical a suggested model for study in which immediate and indirect impacts of Green Human Resource Management (GHRM) on the personal life and individual job satisfaction were tried depending on study information gathered from 300 representatives of working in upstream Oil and Gas industry of North East, India. Green work-life balance aims to develop an environmentally conscious personality in workers and ensures that they adopt green ideals both in their personal and work life Datta (2015). Researcher are utilizing a primary condition displaying (SEM) system. The outcomes proved the massive impact of work-existence with GHRM, be that as it may, the intervention using personal life couldn't be upheld. Finally, the paper talks about the future scope of examination.

Keywords— GHRM, Job satisfaction, Oil and Gas Industry, Personal Life, Working Life**1.0 INTRODUCTION**

Green HRM and its importance are significant to the employees of the upstream Oil and Gas Industry of Northeast India. The goal of the relatively new human resource management strategy known as "green HRM" is to include environmental sustainability into an organization's HR policies and practices. "Green human resource management" is called GHRM (Shah & Soomro, 2023). The phrase "green HRM practices" refers to "HRM aspects of Environmental Management" (Renwick et al., 2013) which "promote ecological responsiveness to the sustainable development of resources and involving employees' commitment and engagement towards the organization's goal and practices." (Singh, S., & Nath, D. V. 2020). In this study, we make the objectives based on the literature of different researchers. Today, Green HRM involves worry in every corporate, private, and public area since they are a significant driver of ecological execution. For any association, the act of green recruitment and selection, green training and development, green performance appraisal are perceived as a portion of the principal factors that advance successful Green HRM in any association. In natural undertakings, HR rehearses help adjust hierarchical qualities, benefits, and procedures on the climate of the executives. Workers can execute these practices in the general association. In general, being a green employer could boost employee engagement and motivation. when they share some common values, such as applying GHRM to enhance the workforce's health,

job satisfaction, for example, by promoting public transportation, car sharing, biking to work, and other methods Mandip (2012). In light of this, India has made good economic growth towards becoming one of the world's developed nations. But in India, knowledge of and adoption of the sustainability idea are still in their infancy. However, to what extent can employee perceptions of their work-life and GHRM practices at their place of employment contribute to employee job satisfaction?

1.1 Description the Green HRM

HRM in the shade of green expressed that on the grounds that the thought of Green HRM is as yet hazy and must be created, the survey led a subjective based examination to accumulate extra encounters and understandings to foster wide representations of Green HRM. These huge representations have been then blended into 5 determine conceptualizations: Corporate Social Responsibility (CSR), Work-Life Balance (WLB), EHRM, Green Policies, and the Extra Care Programme - with the aid of using get-collectively the sporting activities that comprise not unusual place concerns and reaching the development of simply 5 determine conceptualizations (Yusoff,2015)

ITC has end up the world's first corporation of its length and scope to reap the dreams of being carbon positive, water positive, and almost a hundred percentage sturdy waste reusing through specializing in acculturating practical efficiencies mixed with better tiers of innovation. The Center for Science and Environment's "Three Leaves" rating, the Green Tech Environment Excellence grant, the "Golden Peacock" grant, and the "Solid Waste Recycling Positive," "Excellent Water Efficient Unit" grants, to call a few, are all statements of those endeavors and accomplishments. Green HRM appears to have a bright future for all of HRM's partners. Businesses and experts can lay out the advantages of linking representative association and commitment in natural administration projects to worked on hierarchical ecological execution, such as having a special focus on trash the executives reusing, and manufacturing green things. Green HRM strategies and practices that help secure and further develop laborer prosperity and success may be supported by affiliations and agents. Academicians can contribute by leading extra exploration around here and observing extra information that can be utilized to construct an information base on green administration overall (Mandip, 2012).

Raj R. A., (2020) in his study mentioned that the idea of green administration for supportable improvement has different definitions that try to make sense of the requirement for balance between producing modern development for abundance creation and defending the common habitat so the people in the future might flourish. A study of CIPD/KPMG in the UK, turning into a green boss might further develop manager brands in drawing in experts that would incline toward working for firms that have a solid green methodology. Generally speaking, being a green manager might assist with expanding worker inspiration and commitment when they have some common arrangement of values, for example, in carrying out GHRM and work life balance to work on the wellbeing of the labor force for example by empowering cycling to work, vehicle sharing, public vehicle and others. All things considered, those exercises may be huge for created nations where public vehicle is solid and open to most work environments; and blistering weather conditions isn't an issue were for tropical nations, sweltering weather conditions may be a requirement for a few outside exercises. Be that as it may, the issue of how a person in the association or whole society accomplishes supportability from the green administration development is as yet being addressed and indistinct particularly for an agricultural nation like Malaysia.

Green HRM started its excursion with regards to green organization applications, to address developing worry from corporate accomplices considering the adverse consequences of definitive

technique on the climate Joyce, (2020). Firms are expected to earn immediate and ancillary benefits by adopting green administration ways and systems, as well as Green HRM practices and cycles, such as expanded agreements, efficiency gains, and a competitive advantage. Similarly, worthwhile representative ways of acting and increases in organizational efficiencies, such as upgrades for water and energy usage and waste reduction are likely to occur. Because representatives are the experts who carry out hierarchical green arrangements, it is critical for organizations to elevate and, in the end, attempt to oversee and influence employee behavior so that it is aligned with authoritative green aims). Progressively, organizations are thinking about the adoption of Green HRM practices, such as 'HRM components of inexperienced administration,' to inspire personnel to act in a greater environmentally pleasant way at paintings. Despite growing quantities of scholarly writing articulating the predicted linkages among Green HRM and employee inexperienced paintings surroundings behavior this hyperlink has but to be very well experimentally tested.

Lee, (2009) determines "green administration" as training where organizations foster a natural administration system to deal with the climate. So, there is a need for functional ecological administration to be integrated into human resource (HR), dubbed Green HR.

1.2 Benefit to firm from Adopting Green Human Resource Management Practices

Regardless of the way that it could be challenging to start and execute Green HRM rehearses at the crucial level from the outset, it can assist an association with accomplishing its superb objectives, like expense control, guaranteeing corporate social obligation, getting ability, and acquiring a benefit over contenders through environment mindfulness and preservation of regular and moral characteristics (Bhakar, 2022). Coming up next are probably the most well-known justifications for why an organization ought to participate in Green HRM rehearses:

- **Conservation of common habitat:** Indigenous habitat refers to the elements of the climate that are not created by humans, such as trees, woodlands, streams, wildlife, and so on. Green HRM techniques, such as web-based publicizing and enlistment, which use less paper and produce less fossil fuel byproduct on the workplace floor, and preparing via digital re-assets to lessen paper waste, can assist to preserve the climatic shape from being harmed or negatively influenced.
- **Guarantee sound workplace and raise representative spirit:** Making the company area inexperienced with timber and plants, prohibiting smoking at the premises, using much less table paintings (which reasons a consultant to be rushed), and imparting everyday meals grown from the floor at HR gatherings can all assist to create a strong and livable paintings environment, thereby growing the velocity and resolution of the specialists.
- **Acquire upper hand through guaranteeing corporate social obligation (CSR):** Corporate social responsibility is presently a-days a chunk of company's middle liabilities which no company can disregard. Subsequently, a company can gather top quit its combatants through making certain inexperienced management rehearses in a totally a good deal carried out way.
- **Save cost:** Creating a valid paintings area can decrease employee weakness, absenteeism and turnover. The final results is reduced expense. Again, utilizing much less paper and spreading and recording the facts by on-line can decrease wastage and cost.

1.3 Advantages of GHRM Practice

- **Green commercial enterprise alternatives:** Employing a inexperienced hard work pressure or people who realize and rehearse weather agreeable practices assists the affiliation with taking commercial enterprise alternatives which have a greater massive factor of view and as a result embracing innovative structures and techniques to reveal up at a really perfect association address ecological associated issues.
- **Favored supervisor of decision:** Green institutions are the maximum desired corporations and any capacity recruit may need to be associated with this type of commercial enterprise if you want

to research and decorate their profile. A Green hard work pressure is a together useful association for each the commercial enterprise and the employee because it offers a strategic benefit to each at the lookout.

➤ **Higher preservation of representatives:** A pay attention through SHRM Survey of Green Workplaces discovered that inexperienced affiliations have lesser handling down fees whilst confirmed up diversely similar to their non-affordable associates. In the assessment round 61% of the respondents operating for an alliance regarded to be a supporter for inexperienced human asset the board rehearses stated that they were "genuine" or "possible" to hold on operating with inside the non-stop dating because of their inexperienced technique and practices.

➤ **Better Sales:** Cone Communications, showing, and publicizing dating with inside the yr 2013 facilitated a format at the Green Gap Trend wherein round 71 % of Americans customers stated they're acquainted the weather effect after they purchase a thing. This have a look at locating is essential for the conviction that affiliations that persist with inexperienced practices can paintings on their recreation plans and reduce prices through engaging in better quantity of guides of action.

1.4 Job Satisfaction

Studies of (Joyce M. C., 2021) reviled workplace worker satisfaction fulfillment is most extreme significant in any association be it little or huge. It assumes a huge part in characterizing authoritative achievement. Each association creates techniques that fortify the workplace and increment the representatives' confidence to improve workers' presentation and efficiency, which eventually brings about high benefits, consumer loyalty as well as client maintenance. The purpose for it is to some degree rudimentary to have fulfilled workers. Fulfilled representatives are favored because they fundamentally improve the workplace and authoritative atmosphere (Rue and Byars, 1989). There are many tactics available that an firm can utilize to enhance and strengthen its workplace; these activities can have a direct impact on workforce satisfaction. The following are a few of the director's concerns: attracting and utilizing top talent within the organization (Hoerr, 1989). The importance of representative fulfilment will be demonstrated in the following focuses.

According to (Islam, 2015) worker fulfillment, as noted, is a characteristic of the obvious connection among what one desires from one's paintings and what one perceives it to deliver on the alternative hand, states that consultant fulfillment is strongly related to inspiration, paintings association, hierarchical citizenship conduct, Organizational Commitment, lifestyles fulfillment, mental well-being, and paintings execution, and is negatively related to non-appearance, turnover, and noticed pressure, and defines it as how a lot an man or woman feels fulfilled through his or her paintings. Worker fulfillment, in line with consists of a variety of things. In general, representational fulfillment indicates a man or woman's standard emotional reaction to a number of ad infinitum business-associated characteristics, while Job Satisfaction consists of workers' attitudes concerning many elements of the ad infinitum workplace. In contrast, Rousseau (1978) recognized 3 additives of consultant fulfillment: associational characteristics, paintings venture features, and individual characteristics.

Individual trends may be taken into consideration as non-paintings components of Job Satisfaction, in line with Rousseau's identifiable evidence. The portrayal of the affiliation and the paintings challenge variables may be considered as paintings elements in Job Satisfaction, in line with Rousseau's recognizable proof (Hagihara, et. al,1998). HR practices and task delight are closely targeted in numerous components of the world. It is nicely recounted that HR practices are inextricably connected to task delight. Since many researchers and specialists agree that desirable HR practices result in better tiers of task delight, it changed into located that HRM practices prompted Job Satisfaction amongst Dutch public area employees, at the same time as person traits along with age, orientation, and training had a sizable effect on Job Satisfaction.

According to Gould-William (2003), the usage of unique HR techniques in nearby authorities' enterprises with inside the United Kingdom (UK) changed into connected to better tiers of Job Satisfaction, paintings surroundings trust, responsibility, effort, and considered hierarchical execution.

1.4.1 Significance of Job Satisfaction

There's no rejecting that extraordinary workers are an organization's most significant resource. Keeping laborers' cheerful advantages an association in an assortment of ways. Delegate Satisfaction astoundingly affects a specialist's appearance. (Singh, 2017) driven an expansive meta-examination about the association between these two essential progressive factors and shut certified connection between specialist satisfaction and agent execution. Execution of the gig by a representative additionally expects that his assumptions and desires as far as remunerations, thought and satisfaction of his necessities and so on can be met. Assuming these are satisfied, he/she will be happy with the result of occupation execution and more prominent representative fulfillment would by and large propel the workers in playing out their assignments all the more proficiently and those outcomes in expanding organization's efficiency. There is a relaxed connection between representative fulfillment and worker spirit. According to Michigan Psychologist Norman R. F. Maier, "Job Satisfaction was proved to be significant by demonstrating that the assurance list was most surely higher among satisfied representatives than among unhappy representatives" (Norman, 1925).

Green financial advances the normal obliging practices that assist clients in decreasing their carbon impression through their monetary movement. These practices with consolidating such things as web banking, declarations, charge portions, and record opening. Green banking as an idea is brilliant and functional perspective with a dream and principle for future supportability, moral loaning, protection and energy effectiveness of our earth. Accordindng to Stojanoska, (2016) a green workplace is naturally delicate, asset proficient and socially dependable. To accomplish objectives of natural manageability, greater part of the associations needs to utilize suitable human asset the executives (HRM) practices to persuade their representatives

Bangladesh financial institution has cultivated the policies of Green banking to complete "Green Banking", within side the yr 2011 and it has begun to complete and clean records on inexperienced banking. State Owned Bank, State Owned Commercial Bank, Private Commercial Bank and Foreign Commercial Bank, etc, all banks are running indefatigably on Green Banking as knowledgeable via way of means of Bangladesh Bank Since Banks can endure the rate of important agency for the most important monetary remodel a good way to permit new possibilities to assisting and speculation strategies in addition to portfolio the leaders for making of a sturdy and effective low carbon economic system And Green banks or ecologically successful banks do not simply paintings on their personal recommendations but further impact socially aware manner of behaving of different enterprise in mild of the truth that taking up the inexperienced monetary practices effect the exhibition of the affiliation That's why Banks should exercise environmental cognizance and count on a proactive component to just accept herbal and organic views as a bit in their loaning rule

The combination of company ecological management into human asset the executives is referred to as inexperienced HRM Mandip, (2012). Again, referenced inexperienced HRM because the HRM element of herbal management endeavors of association. Moreover, Green banking of banking enterprise is an undertaking to response the global drives to keep weather and Green banking provides to inexperienced cash in asset gifted and occasional carbon ventures for instance inexperienced enterprise and inexperienced economic system overall (Bangladesh Bank Report,

2013). In validation with such assumptions and accomplishments from HRM, it has a tendency to be moreover anticipated that HRM may be linked to make development even in hierarchical endeavors to keep planet. That's why information the pointless damaging effect of enterprise on weather, for instance, nursery effect, lack of biodiversity, climatic change, ecological harm, cash managers want to have begun to count on the legal responsibility of inexperienced improvement for saving our earth (Dash, 2008).

1.4.2 Models of Job Satisfaction

Affect Theory

Study of Locke's, (1976) describe the maximum famous Job Satisfaction version is the predominant purpose for this concept is that an mistakes among what one wishes in a challenge and what one has in a challenge remains up within side the air. Furthermore, the speculation states that the diploma to which one values a specific thing of work (for example, the extent of independence in a position) impacts how happy or dissatisfied one feels while assumptions are realized or not.

Dispositional Theory

The Dispositional Theory is another notable Job Satisfaction idea. An extremely expansive thought recommends that individuals have inborn attitudes that lead them to a specific degree of satisfaction, paying little mind to how they make ends meet. This technique turned into an astounding explanation of Job Satisfaction by showing that Job Satisfaction will be steady after some time and across callings and occupations. Moreover, research recommends that vague twins have comparative degrees of Job Satisfaction.

Two-Factor Theory (Motivator-Hygiene Theory)

The two-element speculation (in any other case known as Motivator Hygiene Theory) proposed through Frederick Herzberg approach to make experience of running surroundings delight and proposal. As in line with this concept, diverse components — proposal and sterile variables, separately - power happiness and discontent. A subordinate's Job Satisfaction is inseparably linked to a representative's motivation to paintings. Inspiration may be characterized as an inward strength that pushes people to perform person and hierarchical targets. Inspiring factors are the ones traits of a undertaking that rouse representatives to carry out and provide them with fulfillment, like paintings achievements, affirmation, and headway possibilities. These using factors are speculated to be innate with inside the enterprise or the paintings performed. Parts of the paintings space, like compensation, company approaches, oversight procedures, and different running conditions, are all cleanliness elements. Regardless of the manner that Hertzberg's version has commenced a top-notch deal of exploration, no one has had the choice to observationally confirm it, with Hickman and Oldham demonstrating that Hertzberg's underlying plan of the version could have been a systemic historic rarity. Besides, the concept disregards person contrasts, suggesting that each one employee will reply to modifications in inspiring/cleanliness elements similarly. At last, the technique has been chastised for neglecting to make experience of the way persuasive and easy viewpoints need to be estimate.

The review took a gander at the years 2009 to 2018 and focused on the thought of green human asset the executives, showing the absence of an exact meaning of the word indeed. They likewise took a gander at how habitually the GHRM capacities have been talked about in the writing. They found that determination and enlisting, as well as preparing and improvement of green HR, were the capacities that pulled in the most consideration. They likewise found a shortage of extensive exploration in emerging countries and Asia, as well as an absence of a culturally diverse model. Shahriari,(2019) in his study determines the function of human resources management in promoting

green practices in a company. They identify crucial human factors such as training and employee motivation, both of which are critical in the employee's adoption of green practices.

According to Islam, (2015)s study it has been perceived those successful green practices execution requires ecological mindfulness and cycle ability among individual representatives, which might be accomplished by joining green practices with preparing and improvement. They find that representative green preparation and EPF have a gainful relationship. Coming up next are a few instances of green preparation: Siemens gives green preparation to each of its laborers in Germany once every day during working hours, with an exceptional spotlight on the individuals who work with perilous and risky substances. This kind of preparing is essential for an in-house preparing program that brought about 5,000 worker recommendations for new drives (North and Daig, 1996). Royal Chemical Industries UK coordinated a one-day presentation green preparation occasion for business directors and bosses, as well as an incorporated contamination control instructional meeting for their administrators as a whole. One more illustration of corporate preparation is the Chartered Institute of Personnel and Development (CIPD)/Klynveld association, which gives natural preparation to new or existing staff at Rolls-Royce, Albion Group, and Bristol-Myers Squibb. As indicated by a Peat Marwick Goerdeler (KPMG) overview, 42% of UK associations give green preparation to their workers to upgrade EPF and decrease ecological effect (Phillips, 2007). Accordingly, we found that green preparation is one of the most fundamental parts of green HRM, and that it is likewise answerable for expanding the EPF.

Green HRM preparing seems to further develop staff cognizance of the natural effect of corporate green drives, outfit representatives with squander information assortment capacities, and increment their degree of "eco-proficiency." According to a British CIPD/KPMG review, 42% of UK-based organizations train and instruct workers on earth mindful strategic policies and an unnatural weather change risk. Under the Obama organization in the United States, \$400 million was spent on green work preparing. Accordingly, high level ecological procedures have all the earmarks of being 'individuals concentrated' and originate from expertise advancement through staff preparing. Organizations as often as possible use preparing and training projects to solidify natural practices and advance their green standards, as well as to keep representatives informed about introductory changes, new execution necessities, and staff capabilities (Bansal and Roth, 2000)

Green HR rehearses incorporate harmless to the ecosystem HR beginnings, arrangements, and practices for long haul utilization of an association's green culture, bringing about expanded efficiencies, less waste, further developed work related perspectives, further developed work/private life, lower costs, and further developed worker execution and maintenance, all of which assist the association with decreasing representative carbon impressions through Green HRM practices, for example, adaptable plans for getting work done, electronic recording, vehicle sharing, and occupation molding Bhakar, (2022).

Arulrajah, (2014) concluded green HRM is characterized as the use of approaches, practices, and frameworks in the work environment to make harmless to the ecosystem representatives to help the individual, group, society, common habitat, and the venture overall. Bhakar, (2022) expressed that to move to green administration, work force should be persuaded by an outer imaginative drive to act. Thus, including natural administration into Human Resource Management (HRM) for a business is basic, and fruitful ecological administration requires interesting human asset the board drives. Santos,(2008) stated that the best human resource practices are required for a successful environmental outcome, as they support the whole execution and upkeep of ecological administration frameworks in the particular firm. Since various study results uncovered a

connection between HR rehearses and corporate results including efficiency, adaptability, and monetary execution.

Organizations that implement good HRM practices with an environmental management goal, on the other hand, can accomplish expected results in the corporate environmental management process Islam, (2015). However, according to Laursen and Foss (2003), not enough emphasis has been placed on linking these goals to revolution performance and environmental management activities.

2.0 LITERATURE REVIEW

Green HRM and Green Recruitment and Selection

Green Recruitment and Selection has to cope not only with a larger pool of candidates but also a better pool of candidates, given that companies with pro-environmental credentials are able to recruit smart people (Grolleau et al., 2012). pro-environmental candidates from which the organization selects the best persons, e.g. people who, in the employer's opinion, meet the requirements of the organization and encourage job-satisfied employees. According to Tang et al. (2018), GRS is a procedure for finding and choosing job candidates who are aware of environmental concerns and prepared to commit to environmental performance. When a company's ethical and environmental goals are shared by its employees, employment happiness and job satisfaction rises (Chou, 2014).

Green HRM and Green Training and Development

Renwick et al., (2013) was argued that employee happiness and organizational support increase motivation and support green attitudes, which in turn facilitates the implementation of green initiatives. According to Ahmad, I., & Umrani, W. A. (2019), there is a connection between green training and GHRM on the one hand and employee growth, which includes job satisfaction, on the other. Environmental training, according to Opatha and Arulrajah (2014), is the most effective way to increase employees' care for the environment and foster a culture of green business practises and lead job satisfaction.

Green HRM and Green Performance Appraisal

Moin et al., (2021). discovered a link between the performance review and general job satisfaction. According to Abdelhamied et al., (2023) Green performance appraisal and training constitute an effective and dynamic practice that promotes staff retention and higher job satisfaction. Pinzone et al., (2019). concluded that green training boosts job satisfaction among staff members because they see it as a form of organizational support. Giving employees feedback on their achievements in green work is crucial for job satisfaction, inspiring and boosting their involvement in environmental Management obligations, claim Govindarajulu and Daily (2004).

Green HRM and Job Satisfaction

Shafaei et al., (2020) mentioned Green HRM practices have been found in several research to benefit job satisfaction. Spector (1985) created the Job Satisfaction Survey (JSS), which included nine variables. Job satisfaction is frequently connected with various organizational parameters, including organizational culture (Belias & Koustelios, 2014) and employee performance (Paais & Pattiruhu, 2020). The majority of the definitions emphasize the significance of workers' occupation-associated decisions, which join the assumptions for them and what they achieve as a result. Some analyst's cognizance on workers' standard Job Satisfaction or maybe lifestyles fulfillment at the same time as others emphasize a number of fulfillment additives consisting of delight with compensation, advancement, management, or associates (Parul Deshwal, 2015). For example, in line with Job Satisfaction is a glad or true near-domestic situation that arises from the assessment of

one's ad infinitum expert adventures. Employee morale and job satisfaction are impacted by HRM practices such as hiring and selection, training and development, and performance review, according to Ling et al. (2018). Numerous academics have emphasized the value of green practices and claimed that implementing them in human resource management results in higher work satisfaction and lower turnover Shafaei et al., (2020). Melián-González et al., (2015) concluded that employee satisfaction with leadership style and work-life balance impacts an organization's financial success. The degree of employee job satisfaction, the company's policies, job security, and compensation are all strongly correlated with financial performance Brown, J. E. (2016). According to Ahmad and Umrani (2019) eco-friendly organizational practices lead to positive adjustment behaviors in some employees, such as increased job satisfaction.

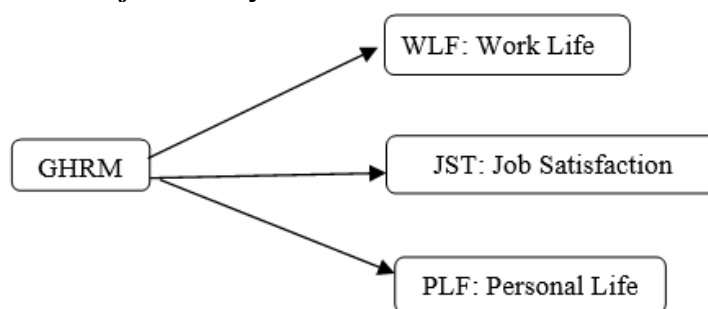
2.1 Hypothesis of the Study

H1(a): Green HRM is significantly affects the WLF (Work Life).

H1(b): Green HRM is significantly affects the PLF (Personal Life).

H2: Green HRM is significantly affecting Job satisfaction.

2.2 Conceptual Frame Work of the Study



2.3 Objectives of the Study

- ❖ To determine the impact of Green HRM practices on personal lives.
- ❖ To determine the impact of green HRM practices on employee satisfaction.
- ❖ To create a model based on these variables and verify its goodness of fit.

3.0 RESEARCH METHODOLOGY

The method utilized to guide the current examination is covered in this section. It is responsible for the test design, instrument development philosophy, test schedule, data gathering methods, and data analysis approaches.

The Study Design: Survey method adopt for data collection.

The Sample Design: The study of the 300 respondents working in upstream Oil and Gas industry of North East, India.

Population: Population was to be the employees of working in upstream Oil and Gas industry of North East, India. The five ISO 14001-certified upstream oil and gas companies in North India that have implemented and incorporated environment management and campus greening initiatives are included in this study. The environmental management system requirements are outlined in ISO 14001.

Sampling Element: The sampling was the Employees working in upstream Oil and Gas industry of North East, India.

Sample size: From the total population of 1232 this gives the sample size 294. So the preferred sample size needed for the study is rounded to 300. The sample of rounded to 300 was achieved by using the sampling formula advocated by Raosoft calculator accessible. Test sizes were to be 300 employees working in upstream Oil and Gas industry of North East, India

What margin of error can you accept? 5% is a common choice	5 %
What confidence level do you need? Typical choices are 90%, 95%, or 99%	95 %
What is the population size? If you don't know, use 20000	1232
What is the response distribution? Leave this as 50%	50 %
Your recommended sample size is	294

Accepting a 5% margin of error (95% confidence level), the sample size needed is **294** as shown below calculated using Raosoft calculator accessible at <http://www.raosoft.com/samplesize.html>.

Sampling Technique: The technique of random sampling has been applied. A research approach that considers the randomization of test selection is called random sampling or probability sampling. Every example shares a probability with the examples that represent the total population. It is regarded as one of the most popular and straightforward techniques for sorting information in the field of study. It considers a balanced array of data so that research can reach conclusions without bias. Data were gathered between November 2022 and June 2023.

Tools for Data Collection: The information was gathered using the questionnaire overview tool. Survey questionnaires with closed-ended questions were employed in current quantitative research. A Likert-scaled tool and a structured survey were used to perform this inquiry. Nature of study is quantitative exploration.

Three hundred eleven questionnaires were distributed through online Google from to the office staff included executive, managers, engineers, geologist, petrophysics, doctor, front line drilling and exploration field employee's and HR professionals etc. of which three hundred (300) usable responses were received. Three (3) response were excluded due to incomplete data. Active response three hundred (300).

Validity and Reliability: Draft questionnaires were emailed to researcher and academics to speak to the clarity, conciseness, reliability and validity of the measurement scales and items. The questionnaire was modified and validated based on the input of four experts: two researchers from Green Human Resources, one from environmental sustainability and one academics. The final draft was sent for pilot testing with nine respondents, and their response was positive regarding clarity, conciseness, validity, and reliability. The questionnaire's reliability scores were Nunnally and Bernstein (1978) above the threshold value of 0.7, indicating that the items were of high reliability.

Tools for Data Analysis: We should analyze the influence of Green Human Resource Management on personal life & Individual job satisfaction in this survey. Moreover, this research should address the significance differences between the factors. We should assess whether a connection existed between the variables that the specialists embedded into the system, and assuming this is the case,

what could be the logical components behind that. SEM analysis was used to test the suggested model and model fit of the gathered data.

4.0 DATA ANALYSIS & INTERPRETATION

4.0 Demographic Characteristics

Table 1 illustrates the demographics of the respondents. Among the 300 participants, 64 percent were men and 36 percent were women. The majority of those who answered the survey were employed full-time, with 55% being between the ages of 30 and 40 and 45% between the ages of 40 and 50.

Table 1: Demographic profile of the sample

Variable	Categories	Response %
Gender	Male	64
	Female	36
Age Group	30-40	55
	40-50	45
Employment	Full-time	100
	Part-time	0

4.1 Structural Equation Modelling (SEM)

4.1.1 Measurements Model

The format of the response was based on a 5-point Likert scale (1 = strongly disagree to 5 = strongly agree). The questionnaire contains three measurement perspectives Green HRM practice, Working-life, Private-life and Job satisfaction

Green HRM practices: This study used the 17-item scale on Green HRM from the different aspects Green HRM practices (GRS) Green recruitment and selection [7 items], (GTD) Green training and development [5 items], (GPA) Green performance and appraisal [5 items], and developed by researcher. The Cronbach's alpha was 0.862 for this scale.

Working-life: For working life influence by GHRM practices the [5 items] scale adopted by researcher Bangwal, D., & Tiwari, P. (2018). Cronbach's alpha was 0.943 for this scale.

Private-life: Employees evaluated their opinion on private life by responding [5 items] scale adopted from Bangwal, D., & Tiwari, P. (2018). Cronbach's alpha for this scale was recorded 0.917.

Job satisfaction: Study used the [5-item] scale to obtain Job satisfaction related opinion response. Cronbach's alpha for this scale was recorded 0.842.

Each survey item's dependability to measure the same attribute is determined by calculating its internal consistency. Cronbach's α is taken to measure the internal reliability each construct (GRS, GTD, GPR, GPA, WLF, PLF, and JST) through the pair wise correlation between items, it ranges from 0 to 1. A value of Cronbach's α considers reliable between 0.6 to 0.7, and if the value of Cronbach's α goes above 0.7 it should be considered as a good degree of reliability. As per the Table 2, the degree of reliability of each construct is above 0.7 and near to 0.9. Therefore, it shows that the internal consistency of each construct is very good. Cronbach's α for GRS is 0.882, GTD is 0.816, GPA is 0.932, WLF is 0.943, PLF is 0.917, and JST is 0.842.

Both PLF (Personal life) and JST (Job satisfaction) have CR values of 0.920 and 0.851 in Table 2. As a result, it was determined that the measurement model's composite reliability (CR) is greater than 0.7. As a result, all constructs in the measurement model have a high degree of dependability.

Table 2: Reliability and standard factor loading of the items

Construct	Items	Standardized Regression Weights	C.R.	Cronbach Alpha
Personal-life	PL5	0.778	0.92	0.917
	PL4	0.886		
	PL3	0.858		
	PL2	0.88		
	PL1	0.764		
Job Satisfaction	JS5	0.605	0.851	0.842
	JS4	0.777		
	JS3	0.76		
	JS2	0.74		
	JS1	0.761		

Table 3: Convergent & Discriminant validity

Construct	Items	AVE	ASV
Personal-life	PL5	0.696	0.187
	PL4		
	PL3		
	PL2		
	PL1		
Job Satisfaction	JS5	0.534	0.247
	JS4		
	JS3		
	JS2		
	JS1		

Convergent validity should be established if the observable variables are consistent with their latent variables or constructs.

Discriminant validity is a measure of how distinct a given construct is from others in terms of its degree of uniqueness. First, the correlation between measurements of conceptually separate constructs should be low in order to assess discriminant validity. The extracted second average variances (AVE) are always more than the average shared variances (ASV) between the constructs, and the square root AVE should be greater than the correlation between them. Table 3 shows that the AVEs for the various architectures are larger than the average shared variances (ASV) (Table 3).

Table 4 summarizes the goodness of fit indicators for the measurement model. 1.847, 0.953, 0.875, 0.904, 0.948, and 0.047 are the values for χ^2/df , CFI, GFI, NFI, TLI, and RMSEA, respectively.

Table 4: Summary of goodness-of fit indices for measurement Model

Model Fit Index	χ^2/df	CFI	GFI	NFI	TLI	RMSEA
Model	1.847	0.953	0.875	0.904	0.948	0.047

4.1.2 Structure Model

We may now proceed to evaluating the structural model using SEM because the measurement model has predicted a satisfactory match so far. The structural model of the postulated conceptual

research model was evaluated using SEM. The goodness-of-fit of the model is shown in Table 5, and it is only marginally satisfactory.

The model fit indices is comparative fit index (CFI), goodness of fit index (GFI), normed fit index (NFI), Tucker Lewis index (TLI), and root mean square of error approximation (RMSEA). The following parameters have acceptable levels of fit: 2/df, CFI, GFI, NFI, TLI, and RMSEA: 1.913, 0.949, 0.868, 0.898, 0.944, and 0.049. As a result, we can continue to investigate the assumptions we've established as a model.

Table 5: Summary of goodness-of fit indices for Structural Model

Model Fit Index	χ^2/df	CFI	GFI	NFI	TLI	RMSEA
Model	1.913	0.949	0.868	0.898	0.944	0.049

4.2 Hypothesis Testing

Table 6 shows the structural model's properties (standardized path coefficients (β), standard error, critical ratio, and hypotheses outcome).

Table 6: Summary of testing hypothesis

Hypothesis	Structural Relationship	St. Est (β)	Unst. Est (β)		P	Result	
H1a	JST	<--	WLF	0.39	0.32	P < .001	Supported
H2b	PLF	<--	GHRM	0.70	0.96	P < .001	Supported

Because the positive beta value and the p-value are less than 0.001 ($p < 0.001$), hypothesis H1a revealed a strong positive influence of job satisfaction (JST) on employees' working lives (WLF). Therefore, Hypothesis H1a was supported. The study of Naseer et al., (2023) examined and proved work-life balance and Green Human Resource Management (GHRM) practices affected KSB employees' job satisfaction in Kemaman, Terengganu. Results for Hypothesis H2b indicated that employee personal life (PLF) had a significantly positive impact on GHRM, with a positive beta value and p-value less than 0.001 ($p < 0.001$). Hypothesis H1b also accepted. The relationship between GHRM practices and employee job satisfaction is significantly influenced by the personal life. According to research by Amjad et al. (2021), employees tend to report better job satisfaction when they believe their organizations are environmentally conscious and supportive of sustainable practices like GHRM.

5.0 CONCLUSION

This paper attempts to investigate the impact of Green HRM on personal life and professional job satisfaction. The findings revealed that job satisfaction has a beneficial impact on an employee's working life, and that GHRM has a positive impact on personal life PLF. This necessitates a greater focus on green training and development GTD personnel for their environmentally friendly work habits in order to create a valued green culture for a firm and a green workplace for occupant workplace happiness. Future research should expand this study to include additional firms, and we may also examine the GHRM's spillover effect on job satisfaction. The findings confirmed the model's viability and showed that employing green human resource policies improved job satisfaction.

6.0 LIMITATION AND FUTURE RESEARCH DIRECTION

Only North East Indian oil and gas industry personnel are primarily surveyed for their opinions. Therefore, conclusions cannot be applied generally. Future research may consider collecting information from many industries to increase the validity and dependability of its conclusions. Future researchers should concentrate on the several GREEN HRM dimensions and their various predictors and outcomes. Therefore, future cross-cultural research on these subjects can be investigated further.

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