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Green human resource management practice influences personal life and individual job satisfaction

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Abstract

Over the past 20 years, India's Oil & Gas Industry has played an essential role in boosting the country's economy; GHRM practices have a big impact on this industry's performance. Organizations are now more conscious of the necessity that green drives promise to provide. The study investigates the relationships between "GHRM, work-life balance, employee personal life, and worker job satisfaction" in India's northeast oil and gas sector both directly and indirectly. A hypothetical study model was presented to investigate both the indirect and direct impacts of "Green Human Resource Management (GHRM)" on individual job satisfaction and personal Oil and Gas job satisfaction based on data gathered from 300 members of "the upstream Oil and Gas industry in North East India". Green work-life balance guarantees that employees embrace green values in both their personal and professional lives and strives to cultivate an environmentally conscious mentality in them (Datta, 2015). A primary condition displaying (SEM) system is being used by researchers. The results demonstrated the significant benefit of working with GHRM; nevertheless, the intervention utilizing personal life could not be sustained. The study concludes by discussing the scope of future research.

Keywords; Working Life, Personal Life, Oil and Gas Industry, Job satisfaction, GHRM.

INTRODUCTION

Employees in "the upstream Oil and Gas Industry in Northeast India" place a high value on green human resource management. The objective of green HRM, a relatively new "human resource management" concept, is to incorporate environmental sustainability into the HR policies and practices of an organization. GHRM stands for "green human resource management" (Shah & Soomro, 2023). According to Renwick et al. (2013), "green HRM practices" are HRM components of environmental management that encourage "ecological responsiveness to the sustainable development of resources" and take into account employees' involvement and dedication to the organization's goals and practices. The goals of this study are derived from the literature of several researchers (Singh, S., & Nath, D. V.2020). Since they are a major force for ecological implementation, Green HRM is now a concern in all corporate, private, and public spheres. Effective "green human resource management" in any firm is facilitated by a number of factors, including "green performance evaluation, green training and development, and green recruiting and selection". HR practices assist in adjusting hierarchical attributes, advantages, and procedures on the executive atmosphere in natural endeavors. Employees of the general association are permitted to carry out these procedures. "Motivation and employee engagement" may be generally enhanced by being an environmentally conscious employer. When they share specific principles, such as the utilization of GHRM to enhance the health and job satisfaction of the workforce by promoting "public transportation, vehicle sharing, biking to work, and other strategies" (Mandip, 2012). India's economy has flourished as a result, placing it among the world's developed nations. However, awareness of and acceptance of the sustainability concept are still relatively new in India. What impact, though, may

employees' opinions of "their work-life balance and GHRM practices" at work have on their level of job satisfaction?

Description the Green HRM

"Human resource management" in the shade of green stated that the survey led a subjective analysis to gather further experiences and understandings to promote widespread representations of Green HRM because the concept is still unclear and has to be developed. Five distinct conceptualizations have been created by combining these enormous representations: "Corporate Social Responsibility (CSR), Work-Life Balance (WLB), EHRM, Green Policies", and the Extra Care Program—by utilizing group activities that contain commonplace issues and developing just five distinct conceptualizations (Yusoff,2015)

ITC has become the first company of its size and scope in the world to accomplish the objectives of being "carbon positive, water positive, and nearly 100% robust waste reuse" by concentrating on acculturating practical efficiency with higher levels of innovation. A few examples of these efforts and successes include "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". For all of HRM's partners, green HRM seems to have a promising future. Businesses and professionals can describe the advantages of integrating representative association and commitment to environmental initiatives to work on hierarchical manufacturing execution. For example, executives can prioritize the utilization of waste and environmentally friendly products. Affiliations and agents may support green HRM practices and policies that ensure and promote worker prosperity and accomplishment. Academicians can make a valuable contribution by conducting additional research in this area and collecting additional information that can be used to establish a comprehensive knowledge base on "green administration" (Mandip, 2012).

As stated by Raj R. A. (2020) defines "green administration for supportable improvement" in a number of ways that attempt to demonstrate the need to strike a balance between current development for abundant production and protecting the common environment for the benefit of future generations. According to a UK survey by CIPD/KPMG, becoming a green boss might help managing brands attract professionals who would want to work for companies with a strong green approach. Generally, becoming a green manager may enhance employee dedication and motivation

if they share specific values, such as promoting work-life balance and GHRM to enhance worker wellbeing by promoting the use of public transportation, carpooling, and bicycling to work. All things considered, these kinds of exercises might be highly advantageous in industrialized nations where most workplaces have access to dependable public transit and scorching weather is not an issue. However, some outdoor activities may require hot temperatures in tropical nations. But, particularly for an agricultural nation like Malaysia, the issue of how a person inside the association or the society as a whole derives supportability from the growth of green administration remains unanswered and ambiguous.

Green HRM started its journey with regard to "green organization applications" in response to business partners' growing worries about the detrimental consequences of a certain strategy on the climate (Joyce, 2020). Adopting green HRM practices and cycles, as well as green administration methods and systems, is projected to yield immediate and ancillary benefits for businesses, including increased agreements, increased efficiency, and a competitive edge. In the same way, improvements in water and energy efficiency, waste reduction, and other organizational efficiencies, as well as worthwhile representative ways of acting, are expected to take place. In order to ensure that employee behavior aligns with authoritative green objectives, organizations must elevate and ultimately monitor and influence representatives, who are the experts responsible for implementing hierarchical green arrangements. Organizations are increasingly considering using Green HRM techniques, such as "HRM components of inexperienced administration," to encourage employees to behave more sustainably at work. This connection has not yet been extensively experimentally tested, despite the growing body of scholarly writing that elucidates the anticipated correlations between "Green HRM and employee inexperienced work environment behavior".

According to Lee (2009), green administration is training in which businesses promote a natural management system to address climate change. Therefore, it is imperative to incorporate functional ecological administration into human resource (HR), which is referred to as Green HR.

Benefit to firm from Adopting Green Human Resource Management Practices

Despite the potential challenges of establishing and executing "Green HRM" practices at the critical level from the outset, it can assist an organization in achieving its exceptional objectives, including cost control, corporate

social responsibility, capacity expansion, and a competitive advantage over competitors by fostering environmental awareness and the preservation of ethical and consistent traits (Bhakar, 2022). The following are arguably the most well-known arguments in favor of an organization taking part in Green HRM exercises:

- **Conservation of common habitat:** Indigenous habitat refers to the aspects of the climate—"trees, forests, streams, wildlife, and so forth"—that are not produced by people. The planet can be preserved through the implementation of green HRM practices, such as web-based recruitment and advertising, which reduce paper consumption and the production of fossil fuel residues on the workplace floor. Additionally, preparation through digital repurposing can be implemented to reduce paper waste.
- **Guarantee sound workplace and raise representative spirit:** A strong and livable painting environment can be created by "making the workspace unfamiliar with wood and plants, prohibiting smoking on the property, using fewer table paintings (which makes a consultant rush), and serving regular meals made from the floor at HR meetings". All of these measures will increase the experts' speed and resolution.
- **Acquire upper hand through guaranteeing corporate social obligation (CSR):** A firm's middle responsibilities now include corporate social responsibility, which no company may overlook. Consequently, a company can attract the best talent by ensuring that inexperienced management practices in a thoroughly executed manner.
- **Save cost:** "Employee weakness, absenteeism, and turnover" may all be reduced by establishing a legitimate painting area. The consequence is a decrease in expenditures. Once more, the reduction of wastage and cost can be achieved by reducing the use of paper and disseminating and recording information online.

Advantages of GHRM Practice

- **Green commercial enterprise alternatives:** Employing a novice hard worker or people who comprehend and follow weather-friendly practices makes it easier to embrace novel structures and procedures that reveal a completely perfect organization that resolves ecological-related concerns. This approach

enables the organization to consider commercial opportunities that have a significant impact.

- **Favored supervisor of decision:** Any potential hire may need to be connected to a commercial organization of this kind if you want to conduct research and enhance their profile. Green institutions are the most sought-after corporations. Because it provides a strategic advantage to both the business and the employee, a green work pressure is a mutually beneficial partnership.
- **Higher preservation of representatives:** According to the "SHRM Survey of Green Workplaces", novice affiliations have lower handing down costs, but they are still rather similar to their more expensive counterparts. In context of their inexperienced techniques and processes, 61% of respondents who were employed by an alliance that was perceived as supportive of inexperienced human resources stated that they were "genuine" or "possible" to continue working with within the non-stop dating context.
- **Better Sales:** Approximately 71% of American consumers said they are aware of the weather impact after making a purchase, according to a Green Gap Trend format supplied by "Cone Communications, exhibiting, and publicizing dating inside the year 2013". This search is crucial for the belief that organizations who continue to use inexperienced methods might improve their leisure plans and save costs by using more actionable guidelines.

Job Satisfaction

According to studies by Joyce M. C. (2021), whether an association is little or large, workplace worker satisfaction fulfillment is extremely important. It is a critical factor in the determination of authoritative success. In the end, every company creates tactics that improve the work environment and boost the self-assurance of its representatives, which improves the appearance and productivity of its workers. This results in high benefits, consumer loyalty, and client retention. The goal of having contented employees is quite basic. Fulfilled representatives are preferred since they significantly enhance the authoritative environment and workplace (Rue and Byars, 1989). An organization may use a variety of strategies to improve and fortify its workplace; these actions can directly affect employee satisfaction. Attracting and employing outstanding talent within the organization is one of the director's objectives (Hoerr, 1989). The following focuses will illustrate the significance of representational fulfillment.

Islam (2015) defines worker fulfillment as a feature of the unique relationship between an individual's expectations for their artwork and what they feel they will create. On the other hand, consultant fulfillment is defined as the extent to which an individual experiences satisfaction in their artistic endeavors and is directly related to "motivation, artistic association, hierarchical citizenship behavior, organizational commitment, life satisfaction, mental health, and artistic performance". It has a negative correlation with perceived pressure, turnover, and non-appearance. Worker fulfillment, according to, includes a number of factors. Job satisfaction encompasses employees' perspectives regarding numerous components of the workplace, whereas representational fulfillment pertains to an individual's typical emotional response to an infinite number of business-related attributes. Rousseau (1978), on the other hand, identified three elements of consultant fulfillment: person qualities, associational characteristics, and painting venture aspects.

Individual patterns could be viewed as non-painting aspects of job satisfaction, according to Rousseau's identifiable evidence. The representation of "the affiliation and the painting challenge factors" may be regarded as painting features in Job Satisfaction, according to Rousseau's well-known demonstration (Hagihara et al., 1998). Task satisfaction and HR procedures are closely focused in many parts of the world. The relationship between HR procedures and task satisfaction is succinctly described. It was shown that HRM practices increased job satisfaction among Dutch public sector employees, even if personality "traits, age, orientation, and training" had a significant influence on job satisfaction. This is due to the widespread agreement among professionals and academics that favorable HR practices result in higher levels of task satisfaction.

The utilization of distinctive HR strategies in local authorities' enterprises within "the United Kingdom (UK)" was associated with increased levels of "Job Satisfaction, work environment trust, responsibility, effort, and considered hierarchical execution", as per Gould-William (2003).

Significance of Job Satisfaction

There is no denying that a company's greatest asset is its amazing employees. Maintaining the happiness of workers benefits an organization in a number of ways. A specialist's look is remarkably impacted by delegate satisfaction. Singh found a confirmed connection between expert satisfaction and agent execution in 2017 after doing a thorough "meta-

analysis of the relationship between these two crucial progressive features". When a representative executes the gig, he also anticipates that his expectations and aspirations about compensation, consideration, and the satisfaction of his needs, among other things, would be fulfilled. If they are satisfied, he or she will be happy with the outcome of occupation execution, and more apparent representation fulfillment will often motivate employees to perform their jobs more expertly, which will boost the organization's effectiveness. There is a loose relationship between worker spirit and representative fulfillment. According to Norman R. F. Maier, a Michigan psychologist, "Job Satisfaction was demonstrated to be significant by demonstrating that the assurance list was most certainly higher among satisfied representatives than among unhappy representatives" (Norman, 1925).

Green finance promotes the standard responsible practices that help customers reduce their carbon footprint through their financial transactions. These procedures include the consolidation of web banking, charge sections, declarations, and record opening. "Green banking" is a practical and innovative perspective that embodies a vision and philosophy for the future, including energy efficiency, planet protection, ethical lending, and ongoing sustainability. Stojanoska (2016) asserts that a green workplace is socially trustworthy, resource-efficient, and sensitive by nature. The majority of associations must use appropriate "human resource management (HRM)" techniques to influence their representatives in order to achieve the goals of natural manageability.

Financial institutions in Bangladesh have developed green banking policies to finish "Green Banking" by the end of 2011, and they have started to finish and clear records on inexperienced banking. According to Bangladesh Bank, all banks—including "State Owned Banks, State Owned Commercial Banks, Private Commercial Banks, Foreign Commercial Banks", and others—are working tirelessly on Green Banking. Banks may survive the rate of main agency for the most important monetary redesign, which is a clever method to allow for new opportunities to support and speculate tactics, in addition to portfolio the leads for the building of a robust and effective low-carbon economic system. Furthermore, green banks and ecologically successful banks do more than only paint on their own suggestions; they also influence the socially conscious behavior of various businesses in light of the fact that adopting inexperienced financial methods affects the affiliation's display. Because of this, banks should be

environmentally conscious and take the initiative to include certain herbal and organic perspectives into their lending policies.

Mandip (2012) defines inexperienced HRM as integrating executives' human resources with corporate ecological management. Once again mentioned inexperienced HRM due to the HRM component of herbal management initiatives. The Bangladesh Bank Report (2013) states that green banking is an attempt by financial institutions to address global efforts to maintain weather. Green banking offers novice enterprises and economic systems in general cash-in-asset presents and sporadic carbon initiatives. In support of such presumptions and achievements from HRM, it is also sometimes expected that HRM may be connected to growth, even in hierarchical initiatives to preserve the planet. Because of this, cash managers have started to rely on the legal obligation of inexperienced improvement to save our planet when they learn about the needless detrimental effects of business on weather, such as the nursery impact, lack of biodiversity, climatic change, and ecological harm (Dash, 2008).

Models of Job Satisfaction

Affect Theory

The predominant goal of Locke's (1976) study of the most well-known "Job Satisfaction" version is that errors between what one wants and what one has in a challenge stay open. Furthermore, the hypothesis suggests that an individual's degree of satisfaction or discontent is influenced by how much they value a certain area of their job, such as the degree of autonomy in a role, as presumptions are either realized or not.

Dispositional Theory

Another well-known concept in job satisfaction is the dispositional theory. A fairly wide concept posits that individuals possess inherent attitudes that result in a specific level of satisfaction, irrespective of their means of subsistence. This method evolved into an extraordinary explanation of Job Satisfaction by demonstrating that "Job Satisfaction" will remain consistently high across vocations and professions and over time. Additionally, research indicates that ambiguous twins' job satisfaction scores are comparable.

Two-Factor Theory (Motivator-Hygiene Theory)

The two-element approach, also called the Motivator Hygiene Approach approach, was developed by Frederick Herzberg to make running surroundings more pleasurable

and desirable. This theory states that two distinct factors—proposal and sterile variables—have an impact on satisfaction and discontent. The motivation of a representative to paint is inextricably tied to the subordinate's Job Satisfaction. Inspiration may be defined as an internal force that motivates individuals to achieve both "personal and hierarchical goals". The elements of a project that inspire representatives to work hard and provide them a sense of satisfaction, such as affirmation and prospects for promotion, are known as inspiring factors. These use criteria are thought to be intrinsic to the business or the artwork created. Parts of the painting space, such as compensation, business approach, supervision procedures, and various operating conditions, are all sanitation components. Herzberg's basic design for the version could have been a systemic historic oddity, as Hickman and Oldham have shown. However, no one has had the opportunity to observe or validate it, despite the fact that Herzberg's version has initiated a significant amount of research. Additionally, the concept fails to account for individual differences, implying that each employee will respond in a similar manner to changes in the environment and hygiene. Finally, the method has been criticized for failing to consider how compelling and simple points of view must be evaluated.

The assessment focused on the idea of "green human capital" among executives and looked at the years 2009 to 2018, highlighting the term's lack of a clear definition. They also looked at how frequently the GHRM capabilities have been discussed in the literature. They discovered that the skills that attracted the greatest attention were recruitment and determination, as well as planning and enhancing green HR. They also discovered a lack of a culturally varied model and an absence of thorough research in Asia and developing nations. In his research, Shahriari (2019) ascertains the role that HR management plays in encouraging green practices inside an organization. They pinpoint important human elements like employee motivation and training, both of which are essential to "the adoption of green practices by employees".

According to Islam's (2015) research, "ecological consciousness and cycle ability among individual representatives" are necessary for the successful implementation of green practices. This may be achieved by integrating green practices with preparation and improvement. They discover a favorable correlation between EPF and representative green preparation. Here are some instances of green preparation: Every day during working hours, Siemens offers green preparation to all

employees in Germany, with a focus on those who handle hazardous materials. An internal preparation approach that produced over 5,000 worker suggestions for new drives requires this sort of preparation (North and Daig, 1996). In addition to conducting an integrated contamination control educational session for their administrators, "Chemical Industries, Royal UK" conducted a "one-day presentation on green preparation for business directors and managers". "The Chartered Institute of Personnel and Development (CIPD)/Klynveld association" provides natural training to both new and current workers at Rolls-Royce, Albion Group, and Bristol-Myers Squibb. This is another example of corporate preparedness. According to "a Peat Marwick Goerdeler (KPMG)" assessment, 42% of UK organizations provide their employees with green preparation to improve EPF and reduce ecological impact (Phillips, 2007). Consequently, we found that green preparation—which is also in charge of increasing the EPF—is one of the most crucial elements of green HRM.

Green HRM training appears to increase employees' awareness of the inherent impact of company green initiatives, equip representatives with information gathering tools, and raise their level of "eco-proficiency." "A British CIPD/KPMG analysis" found that 42% of UK-based firms provide their employees with training on earth-mindful strategic plans and the danger of abnormal weather change. In the US, \$400 million was spent on planning for green work under the Obama organization. As a consequence, all the characteristics of "individuals concentrated" are present in high level ecological processes, which are the outcome of staff training and knowledge improvement. Organizations use training and preparation programs as much as possible to develop their green standards and reinforce natural practices. They also educate representatives about "new implementation needs, staff skills, and introducing modifications (Bansal and Roth, 2000)".

Green HRM practices, such as "flexible work schedules, electronic recording, vehicle sharing, and occupation molding, help the organization reduce representative carbon impressions," incorporate safe HR beginnings, arrangements, and practices for long-term utilization of an association's green culture. This results in increased efficiencies, less waste, "further developed work-related perspectives, further developed work/private life, lower costs, and further developed worker execution and maintenance" (Bhakar, 2022).

According to Arulrajah (2014), "green HRM" is the use of methods, procedures, and frameworks in the workplace

that are safe for ecosystem representatives in order to benefit the person, group, society, shared habitat, and business as a whole. According to Bhakar (2022), the workforce must be motivated to take action by an external creative force in order to transition to green administration. Therefore, it is essential to integrate "natural administration into a company's Human Resource Management (HRM)", and successful ecological administration requires the board to promote the engagement of human resources. According to Santos (2008), the best HR procedures are crucial for a favorable environmental result since they enable "the overall implementation and maintenance of ecological administration frameworks" inside the company. Diverse research findings suggest a correlation between various corporate outcomes, including "adaptability, efficiency, and financial performance, and HR practices".

However, companies can achieve the desired outcomes in "the corporate environmental management process (Islam, 2015)" by implementing effective HRM practices with an environmental management objective. According to Laursen and Foss (2003), there hasn't been enough attention paid to how these goals relate to environmental management and revolution performance.

LITETARE REVIEW

Green HRM and Green Recruitment and Selection

Green Recruitment and Selection must manage a more extensive and superior pool of applicants, as businesses with pro-environmental credentials are capable of recruiting intelligent individuals (Grolleau et al., 2012). The organization selects the most qualified candidates from among the pro-environmental candidates, including those who, in the employer's opinion, satisfy the organization's needs and cultivate a feeling of satisfaction among its employees. GRS is a technique for identifying and selecting job candidates that are environmentally conscious and ready to contribute to environmental performance, according to Tang et al. (2018). Employment contentment and "job satisfaction" increase when employees are aligned with the ethical and environmental objectives of the organization (Chou, 2014).

Green HRM and Green Training and Development

According to Renwick et al. (2013), organizational support and employee satisfaction boost motivation and promote green attitudes, which in turn makes it easier to execute green projects. Ahmad, I., & Umrani, W. A. (2019) assert that there is a relationship between employee

progress, which includes work satisfaction, and green training and GHRM. "Opatha and Arulrajah (2014)" claim that the best way to raise workers' understanding of environmental issues, promote an eco-friendly corporate culture, and boost job satisfaction is through environmental training.

Green HRM and Green Performance Appraisal

Moin et al. (2021) found a connection between overall job satisfaction and performance reviews. "Green performance evaluation and training" is a dynamic and successful tactic that increases employee retention and job satisfaction, according to Abdelhamied et al. (2023). According to Pinzone et al. (2019), employees who receive green training perceive it as an organizational support, which increases their job satisfaction. According to Govindarajulu and Daily (2004), rewarding employees for their green work accomplishments is essential for their job satisfaction, motivation, and increased engagement in environmental management responsibilities.

Green HRM and Job Satisfaction

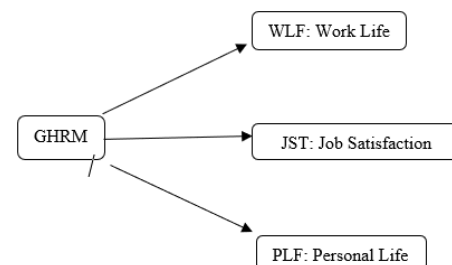
Green HRM methods have been shown in several studies to improve work satisfaction, according to Shafaei et al. (2020). The "Job Satisfaction Survey (JSS)", developed by Spector in 1985, had nine factors. Organizational culture (Belias & Koustelios, 2014) and employee satisfaction are two factors that are usually linked to job performance. The bulk of the definitions underscore the importance of the decisions made by workers in their occupations, which are linked to their assumptions and the outcomes they achieve. While some focus on a diversity of fulfillment additives, such as "satisfaction with pay, progress, management, or coworkers" (Parul Deshwal, 2015), some analysts focus on employees' conventional Job Satisfaction or even lifestyle fulfillment. A happy or real near-domestic condition that results from evaluating one's endless professional experiences, for instance, is consistent with Job Satisfaction. According to Ling et al. (2018), HRM activities including "hiring and selecting, training and development, and performance" evaluation have an effect on employee morale and work satisfaction. The incorporation of green practices into HRM has been postulated to result in increased job satisfaction and reduced employee turnover, as emphasized by a number of academicians (Shafaei et al., 2020). "Employee satisfaction with leadership style and work-life balance" influences an organization's financial success, as per Melián-Goncález et al. (2015). According to Brown, J. E. (2016), there is a significant relationship between "financial

performance and employee job satisfaction, job security, salary, and business policy". Ahmad and Umrani (2019) claim that certain employees exhibit positive adjustment behaviors, such higher job satisfaction, as a result of eco-friendly organizational strategies.

Hypothesis For Study

- **H1(a):** JST (Job satisfaction) is positively affecting the WLF (Working Life).
- **H1(b):** Green HRM is positively affecting the PLF (Personal Life).
- **H2:** Green HRM is significantly affecting job satisfaction

Conceptual Framework



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.

RESEARCH METHODOLOGY

This section discusses the approach used to direct the present investigation. It is responsible for "the test design, instrument development philosophy, test schedule, data gathering methods, and data analysis procedures".

- **The Study Design:** Survey method adopts for data collection.
- **The Sample Design:** The study's 300 participants were employed in "North East India's upstream oil and gas industry".
- **Population:** The population was to consist of workers in "North East India's upstream oil and gas industry". This research includes the five North Indian upstream oil and gas industry with ISO 14001 certification that have adopted and integrated campus greening and environment

management programs. ISO 14001 outlines the criteria for environmental management systems.

- **Sampling Element:** Employees in “North East India's upstream oil and gas industry” made up the sample.
- **Sample size:** This yields a sample size of 294 from the overall population of 1232. Therefore, the study's ideal sample size is rounded to 300. The sampling formula recommended by the Raosoft calculator was used to obtain the sample of rounded to 300. The test was designed to include 300 personnel who were employed in “the upstream oil and gas industry” of the North East region of India.

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

“The Raosoft calculator, available at <http://www.raosoft.com/samplesize.html>”, was used to determine the required sample size, which is 294, assuming a 5% margin of error (95% confidence level).

- **Sampling Technique:** The "random sampling method" has been applied. Random sampling, often known as probability sampling, is a research technique that takes test selection into account. Each example has a probability that is shared by the instances that are representative of the entire population. It is said to be one of the most widely used and simple methods for organizing data in the field of research. In order for research to draw findings free from bias, it takes into account a balanced range of facts. The period of data collection was November 2022–June 2023.
- **Tools for Data Collection:** The questionnaire overview tool was used to collect the data. Current quantitative research used survey questionnaires with closed-ended questions. This investigation was conducted using a structured survey using a Likert-scaled instrument. The study's methodology is quantitative investigation. Executives, managers, engineers, geologists, petrophysicists, physicians, front-line drilling and exploration field workers,

HR specialists, and others were among the office personnel who received the 311 questionnaires via online Google. Three hundred (300) valid responses were obtained. Due to missing data, three (3) responses were not included. Three hundred (300) active responses.

- **Validity and Reliability:** Draft questionnaires were sent to researchers and academics via email in order to assess "the validity, reliability, clarity, and conciseness of the measuring scales and items". Four experts—“two from Green Human Resources, one from Environmental Sustainability, and one from Academics”—helped modify and validate the questionnaire. Nine respondents participated in a pilot test of the final text, and their comments on its “clarity, conciseness, validity, and dependability were favorable”. According to Nunnally and Bernstein (1978), the reliability ratings of the questionnaire were above the cutoff value of 0.7, meaning that the questions demonstrated exceptional dependability.
- **Tools for Data Analysis:** In this study, we should examine how “Green Human Resource Management” affects people's personal lives and “job satisfaction”. Additionally, the substantial disparities between the components should be addressed in this study. We should ascertain whether the variables that the experts incorporated into "the system were related to one another and, if so, what the logical components might be". SEM analysis was implemented to evaluate the proposed model and the fitted model of the collected data.

DATA ANALYSIS & INTERPRETATION

Demographic characteristics

The respondents' demographics are shown in Table 1. The total number of participants was 300, with 64% being male and 36% being female. The majority of survey participants were employed full-time, "with 55% falling between the ages of 30 and 40 and 45% falling 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

Structural Equation Modelling (SEM)

Measurements Model

"A five-point Likert scale" was employed to structure the response, with one indicating a strong disagreement and five indicating a strong agreement. "Work-Life, Personal Life, and Job Satisfaction with Green HRM Practices" are the three perspectives that the questionnaire measures.

- **Green HRM practices:** The 17-item Green HRM scale utilized in this study was created by the researcher and included the following areas of "Green HRM practices: (GRS) Green recruitment and selection [7 items], (GTD) Green training and development [5 items], and (GPA) Green performance and evaluation [5 items]". For this scale, "the Cronbach's alpha was 0.862".
- **Working-life:** The [5 items] scale used by researcher "Bangwal, D., and Tiwari, P. (2018)" to evaluate how GHRM practices affect working life. This scale's Cronbach's alpha was 0.943.
- **Private-life:** Employees used a [5-item] measure that was adapted from "Bangwal, D., & Tiwari, P. (2018)" to assess their opinions on private life. For this scale, "the Cronbach's alpha was 0.917".
- **Job satisfaction:** The [5-item] measure was utilized in the study to gather opinions about job satisfaction. This scale's "Cronbach's alpha" was found to be 0.842.

The internal consistency of each survey question is calculated to assess how reliable it is to measure the same attribute. Based on the pairwise correlation between items, "the internal reliability of each construct (GRS, GTD, GPR, GPA, WLF, PLF, and JST)" is evaluated using Cronbach's α , which ranges from 0 to 1. A high degree of dependability is indicated by "Cronbach's α values above 0.7, whereas values between 0.6 and 0.7" are considered dependable. Each construct's degree of dependability is over 0.7 and close to 0.9, according to Table 2. As a result, it demonstrates that each construct has excellent internal consistency. GRS has a Cronbach's α of 0.882, "GTD is

0.816, GPA is 0.932, WLF is 0.943, PLF is 0.917, and JST is 0.842".

Table 2 shows that the CR values for "PLF (personal life) and JST (job satisfaction)" are 0.920 and 0.851, respectively. Consequently, the composite reliability (CR) of the measurement model was found to be more than 0.7. The constructions of the measuring model are therefore all very dependable.

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		

If the observable variables are consistent with their hidden variables or constructs, then the convergent validity of the variables should be established.

A measure of a construct's degree of uniqueness that sets it apart from others is called discriminant validity. First, to

evaluate discriminant validity, there should be little association between assessments of conceptually distinct entities. Additionally, the square root AVE should surpass the correlation between the constructs, and "the extracted second average variances (AVE) are consistently greater than the average shared variances (ASV)". Table 3 shows that the AVEs for the various designs are greater than "the average shared variances (ASV)".

The measurement model's goodness of fit metrics are given in Table 4. χ^2/df , CFI, GFI, NFI, TLI, and RMSEA have equivalent values of "1.847, 0.953, 0.875, 0.904, 0.948, and 0.047".

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

Since the measurement model has so far predicted an acceptable match, we can now move on to "testing the structural model using SEM". SEM was used to assess the

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

Hypothesis H1a demonstrated that "job satisfaction (JST)" had a substantial positive influence on the working lives (WLF) of workers, as evidenced by the p-value and positive beta value being less than 0.001 ($p < 0.001$). Thus, Hypothesis H1a was validated. "Work-life balance and Green Human Resource Management (GHRM)" practices have an impact on KSB workers' job satisfaction in Kemaman, Terengganu, according to research by Naseer et al. (2023). The results of Hypothesis H2b indicated that "employee personal life (PLF)" had a considerably beneficial effect on GHRM, as evidenced by a positive beta value and a p-value of less than 0.001 ($p < 0.001$). Also acceptable is hypothesis H1b. The personal life has a major impact on the link between "GHRM practices and employee job satisfaction". According to a study by Amjad et al. (2021), employees who believe that their employers support sustainable practices such as GHRM and are

supposed conceptual research model's structural model. Table 5 displays "the model's goodness-of-fit", which is just somewhat adequate.

"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)" are the model fit indices. Acceptable levels of fit for " χ^2/df , CFI, GFI, NFI, TLI, and RMSEA are 1.913, 0.949, 0.868, 0.898, 0.944, and 0.049". Consequently, we may keep exploring the model's underlying assumptions.

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

Hypothesis Testing

The properties of the structural model are illustrated in Table 6, which includes "the standard error, critical ratio, standardized path coefficients (β), and hypotheses outcome".

environmentally conscientious report higher levels of job satisfaction.

CONCLUSION

This article's goal is to investigate how Green HRM impacts both professional and personal job satisfaction. The results showed that GHRM positively affects personal life PLF and that job satisfaction positively affects an employee's working life. This necessitates a greater emphasis on "green training and development" for GTD personnel in order to establish a green workplace that is both environmentally friendly and positively affecting occupant satisfaction. This study should be expanded to include more businesses in future research, and we may also look at how the GHRM affects job satisfaction. Employing green human resource strategies increased job satisfaction, according to the data, which supported the model's feasibility.

LIMITATION AND FUTURE RESEARCH DIRECTION

The opinions of those working in “the oil and gas industry in North East India” are the only ones surveyed. Conclusions cannot thus be applied broadly. To improve the reliability and validity of its findings, future studies may take into account gathering data from a variety of businesses. It is recommended that future research concentrate on the diverse variables and outcomes associated with “the numerous GREEN HRM aspects”. Thus, further cross-cultural study on these topics may be conducted in the future.

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