An Analytical Study into the Various dimensions of GREEN HRM Practices and its Impact on the Job Satisfaction in ITES Industry

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Abstract

The work-life balance programmes and other HRM practices such as company benefits and functional flexibility. The study also expands the traditional conception of life and time for leisure were significant drivers of work-life balance arrangements. ITES organisations need to put in place more Green HRMsupports for employees to achieve a better work and life. The HR technology issues revealed normal penetration of information and communication technology (ICT) in all kinds of business is the introduction of corporate leading to dimensional and often unpredictable and , the effect of various advancement. The study attempts to study the various factors that contributes to the development of human resources in enhancing the impact of the contents of electronic management of technological performance of ITES organisations of Delhi. To fulfil the objectives, Research was carried out in National Capital region of India (Delhi, Ghaziabad, Faridabad, Noida and Gurgoan). Sincere attempt has been made by the researcher to cover as wide as possible, so as to achieve the objectives of the study. A sample of 600 (end-users) respondents was taken into consideration. These respondents were interviewed through a well drafted pre-tested questionnaire. While 372 respondents were end-users from various ITES organisations. These respondents were interviewed through a well drafted pre-tested questionnaire following the non-probabilistic convenience sampling, as it is appropriate for exploratory studies. It was found that the Empowers Employees, Operational efficiency User support and ease of use and Empowers Employees are the various factors that impact of the EHRM practices of ITES organisations of Delhi.
*Keywords***:** *EHRM, Factor Analysis, ITES*

Introduction

Human Resource (HR) is a process for developing and unleashing human expertise through organization development and personnel training and development for the purpose of improving performance. (Plangpramool, 2012)It is useful to recognize that alternative definitions of HRM have been presented over the years. For example, a recent definition took an inclusive international perspective of HRM that finds HRM functioning as an agent of societal and national development, not just focused on organizations. It reads as follows: "Human Resource Management is any process or activity that, either initially or over the long term, has the potential to develop adults' work-based knowledge, expertise, productivity, and satisfaction, whether for personal or group/ team gain, or for the benefit of an organization, community, nation, or, ultimately, the whole of humanity" .

- ■ Training,

- ■ Training and development,
- ■ Employee development,
- ■ Technical training,

■ Management development,

■ Executive and leadership development,

■ Human performance technology,

■ Organization development, and

■ Organizational learning.

A variety of factors, including resources and the target population, can influence the decision of when to conduct another needs assessment. Regularly revisiting the data from a prior needs assessment in light of changing conditions helps signal when the earlier information becomes seriously outdated or is no longer appropriate for characterizing the target population.

The Information and Communication Technologies (ICT) facilitate innovative ways of Emergence and success carrying on routine organizational activities in virtual work environment. (Menka, 2015)Green commerce systems green HRM technology leads to making use of systems provide organizations an effective performance of improvement in activities. Is a way of aligning and coping up as well as renovating the entire Human Resource Management (HRM) function itself. Green HRM is the increasing its organization can make decisions contributing to company new term for this IT based HRM in every sector, provides computerized support to HR functions. through the use of web technology. Thus Green HRM has reflects a significant efficiency of performed and implementation of Green HRM provides a platform assignments impact on organizational performance with organization HR practices.

The realization of perfect efficiency and effectiveness is depend on the implementation of the system and delivering the business may dependent on redeployment and skilling of HR people. They addressed the e-recruitment challenges in the economies of India. The use of Green HRM success and survival of organizations in now global market will declare a better place.

Objective of the Study

The main objective of the study is to underpin the various literature pertaining to the Green HRM, specially the various

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Review of Literature

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First this review addresses the meaning and interpretation of Green HRM. According to Renwick et al, (2008), the integration of corporate environmental management into human resource management is termed as Green HRM. They also stated that human resources aspects of environmental management are Green HRM. These scholars broadly specified that distinguished policies in the field of recruitment, performance management and appraisal, training and development, employment relations and pay and reward are considered as powerful tools for aligning employees with an organization's environmental strategy. According to Jabbour et al, (2010), the "greening" of functional dimensions of human resource management such as job description and analysis, recruitment, selection, training, performance appraisal and rewards is defined as e-HRM. In 2011, Jabbour again defined Green HRM as "the level of greening of human resource management practices" in terms of functional

and competitive dimensions of HRM. Green HRM is referred to *"all the activities involved in development, implementation and on-going maintenance of a system that aims at making employees of an organization green. It is the side of HRM that is concerned with transforming normal employees into green employees so as to achieve environmental goals of*

the organization and finally to make a significant contribution to environmental sustainability. It refers to the policies, practices and systems that make employees of the organization green for the benefit of the individual, society, natural environment, and the business" (Opatha, 2013; Opatha and Anton Arulrajah, 2014). As far as the above definitions

are concerned, the very latest definition provides a comprehensive meaning and understanding about what Green HRM is in the context of organisational setting.

HRM practices are the actual human resource programs, processes and techniques that actually get implemented in the organisation or business unit (Gerhart et al, 2000; Huselid and Becker, 2000). Similarly, Green HRM practices are the actual Green HRM programs, processes and techniques that actually get implemented in the organisations in order to reduce

negative environmental impacts or enhance positive environmental impacts of the organisations. The ultimate aim of Green HRM practices is to improve the organisation's sustainable environmental performance.

There are functions of HRM which are generally considered as traditional and there can be a variety of e-practices under each function. The following section presents summaries of the existing and certain new Green HRM practices under each function of Green HRM.

In general, job descriptions can be used to specify a number of environmental protection related task, duties and responsibilities (Wehrmeyer, 1996; Renwick et al, 2008 and 2013). These days, some companies have incorporated environmental and social tasks, duties and responsibilities as far as possible in each job in order to protect the environment. In some companies, each job description includes at least one duty related to environmental protection and also specifically includes environmental responsibilities whenever and wherever applicable.

Job descriptions and person (job) specifications may include environmental, social, personal, and technical requirements of the organizations as far as possible. For example, environmental protection duties should be included, along with the allocation of environmental reporting roles and health and safety tasks (Crosbie and Knight, 1995; Wehrmeyer, 1996; North, 1997; Revill, 2000). In addition, some companies use teamwork and cross-functional teams as job design techniques to successfully manage the environmental issues of the company (May and Flannery, 1995; Florida, 1996; Clement, 1997; Palmer and Andrews,

1997; Beard and Rees, 2000; Griffiths and Petrick, 2001; Daily and Huang, 2001; Govindarajulu and Daily, 2004; Jabbour, Santos, and Nagano, 2010). It is because of the reason that environmental protection task of a company requires or demands multi-disciplinary team works.

Nowadays many companies have designed environmental concerned new jobs or positions in order to focus exclusively on environmental management aspects of the organizations. From the perspective of HRM, it is really a valuable initiation and practice to protect the environment. Moreover, some companies have involved in designing their existing jobs in a more environmentally friendly manner by incorporating environmental centered duties and responsibilities. These are some of the best Green HRM practices which can figure out under the functions called e- job design and e- job analysis.

HR and Sustainability: Organizations are increasingly apprehensive with sustainability and corporate social responsibility. The HR function is exceptionally placed to assist in both developing and implementing sustainability strategy. The HR function can provide as a co-worker in formative what is needed or what is achievable in creating corporate values and sustainability strategy.

Green Management: A Green organization is defined as a workplace that is environmentally receptive, resource well-organized and socially responsible. In the environmental writing, the impression of e- management for sustainable development has different definitions; all of which normally, look for balance between organizational growth for wealth design and protection the natural environment so that the future making may succeed.

Green Recruitment: Green recruiting is a system where the focus is given on importance of the environment and making it a major element within the organization. Complementing this, the recruits are also enthusiastic, and to some extent, passionate about working for an environment friendly "green" company. Recruiting candidates with green bend of mind make it easy for firms to induct professionals who are aware with sustainable processes and are already familiar with basics like recycling, conservation, and creating a more logical world.

Green Selection: In the selection context, when making selection for the job vacancies some companies consider candidates environmental concern and interest as selection criteria. When interviewing candidates or evaluating them for selection, environmental related questions are asked by those companies.

At present, some companies engage in forecasting number of employees and types of employees, needed to implement corporate environmental management initiatives/programs/activities (e.g. ISO 14001, cleaner production, responsible care etc.). These are good practices some leading companies have adopted to manage their environmental issues. The corporate environmental management initiatives demand some new job positions

and specific set of skills. Greenhuman resource planning gets required in this context. In addition these companies engage in deciding strategies to meet the   forecasted demand for environmental works (e.g. appointing consultants/experts to perform energy or environmental audits) and sometimes they are outsourcing. As far as existing literature is concerned, it did not clearly specify the practices under the function of green human resource planning

In general, environment concerned companies have their own environmental policy framework. In materializing the established environmental policies, companies need environmentally oriented workforce. In creating environmental   oriented workforce, companies have two options: First is focusing on e-recruitment. Second is providing required environmental protection related awareness, education, training and development to the existing workforce. The first option is more proactive and cost effective than the second option. Hence, searching best e-recruitment practices is important to organizations. In the recruitment context, what some companies are doing is that they integrate corporate environmental policy and strategies with the recruitment policy of the company. A survey by the British Carbon Trust confirms that most of the employees (more than 75%) considering working for an organisation perceived it as important that they have an active environmental policy to reduce carbon emissions (Clarke, 2006).

On the other hand, potential employees also search and want to work in the environmental concerned organizations. In United Kingdom environmental issues have an impact on organizations" recruitment efforts, and according to a survey high-achieving graduates judge the environmental performance and reputation of a company as a criterion for decision- making when applying for job vacancies (Wehrmeyer, 1996; Oates, 1996). The Chartered Institute of Personnel and Development (CIPD) believe in that becoming a green employer may improve employer branding, company image and is a useful way to attract potential employees who have environmental orientation (CIPD, 2007).

Attracting environmentally aware talent might be facilitated by pro-active branding of the organization as a high-quality "green employer of choice" (Renwick et al, 2008; Jackson et al, 2011). Increasingly, firms are beginning to recognize that gaining a reputation as a green employer is an effective way to attract new talent (Phillips, 2007; Stringer, 2009). Really, environmentally responsible employers can attract talent that they needed to implement corporate environmental management initiatives and ultimately it contributes to achieve organization's environmental goals.

Additionally, in order to attract environmentally concerned people for job vacancies, job advertisements of some companies express certain environmental values (e.g. be a part of the green team of ABC.. or we are a socially and environmentally responsible employer) in their job advertisements. Some companies also express their

preferences to recruit candidates who have competency and attitudes to participate in corporate environmental management initiatives too. These are some of the e-recruitment practices an organisation can have.

In the selection context, when making selection for the job vacancies some companies consider candidates "environmental concern and interest as selection criteria. When interviewing candidates or evaluating them for selection, environmental-related questions are asked by those companies (Crosbie and Knight, 1995; Wehrmeyer, 1996; North, 1997; Revill, 2000). Really, these are some of the good e-selection practices any organisation can adopt to select environmental friendly people in addition to the normal selection criteria relating to the specific duties of the job being concerned. Selection should considering candidate's environmental concern and interest as selection criteria. When interviewing candidates or evaluating them for selection, to ask environment related questions and selecting applicants who are sufficiently aware of greening to fill job vacancies. Preference should be given to select applicants who have been engaging in greening as consumers under their private life domain.

Induction for new employees seems to be needed to ensure they understand and approach their corporate environmental culture in a serious way (Wehrmeyer, 1996). Companies can adopt two approaches in respect of e-induction. They are general e-induction and job specific e-induction. Some companies practice general e-induction. After selecting the candidates for the posts, these companies provide necessary basic information about the corporate environmental management policy, system and practices. In some instances, certain organizations do specific green induction as well to their new recruits. They induct new employees about environmental orientation programs specific to their jobs. In general, these two e-induction practices are important for any organization nowadays.

Organizations should ensure that new recruits understand their environmental responsibilities, become familiar with health and safety arrangements, appreciate the corporate environmental culture, adopt the company's environmental policy and practices, and know given relevant contact persons within the organisation (Crosbie and Knight, 1995; Wehrmeyer, 1996; North, 1997; Revill, 2000; Renwick et al, 2008; Renwick et al, 2013).

For new employees seem to be needed to ensure they understand and approach their corporate environmental culture in a serious way. Companies can adopt two approaches in respect of e-induction. They are general e-induction and job specific e-induction. HRM practices under the e-induction is to Providing general e-induction; Providing job specific e-induction; Making new employees familiar with greening efforts of the organization and encourage them to engage in green interpersonal citizenship behaviour.

Measuring employee green performance of job is one of the key functions in green HRM. Without this practice any organisation cannot ensure the realistic environmental performance (firm level) in long term basis.

Evaluation of green performance of employee must be done separately or at least as a part of the performance evaluation system of the organisation. The measurement criteria of employee green performance of job must be carefully aligned with the organization's criteria of environmental performance.

In order to sustain good environmental performance, organizations must establish Environmental Management Information Systems (EMIS) and environmental audits. Many organizations have established environmental management information systems (Wells et al,

1993), and environmental audits (Carpenter, 1994). Schwalm (1994) states that the aim of an environmental management information system is to effectively monitor the large number of pollution, resource usage, energy and regulatory requirements an organisation encounters. Milliman and Clair (1996) state that when an EMIS has been developed, it is important that it is not just used for reporting purposes, but should also be integrated with performance appraisals of managers as well as employees. Incorporating corporate environmental management objectives and targets with the performance evaluation system of the organisation is a must for any organization nowadays. Organizations must include environmental issues as well as environmental incidents, take-up of environmental responsibilities and the success of communicating environmental concerns and policy within the performance evaluation system of the company (Wehrmeyer, 1996).

Installing corporate-wide environmental performance standards is also a must in the e-performance evaluation context. Firms like Amoco in the United States (U.S.) have tackled them by installing corporate-wide environmental performance standards (which cover on-site use, waste management, environmental audits, and the reduction of waste) to measure environmental performance standards, and developing green information systems and audits (to gain useful data on managerial environmental performance). The Union Carbide Corporation is a wholly owned subsidiary of The Dow Chemical Company, that includes a green audit programme that contains field audits – which are seen as important, as they can give employees a mechanism by which they can raise any recurring problems, and gain information and feedback on past and future environmental performance of their firm (Milliman and Clair, 1996).

Installing corporate-wide environmental performance standards or establishing green performance indicators into performance management system, and appraisals is not adequate. Communication of green schemes, performance indicators and standards to all levels of staff through performance evaluation system and establishing firm-wide dialogue on green matters are also needed to materialize targeted environmental performance (Renwick et al, 2008; Renwick et al, 2013).

Managers must set green targets, goals and responsibilities for their sections or divisions or departments, they should assess number of green incidents, use of environment responsibility, and successful communication of environmental policy within their scope of their operations (Renwick et al, 2008; Renwick et al, 2013).

For example, some companies have environmental goals (targets) for each employee or group (team) or department or division to achieve in a given period of time. Those companies formally evaluate the extent to which each employee, group (team), department or division has achieved environmental goals (targets). And also supervisors and managers of those companies give regular feedback to the employees or teams to achieve environmental goals or improve their environmental performance. Performance management (PM) is the process by which employees are prompted to enhance their professional skills that help to achieve the organizational goals and objectives in a better way. The recognition of the corporate strategy culminates into the PM. With the EM (Environment Management) affecting global business strategy, PM is also being influenced by the green wave in a possible positive manner.

Providing environmental training to the organizational members (non-managerial employees and managers) to develop required skills and knowledge is an important function of green HRM. This will be helpful to implement corporate environmental management programs of the company (Cook and Seith, 1992). Providing training to encourage recycling and waste management, supporting flexible schedules and telecommuting, and reducing long-distance business travel (Jackson et al, 2011) are very useful to reduce the negative environmental impacts of the organisations.

Creating environmental awareness among the workforce by conducting seminars and workshops at organizational level is also important to achieve good environmental performance. Providing environmental education that will result in a change of attitude and behaviour among managers and non-managerial employees (North, 1997) is also needed to the organisations. For example, in Fuji Xerox Singapore, every staff goes through eco- awareness training, as well as the sales forces receive education on the green aspects of its product and supplies. Apart from these, some organizations celebrates annual "environmental day" at company/organization level by organizing many competitive programs for non- managerial employees, managers and children of employees. This is also a good practice to inculcate certain key eco-values among the workforce as well as their family members.

Renwick et al, (2008 and 2013) suggest certain e-training and development practices such as training staff to produce green analysis of workspace, application of job rotation to train green managers of the future, provision of specific training on environmental management aspects of safety, energy efficiency, waste management, and recycling, development of green personal skills, and re-training of staff losing jobs in relevant polluter industries.

Environmental related education, training and development are key areas of green HRM in an organisation. Without proper education, training and development, materializing targeted environmental performance of a firm is very difficult to achieve. Therefore, it seems that certain companies have actually realized the importance of green education, training and development in their organizational setting.

Nowadays, some companies seriously analyze and identify environmental training needs of employees in order to make them more environmental concerned workforce. Really, these are good practices and also needed to implement corporate environmental management initiatives. Based on environmental training needs analysis of the workforce, these companies conduct serious and systematic education, training and development programs which are given to the employees for the purpose of providing needed knowledge, skills and attitudes for good environmental management. Training and development is a practice that focuses on development of employees' skills, knowledge and attitudes prevent deterioration of EM-related knowledge, skills, and attitudes. Greentraining and development educate employees about the value of EM, train them in working methods that conserve energy, reduce waste, diffuse environmental awareness within the organization, and provide opportunity to engage employees in environmental problem-solving.

Greenreward management is another key function of green HRM. The sustainability of organisation's environmental performance is highly dependent on the e-reward management practices of the organisations. To motivate managers and non-managerial employees on corporate environmental management initiatives, e-reward management has significant contributions. Organizations can practice it in two ways such as financial and non-financial. In some companies employees are financially (e.g. incentives, bonuses, cash) rewarded for their good environmental performance. In some other companies, employees are non-financially rewarded (awards/special recognitions/honors/prizes) for their good environmental performance.

Crosbie and Knight (1995) stated that some companies have successfully rewarded extraordinary environmental performance, practices and ideas by including environmental criteria into salary reviews. Due to the scarcity of financial rewards, recognition rewards for environmental performance have been established in many organizations, including Monsanto, Dow Chemical, and ICI Americas Inc, (Whitenight, 1992). The success of recognition rewards relies on the importance of company-wide identification. For example, such attention increases employees' awareness of environmental achievements (Bhushan and Mackenzie, 1994).

Communicating employee environmental excellence is also a good practice in some organizations. There are many ways in which organizations can communicate their environmental excellence within the organisation. For example, managers at Coors present awards at important meetings to employees who have participated in successful environmental programmes (Woods, 1993).

Having diverse employee environmental performance recognition programs at different levels is also needed for many organizations. The core success of recognition rewards is making them available at different levels within the organisation. For example, Xerox has awarded a number of company-wide environmental teams excellence awards in recognition for developing environmentally-sound packaging, re-use of materials and packaging, and the marketing of recycled paper for Xerox copiers (Bhushan and Mackenzie, 1994). Introducing rewards for innovative environmental initiative/performance reward program is also needed to encourage some creativity and innovation among the workforce. For example, Xerox has also further developed an "Earth Award" that recognises achievements in innovations of waste reduction, re-use and recycling (Bhushan and Mackenzie, 1994). Providing incentives to encourage recycling and waste management, supporting flexible schedules and telecommuting, and reducing long-distance business travel (Jackson et al, 2011) can also be considered as e-reward management practices.

Moreover "Pollution Prevention Pays" (For example, 3M has Pollution Prevention Pays program in practice), "Waste Reduction Always Pays" (For example, Dow has Waste Reduction Always Pays program in practice), "Priority One" (For example, Monsanto has this program in waste reduction), and „Save Money and Reduce Toxics" (SMART) at Chevron are some good examples for the company specific e-reward management practices (Berry and Randinelli, 1999).

Renwick et al, (2008) suggest several e-reward management practices. They are green pay/reward system, tailor packages to reward green skills acquisition, use of monetary-based environmental management rewards (bonuses, cash, premiums), use of non-monetary based environmental management rewards (sabbaticals, leave, gifts), use of recognition-based environmental management rewards (awards, dinners, publicity, external roles, daily praise), positive rewards in environmental management (feedback), personal reward plan for all to gain green stewardship/citizenship, linking suggestion scheme with rewards system, linking participation in green initiatives with promotion/career gains (managers advance through supporting staff in environmental management), and use of green tax breaks. Rewards and compensation are the major HRM processes through which employees are rewarded for their performance. These HR practices are the most powerful method which links together an individual's interest to that of the organization's. We also assert that incentives and rewards can influence employees' attention to the maximum at work and motivate them to exert maximum effort on their part to achieve organizational goals.

The e-health and safety management is really beyond the scope of traditional health and safety management function of HRM. It really includes the traditional health and safety management and some more aspects of environmental management of an organisation. That is why nowadays many organizations are redesigning post

of "health and safety manager" as "health, safety and environmental manager". This post includes a wider job scope when compared with traditional post of health and safety manager in an organisation. For example, it includes biodiversity protection and community support initiatives etc. The key role of e-health and safety management is to ensure a green workplace for all. Green workplace is defined as a workplace that is environmentally sensitive, resource efficient and socially responsible (SHRM, 2009). At present there are companies where traditional health and safety function was extended to include environmental management/protection. These companies have continually endowed to create various environmental related initiatives to reduce employee stress and occupational disease caused by hazardous work environment.

In order to improve health and safety of employees, some companies have really created strategies (e.g. green factory/green zone) to maintain a conducive environment to prevent various health problems. These aspects can be considered as some examples for e-health and safety management practices of the organizations. Some proactive companies (3M, DuPont, Allied, Signal, Amoco, and Monsanto) in environmental management found that management of environment and its cost lead to improvements in the health of employees and local communities, enhancing the image of the company as a desirable employer and corporate citizen.

Wehrmeyer (1996) stated explicitly that green discipline management is a pre-requisite in corporate environmental management. In ensuring green employee behaviour in the workplace, organizations may need green discipline management practices to achieve the environmental management objectives and strategies of the organisation.

In this context, some companies have realized "discipline management" as a tool to self- regulate employees in environmental protection activities of the organisation. These companies have developed a clear set of rules and regulations which imposes/regulates employees to be concerned with environmental protection in line with environmental policy of the organisations. In such companies, if an employee violates environmental rules and regulations, disciplinary actions (warning, fining, suspension, etc.) are taken against him/her.

Renwick et al, (2008) indicates that setting penalties for noncompliance on targets in environmental management, discipline and/or dismissal for environmental management breaches, and developing negative reinforcements in environmental management (criticism, warnings, suspensions for lapses) are also worthwhile practices under the function of e-employee discipline management. In case of rule violations which are not serious, it is a good practice to apply progressive discipline which is a system that progresses from the least severe to the most severe in terms of disciplinary actions/penalties.

The evolution of green HRM has penetrated into the employee relations and union management activities of the organisation. In green HRM, employee relations and union support (in a unionized workforce context) are critical in

implementing corporate environmental management initiatives and programs. Some companies have strategies (joint consultations, gain sharing, recognizing union as a key stakeholder in environmental management) to get the expected support of trade unions for corporate environmental management initiatives. Really it a good practice to increase firm's environmental performance.

Renwick et al, (2008 and 2013) suggested certain e-employee relations and union management practices. They include employee involvement and participation in green suggestion schemes and problem-solving circles, staff independence to form and experiment with green ideas, integrating employee involvement and participation into maintenance (cleaning), employee help-line for guidance in green matters, tailoring green employee involvement schemes to industry/company standards**,** increasing line/supervisory support behaviors in environmental management, union-management negotiating to reach   green workplace agreements, training of union representatives in respect of environmental management aspects, encouraging employees to use green forms of transport, set-up of low carbon chiefs (including CEO and Board) to increase action in environmental management, and introducing green whistle-blowing and help-lines.

Research Methodology

The HR technology issues revealed normal penetration of information and communication technology (ICT) in all kinds of business is the introduction of corporate leading to dimensional and often unpredictable and , the effect of various advancement. The study attempts to study the various dimensions that contributes to the development of human resources in enhancing the impact of the contents of electronic management of technological performance of ITES Industry. To fulfil the objectives, Research was carried out in National Capital region of India (Delhi, Ghaziabad, Faridabad, Noida and Gurgoan). Sincere attempt has been made by the researcher to cover as wide as possible, so as to achieve the objectives of the study. A sample of 600 (end-users) respondents was taken into consideration. These respondents were interviewed through a well drafted pre-tested questionnaire. While 372 respondents were end-users from various ITES organisations.   These respondents were interviewed through a well drafted pre-tested questionnaire following the probabilistic simple random sampling.

Data Analysis and Findings

 (SEM) was employed in this study to test proposed model and hypotheses and used AMOS as the analysis instrument. For parameter estimation, maximum likelihood method was adopted.   Measurement model and structural model test were used to test fitness of the model. To assess direct and indirect relationships among the studied variables the researchers have followed a two-step procedure using confirmatory factor analysis and structural equation modeling (Anderson & Gerbing, 1988). Amos has been used to perform these analyses. *In*

the Model of all paths for the relationship between Green HRM practice and Job Satisfaction have been examined. The paths from dimensions of green HRM Practices have been examined. The path from the dimensions of EHRM has been examined and finally the path from the Job satisfaction has been examined. Confirmatory factor analysis (CFA) was conducted to have a more rigorous interpretation of EHRM. The CFA model or Measurement model was employed to identify and determine the relationships of variables within the model. To evaluate the goodness-of-fit of model several measures of indices are used as suggested by Hair et al. (1998), Iacobucci (2010), Schumacker (1992): Chi-square/degrees of freedom ($\chi\sqrt{/}$df) ratio, root mean-square error of approximation (RMSEA), goodness of fit index (GFI), normed fit index (NFI),comparative fit index (CFI), incremental fit index (IFI).

Green Job Analysis	GJA
Green recruitment	GR
Green selection	GS
Green performance evaluation	GPE
Green training and development	GTD
Green reward management	GRM
Green employee discipline management	GEDM
Green employee relations	GER
Job Satisfaction	JS
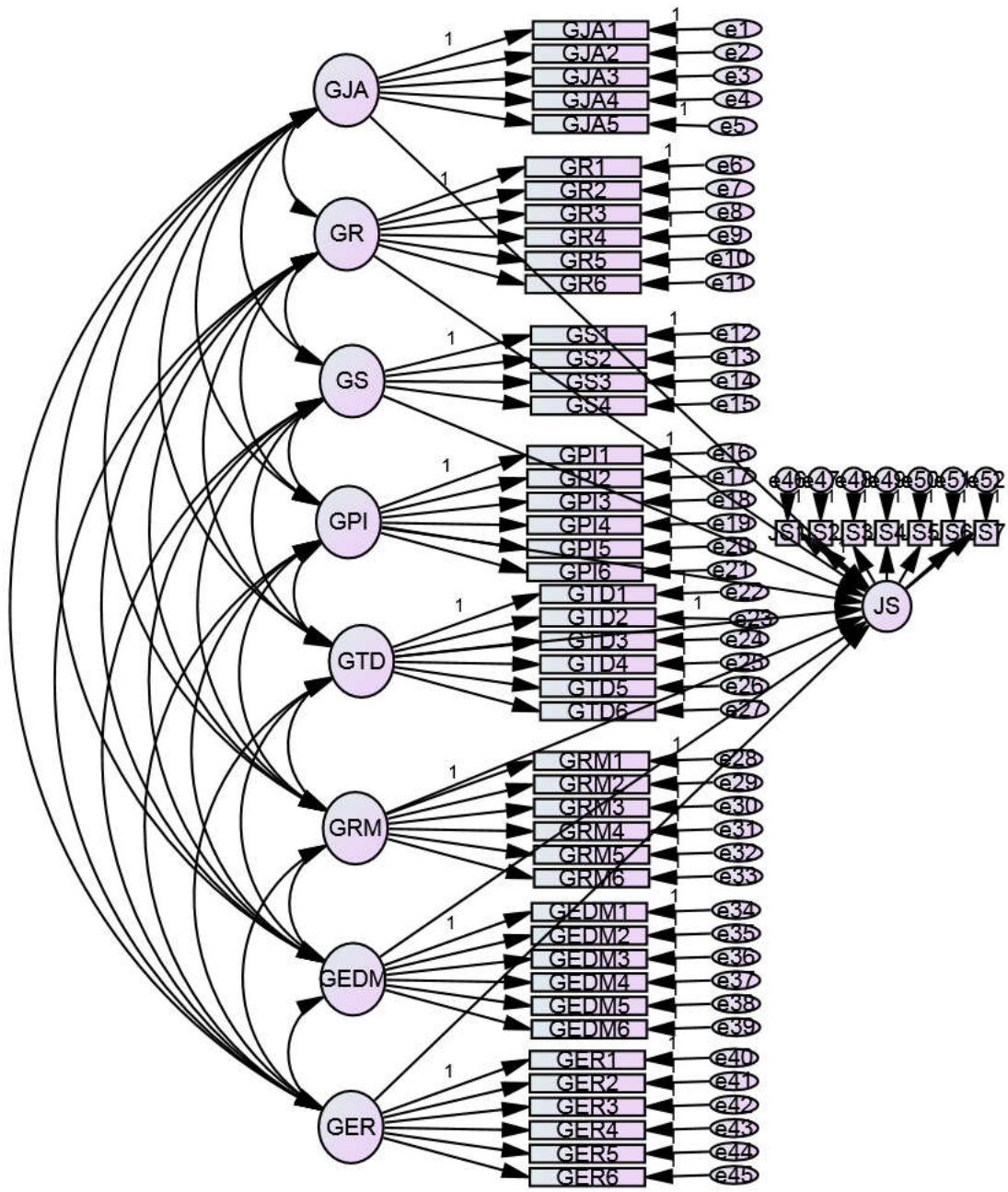
The fit output contains a large array of model fit statistics. All are designed to test or describe overall model fit. Each researcher has his or her favourite collection of fit statistics to report. Commonly reported fit statistics are the chi-square (labeled *Discrepancy* in the output shown above), its degrees of freedom (*DF*), its probability value (*P*), the Tucker-Lewis Index (*TLI*), and the Root Mean Square Error of Approximation (*RMSEA*) and its lower and upper confidence interval boundaries. There is also a Standardized Root Mean Residual (*Standardized RMR*), but it is important to note that this fit index is only available for complete datasets (it will not be printed for databases containing incomplete data).

Various rules of thumb for each of these fit statistics exist. These rules of thumb change as statisticians publish new simulation studies that further document the behaviour of various measures of fit. The chi-square test is an *absolute* test of model fit: If the probability value (*P*) is above .05, the model is accepted.

As the RMSEA = 0.075, GFI = 0.931, CFI = 0.905, and IFI = 0.906. All measures fulfill the suggested values. Therefore, model can be said as a good fit model.

Summary Table-Model 2

The Normed Fit Index (NFI)	0.888	The Normed Fit Index Exceeds 0.90 (Byrne, 1994) or 0.95 (Schumacker & Lomax, 2004)
Incremental fit index, IFI	0.906	IFI should be more than or equal to 0.90 to accept the model
the Tucker-Lewis Index (TLI)	0.879	Tucker-Lewis Index (TLI) must be nearer to one
The Comparative Fit Index	0.905	CFI exceeds 0.93 (Byrne, 1994)
The Goodness of Fit Index	0.931	The Goodness of Fit Index (GFI) exceeds .90 (Byrne, 1994)
RMSEA	0.075	the RMSEA (good models < .08)

Regression weights

			Estimate	S.E.	C.R.	P	Label
JS	<---	GJA	-.201	.061	-3.316	***	
JS	<---	GR	-.733	.146	-5.014	***	
JS	<---	GPI	2.750	.390	7.047	***	
JS	<---	GTD	-.097	.036	-2.697	.007	
JS	<---	GS	-.167	.057	-2.932	.003	
JS	<---	GRM	-.858	.141	-6.087	***	
JS	<---	GEDM	3.070	.401	7.663	***	
JS	<---	GER	.137	.057	2.412	.006	

The probability of getting a critical ratio as large as 3.316 in absolute value is less than 0.001. In other words, the regression weight for **GJA** in the prediction of **JS** is significantly different from zero at the 0.001 level (two-tailed).

The probability of getting a critical ratio as large as 5.014 in absolute value is less than 0.001. In other words, the regression weight for **GR** in the prediction of **JS** is significantly different from zero at the 0.001 level (two-tailed).

The probability of getting a critical ratio as large as 7.047 in absolute value is less than 0.001. In other words, the regression weight for **GPI** in the prediction of **JS** is significantly different from zero at the 0.001 level (two-tailed).

The probability of getting a critical ratio as large as 2.697 in absolute value is .007. In other words, the regression weight for **GTD** in the prediction of **JS** is significantly different from zero at the 0.01 level (two-tailed).

The probability of getting a critical ratio as large as 2.932 in absolute value is .003. In other words, the regression weight for **GS** in the prediction of **JS** is significantly different from zero at the 0.01 level (two-tailed).

The probability of getting a critical ratio as large as 6.087 in absolute value is less than 0.001. In other words, the regression weight for **GRM** in the prediction of **JS** is significantly different from zero at the 0.001 level (two-tailed).

The probability of getting a critical ratio as large as 7.663 in absolute value is less than 0.001. In other words, the regression weight for **GEDM** in the prediction of **JS** is significantly different from zero at the 0.001 level (two-tailed).

The probability of getting a critical ratio as large as 2.412 in absolute value is .016. In other words, the regression weight for **GER** in the prediction of **JS** is significantly different from zero at the 0.05 level (two-tailed).

In the overall model, there is a significant relationship exists between Green Job Analysis on Job Satisfaction **Accepted**

In the overall model, there is a significant relationship exists between Green recruitment on Job Satisfaction. **Accepted**

In the overall model, there is a significant relationship exists between Green performance appraisal on Job Satisfaction **Accepted**

In the overall model, there is a significant relationship exists between Green training and development on Job Satisfaction **Accepted**

In the overall model, there is a significant relationship exists between Green selection on Job Satisfaction **Accepted**

In the overall model, there is a significant relationship exists between Green reward management on Job Satisfaction **Accepted**

In the overall model, there is a significant relationship exists between Green employee discipline management on Job Satisfaction **Accepted**

In the overall model, there is a significant relationship exists between Green Employee relation on Job Satisfaction **Accepted**

Conclusion

In the overall model, there is a significant relationship exists between Green Job Analysis on Job Satisfaction, Green recruitment on Job Satisfaction, between Green performance appraisal on Job Satisfaction between Green training and development on Job Satisfaction between Green selection on Job Satisfaction between Green reward management on Job Satisfaction between Green employee discipline management on Job Satisfaction, and between Green Employee relation on Job Satisfaction

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