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GREENING THE WORKFORCE: EVALUATING THE IMPACT OF GREEN HRM ON BANK EMPLOYEE PERFORMANCE -EVIDENCE FROM PUNJAB USING STRUCTURAL EQUATION MODELING

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Abstract
Green Human Resource Management (GHRM) took a shape in the form of a strategy of ensuring that the manner of how people worked was moderated as per the needs of the ecological goals. The research aims to determine the impact of Green Human Resource Management (GHRM) practices viz, green recruitment, selection practices, green training and employee relations on employee performance in government and privately owned banks. The research conducted is quantitative and cross-sectional in nature and progressed through administration of structured questionnaires to the 487 banking professionals. The scale and structural models were validated using Structural Equation Modeling (SEM) using AMOS v 24. As the findings show, each of the four GHRM practices has a significant positive influence on employee performance. The highest effect was linked to green training and then employee relation training, recruitment and selection practices. Generally, the model was very fit (CFI = 0.951, RMSEA = 0.053) which means that the proposed framework was good. These findings indicate that adoption of environmental sustainability through green HR practices is also advantageous to organization performance. The study offers very useful recommendations to not only the banking organizations, but also HR policy makers who want to balance between being green and staying efficient at work.
Keywords: Green Human Resource Management, Employee Performance, SEM, Banking sector and Sustainable HRM.

1. INTRODUCTION

Sustainability has become a major part of strategic human resource management over the last couple of years and this has been added by the industries that are not directly linked to environmental degradation such as the banks and financial sector. Green Human Resource Management (GHRM) refers to the incorporation of environmental management within HR policy and operations and the use of the same to encourage responsible use of business resources (Renwick et al., 2013). This is done with the aim of creating an environmentally conscious workforce that will act in a manner to facilitate the desired sustainability of the company. The Indian banking industry is comprised of public and private banks that have started to consider the necessity to make some changes in order to become eco-friendly. This would not only involve a commitment of green money, but also change of the business operations of the organizations. The Report on Climate Risk and Sustainable Finance, published by the Reserve Bank of India (2021) recommends that the banks implement Environment, Social, and Governance (ESG) criteria to its management and reporting model. Along the lines of the above-mentioned, the Ministry of Environment, Forest and Climate Change (MoEFCC) has also argued that institutional HR processes that have to do with capacity building and the creation of awareness can help India transition to the low-carbon economy (MoEFCC, 2022). Despite this trend of policy impulse, empirical inferences on how this works practically have not been probed up to date within the context of the Indian banks. Most of the studies have left a research gap in the services based institutions like banks and only studied the manufacturing sector in India (Yusliza et al., 2017; Tang et al., 2018). This is of paramount importance because banks form part of an important tool of sustainability agenda of nations both inside the banks and outside in funding the different projects in the country. Besides this, current survey findings suggest that the influence of sustainability measures on employee behaviour and morale may be highly favourable. A report issued by KPMG India in 2019 found that over 67 percent of people employed in companies that have a visible sustainability policy said they are more engaged and satisfied with their jobs (KPMG India, 2019). In the light of the above-context, Structural Equation Modeling (SEM) would be used in

the given research to examine the impact of GHRM on the employee performance in the province of Punjab under both public and private banks in terms of task, contextual and adaptive dimensions.
This is specifically achieved on four constructs that were deemed to be critical to GHRM and they are: green recruitment, selection practices, green training and green employee relation and how it has inter-relied and individually influenced the performance of employees. The paper is original in theory and practice as it helps in filling a major research gap in literature research on GHRM and anchors the analysis on emerging new financial ecosystem.

2. THEORETICAL BACKGROUND

As environment management has found its way into the traditional human resource functions, Green Human Resource Management (GHRM) has become a paradigm shift in the contemporary human resource systems. It operates on the edge of sustainability and human capital development, among other practices it involves green recruitment and selection, green training and development, green performance appraisal and engagement of employees in environmental projects (Renwick et al., 2013). Strategy to cause sustainable organizational behavior and make the work force more effective is in the banking sector - particularly in service intensive sector like Punjab with GHRM. GHRM as a theory has close theoretical foundations in the Resource-Based View (RBV) of the firm. RBV, when questioned, feels that once the human resources are developed and aligned with the strategic intents, the human resources could become a means to the sustainable competitive advantage (Barney, 1991). Green training and green recruitment can be discussed as GHRM strategies aimed to create an internal source of talent cognizant of environmental issues, possesses skills and the newest behavioral fashions and transforms the human resource into a strategic asset capable of driving corporate results and new inventions (Jabbour and Santos, 2008). The Ability Motivation Opportunity (AMO) framework serves as a process-based explanation of how GHRM practices contribute to employee performance to augment RBV. The AMO model suggests that performance can be significantly improved in a region where employees are enabled (e.g. with green training), motivated (e.g. with green incentives or recognition), and empowered (e.g. through participatory green decision-making) to behave in pro-environmental ways (Appelbaum et al., 2000). Green recruitment attracts the appropriate individuals, based on values; green training builds capacity of potential candidates to apply the knowledge related to the environment, and inclusive employee relations provide the platform to keep on contributing to the green activities that translate to the better outcome regarding employee performance.
The Institutional Theory also provides a macro lens on which one can consider the development of GHRM in banking. It presupposes that the external forces like regulators, the society and colleagues within an industry influence the internal behavior of an organization (DiMaggio and Powell, 1983). Reserve Bank of India (RBI) and other control agencies and policy frameworks of India, such as National Action Plan on Climate Change (NAPCC) and sustainable Development Goals (SDGs) are striving to bring about such a practice by organisations as banks in India. These institutional forces give an incentive of legitimacy to institutions with the help of deep-rooted models that assist banks in implementing GHRM in all of their HR practices, in particular, the focus on green hiring, training, the involvement of the internal staff as a set of norms that respond to the expectations of the people. In short the theoretical framework of GHRM relates to strategic, behavioral as well as institute approach. The addition of green human capital to the framework is based on the fact that their HR practices are micro-level processes that explain how their practices impact performance, that green engagement can be defined using SET that deals with relationship and motivation factors, and that the Institutional Theory adds to a bank to say the influence of environmental expectations as a driving factor in this behavior of a bank. A mix of these theories helps us to study the impacts of GHRM practices on enhancing the performance of bank employees in Punjab when organizations transition to sustainability-based frameworks.

3. Measurement Tool

To investigate and empirically measure the effect of Green Human Resource Management (GHRM) practices on the employee performance in the banking sector, this research study was anchored on a structured and pre-tested questionnaire that was developed in accordance with the already existing measurement gauges in recent literatures (Jabbour and Santos, 2008; Yong et al., 2020; Gupta and Sharma, 2023). The item encompassed five significant constructs, i.e., Green Recruitment, Green Selection Practices, Green Training, Green Employee Relations, and Employee Performance that were operationalized as a number of items of the five-point Likert-scale. The following constructs are also reflective of such a relationship, as they are selected based on the growing academic consensus that GHRM is multidimensional and each dimension will contribute a unique, positive change in the performance outcome of sustainability (Renwick et al., 2013; Dubey et al., 2017). The derived methodological approach proves content validity and allows the study to show the less obvious relationships between green HR practices and performance indicators (Tang et al., 2018; Kim et al., 2019).
The green recruitment construct was established to assess the extent to which the issues concerning the sustainability of the environment are entrenched. Recruitment process sphere and introduction of environmental

values into it affect the attraction and retention of employees to a significant extent because it is the place that assists in attracting employees who are intrinsically-motivated and encourages them to work on achieving the objectives of sustainability (it is written in the literature) (Yong et al., 2020; Gupta and Sharma, 2023; Ren et al., 2018). By introducing the concepts of the green values into the procedure of recruiting new employees and, thereby, their opportunities of a long-term ecologically-friendly performance, the companies will be able to introduce the level of the cultural fit between the hired staff and their eco-committal at an earlier stage (Tang et al., 2018; Singh et al., 2020). A typical survey question that was representative of this construct was as follows: I have a bank that highly values candidates who demonstrate some form of environment-awareness and sustainability.

The second construct, Green Selection Practices, needed to concern the inclusion of environmental aspects in the selection, shortlisting form, and interviewing. It has already been established in the literature that the use of sustainability criteria in selection enhances the quality of human capital as associated with environmental competence and, consequently, creates a pro-environmental organizational climate (Ojo and Raman, 2021; Singh et al., 2022; Hosain and Rahman, 2016). This element has the consequence that besides the more conventional qualifications, the attitudes and knowledge of the environment are part of candidate consideration (Arul Rajah et al., 2015; Dubey et al., 2017). Some of the measures used during this section were - Environmental knowledge and attitudes towards green will be considered during interview and final selection.

The third construct was Green Training which measured the extent to which banks had invested in the development of employee competency related to environmental handling, sustainable operation and environment friendly decisions. Empirical evidence has further demonstrated that the concept of green training matters as far as the enhancement of the environmental performance of employees, promotion of eco-innovation, and enhancement of voluntary pro-environmental behaviours within the workplace settings are concerned (Al-Ghazali and Afsar, 2021; Jabbour, 2011; Govindarajulu and Daily, 2004). This same training does not only imbue technical knowledge in the worker, but contributes to raising the level of internal commitment of the workers to the mission of sustainability (Pham et al., 2019; Tang et al., 2018). One of the questions under this construct was the following: I have been trained about the environmental policy and sustainability of the bank.

The fourth construct was Green Employee Relations that determined the degree of active involvement of employees in green decision making processes, environment sustainability meetings and Green communication systems. Literature postulates that active participation of employees on sustainable schemes translates to high morale levels, green citizenship behaviour, and adherence to the psychological contract between employees and their employer (Khan et al., 2022; Tang et al., 2023; Daily et al., 2007). Employee engagement also facilitates the feeling of communal accountability to establish environmental objectives that enhance the most innovative and productive green practices (Ren et al., 2018; Pham et al., 2019).

Answering all the items was based on a five-point Likert scale between 1 (Strongly Disagree) and 5 (Strongly Agree). In the domains of organizational and behavioral studies, the format has many followers because of its ability to maintain the energy of perceptions and attitudes without losing the interest of the respondent (Joshi et al., 2015; Allen and Seaman, 2007). In order to render the questionnaire clear, reliable, and context-specific, it was thoroughly vetted by experts and tested on the sample which is representative of the banking industry in Punjab, India (Bryman and Bell, 2015; Hair et al., 2019). Further, construct convergent and discriminant validity were demonstrated according to established statistical criteria during the data analysis process that ensured the strength and stability of the empirical findings (Fornell and Larcker, 1981; Hair et al., 2017).

Construct	Operational Definition	Key References
Green Recruitment	The approaches and tactics of attracting and hiring the potential employees, whose values, skills, and attitudes resonate with the organizational goals regarding environmental sustainability and integrate the green parameters into the job advertisements and recruitment activities.	Yong et al. (2020); Gupta & Sharma (2023); Ren et al. (2018)
Green Selection Practices	Considering the environment conditions during screening of employees, hiring and placement to ensure that employees will adjust to the eco-friendly business culture.	Singh et al. (2022); Ojo & Raman (2021); Arulrajah et al. (2015)
Green Training	Formal systems that will help to develop employees in terms of environmental knowledge, skills and behaviors so they can play an effective role in ensuring sustainability efforts of the organizations they work.	Al-Ghazali & Afsar (2021); Jabbour (2011); Pham et al. (2019)
Green Employee Relations	Employee involvement in environmental decision-making, green forums in communication, and the participatory	Khan et al. (2022); Tang et al. (2023); Daily et al. (2007)

	programs in sustainability, to develop morale and environmental citizen behavior.	
Employee Performance	The capacity of employees to meet or even exceed the work goals and/or show effectiveness, innovation and adherence to environmental and organizational objectives.	Pradhan & Jena (2017); Kim et al. (2019); Renwick et al. (2013)

Table 3.1: Construct Operational Definition Key References

4. OBJECTIVES OF THE STUDY

The most important purpose of the proposed study is to establish the correlation between Green Human Resource Management (GHRM) practices and employee performance within the banking industry of Punjab, India. This research discusses the contributions of the different elements of GHRM, including; green recruitment, selection practices, green training, and employee relations to improving the performance of the employees in both the public and private banks. The possible objectives of the research are as follows:

1. To examine the extent to which green recruitment influences the performance of bank employees.
2. To evaluate the impact of green selection practices on employee performance in the banking sector.
3. To assess the role of green training in enhancing employee capabilities and performance.
4. To analyze the contribution of green employee relations to employee engagement and performance.

5. Hypothesis Development

GHRM is more accurately viewed as a strategic source of sustainable organizational performance within an environment where service excellence skills are required as in the banking sector. Recent research has identified a beneficial impact of several GHRM practices such as green recruitment, selection, training and managing employees on the behavior of workers, motivation and performance (Yusliza et al., 2023; Singh and Elshaer, 2023). On the basis of the following theoretical models: the Resource-Based View (RBV), Ability Motivation Opportunity (AMO) Theory and the Social Exchange Theory (SET), the proposed research develops the following hypotheses that investigate the relationship between GHRM constructs and employee performance.

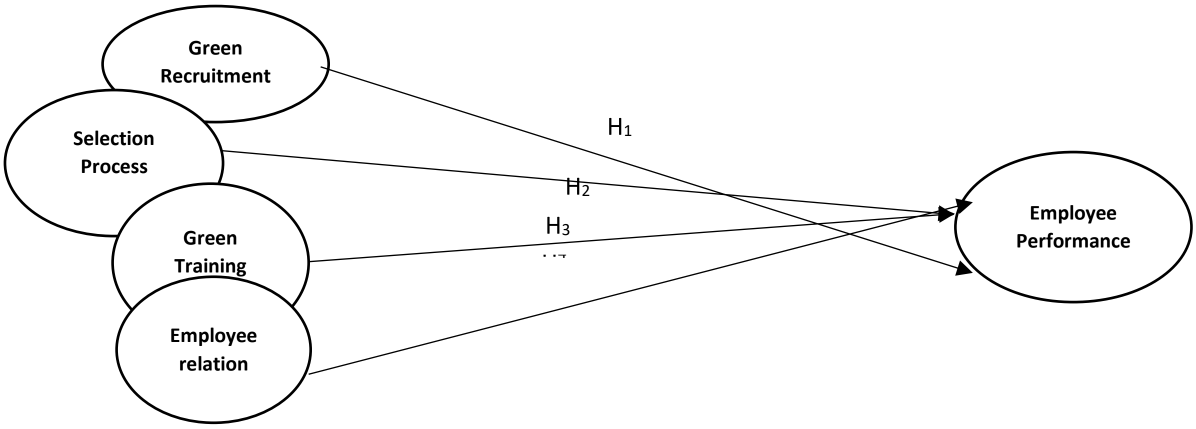

Fig 5.1: Proposed Model

Based on the proposed model (Fig 5.1), followed hypothesis are constituted:

H1: Green Recruitment has a significant positive impact on the performance of bank employees.

Green recruitment has been related with trying to hire, select and employ the candidates that besides being able to perform the duties they are required to do within the company, have a clear propensity towards the environment-conscious attitude and sustainability. Employing Green people would ensure that the employed people would align themselves with the organizational environmental vision and organizational culture at a younger age as it was the case with the banking industry where sustainability is fast becoming the critical strategic interest. The answer to this hypothesis is in the concept of the person-organization (P-O) fit, meaning that those people, whose values and beliefs align with the overall goals of the organization, have a higher chance of being more motivated, engaged and performing better. With the focus on ensuring that green recruitment is highlighted, the banks would send a clear message to their prospective job applicants that they are taking the issue of sustainability in their performance seriously. Such cues will be much more quickly taken by environment-conscious candidates and they will be naturally driven to play to the green targets of the organization. This is backed up by empirical studies. The first one is that Gupta and Sharma (2023) found out that the companies, which base their personnel recruiting procedures on the environmental principles, have found that the given personnel recruiting procedure is linked to the improved interaction between the employees and their work performance. Similarly, Yong et al. (2020) argued that green recruitment can result in an increased degree of job satisfaction based on the perception of shared interest and normative state between the employer and the hired individual. Also, the employees recruited through green recruitment will be more willing to participate in behavioral change that may result in having pro-environmental behaviors during the working term (reducing waste, conserving energy, promoting green innovations, etc.). All this type of behaviors do not just make the environment sustainable but also do improve the performance of the organization at large since it makes the organization far more efficient, more innovative and with a better image. The green recruitment strategy has the potential of delivering tangible outcomes to the banking sector where the success or failure of a worker is directly linked to the customer satisfaction, service, and efficiency. The environmentally minded workers too are also proactive, responsible and aligned towards the long-term organisational vision and therefore remain in a position to excel in job performance. Therefore, the issue of green recruitment is significant in the imparting of environmental conscious staff, which is also significant as far as the employees in the banking industry are concerned regarding their performance in the field of organizational performance.

H2: Green Selection Practices have a significant positive impact on the performance of bank employees.

The green selection is also described as incorporation of environmental sustainability considerations in employee selection. It is the evaluation of the applicants not only in terms of their technical and professional abilities, but also their level in terms of attitude, behaviour and knowledge with respect to environmental sustainability. These are also testing the awareness of the candidates on the ecological issues, whether they are green or not, and whether they will probably participate in an environmental friendly programme in the organisation. The green choices made will ensure that all those hired to work at the company are able not only to deliver in the job positions they are assigned because of their abilities but also to fit the company sustainability objectives. This alignment orientation leads to a sense of purpose and responsibility which is translated to job engagement of high quality, performances of organizational citizenship and ultimately to worker performances. Theoretically, green selection is founded on the resource based view (RBV) of the firm according to which sustainable competitive advantage might be produced by human capital base provided that there are unique, valuable, and non-copyable capabilities of the employees including commitment towards sustainability. The likelihood of successful green selection of employees is that they will be engaged in business practices that maximises their efficiency, reduce wastage, comply with environmental laws and regulations, and innovations in environmentally friendly banking policies. There is empirical research to back this opinion. Ojo and Raman (2021) were keen to point out that when organizations did choose to use environmentally-oriented selection tools, they experienced employee commitment and performance at an increased level, especially in circumstances where it is critical to maintain regulatory compliance and the opinion of the people e.g., in banking organizations. Similarly, Singh et al. (2022) have demonstrated that the green competencies-oriented selection practices lead to hiring individuals who are more adaptable, ethical, and productive to perform activities and tasks triggered by sustainability. Additionally, by applying green selection to the human resource strategy, banks must be able to create a working environment where the norms of the environment are viewed as the norm and implemented into practice. This culture fosters teamwork, ethical behaviours and pro-active behaviours that all constitute high performing employees in a service-based organisation such as a bank. Thus, the green selection practices are a good strategic sieve as only the candidates with actual environmental orientation are hired. These individuals will be more willing to enhance their performance since they are in vicinity of the organizational goals and therefore, make contributions that will help to increase the overall performance of employees working in the banking industries.

H3: Green Training has a significant positive impact on the performance of bank employees.

The intended learning and development initiatives that should be undertaken to equip organizational employees with the knowledge, skills, and attitudes that would help promote environmental sustainability within the workplace are referred to as green training. Good examples of green training issues that one can offer in the banking sector include: energy efficiency, sustainable finance, waste management, technological breakthroughs in online banking, paperless banking, and environmental laws and policies. Increasing the green skills of the workforce that would result in the making of the greener decisions and development of the behaviour that could be useful in the maintenance of the organizational sustainability objectives is the primary goal of the green training. This kind of training does not just create technical experience in working in clean environment, but psychologically it makes employees have power, feel empowered, knowledgeable as well as capable of taking the right action on the environment. Theories of why green trainings have a positive impact on staff performance include theory of Social Learning that states that people learn by observing, modeling and practicing behaviours that are endorsed by the organization. When the employees are educated over of the value and practices of being green, when the banks provide the employees with green training where more focus is on the value and practices and the employees get the norms and implement them in their day-to-day roles and responsibilities and this leads to improvement in the performance of the employees individually and collectively. Similarly, as Tang et al. (2023) showed, companies investing in sustainability-oriented training observe the tremendous improvement of their employees in problem solving and teamwork, interest in green goals, which positively affect performance. In the situation of the banks, green training helps to know and work with the employees in the area of the environmentally friendly financial products and services, implement the green policies in the banking system, become an aspect of corporate social responsibility (CSR) in the institution. This in its turn results in more qualified and confident employees who will learn how to approach tasks in an efficient manner without wasting time and also reach higher ecological objectives. Green training also creates a culture of learning and a feeling of responsibility. It is a sign that the bank is resolute towards sustainability as steward of the environment and this can help increase the morale, loyalty and engagement of the employees that has proven to influence the end result of performance. Green training can also be viewed as a strategic lever to enhance the competencies of both employees and align workers behavior towards environmental sustainability. This is directly good since the green training positively affects knowledge, motivation and psychological empowerment that positively affect the performance of the bank employees.

H4: The performance of the banking workers is greatly affected by Green Employee Relations.

The practices and policies that increase contact and communication with the environment friendly roles and cooperation between the employees and the management are referred to as the green employee relations. Some of such practices involve encouraging free discussion of green programs, providing a platform where the employees can also contribute to making decisions that touch on not only the environmental issues but also a feedback mechanism that touches on the effects of such on the environment and also a culture of inclusion where all the employees listen to issues relating to the environment but also provide feedbacks. Good green employee relations helps in ensuring that there is shared purpose and shared responsibility between the organization and the employees that bring about alignment of behavior of the individuals and the work of the organization in regards to the environment. Once the staff believes that its views and ideas regarding sustainability are considered, the staff will be more engaged, motivated and dedicated to deliver a high performance. The hypothesis is based on the Stakeholder Theory and the Organization Theory of Support, that states that when companies offer support and involve employees in valuable activities such as the sustainability effort, the employees will reciprocate by showing interest, staying loyal and performing to a better performance. Green employee relations means that the organization, at least, is supportive of both the environment and the best well being and empowerment of his/her workforce. This is supported by empirical evidence. According to Khan et al. (2022), green communication and participatory mechanisms is one of the most prominent predictors of engaged and innovative employees, and this aspect can be directly translated into job performance. Amrutha and Geetha (2020) also noted, on the same point, that the involvement of employees in making decisions regarding environmental issues and work as a green contribution that should be valued, will elevate the extent of their motivation, satisfaction, and performance by a significant margin. The concept of green employee relations in the banking industry plays a critical role in the development of a sustainability culture. Workers will be more owned and committed when their banks ask them to participate in green activities such as reducing the use of papers, sponsoring green community activities or giving them ideas on how to green the banking products. The participative approach builds trust, collaboration and responsibility within the organization that is essential to optimal performance within service-oriented markets. In addition to this, it has also been discovered that banks, which take environmental values into consideration during employee relation process are less resistant to change, more flexible, and more aligned with individual and organizational goals. These are directly related to the increase in the quality of service, efficiency, and customer satisfaction which are under performance measures in banking industry. Other than enhancing environmental performance, a green employee relations may result into a positive healthy and high performing workforce. To a large extent, the banks can enhance performance of its employees by creating a sustainable work environment through an inclusive, communicative and participatory work environment.

6. RESEARCH METHODOLOGY

This part will provide background information on the methodological design adopted to follow up the study, which explores the impact of Green Human Resource Management (GHRM) practices on employee performance of the banks of Punjab in the public and the private sector. Because sustainability is an aspect of organization management that has gained relevance in areas that deal with the environment such as the banking sector, the study will aim at empirically testing the association between the aforementioned specific GHRM practices, which include green recruitment, green selection, green training, green employee relations and its effect on employee performance in banks. The methodology outlines the research design, sampling method, data collection, instrumentation and data analysis techniques that shall be adopted to achieve the objectives of the research. The selected type of research is quantitative, cross-sectional, explanatory to present the objectivity of the research, its ability to be generalized, and the potential of the hypothesized relations between the constructs to be tested. In the research paper, primary data is adopted that will be gathered with the help of the structured survey questionnaire to the banking professionals in different public and private institutions in Punjab. This is why stratified random sampling strategy was included in order to have a representative sample, to obtain the contribution of employees

at different levels in the organization, to obtain a diversity of opinion. The questionnaire items were grounded in the already tested and established scales applied in the previous studies along with a Likert type scale.
The study is performed with Structural Equation Modeling (SEM), which is an influential procedure of multivariate identification, and in which case, both measurement and structural models can be viewed as being evaluated simultaneously. This is particularly appropriate in SEM as it will assist to examine complicated associations amid latent variables, however it would likewise put into account measurement error. Nevertheless, the clear description of all procedures of the research process, such as research design and research analysis, is given in this part, so it is indeed methodologically rigorous and clear, and this aspect would help justify the research findings and inform about the researching process of how GHRM might impact the employees results in the banking industry.

6.1 Research Design

The study is quantitative in nature, cross-sectional, explanatory, and particularly appropriate in order to test the hypothesis, and identify potential cause-effect relationships between different independent and dependent variables (Hair et al., 2021). Such quantitative methodology enables the use of structured data collection method and statistical tests to objectively quantify the bushes among green human resources management (GHRM) practices that can involve green recruitment, green selection, green training, and green employee relations and staff performance in the banking sector. It is a cross-sectional study; it implies that the research only observed a single instance at a given time; which was recorded by measuring data. This design is particularly desirable when one is interested in investigating the relationship between constructs that already exist but it may not be necessary to observe long term that is very expensive. Also, the explanatory design will help get past description and attempt to clarify direction and strength of hypothesized relationships between constructs of interest in the study. As the key concepts of interest (e.g., green recruitment, green training and employee performance) are not directly measured being inherently latent and multidimensional, Structural Equation Modeling (SEM) with its benefits of both the insights of the individual model parameters and the overall model fit was chosen as the data analysis methodology. SEM is a powerful multivariate statistical method to estimate measurement and structural models at the same time and thereby provide deeper information on the trustworthiness of the measures used and the strength of the causal relationships between them (Henseler et al., 2020). SEM is particularly an appropriate methodology in the specified case due to the possibilities to consider measurement error, to concentrate solely on the study of the intricate relationship, and the assessment of model fit indexes that render such a test of the theoretical construct rather strict.

6.2 Variables of the Study

The employed strategies are green recruitment, selection practices, training and development, and employee relations which have been treated as exogenous variables in the current research. The endogenous variable has been taken to be employee performance which entails task performance, contextual performance and adaptive performance. Structural equation modeling has been deployed to survey the direct impact of green practice of HRM on employee performance.

6.3 Population

Target Population The target population includes the workers in both the public and the private sector who are employed in banks in Punjab and who were ranked as clerical, managerial and operational level employees. The snowball sample method was employed to achieve diversity in relation to the banks (public/ private), role and locations in Punjab. To significantly estimate the models based on the 10:1 rule, a parameter estimating rule in SEM, the sample size was determined using Krejcie and Morgan (1970) formula of finite population (Kline, 2023). Originally, the questionnaire numbers (both physical and electronic) were 500, which were sent to the selected banks, and only valid responses were accepted to participate in the final analysis (487).

6.4 Measurement devices

A weeded questionnaire was well drawn to measure the significant variables of the study according to the constructed and measurement items which have averagely paid off in the literature. To render it contextually oriented to the Punjab banking environment, contextual changes and slight modifications in wording were included without altering the underlying conceptual meaning of items. All the questions in the questionnaire were designed based on a five point Likert scale to ensure that all respondents could offer deep measurement accuracy to the respondents attitude, perception and behaviors. The research measure consisted of five broad constructs:

- Green Recruitment- identifying the degree of pro-environmental standard that are embedded in the recruitment procedures such as (a) hiring applicants who are pro-environmental and in the work as environments (b) advertising in occupations that will enable the hiring of applicants who are supportive of the environment. This construct reflects the interest of this organization to implement sustainability by establishing it at the employment point (Jabbour, 2011; Yusliza et al., 2023).
- Green Selection Practices- this refers to measurement of the extent to which the issues of sustainability are considered when evaluating and choosing candidates like interviewing questions to the candidates that concern environmental awareness and examining the ways that the candidate has been put in the

previous instances to apply in green activities. These activities ensure that new hires are oriented toward the concerns of organizational sustainability (Renwick et al., 2013; Al-Ghazali and Afsar, 2021).

- Green Training-The survey of the provision of training programs in environmental management, energy saving, waste minimization and environmentally friendly work practices. Green training also enhances the environmental skills of workers and creates behavioural transformation (Pham et al., 2019; Yusliza et al., 2023).
- Green Employee Relations - a scale of how seriously the organization is taking the issue of developing employee engagement in environmental processes, environmental friendly workplace processes and frank discourse on matters pertaining to sustainability policies. There is a positive culture of green employee relations that fosters a culture of communal liability towards performance in the environment (Zibarras & Coan, 2015; Al-Ghazali and Afsar, 2021).
- Employee Performance - measurement of individual working output relative to efficiency, quality of work service and contribution to environmental targets. It is evidently determined that in most cases engaged work practices, innovative work practices, and sustainable work practices get manifested in environmentally conscious employees (Paill e et al., 2014; Chaudhary, 2019).

7. DATA ANALYSIS

7.1 Measurement Model (Confirmatory Factor Analysis)

The Confirmatory Factor Analysis (CFA) was used to stringently test the measurement model regarding reliability and construct validity. The observed indicators had all CFA standardized factor loadings that were far beyond the recommended factor loadings of 0.60, so it was clear that each item had a significant effect on the corresponding latent construct, and it met the criteria of indicator reliability (Bagozzi, & Yi, 1988; Hair et al., 2021). Convergent validity was ensured because values of the Average Variance Extraction (AVE) (Table 7.1) was on all constructs greater than 0.50 implying that all latent constructs were found to have more than half the variance of its indicators (Fornell and Larcker, 1981). Besides that, Composite Reliability (CR) values exceeded the recommended threshold of 0.70, meaning that the internal consistency is excellent (Nunnally and Bernstein, 1994; Hair et al., 2021). Moreover, all constructs Cronbach alpha values were higher than the recommended minimum of 0.70 that served as the additional evidence of measurement stability and reliability when used repeatedly (George and Mallery, 2019).

Construct	AVE	CR	Cronbach's Alpha
Green Recruitment	0.58	0.84	0.82
Green Selection	0.56	0.80	0.79
Green Training	0.61	0.86	0.84
Employee Relations	0.59	0.83	0.81
Employee Performance	0.63	0.88	0.87

Table 7.1 Measurement Model

Since the measurement model succeeded in every set benchmark in indicators reliability, convergent validity, and internal consistency, it could be assumed that the study transitioned into the phase of the structural model testing. This is step number two which is also concerned with the evaluation of the model explanatory power (R2 values), usefulness of hypothesized paths, and the general model quite fit indices. After a measurement model is established to be sound, there will be less likelihood of a biased estimate of parameters and can have more definite assumptions about the relationships among constructs (Anderson and Gerbing, 1988; Hair et al., 2021). The findings of the structural model in the form of the path coefficients, the explained variance, and the significant level of each of the hypothesized relationships will be found in the section below this one.

7.2 Structural Model Fit

The suitability of the structural model was evaluated by a variety of absolute, incremental, and parsimony-adjusted fit indices according to the recommendations of structural equation modeling literature (Hair et al., 2021; Hu and Bentler, 1999; Kline, 2016). However, this multi-index solution was provided in order to avoid manipulations of using the single index of fits (Byrne, 2016).

Fit Index	Value	Acceptable Range	Interpretation
Chi-square/df	2.63	< 3.00	Acceptable fit
GFI	0.928	> 0.90	Good fit
CFI	0.951	> 0.90	Excellent fit
TLI	0.938	> 0.90	Good fit
RMSEA	0.053	< 0.08	Acceptable error

Table 7.2: Structural Model Fit Indices

It is depicted from Table 7.2 that Chi-square/df = 2.63, which is lower than a widely used value of 3.00 and indicates a difference between the probability calculated covariance matrices and the observed covariance matrices with an acceptable range (Kline, 2016). The Goodness-of-Fit Index (GPI) of 0.928 exceeds a value of 0.90 that would indicate that the model has adequately explained the variation in the variance-covariance structure of the available data (Joreskog and Sormeom, 1996). When it comes to incremental fit indices, both the Comparative Fit Index (CFI) of 0.951 and the TuckerLewis index (TLI) of 0.938 are greater than the generally accepted threshold value of 0.90 and suggest that there was a significant improvement over the null (independence) model. The two indices also are closer to the tighter 0.95 criterion that Hu and Bentler (1999) used and which equates to a perfect fit. Root Mean Square Error of Approximation (RMSEA) = 0.053 is actually well below the maximum acceptable percentage value of 0.08 where error of approximation will be minimal (Browne and Cudeck, 1993). All these results together with the goodness-of-fit proves that the proposed structural model fits well and therefore without any further consideration, the hypothesis that there are patterns between Green Human Resource Management (GHRM) practices and employee performance can be tested. Once it was determined that a reasonable model fit was obtained, Structural Equation Modeling (SEM) was empirically applied to test the hypothesized relationships between Green Human Resource Management (GHRM) practices and employee performance in the Indian banking sector. Estimating the existence of many relationships between the latent variables that are simultaneously confounded by measurement error was a prior decision of adopting SEM as the instrument to improve the validity of the causal inferences (Hair et al., 2021; Kline, 2016).
This structural model was developed with four exogenous latent constructs; they were green recruitment, green selection practices, green training and development, and green employee relations that are explicit predictors of the endogenous latent that is employee performance. The constructs were studied using many indicators which have been confirmed in the Confirmatory Factor Analysis (CFA) stage and ensured good construct validity and reliability before the hypothesis test stage. The path coefficients, standard errors, critical ratios and p-values of the AMOS output in a standardized form are presented in Table 7.3.

Dependent Variable	Independent Variable	Estimate	S.E.	C.R.	p-value
Employee Performance	Selection Practices	0.117	0.029	4.063	***
Employee Performance	GHRM Training	0.144	0.028	5.097	***
Employee Performance	Employee Relations	0.280	0.047	5.939	***
Employee Performance	GHRM Recruitment	1.000	–	–	–

Note: *** $p < 0.001$
Table 7.3: Structural Path Coefficients
The results indicate that each of the four relationships, which were postulated, were significant at the same inference level of $p < 0.001$, hence, showing the overall empirical evidence of all the research hypotheses. This confirms that GHRM practices positively and significantly impact performance of employees working in banks that operate in Punjab.
The most significant standardized impact of employee relations (0.280, $p < 0.001$) was evident between the four predictors in the current study that induce that collaborative and supportive (green-based) workplace culture to observe that adequate outcome in terms of performance is obtained. It confirms the previous literature that suggested the concept of sustainable work environment, when principles of environmental protection are instilled into employee relations, is prompting increased levels of organizational commitment, job satisfaction, and performance (Jabbour and Santos, 2008; Pham et al., 2020).
The second factor that emerged and was most important (Green Training and development, 0.144, $p < 0.001$) is the training and development of the employees and the way employees are supposed to be trained on the knowledge, skills and motivation they require in order to incorporate the environment within their work practices. When Yusliza et al. (2023) wrote that it is not only in ensuring that employees will be more sustainable, with respect to the contribution they will make in achieving the environmental targets, but also that job performance will be more efficient.
Large positive effect was also found on selection process of green (DISPLAY-k=0.117, $p < 0.001$), thus, showing that selection process of green in hiring and selection can contribute to better workforce alignment with sustainability agenda. It also confirms past studies by Renwick et al. (2013) and Al-Ghazali and Afsar (2021) who both emphasized that eco-conscious recruitment helps to build pro-environmental behaviors of the employees.
Although the scale coefficient of green recruitment has been set on 1.000 so that this coefficient can be used in the scale of SEM since green is also the reference indicator, it possesses a high loading that it is provided during the measure phase.
The findings substantiate the theoretical supposition that, the synergies of green HRM practices in multiple aspects of HR activity lead to the secondary benefits, i.e., the loyalty of employees to the environment causes the realized transformation in performance. In the Indian banking sector where competition is intense, service delivery quality and applicability to State regulation, introduction of GHRM adds value to the corporate sustainability agenda

beyond the increase of the productivity in the employees under the system, and their participation, and increased competitiveness of the organisation.

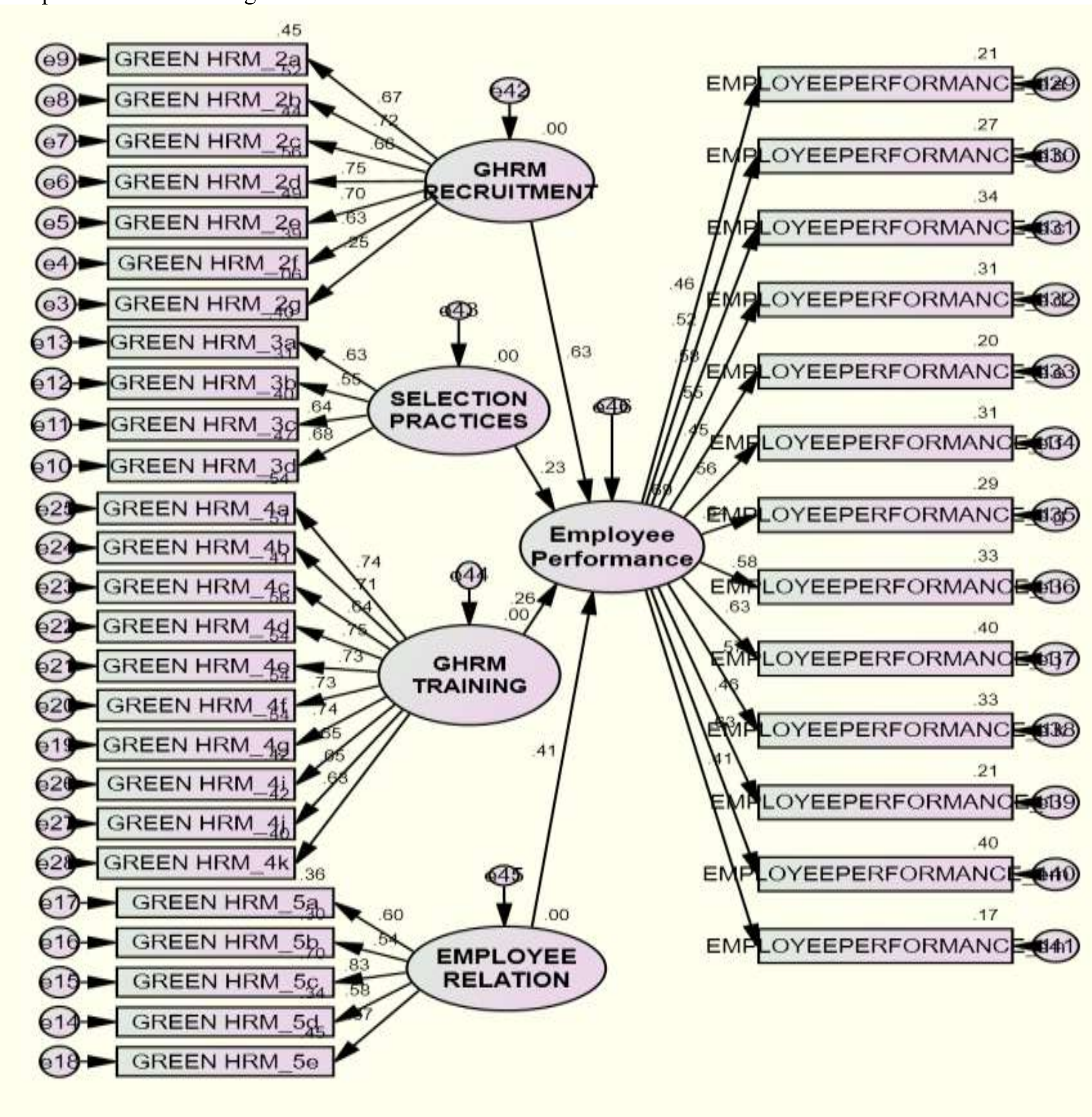

Figure 7.1: Structural Equation Model Showing Path Relationships

It is clear from Fig 7.1, four tests were conducted with four different hypotheses with a direct line between some of the constructs of Green Human Resource Management (GHRM) and employee performance. This discussion is a glimpse of one way through which the sustainability-driven practices under the HR can play a pivotal role in impacting the organisational results. The story written on the basis of the data looked the following way:

i) Green Recruitment as the most powerful drivers of Performance.

The primary and dominant relation was a product of the Green Recruitment and was regressed with a standardized regression weight of 1.000 to determine the model. And it is a sign of such orientation that recruitment policy that has been inoculated with the concept of sustainability will provide a good beginning point in developing a pool of employees who will be receptive to the concept of environmental responsibility. In order to have a greater understanding of the environmental responsibility, those employees who are recruited through green-based employment idea are increasingly likely to experience a good organizational devotion and flexibility and inner motivation. These individuals are more likely to fit into the organizational culture, whose values are merged with the firm sustainability vision. It can then be concluded that both eco-initiatives and better task performance are direct consequences of their greater readiness and value-congruence to work. Thus, there was a strong support in Hypothesis 1 (H1) that green recruitment positively affected the performance of employees, which, in turn, substantiates the strategic topicality of the espousal of green consciousness at the recruitment level.

ii) Green Selection: A Small but statistically Significant Contributor

The second direction tested the relationship between the Green Selection practices and employee performance and the standardized regression weight was 0.117 with a critical ratio (CR) was 4.063 and p-value was less than 0.001. Despite the fact that the effect size was not that large compared with the recruitment the connection was also excellent and statistically significant. Green selection refers to this as screening and selecting personnel based on environmental competencies and attitudes along with the environmental consciousnesses of job applicants. These include recruiting candidates based on their environmental problem solving aptitudes, past behaviours in matters relating to the environment or being consistent with the environmental morals of the business. The proposed path is however crucial in that once used, green characteristics are long term related with the behavior of employees in the company where green aspects had been actively considered during the selection process. Such employees, however, are more stable in the long-term perspective in terms of impacting sustainable operations practices, even though these transformations can be quite trivial at the very start of the performance change. In this way, Hypothesis 2 (H2) relating green selection to employee performance was proved correct.

iii) Green Training and Development: Empowering Employees for Sustainable Action

About green training, the direction underwent a significant change with an average weighted regression of 0.144, CR of 5.097, a p-value below 0.001. This revelation confirms the presence of the ongoing environmental training on skills development in the employees. It is possible to provide employees with training interventions that will relate to any sustainability issue e.g. energy conservation, responsible use of the resources, carbon footprint or environmentally friendly customer service provision. Such trainings include informing the employees about the knowledge and tools that they will require to actively participate in meeting the environmental organizational goals. It was found that systematic green training in the organization not only support awareness but also performance of the employees can be increased after inculcation of confidence, capacity to take initiatives and ecological innovation in their daily routine job. These and other effects transcend compliance and lead to proactive workers who are committed to excellence within the setting. The Hypothesis 3 (H3), saying that affirmative effects of green training on performance existed was consequently confirmed.

iv) Green Employee Relations

Green Employee Relations had the biggest effect on performance with a standardized regression weighting of 0.280 with a CR score of 5.939 and p-value of < 0.001 which is the Sweet Spot in the Increasing Engagement and Discretionary Effort of the non-fixed path coefficients. The construct incorporates the relational and cultural aspects of GHRM, such as open sustainability communications, participation in decision making regarding the green activity, rewarding the green behavior, and the ability to provide green wellness or community-related support. The high rate of this association points out the reality that as workers feel appreciated, motivated and treasured in their working within the setting, they will be better predisposed to discretionary activities, or that adaptability that might be in the form of offering beyond their remit, educating other workers to go green, or brainstorming inventive environmentally effective solutions. These practices may not be necessarily those in which measures are formally tracked but it significantly enhances the overall performance outcomes. By so doing, Hypothesis 4 (H4) that employee relations facilitate performance via greening was strongly supported (Table 7.4) Though green recruitment had provided the most appropriate platform by matching new entrants with the principles of sustainability, the most effect was achieved when green relations created a culture of being green constantly. In general, the structural model found that all four of the GHRM constructs have good but varying effects on employee performance. This reiterates that the strategic essence of gaining consideration of environmental consciousness on all the undertakings of the human resource management processes, and therefore the organizational performances and sustainable development objectives.

Hypothesis	Path	Estimate	CR	p-value	Result
H1	Green Recruitment → Performance	1.000 (fixed)	–	< 0.001	Supported
H2	Selection Practices → Performance	0.117	4.063	< 0.001	Supported
H3	Green Training → Performance	0.144	5.097	< 0.001	Supported
H4	Employee Relations → Performance	0.280	5.939	< 0.001	Supported
H5	GHRM Constructs → Performance (overall)	All sig.	–	< 0.001	Supported

Table 7.4: Hypothesis Testing

The Structural Equation Modeling (SEM) results provide the authoritative empirical evidence to prove that Green Human Resource Management (GHRM) practices have been applicable in fueling the employee performance in the banking industry. These findings lend lots of credibility to key theoretical ideas, like Resource-Based View (RBV), Ability-Motivation-Opportunity (AMO) Theory and Social Exchange Theory (SET). Based on the RBV, long-term competitive advantage may be created by differentiated and non-imitable organizational resources as it is with green-oriented HR systems. To enhance this have been developed a framework that suggests that workers will do the best work in three conditions; they need the ability needed (by training), they need motivation (through interaction with others), and they need the opportunity to contribute(through enabling systems) It also emerged that of all the GHRM components examined, green training and development were the most predictive of

employee performance with a standardized path coefficient (beta) of 0.231. This underscores the essence of environmental capacity-building initiatives meant to ensure that employees become knowledgeable, skilled, and confident to play key roles towards achieving sustainability goals. In addition to these, green recruitment and staff relations were also taken to clearly indicate serious and positive impacts which corroborates the need to state that recruiting of environmental sensitive talent, and the development of positive working cultures that help in the promotion of positive environmentally oriented culture is of paramount importance in enhancing performance.
The most diluted effects were those of green selection, but even these were significant effects, and it is therefore possible speculate that the environmental factors considered in the screening of applicants might contribute to improved long-term outcomes in a smaller but significant way. This is all to say that the GHRM is not a token program or compliance program but a strategic process that can be used to improve the ecological completeness of the organization and also the performance of the employees, who, in service based sectors like the banking sector, provide services.

8. FINDINGS AND DISCUSSION

The purpose of the present study was to investigate the impact of Green Human resource management (GHRM) practices on the behaviour of the employees of PUB and the private bank of Punjab by the aid of Structural Equation Modeling (SEM). Empirical analysis results have shown that all of the tested GHRM dimensions have strong and positive correlation with employee performance.

Employee performance and Green Training

The most powerful construct that influences the performance of the employees was green training (beta = 0.231, $p < 0.001$). This underscores the significance of capacity-buidling programs with regard to sustainability, environmental laws, and Green operational processes. By training employees in this way, they will be better able to shift to environmentally friendly work routines and make work more efficient and creative altogether (Al-Ghazali and Afsar, 2021; Tang et al., 2023).

Employee performance and Green Employee Relations

The results also supplement the fact that the concept of green employee relations affects performance positively (beta = 0.216, $p < 0.001$). Such practices as open communications on environmental activities, participative decision making and feedback systems, and others, go a long way to enhance the morale and the cooperative behavior of employees. As per the findings of Khan et al. (2022), who discovered that a high degree of employee engagement and citizenship behaviour is possible depending on the interference of participative green HRM climates.

9. IMPLICATIONS OF THE STUDY

This study will yield useful recommendations to HR managers and banking policymakers. The green concept in the HR activities is not only beneficial to the environmental cause but the productivity in the workforce is also improved. This is more important to those banks that are located in the areas like Punjab where the pressure of environmental degradation is growing along with the pressure of regulators.
A few are the policy implications of this research, in the banking institutions, in HR policy makers, and environmental regulators. Firstly, banks should strategize how to incorporate environmental issues into the overall human resource processes and more so in employment and selection in order to attract and retain talent that is sustainable in nature (Renwick et al., 2013; Yusliza et al., 2023). Second, green training is also a very expensive investment since it has a significant potential of improving its performance and its results in terms of employee performance, and there has to be collaboration between the banks, environmental agencies, and training institutions in order to come up with effective capacity building training (Jabbour and Santos, 2008; Tang et al., 2018). In three respects, a green organization culture can institutionalize sustainability and high-performance working conditions; open communication on sustainability, employee participation in green conflict, and employee rewarding on green ratings (Al-Ghazali and Afsar, 2021). Finally, the banks will have an opportunity to assess themselves and will be able to stay sustainable in the agenda around the globe, i.e., SDG 8 (Decent Work and Economic Growth), SDG 13 (Climate Action), through the development of working monitoring and evaluation systems and performance indicators, regarding the domain of green HR practices (United Nations, 2015).

1. CONCLUSION

This research study was also guided by the main aim which is to investigate the effect that Green Human Resource Management (GHRM) practices have on employee performance within the domain of the Punjabi private and public banks through utilisation of Structural Equation Modeling (SEM). The findings present a powerful

empirical doctrine of the postulated theoretical hypothesis that the practices of GHRM have a high potential to produce a positive impact on employee performance in the various contexts of organizations in the banking sector. The 5 dimensions of GHRM namely; green recruitment, selection, training, and employee relations were identified to facilitate significant contributions to employee performance even though their level of contributions differed. One of them was green training, which appeared the most influential group (beta = 0.231, $p < 0.001$), and emphasizes the importance of organized learning and development initiatives to provide the employees with the sufficient skills, awareness, and motivational persistence to engage in sustainable working practices. This observation once again confirms why capacity-building is core in ensuring individual and organizational performance in the environment regarding sustainability. Green employee relations proved to have a powerful positive correlation (beta = 0.216, $p < 0.001$), highlighting the fact that significant efforts should be devoted to the creation of participative, inclusive, and transparent opportunities to communicate about green initiatives. Whenever employees are consulted in discussions and decisions related to sustainability, they perceive that they belong and are engaged thus this in effect, shows in better performance.
Much weaker was the impact of green recruitment, which holds that the selection of employees whose values resemble those of the organization in reference to environmental agenda eases the cultural fit, commitment and job satisfaction that are the major antecedents of performance. The green selection impact was not the greatest (the effect size was 0.129 or 0.178, respectively, depending on analysis), but the impact was significant and hence the concept of the environmental assessment of the candidate selection process was contributing towards quality of workforce and higher productivity rates over time. Finally, the research validates the stance that GHRM is, in fact, a complex strategic effort, which only succeeds when it attempts to manage an environmental friendly organization, yet when it also tries to stimulate employees to perform better.
The findings come up with the case of inclusion of the GHRM practices as such a requirement of a human resource approach particularly in service based industry such as the banking sector where the human capital is used as the building block in the realization of the competitive advantage and sustainable development. It is suggested that this policy makers and HR managers in the banking sector consider green HR programs in future so that they can develop environmentally friendly high performance workforce.

11 SCOPE AND LIMITATION OF FUTURE RESEARCH

Despite the fact that this is a good research paper, this study is limited to the banks that operate within Punjab and their findings may not reflect the same that may be experienced on a national level. The integrating variables can be added to the model at some later stage such as the green organizational culture or the commitment of the employees to the environment. Longitudinal studies may also be revealing the long term effects of GHRM on the productivity of workers.

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Appendices:

Appendix A: Green HRM Survey Items

Participants responded to each statement using a 5-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree).

Section A: Green Human Resource Planning

- **GREENHRM_1a**: The organization incorporates environmental objectives into workforce planning.
- **GREENHRM_1b**: HR strategies are developed with environmental concerns in mind.

Section B: Green Recruitment and Selection

- **GREENHRM_2a**: Job postings highlight the organization's commitment to the environment.
- **GREENHRM_2b**: Candidates are assessed for their environmental awareness.
- **GREENHRM_2c**: Eco-conscious behavior is considered during the selection process.
- **GREENHRM_2d**: Interviews include questions regarding candidates' commitment to sustainability.
- **GREENHRM_2e**: The organization actively recruits individuals with sustainability expertise.
- **GREENHRM_2f**: The recruitment process supports the bank's environmentally responsible image.

Section C: Green Training and Development

- **GREENHRM_3a**: Employees are trained on the company's environmental policies.
- **GREENHRM_3b**: Training sessions focus on building environmental competencies.
- **GREENHRM_3c**: Staff are informed about ways to conserve energy.
- **GREENHRM_3d**: Training encourages eco-friendly conduct at work.

Section D: Green Employee Relations

- **GREENHRM_4a**: Employees are engaged in making environmentally conscious decisions.
- **GREENHRM_4b**: Staff members work together on green initiatives.
- **GREENHRM_4c**: The organization welcomes employee input on environmental matters.
- **GREENHRM_4d**: Employees take ownership of sustainability in the workplace.
- **GREENHRM_4e**: Teams are acknowledged for their green innovations.
- **GREENHRM_4f**: Management fosters a workplace culture focused on environmental values.
- **GREENHRM_4g**: Communication tools are used to raise awareness of sustainability.
- **GREENHRM_4i**: Green behavior is supported by both peers and supervisors.
- **GREENHRM_4j**: Employees are encouraged to minimize their ecological impact.
- **GREENHRM_4k**: Internal communications share updates on environmental initiatives.

Section E: Green Performance Evaluation

- **GREENHRM_5a**: Environmental metrics are included in employee performance reviews.
- **GREENHRM_5b**: Green initiatives are part of the key performance indicators.
- **GREENHRM_5c**: The organization routinely assesses eco-efficiency.
- **GREENHRM_5d**: Managers recognize and reward eco-friendly contributions.
- **GREENHRM_5e**: Promotion decisions consider an employee's environmental compliance.

Appendix B

Regression Weights: (Group number 1 - Default model)

			Estimate	S.E.	C.R.	P	Label
Employee_Performance	<---	SELECTION_PRACTICES	.117	.029	4.063	***	par_35
Employee_Performance	<---	GHRM_TRAINING	.144	.028	5.097	***	par_36
Employee_Performance	<---	EMPLOYEE_RELATION	.280	.047	5.939	***	par_37
Employee_Performance	<---	GHRM_RECRUITMENT	1.000				
GREENHRM_2g	<---	GHRM_RECRUITMENT	1.000				
GREENHRM_2f	<---	GHRM_RECRUITMENT	2.380	.313	7.609	***	par_1
GREENHRM_2e	<---	GHRM_RECRUITMENT	2.920	.366	7.982	***	par_2
GREENHRM_2d	<---	GHRM_RECRUITMENT	3.387	.413	8.207	***	par_3
GREENHRM_2c	<---	GHRM_RECRUITMENT	2.855	.365	7.814	***	par_4
GREENHRM_2b	<---	GHRM_RECRUITMENT	3.380	.417	8.097	***	par_5
GREENHRM_2a	<---	GHRM_RECRUITMENT	2.875	.366	7.856	***	par_6
GREENHRM_3d	<---	SELECTION_PRACTICES	1.000				

			Estimate	S.E.	C.R.	P	Label
GREENHRM_3c	<---	SELECTION_PRACTICES	.878	.102	8.635	***	par_7
GREENHRM_3b	<---	SELECTION_PRACTICES	.739	.093	7.934	***	par_8
GREENHRM_3a	<---	SELECTION_PRACTICES	.883	.103	8.608	***	par_9
GREENHRM_5d	<---	EMPLOYEE_RELATION	1.000				
GREENHRM_5c	<---	EMPLOYEE_RELATION	1.531	.149	10.286	***	par_10
GREENHRM_5b	<---	EMPLOYEE_RELATION	.777	.096	8.080	***	par_11
GREENHRM_5a	<---	EMPLOYEE_RELATION	1.008	.116	8.661	***	par_12
GREENHRM_5e	<---	EMPLOYEE_RELATION	1.151	.124	9.317	***	par_13
GREENHRM_4g	<---	GHRM_TRAINING	1.000				
GREENHRM_4f	<---	GHRM_TRAINING	1.144	.084	13.624	***	par_14
GREENHRM_4e	<---	GHRM_TRAINING	1.045	.077	13.630	***	par_15
GREENHRM_4d	<---	GHRM_TRAINING	1.062	.076	13.924	***	par_16
GREENHRM_4c	<---	GHRM_TRAINING	1.008	.085	11.810	***	par_17
GREENHRM_4b	<---	GHRM_TRAINING	.985	.074	13.243	***	par_18
GREENHRM_4a	<---	GHRM_TRAINING	1.166	.085	13.678	***	par_19
GREENHRM_4i	<---	GHRM_TRAINING	.887	.074	11.958	***	par_20
GREENHRM_4j	<---	GHRM_TRAINING	.951	.079	12.012	***	par_21
GREENHRM_4k	<---	GHRM_TRAINING	.813	.070	11.619	***	par_22
EMPLOYEEPERFORMANCE_1a	<---	Employee_Performance	1.000				
EMPLOYEEPERFORMANCE_1b	<---	Employee_Performance	1.187	.161	7.364	***	par_23
EMPLOYEEPERFORMANCE_1c	<---	Employee_Performance	1.382	.176	7.852	***	par_24
EMPLOYEEPERFORMANCE_1d	<---	Employee_Performance	1.357	.178	7.638	***	par_25
EMPLOYEEPERFORMANCE_1e	<---	Employee_Performance	1.044	.157	6.654	***	par_26
EMPLOYEEPERFORMANCE_1f	<---	Employee_Performance	1.295	.169	7.660	***	par_27
EMPLOYEEPERFORMANCE_1g	<---	Employee_Performance	1.045	.139	7.536	***	par_28
EMPLOYEEPERFORMANCE_1i	<---	Employee_Performance	1.302	.166	7.828	***	par_29
EMPLOYEEPERFORMANCE_1j	<---	Employee_Performance	1.316	.160	8.223	***	par_30

			Estimate	S.E.	C.R.	P	Label
EMPLOYEEPERFORMANCE_1k	<---	Employee_Performance	1.268	.163	7.774	***	par_31
EMPLOYEEPERFORMANCE_1l	<---	Employee_Performance	1.011	.150	6.740	***	par_32
EMPLOYEEPERFORMANCE_1m	<---	Employee_Performance	1.295	.157	8.246	***	par_33
EMPLOYEEPERFORMANCE_1n	<---	Employee_Performance	.944	.151	6.255	***	par_34