

EXPLORING THE IMPACT OF GREEN HRM PRACTICES AND WORK-LIFE BALANCE ON EMPLOYEES IN FIVE-STAR HOTELS IN KOLKATA

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ABSTRACT

This study seeks to examine the impact of employee work-life balance (WLB) and Green HRM practices on personnel employed in 5-star hotels in Kolkata, India. The hospitality sector is recognised for its rigorous work atmosphere, frequently marked by extended hours and elevated stress levels. As a result, the welfare of hotel personnel may be jeopardised, resulting in diminished job satisfaction, heightened turnover rates, and reduced productivity. Furthermore, due to increasing apprehensions regarding environmental sustainability, the implementation of Green HRM practices has emerged as a critical priority for organisations, including the hospitality sector. This research utilises a mixed-methods approach, integrating quantitative surveys and qualitative interviews, to examine the correlation between employee work-life balance, Green HRM practices, and employee outcomes. The research findings will enhance the current literature on employee well-being, work-life balance, and sustainable human resource management techniques within the hotel sector. The findings will offer significant insights to hotel managers and human resource experts about the necessity of promoting work-life balance and adopting environmentally sustainable practices in their organisations.

Keywords: Employee work-life balance, Green HRM practices, 5-star hotels, Sustainable HRM, Hospitality Industry.

INTRODUCTION

In the contemporary, rapid-paced, and competitive business landscape, organisations in diverse sectors are increasingly acknowledging the importance of employee well-being and environmental sustainability as essential elements for attaining long-term success. In the hospitality sector, 5-star hotels encounter distinct problems in balancing the delivery of outstanding visitor experiences with the well-being of their personnel. Kolkata, a dynamic metropolitan city in India, features a thriving hospitality industry, accommodating numerous 5-star hotels for both domestic and foreign tourists.

The balance between work and personal life has become a crucial factor influencing employee satisfaction, engagement, and general well-being. It denotes the balance and congruity between an individual's occupational obligations and personal life duties. Job-life balance is attained when an individual can proficiently handle job obligations while also dedicating adequate time and focus to personal life, family, leisure pursuits, and overall well-being. Attaining work-life equilibrium is crucial for preserving physical and emotional well-being, mitigating stress, and improving overall life quality. Organisations that emphasise work-life balance acknowledge its significance in enhancing employee well-being, engagement, and productivity.

They may establish policies and practices that facilitate flexible work hours, provide benefits such as paid time off, parental leave, and wellness programs, and foster a culture that promotes work-life balance. Individuals can proactively manage their time, establish

boundaries between work and personal life, seek employer help, and prioritise self-care to attain a healthier work-life balance. Several significant research papers pertinent to the conceptualisation of work-life balance include (Greenhaus & Beutell, 1985), which established a framework for comprehending the difficulties individuals encounter in attaining work-life equilibrium.

(Kossek & Ozeki, 1998) investigated the correlation among work-family conflict, organisational policies, and job-life happiness, offering insights into the organisational elements that can facilitate or impede work-life balance. (Grzywacz & Marks, 2000) presented an ecological framework to analyse the interaction between work and family roles, highlighting the effects of positive and negative spillover on work-life balance. (Allen, et al., 2000) investigated the ramifications of work-to-family conflict, including job satisfaction, family dynamics, and physical and mental well-being, offering insights into the repercussions linked to work-life balance. (Carlson, et al., 2000) created and validated a multidimensional instrument for assessing work-family conflict, enhancing the evaluation of work-life balance.

In the hotel sector, employees frequently endure unpredictable hours, manage challenging responsibilities, and confront considerable job-related stress. These variables can adversely impact their personal lives, hindering their capacity to achieve a good equilibrium between professional and personal obligations.

Moreover, the notion of Green Human Resource Management (Green HRM) has risen in significance in recent years owing to increasing apprehensions regarding environmental sustainability and corporate social responsibility. Green HRM methods emphasise the incorporation of ecologically sustainable practices into human resource policies and processes, encompassing recruitment, training, performance management, and employee engagement. By implementing sustainable practices, organisations can reduce environmental impact while simultaneously enhancing staff morale and improving business reputation.

(Renwick, et al., 2013) conducted an extensive analysis of the literature on Green HRM and offered a research agenda for further investigation. Paillé et al. (2014) examined the relationship between human resource management (HRM) and corporate social responsibility (CSR), emphasising the incorporation of environmental considerations into HR practices.

(Jackson & Seo (2010) examined the correlation between human resource management (HRM) and environmental sustainability, highlighting HRM's pivotal role in promoting sustainable practices. Muller-Camen et al. (2009) examined the institutional pressures and organisational factors that affect the implementation of sustainable HRM practices, encompassing environmental considerations.

These studies seek to investigate the influence of employee work-life balance and Green HRM practices on personnel employed in five-star hotels in Kolkata. This investigation aims to elucidate the impact of work-life balance and the adoption of ecologically friendly HR practices on employee happiness, turnover intentions, and general well-being.

LITERATURE REVIEW

The notion of Green HRM has garnered interest in recent years owing to the increasing significance of environmental sustainability. Green HRM methods emphasise the incorporation of environmental factors into human resource policies and procedures. Although research on Green HRM practices at 5-star hotels is few, studies within the broader hospitality sector have examined the influence of environmental measures on staff attitudes and behaviours. Green HRM methods, including eco-training programs, environmental performance assessments, and employee participation in sustainability efforts, have been shown to enhance employee environmental knowledge, engagement, and commitment.

(Choi & Parsa, 2016) examine the function of GHRM in advancing corporate sustainability practices within leisure organisations, specifically star-rated hotels, in Korea. It analyses the correlation among GHRM practices, employee environmental consciousness, and the execution of sustainable practices. A study conducted by (Hwang, et al., 2017). The influence of GHRM practices on the eco-friendly conduct of hotel personnel and the resultant effect on the environmental performance of star-rated hotels is examined. It investigates the intermediary function of eco-friendly behaviour in the correlation between GHRM practices and environmental performance. Jeong, E. (2018) examined the impact of Green Human Resource Management (GHRM) practices on the environmental performance of hotels, particularly those classified as star rated. It examines the direct and indirect impacts of GHRM on environmental performance and the mediating influence of employee environmental behaviour.

(Walczak & Walczak, 2020). The study examined the impact of GHRM practices on the pro-environmental behaviours of hotel staff. This study examines the interconnections of Green Human Resource Management (GHRM), employee environmental consciousness, employee engagement, and pro-environmental behaviours within the hotel sector, specifically focussing on star-rated establishments.

(Arora & Sharma, 2017). Proposed a framework for Green Human Resource Management (GHRM) within the Indian hospitality sector, specifically targeting star-rated hotels, to attain sustainable organisational performance. It examines the multiple facets of GHRM and their influence on environmental performance.

(Sahu & Gupta, 2018) investigated the influence of Green Human Resource Management techniques on environmental sustainability within the Indian hotel sector, encompassing star-rated establishments. This study examines the correlation among GHRM practices, employee environmental behaviour, and the environmental performance of hotels.

(Arora & Sharma, 2020) examined the impact of Green Human Resource Management techniques on environmental performance at luxury hotels in India, specifically within the star category. It examines the correlation among GHRM procedures, employee environmental attitudes, and the environmental performance of hotels.

(Pacheco & Teixeira, 2021) investigated the impact of GHRM practices on improving environmental performance within the Indian hotel sector, specifically focussing on star-rated establishments. This study examines the correlation among GHRM procedures, employee environmental behaviour, and the environmental performance results of hotels.

The relationship between employee work-life balance and Green HRM practices at five-star hotels has been inadequately explored in the literature. Nevertheless, certain research has investigated the possible synergies and trade-offs between these two domains. Supportive work-life balance policies and practices can promote employee well-being and indirectly increase their engagement in environmental sustainability initiatives. Conversely, Green HRM practices, including remote work choices and shorter working hours, may enhance work-life balance by affording employees greater flexibility and autonomy over their schedules. The amalgamation of employee work-life balance and Green HRM practices can cultivate a favourable work atmosphere, improve employee satisfaction, and promote environmental sustainability.

Paillé, P., & Mejía-Morelos, J. H. (2014) established a theoretical framework connecting Green HRM practices to pro-environmental behaviour among employees. It examines the potential synergies between Green HRM practices and employee work-life balance, emphasising how supportive work-life balance policies might augment employee participation in pro-environmental behaviour.

Subramony, M. (2009) investigated the correlation between HRM bundles, encompassing Green HRM practices, and organisational performance. It examines the

possible impacts of HRM practices, including work-life balance efforts, on organisational objectives, such as environmental sustainability and overall success.

(Delobbe, et al., 2017). Investigated the interconnection between Green HRM and work-life balance. The possible relationships between these two domains, highlighting how work-life balance initiatives can enhance employee participation in sustainable practices inside organisations.

(Gadenne, et al., 2009) discovered that environmental consciousness and practices exist inside small and medium-sized organisations (SMEs). The influence of HRM policies, particularly work-life balance efforts, on employees' environmental awareness and engagement in sustainable behaviours was identified.

(Raza & Rather, 2021) investigated the influence of Green HRM practices on work-life balance and employee outcomes. The research examines the mediating effect of work-life balance on the connection between Green HRM practices and employee outcomes, including job satisfaction and organisational commitment.

(Othman & Cheung, 2016) investigate the correlation between Green Human Resource Management (GHRM) practices and environmental performance among Malaysian manufacturing enterprises. It examined the impact of GHRM approaches, including green training and development, employee engagement, and green recruiting and selection, on environmental performance outcomes.

(Stone & Deadrick, 2015) examined the challenges and possibilities influencing the future of Human Resource Management (HRM). It offered insights on developing trends, technological innovations, evolving demographics, globalisation, and other elements influencing the HRM landscape.

(Renwick, et al., 2013) present a thorough examination of Green Human Resource Management (GHRM) and propose a research agenda for subsequent investigations in this domain.

(Zhu & Sarkis, 2016) concentrated primarily on Green Human Resource Management (GHRM) methods within the context of China. The study analysed the execution of GHRM within Chinese organisations, taking into account the distinct socio-cultural and institutional aspects present in the nation.

These studies elucidate the correlation between staff demographics and Green HRM practices, encompassing the impact of variables such as age, education, and environmental consciousness. (Chiu & Chen, 2018). We believe that a supportive work-family culture mediates the association between work-life balance and job satisfaction. The existence of a supportive work-family culture significantly elucidates the favourable correlation between work-life balance and job satisfaction. When nurses recognised a supportive work-family culture, the beneficial effect of work-life balance on job satisfaction was enhanced.

(Dikkers, et al., 2008). Identified that variables such as demography and work-life conflict can affect these preferences. Acknowledging and addressing these disparities in work-life balance preferences can enhance employee happiness and well-being. (Kossek, et al., 2006) proposed that telecommuting, when integrated with proficient boundary management practices, can improve employees' job autonomy and work-family efficacy. Merely providing access to telecommuting policies may not ensure their extensive adoption or favourable results. The research indicates that beneficial interdependencies between professional and familial spheres can enhance individuals' job happiness.

(Shockley, et al., 2017). Clarifying the connection between gender and work-family conflict: An amalgamation of theoretical viewpoints employing meta-analytic techniques. *Journal of Applied Psychology*, Volume 102, Issue 12, Pages 1601-1635. The aforementioned research examined several demographic characteristics, including gender, age, and family status, and their impact on work-life balance preferences and experiences.

The research underscores the need of acknowledging both beneficial and detrimental spillover between professional and familial spheres. It underscores the significance of occupational and familial attributes, individual resources, and their influence on spillover effects and psychological well-being.

(Greenhaus, et al., 2003). The research underscores the significance of work-family balance in enhancing persons' overall quality of life. It underscores the significance of supportive workplace settings and familial considerations in promoting work-family balance and improving quality of life.

(Frone, et al., 1997). The research substantiates the integrated model of the work-family interface, emphasising the influence of work and family expectations, support, conflict, and facilitation on job and family satisfaction, along with psychological discomfort.

Research in this domain has consistently demonstrated that work-life conflict adversely affects personal life satisfaction. Conflicts stemming from conflicting professional and personal obligations, such as extended working hours, rigid work arrangements, or excessive job-related stress, can result in diminished satisfaction across multiple life domains, including relationships, health, leisure, and overall well-being.

The research underscores the adverse impacts of work-family conflict on the health and welfare of working parents. It underscores the significance of evaluating the effects of work-family conflict on both physical health manifestations and psychological well-being across time.

(Byron, 2005). A meta-analytic examination of work-family conflict and its precursors. The meta-analysis offers an extensive examination of the precursors and repercussions of work-family conflict. It underscores the influence of human, organisational, and demographic variables on the experience of work-family conflict and its resultant repercussions on diverse outcomes. (Greenhaus & Powell, 2006). The paper introduces a theoretical framework that highlights the beneficial linkages and synergies between professional and familial spheres. It posits that work and family can function as allies, enhancing individuals' overall well-being and pleasure through reciprocal enrichment.

(Kossek & Ozeki, 1998) presented an exhaustive analysis of the literature concerning work-family conflict, work-family policy, and job-life satisfaction. It emphasises the significance of comprehending the effects of work-family conflict on employees' overall satisfaction and stresses the possible advantages of instituting supportive work-family policies.

RESEARCH METHODOLOGY

This study utilised a mixed-methods approach, combining quantitative surveys and qualitative interviews to thoroughly investigate the effects of Green HRM practices and work-life balance on employees in five-star hotels in Kolkata. This methodology employs both quantitative and qualitative data, offering a comprehensive perspective that facilitates statistical analysis and in-depth insights into employee experiences.

The research employed an exploratory methodology to examine the correlation between Green HRM practices, work-life balance, and employee outcomes, including job satisfaction and turnover intentions. The quantitative element included standardised questionnaires to collect statistically meaningful data, whereas the qualitative aspect comprised semi-structured interviews to obtain employees' nuanced insights on Green HRM practices and work-life balance initiatives.

A purposive sample method was employed to recruit participants from five-star hotels in Kolkata, guaranteeing the inclusion of only pertinent and experienced workers. The final sample consisted of 150 personnel from several areas, including food and beverage, housekeeping, front desk, and management. The sample size was considered enough for quantitative analysis, while a subset of 20 employees was selected for qualitative interviews,

facilitating an in-depth examination of essential topics. Employees were selected based on their engagement in departments significantly impacted by Green HRM practices and work-life balance rules, particularly those with greater visitor interaction and elevated operational needs.

The data collecting transpired in two phases. During the initial phase, a systematic survey was administered to employees, consisting of three segments: demographic data, perceptions of Green HRM practices, and work-life balance. This survey employed a Likert scale from 1 (strongly disagree) to 5 (strongly agree) to assess employee views on Green HRM, work-life balance, job satisfaction, and turnover intentions. The poll was disseminated both online and in person to optimise response rates.

During the second phase, semi-structured interviews were administered to 20 employees to obtain qualitative perspectives. The interviews examined employees' perspectives of Green HRM activities, including sustainable recruitment, training, and energy saving programs, along with their experiences of work-life balance. Each interview lasted roughly 30 minutes, during which participants were prompted to provide instances of how Green HRM practices and work-life balance regulations influenced their professional and personal lives.

The research evaluated three key variables: Green HRM practices, work-life balance, and employee outcomes. Green HRM methods were delineated into distinct dimensions: Green Recruitment, Training, Performance Appraisal, and Organisational Support for environmental activities. Work-life balance was assessed using two constructs: work-life conflict (WLC) and personal life conflict (PLC). Employee outcomes were measured using job satisfaction and turnover intention metrics.

The survey's quantitative data were analysed with SPSS software, utilising both descriptive and inferential statistics. Descriptive statistics offered a summary of demographic factors and employee views about Green HRM practices and work-life balance. Inferential statistics encompassed the Mann-Whitney U test and Kruskal-Wallis test to assess demographic disparities among groups, while Pearson correlation analysis investigated the associations between work-life balance, personal life conflict, and employee outcomes. A multiple regression analysis was performed to ascertain the predictive influence of Green HRM practices and work-life balance on employee job satisfaction and turnover intentions.

The qualitative data from the interviews were examined by thematic analysis, adhering to Braun and Clarke's (2006) six-step methodology to find, code, and analyse reoccurring themes. Transcripts were analysed and categorised into themes like "Green HRM practices", "work-life balance challenges" and "employee well-being". Prominent topics highlighted the beneficial effects of Green HRM practices on employee morale and the importance of work-life balance in alleviating stress and improving job satisfaction. These themes were employed to contextualise and elaborate on the quantitative findings, enhancing the comprehension of the study results.

Multiple measures were implemented to guarantee the legitimacy and dependability of the data. Survey questions for the quantitative data were created using established scales from prior research on Green HRM and work-life balance. A pilot test involving 15 hotel employees was executed to enhance the questionnaire and validate its clarity and pertinence. The survey scales' reliability was evaluated using Cronbach's alpha, where values exceeding 0.7 signify adequate internal consistency.

Reliability for qualitative data was demonstrated using inter-rater reliability, in which two researchers independently coded the interview transcripts. To improve validity, respondent validation was utilised, allowing participants to assess the preliminary findings for accuracy and alignment with their experiences.

Ethical considerations were rigorously maintained throughout the study. Participants were apprised of the study's objective, and informed consent was secured prior to their

involvement. Confidentiality was guaranteed, with survey responses and interview transcripts anonymised to safeguard participants' identities. Interview recordings were securely archived and will be eradicated once the conclusion of the study, so safeguarding privacy.

Notwithstanding the study's thorough design, specific limitations must be recognised. The purposive sampling method may restrict the generalisability of the results beyond five-star hotels in Kolkata. Furthermore, self-reported statistics are susceptible to biases, including social desirability bias. The cross-sectional design of the study offers a temporal snapshot and may not reflect the long-term impacts of Green HRM practices and work-life balance on employee outcomes.

This empirical approach provides a comprehensive framework for analysing the effects of Green HRM practices and work-life balance on employees in Kolkata's five-star hotel industry. The study integrates quantitative precision with qualitative insight to offer a thorough knowledge of the impact of these elements on employee happiness, engagement, and organisational commitment.

Hypotheses of the Study

H01: *Employee demographics has no difference on Green HRM practices*

H02: *Employee demographics has no difference on Work life Balance*

H03: *Work life conflict is not correlated with Personal life satisfaction*

H04: *Personal life conflict is not correlated with Work life satisfaction*

Analysis of Results

The mean of the items for each construct of Green HRM is calculated. The average is calculated to approximate the central values within a set, ensuring uniformity in calculations across all values. The study encompasses Green HRM practices like Recruitment, Selection, Induction, Training and Development, Performance Appraisal, Reward, Green Organisation, and Employee Management.

Mann-Whitney U test (the non-parametric counterpart of the T-Test) and the Kruskal-Wallis Test (the non-parametric equivalent of the ANOVA Test) were used to validate the hypothesis. It was determined that Gender and Family Type do not influence several components of Green HRM.

The Kruskal-Wallis Test demonstrated that the age group 26-30 significantly influences all parameters of Green HRM. Annual income influences selection, with the highest mean rank for 1-3 Lakhs and Organisation and Manpower Management exhibiting the greatest mean rank for 7-10 Lakhs.

Marital status influences recruitment, with the highest mean rank for singles, selection with the highest mean rank for widows/widowers, and organisation and manpower management also favouring singles.

The number of children influences recruitment, with the highest mean rank observed for individuals without children, while performance appraisal and reward, as well as organisation and manpower management, exhibit the highest mean rank for single individuals. Repose Education, designation, department, tenure, and usual work schedule do not alter any criteria of Green HRM.

Given that some demographics influence certain dimensions of Green HRM, H01: Employee demographics have no effect on Green HRM practices is partially refuted. H02: Employee demographics do not influence work-life balance.

Work life encompasses Work-life Conflict and Personal Conflict. Mann-Whitney U Test was performed to validate this hypothesis using a grouping variable with two categories. Gender and family time do not influence work-life conflict or personal conflict. The Kruskal-

Wallis Test was used to validate this hypothesis using a grouping variable with multiple groups exceeding two.

The designation (highest mean rank for WLC >5, PLC 3-5), department (highest mean rank for food and beverages), tenure (highest mean rank for PLC <3 years), and usual work schedule (highest mean rank for morning shift) contribute to variations in work-life conflict and personal conflict.

Education, annual income, marital status, spouse's employment position, number of children and number of family members do not yield any significant differences. Since most demographic variables do not significantly affect work-life and personal life conflicts, consequently, H02: The hypothesis that employee demographics do not affect work-life balance was partially accepted. Certain employee demographics contribute to variations in both work-life conflict and personal conflict, or any one of them.

H03: *Work-life conflict is not associated with personal life satisfaction.*

A Pearson Correlation test was undertaken to validate this idea. The findings indicate a high negative correlation ($R=-0.501$) between work-life conflict and satisfaction with personal life, suggesting that an increase of one unit in work-life conflict corresponds to a decrease of one unit in personal life satisfaction (Table 1).

Table 1 CORRELATIONS		
		Work life conflict
Satisfaction with Personal Life	Pearson Correlation	-.501**
	Sig. (2-tailed)	.000

Thus, H03: Work life conflict is not correlated with Personal life satisfaction, which means Work life conflict is related to Satisfaction with Personal Life.

H04: *Personal life conflict is not correlated with Work life satisfaction.*

A Pearson Correlation test was undertaken to validate this idea. The analysis revealed a high negative correlation ($R=-0.647$) between Personal Life Conflict and Satisfaction with Work Life, indicating that an increase of one unit in Personal Life Conflict corresponds to a decrease of one unit in Satisfaction with Work Life (Table 2).

Table 2 CORRELATIONS		
		Work-Life satisfaction
Personal Life Conflict	Pearson Correlation	-0.647**
	Sig. (2-tailed)	.000

Thus, H04: Personal life conflict is not correlated with Work life satisfaction, is rejected, which means Personal life conflict is related to Work life satisfaction.

The analysis of the study provides insights into the interplay between employee demographics, work-life balance, and Green HRM practices, and their effects on employee outcomes in five-star hotels in Kolkata. The preliminary descriptive analysis indicated that the workforce is primarily composed of young individuals, with the majority of employees aged 26 to 30 and exhibiting a nearly equal gender distribution. This youthful cohort exhibited moderate to high involvement with Green HRM practices, particularly in areas such as Green Recruitment, Training, and Performance Appraisal, which received favourable evaluations. The findings indicate that the hotels have adopted environmentally sustainable HR policies that are predominantly favourably regarded by their staff.

The hypothesis concerning the influence of demographics on Green HRM practices was analysed using the Mann-Whitney U and Kruskal-Wallis tests. The results demonstrated no substantial disparities between males and females or among various family structures. Age and income levels exhibited significant effects, with employees aged 26-30 demonstrating a greater propensity for Green HRM practices, potentially indicative of a generational preference for sustainability. Income levels influenced outcomes, with employees earning between 1-3 Lakhs exhibiting the greatest mean ranks in Green Selection, whilst those in higher income brackets preferred Organisation and Manpower Management techniques. The findings indicate that demographic factors, like as age and income, might affect employees' perceptions and engagement in Green HRM.

Subsequent investigation examined the correlation between demographics and work-life balance. Work-life conflict (WLC) and personal conflict (PLC) were the primary constructs employed to operationalise work-life balance. Neither gender nor family structure significantly impacted these conflicts; however, other demographic characteristics, such as position and department, did. Managers indicated elevated levels of both work-life conflict (WLC) and personal-life conflict (PLC), likely attributable to the significant obligations and expectations inherent in their positions. Personnel in the food and beverage department encountered increased work-life and personal conflicts, presumably attributable to the rigorous demands of their positions. These conflicts were particularly evident among employees with fewer than three years of employment, indicating that younger employees may encounter greater difficulties in balancing work-life responsibilities. Employees on the morning shift saw increased disputes, indicating that the requirements of this schedule may disrupt their personal lives.

The study examined the relationship between work-life conflict and personal life satisfaction, indicating a strong negative association. Increased work-life conflict correlated with diminished personal life satisfaction, highlighting the spillover effects of occupational stress on personal life areas. This corresponds with earlier research indicating that unresolved work-life conflict adversely affects employees' quality of life, especially in the hotel industry, characterised by elevated job demands. There was a notable negative association between personal life conflict and work-life satisfaction, suggesting that personal pressures adversely affect workplace satisfaction and productivity. This adverse spillover effect highlights the necessity of HR policies that assist employees in addressing personal stressors, as these can impact work-related outcomes.

To further examine these correlations, a multiple regression analysis was performed, indicating that Green HRM practices and work-life balance were important predictors of job satisfaction and organisational commitment. Collectively, they represented 62% of the variance in these outcomes, underscoring their significance in forecasting employee sentiments. This research suggests that employees who view their organisation as environmentally responsible and supportive of work-life balance are more inclined to possess favourable job-related attitudes.

Qualitative insights derived from interviews provide supplementary depth to these findings. Employees emphasised the significance of Green HRM practices, like energy conservation programs and trash management, which fostered a sense of pride and morale. They underscored the significance of work-life balance initiatives, like flexible scheduling and paid leave, in mitigating burnout and improving job satisfaction. These qualitative insights corroborate the quantitative findings, highlighting that employees prioritise both environmental awareness and work-life equilibrium.

The study's findings indicate that demographics such as age, income level, and marital status affect perceptions of Green HRM and work-life balance in five-star hotels in Kolkata. Employees in high-stress departments, such as food and drinks, encounter increased conflicts, indicating that specialised support and resources may enhance their work-life balance.

Moreover, the substantial relationships among work-life conflict, personal life happiness, and job satisfaction underscore the importance of effectively managing both professional and personal demands for employee well-being.

The findings underscore the significance of tailored HR policies that cater to demographic requirements and foster ecologically friendly practices. Flexible hours, wellness programs, and environmentally sustainable efforts develop a workplace culture that promotes both ecological sustainability and employee welfare. In areas such as food and drinks, where job demands are exceptionally high, interventions like stress management training and customised time-off policies can enhance work-life balance and mitigate personal problems. The incorporation of Green HRM practices and supporting work-life balance policies improves job satisfaction, organisational commitment, and overall employee well-being, hence positively impacting the sustainability objectives of the hotel industry.

CONCLUSION

The research demonstrates that gender and family structure do not substantially influence the different aspects of Green HRM. Age, annual income, marital status, and the number of children were identified as factors influencing key dimensions of Green HRM. The age range of 26-30 was recognised as a distinguishing factor in all aspects of Green HRM. This indicates that organisations ought to customise their Green HRM programs to meet the needs and preferences of employees within this age demographic.

The selection parameter was influenced by annual income, with the highest mean rank recorded for the income group of 1-3 Lakhs. In the criteria of organisation and manpower management, the income group of 7-10 Lakhs had the highest mean rank. The findings underscore the necessity of accounting for income levels in the design and implementation of Green HRM practices, as employees across varying income brackets may possess divergent viewpoints and needs. Marital status influenced Green HRM, with single persons exhibiting the highest mean rank in the recruiting criterion. Widows and widowers exhibited the highest mean rank in the selection criterion. In the context of organisational and personnel management, individual contributors achieved the highest average rank.

These findings indicate that organisations ought to take marital status into account when developing HR policies and practices to more effectively address the requirements and expectations of various marital status groups. The presence of children was determined to affect the recruiting parameter, with those lacking children achieving the greatest mean rank. Furthermore, in the metrics of performance appraisal, reward, and organisational and manpower management, individuals with one kid exhibited the highest mean rank. This indicates that organisations ought to take into account the parental status of their employees, namely the number of children, while formulating and executing Green HRM strategies. It is important to highlight that variables such education, designation, department, tenure, and regular work schedule did not substantially influence any of the Green HRM criteria in this study. Moreover, specific employee demographics significantly influence work-life conflict and personal conflict, whereas others do not. The variables of title, department, tenure, and standard work schedule were recognised as distinguishing elements.

Employees designated as "WLC" (highest mean rank for >5) encountered elevated levels of work-life conflict, whereas those designated as "PLC" exhibited a higher mean rank for work-life conflict within the range of 3-5. This suggests that persons in these roles may encounter difficulties in reconciling their professional and personal lives. Organisations must acknowledge these disparities and establish focused strategies and policies to mitigate work-life conflicts for individuals in these particular roles.

The department was a significant determinant, with the food and drinks department exhibiting the highest mean rank for work-life conflict and personal conflict. This indicates that personnel in this department may face increased difficulties in maintaining their work-

life balance. Organisations must recognise the distinct demands and pressures inherent in this area and furnish the support and resources to assist employees in efficiently managing their professional and personal obligations. Tenure influenced the results, as employees with less than three years of tenure exhibited the highest mean rank for work-life conflict. This suggests that individuals in the nascent phases of their professions may encounter elevated levels of work-life conflict.

Employers ought to offer supplementary support and guidance to assist these employees in managing the complexities of work-life balance. The standard work schedule was another distinguishing feature, with the morning shift exhibiting the highest mean rank for work-life and personal conflict. This indicates that employees on the morning shift may encounter greater challenges in balancing their job and personal life than those on alternative shifts. Organisations must contemplate the use of flexible work arrangements, such as staggered schedules or remote work possibilities, to more effectively address the demands and preferences of employees assigned to the morning shift. Conversely, variables including education, annual income, marital status, spouse's employment status, number of children, and family size did not significantly influence work-life conflict and personal conflict, as indicated by the study.

The study indicates that work-life conflict adversely affects employees' satisfaction with their personal lives. This indicates that workplace problems and anxieties can encroach upon individuals' personal lives, resulting in diminished happiness and well-being beyond the professional sphere. Organisations must recognise the possible ramifications of work-life conflict and endeavour to establish a supportive and adaptable work environment that fosters a good work-life balance. Implementing policies such as flexible work schedules, remote work choices, and employee assistance programs can alleviate work-life conflict and enhance employees' satisfaction with their personal lives.

Moreover, the study demonstrates a relationship between personal life conflict and work-life satisfaction. When individuals encounter problems and obstacles in their personal life, it can adversely affect their general contentment and well-being at work. Employers must acknowledge the impact of personal life circumstances on workers' work experiences and contemplate offering resources and support to assist employees in managing personal life challenges. This may encompass providing counselling services, work-life balance initiatives, or policies permitting time off for personal reasons. Organisations can enhance employee work-life happiness by resolving personal life challenges.

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