

Sustainable Human Resource Management in Hospitality Sector: An Innovative and Fruitful Way for Better Ergonomics and Organization Growth in India

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Abstract:

India, a diverse developing nation, relies on its organizations and human resource to adapt to changing trends. Human resource management, often overlooked when addressing sustainability, is strategically important. Being a developing nation, India must prioritize on sustainable HR practices to create a positive and supportive work environment. Ergonomics is pivotal in an organization's success by ensuring that happy employees remain focused and productive.

Exploratory in nature this paper studies sustainable HRM practices in the hospitality industry and their impact on ergonomics. India's tourism and hospitality sector is vital to its economy, currently in a crunch situation facing shortage of skilled workers. Adopting HR practices is crucial to enhancing ergonomics and boosting employee retention at such times.

The study follows a quantitative research approach. Primary data was gathered through a self-administered survey, while secondary data came from 37 research papers on sustainable HRM trends in India and globally, and their impact on the working environment. The sample included hospitality professionals and budding hospitality enthusiasts. Out of a target of 250, 231 respondents participated. Data analysis was conducted using MS Excel and R&R Studio to draw insights into sustainable HRM practices and their influence on India's hospitality sector. Models were developed to identify significant relationships supporting the research.

The study highlights how sustainable HRM practices improve ergonomics and nurture positive attitudes among hospitality professionals about a brighter future. This study can help the HR practitioners of the Indian Hospitality Sector to prioritize sustainability to enhance employee work-life balance and organizational growth. The future suggestion for this research holds analysis of personal interviews with the hospitality professionals both HR practitioners and employees.

Keywords: - Sustainability, Indian Hospitality Sector, Ergonomics, HRM practices, Organizational Growth.

Introduction

Sustainability is an amalgamated term for preservation of both the environment and any process. Adoption of practices and strategies to support any idea or ongoing task in coordination with conservation of the environment promoting preservation of natural resources for a brighter future. The modern day umbrella of sustainability encompasses not only the environmental preservation, but also monetary preservation and practices benefiting the society (Rheede & Blomme, 2012).

Environment preservation these days has become a great responsibility increasing the brand value of an organization making sustainable practices critical for businesses. Among the various operational departments of an organization, human resource department becomes a driving force for sustainable practices (Venkatesh & Bhatt, 2014).

Human resource is most important aid to the functioning of an organization (De Alwis et al., 2022). The human resource department in different organizations are now focusing on aligning the sustainability goals of the organization with the personal benefits and development of the organizational workforce. Sustainability in the field of human resource management is the benefaction of an organizational workforce towards the aims, objectives and goals along with their contribution to society and preserving the environment (Bratton et al., 2024).

Hospitality industry is an ever-evolving industry dependent on its human resource. Turnover intention of employees is a major problem faced by the industry (Yikilmaz et al., 2023). Hospitality industry is physically straining job owing to long work hours, external social interactions, heavy workload, irregular duty rotas, and job demands (Alaa & Chandran, 2019).

Workload and the organizational culture are eminent factors for an employee's job satisfaction. An organization with HRM practices not focusing on ergonomics will lead to a dissatisfied employee resulting in willingness to leave. This can be neglected by working on employee challenges decreasing the job demands, improving the job security and increasing the wages as per the job requirement (Yikilmaz et al., 2023).

To ease the work of human resource department, electronic functions are being added to the aspect of human resource management. This is known as E-HRM, focusing on aligning the tasks and human resource in a better way to analyze the best method possible to improve the quality and level of work (Parveen & Nazel Alraddadi, 2024).

Therefore, Hospitality and tourism organization are increasingly recognizing the strategic benefits of incorporating green concerns into their operation to gain a green competitive advantage. The strategies and tactics that allow an organization to enhance their performance utilising their resources in the most efficient way possible along with preservation of the environment are sustainable practices (Ishaq et al., 2023). Green Human Resource Management is one of these sustainable practices being followed in many hospitality and other sector organizations.

Sustainable or Green HRM is an old term that was coined nearly 20 years ago. It has also been the part of major researches talking about the various aspects of the human resource management and its alignment with the sustainability goals of the organization (Aust - Before Ehnert et al., 2019). Green Human Resource Management (GHRM) plays an important role in shaping a company environmental policies by aligning employee recruitment, training, and development with sustainability goals (Alshehri et al., 2024a). Investing in employees guarantees a long-term workforce and increases the organizational appeal to prospective workers. Resources that are uncommon, valuable and non-replaceable giving an advantage over competitors (Jafri, 2022a).

The study focuses on the sustainable human resource management (SHRM) strategies and practices in the hospitality industry analyzing the pros and cons of SHRM on the industry in particular and the employees as a whole. The importance of sustainable HRM in improving the ergonomics of the organization and working performance of the employees.

The research gap being focused in our research is the lack of focus on ergonomics and employee health, which is important for retention and efficient productivity. Retention can be enhanced using comprehensive strategies which still remains untouched by the human resource management in the hospitality sector. The role of Green HRM in the growth of the hospitality sector is underexplored and overlooked which is a base for our paper based on the inputs of the employees and the human resource of the hospitality industry. Limited research on the following aspects connects to the long term sustainable HRM strategies and stability of the human resource. Addressing these gaps is important to form an employee-centric and competitive hospitality industry in India and align the environmental aspect with the workforce enhancement and livelihood improvement.

Literature Review

Sustainability is an umbrella term that is the center of attraction and focus for major organizations around the globe. It is an aspect that every major and minor firms are familiar with. The organizations link themselves to the Planet, People and Profit approach, that becomes the three P approach to sustainability (Rheede & Blomme, 2012).

The environmental impact of the hospitality industry is notable in view of energy and water consumption and generate of both bio-degradable and non-bio-degradable waste. This significant influence make is even more important for the industry to adopt sustainable practices (Vovk & Vovk, 2024). Hospitality industry is also influence by the importance and need of sustainability in the industry addressing the pressing concerns of environmental and human preservation.

The hospitality industry is a very critical industry from the economic point of view in terms of both employment and monetary growth. Apart from the economic point of view, the industry is also important for culture and heritage exchange (Vovk & Vovk, 2024). Current world scenarios and recent events like the global pandemic Covid-19 have pressed the concern for organizations to analyses their strategies and practices and pivot them to significantly influencing variables (Yikilmaz et al., 2023). Now a days hotels all around the world face considerable thrust to attend to the more emphasized concern on environmental preservation and social responsibilities. This significantly influences the strategic working of the organization pressurizing the managers to think and work on sustainability and CRS policies of the hotel (Ishaq et al., 2023).

The CSR responsibility of any organization includes society responsible policies and practices, working on saving energy, producing clean energy, social well-being and monetary aid to reduce poverty (Franzoni et al., 2021). One of the best practices to improve CSR can be Total Quality Management which further can be aligned with the sustainability goals of an organization and can be used to improvise and enhance customer experience with all around employee engagement. This not only improves the satisfaction of both the organization (Employees and Employer) and customer but also improve the efficiency, service procedures, CSR, internal social sustainability and help improve the waste management (Vovk & Vovk, 2024).

CSR is one of the many aspects to be focused by any organization. Sustainability is a tool for different organizations to gain profit and address many other important aspects like CSR. Hospitality sector is a customer centric industry constantly working on improving the customer experience with multiple strategies and the resources available. It is a bridge promoting local communities, linking the outside people with locals for cultural exchange and generating more job opportunities (Vovk & Vovk, 2024).

The hospitality industry is an ever-evolving sector mostly relying on the employee and their interaction and attitude towards the guests an integral part of CSR in any organization. The hospitality sector is engulfed with a lot of competition among various hospitality providers, where sustainable practices are the drivers for success and attaining competitive edge in the current scenario (Alqarni et al., 2023). Therefore, the human resource requirement in Hospitality sector is ever rising. The need for skilled personnel is must and uniform performance is obstructed by number of challenges. Hospitality sector forms the larger part of the tourism industry and it is witnessing a period of rapid changes and growth (Chin et al., 2024).

One such change evident in the hospitality industry is the incorporation of Sustainable HRM practices. Sustainability in the HRM is alignment of organization's objectives and goals with a common good complementing not only the organization and employees but also the society by coordinated efforts of the management and employees. The coordination and cooperation can only be made effective by overcoming the hinderance of the traditional organizational frameworks and regulations (Bratton et al., 2024).

Sustainable or Green Human Resource Management (GHRM) plays an important role in shaping a company's environmental policies by aligning employee recruitment, training, and development with sustainability goals (Alshehri et al., 2024a). Recruiting talent is becoming increasingly difficult for the hotel industry. Talented employees are values not only for their skills and knowledge but also for their ability to influence organizational culture and deliver authentic, natural service (Dewantara et al., 2019).

Previous studies highlight the importance of sustainability in the aspect of human resource management. Investing in employees guarantees a long- term workforce and increases the organizational appeal to prospective workers Resources that are uncommon, valuable and non-replaceable give an advantage over competitors (Jafri, 2022b). The employee satisfaction is a major pillar for a dedicated workforce, which can be hindered by limited growth, stressful working culture, biased rewarding, insufficient benefits and unacknowledged work (Chin et al., 2024). Owing to this, high employee turnover rates continue to be a major problem for the hospitality sector making employee retention extremely difficult (Ghani et al., 2022). The attrition creates a void in the knowledge created when an employee who has experienced the organizational work culture leaves and

also the cost incurred for training a new employee until they are ready to meet the organizational working standards (Yikilmaz et al., 2023).

Organizations should remain to be in charge of building recruitment system that match their specific demands for long-term HR management (Mehta et al., 2021). This problem can be faced by the means of sustainable and strategic HRM. Human Experience within an organization is the focus of the related disciplines of work psychodynamics, ergonomics, and human resource management. The goal of all three is to increase employee performance and satisfaction, while HRM deals with people management, ergonomics concentrate on workplace design, and Psychodynamics examines psychological well-being (José Chiappetta Jabbour, 2011).

The sustainability in workforce can be broadly characterized into five major distinctions, based on the skills for sustainable work (Social), Leadership commitment and employee engagement (Behavioral), Technological integration (Technological), investing in sustainable interventions and skills (Economic), and CSR and employee security (Political) (Bratton et al., 2024). The major need for sustainability in the human resource department is linked to the sustainable development goals empowered by the United Nations encompassing all organizations and industries that may be in one way or the other hindering or affecting the nature.

The sustainable development goals subject to United Nations aiming to better the work culture and economic growth of employees in all organizations highlights the importance of sustainable practices in the industry. These sustainable development steps and procedures align the sustainable goals with the hotels and restaurant working culture, making the industry focus on innovative approaches for human resource management prioritizing sustainability (Vovk & Vovk, 2024). The sustainability development goals, emphasize sustainability in the hospitality industry in all means possible from human resource to IT solution for innovation and proactive sustainable practices in the industry. This helps balance the mass tourism activities and environmental preservation activities being performed without any hamper to the customer experience and satisfaction (Floritic, 2020).

As discussed above, customer satisfaction is the top most priority of the hospitality industry. The best means possible for maintaining and enhancing customer satisfaction is a skilled and happy workforce. This can be made sure by keeping the employees happy and content, and removing the intentions of turnover. Employee retention is very much important for the organizational success, helping to reduce costs, and enhance capabilities. By generating jobs drawing in foreign investment and accelerating economic growth the sector is vibrant and essential to both social and economic development (Ghani et al., 2022).

When an employee's physical, emotional, social, and cognitive wellbeing are negatively impacted by their job, this is referred to as health damage. Organization are becoming extremely work intensive and use more human resources than they can because of growing competition, worldwide demands and technology improvement (Chillakuri & Vanka, 2020). In India, this is significantly influenced by Ineffective HR strategies and policies, low pay and significant employee turnover which are just a few of the human resource issues faced by the Indian hospitality sector (Meena, 2020).

Recent studies have highlighted the importance of revaluation and restructuring of the Human resource management practices in the hospitality sector (Gehrels, 2016). Human resource management is significant in formulating training programs and recruitment process to inculcate competencies that can be helpful in achieving social performances and enhance an organization's practices (Franzoni et

al., 2021). Previous researches on HRM suggest the importance of HRM practices in organizations to improve the competencies and its positive influence on economy and employee retention. This has made the organizations to enhance the work force and adopt sustainable HRM practices to fulfil the sustainable goals of the organization (Ishaq et al., 2023).

The social dimension of sustainability in human resource is focused on the internal work culture and externally on its influence and contribution to the society. Internally the social aspect is linked to the ergonomics and economic growth, fostering employee engagement, promoting personal and professional growth, enhancing the job security and promoting a good relationship all around the organization (Bratton et al., 2024). Studies shows how staff service quality and long-term customer satisfaction are affected by High Performance Systems (HPWS) in the travel and hospitality sectors. It shows how business may use HR procedures to boost worker productivity and gain sustained competitive advantages (Wang & Jiang, 2024).

The High-Performance Standards put more physical and mental pressure on the employees and presses the need for a much favorable environment for the employees to achieve the high-standards, thus emphasizing on incorporation of more strategies to improve the ergonomics and deplete attrition in the industry.

To encourage sustainability green human resource management (GHRM) combines HRM techniques with environmental objectives. In addition to promoting green culture and environmental sustainability, GHRM is essential in lowering pollution and energy use. Practices like green job analysis, recruitment, training, performance management, and compensation aim to lower carbon footprints, encourage recycling and improve waste management (Tanveer et al., 2023). Green HR initiatives have a positive environmental impact by influencing employees' attitude towards the environment. Green HRM encourages pro-environmental behavior, according to research particularly when companies give employment duties to environmental concern Pro-environmental attitude are typically adopted by workers who are aware or environmental issues (Hussain et al., 2023). Green competitive advantage shows how a company may solve environmental issues while generating economic value (Alshehri et al., 2024b).

Training is a significantly influencing factor on sustainable performance of the work force and recent studies suggest that larger part of resources in the hospitality industry is being spent on the training and development part. The training and development of employees increases the skills and performance, it also makes them feel empowered to work on themselves and improve their quality of work (Chin et al., 2024).

Researches highlight the importance of a sustainable environment in the organizations and the inclination of the employees towards an organization that has a positive approach towards environmental preservation and a good performance in sustainability (Iqbal, 2020). Sustainable HRM is equally influential on the sustainability goals and practices of an organization as it on employee wellbeing. It is a planned usage of the available human resource and their activities to fulfill the objectives of the organization (Randev & Jha, 2019). Integrating effective HRM practices in the organizational work making the work culture more systematic and employee friendly and bring an effective leadership change can foster sustainable employment relationships and streamline the work with organizational goals improving their performance (Bratton et al., 2024).

It is trait of businesses inclined towards sustainability to emphasize the influence of their practices and operation on environment. They are determined to incorporate an environment friendly behavior in the employees to promote sustainability in the organization and also work on actively engaging the employees to improve their tactics and practices (Fazlurrahman et al., 2021).

In all sectors collectively and hospitality sector in particular, employees build the foundation stone for the efforts of the organization to improve sustainability and work on preserving the nature. This is helped/aided by the evaluation of HRM purposes, analyzing the complex dynamics of the workplace, the physical and mental stress of the work being performed, the need for recognition and the importance of involving the employees and making them feel heard and understood to improve their commitment towards the work being performed and enhance the overall satisfaction of the employees to incline their motives towards the betterment of the organizations goals (Elias et al., 2023).

Any organization aiming to promote sustainability inculcates in their workforce and practices the sustainability initiatives. This incorporation of initiatives is in need to achieve some desired results or objectives. The practices and strategies are to be aligned with these goals. this can be an easy job to talk about but a very tedious task to fulfill and make effective in the modern-day world (Griep et al., 2024). The sustainable HRM and sustainability in the hospitality sector is majorly affected and hindered by various challenges. The main challenge for incorporation of sustainable HRM in the modern times is the issue of sustainability focusing mainly on the environmental and economic concerns. Whereas, it more than just these two dimensions and it includes the social aspect, the employees, development of the community and inclusion in diversity (Mishra & Sarkar, 2020). Diversity and inclusion policies are becoming more and more important to the viability of the hospitality sector in the twenty first century. In the increasingly diversity and inclusion have become essential components of sustainable human resource management (Gehrels & Suleri, 2016).

In the hospitality industry, it is critical for the management to understand and emphasize on the importance of sustainable HRM practices to overcome the competitive hurdles. Being a heavy workload industry, bearing physical and mental fatigue there is a large problem of attrition and turnover (Chin et al., 2024), making retention a challenge for the hospitality industry in particular and other organization in general as this is attributed to the changing workforce, pay, hiring, training, performance management and benefits (Ghani et al., 2022). Shortage of skilled manpower, inadequate and inefficient training and education programs are some other challenges that hamper the organization's working (Meena, 2020). Attrition results in decreased quality of service being provided and relationship between the employee and the customer. Attrition also gives a huge blow to the sustainable goals of the organization, leading to bad word of mouth and depreciated organizational goodwill (Yikilmaz et al., 2023).

Job security is another important challenge in sustainable practices, as employees secure of having a stable job tend to be more dedicated and involved than the insecure employees (Chin et al., 2024).

These problems can be effectively delt with by incorporating sustainable HRM strategies, promoting the job security and making the training and development major aspect focusing on generating more opportunities and enhance the employee competencies (Chin et al., 2024). For a long run of the formulated HRM strategies to overcome the challenges posed, the work culture being administered in the organization needs to be positive, which can be achieved by implementing procedures that

enhances the employee productivity and makes them feel empowered and engaged in the organization (Ishaq et al., 2023).

Incorporation of diversity in business model of the hospitality industry can better recognize the potential of their employees. Inclusion can also be enhanced using psychological approach, Sociological approach, Strategic HRM approach, Green HRM (Parveen & Nazel Alraddadi, 2024).

Research Methodology

This research study on Sustainable Human Resource Management in Hospitality Sector: An Innovative and Fruitful Way for Better Ergonomics and Organization Growth in India aims: -

- To analyze the impact of sustainable HRM practices on ergonomics, employee well-being, and productivity in the Indian hospitality sector.
- To examine the role of sustainable HRM in reducing attrition, improving job security, and enhancing employee retention strategies.
- To assess the influence of Green HRM on organizational growth, competitive advantage, and CSR initiatives in India's hospitality industry.

Owing to the dearth of research publications on the Indian hospitality sector in respect to sustainable HRM practices and its importance for ergonomics and economic growth of the industry, we conducted the study using an exploratory approach and a quantitative research technique.

To provide the foundation to the research and provide basic knowledge of sustainable HRM in the hospitality sectors, a dedicated literature review was conducted with the assistance of secondary data sources. A lot of knowledge for research was available on sustainable HRM practices and its effects on employee and customer satisfaction in the hospitality sectors globally, but its influence on ergonomics was limited. The research database also highlighted the challenges that hindered the full incorporation of sustainability in the domain of HRM. Relatively few researchers specifically addressed the Indian hospitality sector or the Indian organizations when discussing about sustainability and sustainable HRM practices. The main aim of this research paper is to close the knowledge gap and offer insightful commentary on the current state of ergonomics, sustainable HRM practices and its influence on the global and Indian hospitality industry.

Two Self-administered survey questionnaires were created to gather primary data, one from the HR professionals and other from the employees of the hospitality domain, to support our goals. The employee's feedback survey had 19 questions in total filled by 153 respondents whereas the questionnaire for HR Professionals had 23 questions filled by 78 respondents. The questions were linked to sustainability and sustainable HRM practices in the hospitality sector.

With 1.42 billion people and a diversified population, India is a nation of thought leaders. Considering this, the target audience consisted of a combination of HR Professionals and employees from the Indian hospitality sector. When the focus of the research is on the local population, sampling presents a challenge for tourism researchers (Ralston & Stewart, 1990). The study aims to collect information about the current sustainable HRM practices and implementation of more favorable working conditions in the hospitality industry to improve retention, ergonomics, employee wellbeing and achievement of organization's sustainability goals. Consequently, non-probability and convenience

sample techniques were employed in compliance with normal sampling methods. A sample size of 250 respondents was targeted, but the actual number of responses collected was 231.

Collected data was then analyzed using MS Excel and R-Studios to help formulate the interpretations and consolidate the conclusions of the research.

Data Analysis & Findings

The data was collected from two different surveys one was filled by the HR professionals from different hospitality organizations and the other was filled by the operational and management level employees of various hospitality organizations. The data collected was then analyzed (the table for models for regression from the collected data are attached below) and the findings for both the data collections are as follows: -

- **Employees data: -**

1. Impact of Sustainable HRM on Ergonomics, Employee Well-Being, and Productivity: -

- 1.1 Satisfaction with ergonomics and organizational inclusiveness efforts (M1) shows a moderate positive correlation ($r = 0.610$, $R^2 = 0.37$, $p < 0.001$). This suggests that higher satisfaction with ergonomics is significantly associated with a stronger perception of organizational inclusiveness.

- 1.2 Satisfaction with ergonomics and confidence in sector sustainability (M2) has a weak positive correlation ($r = 0.476$, $R^2 = 0.10$, $p < 0.001$), indicating a limited but statistically significant relationship between these factors.

- 1.3 Satisfaction with ergonomics and challenges in implementing sustainable HRM (M3) presents a weak positive correlation ($r = 0.317$, $R^2 = 0.23$, $p < 0.001$), implying that as satisfaction with ergonomics increases, perceived challenges in implementing sustainable HRM also rise slightly.

2. Role of Sustainable HRM in Reducing Attrition, Improving Job Security, and Enhancing Employee Retention

- 2.1 Inclusiveness efforts and confidence in sector sustainability (M4) show a weak positive correlation ($r = 0.487$, $R^2 = 0.24$, $p < 0.001$), suggesting that employees who perceive inclusiveness efforts positively tend to have greater confidence in the sector's sustainability commitment.

- 2.2. Inclusiveness efforts and satisfaction with ergonomics (M5) have a moderate positive correlation ($r = 0.610$, $R^2 = 0.37$, $p < 0.001$), reinforcing the relationship between organizational inclusiveness and employee well-being.

- 2.3 Inclusiveness efforts and employee engagement in sustainability discussions (M6) show a moderate positive correlation ($r = 0.575$, $R^2 = 0.33$, $p < 0.001$), indicating that inclusiveness initiatives contribute significantly to employee participation in sustainability conversations.

3. Influence of Green HRM on Organizational Growth, Competitive Advantage, and CSR Initiatives

- 3.1 Sustainable HRM and career prospects (M7) exhibit a moderate positive correlation ($r = 0.613$, $R^2 = 0.38$, $p < 0.001$), suggesting that adopting sustainable HRM practices can enhance career opportunities.

3.2 Sustainable HRM and confidence in sector sustainability (M8) show a very weak positive correlation ($r = 0.050$, $R^2 = 0.00$, $p = 0.54$), indicating no meaningful relationship between these variables.

3.3 Sustainable HRM and optimism about future economic growth (M9) present a weak negative correlation ($r = -0.311$, $R^2 = 0.10$, $p < 0.001$), implying that greater optimism about sustainable HRM may slightly decrease confidence in its potential for economic growth.

• **HR Professionals data: -**

1. Impact of Sustainable HRM Practices on Ergonomics, Employee Well-being, and Productivity

1.1 There is a weak positive correlation between employee satisfaction with ergonomic practices and the importance of sustainable HRM in improving ergonomics ($R = 0.497$, $R^2 = 0.25$, $p = 0.0008$). This suggests that while the relationship is weak, sustainable HRM plays a role in improving ergonomics.

1.2 A weak positive correlation was also found between employee satisfaction with ergonomic practices and the conduction of employee feedback on workplace sustainability ($R = 0.425$, $R^2 = 0.18$, $p = 6.4E-10$), indicating that employee feedback processes contribute positively to workplace sustainability.

1.3 The relationship between employee satisfaction with ergonomic practices and sustainable HRM in employee retention was also weakly positive ($R = 0.369$, $R^2 = 0.14$, $p = 1.9E-09$), meaning that sustainable HRM practices may slightly enhance retention by improving ergonomics.

2. Role of Sustainable HRM in Reducing Attrition and Enhancing Employee Retention

2.1 There is a weak negative correlation between sustainable HRM practices and employee retention when sustainable HRM is highly prioritized ($R = -0.019$, $R^2 = 0.0004$, $p = 1.1E-46$). This suggests that prioritizing sustainable HRM may not directly improve retention rates.

2.2 Similarly, a weak negative correlation was observed between sustainable HRM practices and employee retention in relation to inclusiveness ($R = -0.039$, $R^2 = 0.002$, $p = 9.98E-32$), indicating that inclusive HRM practices alone may not significantly reduce attrition.

2.3 On the other hand, sustainable HRM practices positively correlate with employee satisfaction with ergonomics, influencing employee retention ($R = 0.369$, $R^2 = 0.14$, $p = 0.0009$). This suggests that improving ergonomic satisfaction through sustainable HRM may help retain employees.

3. Influence of Green HRM on Organizational Growth and Competitive Advantage

3.1 The correlation between sustainable HRM practices and organizational growth, specifically in relation to profitability, was weakly negative ($R = -0.144$, $R^2 = 0.02$, $p = 0.21$), indicating that sustainable HRM may not have a direct impact on profitability.

3.2 There was another weak negative correlation between sustainable HRM and challenges in adopting sustainable HRM practices ($R = -0.042$, $R^2 = 0.002$, $p = 2.9E-51$), showing that challenges in implementation could be a limiting factor.

3.3 However, a weak positive correlation was found between sustainable HRM practices and the overall growth of the hospitality industry ($R = 0.107$, $R^2 = 0.01$, $p = 9.3E-10$), implying that green HRM practices contribute positively, albeit weakly, to industry growth.

Conclusion

The data findings shed light on the fact that sustainable HRM practices have a positive influence on ergonomics, employee's health and their productivity in the hospitality sector, with moderate correlations depicting how improvement in ergonomics will enhance inclusiveness and employee engagement therefore, positively impacting the practices and inclination towards the sustainability goals of the organization. However, implementation of sustainable HRM strategies in the Indian hospitality sector suggesting the need for comprehensive strategies. The weak negative correlations suggest that sustainable HRM cannot solely be the pillar to improve retention or improve job security thus emphasizing the importance of other strategies from the organizational point of view to back retention in the hospitality sector.

The influence of sustainable HRM on the organizational growth and competitive advantage is subtle and it shows moderate associations with employee career growth. Though it has negative links to economic optimism and profitability owing to the financial cost of changing the current strategies and implementing new strategies, showing that sustainability efforts in the organization as a whole and HRM in particular should be aligned to broader financial goals seeing the longer aspects.

All together the insightful findings and literature review dedicated to the sustainable aspect of human resource management, highlights how sustainable HRM intensifies the employee engagement, workplace inclusiveness, employee health and on a longer note the ergonomics of the organization aligned with organizational growth. Although, the direct influence of sustainable HRM on retention, profitability and job security still remains limited and unpredictable wanting future research post mass implementation of sustainable HRM in the hospitality sector. To maximize the benefits of sustainable HRM, hospitality sector must incorporate sustainability in the business strategy making sure that the sustainable human resource management practices aid the betterment of the working environment (ergonomics), employee engagement, job security and employee wellbeing and the economic stability of the sector.

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Table 1 Regression Analysis of data collected from HR Professionals of the Indian hospitality sector

Impact of Sustainable HRM Practices on Ergonomics, Employee Well-being, and Productivity					
No.	Variable	Type of Correlation	R (Correlation Coefficient)	R Square	p-Value
M1	Employee Satisfaction with Current Ergonomic Practices and Importance of Sustainable HRM on Improving Ergonomics	Weak Positive Correlation (Between 0 and 0.5)	0.497	0.25	0.0008
M2	Employee Satisfaction with Current Ergonomic Practices and Conduction of Employee Feedback on Workplace Sustainability	Weak Positive Correlation (Between 0 and 0.5)	0.425	0.18	6.4E-10
M3	Employee Satisfaction with Current Ergonomic Practices and Sustainable HRM Practices and Employee Retention	Weak Positive Correlation (Between 0 and 0.5)	0.369	0.14	1.9E-09
Role of Sustainable HRM in Reducing Attrition and Enhancing Employee Retention					
No.	Variable	Type of Correlation	R (Correlation Coefficient)	R Square	p-Value
M4	Sustainable HRM Practices and Employee Retention and Highly Prioritized Sustainable HRM Practice	Weak Negative Correlation (Between -0 and -0.5)	-0.019	0.0004	1.1E-46
M5	Sustainable HRM Practices and Employee Retention and Sustainable HRM Practice Contributing to Employee Inclusiveness	Weak Negative Correlation (Between -0 and -0.5)	-0.039	0.002	9.98E-32
M6	Sustainable HRM Practices and Employee Retention and Employee Satisfaction with Current Ergonomic Practices	Weak Positive Correlation (Between 0 and 0.5)	0.369	0.14	0.0009
Influence of Green HRM on Organizational Growth and Competitive Advantage					
No.	Variable	Type of Correlation	R (Correlation Coefficient)	R Square	p-Value
M7	Effectiveness of Sustainable HRM Practices in Organizational Growth and Sustainable HRM Practices Directly Influence Organizational Profitability	Weak Negative Correlation (Between -0 and -0.5)	-0.144	0.02	0.21
M8	Effectiveness of Sustainable HRM Practices in Organizational Growth and Challenges in Adopting Sustainable HRM Practices	Weak Negative Correlation (Between -0 and -0.5)	-0.042	0.002	2.9E-51
M9	Effectiveness of Sustainable HRM Practices in Organizational Growth and Sustainable HRM Practices Contribute to Overall Growth of the Hospitality Industry	Weak Positive Correlation (Between 0 and 0.5)	0.107	0.01	9.3E-10

Table 2 Regression analysis of the data collected from the employees of the Indian hospitality sector

Impact of Sustainable HRM on Ergonomics, Employee Well-Being, and Productivity					
No.	Variable	Type of Correlation	R (Correlation Coefficient)	R Square	p-Value
M1	Satisfaction with current state of ergonomics and Satisfaction with organizational effort to promote inclusiveness	Moderate Positive Correlation (Between 0.5 and 0.8)	0.610	0.37	6.0E-17
M2	Satisfaction with current state of ergonomics and Confidence in sector's commitment to sustainability	Weak Positive Correlation (Between 0 and 0.5)	0.476	0.10	6.5E-05
M3	Satisfaction with current state of ergonomics and Challenges in implementing sustainable HRM	Weak Positive Correlation (Between 0 and 0.5)	0.317	0.23	5.1E-10
Role of Sustainable HRM in Reducing Attrition, Improving Job Security, and Enhancing Employee Retention					
No.	Variable	Type of Correlation	R (Correlation Coefficient)	R Square	p-Value
M4	Satisfaction with organizational effort to promote inclusiveness and Confidence in sector's commitment to sustainability	Weak Positive Correlation (Between 0 and 0.5)	0.487	0.24	1.7E-10
M5	Satisfaction with organizational effort to promote inclusiveness and Satisfaction with current state of ergonomics	Moderate Positive Correlation (Between 0.5 and 0.8)	0.610	0.37	6.0E-17
M6	Satisfaction with organizational effort to promote inclusiveness and Employee engagement in discussions about sustainability and inclusivity	Moderate Positive Correlation (Between 0.5 and 0.8)	0.575	0.33	7.4E-15
Influence of Green HRM on Organizational Growth, Competitive Advantage, and CSR Initiatives					
No.	Variable	Type of Correlation	R (Correlation Coefficient)	R Square	p-Value
M7	Sustainable HRM practices can improve organizational growth and Adopting sustainable HRM practices enhances career prospects	Moderate Positive Correlation (Between 0.5 and 0.8)	0.613	0.38	3.9E-17
M8	Sustainable HRM practices can improve organizational growth and Confidence in sector's commitment to sustainability	Weak Positive Correlation (Between 0 and 0.5)	0.050	0.00	0.54
M9	Sustainable HRM practices can improve organizational growth and Optimism about the future of sustainable HRM in driving inclusive economic growth	Weak Negative Correlation (Between -0 and -0.5)	-0.311	0.10	8.9E-05