



Sustainable Human Resource Practices-The Future of Indian Hospitality

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Abstract

Sustainability, a broad term generally related to environment, is a multidimensional aspect encompassing people. Human resource, crucial for achieving both short-term and long-term goals is often overlooked when addressing sustainability. Sustainable HRM practices foster a healthier work culture, improving organizational consistency. Despite the long-lasting benefits and rising demand, the field of study on sustainable HRM in India remains narrow, rising the risk of declining workspace quality in the country.

The hospitality sector is pillared by the human resource. This research focuses on understanding the mindset of Indian Hospitality Fraternity in respect to sustainable HRM practices and the current ongoing trends and gaps in different organizations. The study is exploratory in nature, using quantitative research methodology. The primary data collection was done using a self-administered survey questionnaire, while the secondary data was collected from a wide study of 19 research papers on sustainable HRM focusing both global and India aspects.

The sample size of target was 200 and, in the end, only 177 respondents participated (confined to the hospitality personnels only). The collected data was analysed using M.S Excel and R&R studio to derive some concrete insights on the sustainable HRM implementation and gaps in Indian hospitality sector. Models were built for finding significant relationship to support the research. The study finding can be an aid to the Indian hospitality sector to strategically plan sustainable HRM practices and capitalize on achieving long term goals and maintain a balanced working environment for efficiency and improve the productivity. An open eye should be kept for all the implication and challenges to strategize the incorporation of the HRM strategies covering the sustainability aspect of the human resource.

Keywords: Sustainability, HRM, Hospitality, Workspace quality, Organizational consistency.

Introduction

India is a country of hospitable nature. The motto of Atithi Devo Bhava always resonates in the different hospitality organizations across India. A place of diverse cultures and traditions, India has always been a hub for major businesses and tourist attraction. Indian hospitality sector is the backbone of the economy of India helping grow the GDP and catering the unemployed Indian population with various job opportunities.

The Indian hospitality industry is dynamic growing at a very fast pace, with various innovation and new incorporations in the sector arising at each and every moment. The umbrella of the industry is growing and gaining new additions to its already existing vivid experiences, like the upliftment of MICE, preservation of environment, the innovative concepts like farm to table, and many other unique perspectives (Singh & Arora, 2014).

Taking note of preservation of environment has been a prime of the hospitality sector around the globe under the sustainable practices. Sustainability links not only to the preservation of the nature but also to the preservation of any businesses, to make them thrive for a longer period of time in terms of productivity and economy both (Gomathy, 2022). Although sustainability is a broader concept taking into considerations more than just the business or environment.

Sustainability is mainly linked to three P's when talking about any organization, that is People, Planet, and Profitability. Here, people is the human resource working in the organization, whereas planet links to environment and profitability links to longevity of any organization (Rheede & Blomme, 2012). Hospitality industry is also influence by the importance and need of sustainability in the industry addressing the pressing concerns of environmental, business and human preservation.

The hospitality industry is a customer-based industry heavily relying on the customer experience and their word of mouth. The services provided by the hospitality industry are intangible which cannot be seen or touched, but only felt. Therefore, the hospitality industry is dependent on the skilled human resource for providing the exquisite customer experience (Sharma et al., 2024).

Human resource management is an area often overlooked when talking about sustainability in any organization. But in industries like Hospitality where, the human resource forms the base for fulfilment of customer satisfaction, sustainability must be focused (Mazur & Walczyna, 2020). Sustainability in term of human resource is an incorporation of practices that amalgamate the organizational goals with personal development and job security of the employees (Bratton et al., 2024).

This research paper looks forward to remove the gap of dearth literature and research on the topic of sustainability in the Indian hospitality sector. Focusing on the benefits of sustainable HRM practices improving job retention and ergonomics for the employees. The future scope for creating favourable condition for employees to grow and gain more competencies, aiding the organization in a longer run towards achieving their goals.

Literature Review

Hospitality is conveying a sense of home away from home. Providing kindness and aid wherever necessary. Hospitality industry is customer centric, requiring exquisite service quality and exceptional customer experience for organizational growth and fully flourished performance (Yikilmaz et al., 2023). Indian being the flagbearer of hospitality gives major focus on providing seamless experience. Nevertheless, hospitality industry in India is a major economy generator yet it is challenged with being under-roomed. Owing to this, the hospitality industry is now being focused in terms of sustainability by the Indian government(Ray, 2021).

Sustainability is a broad concept and centre of attraction for various organization worldwide. A concept that no major or minor organization is unfamiliar with (Rheede & Blomme, 2012). Sustainability is majorly linked to the environmental aspect. When viewing the hospitality industry environmental footprint is notable. The energy and water consumption to keep up the customer satisfaction of the customers. This huge consumptions of energy and production of biodegradable and non-biodegradable waste makes it vital to focus on sustainability in the hospitality sector (Vovk & Vovk, 2024).

The current trends have seen hospitality industry encounter pressure to focus on the more emphasized concern of environmental preservation, decrease the carbon footprint and attend to their responsibilities towards the society. This makes the shareholders pressurize the managers to build strategies and focus on sustainability in the organization operations (Ishaq et al., 2023).

An organization's performance can be termed sustainable only when they meet the organizational goals and stakeholder's requirement in coordination with extended efforts to ensure wellbeing of the society and environment with profitability in the future (Bratton et al., 2024).Sustainability in the hospitality sector is also linked to the human resource that is crucial to all events taking place in industry. HRM is an influential hybrid management system that impacts both organization as a whole and the human resource individually. It is an aid to achieve organizational goals and emphasize the attainment of personal goals and objectives (Franzoni et al., 2021).

Human resource management in current era is most important due to its continuous commitment in formulating policies and standard operating procedures to tackle the challenges in economic, and socio-cultural environment. it is an aid to fulfil the changing business needs and increasing competition. It is also helpful in enhancing the corporate social responsibility practices to engulf new and improvise the current competencies of the organization(Ishaq et al., 2023).HRM can be influential in promoting sustainability in the organization by putting into effect sustainability in all aspects of HRM from training to recruitment and appraisals (Jerónimo, 2022).

Being a competitive industry, it is the level of service provided by the personnel in the industry that form the base for a good experience and repeated business. this can be attained by a good work-life balance and development and motivation aided by and overall feedback. As the employees play a pivotal role in helping the hotel it is the sustainable human resource practices that can be helpful in providing a competitive edge (Chin et al., 2024).

Recent studies show that Green Human Resource Management is a popular approach now-a-day. This approach focuses on integrating sustainability with the workforce, from recruitment, training and development and performance management to job security and equal compensation for the employees. This integration can be fruitful in engaging employees with the organizational goals and sustainability efforts promoting an environmentally responsible work culture in the organization (Vovk & Vovk, 2024).

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). Being a skill-based industry, recruiting talent is a tedious task to perform in the hospitality industry. This is because the skilled employees not only positively influence the organizational practices and operation but also are significantly influential for the organizational culture (Dewantara et al., 2019).

The sustainable HRM is a mixed culture of views where some researches highlight the financial aspect of HRM strategies, a few other researches link the sustainable human resource practices to employee engagement, job security and employee health. Therefore, showing the positives of sustainability in human resource management being productive economic growth, increased CSR, and improvement in ergonomics (Viitasaari, 2021).

Maintaining the human resource for a large hospitality organization is quiet time and energy straining. Recent studies highlight a modern concept of E-HRM being helpful in this scenario. E-HRM is a convenient mode for managing employees and is also a considerable factor in the employee satisfaction and engagement as it makes the environment user friendly and apt for the employees to work in (Muhammad Masum et al., 2020).

E-HRM is critical for modern day human resource management practices, as they provide a concrete base for collaborative efforts to identify and overcome various challenges and align the working standard to capitalize on any new opportunities or adapt to any change in the normal standards or conditions. E-HRM enhances the coordination and facilitates innovations in respect to sustainability with effective knowledge management and efficient sharing of economic and knowledge resources (Alqarni et al., 2023). E-HRM is a newer concept bridging the gap between the employees and HRM department. E-HRM is also an aid to promoting sustainability as, a big step towards sustainability can be taken with the incorporation of IT in the firms, keeping the HRM in focus (Muhammad Masum et al., 2020).

Talking about sustainability in the human resource department, the practices involve employee participation that makes them feel valued and addressed to base on their input to improve the service quality and delivery and also become a major factor in decreasing attrition as it helps to develop relationships (Chin et al., 2024). As employees become the centre to deliver the services and quality to enhance customer satisfaction, job security, employee health and employee's work-life balance is an important consideration to maintain the standards of the organization. Therefore, organizations are continuously working on using more human resource than they can

to compete the growing challenges and match the worldwide demand and technology improvement (Chillakuri & Vanka, 2020).

The hospitality sector is a very competitive and physically and emotionally straining industry. Hence, the recent studies highlight the constant shifting and restructuring of human resource department's practices and policies in the hospitality sector (Gehrels, 2016). The HRM is very important as it strongly works on improving the quality of service being provided and quality of work life for the employees. Thus, forming training programs and recruitment processes to enhance and embed in the employees the competencies that help to achieve the organizational goals and also give aid to fulfil the social duties (Franzoni et al., 2021).

The sustainable human resource practices help the employees develop and create a brand image, making them capable to support the organization's goals and objectives. Thus, sustainability in the human resource department can be the determinant of retention and help lower the rates of turnover, nullifying the void of knowledge and learning created due to attrition (Ehnert & Harry, 2012).

Research Methodology

This research study on Sustainable Human Resource Practices - The future of Indian hospitality aims: -

- To examine the impact of sustainable HRM practices on job retention and employee well-being in the Indian hospitality sector.
- To analyse how sustainable HRM practices improve ergonomics and create favourable conditions for employee growth and competency development.
- To explore the long-term benefits of sustainable HRM in enhancing organizational performance and reducing attrition in the Indian hospitality industry.

The secondary knowledge linking sustainable HRM and hospitality industry in India was limited to almost none and the research papers on sustainable HRM in the hospitality sector was also dearth. Therefore, the nature of the study conducted is exploratory and a quantitative research technique is used to support the research.

To form the base for the research and provide basic information on sustainable human resource management in the Indian hospitality sectors, a refined literature review was conducted from 20 secondary data sources. The secondary sources of data had substantial information on sustainable HRM practices and its effects on employee and customer satisfaction in the organizations in general, but sustainable HRM practices in lieu of hospitality sector was limited. The research database highlighted importance of sustainability in the domain of HRM and what challenges can be met with sustainable HRM practices. Relatively few researchers specifically addressed the Indian hospitality sector or the Indian organizations when discussing about sustainable HRM practices. The main aim of this research paper is to close the knowledge gap and gather insightful findings on sustainable HRM as a future of Indian hospitality industry to manage the human resource, profitability and environmental preservation.

The primary source of data was a self-administered questionnaire, created to gather the views of employees at various positions in the Indian hospitality sector. The feedback survey had 15 questions in total filled by 177 respondents. The questions were linked to sustainable HRM practices in the Indian hospitality sector and what the employees want for the future.

The Indian hospitality sector is quite vast and covering all areas is a problem as when the focus for any research is on the local and diversified population, sampling can become a challenge for tourism and hospitality researchers due to the bias of different sections and areas (Ralston & Stewart, 1990). The study aimed to gather insights on the current HRM practices in the hospitality industry and reviews and analysis for the future of fully incorporating sustainability in human resource management to improve retention, ergonomics, employee wellbeing, CSR and achievement of organizational goals. Consequently, non-probability and convenience sample techniques were employed. A sample size of 180 respondents was targeted, but the actual number of responses collected was 163.

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

Data Analysis

The data was first analysed to find out summary statistics and then the coded data collected was run for correlation to support our objectives of research. The data analysis is as followed: -

Summary Statistics

- General Trends in Sustainable HRM Practices: -
 - The mean values for all HRM-related factors are quite high, that is 'Organization implements HRM for sustainability - 4.47, Sustainable HRM positively impacts overall performance - 4.60, and Sustainable HRM initiatives improve ergonomics and competency development - 4.50' indicating strong agreement from the respondents about the positive role of sustainable HRM practices in Indian hospitality.
 - The high mean of Sustainable HRM creating an environment for skill development - 4.46, shows that sustainability-driven HRM initiatives enhance the employee growth.
- Variability in Responses: -
 - The standard deviations for most of the question HRM-related range from 0.49 to 0.79, suggesting a moderate level of agreement among respondents.
 - On contrary, a higher standard deviation and variance, that is 1.29 and 1.65, depict the diversity in responses which can be owed to different establishment types.
 - Similarly, experience having Standard Deviation- 0.95 and Variance - 0.91 highlights a wide range, showing a mix of early-career and experienced professionals in the sample.
- Distribution Shape (Skewness & Kurtosis)
 - Positive Skewness (Right-Skewed): -

Hospitality establishment has skewness of 1.55 and Experience has a skewness of 0.78 suggesting that majority of responses are concentrated on the lower end, with less participants having working for a longer period.

Age Group is skewed by 0.88 and Current Position has a skewness of 0.66 indicating a younger workforce with entry to mid-level roles dominating the sample.

- Negative Skewness (Left-Skewed):

Sustainable HRM-related responses mostly have slight negative skewness, highlighting the bias of responders towards positive responses.

The question reviewing the Ergonomic work conditions in responders' organization had negative skewness of -0.79 and Sustainable HRM improves ergonomics and competency development - 0.35 suggesting the majority responders see these factors favourably.

Correlation Coefficient

The correlation matrix was created using the data collected and the matrix was analysed based on the objectives of the research. The data findings in context of the research objectives are: -

- Impact of Sustainable HRM on Job Retention and Employee Well-being: -
 - Sustainable HRM motivates employees to stay positively correlates with implementing HRM practices that promote sustainability and employee well-being 0.0433 and Employee well-being initiatives are actively promoted in your organization 0.1732, showing that sustainability-focused HRM enhances retention.
 - Employee well-being initiatives are actively promoted in your organization strongly correlates with ergonomic work conditions being provided in the organizations 0.6165 and sustainability-focused HRM strategies 0.4181, highlighting the role of workplace conditions in employee satisfaction.
- Improvement in Ergonomics, Growth, and Competency Development: -
 - Sustainable HRM creates a favourable skill development environment, correlates with Organization invests in training and development programs that enhance employee competency and career growth 0.2828 and Organization's sustainable HRM initiatives positively influence ergonomic conditions and employee competency development 0.1439, showing that training initiatives enhance employee skills.
 - The current state of Ergonomic work conditions in the organizations of the respondents positively correlates with organization implementing HRM practices that promote sustainability and employee well-being 0.2102 and Sustainable HRM practices contribution to your decision to stay in the job 0.2949, confirming their role in workforce stability.
- Long-term Benefits for Organizational Performance & Reduced Attrition: -
 - Sustainable HRM positively impacts performance, correlating with competency development 0.3397 and sustainability-focused strategies 0.2017, highlighting long-term productivity gains.
 - Sustainability-focused HRM strategies aligns with competency development 0.2017 and organizational performance 0.3397, supporting their contribution to reducing attrition and improving overall business efficiency.

Conclusion

The secondary data collected from literature review of 20 research papers and data analysis of the primary data collected from questionnaire filled in by different hospitality employees leads us to the following conclusions: -

- Sustainable HRM Positively Influences Employee Retention and Well-being: -
 - The data indicates a strong correlation between sustainable HRM initiatives and job retention. Employees feel more valued, motivated, and engaged when organizations implement sustainability-driven HRM policies such as work-life balance programs, well-being initiatives, and ergonomic improvements.
 - The positive relationship between sustainable HRM and employee well-being, as well as workplace ergonomics, shows that a better working environment leads to lower attrition and higher job satisfaction.
 - Given the high attrition rates in the hospitality industry, hotels and hospitality businesses in India can retain talent more effectively by integrating sustainability into their HR strategies.
- Sustainable HRM Enhances Ergonomics and Employee Skill Development: -
 - The literature review and data suggest that sustainable HRM plays a key role in improving workplace ergonomics and fostering an environment where employees can develop their skills and competencies.
 - Sustainable HRM positively correlates with training and skill development, emphasizing that organizations investing in employee development and competency growth see long-term benefits.
 - The practical application can be Hospitality businesses introducing regular training programs, eco-friendly workplace, and career development methods to ensure employees are comfortable and their personal development is also supported by the organization.
- Long-term Benefits: Organizational Performance and Reduced Attrition: -
 - Sustainable HRM not only improves immediate employee satisfaction but also contributes to long-term business success by reducing employee turnover and enhancing organizational efficiency.
 - Sustainability-focused HRM strategies correlate with organizational performance 0.3397, highlighting that businesses integrating sustainability in HR practices are likely to experience higher productivity and better operational efficiency.
 - By adopting sustainability-driven HR models, hospitality organizations can reduce attritions, diminish the recruitment costs, and build a more stable workforce, largely aiding to improved customer service quality and business profitability.
- The Rise of E-HRM: A Digital Shift in Sustainable HRM: -
 - The literature highlights E-HRM as a modern tool that helps organizations manage human resources efficiently while promoting sustainability.
 - Digital HR solutions can be very beneficial by enhancing employee engagement, streamline recruitment and training, and creating a paperless, eco-friendly HR environment.

- Given the industry's fast-paced nature, adopting E-HRM technologies can bridge the gap between employees and HR departments, making processes more sustainable, efficient, and transparent.

Sustainable HRM is significantly influential in employee retention, well-being, and skill development, leading to higher productivity and reduced attrition in the Indian hospitality sector. By integrating eco-friendly HR practices and E-HRM solutions, the Indian hospitality sector can improve workplace conditions, optimize workforce management, and boost long-term profitability, ensuring a more dependant and competitive industry.

The conclusion of the research suggests that by adopting sustainable HRM practices and E-HRM solutions, the Indian hospitality industry can improve employee retention, well-being, and skill development, leading to enhanced productivity. This approach not only reduces attrition and operational costs but also fosters a more efficient, eco-friendly, and competitive business environment, positively influencing service quality and in turn increasing the long-term profitability.

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ANNEXURE

	Age Group	Gender	Current position	Experiecne	Hospitality establishment	Organization implements HRM for sustainability	Sustainable HRM motivates to stay.	Employee well-being actively promoted	Investment in training and development programs	Ergonomic work conditions in your organization.	Sustainable HRM creates environment for skill development	Sustainable HRM positively impact overall performance	Active incorporation of sustainability-focused HRM strategies in organization.	Sustainable HRM initiatives improve ergonomics and competency development.
Mean	1.54	1.44	1.66	2.62	1.77	4.47	4.40	4.17	4.40	4.12	4.46	4.60	4.29	4.50
Standard Error	0.05	0.04	0.06	0.07	0.10	0.04	0.04	0.05	0.04	0.06	0.04	0.04	0.05	0.04
Standard Deviation	0.67	0.50	0.75	0.95	1.29	0.53	0.57	0.63	0.55	0.79	0.50	0.49	0.62	0.53
Sample Variance	0.45	0.25	0.56	0.91	1.65	0.28	0.32	0.40	0.30	0.62	0.25	0.24	0.39	0.29
Kurtosis	-0.39	-1.96	-0.92	-0.34	-1.12	-1.22	-0.81	-0.58	-0.97	0.47	-2.00	-1.86	-0.64	-1.16
Skewness	0.88	0.24	0.66	0.78	1.55	-0.24	-0.27	-0.16	-0.11	-0.79	0.15	-0.41	-0.31	-0.35

Summary Statics depicting the different statics for the data collected from the different employees of the Indian hospitality industry

	Age Group	Gender	Current position	Experiecne	Hospitality establishment	Organization implements HRM for sustainability	Sustainable HRM motivates to stay.	Employee well-being actively promoted	Investment in training and development programs	Ergonomic work conditions in your organization.	Sustainable HRM creates environment for skill development	Sustainable HRM positively impact overall performance	Active incorporation of sustainability-focused HRM strategies in organization.	Sustainable HRM initiatives improve ergonomics and competency development.
Age Group	1	-0.133110416	0.437544535	0.734051854	0.180031726	0.172339614	-0.001596263	-0.041176894	0.053005496	-0.008640632	-0.050745342	0.087563685	0.014704722	0.098279888
Gender	-0.133110416	1	0.044071282	-0.017669338	0.058820607	-0.021744423	0.135165141	-0.021939786	0.003192959	-0.010064958	0.065369375	-0.062964279	-0.053241048	-0.047421915
Current position	0.437544535	0.044071282	1	0.439052698	0.072343994	0.22756296	0.234748623	0.040057277	0.183313363	-0.004040675	0.201927175	0.163160193	0.108716217	0.194857539
Experiecne	0.734051854	-0.017669338	0.439052698	1	0.119983619	0.120682871	-0.011836162	-0.043647564	0.191461021	-0.118665065	-0.047249144	0.001508639	0.016073954	-0.003469435
Hospitality establishment	0.180031726	0.058820607	0.072343994	0.119983619	1	-0.008419944	-0.030839518	-0.078112253	0.00663986	-0.084284902	-0.136697666	0.125461718	-0.051260736	0.100178057
Organization implements HRM for sustainability	0.172339614	-0.021744423	0.22756296	0.120682871	-0.008419944	1	0.043302564	0.297897158	0.132378069	0.210220947	0.023092598	-0.006607725	0.192885597	0.13473669
Sustainable HRM motivates to stay.	-0.001596263	0.135165141	0.234748623	-0.011836162	-0.030839518	0.043302564	1	0.173213696	0.182445089	0.294903943	0.202653809	0.152587528	0.25899131	0.268322283
Employee well-being actively promoted	-0.041176894	-0.021939786	0.040057277	-0.043647564	-0.078112253	0.297897158	0.173213696	1	0.149985081	0.616535207	0.180818274	-0.090437865	0.418080326	0.199605062
Investment in training and development programs	0.053005496	0.003192959	0.183313363	0.191461021	0.00663986	0.132378069	0.182445089	0.149985081	1	0.030413099	0.282812617	-0.019525403	0.240739418	0.054654713
Ergonomic work conditions in your organization.	-0.008640632	-0.010064958	-0.004040675	-0.118665065	-0.084284902	0.210220947	0.294903943	0.616535207	0.030413099	1	-0.017190381	-0.046582841	0.410094746	0.269075937
Sustainable HRM creates environment for skill development	-0.050745342	0.065369375	0.201927175	-0.047249144	-0.136697666	0.023092598	0.202653809	0.180818274	0.282812617	-0.017190381	1	-0.048714472	0.216552734	0.14392609
Sustainable HRM positively impact overall performance	0.087563685	-0.062964279	0.163160193	0.001508639	0.125461718	-0.006607725	0.152587528	-0.090437865	-0.019525403	-0.046582841	-0.048714472	1	-0.243102485	0.339670537
Active incorporation of sustainability-focused HRM strategies in organization.	0.014704722	-0.053241048	0.108716217	0.016073954	-0.051260736	0.192885597	0.25899131	0.418080326	0.240739418	0.410094746	0.216552734	-0.243102485	1	0.201705953
Sustainable HRM initiatives improve ergonomics and competency development.	0.098279888	-0.047421915	0.194857539	-0.003469435	0.100178057	0.13473669	0.268322283	0.199605062	0.054654713	0.269075937	0.14392609	0.339670537	0.201705953	1

The correlation matrix for the data collected from the respondents to support and clarify the objectives of the research

	Age Group	Gender	Current position	Experiečne	Hospitality establishment	Organization implements HRM for sustainability	Sustainable HRM motivates to stay.	Employee well-being actively promoted	Investment in training and development programs	Ergonomic work conditions in your organization.	Sustainable HRM creates environment for skill development	Sustainable HRM positively impact overall performance	Active incorporation of sustainability-focused HRM strategies in organization.	Sustainable HRM initiatives improve ergonomics and competency development.
Age Group	1	-0.133110416	0.437544535	0.734051854	0.180031726	0.172339614	-0.001596263	-0.041176894	0.053005496	-0.008640632	-0.050745342	0.087563685	0.014704722	0.098279888
Gender	-0.133110416	1	0.044071282	-0.017669338	0.058820607	-0.021744423	0.135165141	-0.021939786	0.003192959	-0.010064958	0.065369375	-0.062964279	-0.053241048	-0.047421915
Current position	0.437544535	0.044071282	1	0.439052698	0.072343994	0.22756296	0.234748623	0.040057277	0.183313363	-0.004040675	0.201927175	0.163160193	0.108716217	0.194857539
Experiečne	0.734051854	-0.017669338	0.439052698	1	0.119983619	0.120682871	-0.011836162	-0.043647564	0.191461021	-0.118665065	-0.047249144	0.001508639	0.016073954	-0.003469435
Hospitality establishment	0.180031726	0.058820607	0.072343994	0.119983619	1	-0.008419944	-0.030839518	-0.078112253	0.00663986	-0.084284902	-0.136697666	0.125461718	-0.051260736	0.100178057
Organization implements HRM for sustainability	0.172339614	-0.021744423	0.22756296	0.120682871	-0.008419944	1	0.043302564	0.297897158	0.132378069	0.210220947	0.023092598	-0.006607725	0.192885597	0.13473669
Sustainable HRM motivates to stay.	-0.001596263	0.135165141	0.234748623	-0.011836162	-0.030839518	0.043302564	1	0.173213696	0.182445089	0.294903943	0.202653809	0.152587528	0.25899131	0.268322283
Employee well-being actively promoted	-0.041176894	-0.021939786	0.040057277	-0.043647564	-0.078112253	0.297897158	0.173213696	1	0.149985081	0.616535207	0.180818274	-0.090437865	0.418080326	0.199605062
Investment in training and development programs	0.053005496	0.003192959	0.183313363	0.191461021	0.00663986	0.132378069	0.182445089	0.149985081	1	0.030413099	0.282812617	-0.019525403	0.240739418	0.054654713
Ergonomic work conditions in your organization.	-0.008640632	-0.010064958	-0.004040675	-0.118665065	-0.084284902	0.210220947	0.294903943	0.616535207	0.030413099	1	-0.017190381	-0.046582841	0.410094746	0.269075937
Sustainable HRM creates environment for skill development	-0.050745342	0.065369375	0.201927175	-0.047249144	-0.136697666	0.023092598	0.202653809	0.180818274	0.282812617	-0.017190381	1	-0.048714472	0.216552734	0.14392609
Sustainable HRM positively impact overall performance	0.087563685	-0.062964279	0.163160193	0.001508639	0.125461718	-0.006607725	0.152587528	-0.090437865	-0.019525403	-0.046582841	-0.048714472	1	-0.243102485	0.339670537
Active incorporation of sustainability-focused HRM strategies in organization.	0.014704722	-0.053241048	0.108716217	0.016073954	-0.051260736	0.192885597	0.25899131	0.418080326	0.240739418	0.410094746	0.216552734	-0.243102485	1	0.201705953
Sustainable HRM initiatives improve ergonomics and competency development.	0.098279888	-0.047421915	0.194857539	-0.003469435	0.100178057	0.13473669	0.268322283	0.199605062	0.054654713	0.269075937	0.14392609	0.339670537	0.201705953	1

Heat Map for Correlation Coefficient highlighting the various positive and negative correlations among the different variables.