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## *Impact of Environmental Policy on Employee Perception and Work Culture of an Organization*

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*Abstract: Employee's perception is their interpretation of things related to organizational policy. Environmental policy is a structured document and strategy of an organization for environmental awareness and sustainable growth. It includes programs and activities to promote eco friendly practices among employees. Employees have their own interpretation of the effect of this program on them and the work culture. This study was conducted to understand the effect of this policy on different dimensions of work environment and employee satisfaction. It includes questions on work culture, motivation and retention. Instrument contains 18 different dimensions related to different effects of this environmental policy on work culture and employee satisfaction. Data was collected through purposive sampling from 50 respondents on a five-point Likert scale through questionnaire. Cronbach's Alpha reliability of questionnaire was applied using SPSS (statistical package for social science) version 16.0. Further Independent T test was applied to data. Findings of the study suggest that environmental policy does have a positive effect on work culture, employee motivation and retention in sectors like education. There was a male:female ratio of 2:3 and majority of respondents were postgraduate.*

*Key words: - employee perception, environmental policy, work culture. Retention, motivation.*

### I. INTRODUCTION

Perception is the way you visualize something. Employee's perception in an organization is very important for the success of any organization. Environmental concern is the need of modern hours. There is a steep hike in environmental awareness programs of organizations. The thirst to go green and include sustainability as a vision is increasing among employees. Environmental awareness programs and policies are finding place in the policy framework of organizations.

Any policy is only successful when employees involve themselves with full vigour. So it is important for environmental programs also that employees take them as a useful tool for their career. For long, there is a talk about the impact of environmental awareness programs on employees and on work culture. Our effort was to establish a relation between these factors.

Employee's acceptance towards these programs is naturally higher and it's easy to implement this. But thus this affects organizations' work culture, productivity and employee retention? Do these programs have an impact on company's revenue? Do they change employee's perception towards company?

This is a complex question but there are many answers. It is found that these programs do impact employees positively. CSR and sustainability can improve organizational performance especially when employees are involved in the development of the strategies (Boiral, 2005; Michaildes and Lipsett 2013)

We argue that what influences employee perception to take environmental programs and the impact of these on their work culture and motivation is complex and is a need of multi-disciplinary review of the research evidence.

But elementary researches have found the impact of environmental programs on employee's productivity and retention due to their high moral value attached. And societies like SHRM have done detailed study on the role of management on environmental programs and its impact on employee's motivation.

Thus we can say that satisfaction level of employees and perception may have a positive impact by environmental policies. This is also a comprehensive thing which will lead organization to increase more level of environmental activities in order to improve work culture and increase productivity and retention.

## II. LITERATURE REVIEW

Environmental activities do have an reasonable impact on various aspects related to employee, a study by the British Carbon Trust shows over 75% of employees considering working for a organization feels it as important that they have proper framework to reduce carbon emissions (Clarke, 2006 ) and another study by CIPD reveals that 49% of their respondents take environmental image of an organization in consideration when making the decision on whether to take a job or not, with organizations like Boots seeing the 'green job candidate' as dominating thinking in this field (Brockett, 2006). CIPD strongly think that becoming a green employer will increase employer branding and be a powerful way to magnetize potential employees (CIPD, 2007). Various articles on the topic of green hr suggest the positive impact of environmental activities on employee motivation retention and work culture. It's very important for organization's to take employee along in there environmental policy as any policy is useless without employee participation (BERNSTEIN.D 1992). Various literatures have highlighted the role environmental practices on customer perception (Young W, Hwang K, McDonald). Thus it may be concluded that these programs have positive effect on organization. While from environmental perspective employees participation in environmental initiatives can have a substantial impact on green house emissions (Young W, Middlemiss L. 2012) and waste management (Tudor TL, Barr SW, Gilg AW. 2007). A pro environmental behaviour is linked with sustainability (Osbaldiston R, Schott JP. 2012) and sustainability is the need of current hour. Thus by promoting pro environmental behaviour organizations can achieve inclusive and sustainable growth.

## III. OBJECTIVES

There is a need for sustainable development and organizations can play an effective role in these programs. An effective environmental policy can be implemented only when there is an acceptance among employees. Industries will engage more in these programs only when they find some of its impact on their productivity. Employees do have a positive impact while performing for the environmental cause. The primary objective of the study was:

1. To study environmental policies of organizations.
2. To study the involvement of employees in these programs.
3. To analyze the possessive effects of these programs on work culture
4. To analyze the role of environmental activities in bridging gaps between employees and management.
5. To reveal the connection of these programs with employee motivation, retention and productivity

## IV. METHODOLOGY

The objectives of the study were set up and research methodology was determined. Questionnaire containing 17 items were distributed to employees of different organization. The collected data was summarised and organized for further analysis. Data analysis was performed SPSS version 16.0 to derive relevant information from the data collected. Data was collected and inferences were drawn.

**A. Respondent details:**

30 of 50 respondents were female and 40 out of them were post graduates. Major respondents were from educational sector. Respondents belonged to different parts of India.

**B. Research Design:**

- » Data collected was primary as it was collected from means of questionnaire from employees of education and service sector.
- » The structured questionnaire consisting of close ended questions was used for the purpose of this study.
- » Likert's scale is 5point scale was used in the questionnaire administrated for the studies ranging from strongly agree to strongly disagree.

**C. Sampling frame:**

- » Sampling unit- employees of education and service sector.
- » Sampling size-50

**D. Tools used for data analysis:**

Data analysis was conducted using (statistical package for social science)

SPSS version 16.0. The collected data is collected, tabulated and analysed with SPSS version 16.0 using Kiser Meyer Alkin sampling, adequacy and independent t test.

**V. DATA ANALYSIS AND FINDINGS****Data analysis and Findings**

Reliability test was first applied on the collected data Cronbach's Alpha coefficient on 17 items has been found as .889 which shows that items have relatively high consistency.

**Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.876	.889	17

*Table -1*

Independent sample t test was also performed on the data. Independent sample t test is a hypothesis testing software which is very accurate which uses different samples for different kinds of treatment and conditions. In this study it is comparing male and female data in the opinion towards environmental policies and impact. This is the group statistics table for each of the group. In this study sample size being 50. There are 30 females and 20 males. In the last three columns the mean, standard deviation and a standard error mean there are 17 different hypotheses created for the impact of environmental policies on employees and work culture.

The second part is about independent t test table divided into two blocks. First is the 'Levene's test for equality variance'. For validating that the assumptions for the following t test has been confirmed or not. In this tabulated value is referred to be 0.05 and sig value should be greater than or equal to this value for accepting for accepting our hypothesis.

Our test is to tailed eight titled t give the calculated value. And the column name df gives the degree of freedom associated with this test.

### Group Statistics

	Gender	N	Mean	Std. Deviation	Std. Error Mean
VAR00001	Male	20	2.0500	.94451	.21120
	Female	30	2.2667	.78492	.14331
VAR00002	Male	20	2.3000	1.08094	.24170
	Female	30	2.2667	1.20153	.21937
VAR00003	Male	20	2.5500	1.23438	.27601
	Female	30	2.1667	1.08543	.19817
VAR00004	Male	20	2.1000	1.07115	.23952
	Female	30	2.0333	.92786	.16940
VAR00005	Male	20	2.5500	1.19097	.26631
	Female	30	2.4000	1.03724	.18937
VAR00006	Male	20	2.5000	1.19208	.26656
	Female	30	2.5000	.93772	.17120
VAR00007	Male	20	2.2500	1.20852	.27023
	Female	30	2.3000	1.08755	.19856
VAR00008	Male	20	2.4000	1.18766	.26557
	Female	30	2.1667	.94989	.17343
VAR00009	Male	20	1.9500	1.05006	.23480
	Female	30	1.6000	.56324	.10283
VAR00010	Male	20	1.8000	1.10501	.24709
	Female	30	1.8333	.83391	.15225
VAR00011	Male	20	2.8500	1.53125	.34240
	Female	30	3.6000	1.22051	.22283
VAR00012	Male	20	2.0000	.79472	.17770
	Female	30	2.2000	.84690	.15462
VAR00013	Male	20	2.1000	.96791	.21643
	Female	30	2.4000	1.06997	.19535
VAR00014	Male	20	2.1000	1.02084	.22827
	Female	30	1.8667	.73030	.13333
VAR00015	Male	20	2.1000	.64072	.14327
	Female	30	2.1667	.74664	.13632
VAR00016	Male	20	2.3000	.73270	.16384
	Female	30	2.2667	.63968	.11679
VAR00017	Male	20	2.5000	.94591	.21151
	Female	30	2.4667	.86037	.15708

Table-2

Table.3 Independent t test:

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
VAR00001	Equal variances assumed	.114	.737	-.881	48	.383	-.21667	.24586	-.71100	.27766
	Equal variances not assumed			-.849	35.581	.402	-.21667	.25523	-.73451	.30117
VAR00002	Equal variances assumed	.420	.520	.100	48	.921	.03333	.33351	-.63723	.70389
	Equal variances not assumed			.102	43.746	.919	.03333	.32641	-.62461	.69128
VAR00003	Equal variances assumed	1.753	.192	1.158	48	.253	.38333	.33102	-.28224	1.04890
	Equal variances not assumed			1.128	37.167	.266	.38333	.33979	-.30504	1.07171
VAR00004	Equal variances assumed	1.632	.208	.234	48	.816	.06667	.28494	-.50625	.63958
	Equal variances not assumed			.227	36.740	.821	.06667	.29337	-.52790	.66123
VAR00005	Equal variances assumed	.612	.438	.472	48	.639	.15000	.31773	-.48885	.78885
	Equal variances not assumed			.459	36.893	.649	.15000	.32678	-.51218	.81218
VAR00006	Equal variances assumed	3.608	.064	.000	48	1.000	.00000	.30190	-.60702	.60702
	Equal variances not assumed			.000	34.106	1.000	.00000	.31680	-.64374	.64374
VAR00007	Equal variances assumed	.041	.841	-.152	48	.880	-.05000	.32822	-.70992	.60992
	Equal variances not assumed			-.149	37.829	.882	-.05000	.33534	-.72896	.62896
VAR00008	Equal variances assumed	2.173	.147	.769	48	.445	.23333	.30324	-.37638	.84304
	Equal variances not assumed			.736	34.545	.467	.23333	.31718	-.41088	.87755
VAR00009	Equal variances assumed	.918	.343	1.530	48	.133	.35000	.22879	-.11001	.81001
	Equal variances not assumed			1.365	26.353	.184	.35000	.25633	-.17656	.87656
VAR00010	Equal variances assumed	1.061	.308	-.121	48	.904	-.03333	.27439	-.58503	.51836
	Equal variances not assumed			-.115	33.046	.909	-.03333	.29023	-.62378	.55711
VAR00011	Equal variances assumed	3.313	.075	-1.922	48	.061	-.75000	.39031	-1.53478	.03478
	Equal variances not assumed			-1.836	34.454	.075	-.75000	.40852	-1.57982	.07982
VAR00012	Equal variances assumed	.577	.451	-.838	48	.406	-.20000	.23863	-.67980	.27980
	Equal variances not assumed			-.849	42.645	.401	-.20000	.23556	-.67516	.27516
VAR00013	Equal variances assumed	1.273	.265	-1.008	48	.318	-.30000	.29756	-.89828	.29828
	Equal variances not assumed			-1.029	43.606	.309	-.30000	.29155	-.88774	.28774
VAR00014	Equal variances assumed	.235	.630	.943	48	.350	.23333	.24744	-.26418	.73085
	Equal variances not assumed			.883	31.755	.384	.23333	.26435	-.30530	.77197
VAR00015	Equal variances assumed	3.340	.074	-.327	48	.745	-.06667	.20398	-.47680	.34347
	Equal variances not assumed			-.337	44.876	.738	-.06667	.19776	-.46500	.33167
VAR00016	Equal variances assumed	.244	.623	.170	48	.865	.03333	.19573	-.36021	.42687
	Equal variances not assumed			.166	36.963	.869	.03333	.20120	-.37435	.44102
VAR00017	Equal variances assumed	.023	.881	.129	48	.898	.03333	.25842	-.48626	.55293
	Equal variances not assumed			.127	38.138	.900	.03333	.26346	-.49995	.56662

**VAR00001**

Hypothesis: My organization has a formal/informal Environmental policy

Sig(P)=.737

P&gt;tab

The significant value is greater than the tabulated value hence My organization has a formal/informal Environmental policy.

**VAR00002**

Hypothesis: My organization conducts activities and programs to increase Environmental awareness among employees.

Sig(P)=.520

P>tab

The significant value is greater than the tabulated value hence My organization conduct activities and programs to increase Environmental awareness among employees.

**VAR00003**

Hypothesis: Top management of my organization encourages employees to take part in such activities and programs

Sig(P)=.192

P>tab

The significant value is greater than the tabulated value hence Top management of my organization encourages employees to take part in such activities and programs.

**VAR00004**

Hypothesis: organization conduct tea plantation to spread environmental awareness

Sig(P)=.208

P>tab

The significant value is greater than the tabulated value hence organization conduct tea plantation to spread environmental awareness

**VAR00005**

Hypothesis: organization Encouraging employees to work more eco friendly

to spread environmental awareness

Sig(P)=.438

P>tab

The significant value is greater than the tabulated value hence organization Encouraging employees to work more eco friendly.

**VAR00006**

Hypothesis: organization Promote, talk, walk and public transit

to work more eco friendly

to spread environmental awareness

Sig(P)=.064

P>tab

The significant value is greater than the tabulated value hence organization Promote, talk, walk and public transit to work more eco friendly.

**VAR00007**

Hypothesis: organization Reducing Paper use to work more eco friendly to spread environmental awareness

Sig(P)=.841

P>tab

The significant value is greater than the tabulated value hence organization Reducing Paper use to work more eco friendly to spread environmental awareness.

**VAR00008**

Hypothesis: I take part in the environmental programs of my organization

Sig(P)=.147

P>tab

The significant value is greater than the tabulated value hence I take part in the environmental programs of my organization

**VAR00009.**

Hypothesis:I feel happy taking part in such activities

Sig(P)=.343

P>tab

The significant value is greater than the tabulated value hence I feel happy taking part in such activities.

**VAR00010**

Hypothesis:I think my organization is not doing sufficient for Environment cause

Sig(P)=.308

P>tab

The significant value is greater than the tabulated value hence I feel happy taking part in such activities.

**VAR00011**

Hypothesis:According to me Better coordination among employees is the impact of Environmental responsible programs on work environment

Sig(P)=.075

P>tab

The significant value is greater than the tabulated value hence According to me Better coordination among employees is the impact of Environmental responsible programs on work environment

**VAR00012**

Hypothesis:According to me Bridging gap between management and employees is the impact of Environmental responsible programs on work environment

Sig(P)=.451

P>tab

The significant value is greater than the tabulated value hence According to me Bridging gap between management and employees is the impact of Environmental responsible programs on work environment

**VAR00013**

Hypothesis: According to me Bridging gap between management and employees is the impact of Environmental responsible programs on work environment

Sig(P)=.265

P>tab

The significant value is greater than the tabulated value hence According to me Bridging gap between management and employees is the impact of Environmental responsible programs on work environment

**VAR00014**

Hypothesis: These programs increase my motivation

Sig(P)=.630

P>tab

The significant value is greater than the tabulated value hence These programs increase my motivation.

**VAR00015**

Hypothesis: These programs increase my productivity

Sig(P)=.074

P>tab

The significant value is greater than the tabulated value hence These programs increase my productivity.

**VAR00016**

Hypothesis: These programs Change my perception towards company

Sig(P)=.623

P>tab

The significant value is greater than the tabulated value hence These programs These programs Change my perception towards company

**VAR00017**

Hypothesis: These programs Increases my chances of staying in organization

Sig(P)=.881

P>tab

The significant value is greater than the tabulated value hence These Increases my chances of staying in organization

Reason: The reason behind acceptance of environmental policy by employee is the high moral value associated with it and the reason behind employee's thinking that it effect the motivation is the happiness associated with these social values programs.

**VI. LIMITATIONS**

1. First limitation was our sample size being too small it can get fluctuated with larger size of data.
2. Our majority of respondents were from educational sector so other sectors feedback could not be represented.

## VII. CONCLUSION

Environmental awareness programs are very important for spreading environmental awareness and if big organizations and their employees take part with full swing for the environmental cause we can take it to the new heights.

It will not only benefit society but it will also enhance organization image and can become very fruitful or their work culture. Employees gets a high moral boost by these policies and they get chances to interact with their management and fellow employees through these programs. For organizations it can be asset to deal with employee retention and improper work culture

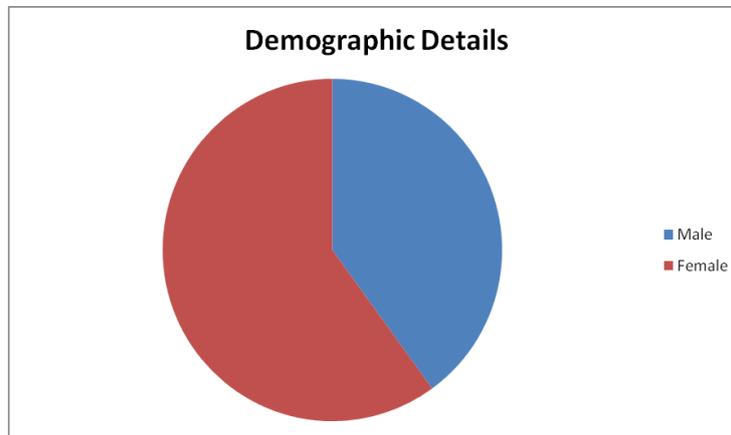
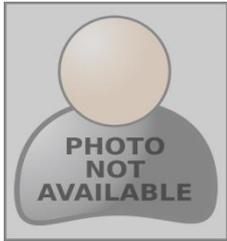


Figure 1

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