

A STUDY ON GREEN TRAINING AND GREEN MOTIVATION IN HOTEL INDUSTRIES IN CHENNAI

Submitted in partial fulfilment of the requirements for the award of
Master of Business Administration

by

POOJA S

Register No. 40410118



SCHOOL OF MANAGEMENT STUDIES

SATHYABAMA

INSTITUTE OF SCIENCE AND TECHNOLOGY (DEEMED TO BE UNIVERSITY)
Accredited with Grade "A" by NAAC | 12B Status by UGC | Approved by AICTE
JEPPIAAR NAGAR, RAJIV GANDHI SALAI, CHENNAI - 600 119

April – 2022



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SCHOOL OF MANAGEMENT STUDIES

BONAFIDE CERTIFICATE

This is to certify that this Project Report is the bonafide work of **POOJA S (40410118)** who carried out the project entitled **A STUDY ON GREEN TRAINING AND GREEN MOTIVATION IN HOTEL INDUSTRIES IN CHENNAI** under my supervision from November 2021 to march 2022.

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DECLARATION

I **POOJA S (40410118)** hereby declare that the Project Report entitled **A STUDY ON GREEN TRAINING AND GREEN MOTIVATION IN HOTEL INDUSTRIES IN CHENNAI** done by me under the guidance of **Dr. DHIVYA SATHISH** is submitted in partial fulfillment of the requirements for the award of Master of Business Administration degree.

DATE:

PLACE:CHENNAI

SIGNATURE OF THE CANDIDATE

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ABSTRACT

The devastating effects on the environment have raised many questions on the environmental performance of an organization. As the environment is severely affected by the operations of giant businesses, i.e. 'hotel industry.' There is a need to explore the factors that influence employee environmental performance by incorporating green motivation and proactive environmental management maturity as mediators. The data are collected using the survey method. The statistical techniques applied to the dataset were confirmatory factor analysis and partial least square structural equation modeling. The findings reveal that green HR practices positively and significantly related to green intrinsic and extrinsic motivation and proactive environmental management maturity. Similarly, green motivation is significantly and positively linked with employee environmental performance. In contrast, proactive environmental management maturity is positively and insignificantly linked with employees' environmental performance. In contrast, mediation analysis reveals that green motivation, i.e., intrinsic and extrinsic, partially mediates the association between green HR practices and employee environmental performance. However, no mediating effect of proactive environmental management maturity is found between the proposed associations. The paper contributes to the literature in many ways. Firstly, it explains the role of Green HR practices in forming green motivation among employees of the hotel industry, and previously no researchers studied this combination in the context of the hotel industry. Secondly, green motivation and proactive environmental management maturity are incorporated as mediators to have in-depth knowledge about the employees' environmental performance.

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CHAPTER-1

1.INTRODUCTION

1.1Introduction

Due to environmental degradation caused by the industrial revolution has started paying serious attention to green approaches. Therefore, now researchers are more focused on discussing the general green business phenomenon. For instance, green finance ,green innovation , green creativity, and above all, green HRM. HR practices have joined the green movement of the organizations recently as it plays a crucial role in the shaping of organizational culture, strategy, structure, and policy making . The HR department of an organization is a crucial player in achieving sustainable development goals and objectives.

In green literature, there are many recent researches available that studied the association of green HR practices and environmental management investigated the impact of green hiring, green compensation, and green training. Also, incorporated age and gender so that they could gain a better understanding of sustainable motivation employees in the context of Portugal. The hotel industry to investigate how green HR practices foster environmental performance Similarly, targeted the hotel industry in Chennai. The purpose was to examined the association between green HRM practices of organization and environmental performance. Green HRM practices on employees' pro-environmental behavior and incorporated pro-environmental psychological capital and environmental values as mediator and moderator, respectively. The purpose was to study the impact of GHRMP on the environmental performance of firm. Also, incorporated the factors that enable green atmosphere in the organization. All studies are related to GHRM, green behavior, and eco-friendly performance. These studies provide support to our research because all emphasized the importance of green HRM in fostering environmental performance. However, there are still some lacking in the green literature that needs attention.

The concept of green intrinsic and extrinsic motivation for analyzing the employees' green creativity. Thus, it is essential to understand whether employees are motivated by green HRM practices and the impact of motivation on environmental performance. Secondly, proactive environmental management maturity was studied with green training,

but none studied it with the concept of green HRM practice . Therefore, there is the need to analyze the role of green HRM practices in the hospitality sector, to develop proactive environmental maturity, the green motivation of employees, and ultimately reach the core objective of green activities, that is, environmental performance. The existing literature showed minimal research in this area, especially concerning the context of hotel industry in Chennai . All aforementioned studies are related to GHRM, green behavior, and eco-friendly performance. These studies provide support to our research because all emphasized the importance of green HRM in fostering environmental performance. However, there are still some lacking in the green literature that needs attention.

We argue that employees may perceive such practices as benefits which help align their behaviors with the organization's green goals and motivate green commitment at work. As a consequence, individuals may wish to reciprocate by discretionarily changing their environmental behaviors with the aim of improving environmental effectiveness. For hotels, when they concentrate on developing REW systems (e.g. bonus, recognition), which are regarded as "goodwill" signals from the hotel, employees are likely to feel respected and recognized and understand the green goals of their organization. This may lead to a positive perception toward the hotel's policies, which may boost employee's environmental commitment at work and encourage them to reciprocate. In turn, this motivates and stimulates employees to make more of an effort at work. suggest that environmental rewards and recognition (e.g. daily praise) are important factors that can bring a number of benefits for companies, because this practice may encourage employees who are willing to generate eco-initiatives, an aspect of OCBE.

GREEN MANAGEMENT

Green management give a diligence with supplementary sources of information that can enhance their business and environmental objects. Relinquishment of green management practices help with bettered firm image, increased effectiveness, Environmental compliance enhancement, cost savings, achievement of societal commitment and reduction of carbon and waste emigrations.

GHRM

Green Human Resources Management (GHRM) can be defined as a set of policies, practices, and systems that stimulate the green behavior of a company's employees in order to create an environmentally sensitive, resource-efficient, and socially responsible organization.

Sustainability strategies are growing fast within thousands of companies nowadays as an answer to the challenges and catastrophes that climate change has brought, and increasingly threatens to bring into our world.

GREEN MOTIVATION

Employees working in diverse departments face many environmental related problems that results in a lot of pollution and degradation. Hence, at these stage organizations feel like transforming daily operations, products, services, or other activities into ecofriendly practices that can resolve ecological problems. However, it requires immense support, love for the environment, and green motivation from employees. The green motivation of employees is the crucial factor in the field of green environmental performance because if employees are not motivated to follow green practices, then no one can implement the green plan successfully. According to employees have a distinct motivational orientation towards the job. motivation means that employees find their job exciting, interesting, and enjoyable, which leads them to be passionate about the work they do, thus encouraging their deep involvement in the job and developing new skills for efficiency. Intrinsic motivation, the most independent form of motivation, leads to behavior solely for its own sake. While, some might be motivated extrinsically, making their motivating factor the external rewards, such as monetary benefits, recognition, and rewards, for the job they are assigned to do. This makes them seek jobs where the extrinsic rewards are sufficient. Moreover, when such employees receive green rewards, it fosters their green motivation and results in environmentally friendly performance. Thus, this paper explores the inclination of a workforce towards participating in green activities, which can either be intrinsic or extrinsic.

The private sector plays a fundamental role in the fight to stop climate change. For companies to succeed and move forward in their sustainability journey, a top-down approach is essential, as is the support and the senior management – including People and HR. GHRM practices may be interpreted as aspects of environmental support from the organization, consequently these practices may be factors in predicting employee's green behavior. For instance, highlight the impact of environmental management practices on OCBE. We argue that employees may perceive such practices as benefits which help align their behaviors with the organization's green goals and motivate green commitment at work. As a consequence, individuals may wish to reciprocate by discretionarily changing their environmental behaviors with the aim of improving environmental effectiveness. For hotels, when they concentrate on developing REW systems, which are regarded as “goodwill” signals from the hotel, employees are likely to feel respected and recognized and understand the green goals of their organization. This may lead to a positive perception toward the hotel's policies, which may boost employees' environmental commitment at work, and encourage them to reciprocate. In turn, this motivates and stimulates employees to make more of an effort at work. In fact, suggest that environmental rewards and recognition are important factors that can bring a number of benefits for companies, because this practice may encourage employees who are willing to generate eco-initiatives, an aspect of OCBE. Similar with PEM, this practice helps guide hotel employees in aligning their behaviors with the hotel's green goals. Indeed, setting up such a system provides employees with clear information about their role in green activities and solidifies their environmental responsibilities, through receiving feedback and appraisals.

information from managers and customers, hotel employees may learn the necessary green knowledge and skills to handle environmental issues themselves. Also, employees can recognize and react to what needs to change in order to avoid a negative impact on the environment.

GREEN HR PRACTICES AND MOTIVATION

An motivated employee performs job task for monetary and non-monetary rewards. When employees of a firm participate in environmentally friendly activities such as green HRM practices due to the prospect of earning external rewards, including fame, praise, money, or recognition, then it is called their Green Motivation. Hence, merging the concept of

green HR practices with green motivation will provide new insight into the literature of sustainability. Many prior researchers claimed that green HR practices boost motivation. Environmentally conscious people are, without a doubt appealing for an organization as they can partake in the organization's environmental activities through proper training that develops their skills, enhances their green motivation, and increases their productivity . When employees perceive that they will get monetary rewards by following the organization's green strategies, so it motivates them thus, organizations should implement green HR practices that include rewards for the employees .

GREEN MOTIVATION AND EMPLOYEE ENVIRONMENTAL PERFORMANCE

Green motivation is the motivation that involves an individual in a green behavior based on an individual's natural gratification. It is the state of employees that drives them to do their job through their love and passion for the task it is an essential factor of increasing employee focus and attachment to the job. Motivated employees are more likely to depict environmentally friendly behavior because green task provides satisfaction, makes them feel proud, happy, and excited . Therefore, green motivation can be regarded as the involvement of employees in eco-friendly behavior due to their internal concern for the environment, rather than external benefits. Hence, when employees are intrinsically motivated because of green HR practices, it ultimately results in better environmental performance.

GREEN RECYCLING AND WASTE DISPOSAL

Recycling is the methodology of processing used up materials (waste) into new and useful products. Recycling reduces the use of raw materials that would have been otherwise used to produce new products. Consequently, this practice saves energy and reduces the amount of waste that is thrown into the dustbins, thereby making the environment cleaner and the air fresher. As a part of their green initiatives, several organizations are implementing recycling program to increase the number of recycled products and decrease the amount of waste.

Ever since the organizations embraced the concept of saving money, focusing simultaneously on the environment and sustainability, several human resource professionals were assigned the task of creating company recycling programs and

monitoring office thermostats. In the process, many HR professionals ascertained that green initiatives were a necessary aspect of overall corporate social responsibility. At present, the whole corporate world is reciting the old mantra of three Rs—Reduce, Reuse, and Recycle to save the environment.

motivation, and increases their productivity . When employees perceive that they will get monetary rewards by following the organization's green strategies, so it motivates them thus, organizations should implement green HR practices that include rewards for the employees .

1.2 STATEMENT OF THE PROBLEM

Green practices and motivation play vital role in hotel industries, very few of the hotel industries in India. The economic growth increases the level of energy and material consumption, which actually contributes the environmental issues and resource depletion problems. By this concept of green practices and motivation, hotel industries can recycle their food waste in innovative ways and strengthen their waste management. This paper focuses on the necessity of 'green' also concerned on waste management of the industry, it has become increasingly significant for hotel industries facing competitive regulatory and community pressures to balance economic and environmental performance. To face these challenges hotel industries should increasingly focus on innovative ideas in recycling wastes for successful waste management and environmental conscious .

1.3 INDUSTRY PROFILE

The primary purpose of hotels is to provide travelers with shelter, food, refreshment, and similar services and goods, offering on a commercial basis things that are customarily furnished within households but unavailable to people on a journey away from home. Historically hotels have also taken on many other functions, serving as business exchanges, centers of sociability, places of public assembly and deliberation, decorative showcases, political headquarters, vacation spots, and permanent residences. The hotel as an institution, and hotels as an industry, transformed travel in America, hastened the settlement of the continent, and extended the influence of urban culture.

The hotel industry in India, partially organized and majorly unorganized caters to 1.8 Billion domestic travelers and 9-9.5 Million foreign travelers. About 55% of organized hotels in

India belong to 3-star or higher categories. Tamil Nadu and Uttar Pradesh account for more than 35% of all domestic tourist visits in India. Air traffic reform in India, initiated in 2005 with the rise of low-cost carriers had a major role in driving the hotel industry growth in India. The main driver of the sector was the hotel industry, accompanied by tour operations and the restaurant segment in tourist areas.

1.4 OBJECTIVES OF THE STUDY

PRIMARY OBJECTIVE

- The green training and green motivation practices linking environmental management in hotel industries in Chennai.

SECONDARY OBJECTIVE

- To study the positive way of green training associated with the performance of the hotels in Chennai.
- To study the involvement of employees towards green training and development.
- To study the Green training and practices given to the employees to maintain the eco-friendly environment.
- To suggest any changes for improving the Green practice among the hotel industries.

1.5 NEED FOR THE STUDY

- This study was initiated to find out the influencing factors of green training and development in hotel industry and to know the effectiveness of the organization.
- The employees in the hotel industries can understand the Green development and practices for the environmental development.
- This waste management reduces the effect of waste in the environmental ,health and ensuring that the waste management procedures are carried out regularly.
- For this study, I took a hotel firms in Chennai for their good and effective green development programs provided by the firm.

1.6 SCOPE OF THE STUDY

- This study will help to know the present standard of employees practicing the green training and development process in hotel industry.
- This research provides with an opportunity to explore the activity of green development and motivation.

- This study will help to know the different opinions ,needs and requirements from the different green motivation about the training and development activities provided by the industry.
- The study also enables the hotel industries to focus on the waste management and development of green motivations.

CHAPTER- 2

REVIEW OF LITERATURE

Goshen Stephen and Ravi Kumar (2020) Stated that, by taking survey at current green activities in hotel industries in India and to estimate green practices and motivation. To survey current green conditioning in hotel industries in India, many hotels are on the waste management case studied who handed in depth interview about green procurement, green distribution and green development. To estimate green development , also suggestions to develop GHRM in Hotel industry are presented.

Jain and Shivani Sharma (2020) Concluded that, Green Human Resource Management (GHRM) has surfaced as new operation strategy for associations to come more environmentally friendly, cost effective and competitive. The end of this study is to review the literature of GHRM Practices and find out the common Waste management practices amongst the employees .

Srivastav (2019) Concluded that, environmental pollutions caused by the diligence is the main problem that humanity faces every day. The traditional green practices , focuses on the cost reduction and perfecting of different overflows within the association but the environmental consideration is ignored.

Johansson and Win Roth (2018) Stated that, Green development aims for nonstop advancements of artificial processes and products to reduce or help pollution to air, water and land. They also suggested that by these advancements, there's possibility of minimizing pitfalls to humans and other species.

Zhu and Sarkis (2017) Suggested that, Green Human Resources Management is a broad term in which all the diligence work with their suppliers and guests to ameliorate their environmental performance. These environmental performances can be rehearsed by different focuses they indeed included the conception of Employment practices.

Salam (2015) Stated that, result for environmentally concerned and economically conservative business. This conception minimizes environmental impact by selection of products. Green Procurement is defined as an environmental purchasing which involves conditioning like reduction, exercise and recycling of accoutrements in the process of purchasing.

Richard & Nicolas (2015) Stated that, Green procurement is the purchasing of accoutrements or services which have lower impact on terrain over the whole life cycle. Green procurement also involves the integration of environmental issues into coping opinions grounded on price, performance and quality. Along these opinions the environmental impacts have to be consider more important for reducing the waste and pollution.

Jiangmen (2014) Concluded that, green practicing has come a promising area in achieving sustainability due to transnational environmental pressures and conception of "Green Human Resource Management (GHRM)."

Nonlaw (2013) Stated that, GHRM has appeared as an important element of business conditioning to help associations develop win to win strategies that achieve profit and request share objects by lowering their environmental pitfalls and impacts, while raising their ecological effectiveness .

Grandzol (2013) Suggested that, Developing practices, processes and products that have minimum impact on the ecosystem has come a crucial motorist for Waste management professional." Going green" can both lower cost and give a competitive advantage, yet maturity of enterprises remain unprepared.

Kumar (2013) Suggested that, By Investigating the correlation of two major factors Organizational literacy and operation support, with the extent of adaption of GHRM practices in Indian Recycling. He plants a positive correlation in Organizational literacy and operation support. In that paper he considers different GHRM practices grounded on literature.

Carter and Bowen (2013) Suggested that, the internal practices or internal environment operation is the key to ameliorate enterprises performance and the support from the top position and medial position director is a key to successful perpetration of GHRM practices.

Mandal (2010) Stated that, the fast development of economics makes the conflict between environmental and profitable benefits more and more serious. The exploration of green human resource management involves the following three parts in GHRM, environmental protection, and resource optimization.

Murphy et al (2008) suggested that, Green practices is guided by the sustainable development propositions. The purpose of it's to achieve the thing of perfecting welfare, achieve compatibility with the environment and material optimization by ameliorate the speed, certainty and other affiliated channel. it results short term benefits and long-term benefits cannot be well dealt with. So, it's necessary to establish green Development and motivation, so that the enterprise can have sustainable development.

Christopher (2008) Suggested that, the green procurement is the purchase of raw accoutrements is concern about the materials in the hotel industry, in order to keep the whole routine safe, a lot of aspects should be considered. In order to ensure that the entire Green practice will be carried out successfully, both the employees and hotel industry.

Sarkis (2007) Concluded that, Green practice substantially began from product design, and end in final product reclaim. It substantially includes the following aspects green procurement, green design, green manufacturing, green distribution, green logistics, green consumption and green recycling.

Benson (2006) Concluded that, Green management completely consideration to the ecological and environmental impacts in the design stage of products. So, the designs can minimal energy consumption and environmental pollution. Green designs substantially include the exploration about formalized, modular, removable and retrievable design.

John (2005) Stated that, Green practices is substantially grounded on the employee practice towards the green motivation, with the dramatic increase of business inflow, the atmospheric environment was oppressively defiled. Green transports substantially include evaluation of centralized distribution and consumption of resources and reasonable practices route planning.

Rack (2005) Stated that, Environmental protection is getting the sustainable strategy of every enterprise, so the exploration of green human resources management will be delved and carried more constantly.

Lee et al (2005) Concluded that, the green human resource management substantially includes two aspects First, the crucial point of the internal operation and strategy is to minimize enthralled resources and increase the productivity as well as maximize the profit. Second, the company, the suppliers and other mates should cooperate and to share experiences in order to lower the cost, so the environment protection capability can be bettered.

Mohr Rozar et al (2002) Suggested that, The efforts to contribute with business conditioning to the conservation of the ecological equilibrium don't relate only to the new green sectors of the frugality, similar as indispensable energy or water and waste management, but to all profitable sectors ranging from manufacturing to the service assiduity.

Hernani et al (2001) States that, GHRM is an ultramodern conception of operation practices trying to integrate environmental thinking into all stages up and down the practices. These practices number, among numerous others, conduct similar as environmentally friendly product design for reduced consumption of material and energy, and recovering initiative

CHAPTER – 3

RESEARCH METHODOLOGY

3.1 RESEARCH METHODOLOGY

Research methodology is needed for the purpose of framing the research process and designs tools that are to be used for the project purpose. More specifically, it's about systematically designs a study to ensure valid and reliable results that address the research aims and objectives. Our research methodology helps to find, how the hotel industry concerned in environmental issues. This time research methodology is framed for the purpose of analyzing and assessing the recycling and waste management practices in Hotel industry.

3.2 DATA REQUIREMENT

- Primary data the present study is based on the primary data which was collected using the questionnaire method using google forms.
- Secondary data Secondary data has been collected mainly from internet, reports, publications, records and websites.

3.3 RESEARCH DESIGN

The entire process involved in research methodology is called research design. Research design is a plan of study made by a researcher before undertaking his/her research work. In this study the researcher has adopted descriptive research design to investigate and study the give problem. The major goal of descriptive research is to describe the event, phenomena and situations. Descriptions being made on the bases of scientific observations are explained to be more accurate and precise the other methods.

3.4 POPULATION, SAMPLING AND QUESTIONNAIRE SURVEY

Sampling is a vital strategy in a statistical analysis, which comprises a selection of a few portions of a potential population so as to assess or learn something from the population at a cheaper cost. Simple random sampling (SRS), popularly known as “random sampling”, includes the selection of sample at arbitrary from the sampling frame utilizing either random number tables or an internet arbitrary number generator. The questionnaire

comprises close-ended and open-ended questions with multiple choice options. The survey questionnaire is designed online, hosted in Google drive and shared in a Google form. Link to the Google

3.5 DESCRIPTIVE ANALYSIS

The descriptive statistic is used to describes the basic features of information and shows or summarizes data in a rational way. Descriptive statistics is a study of quantitatively describing. This type of statistics draws in all of the data from a certain population or a sample of it. Descriptive statistics can include numbers, charts, tables, graphs, or other data visualization types to present raw data. However, descriptive statistics do not allow making conclusions. we cannot get conclusions and generalize that extend beyond the data at hand. With descriptive statistics, you can simply describe what is and what the data present.

3.6 SAMPLE SIZE

In this study 200 employees , waste management teams, managers in the hotel industry.

3.7SAMPLE LOCATION

The research was conducted in Chennai.

3.8 SAMPLE TARGET PEOPLE

The data were collected using questionnaire from employees who all are practicing the waste management , waste management team workers, managers of the hotels in Chennai.

3.9 PERIOD OF STUDY

The data collection will be conducted in the Chennai between the period of 20/02/2022 to 15/03/2022.

3.10 RESEARCH TESTS ANOVA

ANOVA in SPSS is used as the test of means for two or more populations. ANOVA in SPSS must have a dependent variable which should be metric (measured using an

interval or ratio scale). ANOVA in SPSS must also have one or more independent variables, which should be categorical in nature. CHI-SQUARE the Chi-Square Test of Independence determines whether there is an association between categorical variables, whether the variables are independent or related. It is a nonparametric test. This test is also known as Chi-Square Test of Association. CORRELATION Correlation analysis in research is a statistical method used to measure the strength of the linear relationship between two variables and compute their association. Simply put correlation analysis calculates the level of change in one variable due to the change in the other.

3.11 HYPOTHESIS TESTING

Hypothesis 1

- H0- There is no significant association between the green training and green performance.
- H1- There is significant association between the green training and green performance.

Hypothesis 2

- H0-There is no significant association between the Green training and Green employee involvement.
- H1- There is significant association between the Green training and Green employee involvement.

Hypothesis 3

- H0-There is no relationship among the green training and Organizational Behavior towards Environment.
- H1- There is relationship among the green training and Organizational Behavior towards Environment.

LIMITATIONS OF THE STUDY

- The size of the sample compared to the population is small and hence it might not indicate the ideas of entire population.
- The geographical area of this study is confined to the opinions expressed by the respondents of Chennai.
- A few respondents might have furnished the required information from their momentary memory hence the collected data might be subject to bias.
- Since the study covers the overview of Waste management in hotel industry, it cannot be generalized.
- Few respondents do not agree to express their opinion and understandings on their practicing on the recycling and managing the wastes in the hotel industry.

CHAPTER – 4

DATA ANALYSIS AND INTERPRETATION

4.1 PERCENTAGE ANALYSIS

This chapter will present the findings of the data collected through the questionnaire. Firstly, the researcher will outline the background information of investors. Following this the major themes of the analysis will then be discussed. The data collected through the open feedback questions will be presented along with the statistical data.

S.NO	PARTICULARS	NOOF RESPONSES	PERCENTAGE
1	Male	90	45%
2	Female	110	55%
TOTAL		200	100%

Table 4.1.1: GENDER OF RESPONDENTS

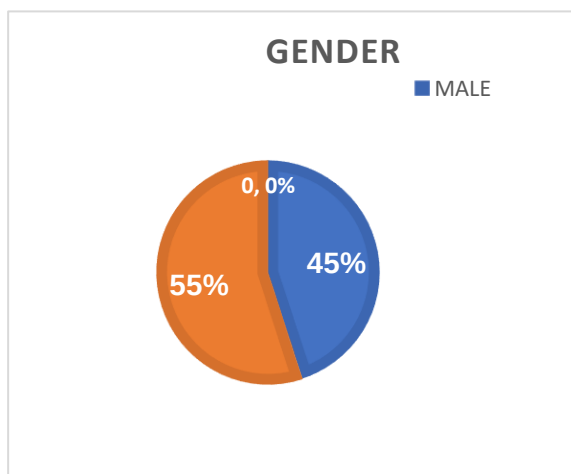


CHART -4.1.1 GENDER OF RESPONDENTS

Interpretation

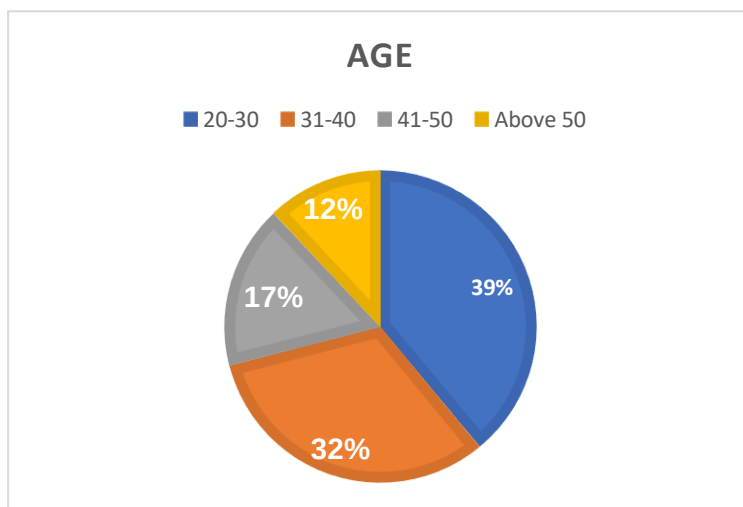
From the above table it is interpreted that 45% of respondents are in the category of female, 55% respondents are in the category of male.

Inference

55% of the respondents are in the category of male.

TABLE 4.1.2 AGE GROUP

S.NO	PARTICULARS	NOOF RESPONSES	PERCENTAGE
1	20-30	78	39%
2	31-40	64	32%
3	41-50	33	17%
4	50 and above	23	12%
TOTAL		200	100%

**CHART – 4.1.2 AGE OF RESPONDENTS****Interpretation**

Out of 100 respondents, 39.00 percentage of the respondents are aged between 20-30, 32.00 percentage of the respondents are aged between 31-40, 17.00 percentage of respondents are aged between 41-50 and 12.00 percentage of the respondents are at the age group of above 12.

Inference

39 % of the respondents are in the age between 20-30.

TABLE 4.1.3 EDUCATION QUALIFICATION

S.NO	PARTICULARS	NOOF RESPONSES	PERCENTAGE
1	Under-graduate	80	40%
2	Post-Graduate	70	35%
3	Diploma	50	25%
TOTAL		200	100%

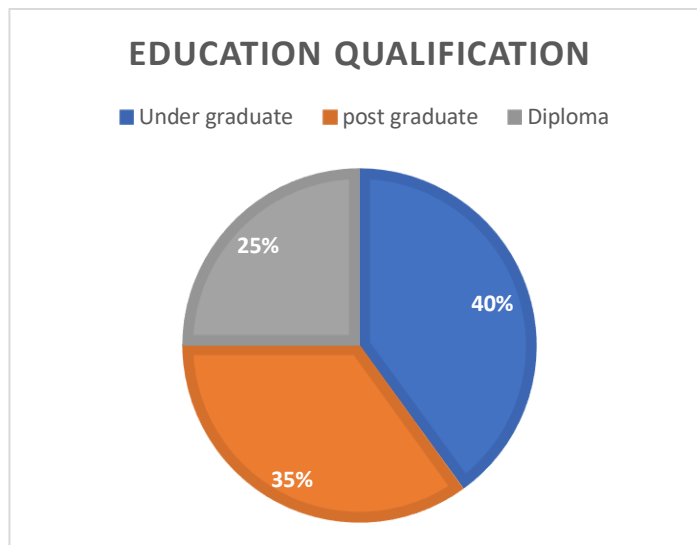


CHART – 4.1.3 EDUCATION QUALIFICATION

Interpretation

Out of 100 respondents, 40.00 percentage of the respondents are under graduate, 35.00 percentage of the respondents are post graduate, 25.00 percentage of respondents are diploma.

Inference

40 % of the respondents are under graduate.

Table 4.1.4 RESPONDENTS OF MONTHLY INCOME

S.NO	PARTICULARS	NO OF RESPONSES	PERCENTAGE
1	Below 20,000	90	45%
2	20,000-30,000	80	40%
3	31,000-40,000	29	14%
4	41,000-50,000	1	1%
	TOTAL	200	100%

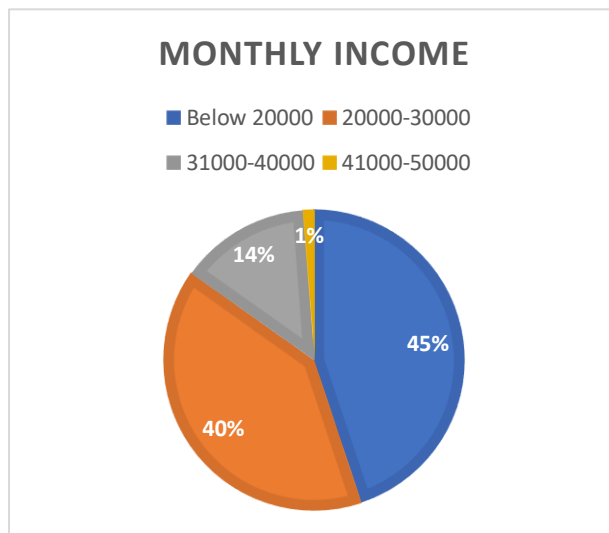


CHART – 4.1.4 RESPONDENTS OF MONTHLY INCOME

Interpretation

From the above table it is interpreted that 45% of respondents are in the income category of Below 20,000, 40% respondents are between 20,000-30,000, 14% respondents are between 31,000-40,000 and 1% of the respondents are between 41,000-50,000.

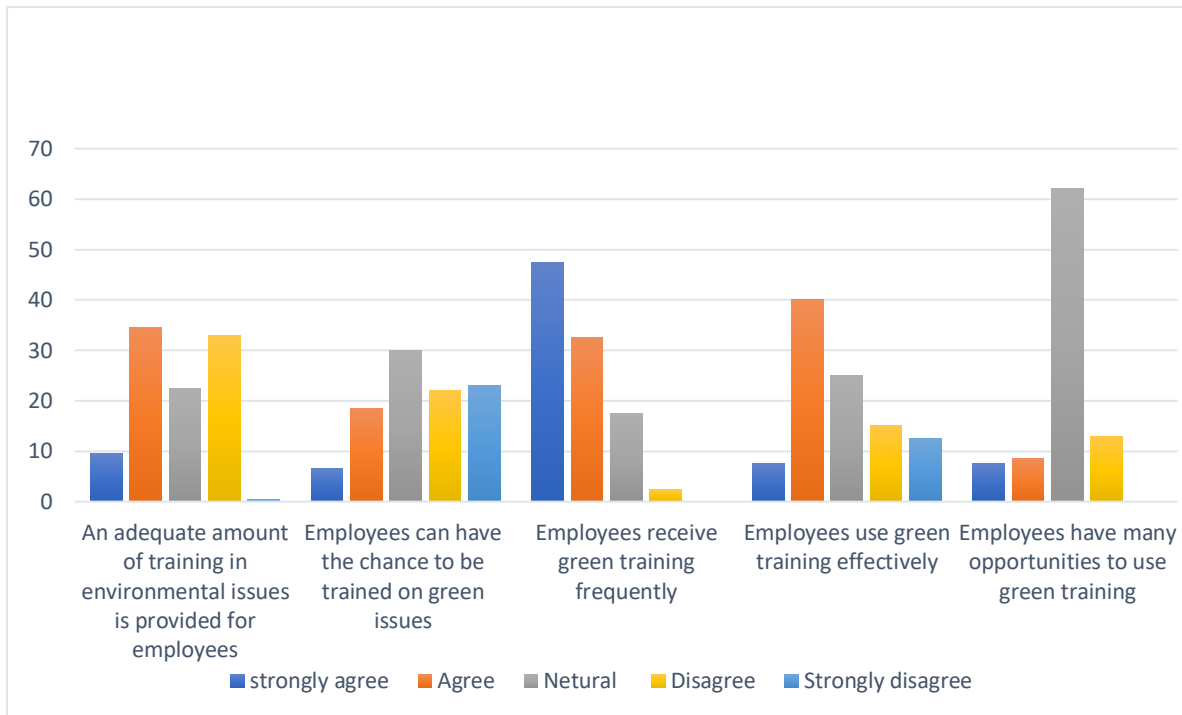
Inference

45% of the respondents are in the income category of Below 20,000.

PARTICULARS	SA	%	A	%	N	%	DA	%	SDA	%
An adequate amount of training in environmental issues is provided for employees	19	9.5	69	34.5	45	22.5	66	33	1	0.5
Employees can have the chance to be trained on green issues	13	6.5	37	18.5	60	30	44	22	46	23
Employees receive green training frequently	95	47.5	65	32.5	35	17.5	5	2.5	0	0
Employees use green training effectively	15	7.5	80	40	50	25	30	15	25	12.5
Employees have many opportunities to use green training	15	7.5	17	8.5	124	62	26	13	18	9

Table 4.1.5 GREEN TRAINING

SA-Strongly Agree, A- Agree, N- Neutral, DA – Disagree, SDA- Strongly Disagree



Interpretation:

From the above table it was interpreted that

- 9.5% respondents are strongly agreed, 34.5% respondents agree, 22.5% respondents are neutral, 33% respondents are Disagree and 0.5% respondents are Strongly Disagree with the statement, an adequate amount of training in environmental issues is provided for employees
- 6.5% respondents are strongly agreed, 18.5% respondents agree, 30% respondents are neutral, 22% respondents are Disagree and 23% respondents are Strongly Disagree with the statement Employees can have the chance to be trained on green issues.
- 47.5% respondents are strongly agreed, 32.5% respondents agree, 17.5% respondents are neutral, 2.5% respondents are Disagree and 0% respondents are Strongly Disagree with the statement , Employees receive green training frequently.
- 7.5% respondents are strongly agreed, 40% respondents agree, 25% respondents are neutral, 15% respondents are Disagree and 12.5% respondents are Strongly Disagree with the statement, Employees use green training effectively .
- 7.5% respondents are strongly agreed, 8.5% respondents agree, 62% respondents are neutral, 13% respondents are Disagree and 9% respondents are Strongly Disagree with the statement, Employees have many opportunities to use green training.

Inferences

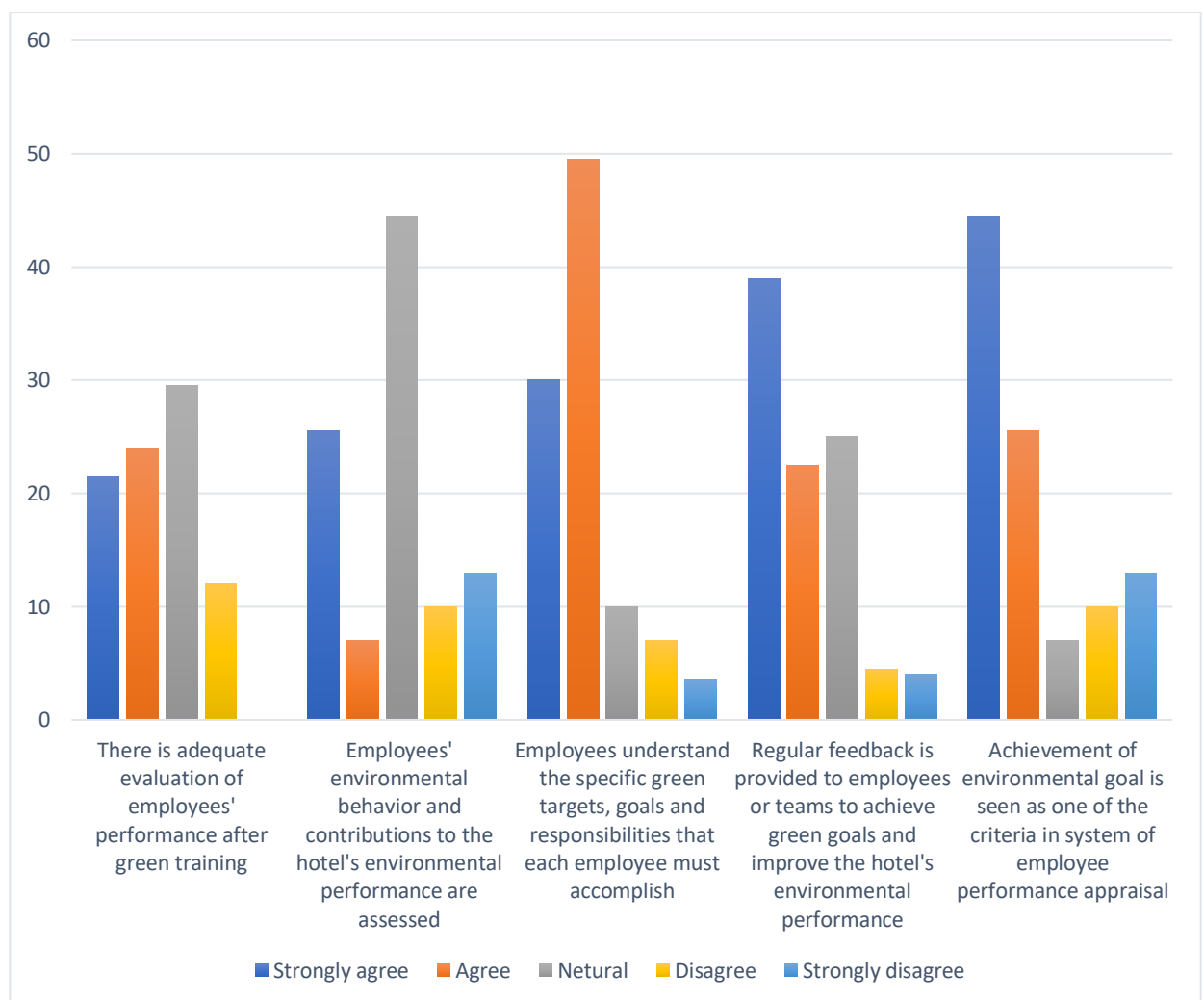
- Majority (34.5%) respondents are agreed, that an adequate amount of training in environmental issues is provided for employees .
- Majority (30%) respondents agreed ,employees can have the chance to be trained on green issues.
- Majority (47.5%) respondents are strongly agreed , Employees receive green training frequently.
- Majority (40 %) respondents are agreed, Employees use green training effectively.
- Majority of them (62%) respondents are strongly agreed ,Employees have many opportunities to use green training.

Table 4.1.6 GREEN PERFORMANCE MANAGEMENT

SA-Strongly Agree, A- Agree, N- Neutral, DA – Disagree, SDA- Strongly Disagree

PARTICULARS	SA	%	A	%	N	%	DA	%	SDA	%
There is adequate evaluation of employees' performance after green training	43	21.5	48	24	59	29.5	24	12	26	13
Employees' environmental behavior and contributions to the hotel's environmental performance are assessed	51	25.5	14	7	89	44.5	20	10	26	13
Employees understand the specific green targets, goals and responsibilities that each employee must accomplish	60	30	99	49.5	20	10	14	7	7	3.5
Regular feedback is provided to employees or teams to achieve green goals and improve the	78	39	45	22.5	50	25	9	4.5	8	4

hotel's environmental performance										
Achievement of environmental goal is seen as one of the criteria in system of employee performance appraisal	89	44.5	51	25.5	14	7	20	10	26	13



Interpretation: From the above table it was interpreted that

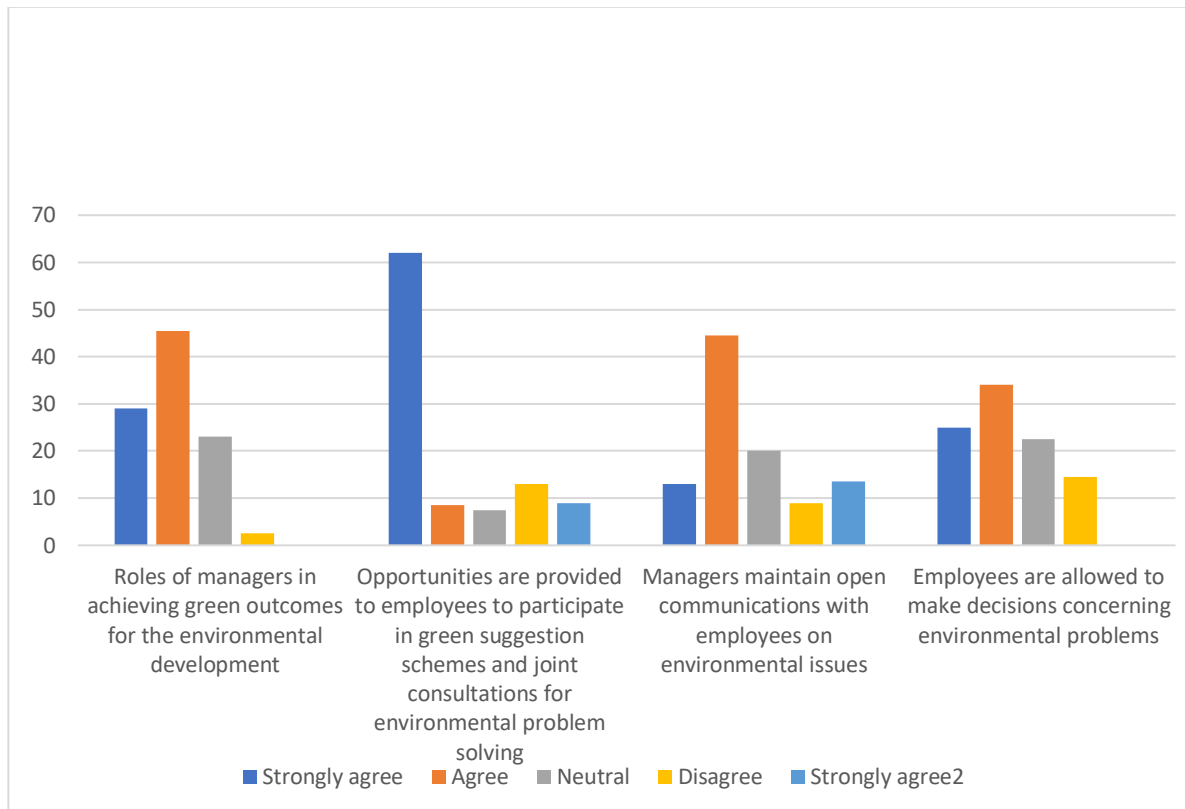
- 21.5% respondents are strongly agreed, 24% respondents agree, 29.5% respondents are neutral, 12% respondents are Disagree and 13% respondents are Strongly Disagree with the statement, there is adequate evaluation of employees' performance after green training.
- 25.5% respondents are strongly agreed, 7% respondents agree, 44.5% respondents are neutral, 10% respondents are Disagree and 13% respondents are Strongly Disagree with the statement, Employees' environmental behavior and contributions to the hotel's environmental performance are assessed.
- 30% respondents are strongly agreed, 49.5% respondents agree, 10% respondents are neutral, 7% respondents are Disagree and 3.5% respondents are Strongly Disagree with the statement , Employees understand the specific green targets, goals and responsibilities that each employee must accomplish.
- 39% respondents are strongly agreed, 22.5% respondents agree, 25% respondents are neutral, 4.5% respondents are Disagree and 4% respondents are Strongly Disagree with the statement,
- 44.5% respondents are strongly agreed, 25.5% respondents agree, 7% respondents are neutral, 10% respondents are Disagree and 13% respondents are Strongly Disagree with the statement, Achievement of environmental goal is seen as one of the criteria in system of employee performance appraisal .

Inferences

- Majority (29.5%) respondents are Neutral, that an There is adequate evaluation of employees' performance after green training.
- Majority (44.5%) respondents Neutral , Employees' environmental behavior and contributions to the hotel's environmental performance are assessed.
- Majority (49.5%) respondents are Neutral, Employees understand the specific green targets, goals and responsibilities that each employee must accomplish.
- Majority (39 %) respondents are Strongly agreed, Regular feedback is provided to employees or teams to achieve green goals and improve the hotel's environmental performance.
- Majority of them (44.5%) respondents are strongly agreed,Achievement of environmental goal is seen as one of the criteria in system of employee .

4.1.7 GREEN EMPLOYEE INVOLVEMENT

PARTICULARS	SA	%	A	%	N	%	DA	%	SDA	%
Roles of managers in achieving green outcomes for the environmental development	58	29	91	45.5	46	23	5	2.5	0	0
Opportunities are provided to employees to participate in green suggestion schemes and joint consultations for environmental problem solving	124	62	17	8.5	15	7.5	26	13	18	9
Managers maintain open communications with employees on environmental issues	26	13	89	44.5	40	20	18	9	27	13.5
Employees are allowed to make decisions concerning environmental problems	50	25	68	34	45	22.5	29	14.5	8	4



Interpretation:

From the above table it was interpreted that

- 29% respondents are strongly agreed, 45.5% respondents agree, 23% respondents are neutral, 2.5% respondents are Disagree and 0% respondents are Strongly Disagree with the statement, Roles of managers in achieving green outcomes for the environmental development.
- 62% respondents are strongly agreed, 8.5% respondents agree, 7.5% respondents are neutral, 13% respondents are Disagree and 9% respondents are Strongly Disagree with the statement, Opportunities are provided to employees to participate in green suggestion schemes and joint consultations for environmental problem solving.
- 13% respondents are strongly agreed, 44.5% respondents agree, 20% respondents are neutral, 9% respondents are Disagree and 13.5% respondents are Strongly Disagree with the statement ,. Managers maintain open communications with employees on environmental issues.

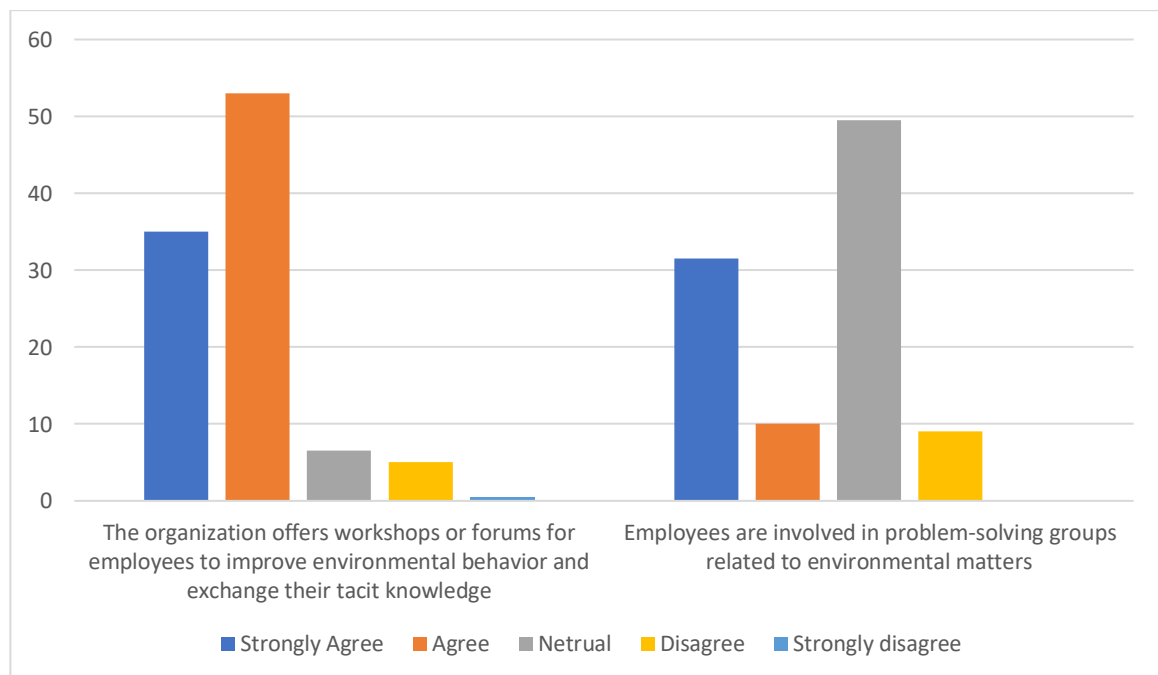
- 25% respondents are strongly agreed, 34% respondents agree, 22.5% respondents are neutral, 14.5% respondents are Disagree and 4% respondents are Strongly Disagree with the statement, Employees are allowed to make decisions concerning environmental problems.

Inferences

- Majority (44.5%) respondents are Agreed, that a Roles of managers in achieving green outcomes for the environmental development .
- Majority (62%) respondents Strongly agreed , Employees' environmental behavior and contributions to the hotel's environmental performance are assessed.
- Majority (44.5%) respondents are Agreed, Managers maintain open communications with employees on environmental issues.
- Majority (34 %) respondents are agreed, Employees are allowed to make decisions concerning environmental problems.

4.1.8 ORGANIZATIONAL BEHAVIOR TOWARDS ENVIROMENT

PARTICULARS	SA	%	A	%	N	%	DA	%	SDA	%
The organization offers workshops or forums for employees to improve environmental behavior and exchange their tacit knowledge	70	35	106	53	13	6.5	10	5	1	0.5
Employees are involved in problem-solving groups related to environmental matters	63	31.5	20	10	99	49.5	18	9	0	0



Interpretation:

From the above table it was interpreted that

- 35% respondents are strongly agreed, 53% respondents agree, 6.5% respondents are neutral, 5% respondents are Disagree and 0.5% respondents are Strongly Disagree with the statement,

The organization offers workshops or forums for employees to improve environmental behavior and exchange their tacit knowledge.

- 31.5% respondents are strongly agreed, 10% respondents agree, 49.5% respondents are neutral, 9% respondents are Disagree and 0% respondents are Strongly Disagree with the statement, Employees are involved in problem-solving groups related to environmental matters.

Inferences

- Majority (53%) respondents are Agreed, that the organization offers workshops or forums for employees to improve environmental behavior and exchange their tacit knowledge.
- Majority (49.5%) respondents neutral , Employees are involved in problem-solving groups related to environmental matters.

4.2 STATISTICAL ANALYSIS

4.2.1 CORRELATION

GREEN TRAINING AND GREEN PERFORMANCE MANAGEMENT

- H0- There is no significant association between the green training and green performance.
- H1- There is significant association between the green training and green performance.

Correlation				
			Green training	Green performance management
Spearman's rho	Green training	Correlation Coefficient	1.000	.402**
		Sig. (2-tailed)	.	.002
		N	100	100
	Green performance management	Correlation Coefficient	.402**	1.000
		Sig. (2-tailed)	.002	.
		N	500	500
**. Correlation is significant at the 0.02 level (2-tailed).				

From the table, it is interpreted that the significance value is 0.00 which is less than 0.05 and less than the critical value 1, So the null hypothesis rejected and alternative hypothesis got accepted. Thus, there is a relationship between Green training and Green performance management

GREEN TRAINING AND GREEN EMPLOYEE INVOLMENT

- H0-There is no significant association between the Green training and Green employee involvement.
- H1- There is significant association between the Green training and Green employee involvement.

Correlation				
			Green training	Green employee involvement
Spearman's rho	Green training	Correlation Coefficient	1.000	.502**
		Sig. (2-tailed)	.	.001
		N	100	100
	Green employee involvement	Correlation Coefficient	.502**	1.000
		Sig. (2-tailed)	.001	.
		N	100	100
**. Correlation is significant at the 0.01 level (2-tailed).				

From the table, it is interpreted that the significance value is 0.01 which is less than 0.05 and less than the critical value 1, So the null hypothesis rejected and alternative hypothesis got accepted. Thus, there is a relationship between Green training and green employee involvement .

GREEN TRAINING AND ORGANIZATIONAL BEHAVIOR TOWARDS ENVIRONMENT

- H0-There is no relationship among the green training and Organizational Behavior towards Environment.
- H1- There is relationship among the green training and Organizational Behavior towards Environment.

Correlation				
			Green training	Organizational Behavior towards environment
Spearman's rho	Green training	Correlation Coefficient	1.000	.802**
		Sig. (2-tailed)	.	.000
		N	100	100
	Organizational Behavior towards environment	Correlation Coefficient	.802**	1.000
		Sig. (2-tailed)	.000	.
		N	100	100
**. Correlation is significant at the 0.00 level (2-tailed).				

From the table, it is interpreted that the significance value is 0.00 which is less than 0.05 and less than the critical value 1, So the null hypothesis rejected and alternative hypothesis got accepted. Thus, there is a relationship between green training and Organizational behavior towards environment.

4.2.2 CHI SQUARE

GREEN TRAINING AND GREEN PERFORMANCE MANAGEMENT

- H0- There is no significant association between the green training and green performance.
- H1- There is significant association between the green training and green performance.

		Chi-square and df	Fishers Exact Test	Total
	Green training	Pearson	Sig 2 sided	
Green performance management	Strongly agree	7.5 & 6.5	.001	120
	Agree	7.5 & 6.5	.001	80
Total				200

From the table, it is interpreted that the significance value is 0.001, which was less than 0.5, So the null hypothesis rejected and alternative hypothesis got accepted with the chi square value 7.5 and 6.5 .Thus, there is an association between Green training and green performance management.

GREEN TRAINING AND GREEN EMPLOYEE INVOLVEMENT

- H0-There is no significant association between the Green training and Green employee involvement.
- H1- There is significant association between the Green training and Green employee involvement.

		Chi-square and df	Fishers Exact Test	Total
	Green training	Pearson	Sig 2 sided	
Green employee involvement	Strongly agree	6.0 & 4.8	.001	110
	Agree	6.0 & 4.8	.001	90
Total				200

From the table, it is interpreted that the significance value is 0.001, which was less than 0.5, So the null hypothesis rejected and alternative hypothesis got accepted with the chi square value 6.0 and 4.8. Thus, there is an association between Green training and green employee involvement .

GREEN TRAINING AND ORGANIZATIONAL BEHAVIOR TOWARDS ENVIRONMENT

- H0-There is no relationship among the green training and Organizational Behavior towards Environment.
- H1- There is relationship among the green training and Organizational Behavior towards Environment.

		Chi-square and df	Fishers Exact Test	
	Green training	Pearson	Sig 2 sided	Total
Organizational Behavior towards environment	Strongly agree	7.5 & 6.5	.001	80
	Agree	7.5 & 6.5	.001	120
Total				200

From the table, it is interpreted that the significance value is 0.001, Which was less than 0.5. So, the null hypothesis rejected and alternative hypothesis got accepted with the chi square value 7.5 and 6.5. Thus, there is an association between green training and organizational behavior towards environment .

4.2.3 ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Green training	Between Groups	1.783	60	.594	5.312	.001
	Within Groups	55.505	140	.112		
	Total	57.288	200			
Green performance management	Between Groups	1.739	110	.580	5.108	.002
	Within Groups	56.283	90	.113		
	Total	58.022	200			
Green employee involvement	Between Groups	1.783	120	.594	5.312	.001
	Within Groups	55.505	80	.112		
	Total	57.288	200			
Organizational Behavior towards environment	Between Groups	1.783	130	.594	5.312	.001
	Within Groups	55.505	70	.112		
	Total	57.288	200			

- Results states that, there is a relationship between dependent variable and independent variable because of the strong F value, which was greater than the significance value.
- Green training $5.312 > 0.001$, Green performance $5.108 > 0.002$, Green employee involvement $5.312 > 0.001$, Organizational behavior towards environment $5.312 > 0.001$

- So, the null hypothesis rejected and alternative hypothesis got accepted.

CHAPTER – 5

RESULTS AND DISCUSSION

5.1 FINDINGS

Out of 100 respondents, Majority(55%) of the respondents are female, Majority(67%) of the respondents falls in category of 20-30 years of age. Majority(53%) of the respondents are under graduated. Majority(34%) of the respondents having income Below 20000.

Out of 100 respondents, Majority(50%) of the respondents Neutral that an adequate amount of training in environmental issues is provided for employees. Majority(49%) of the respondents agreed that Employees can have the chance to be trained on green issues. Majority(60%) of the respondents agreed that Employees receive green training frequently. Majority(56%) of the respondents agreed that Employees use green training effectively.

Out of 100 respondents, Majority(53%) of the respondents agreed that Employees have many opportunities to use green training. Majority(47%) of the respondents agreed that Increased use of major heavy metals for manufacturing will affect the environment as well as the employees of an organization. Majority(59%) of the respondents agreed Employees' environmental behavior and contributions to the hotel's environmental performance are assessed. Majority(46%) of the respondents agreed that Employees understand the specific green targets, goals and responsibilities that each employee must accomplish.

Out of 100 respondents, Majority(49%) of the respondents agreed that Regular feedback is provided to employees or teams to achieve green goals and improve the hotel's environmental performance. Majority(56%) of the respondents agreed that Achievement of environmental goal is seen as one of the criteria in system of employee performance appraisal. Majority(53%) of the respondents agreed that Organization takes necessary actions

in improving technologies for higher fuel economy and lower greenhouse gas emission. Majority(47%) of the respondents agreed that Opportunities are provided to employees to participate in green suggestion schemes and joint consultations for environmental problem solving.

Out of 100 respondents, Majority(54%) of the respondents agreed that Managers maintain open communications with employees on environmental issues. Majority(51%) of the respondents agreed that Employees are allowed to make decisions concerning environmental problems. Majority(44%) of the respondents agreed that the organization offers workshops or forums for employees to improve environmental behavior and exchange their tacit knowledge. Majority(57%) of the respondents agreed that Employees are involved in problem-solving groups related to environmental matters.

Out of 100 respondents, Majority(47%) of the respondents agreed that I suggest new practices that could improve the hotel's environmental performance. Majority(54%) of the respondents agreed that I encourage my employees to adopt more environmentally conscious behaviors. Majority(53%) of the respondents agreed that I stay informed of the hotel's environmental efforts. Majority(50%) of the respondents agreed that I make suggestions about ways to protect the environment more effectively.

5.2 SUGGESTIONS

- Hotel industries had good knowledge on waste management and strives to adopt the compatible ways of implementing/practicing the green motivation to the employees.
- Many of the hotel industries are implementing the green motivation concept, spreading the knowledge and to the employees .
- The management should train their employees to work with less wastage and for the safety of environment .
- For the effective implementation of green practices, every hotel has to contribute the own way of practicing the green motivation, then only we can protect our environment .
- The organizations should go for the improvement of less common practices so as to compete with international green development .
- Government should also frame certain polices to make organizational operations more environmentally friendly like tax rebate, allowances and training on the environment safety.
- To promote eco design products which as an activity that integrates environmental aspects into product design and development, the integrated activities lead to continual improvement of the environmental performance of the entire product through technological innovation .
- Set rules for disposing hotel waste and consider more investment in recycle plants, Propagate Green knowledge and encourage using environmentally friendly goods and services .

5.3 CONCLUSION

Waste management has emerged as an important and vital aspect in today's marketplace and a very much essential philosophy to the sustainability of the organizations and supply chains. This research study based on GREEN practices in the Hotel that are highlights for the cost effective and easy to implement to achieve environmental sustainability. The adoption of GREEN practices in Hotel has some of barriers but than most of the respondents responding positively. The overall green practices in hotel industry is with the satisfactory level. However, green initiatives taken by the hotel services will lead to future practice of Green motivation more effectively.

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A Study on green training and green motivation practices linking environmental management in hotel industries in Chennai

MBA- PROJECT

I'm POOJA S , Doing this research for my MBA project , this data collection is only for research purpose and it won't be share to anyone at any circumstances.

* Required

1. Name *

2. Gender *

Mark only one oval.

- ☐ Male
- ☐ Female
- ☐ Prefer not to say

3. Age *

Mark only one oval.

- ☐ 20-30
- ☐ 30-40
- ☐ 40-50
- ☐ above 50

4. Educational qualification *

Mark only one oval.

- ☐ Secondary
- ☐ Higher secondary
- ☐ Diploma
- ☐ UG Degree
- ☐ PG Degree
- ☐ Doctorate

5. Occupation *

Mark only one oval.

- ☐ Government employed
- ☐ private employed
- ☐ self employed

6. Monthly income *

Mark only one oval.

- ☐ Below 10000
- ☐ 10000-20000
- ☐ 20000-30000
- ☐ 30000-40000
- ☐ above 50000

7. An adequate amount of training in environmental issues is provided for employees *

Mark only one oval.

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly agree

8. Employees can have the chance to be trained on green issues *

Mark only one oval.

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly agree

9. Employees receive green training frequently *

Mark only one oval.

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly agree

10. Employees use green training effectively

Mark only one oval.

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly agree

11. Employees have many opportunities to use green training *

Mark only one oval.

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly agree

12. There is adequate evaluation of employees' performance after green training *

Mark only one oval.

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ strongly Agree

13. Employees' environmental behavior and contributions to the hotel's environmental performance are assessed *

Mark only one oval.

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly agree

14. Employees understand the specific green targets, goals and responsibilities that each employee must accomplish *

Mark only one oval.

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly Agree

15. Regular feedback is provided to employees or teams to achieve green goals and improve the hotel's environmental performance *

Mark only one oval.

- ☐ strongly disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly Agree

16. Achievement of environmental goal is seen as one of the criteria in system of employee performance appraisal

Mark only one oval.

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly agree

17. Roles of managers in achieving green outcomes for the environmental development *

Mark only one oval.

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly agree

18. Opportunities are provided to employees to participate in green suggestion schemes and joint consultations for environmental problem solving *

Mark only one oval.

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly agree

19. Managers maintain open communications with employees on environmental issues

*

Mark only one oval.

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly agree

20. Employees are allowed to make decisions concerning environmental problems *

Mark only one oval.

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly agree

21. The organization offers workshops or forums for employees to improve environmental behavior and exchange their tacit knowledge *

Mark only one oval.

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly agree

22. Employees are involved in problem-solving groups related to environmental matters *

Mark only one oval.

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly agree

23. I suggest new practices that could improve the hotel's environmental performance *

Mark only one oval.

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly agree

24. I encourage my employees to adopt more environmentally conscious behaviors *

Mark only one oval.

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly agree

25. I stay informed of the hotel's environmental efforts *

Mark only one oval.

- ☐ strongly disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly Agree

26. I make suggestions about ways to protect the environment more effectively *

Mark only one oval.

- ☐ strongly disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly Agree

27. I volunteer for green motivation or activities that address the hotel's environmental issues *

Mark only one oval.

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly agree

28. I spontaneously give my time to help my industry colleagues take the environment into account *

Mark only one oval.

- ☐ strongly disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly Agree

29. I undertake environmental actions that contribute positively to the hotel's image *

Mark only one oval.

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly Agree

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ANNEXURE 2 - ARTICLE SAMPLE

Customer Relationship Management in Value Chain: A Study Based on Telecommunication Industry

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ABSTRACT:

customer relationship management (CRM) research article analyses the trends in CRM research, popular research topics and tools used in studies. In terms of critical areas, type of studies, sources of papers, the origin of articles (country-wise distribution), type of data used, under-researched areas and popular researched areas. The study will be useful for researchers, practitioners and academicians for further CRM research. This study also provides the classification within primary studies based on data collection tools used, sampling technique used, sampling country, industry, statistical tests and methods and software used. Findings show that most of the articles were published in the year 2017. Ninety-five percent of articles published in journals and five percent were conference papers. Empirical papers were maximum in number, whereas case studies were least. Primary studies were more than secondary studies. The further article has classifications within primary studies and review papers. It also presents the most frequently used keywords and variables.

1.INTRODUCTION:

The term supply chain management has not only been used to enlighten the logistics conditioning and planning, organizing and controlling the inflow of accoutrements and affiliated information across the supply chain channel but also used it to explain strategic and inter organizational issues and challenges. Supply chain should be to maximize the overall value generated. The value also known as supply chain surplus a force chain generates is the difference between what the value of the final product is to the client and the costs the supply chain incurs in filling the client's requests. Advanced the supply chain profitability, the more successful is the supply chain. For utmost profit-making supply chains, the supply chain surplus will be explosively identified with gains. Supply chain design, planning, and operation decision plays a significant part in the success or failure of a firm.

To stay competitive, supply chain must acclimatize to changing technology and client prospects. A scale dimension of supply chain operations reference SCOR affiliated performance pointers and proposed constructs, SCOR related performance pointers as practices within the Indian manufacturing sector. The focus of SCM is integration of three broad functions videlicet supplier relationship operation, Internal supply chain operation and Client relationship operation with a view to managing the smooth inflow of product, information and finances among the supply chain mates and delivering superior value to the end clients.

Customer relationship management (CRM) is a model for managing a company's interactions with current and future customers. It involves using technology to organize, automate, and synchronize sales, marketing, customer service, and technical support. The focus is on creating value for the customer and the company over the longer term". When customer value the customer service that they receive from suppliers, they are less likely to look to alternative suppliers for their needs. CRM enables organizations to gain 'competitive advantage' over competitors that supply similar products or services. "Customer relationship management focuses on strategically significant markets. Not all customers are equally important". CRM helps in understanding the customer's needs and behaviors. It defines appropriate actions for retaining customers such as special incentive programs. It involves a process of continuously gathering data at all customer points and then turning that data into knowledge for building more profitable customer relationships. CRM is customized by an organization to manage and administrate its customers and vendors in an efficient manner to achieve excellence, considers customer satisfaction, focuses on customer loyalty, retention and complaints, delivers better information and services regarding all the products and brands to the customer.

II. REVIEW OF LITERATURE

L Saha and HK Tripathy (2021) Stated that Customization of products or services is a strategy that the business sector has embraced to build a better relationship with the customers to cater to their individual needs and thus providing them a fulfilling experience. This whole process is known as customer relationship Management.

N Adiyanto (2021) The good Internet utilization is needed in the implementation of Customer Relationship Management, one of which is with the value chain and been discussed about Customer Relationship Management that can be used as a data source.

S Gupta, D Ramachandran (2021) The CRM as that the upstream and downstream activities in the retail value chain to enable EM retailers to achieve largely remains challenging and has received less attention in the EM retail literature as ... Relationship Management (CRM), they fail to derive the full value of CRM.

D Nixon (2021) Employing CRM can add value to the business. "From the business point of view, the value propositions of CRM implementations. The role of knowledge management in supply chain management: A literature review.

Y Baashar, H Alhussian, (2020) This systematic review aims to categorise, summarise, synthesise, and appraise the research on CRM in the healthcare environment, ... 2009 and 2015 were included in the review. The main objective of this work was to explore five common categories of CRM techniques.

M Parthivi (2020) The aim of this paper is to examine challenges that organizations face when they deal with quality of customer data more seriously in order to manage their customer relationships better.

V Guerola-Navarro (2020) published papers about its content, value, benefits, and influence. This paper plans to review firstly the literature about the solution CRM. secondly that will help us understand which the most valuable focus of research activity around CRM.

M Cieciora, W Bołkunow, (2020) CRM system can significantly improve their operational efficiency and competitiveness. A synthetic review of the literature on the selection criteria of ERP and/or CRM of an ERP and CRM system or vendors of ERP and/or CRM systems for SMEs in Poland were collected.

AA Mohammed (2020) Management (CRM) Web 2.0 tools support the reshaping of the conventional CRM processes, changing them into CRM 2.0, by tracing, Increasing competitiveness of a firm and supply chain with Web 2.0 initiatives.

M Kumar, M Misra (2020) Supply chain management practices, but for customer concerns, CRM value showed a significant interaction between OL and CRM in the third step. It is well advocated with the support of literature that OL and CRM have a direct and positive relationship.

H Dutt, K Chauhan (2019) The CRM using the models from the literature review and the ideas converged. This should be potentially useful to the CRM practitioners in the way and move fast towards the business value chain (Voola and Muthaly 2005; Eidelwein et al) by understanding economic wealth.

S Ryan, R Sridharan (2018) The purpose of this paper is to identify and analyse collaborative risk management (CRM) literature to establish its current position in ... Thus, the purpose of this paper is to identify and analyse the CRM literature in a structured manner, establish its status in SCRM research.

H Chaudhry (2018) The purpose of this article is to review the literature on customer relationship management (CRM) to analyze the trends in CRM approaches, activities, tools, and implementation from 2007 to 2016.

III. Objectives of the study

- To study the efficiency of customer relation management practices the value chain in telecom industry.
- To analyse the new trends, technologies and innovation of customer relationship management practices in telecom industries.

- To study the measures for improving the customer level of satisfaction.

IV.METHODOLGY

A.RESEARCH METHODOLOGY

Research methodology is needed for the purpose of framing the research process and designs tools that are to be used for the project purpose. More specifically, it's about systematically designs a study to ensure valid and reliable results that address the research aims and objectives. Our research methodology helps to find, how the telecom industry concerned value chain in CRM. This time research methodology is framed for the purpose of analyzing and assessing the customer relationship management of value chain practices in telecom industry.

B. SAMPLING DESIGN

The employees of telecommunication industry in Chennai were taken as the population for the research and simple random sampling method was used to collect data. The sample size was 100 employees surveyed and collected.

C.DATA COLLECTION METHOD

Primary data collection method comprised survey method while primary data collection instruments was structured questionnaire namely CUSTOMER RELATIONSHIP MANAGEMENT IN VALUE CHAIN in forms such as customer satisfaction, service quality, customer experience and customer loyalty.

D.STATISTICAL TOOLS

The main tools used for statistical analysis were percentages, Anova, Chi square, Correlation.

E. AREA OF RESEARCH

The research design consists of population size of 100 people in the location of Chennai, Targeted people are customers and employees in telecommunication industry currently working in this field.

F. CONCEPTUAL FRAMEWORK

The conceptual framework of value chain in customer relationship management was based upon research gaps and exhaustive review of literature into 5 variables of the study such as

- A. Customer satisfaction
- Customer experience
- Service quality
- Customer loyalty
- Performance

G. HYPOTHESIS QUESTIONS

H0 : The Telecom service providers not follow the procedural approach for satisfying the customers.

H1 : The Telecom Service Providers follow the procedural approach for satisfying the customers.

H0 : There is no measures are taken for strengthening the Customer relationship management.

H1 : There are taking measures for strengthening the customer relationship management.

H0 : There is no relation between the customer behavior and satisfaction.

H1 : There is a relation between the customer behavior and satisfaction.

H. LIMITATIONS

- i. The sample size is small.
- ii. Brief study due to less time duration.
- iii. The demographical variables effect on the depending variables are not studied .
- iv. The data is collected on the online forms than hands on guide.

V.DATA ANALYSIS

Customer relationship management

The respondents were to rate Customer relationship management practices in Telecommunication industry. The attributes comprised:

- a.Organizational performance
- b. Customer experience
- C.service quality
- Customer loyalty
- Performance

The rating scale comprised five points with one for lowest rating and five for highest rating. The respondent's statistical analysis is represented in table 1 to 4

TABLE 1. CUSTOMER SATISFACTION AND SERVICE QUALITY

Correlation				
			Customer Satisfaction	Service Quality
Spearman's rho	Customer Satisfaction	Correlation Coefficient	1.000	.402**
		Sig. (2-tailed)	.	.002
		N	100	100
	Service Quality	Correlation Coefficient	.402**	1.000
		Sig. (2-tailed)	.002	.
		N	500	500
**. Correlation is significant at the 0.02 level (2-tailed).				

TABLE .3 CUSTOMER LOYALTY AND SATISFACTION

Correlation				
			Technological Adaptability	Performance
Spearman's rho	Customer Loyalty	Correlation Coefficient	1.000	.802**
		Sig. (2-tailed)	.	.000
		N	100	100
	Customer Satisfaction	Correlation Coefficient	.802**	1.000
		Sig. (2-tailed)	.000	.
		N	100	100
**. Correlation is significant at the 0.00 level (2-tailed).				

TABLE 2. CUSTOMER SATISFACTION AND CUSTOMER EXPERIENCE

Correlation				
			Customer Satisfaction	Customer Experience
Spearman's rho	Customer Satisfaction	Correlation Coefficient	1.000	.502**
		Sig. (2-tailed)	.	.001
		N	100	100
	Customer Experience	Correlation Coefficient	.502**	1.000
		Sig. (2-tailed)	.001	.
		N	100	100
**. Correlation is significant at the 0.01 level (2-tailed).				

TABLE 4. CUSTOMER LOYALTY AND SERVICE QUALITY

Correlation				
			Technological Adaptability	Performance
Spearman's rho	Customer Loyalty	Correlation Coefficient	1.000	.802**
		Sig. (2-tailed)	.	.000
		N	100	100
	Service Quality	Correlation Coefficient	.802**	1.000
		Sig. (2-tailed)	.000	.
		N	100	100
**. Correlation is significant at the 0.00 level (2-tailed).				

RESULT: It can be from table 1 to 4 that all null hypothesis is rejected as the R value is lesser than 1.

VI.SUMMARY OF FINDINGS

From TABLE 1, It is interpreted that the significance value is 0.00 which is less than 0.05 and less than the critical value 1, So the null hypothesis rejected and alternative hypothesis got accepted. Thus, there is a relationship between customer satisfaction and service quality.

From TABLE 2, It is interpreted that the significance value is 0.01 which is less than 0.05 and less than the critical value 1, So the null hypothesis rejected and alternative hypothesis got accepted. Thus, there is a relationship between customer satisfaction and customer experience.

From TABLE 3, It is interpreted that the significance value is 0.01 which is less than 0.05 and less than the critical value 1, So the null hypothesis rejected and alternative hypothesis got accepted. Thus, there is a relationship between customer loyalty and customer satisfaction.

From TABLE 4, It is interpreted that the significance value is 0.01 which is less than 0.05 and less than the critical value 1, So the null hypothesis rejected and alternative hypothesis got accepted. Thus, there is a relationship between customer loyalty and service quality.

CONCLUSION

On our research findings, we present in this essay a framework to understand customer care and experience. We begin with discussion on existing concepts of Customer Activity Cycle and Customer Delivery Value Chain. these two approaches, respectively, give us objective and subjective means to identify value gaps where customer experience can be improved or enhanced. To provide a structure way to help management in choosing the right set of service enhancements for optimal customer experience, these zones give a logical boundary and the scope for a to communicate and direct their collective efforts on service enhancements. How the maturity of business sector/product lifecycle can aim choosing the right set of customer experience enhancements was discussed. we have that mode of service delivery can also influence on a company's customer care strategy for choosing the right set of customer services and its target zone. Based on our assessment and generalization on cross-industry cases, we introduce a set of decision criteria that enable executives and practitioners to direct their collective efforts on customer experience value creation. Finally, we propose a generalized

customer experience enhancement framework, which help management to illustrate how the existing customer services and customer experience programs concentrate to check if such concentration is in line with the company's vision. Our framework as a mapping tool as well will assist executives and practitioners in planning for future customer experience enhancement.

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largely remains challenging and has received less attention in the EM retail literature
- .M Kumar, M Misra - 2020
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- .S Ryan, R Sridharan – 2018
- The purpose of this paper is to identify and analyse collaborative risk management (CRM)
- .H Chaudhry - 2018
The purpose of this article is to review the literature on customer relationship management (CRM) to analyze the trends in CRM approaches, activities, tools, and implementation from 2007 to 2016.
- .Yadav, V Singh - 2018
The study analyzes CRM dimensions, relationship quality, and customer loyalty .

