# Summer Internship Report
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# <Study of awareness of Green Human Resource Management: A case study of Aditya Birla Group>

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# Certificate of Internship

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## Departments and duration

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# Abstract

Sustainability is very important for business, country, society and world. Environment concern is one of biggest concern of world. Businesses are one of main contributor to environment pollution. Therefore, there is a pressure on business organisation to adopt green practices. Green Human Resource Management is very useful for the organisation. Green Human Resource Management is use of green practices in Human Resource Management. There it is important to talk about Green human Resource Management and to conduct the research on this topic. I prepared this research project on the topic Green Human Resource Management. My first research objective was to discuss about Green Human Resource Management practices and policies. I followed literature review approach for that. Second research objective was to study about Green Human Resource Management practices in Aditya Birla Group. Information has been collected from sustainability website of Aditya Birla Group. Third objective was to know about awareness of Green Human Resource Management. Primary data has been collected through questionnaire and responses were analysed through Statistical Package for the Social Sciences (SPSS). Findings were that people are well aware about Green Human Resource Management and it has good future.

## Keywords

Green Human Resource Management, Sustainability, Green recruitment, Green training, Green development

# Content List

# Introduction

# Introduction

Green Human Resource Management is new thing in management. We all know there is an environment concern all over the world. This generation is showing a big interest on environment in all areas. Economical areas cannot be untouchable from this.

Global warming and environment pollution is now a big problem to the world. There are many dangerous effects of environment pollution and global warming. Earth's temperature has increased in past 50 years. Private organisations as well as governments, for the production of new goods, are exploiting Natural Resources badly. World is experiencing natural disasters like flood, acid rains, red rains, Tsunamis, droughts because of Climate Change.

If we take examples from India, there are many natural disasters because of Climate Change. Air pollution and water pollution are also main concerns in India. In August 2019, many Indian states such as Madhya Pradesh, Karnataka, Bihar, Maharashtra and Gujarat were severely affected by flood. In 2018, 2017 and 2015 Kerala, Gujarat and Tamilnadu were affected by flood respectively. Air pollution is also main concern in India. According to IQAir AirVisual's 2019 World Air Quality report, 21 of world's thirty most polluted cities are in India and 6 in top 10. New Delhi, capital of India, is world's most polluted city. According to, environmental activist Vijaypal Baghel, 51% of air pollution is caused by industrial pollution. Therefore, to curb air pollution, industries should implement green policies. Water pollution is also main concern in India. Industries have big contribution in polluting the water. Solid waster pollution is also a main concern in India.

A main reason for this climate change is increasing industrial and economic activities. Wake people are now thinking to protect the environment without affecting economic activities much. There is a need of natural environment and resource protection for our future generations. This explains the necessity of sustainable development. Sustainable development is both 'environment friendly' and 'economic friendly'. According to Report of the World Commission on Environment and Development, sustainable development fulfills the needs of present without compromising the needs of future generation. Basic factors of sustainable development are ecological, social and economical. Sustainable development is important for environment with economical development and it improves the life of people.

There are many negative impacts of businesses on environment including industrial materials, pollutants, and chemicals. Therefore, it is crucial for firms not only make money but also consider environmental aspects. It is time to improve our business culture on environment aspects. There should be a balance between growth of the company and protection of environment. However, protecting the environment alongside with business can be a burden on the company so there is a need for Green practices in the company alongside with company growth.

To meet with environment issues all the departments of companies I.e. finance, marketing, Human Resource, Information technology, Operations, Supply Chain, Research and development need to work together. Obviously, Human Resource is very prominent part of companies because it deals with employees of the organisations. Human resource Management is ethically responsible for the society needs. Therefore, there is a need of such human resources practices which can help the organisation to go

green. Human resource with its practices and policies can help to gain environment sustainability.

## Green Human Resource Management

Green Human Resource management is important key to achieve green environment without affecting company growth. It is a new area of management, which has broader opportunities for work. Various researches show Green Human Resource Management helps in reducing the cost burden on company. Green Human Resource Management consist all activities, which help the organisation to go green.

Green Human Resource Management is a group of Human Resource policies and practices, which aim to protection of environment, protection of natural resources and achieving more sustainability while keeping burden of cost on organisation low. It is summation of Human Resource Management and Environment Management. Human Resource Management deals with employees of organisation as both individual and group while environment management is mainly concerned with concerns like pollution and global warming.

Green Human Resource management is strategic factor of sustainability. In Green Human Resource Management, Human resource management is employed with environmental concerns. Use of Human Resource Management practices promotes sustainable use of resources keeping employee morale and satisfaction high. It also encourages employees to use more and more sustainable practices. Green Human Resource Management promotes environmental friendly initiatives.

There are many reasons for using the practices of Green Human Resource Management by the organisation. Organisations get their raw materials, other important factors or production from the natural environment so organisations should show some responsibilities towards the environment. Secondly, Environment pollution, Global warming has negative impact on the people and on the employees of the organisation. Therefore, organisations need Green Human Resources policies for the employees of the organisation. Company can save their cost by adopting Green Human Resource Management. For example if a company use digital medium instead of paperwork it can save cost of papers also it can contribute to organisation.

Green Human Resource Management is a part of corporate social responsibilities of an organisation. It has many benefits to the society. However, Green HRM not only benefits to the society but also to organisation, which uses the practices of Green Human Resource Management. It increases employee morale as well as employee loyalty. It increases productivity also. It improves the image of company in society and strengthens the brand. It also improves health of the employees, workplace of the organisation. It also attracts talented employees to the organisation. For example, if any company practices Green Human Resource Management, this will help in improving health of employees, improving image of company so new employees will look up to that specific company.

Many organisations claim to have some environment friendly practices in their organisation but they do not take measures beyond normal activities. They should adopt green human resource practices on routine.
Green Human Resource Management has following main impacts-
1. Greater efficiencies
2. Low cost

3. High employee engagement
4. High employee morale
5. Employee satisfaction

Green Human resource management can evaluate positive results on 3Ps of the human resource management. 3Ps in human resource management are People, Processes, and Performance. Green Human resource management has positive impact on 'People'. It improves health of employees. It increases employee satisfaction, employee morale. Green HRM has great positive impact on 'Processing'. Processing includes recruitment, selecting, hiring, training, performance management, employee relations etc. There are many green recruitment, selecting, hiring, training, planning practices as well as green performance management in Green Human Resource Management. Green Human Resource Management increases employee morale and satisfaction, which results in great performance so it also has great positive impact on 'Performance'.

Main Green Human resources Practices and policies are such as green recruitment, green orientation, green training and development, green performance management, green employee management, green health and safety management etc. All of these will be discussed in this paper.

Being a new area, there is a lack of much research Green Human Resource Management. This research paper is an attempt to fill the same gap.

# Literature Review

# Literature Review

Every study suggests about the importance of Green Human Resource Management in businesses. There is an environmental concern all over the world in every area (Shoeb Ahmad, 2015).

Companies are now polluting environment and it is a major concern. Companies, which are polluting environment gets media attention, activism from environmentalist, tight regulations from government. A company, which performs better in environment despite having environmental sensitive area, enjoys great social legitimacy. (Pascual Berrone, Luis R. Gomez-Mezia, 2009). So there is clearly, need of Green Human Resource Management. Green Human resource Management is integration between environment management and human resource management. (Dr Bindu Menon, 2016).

Green Human resource management is set of Human Resource policies and practices those support sustainable use of resources in the organisations. (M.D. Sajjad Hussain and MD. Sadiqur Rahman, 2016). The term green Human Resource management is most commonly used for concern of people in corporate world towards the environmental schedule. (Dr Parul Deshwal, 2015).

Environment improvement practices in any organisation not only benefit society or country but also to company. These practices improve health and safety of employees of the company. These also improve public image of company. These practices include value and knowledge to employees. (Nalini Govindarajulu and Bonnie F. Daily, 2004). Green Human Resource Management includes many policies and practices to increase sustainable people management. (Gill Mandip, 2012). Green HRM is very important instrument to make organisations green. Green Human Resource Management practices need to be reshaped. (Sabzar Ahmad Peerzadah, Dr Sabiya Mufti, Dr Nazir Ah Nazir, 2018).

Green Human Resource management focuses on greater efficiency and reducing environmental pollutants. (Dr. Parul Deshwal, 2015). Green HRM means all activities that aims to make any organisation green. It includes policies, practices and systems to make organisation green. Its main objective is greening the organisation. ( H. H. D. N. P. Opatha,  A. Anton Arulrajah, 2014). Green Human Resource management will help to promote green culture in any prominent service sector. ( Sharifa K. Mousa, Mohammed Othman,2019). Go-green movement in organisations has created many green jobs. (V.N. Amrutha, S.N. Geetha, 2019)

Green Human Resource Management supports pro-environment policies of companies. It helps in increasing competition. It enhances images of company, reduces cost, improves relations with customers, increases acceptance by local authorities and societies, increases satisfaction, loyalty and motivation of employees. (Edyta Bombiak, Anna Marciniuk-Kluska, 2018).

Green Human Resource Management has positive impact of environmental performance as well as economical performance of the company. (Ahmed A. Zaid, Ayham A.M. Jaaron, Abdul Talib Bon, 2018)

Green Human Resource Management relates with job pursuit intention of employees and has positive impact of organisation prestige. It can attract young talents irrespective of their gender. (Richa Chaudhary, 2018) It is one of best tool to make the organisations' environment green. It can create awareness among new talents. (Sabzar

Ahmad Peerzadah, Dr. Sabiya Mufti, Dr. Nazir Ah. Nazir, 2018). It doesn't require basic shift in human resource management function so it is relatively easy. (Syed Sohaib Zubair and Mukaram Ali Khan, 2019)

Green Human Resource management practices and policies are Green performance management, Green recruitment, Green training and development, Green compensation, Green employees relations, Green building, Paperless office, conservation of energy, recycling and waste disposal. (Shoeb Ahmad, 2015). Many organisations in India have Green Human resource practices but these practices are not formally organized. (Pavitra Mishra, 2017).

Henarath H. D. N. P Opatha (2014) discusses ways to making Human Resource Management function (such as job analysis, recruitment, selection, induction, training, performance evaluation, rewards management, discipline management) green.

Three main dimensions of sustainable development can be ecological, economical and social. Green Human Resource Management is part of Sustainable Human Resource Management. (Edyta Bombiak and Anna Marciniuk-Kluska, 2018). There should be a balance between working life and private life to achieve successful practices of Green Human Resource Management. (Dr.Ajit Kumar Kar and Prof.Lopamudra Prahara, 2017).

## Definitions of Green HRM according to various scholars

| Dr. Parul Deshwal, 2015 (Green HRM: An organisational strategy of greening people) | "Green HRM is the use of HRM policies to support the sustainable use of resources within organisations and, more usually helps the reasons of environment sustainability." |
|---|---|
| Gill mandip, 2011 (Green HRM: People Management Commitment to Environmental Sustainability) | "Green human resources refer to using every employee touch point/interface to promote sustainable practices and increase employee awareness and commitments on the issues of sustainability." |
| Opatha and Anton Arulrajah, 2014 (Green Human Resource Management: Simplified General Reflections) | "Green HRM refers to the policies, practices and systems that make employees of the organisation green for the benefit of the individual, society, natural environment, and the business" |
| Dr.Ajit Kumar Kar, Prof.Lopamudra Praharaj, 2017 'Green HRM: An Innovative Practice for Organisational Sustainability' | "The phrase 'Green HR' means – the contribution of HR policies and practices of a corporate agenda for preservation and protection of natural resources. Green human resource refers to using each employee touch point and interface to encourage sustainable practices and add to employee awareness and commitments on the challenges and issues of sustainability." |
| Julie Haddock-Millara, Chandana Sanyal and Michael Mu¨ller-Camen (Green human resource management: a comparative qualitative case study of a United States multinational corporation) | "Green HRM is concerned with the 'systemic, planned alignment of typical human resource management practices with the organisations environmental goals" |

| Renwick, Redman and Maguire (Green Human Resource Management: A Review and Research Agenda) | "Green human resource management (GHRM) can be defined as the Human Resource Management aspects of environmental management" |
| --- | --- |
| Mathew Mampra ('Green HRM: Does it Help to Build a Competitive Service Sector?) | "Green HRM is the use of HRM policies to encourage the sustainable use of resources within business enterprises, promote the cause of environmentalism and in the process, create improved employee morale andsatisfaction." |

# Research Study

# Research Study

## Rational of the Study

We have already notice from various research and reports that there is an environment concerns all over the world. Last 30 years have witnessed many efforts to reduce environment pollution. Industrial wastes, industrial carbon pollution are one of the major reason of climate change, global warming and environment pollution. So everyone is finding new ways to curb environment pollution without affecting economic growth and industries. In this situation, Green Human Resource Management can be a good solution for the organisations. Also industries are consuming natural resources very fast which can create scarcity of natural resources. Therefore, Sustainable development is also important. Green Human Resource Management is an important part of Sustainable development. ((Edyta Bombiak and Anna Marciniuk-Kluska, 2018)

Green Human Resource Management is a new area with broad scope. Being a new research area, there is a scarcity of research in Green Human Resource Management. Renwick, Redman and Maguire also describes in his research paper about this gap. Pavitra Mishra(2017) writes in her research paper that there is a need to explore Green Human Resource Management in India. V.N. Amrutha, S.N. Geetha (2019) also describes about importance of explore literature on Green Human Resource Management. Even if there is sufficient literature review in this area, there is still a lot of ambiguity about the policies and practices of the green HR sector. This research paper of mine is a small effort to fill this gap.

## Objectives of the Study

My research paper has mainly following research purpose
1. To study the Green Human Resource Management practices and policies
2. To study Green Human Resource Management practices of Aditya Birla Group
3. To analyse awareness of Green Human Resource Management
4. To study the challenges in Green Human Resource Management

# Methodology

# Methodology

There were three main objectives of this study and to study different objectives, I followed different approach.

My first research objective was to describe practices and policies of Green Human Resource Management. I followed theoretical approach to study this. I got knowledge about practices and policies of Green Human Resource Management from various journals, news articles.

My second research objective was 'To find about Green practices and initiatives in Aditya Birla Group'. For this, I collected all information from sustainability website of Aditya Birla Group. Their website is much informative and we can find everything about sustainable practices as well as sustainable reports of Aditya Birla Group. There were many sustainable practices. Because of my research is on the topic 'Green Human Resource Management', I described only those practices, which are related to green human resource management.

My third research objective was to study the awareness of consumers about Green Human Resource Management. For this, I collected data from consumers through questionnaire and analysed that data through the Statistical Package for the Social Sciences (SPSS).

## Primary data collection

Data has been collected with the help of Google forms through a questionnaire. Mostly responders were students, mainly business students. Total sample size was 75.

## Hypothesis

Research question was 'Are people aware about Green Human Resource Managmenet?'
**$H_0$:** People are not much aware about Green Human Resource Management.
**$H_1$**: People are aware about Green Human Resource Management.

## Tools for analysis

After collecting responses, I analysed the questionnaire data into spss. Following tools have been used to analyse the questionnaire responses.

## 1. Frequencies

The Frequencies tool summarise the measures for categorical variables in the form of frequency tables, bar charts, or pie charts. I used this tool to study yes/no type questions.

## 2. Cronbach's Alpha

It is an important statistical tool. It is a measurement of internal consistency.It can be called as a measure of scale reliability.

| Cronbach's alpha | Internal consistency |
| --- | --- |
| $\alpha \geq 0.9$ | Excellent |
| $0.9 > \alpha \geq 0.8$ | Good |
| $0.8 > \alpha \geq 0.7$ | Acceptable |
| $0.7 > \alpha \geq 0.6$ | Questionable |
| $0.6 > \alpha \geq 0.5$ | Poor |
| $0.5 > \alpha$ | Unacceptable |

Formula for Cronbach's Alpha is following-

$$\alpha = \frac{N \cdot \bar{c}}{\bar{v} + (N-1) \cdot \bar{c}}$$

## 3. Factor Analysis

It is a data reduction tool, which is used for hypothesis testing.
These are three tools, which has been used for analysis of responses of questionnaire.

# Practices and Policies of GHRM

# Practices and Policies of GHRM

Main practices and policies of Green human resource management are green recruitment, green training, green development, green performance management, green reward, green compensation and green employee involvement.

## Green recruitment

Green recruitment is one of the important policies of Green Human resource Management. Green recruitment is Eco-friendly process of hiring employees for company. In Green recruitment, company should take those employees who are well-versed with environmental concerns. For this, company can conduct special interview, test, or Group discussion on topic such as environmental concern, global warming, and pollution. Other Green recruitment practices are paperless CVs, paperless test or GD. Company should have online job-portal. There should be paperless test such as interview, presentation, computer-based test, online test etc. In addition, Applications should be invited into digital mode. Many researches suggest that companies are now adopting Green recruitment policy.

There are major benefits of Green recruitment. According to Priya Saini and Kamlesh Kumar Shukla (2016), Green recruitment is a new trend and it is more effective and less costing. It reduces cost such as papers, energy and enhance organisation sustainability. Digital CVs can be stored easily in computer or laptop while traditional paper- based CVs use much office space. Online or computer-based test will reduce cost of papers. Attracting high-quality staff will enhance organisation productivity. According to Shoeib Ahmad, 2015, famous German companies such as Siemens, BASF, Bayer and Mannesmann have started to attract high-quality staff with its green image. Now a day, many firms have started to adopt green recruitment policies.

## Green training and development

We all know that training and development is an important responsibility of HR managers.According to Obaid and Alias (2015), performance of the organisation heavily depends on training and development because training enhances skills and knowledge of the organisation. It focuses on the betterment of skills, knowledge, attitudes of employees. Therefore, employees should enhance their skills regarding environment management. Green training and development is a green human resource management that focuses on environment concerns. Green Training and development is important for awareness of employees regarding environment management. It also enhances employees' ability to deal with different environment problems. According to Zoogah(2011), training and development is a practice focusing on development of employees' skills, knowledge, and attitudes,

Training and development should be in such manner that it uses all environment-related tools. Environment related aspects such as safety, energy efficiency, waste management and recycling are important part of green training and development. There should be more focus on online training rather than offline training. There should be less use of papers. Also there should be some training for employees regarding green human

resource management. These can be environment related programmes, workshops, training, webinars, presentations, seminars, and lectures.

Employee training and development should include environment issues at all time. In training and development there should be all coverage of topics such as environment risks, problems and safety. There should be green orientation programme for new hired employees so that they can enhance their skills regarding environment problems. There should be training to do job, evaluation of attitudes, knowledge for the staff.

Green training and development induce employees to learn skills to protect environment as well as to pay attention to environment skills. Green training and development enhance employees' skills to protect the environment, create awareness and motivate the employees to carry out environment related activities. According to Renwick, 2015, environment knowledge is key to address environmental concerns. Green training nd development enhances knowledge of employees about environment concerns. Researches suggest that green training and development not only help the environment but also the organisation by bettering the skills, knowledge of employees.

## Green performance management

Performance management is a tool of corporate management that helps managers and employees to evaluate their work. Objective of performance management is to create an environment where people can perform their best abilities to work more efficiently. Performance management use tools such as creating goals, measuring goals, creating and measuring objectives and define effective performance. Green performance management is a type of performance management that concentrates on green human resource management. Green performance management consists matter related to environment. There are many tools of performance management. Most important tool of performance management is performance appraisal. Performance appraisal can include objects such as environment incidents, reducing pollution, reducing carbon emission.

According to Shoeib Ahmad (2015), future research on green human resource management should focus upon issues such as environmental incidents, environmental responsibilities, communication of environmental policy, and green information system and audits. Managers should give feedback to the employees relating to their performance.

In green performance management, there should be some green targets. Reducing pollution, more usage of green energy, reducing carbon emission are some green targets. According to Sajjad Hosain and Sadiqur Rahman, green performance goals and green behavior indicators should be key areas of green performance management. Adopting green performance management should be priority of companies.

## Green reward and compensation

Reward and compensation are important policies and practices of human resource management in which employees are rewarded for their performance. There are important methods, which link individual's interests to the organisation's interests (Shoeb Ahmad, 2015). Green reward and compensation are important tools for supporting environment related activities. According to Mandip (2011), green initiative can be incorporated into reward and compensation system by offering employees a benefit

reward. It can increase green initiative in the organisations. By aligning green management to reward and compensation, green behavior should be promoted among the employees of the organisation. In addition, managers can ask employees to bring ideas about green initiatives.

There are many examples in green reward and compensation. Rewards should be given for green achievement of employees. These rewards can be monetary based, non-monetary based and recognition based. There can be some gifts, cash rewards, salary increase, public praise, appreciation in these rewards. Employees, who make extra-ordinary effort to focus on green human resource management, should be given bonus. Guiyao tang, Yang Chen and their colleague suggested that green travel benefits, green tax and green recognition can be offered with financial incentives. Allergan, Adobe Systems, and Ball Corporation are some famous companies that use green reward and compensation (Newsweek, 2015).

Green reward and compensation have great impact on willingness of employees to focus more on green human resource management.

## Employee Involvement

Employee involvement is another important aspect of human resource management. It is a new aspect. It came into being during 1990s. Employee involvement is direct participation of organisation's employees to fulfill goals of organisation by their ideas, experience, efforts and skills. It is called employee engagement also. Proper engagement of employees is necessary for any organisation.

Green employee involvement means participation of organisation's employees in green initiatives. For a better green employee involvement, managers and decision-makers of the organisation should welcome all the ideas of green initiatives from employees of the organisation.

Employees should be free to share all eco-friendly ideas and best eco-friendly ideas should be applied for organisation. There can be suggestion-based scheme by which any employee can share his own idea to the welfare of organisation. Also employees should be independent to take any decision on environment concerns. There can be environment-based programmes in organisation. According to Parul Deshwal (2015), organisation can add value to its products and services by promoting 'eco-intrapreneurs'. Companies should develop green workplace.

There are many benefits of proper employee involvement. It increases productivity, commitment and job-satisfaction of employees. It improves decision- making of the organisation. It solves problems of the organisation easily. Therefore, it is necessary to connect green management with employee involvement.

Green employee involvement enables employees to be well informed about environment concerns, global warming and pollution. It improves health and safety of organisation's employees. It motivates employees to take eco-friendly steps and this result in high employee satisfaction, high productivity of employees. It enhances awareness of employees about environment issues. It provides employees to solve problems on environment issues. It also strengthens employee-employer relations. It also improves environmental performance of the organisation. Some positive outcomes of employee involvement are high employee satisfaction, greater employee loyalty, more productivity and higher profitability (Welmilla and Ranasinghe).

# Green Initiative in ABG

# Green Initiative in Aditya Birla Group

## Aditya Birla group

We all know about Aditya Birla Group. Founded by Seth Shiv Narayan Birla in 1857, Aditya Birla Group is an Indian multinational multi-industry company. It has more approximately 1.2 lakh employees and operates in more than 30 countries. It is one of largest companies in India with US$48.3 billion revenue in 2019. Main products and services of Aditya Birla Group are cements, chemicals, carbon black, textile products, telecom services and financial services.

## Aditya Birla Group Subsidiaries

- Aditya Birla Chemicals (Thailand)(ABCTL)
- Aditya Birla Capital Limited (ABCL)
- Aditya Birla Fashion and Retail Limited(ABFRL)
- Aditya Birla Grasun Chemicals (Fangchanggang) Limited
- Aditya Birla Insulators, Aditya Birla Science and Technology Company Private Limited (ABSTCPL)
- AV Group NB
- Birla Carbon
- Birla Jingwei Fibres Company Limited (BJFCL)
- Dahej Harbour and Infrastructure Limited (DHIL)
- Domsjö Fabriker (Domsjö)
- Essel Mining & Industries Limited (EMIL)
- Grasim Industries Limited
- Hindalco Industries Limited
- Hindalco- Almex Areospace Limited (HAAL)
- Indo Phil Group of Companies
- Indo Phil Textile Mills
- Indo Thai Synthetics Company Limited
- Novelis Inc
- PT Elegant Textile Industry (Indonesia)
- PT Indo Bharat6 Ryon (Indonesia)
- PT Indo Liberty Textiles (Indonesia)
- PT Indo Raya Kimia (Indonesia)
- PT Sunrise Burmi Textiles (Indonesia)
- Swiss Singapore Overseas Enterprises Pte Limited (SSOE)
- Tanfac Industries Limited
- Terrace Bay Pulp Mill
- Thai Acrylic Fibre Co. Ltd (TAF)
- Thai Peroxide Company Limited (TPL)
- Thai Rayon
- UltraTech Cement Limited

- Utkal Alumina International Limited
- Vodafone Idea Limited.

Therefore, it is clear that it operates in those sectors in which Green Human Resource Management plays an important role. Fore example textile industries, carbon black industries, chemical industries and cement industries are those sectors where Green Human Resource Management plays an importance role.

# Aditya Birla Group Sustainable Business Policies

I visited sustainability website of Aditya Birla Group, where I found policies and report of green human resource management in Aditya Birla Group. I have discussed some useful policies, which are related to Green Human Resource Management. I have not discussed those policies, which are not directly linked to Green Human Resource Management.

In Aditya Birla Group, they follow various sustainable business policies, which are important in Green Human Resource Management. These policies are briefly discussed in this research paper.

## Biodiversity Policy

Biodiversity is the variety of flora and fauna in a particular habitat. Biodiversity has various economic, social and environmental benefits. It strengthens ecosystem. It provides various raw materials to industries as well as protects environment.

Accoridng to IFC (International Finance Corporation), businsses has many direct and indirect impacts on bio-diversity. These impacts are-

- Stem primarily from land use and waste generation.
- Usually occur at the same time and place as business activities.
- Can include habitat loss and degradation, erosion, species loss, air and water pollution, soil and water contamination.
- Can affect local communities by reducing access to natural resources or disrupting ecosystem services, such as erosion control.
- Result from the actions of others, triggered or caused by business activities.
- Can occur in a different place and at a different time from the actions that trigger them.May represent a company's most significant risk for damage to biodiversity.
- Often the most challenging to predict, identify, manage and control.
- Can result from the use or disposal of a company's products by consumers or other business users.
- Changes in behavior by others, including local people and employees, that are prompted by a company's operations may lead to induced negative impacts to biodiversity, including habitat loss and conversion from unplanned settlements and agricultural expansion, or increased demand for and depletion of natural resources as a result of in-migration.
- Arise when the operations of several companies in close proximity begin to collectively affect biodiversity.

**(Source- IFC website)**

So we can say there are many positive and negative impacts of businesses on biodiversity. All organisation must increase positive impacts and decrease negative impacts

In Aditya Birla Group, they follow biodiversity policy to get sustainability. They implement biodiversity management framework with the provisions of 1992 Convention on Biological Diversity. They follow all biodiversity related government rules and regulations. They avoid operating in ecological sensitive biological diversity areas. They not only develop biodiversity management plans but also implement those plans. They collaborate with biodiversity stakeholders and integrate knowledge, perceptions and guidance to ensure biodiversity.

## Crisis Management Policy

Crisis management deals with disruptive events, which are unexpected, and threatens to harm the company. Because of industrial disasters, crisis management is necessary. One of main reason of industrial disasters is environment destruction so crisis management policy is also important in Green Human Resource Management.

In Aditya Birla Group, they have emergency plans, crisis management organisation and training program in crisis management in the case of any emergency. They also maintain crisis management manual, crisis management organisation for managing any crisis. They follow all legal and regulatory requirements and they have Aditya Birla Group Crisis Management Technical Standard. They organize mock drill program in the case of any crisis.

Crisis management helps in stopping the industrial disasters and if there is any type of industrial disaster, organisation can overcome that crisis easily. Industrial disasters affect the environment very badly. Therefore, crisis management is an importantn policy of Green Human Resource Management.

## Energy and Carbon Policy

Aditya Birla Group managers maintain all government regulations and maintain all legal requirements to energy and carbon regulations. They create awareness for effective use of all resources of energy so that energy intensity could be reduced. They promote use of renewable energy.

They collaborate and engage with stakeholders and wider communities to work on actions, which promote low energy intensity and low carbon. They measure and monitor energy usage as well as carbon emission as per internationally recognized protocols.

## Environmental Policy

This is another important Green Human Resource Management policy in Aditya Birla Group. In Aditya Birla Group, they maintain all government laws and regulations related to environment. They develop, maintain and implement all environment management system, which are internationally accepted, in their organisation's projects and operations.

They take initiative about efficient use of natural resources, reduction and prevention of pollution. They also promote waste avoidance and recycling measures. They enhance environmental related awareness among their employees. They also

collaborate with stakeholders and wider communities to work on environmental protection. They measure and monitor environment related initiatives in Aditya Birla Group.

## Food Safety Policy

According to World Health Organisation, food security is very essential for human life. According to WHO policy makers can

- build and maintain adequate food systems and infrastructures (e.g. laboratories) to respond to and manage food safety risks along the entire food chain, including during emergencies
- foster multi-sectoral collaboration among public health, animal health, agriculture and other sectors for better communication and joint action
- integrate food safety into broader food policies and programmes (e.g. nutrition and food security)
- think globally and act locally to ensure that food produced domestically remains safe when imported internationally.

**(Source- WHO website)**

In Aditya Birla Group, managers maintain all government food safety related laws and regulations. They actively communicate with customers and employees to dicuss about food security aspects. They also maintain food security management during all work in organisation.

## Product Stewardship policy

Product stewardship is managing the environmental impacts of products of a company at different stages like production, use and disposal. Product stewardship has major positive impacts like enhancing worker safety, improving environmental performance, managing hazardous waste, enabling a responsible supply chain and achieving regulations (air emissions, incident management, water permits, etc.),

In Aditya Birla Group, they maintain all government related regulations related to product stewardship. They implement quality control system in accordance to international standards. They also have product testing. They ensure product stewardship in all stages of production like sourcing, development, commercialization and discontinuation. They create awareness among people about the proper use of their products, for which they communicate people with their local language. They also have product stewardship assurance programme which monitor implementation of product stewardship policy.

## 7.5.7 Supply Chain and Procurement Policy

Green supply chain is an important practice of Green Human Resource Management. Supply Chain refers to network between a company and suppliers of that company to produce and distribute any product to customer. Supply chain is very important because it is helpful in reducing cost and remaining in competition with other organisations.

Since supply chain is essential for any organisation, it is necessary to introduce green practices in supply chain.

In Aditya Birla Group, they promote resource conservation and use of alternative materials and renewable energy, water stewardship cross the supply chain.

## Water Stewardship Policy

Water stewardship is a collaborative effort of people, stakeholders and many organisations that aims to water conservation. Water conservation is very essential for human life.

Managers and employees of Aditya Birla Group maintain all governmental law and regulations related to water conservation. They try to minimize impact of their operations on water resources. They try to minimize the use of fresh water. They also recycle used water, which is a good policy. Aditya Birla Group encourages its all employees and contract workers to work in water conservation initiatives. They collaborate with their stakeholders and worldwide communities for conservation of water. They monitor their water stewardship policy through effective management system.

## Wood Fibre Sourcing Policy

Aditya Birla Group maintains all government laws and regulations related to harvesting of wood. Group avoids trading and sourcing of illegal harvested wood, wood harvested in violation of any right, wood provided from protected forests and wood from modified trees.

They do research in the area of alternative fibre sources and other technologies, which will reduce social, environment impact and burden. They also have a sustainable forest management system, which monitor wood fibre sourcing policy.

## Responsible Care Policy

Aditya Birla group follow all laws and regulations of government. Its managers also comply with all international laws and regulations related to environment protection. They use recycle management.

They communicate with customers, transporters, contractors and investors to safety and security of environment and employees. They are improving their policy through the systematic identification of priority risks and self- assessments.

These are some main sustainable policies and practices, which are followed in Aditya Birla Group.

# Data and Analysis

# Data and Analysis

My questionnaire had total 8 questions. Of these, 2 questions were Yes/No type questions and 6 questions were likert scale questions.

## Analysis of Yes/No type questions

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| **'Do you think that saving the environment is more important that making the profit?'** | | | | | |
| Valid | No | 6 | 8.0 | 8.0 | 8.0 |
| | Yes | 69 | 92.0 | 92.0 | 100.0 |
| | Total | 75 | 100.0 | 100.0 | |

'Do you think that saving the environment is more important that making the profit?'
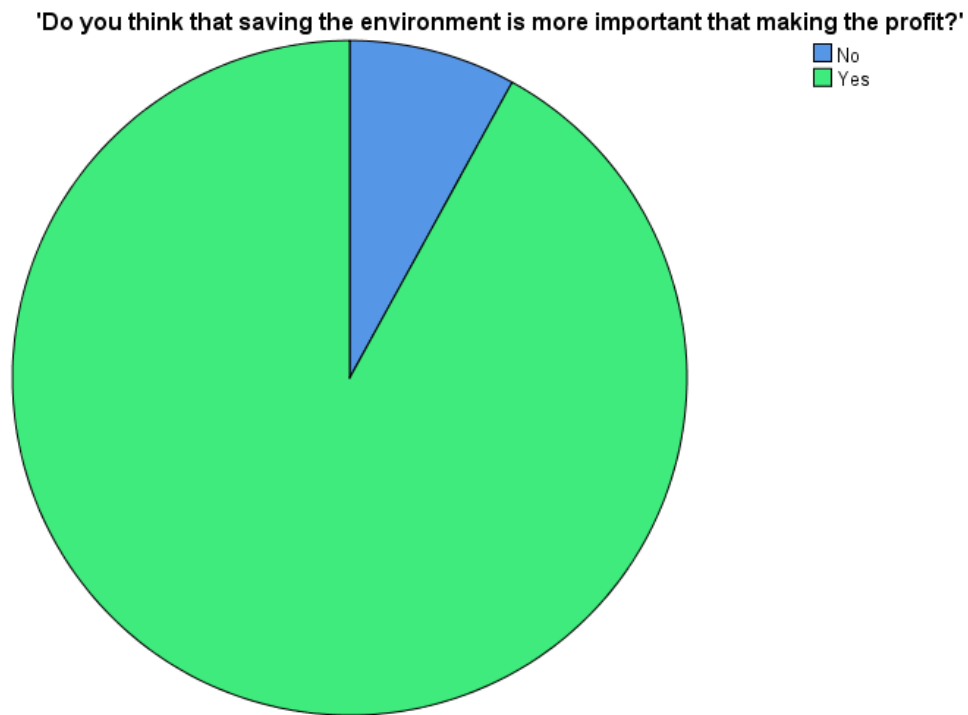


Total 92% respondents replied in positive. We can conclude that mostly people think that saving the environment is more necessary rather than making the profits.

| 'Do you believe in the idea of Green Human Resource Management?' | | | | |
|---|---|---|---|---|
| | | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | No | 7 | 9.3 | 9.3 | 9.3 |
| | Yes | 68 | 90.7 | 90.7 | 100.0 |
| | Total | 75 | 100.0 | 100.0 | |

'Do you believe in the idea of Green Human Resource Management?'
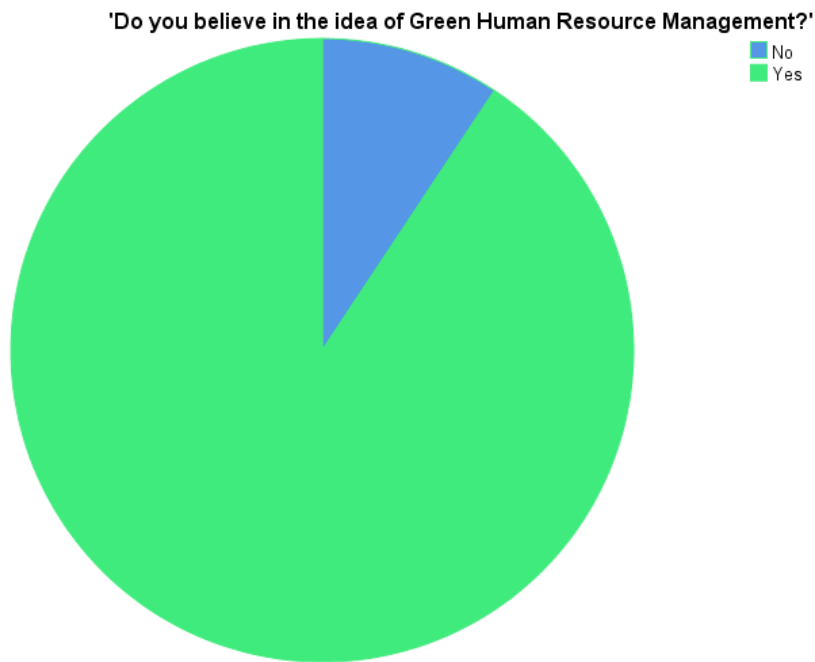


90.7% respondents replied in positive. Mainly respondents were educated persons, therefore we can say that people, mainly educated people, are now believe in Idea of Green Human Resource Management.

# Analysis of Likert scale questions

I used 'relativity analysis' first to know consistency of my questionnaire. I got cronbach's alpha.

Cronbach's Alpha is 0.951 which is greater than 0.9 which interprets our likert scale's internal consistency as excellent.

| Reliability Statistics | | |
|---|---|---|
| Cronbach's Alpha | Cronbach's Alpha Based on Standardized Items | N of Items |
| .951 | .952 | 6 |

After this, I conducted factor analysis for our likert scale questions. There were six questions in my likert scale, which were measured on parameters 'Strongly Agree', 'Agree', 'Neutral', 'Disagree' and 'Strongly Disagree'. 'Strongly Agree' was valued as 1, 'Agree' was valued as 2, 'Neutral' was valued as 3, 'Disagree' was valued as 4 and 'Strongly Disagree' was valued as 5.

| Descriptive Statistics | | | |
|---|---|---|---|
| | Mean | Std. Deviation | Analysis N |
| 'Customers should know about green practices of that company of which they are buying products.' | 1.83 | .760 | 75 |
| 'Customers should prefer products of companies with Green Human Resource Management.' | 1.95 | .899 | 75 |
| 'Green Human Resource management will improve the image of company.' | 1.91 | .808 | 75 |
| 'Green Human Resource Management has a bright future' | 1.96 | .845 | 75 |

| | | | |
|---|---|---|---|
| 'Green Human Resource Management should be applied throughout the world.' | 1.91 | .791 | 75 |
| 'Government should promote Green Human Resource Management more.' | 1.93 | .875 | 75 |

Mean for our statements is 1.83, 1.95, 1.91, 1.96, 1.91 and 1.93. This mean is between the value between 1 and 2, 'Strongly Agree' and 'Agree'. It is more near to value 2 or 'Agree'. This explains that mostly respondents are agreeing with statements those were in questionnaire.

| Correlation Matrixa | | 'Customers should know about green practices of that company of which they are buying products.' | 'Customers should prefer products of companies with Green Human Resource Management.' | 'Green Human Resource management will improve the image of company.' | 'Green Human Resource Management has a bright future' | 'Green Human Resource Management should be applied throughout the world.' | 'Government should promote Green Human Resource Management more.' |
|---|---|---|---|---|---|---|---|
| Correlation | 'Customers should know about green practices of that company of which they are buying products.' | 1.000 | .837 | .721 | .641 | .714 | .734 |
| | 'Customers should prefer products of companies with Green Human Resource Management.' | .837 | 1.000 | .774 | .726 | .753 | .820 |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| | 'Green Human Resource management will improve the image of company.' | .721 | .774 | 1.000 | .786 | .768 | .755 |
| | 'Green Human Resource Management has a bright future' | .641 | .726 | .786 | 1.000 | .823 | .800 |
| | 'Green Human Resource Management should be applied throughout the world.' | .714 | .753 | .768 | .823 | 1.000 | .849 |
| | 'Government should promote Green Human Resource Management more.' | .734 | .820 | .755 | .800 | .849 | 1.000 |
| Sig. (1-tailed) | 'Customers should know about green practices of that company of which they are buying products.' | | .000 | .000 | .000 | .000 | .000 |
| | 'Customers should prefer products of companies with Green Human Resource Management.' | .000 | | .000 | .000 | .000 | .000 |
| | 'Green Human Resource management will improve the image of company.' | .000 | .000 | | .000 | .000 | .000 |
| | 'Green Human Resource Management has a bright future' | .000 | .000 | .000 | | .000 | .000 |
| | 'Green Human Resource Management should be applied throughout the world.' | .000 | .000 | .000 | .000 | | .000 |

| | | | | | | |
|---|---|---|---|---|---|---|
| 'Government should promote Green Human Resource Management more.' | .000 | .000 | .000 | .000 | .000 | |

a. Determinant = .002

I have got high correlation (above than 0.7) between all the statements which means strong correlative linear relationship between statements.

| KMO and Bartlett's Test | | |
|---|---|---|
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy. | | .896 |
| Bartlett's Test of Sphericity | Approx. Chi-Square | 444.781 |
| | Df | 15 |
| | Sig. | .000 |

P-value is 0.000 which is very small. A small p-value means that alternative hypothesis is accepted and null hypothesis is rejected.

| Communalities | | |
|---|---|---|
| | Initial | Extraction |
| 'Customers should know about green practices of that company of which they are buying products.' | 1.000 | .741 |
| 'Customers should prefer products of companies with Green Human Resource Management.' | 1.000 | .831 |
| 'Green Human Resource management will improve the image of company.' | 1.000 | .795 |
| 'Green Human Resource Management has a bright future' | 1.000 | .787 |
| 'Green Human Resource Management should be applied throughout the world.' | 1.000 | .832 |

| 'Government should promote Green Human Resource Management more.' | 1.000 | .850 |
|---|---|---|

High extraction values means variable is better explained by factors.
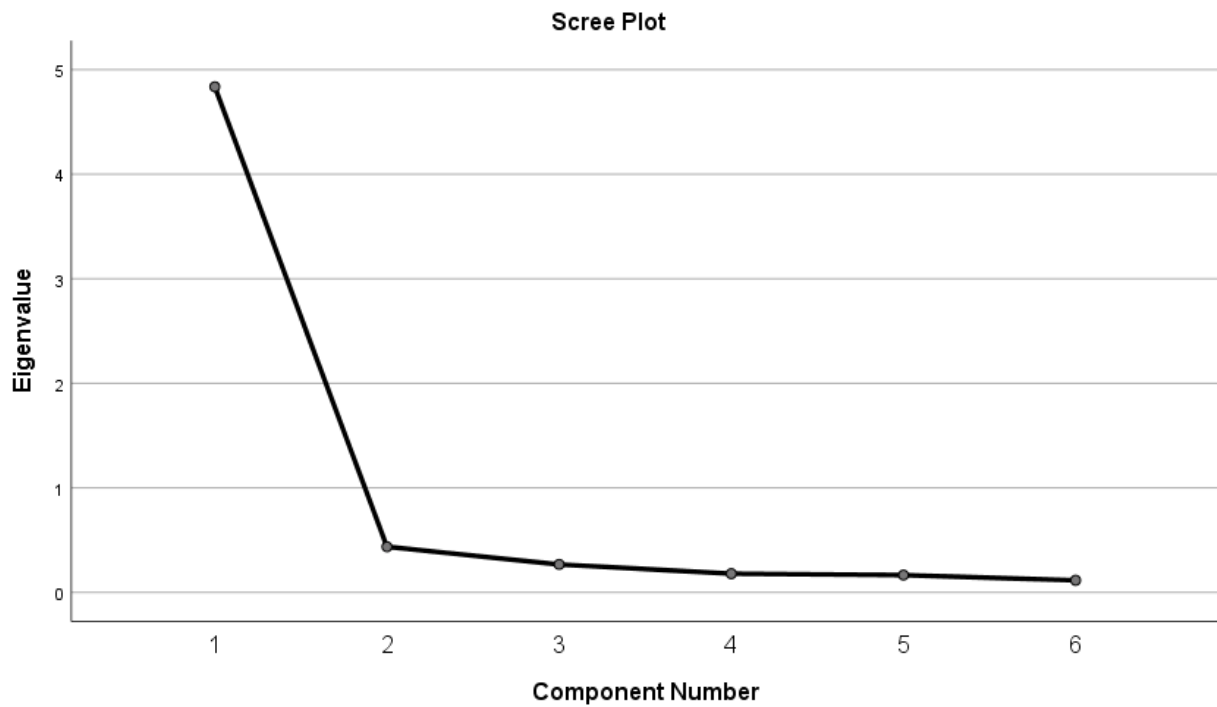


Scree Plot

This is scree plot for our likert scale

| Component Matrix | |
|---|---|
| | Component 1 |
| 'Customers should know about green practices of that company of which they are buying products.' | .861 |
| 'Customers should prefer products of companies with Green Human Resource Management.' | .912 |

| | |
|---|---|
| **'Green Human Resource management will improve the image of company.'** | .892 |
| **'Green Human Resource Management has a bright future'** | .887 |
| **'Green Human Resource Management should be applied throughout the world.'** | .912 |
| **'Government should promote Green Human Resource Management more.'** | .922 |
| Extraction Method: Principal Component Analysis. | |

Component matrix is also used for correlation between variables. My components also has high values.

## Findings

After analysis the data, we have found following results.

1. Our likerts scale questions have strong correlative linear regression relationship between them. This is explained by correlation matrix and component matrix. These all have high values.
2. 92% respondents think that saving the environment is more important than making the profits.
3. 90% respondents have awareness about Green Human Resource Management.
4. Our likert scale respondents have mean below 2 which means majority of respondents are agree with statements of questionnaire.
5. Our null hypothesis 'People are not much aware about Green Human Resource Management' is rejected and alternative hypothesis is accepted.

# Challenges in GHRM

# Challenges in Green Human Resource Management

There are various challenges in Green Human Resource. Some of them are following

1. Green Human Resource management is a new thing in management. Implementing new management practices in organisation can be a bit difficult because it will demand training of employees.
2. Some employees may not be familiar with new practices and policies of green human resource management. They may be less motivated to adopt practices and policies of green human resource management.
3. Adopting Green HRM practices at starting may be costly because these require high investment. Although adopting Green HRM practices and policies will be beneficial overall.
4. Following green recruitment policies is a difficult task. It is very challenging to find green employees with all knowledge of environment and Green Human Resource Management.

Some researchers have tried to find the challenges in Green Human Resource Management. Md Asadul Islam, Abigail Hunt and their colleague write in their research paper about major challenges in Green Human Resource Management. According to them, absence of rules in companies, lack of organisational support, lack of managerial interest, high costs of practicing and higher employee turnover are major challenges in Green Human Resource Management. According to them, there should be strict rules and challenges, monitoring, training programs and monetary incentives to outcome these challenges. According to Tareq Fayed Obaid and Dr Rosima Bte. Alias, understanding of the scope and depth of green HRM is a major challenge of human resource professional.

# Conclusion

# Conclusion

Green Human Resource Management is useful not only for society but also for organisations. Green Human Resource management is important key to achieve green environment without affecting company growth. Green Human Resource Management is a part of corporate social responsibilities of an organisation. Green Human Resource Management increases productivity of the employees. It improves the image of company in society, health of the employees, workplace of the organisation and strengthens the brand. It also attracts talented employees to the organisation. In this research paper, Green Human Resource Management practices and policies are discussed. Main Green Human resources Practices and policies are such as green recruitment, green orientation, green training and development, green performance management, green employee management, green health and safety management. People are well aware about Green Human Resource Management and they think that environment saving is more important than making the profit. They also think that consumers should use the products or services of those organisations that are more environment-friendly. They also wants support from government for Green Human Resource Management. All organisations should adopt the polices and practices of Green Human Resource Management.

## Limitations of the Study

Although this research project awesome effort to interpret the idea of Green Human Resource Management but there are some drawbacks of this study. This study is based basically on theoretical approach of research. Our majority respondents were students. We can say that they are already aware. Therefore, future researchers will need to study the responses of common people too and they will need to research the data of companies too.

# Theory to Practical

# Organisational Analysis and Evaluation

## SWOT analysis of Aditya Birla Group

### Strength

1. Aditya Birla Group has high amount of revenue, products, sales and profits. Its revenue is increasing.
2. Its annual profit is growing for last two consecutive years.
3. Aditya Birla Group has strong relationship with other related organisation.
4. Net cash flow of Aditya Birla Group is rising.
5. Aditya Birla Group is in league of Fortune 500 companies.
6. Another strength of Aditya Birla Group is its presence in many countries. It has its presence in 42 countries.
7. It operates in wide range of sectors. It is also strength. If one sector is making loss, then it can be covered by profit of another sector.
8. It is also company with zero promoter pledge.

### Weakness

1. Return on Equity (ROE) is declining.
2. On annual basis, collection of contributions is decreasing for the Aditya Birla Group.
3. Some of its sectors are not increasing much.

### Opportunities

1. It has presence in 42 countries. Being a large organisation, there is a chance to grow in another countries also.
2. It has opportunities to enter in other business segment also.
3. Increasing revenue indicates that company also has a chance of increase its profit and revenue in near future.

### Threats

1. There is an increased competition.
2. Entries of new players.

# Porter's 5 forces of Aditya Birla Group

### Threat of new entrants

There is high competition in telecom, cement area. That is the reason that new players are entering in this sector. Jio entered in telecom sector. It led to merging the Vodafone and Idea (of Aditya Birla Group). Other sector as finance, chemicals, textiles are also experiencing new entrants. However, Aditya Birla Group has brand loyalty. But these new entrants can affect Aditya Birla Group.

### Bargaining Power of Suppliers

Majority of industries sectors, in which Aditya Birla Group, are dominated by some big companies. Aditya Birla Group is also a large organisation. However almost all products of Aditya Birla Group have substitutes. May be some substitutes are not much famous, but they can be harmful for Aditya Birla Group.

### Bargaining Power of Buyers

Bargaining power of customers means how much customers can impose pressure on margins and volumes. It is high when products have substitutes, switching to an alternative product is simple, customers could produce themselves and they know production cost of products. Bargaining Power of Buyers are not that much high in the case of Aditya Birla Group.

### Threat of Substitutes

It exists when there are substitutes of products and these substitutes are better products with lower price. It is different for different sectors in which Aditya Birla Group is operating. For example, in telecom sector, Jio, Airtel are better alternative to idea. But in some sector threat of substitutes is not high.

### Rivalry among Competing Firms in Industry

High competition results in pressure on price, margins and other factors. It is higb when there are many players of about the same size, there are similar strategies of difference organisations, low market growth rate. There is high competition in some sectors, but in some sectors there are not much competition.

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# Annexure

## Green Human Resource Management Questionnaire

Do you think that saving the environment is more important that making the profit? *

○ Yes

○ No

Do you believe in the idea of Green Human Resource Management? *

○ Yes

○ No

'Customers should know about green practices of that company of which they are buying products.' *

○ Strongly agree

○ Agree

○ Neutral

○ Disagree

○ Strongly disagree

'Customers should prefer products of companies with Green Human Resource Management.' *

○ Strongly Agree

○ Agree

○ Neutral

○ Disagree

○ Strongly Disagree

'Green Human Resource management will improve the image of company.' *

○ Strongly agree

○ Agree

○ Neutral

○ Disagree

○ Strongly disagree

'Green Human Resource Management has a bright future' *

○ Strongly agree

○ Agree

○ Neutral

○ Disagree

○ Strongly disagree

'Green Human Resource Management should be applied throughout the world.' *

○ Strongly agree

○ Agree

○ Neutral

○ Disagree

○ Strongly disagree

'Government should promote Green Human Resource Management more.' *

○ Strongly Agree

○ Agree

○ Neutral

○ Disagree

○ Strongly Disagree

| ID | Do you think that sa | Do you bel | Customers should know about | Customers should prefer p | Green Human Resou | Green Human Resou | Green Human Reso | Government should p |
|---|---|---|---|---|---|---|---|---|
| 1 | Yes | Yes | Strongly agree | Strongly Agree | Strongly agree | Strongly agree | Strongly agree | Strongly Agree |
| 2 | Yes | Yes | Strongly agree | Strongly Agree | Agree | Strongly agree | Agree | Strongly Agree |
| 3 | Yes | Yes | Agree | Neutral | Agree | Neutral | Neutral | Neutral |
| 4 | Yes | Yes | Agree | Agree | Agree | Agree | Agree | Agree |
| 5 | Yes | Yes | Strongly agree | Strongly Agree | Strongly agree | Strongly agree | Strongly agree | Strongly Agree |
| 6 | Yes | Yes | Agree | Neutral | Agree | Agree | Agree | Agree |
| 7 | Yes | Yes | Strongly agree | Strongly Agree | Agree | Agree | Agree | Agree |
| 8 | Yes | Yes | Agree | Agree | Agree | Agree | Agree | Agree |
| 9 | Yes | Yes | Agree | Strongly Agree | Strongly agree | Strongly agree | Strongly agree | Strongly Agree |
| 10 | Yes | Yes | Strongly agree | Strongly Agree | Strongly agree | Strongly agree | Strongly agree | Strongly Agree |
| 11 | Yes | Yes | Strongly agree | Strongly Agree | Strongly agree | Strongly agree | Strongly agree | Strongly Agree |
| 12 | Yes | Yes | Neutral | Neutral | Neutral | Neutral | Neutral | Neutral |
| 13 | No | No | Disagree | Disagree | Neutral | Disagree | Disagree | Disagree |
| 14 | Yes | Yes | Agree | Agree | Agree | Agree | Agree | Agree |
| 15 | No | No | Disagree | Disagree | Disagree | Disagree | Neutral | Disagree |
| 16 | Yes | Yes | Agree | Agree | Agree | Agree | Agree | Neutral |
| 17 | Yes | No | Neutral | Neutral | Neutral | Neutral | Neutral | Neutral |
| 18 | Yes | Yes | Agree | Agree | Neutral | Neutral | Disagree | Disagree |
| 19 | No | Yes | Neutral | Neutral | Neutral | Neutral | Neutral | Neutral |
| 20 | Yes | Yes | Strongly agree | Agree | Agree | Neutral | Agree | Agree |
| 21 | Yes | Yes | Strongly agree | Strongly Agree | Strongly agree | Strongly agree | Agree | Strongly Agree |
| 22 | Yes | Yes | Agree | Agree | Agree | Agree | Agree | Agree |
| 23 | Yes | Yes | Strongly agree | Strongly Agree | Agree | Neutral | Strongly agree | Strongly Agree |
| 24 | Yes | Yes | Neutral | Agree | Agree | Agree | Agree | Agree |
| 25 | Yes | Yes | Strongly agree | Strongly Agree | Strongly agree | Strongly agree | Strongly agree | Neutral |
| 26 | No | No | Disagree | Disagree | Disagree | Disagree | Disagree | Disagree |
| 27 | Yes | Yes | Agree | Agree | Agree | Agree | Agree | Strongly Agree |
| 28 | Yes | Yes | Agree | Agree | Agree | Strongly agree | Strongly agree | Agree |
| 29 | Yes | Yes | Strongly agree | Strongly Agree | Strongly agree | Agree | Neutral | Agree |
| 30 | Yes | Yes | Neutral | Neutral | Neutral | Agree | Neutral | Agree |
| 31 | Yes | Yes | Neutral | Disagree | Agree | Agree | Agree | Neutral |
| 32 | Yes | Yes | Agree | Agree | Strongly agree | Agree | Agree | Agree |
| 33 | Yes | Yes | Agree | Agree | Agree | Agree | Agree | Agree |
| 34 | Yes | Yes | Agree | Agree | Agree | Agree | Agree | Agree |
| 35 | Yes | Yes | Strongly agree | Strongly Agree | Agree | Agree | Agree | Strongly Agree |
| 36 | Yes | Yes | Agree | Neutral | Agree | Agree | Agree | Neutral |
| 37 | Yes | Yes | Agree | Neutral | Agree | Agree | Agree | Agree |
| 38 | No | Yes | Agree | Agree | Agree | Agree | Agree | Agree |
| 39 | Yes | Yes | Strongly agree | Strongly Agree | Strongly agree | Neutral | Strongly agree | Strongly Agree |
| 40 | Yes | Yes | Strongly agree | Strongly Agree | Strongly agree | Strongly agree | Strongly agree | Strongly Agree |
| 41 | Yes | Yes | Strongly agree | Strongly Agree | Strongly agree | Strongly agree | Strongly agree | Strongly Agree |
| 42 | Yes | Yes | Strongly agree | Strongly Agree | Strongly agree | Strongly agree | Strongly agree | Strongly Agree |
| 43 | Yes | Yes | Strongly agree | Strongly Agree | Strongly agree | Strongly agree | Strongly agree | Strongly Agree |
| 44 | Yes | Yes | Strongly agree | Strongly Agree | Strongly agree | Strongly agree | Strongly agree | Strongly Agree |
| 45 | Yes | Yes | Agree | Agree | Agree | Agree | Agree | Agree |
| 46 | Yes | Yes | Agree | Agree | Agree | Agree | Agree | Agree |
| 47 | Yes | Yes | Agree | Agree | Agree | Agree | Agree | Agree |
| 48 | Yes | Yes | Agree | Agree | Strongly agree | Agree | Agree | Agree |
| 49 | Yes | Yes | Agree | Neutral | Neutral | Agree | Agree | Agree |
| 50 | Yes | Yes | Agree | Agree | Agree | Agree | Agree | Agree |
| 51 | Yes | Yes | Agree | Neutral | Agree | Agree | Agree | Agree |
| 52 | Yes | Yes | Agree | Agree | Agree | Neutral | Agree | Agree |
| 53 | Yes | Yes | Agree | Agree | Agree | Agree | Agree | Agree |
| 54 | Yes | No | Neutral | Disagree | Disagree | Disagree | Disagree | Disagree |
| 55 | Yes | Yes | Agree | Agree | Strongly agree | Agree | Agree | Agree |
| 56 | Yes | Yes | Strongly agree | Strongly Agree | Strongly agree | Strongly agree | Strongly agree | Strongly Agree |
| 57 | Yes | Yes | Agree | Strongly Agree | Agree | Strongly agree | Strongly agree | Strongly Agree |
| 58 | Yes | Yes | Agree | Strongly Agree | Strongly agree | Strongly agree | Strongly agree | Strongly Agree |
| 59 | Yes | Yes | Strongly agree | Agree | Agree | Strongly agree | Strongly agree | Strongly Agree |
| 60 | Yes | Yes | Strongly agree | Strongly Agree | Strongly agree | Strongly agree | Strongly agree | Strongly Agree |
| 61 | Yes | No | Strongly agree | Strongly Agree | Neutral | Neutral | Agree | Agree |
| 62 | Yes | Yes | Agree | Agree | Agree | Strongly agree | Strongly agree | Strongly Agree |
| 63 | Yes | Yes | Strongly agree | Strongly Agree | Strongly agree | Strongly agree | Strongly agree | Strongly Agree |
| 64 | Yes | Yes | Agree | Agree | Agree | Agree | Agree | Agree |
| 65 | Yes | Yes | Agree | Agree | Agree | Agree | Agree | Agree |
| 66 | Yes | Yes | Strongly agree | Agree | Strongly agree | Agree | Agree | Agree |
| 67 | Yes | Yes | Agree | Agree | Agree | Agree | Agree | Agree |
| 68 | Yes | Yes | Strongly agree | Strongly Agree | Strongly agree | Strongly agree | Strongly agree | Strongly Agree |
| 69 | Yes | Yes | Strongly agree | Strongly Agree | Strongly agree | Strongly agree | Strongly agree | Strongly Agree |
| 70 | Yes | Yes | Agree | Agree | Agree | Agree | Agree | Agree |
| 71 | Yes | Yes | Agree | Agree | Neutral | Agree | Agree | Agree |
| 72 | Yes | Yes | Agree | Agree | Agree | Agree | Agree | Agree |
| 73 | No | No | Agree | Disagree | Disagree | Disagree | Neutral | Disagree |
| 74 | Yes | Yes | Agree | Agree | Agree | Agree | Agree | Agree |
| 75 | Yes | Yes | Agree | Agree | Agree | Agree | Agree | Agree |