

# IMPACT OF PERCEIVED SUSTAINABILITY PRACTICES ON ORGANISATIONAL PERFORMANCE OF SELF-FINANCING ARTS & SCIENCE COLLEGES IN CHENNAI

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## ABSTRACT:

Corporate Social Responsibility or Corporate Sustainability tends to focus on external stakeholders and outcomes. However, the impact of CSR practices on employees remains largely unexplored. In this study, we examine the impact of perceived sustainability practices on organisational performance of self-financing Arts & Science colleges in Chennai. The organisational performance behaviour mediates the sustainability practices as a long term perspective. The employee's attitudes and behaviour on the relationship between CSR practices have a positive impact on their organisational commitment

In this study we investigate the factors influencing sustainability practices of college, sustainability practices on organisational performance of colleges and relationship between factors influencing sustainability practices and organisational performance.

*Key words: perception, sustainability practices, organisational performance.*

## INTRODUCTION:

In 1987, the Brundtland Report first provided the concept of sustainability development, describing it as “a development that meets the needs of the present without compromising the ability of future generations to meet their own needs” The term sustainability is used to indicate programmes, initiatives and actions aimed at the preservation of four distinct areas: human, social, economic and environmental. To enable sustainable organisation performance, employees need to develop a strong, ideally emotional, connection to that purpose. Shared purpose takes this connection further, being shared by all employees and often also external stakeholders. To be sustainable developed the organisations [a] should be intentional about sustainability [b] Develop sustainable policies and [c] Collaborate with employees and also external stakeholders.

In this study we aim to study the impact of perceived sustainability practices on organisational performance with special reference to Arts and Science colleges in Chennai city. Today, sustainability is important for all businesses as it is a approach to create long term value by taking into consideration how a given organization operates in the business environment. In short, sustainability in business refers to the effect that companies

have on the society. Sustainability is defined in general terms as meeting the needs of the present without compromising the ability of future generations to meet theirs. Sustainable improved practices have a positive impact on company or organizational performance.

In the past many studies on this topic have been focused on external stakeholders such as customers while paying less interest to the internal stakeholders such as employees. Therefore there is a need to examine the influence of sustainability practices on employees who form an integral part of the organization. This study is a two way approach as it aims at sustainable practices of the institution and its impact on organisational performance. Studies in the past have contributed to sustainable practices leading to increase in competitiveness in many areas which lead to sustainable development. At the same time environment and social issues are also increasingly becoming more important in managing any business. As a result, the recent years have seen rapid growth globally in corporate and government organisations interest in sustainability practices. Despite of the fact that there is an increase in the research of sustainability practices, the proof of implementing these sustainability practices is still lacking. The impacts of sustainability practices on organisational performance have not been checked thoroughly.

#### **SIGNIFICANCE OF THE STUDY:**

Sustainability is a complex and broad concept and includes many dimensions. In this study the sustainability practices on organizational performance have to be stressed in of the working pattern of self –financing arts and science colleges in Chennai. Sustainable practices in the long run will play an active role in the organizational performance as the employees play a very important role in strengthening the internal and external setup of the educational institutions.

#### **NEED OF THE STUDY:**

Awareness for sustainable performance promotes the development of the knowledge, skills ,understanding, values and actions required to create an environment for sustainable development. Sustainability practices are both for business and society. Therefore for business firms, educational institutions etc. Need to thrive on sustainable practices to become more efficient, improve brand value, provide a platform for innovation, help attract and retain staff, achieve better growth , cut costs and strengthen stakeholder relations.

#### **SCOPE OF THE STUDY:**

This study focuses on the impact of perceived sustainability practices on organisational performance of self –financing colleges in Chennai city. For this purpose primary data was collected and the sample size was 140. The study analysed the impact of CSR perceived sustainability practices on the employees organizational performance. Further this study widens the scope to study about the various sustainable practices which serves as secondary data relevant for the study. T –test, correlation and multiple regression analysis were the tools used for this study.

**REVIEW OF LITERATURE:**

**Corporate Sustainability Practices & Organizational Economic Performance [2018], DR.Sajid Rahman Khattar, DR.Imran Saeed and Dr. Bilal Tariq.** Their research gives an insight to sustainability and financial performance relationship and the link of sustainability with financial performance is enhanced through possible mediation. Their study helps in several ways to successfully organize and implement sustainability practices. The organization may bear huge financial implications to take advantage of innovative performance and economic benefits. The study is limited in few aspects which also gives opportunities to future researchers to inspect measures like quality management-oriented organization culture and sustainability oriented organization culture.

**Campus Culture and Curriculum Flexibility for Sustainable Development in HEI Of Bhopal City [APRIL 2020], Dr. Divakar Singh and Ms.Arman Nisha Ansari.** This study was conducted to throw light on the status of campus culture and curriculum flexibility for sustainable development of the higher educational institutions. The research was done through questionnaire and interview schedule .In this study the main concern is regarding the awareness and proper functioning area of assessment of student's performance. Further developing positive attitude towards sustainable development such measures to be taken.

**Sustainability Steps that can be taken up by the Indian Hospitality Industry [NOV.2017] DR.Papiya Deb, Dr.M.N.Welling and Prof.Sunil Mantri.** Their research analysed the information and identified the patterns of the resource management practices adopted in hotels to focus on environmental issues. Random sampling method was chosen through questionnaire and interview method. This study aimed at the possible measures that can be taken up by hospitality industry.

**Sustainability Management through Supply Chain Strategies and Practices [2019] Dr.Malini T.N. and Dr.Shilpa Ajah.** Their study has focused on achieving sustainability through supply chain functions [a] Sustainable procurement [b] Sustainable Distribution [c] Sustainable Production and [d] Sustainable Warehousing. They concluded with the remark that sustainability can be achieved with support of enterprises innovative practices.

**A Research on Sustainable Development in India, Sajjan Choudhuri [July 2019].** This paper classifies 17 sustainable development goals into four broad themes namely [a] Goals of Economic Development [b] Goals on Environment [c] Goals of Equality and Justice and [d] Goals of Welfare' The paper aims to find out research gaps in themes and to identify the futuristic areas of research in the concept of sustainable development' Sustainable development in India has a long way to go and owing to some limitations the study was concluded.

**OBJECTIVES OF THE STUDY:**

- ❖ To study the factors influencing sustainability practices of colleges
- ❖ To study the impact of sustainability practices on organizational performance of college
- ❖ To study the relationship between factors influencing sustainability practices of college and organizational performance.

**RESEARCH METHODOLOGY:**

The research design of this study is descriptive and an analytical research. In this research, the researcher tries to analyze the impact of perceived sustainability practices on the organizational performance of self – financing colleges in Chennai city. The research instrument used for the present study is a well structured questionnaire.

**DATA COLLECTION:**

A total of 140 questionnaires were collected. The results of the study were analyzed using ‘t’ test, correlation and multiple regression analysis. The data was collected using convenient sampling and it was self-administered. The questionnaires were analysed using SPSS version 21.

**DATA ANALYSIS AND RESULTS****1. DEMOGRAPHIC & TEACHING PROFILE OF THE RESPONDENTS****TABLE 1 - DEMOGRAPHIC PROFILE****(Sample Size = 140)**

VARIABLES	OPTIONS	FREQUENCIES	(%)
Gender	Male	64	45.70
	Female	76	54.30
Age	28 – 40 Years	Open ended Question (Scale Variable)	62.10
	41 – 58 Years		37.90
Marital Status	Married	115	82.10
	Unmarried	25	17.90
Qualification	PG	21	15.00
	PG with M. Phil	63	45.00
	PG, M. Phil, NET / SET	10	7.10
	PG, M. Phil, NET / SET, Ph. D	20	14.30
	PG, M. Phil, Ph. D.	17	12.10
	PG, Ph. D.	9	6.40
Monthly Salary (INR)	Upto Rs.20,000	21	15.00
	Rs.20,001 – Rs.30,000	77	55.00
	Rs.30,001 – Rs.40,000	16	11.40
	Above Rs.40,000	26	18.60
Nature of Institution	Self-financing	93	66.40
	Autonomous (S/F)	47	33.60
Name of the Department	Arts	67	47.90
	Science	45	32.10
	Humanities	28	20.00
Total Job Experience	2 – 10 Years	Open ended Question (Scale Variable)	59.30
	11 – 27 Years		40.70

Source: Primary Data

From the above table, it is inferred that female respondents (76, 54.30%) are more than male respondents (64, 45.70%) in the present study. In terms of Age of the respondents, majority of them (62.10%) belong to the age group of 28 – 40 Years. 82.10% (115) of the respondents are married. 45% (89) of the respondents have PG with M. Phil Qualification, 14.30% (20) of them have PG, M. Phil, NET / SET, Ph. D qualification. 12.10% of them have PG, M. Phil, Ph. D. qualification.

55% (77) of the respondents are earning monthly salary of Rs.20,001 – Rs.30,000. Most of the respondents (93, 66.40%) are working in Self-financing colleges. 47.90% (67) of the respondents belong to Arts department. With respect to total job experience of the respondents, 59.30% of them have 2 – 10 years of experience and the remaining 40.70% of them have 11 – 27 years of teaching experience in the job.

## 2. FACTORS INFLUENCING SUSTAINABILITY PRACTICES OF COLLEGE

$H_0$ : There is no significant difference between the Male and Female respondents with respect to the factors that influencing the perception on Sustainability Practices of the colleges.

**TABLE 2 - GENDER – FACTORS INFLUENCING SUSTAINABILITY PRACTICES OF COLLEGE INDEPENDENT SAMPLE ‘t’ TEST**

VARIABLES	GENDER – SUSTAINABILITY PRACTICES OF COLLEGE						t - value	p - value
	MALE			FEMALE				
	N	Mean	SD	N	Mean	SD		
Reasonable Workload	64	7.72	2.037	76	7.94	2.107	0.607	0.545
Conducive Work Environment	64	8.86	1.631	76	10.52	1.458	12.263	0.000**
Fair Compensation	64	7.79	1.761	76	11.61	1.242	4.850	0.000**
Support & Motivation	64	9.38	2.239	76	10.48	1.456	11.329	0.000**
Job Clarity & Autonomy	64	8.79	2.599	76	10.78	1.386	4.519	0.000**
Management Policy	64	7.13	1.806	76	9.97	1.699	7.434	0.000**
PERCEPTION ON SUSTAINABILITY PRACTICES OF COLLEGE	64	41.88	7.172	76	51.47	4.167	9.846	0.000**

Source: Primary Data (\*\*1% Level of Significance)

An independent-samples t-test was conducted to compare the difference between the Male and Female respondents with respect to the factors that influencing the Sustainability Practices followed in the Self-financing Arts & Science Colleges. As the *P* value is lesser than Sig. Value (0.01) in all the variables except one and also in the Perception on Sustainability Practices Score, the Null Hypotheses are rejected. The null hypothesis is accepted in the case of ‘Reasonable Workload’, since the ‘P’ value (0.545) is greater than Sig. Value (0.05).

From the above table, it is inferred that male respondents have more perception on the Support & Motivation ( $M = 9.38$ ) and female respondents have more perception on the Fair Compensation ( $M = 11.61$ ) when compared with other factors that influencing the sustainability practices of the self-financing arts and science colleges.

Based on the mean Score of the overall Perception on the sustainability practices of the college, we can say that the mean score of the Female respondents ( $M = 51.47$ ) is more than the Male respondents ( $M = 41.88$ ). This indicates that the Female respondents have more perception on the various factors that influencing the Sustainability Practices of the Self-financing Arts & Science Colleges than the Male respondents.

### 3. IMPACT OF SUSTAINABILITY PRACTICES ON ORGANISATIONAL PERFORMANCE OF COLLEGE

$H_0$ : There is no significant difference between the Male and Female respondents with respect to the Impact of Sustainability Practices on Organizational Performance of Self-financing Arts and Science Colleges.

**TABLE 3 - GENDER – IMPACT OF SUSTAINABILITY PRACTICES ON ORGANISATIONAL PERFORMANCE OF COLLEGE**  
INDEPENDENT SAMPLE ‘t’ TEST

VARIABLES	GENDER – ORGANISATIONAL PERFORMANCE OF COLLEGE						t - value	p - value
	MALE			FEMALE				
	N	Mean	SD	N	Mean	SD		
Organizational Performance of College	64	15.87	1.611	76	16.92	1.536	3.953	0.000**

Source: Primary Data (\*\*1% Level of Significance)

An independent-samples t-test was conducted to compare the difference between the Male and Female respondents with respect to the Impact of Sustainability Practices on Organizational Performance of Self-financing Arts and Science Colleges. As the  $P$  value is lesser than Sig. Value (0.01) in the Organizational Performance of College Score, the Null Hypothesis is rejected. Based on the mean Score of Organizational Performance of College, we can say that the mean score of Female respondents ( $M = 16.92$ ) is more than the Male respondents ( $M = 15.87$ ). This indicates that the Female respondents have perceived more impact of Sustainability Practices on Organizational Performance of Self-financing Arts and Science Colleges than the male respondents.

### 4. RELATIONSHIP BETWEEN FACTORS INFLUENCING SUSTAINABILITY PRACTICES OF COLLEGE AND ORGANISATIONAL PERFORMANCE

$H_0$ : There is no significant relationship between the factors that influencing Sustainability Practices and the Organizational Performance of college.

A Pearson product-moment correlation was run to determine the relationship between the factors that influencing Sustainability Practices and the Organizational Performance of college.

**TABLE 4 - FACTORS INFLUENCING SUSTAINABILITY PRACTICES AND ORGANISATIONAL PERFORMANCE OF COLLEGE**

**CORRELATION ANALYSIS**

VARIABLES	N	'r' VALUE	P VALUE	RELATION SHIP	REMARKS	
					SIGNIFICANT	RESULT
Reasonable Workload – Organizational Performance	140	0.086	0.314	Positive	Insignificant	ACCEPTED
Conducive Work Environment– Organizational Performance	140	0.410**	0.000	Positive	Significant	REJECTED
Fair Compensation– Organizational Performance	140	0.456**	0.000	Positive	Significant	REJECTED
Support & Motivation– Organizational Performance	140	0.523**	0.000	Positive	Significant	REJECTED
Job Clarity & Autonomy– Organizational Performance	140	0.386**	0.000	Positive	Significant	REJECTED
Management Policy – Organizational Performance	140	0.326**	0.000	Positive	Significant	REJECTED

\*\* . Correlation is significant at the 0.01 level (2-tailed).

As the P values are lesser than Sig. Value (0.01) in all the above cases except one (Reasonable Workload), the Null Hypotheses are rejected. There are moderate positive and significant correlation between the factors that influencing Sustainability Practices and the Organizational Performance of the self-financing arts and science colleges. Out of six factors that influencing the Sustainability Practices ,Support & Motivation( $r = 0.523$ ) has more relationship with the Organizational Performance of the colleges. Management Policy ( $r = 0.326$ ) has less relationship and Reasonable workload has no relationship with the Organizational Performance of the colleges when compared with others.

## 5. MULTIPLE REGRESSION ANALYSIS

Multiple Regression was conducted to determine the best linear combination of the factors that influencing the Sustainability Practices and the Organizational Performance of the Self-financing Arts and Science Colleges.

**TABLE 5 - FACTORS INFLUENCING SUSTAINABILITY PRACTICES AND ORGANISATIONAL PERFORMANCE OF COLLEGES**  
**MULTIPLE REGRESSION ANALYSIS**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	12.902	.952		13.559	.000
	Reasonable Workload	.032	.067	.039	.475	.636
	Conducive Work Environment	.160	.109	.285	1.657	.032
	Fair Compensation	.250	.097	.348	2.301	.012
	Support & Motivation	.371	.095	.407	1.829	.026
	Job Clarity & Autonomy	.179	.103	.235	1.582	.039
	Management Policy	.131	.099	.161	1.321	.189

**Dependent Variable: ORGANISATIONAL PERFORMANCE**

The combination of four out of six variables significantly predicts the dependent variable i.e., Organizational Performance of the Self-financing Arts and Science Colleges,  $F(6, 133) = 8.673$ ,  $p$  values are lesser than .001 (Sig. Value 2-tailed) and Adjusted R Square is 0.656 or 66% which is large effect according to Cohen. Out of six independent variables, Support & Motivation (0.407) is the strongest influencing factor which predicting the dependent variable i.e., Organizational Performance of the Self-financing Arts and Science Colleges.

From the unstandardized coefficient, it is found that the one unit increase in the Support & Motivation would increase the Organizational Performance of the Self-financing Arts and Science Colleges by 0.371 units. Fair Compensation (0.348), Conducive Work Environment (0.285) and Job Clarity & Autonomy (0.235) also contribute to the Organizational Performance of the Self-financing Arts and Science Colleges but lesser than Support & Motivation. Management Policy (0.161) and Reasonable Workload do not contribute to the Organizational Performance of the Self-financing Arts and Science Colleges significantly.

#### **FINDINGS AND SUGGESTIONS:**

It is inferred that male respondents have more perception on the Support & Motivation and female respondents have more perception on the Fair Compensation when compared with other factors that influencing the sustainability practices of the self-financing arts and science colleges.

The Female respondents have perceived more impact of Sustainability Practices on Organizational Performance of Self-financing Arts and Science Colleges than the male respondents.

Out of six factors that influencing the Sustainability Practices, Support & Motivation has more relationship with the Organizational Performance of the colleges. Management Policy has less relationship and Reasonable workload has no relationship with the Organizational Performance of the colleges when compared with others.

It is found that the one unit increase in the Support & Motivation would increase the Organizational Performance of the Self-financing Arts and Science Colleges. Fair Compensation, Conducive Work Environment and Job Clarity & Autonomy also contribute to the Organizational Performance of the Self-financing Arts and Science Colleges but lesser than Support & Motivation. Management Policy and Reasonable Workload do not contribute to the Organizational Performance of the Self-financing Arts and Science Colleges significantly.

### CONCLUSION:

Managing sustainability practices successfully is an imperative in achieving competitive advantage. The main conclusion is that a greater engagement in sustainability practices leads to an increased innovation performance, which in turn will definitely lead to better financial performance.

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