

1 **Environmental Management Practices of an Apparel Manufacturer**
2 **in Sri Lanka: A Critique**

3 Abstract

4 Environmental degradation considered as one of the critical issues in the current world. In
5 order to respond to this issue, organizations and businesses around the world seriously focus
6 on environmental protection and management nowadays than before. Organizations strongly
7 committed to adapt several sustainable environmental management practices and initiatives to
8 prove their environmental concern. Meanwhile it should be noticed that some organizations
9 started pacing towards green washing declaration processes. In this sense, there is a need to
10 explore and identify the sustainable environmental management practices which are actually
11 practice by the organizations.

12 Hence, this paper aims to report existing sustainable environmental management practices of
13 the organization and to find out the evidences to support the existing sustainable
14 environmental management practices into practice. In order to achieve the study objectives,
15 secondary data were collected mainly from the published sustainability reports of the selected
16 apparel company for the last two years (2013/2014 and 2014/2015). Further, researchers
17 employed the observation method to confirm whether this company is really carrying out the
18 environmental practices which were reported in their sustainability reports or not. The
19 researchers have identified and highlighted several sustainable environmental management
20 practices under the three main categories such as energy conservation related practices, water
21 conservation related practices and earth conservation related practices through the
22 sustainability reports of the company. Moreover, through the observation, researchers have
23 confirmed that, this company is really carrying out the energy conservation related practices,
24 water conservation related practices and earth conservation related practices which were
25 reported in their sustainability reports. This study should be useful to the academics and
26 practitioners to understand actual sustainable environmental management practices of the
27 organizations.

28 *Keywords: environmental management, organization, observation, green washing*

29

30 **INTRODUCTION**

31 More than a century of industrial development has come at price: global warming,
32 ozone depletion, air and water pollution, soil erosion and deforestation are now

33 widely recognized as global environmental problems demanding immediate solutions
34 (Banerjee, 2002). In this sense, some researchers argued that organizations are mainly
35 responsible for these environmental problems (Alshuwaikhat & Abubakar, 2008;
36 Haden, Oyler & Humphreys, 2009). Hence, organizations are increasingly required to
37 focus on environmental protection and management nowadays than before. Further,
38 contemporary firms are faced with many pressures from stakeholders and
39 shareholders to develop environmentally responsible activities (Molina-Azorin,
40 Claver-Cortes, Pereira-Moliner, & Tari, 2009) to ensure the environmental
41 sustainability. Further, Jabbour and Santos (2008a) argued that, considering
42 environmental management has become essential for determining the survival of
43 organizations. Therefore, many businesses are implementing a proactive, strategic
44 tool known as an environmental management system to gain a competitive advantage
45 (Daily & Huang, 2001). According to Jabbour and Santos (2008b), environmental
46 performance considered as the performance of environmental management systems
47 and development of environmentally friendly products.

48 Rising environmental awareness has led public actors and regulatory bodies to expand
49 the corpus of environmental law and has led firms to invest in their environmental
50 management systems to improve their reputation and reduce the risk of environmental
51 disasters (Kassinis & Vafeas, 2006). Given the present situation, organizations have to
52 find out ways and techniques to deal with reduction in ecological footprints besides
53 dealing with the economic issues (Ahmad, 2015). Most firms are nowadays
54 committed to reducing their environmental footprint, in efforts to reduce the negative
55 environmental impact of business activities (Sharma & Sharma, 2011). Further,
56 organizations focus on environmental management in their strategic formulation and
57 implementation to gain the competitive advantage and improve reputation. In contrast
58 even some of the organizations started engaging in green washing process as a false
59 reflection, via portraying dramatic responses to reach the expected competitive
60 advantage (Levit, 1960).

61

62 The business community is now in search of an eco-friendly business model (Kabiraj,
63 Topkar & Walker, 2010). Therefore, organizations must pay a great attention on
64 identify and implement the environmental initiatives and practices to achieve
65 significant reductions in their environmental footprint. In this context, nowadays

66 organizations are practicing various innovative environmental initiatives and practices
67 to reduce the negative environmental impact as well as enhance the positive
68 environmental impact to gain the competitive advantage.

69 In Sri Lankan context, apparel industry is the one of the key contributors to enhance
70 economic activities of the country. Good industrial practices in labour management
71 and environmental management have made Sri Lanka as an attractive destination for
72 apparels made under ethical labor and environmental condition (Central Bank of Sri
73 Lanka-CBSL, 2015). For the apparel industry, focusing on environmental
74 management considered as the key requirement to gain the exported benefits and
75 other benefits. Hence, apparel organizations in Sri Lanka, are driving continuous
76 improvement in environmental management system to align with the international and
77 local environmental standards which leads gain the competitive advantage.

78 Thus, identifying and exploring the environmental practices and initiatives will have
79 the useful implications for academics and practitioners in his field. Further, apparel
80 organizations in Sri Lanka, report several environmental practices and initiatives in
81 their sustainability report as well as annual report to show their environmental
82 concern. Hence, there is a need to find the evidence, whether these organizations
83 really practicing the environmental practices which were mentioned in their annual
84 reports as well as sustainability reports.

85 In recent years, number of scholars have contributed to the understanding of
86 environmental management (Ahmad, 2015; Jabbour & Santos, 2018; Ji et al., 2012;).
87 Even though, number of studies carried out in the environmental management field,
88 there is only little research that has been focused on qualitative approach (Arulrajah,
89 Opatha & Nawaratne, 2015; Renwick, Redman, & Maguire, 2013). Most of the
90 studies in this field were quantitative studies. Hence, there is a methodological gap
91 existing in environmental management field. Hence, in order to fulfill this
92 methodological gap, this study employed observational method to identify and
93 explore the existing sustainable environmental management practices. Observational
94 method is really fruitful in providing the deeper results (Slack & Rowley, 2001). This
95 paper has considered above considerations in deciding its objectives. Hence, the
96 objectives of this study are to report existing sustainable management practices of the

97 company and to find the evidences to support the existing sustainable environmental
98 management practices into practice

99 Rest of this article is structured as follows. We begin with a discussion on the
100 methodology adopted and then we present the findings and discussion of the study.
101 Finally, it ends up with the conclusion.

102 **Literature Review**

103 **Environmental Orientation of Organizations**

104 Many have embraced the mantra of sustainable development. Organizations need to
105 improve their economic, environmental and social performances in order to achieve
106 the goal of sustainable development. Therefore, organizations have seen a growing
107 emphasis on environmental emphasis on environmental orientation of the
108 organization. Corporate environmentalism is the process by which organizations
109 address environmental issues and develop environmental management strategies to
110 improve the environmental performance of the organizations. In this context, Banerjee
111 (2001) has defined the environmental orientation of organization as managerial
112 perceptions of the importance of environmental issues facing their organization and
113 organization's responsiveness to external stakeholders. According to Banerjee (2002),
114 environmental orientation of organization refers to the notion of organization's
115 responsibility towards the environment, the importance of recognizing the impact of
116 an organization has on the environment and the need to minimize such impact.
117 Moreover, environmental orientation of organization involves respecting and caring
118 for the environment and being responsive to external stakeholders as well as being
119 good corporate citizens (Banerjee, 2002). Research has also stated that environmental
120 orientation of organization is the recognition by managers of the importance of
121 environmental issues facing their organization (Banerjee et al., 2003). In addition,
122 Benerjee et al. (2003) have identified two types of environmental orientation such as
123 internal environmental orientation and external environmental orientation. Internal
124 environmental orientation reflects an organization's internal values, standards of
125 ethical behavior, and commitment to environmental protection. External
126 environmental orientation of organization refers to the aspects of an organization's

127 environmental orientation that affect its relationship with external constituencies, such
128 as financial or community stakeholders.

129 As noted above, only few studies have defined the term “environmental orientation of
130 organization”. In line with the past studies, the researcher defines environmental
131 orientation of organization as “organization’s general orientation towards protecting
132 the environment and reducing the negative environmental impact of an organization
133 in order to satisfy the green stakeholders of an organization and being an ethical and
134 green organization”. In this perspective, organizations concern about the environment
135 and implement the environmental management system and develop the environmental
136 friendly products to improve the environmental orientation of organization.
137 Environmental orientation of organization satisfies the green stakeholders of the
138 organization. Green stakeholders refer to as individuals or groups that can affect or be
139 affected by the achievement of environmental goals (Freeman, 1984). According to
140 the definition, regulatory agencies, environmental agencies, and environmentally
141 conscious customers are considered as the green stakeholders of an organization.
142 Environmental orientation of organization paves the way to the organization to
143 recognize as ethical and green organization.

144 According to Cekanavicius, Bazyte, and Dicmonaite (2014), environmental practices
145 of an organization as follows: (1) green packaging, (2) natural ingredients/products,
146 (3) eco labeling, (4) green building, (5) eco cleaning, (6) less printing, (7) use of
147 public transportation, (8) turning off electric appliances, (9) waste sorting, (10) no
148 smoking in the work place, and (11) seminars about green business.

149 According to Jabbar and Abid (2014), there are four reasons for why organizations
150 should adopt environment management practices. They are: (1) Ethical: as it’s their
151 duty to protect the world, (2) Economic: conserving resources and energy means
152 savings cost, (3) Legal: to avoid the government legal actions, (4) Commercial: a
153 large number of organizations are taking environmental management into account.
154 Therefore, organizations adopt environmental practices to gain competitive
155 advantage.

156 Several authors have stated the organizational benefits of an organization by targeting
157 the environmental performance. They are: (1) access to environmentally aware

158 consumers by exploring environmental marketing strategies (Ginsberg & Bloom,
159 2004), (2) the possibility of exporting production to countries with stricter
160 environmental legislation than the organization's native country (Rosen, 2001), (3)
161 increase the value of organization's shares (Preston, 2001), (4) gain the economic
162 advantage by improving green image of the organization (Miles & Covin, 2000), (5)
163 reduce the amount of money spent on environmental fines (Hunt & Auster, 1990) and
164 (6) innovation in products and processes which increase environmental concern of
165 organization (Porter & Linde, 1995).

166 **METHODOLOGY**

167 *Company Profile*

168 This study is carried out in one of the leading apparel company in Sri Lanka. This
169 company employ over 47,000 associates across 42 manufacturing locations in Sri
170 Lanka, India and Bangladesh. In Sri Lanka, there were 32 factories operates by this
171 company across the country. This company highly contributes to the Sri Lankan
172 exported income. In this regard, this company has selected and awarded as the best
173 exporter and highest net foreign exchange earner by the Sri Lankan export
174 development board in 2016. Further, this company highly contributes to reduce the
175 unemployment problem in Sri Lanka by providing more jobs to the people. Therefore,
176 this company considered as one of the highest employment provider in the country.

177 Further, this company is excellence in environmental protection and management.
178 Hence, this company has pledged to ensure the environmental sustainability to
179 adhering to relevant compliance requirements, obtains the competitive advantage and
180 to fulfill the social as well as ethical responsibilities. Company is passionate about
181 leaving behind a green footprint as its legacy to the future generations, sustainable
182 environmental management practices underpin every aspect of their value chain. The
183 company has been involved in promoting several environmentally sustainable
184 practices in their manufacturing process.

185 This company strives to align the environmental sustainability agenda to the
186 guidelines set out by international and local organizations, such as United Nations
187 Global Compact (UNGC), Leadership in Energy and Environmental Design (LEED)
188 US Green Building Council and Central Environmental Authority. In this regard, this
189 company received several green awards. This company has received two LEED gold

190 awards and one LEED platinum award. It's considered as the one of the biggest
191 environmental achievements of this company. It is the world first apparel
192 manufacturing facility which received ISO 50001 (Energy Management Systems
193 Certification). By considering the environmental concern, this company has selected
194 to carry out this study.

195 ***Data Collection and Analysis Method***

196 This study was an exploratory type of research because it was undertaken in order to
197 identify and explore the sustainable environmental management practices of leading
198 apparel company in Sri Lanka. In order to achieve the objectives of this study,
199 secondary data were collected mainly from the published sustainability reports of the
200 selected apparel company for the last two years (2013/2014 and 2014/2015). This
201 company has reported several environmental practices in their sustainability reports.
202 Hence, researchers have identified environmental practices through the published
203 sustainability reports of the company. The collected data were analyzed by using
204 systematic content analysis. The main theme or content of this exploration was the
205 "Environmental Management Practice". The identified practices were classified and
206 reported under the three categories. They are (1) Energy conservation related
207 practices, (2) Water conservation related practices and (3) Earth conservation related
208 practices. By using systematic content analysis, researcher has developed Exhibits 1 to
209 3, in order to show environmental practices of selected leading apparel company in
210 Sri Lanka.

211 Further, researchers employed the observation method to confirm whether this
212 company is really carrying out the environmental practices which were reported in
213 their sustainability reports or not. There is an unstructured observation was conducted
214 in the two factories of the selected leading apparel company which is situated in
215 Batticaloa and Polonnaruwa areas of Sri Lanka for three working days. Observation
216 offers the opportunity to record and analyze behavior and interactions as they occur,
217 although not as a member of the study population. This allows events, actions and
218 experiences and so on, to be seen through the eyes of the researcher, often without
219 any construction on the part of those involved. It is a particularly useful approach
220 when a study is concerned with investigating a process involving several players,
221 where an understanding of non-verbal communications is likely to be important or

222 where the behavioral consequences of events form a focal point of study. Further,
223 observation is a useful method to provide the depth results. Through, observation
224 researcher identified the valuable and meaningful environmental practices and
225 initiatives which were adapted by this company. In order to check the actual
226 practicing of reported environmental practices of the company, observed
227 environmental practices also categorized as energy conservation related practices,
228 water conservation related practices and earth conservation related practices.

229

230 **FINDINGS AND DISCUSSION**

231 This company is highly committed to environmental protection and management in
232 order to reduce the ecological footprint of the company. Hence, this company is
233 implementing several environmental practices and initiatives to achieve the
234 environmental goals of the company. It is possible to identify several environmental
235 practices of the company through the sustainability reports. The identified
236 environmental practices are categorized as energy conservation related practices,
237 water conservation related practices and earth conservation related practices.
238 Researchers have developed Exhibits 1 to 3, in order to show environmental practices
239 of surveyed company.

240 In addition to that, researchers also present the energy conservation related practices,
241 water conservation related practices and earth conservation related practices which
242 were identified through observation method. And, discuss whether this company
243 really carrying out the practices which were reported in their sustainability reports or
244 not.

245 **Exhibit 1: Energy Conservation related Practices**

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- 246 1. Retrofitting T8 fluorescent lamps with LED lamps (Light emitting diodes) and T5
247 fluorescent lamps.
- 248 2. Harvesting natural light via skylights.
- 249 3. Controlling lighting automatically with occupancy and lux sensors.
- 250 4. Using low power consuming task lights at needle point.
- 251 5. Using water-cooled central air conditioning systems.

- 252 6. The insulation of air conditioned buildings was improved through high quality roof
253 insulation and door and window gap insulations, which are inspected regularly.
- 254 7. Conducting frequent leak detection programmes.
- 255 8. Optimizing the compressed air distribution system.
- 256 9. Switching the fuel source from furnace oil to bio mass.
- 257 10. Recovering clutch motors with servo motors.
- 258 11. Conducting life cycle analyses of prospective machines.
- 259 12. Equipping factories with building management system.
- 260 13. To optimize resource usage by automatically controlling chillers, lights and indoor air
261 quality.
- 262 14. Provide transport for most employees as mass transport.
- 263 15. Offer high rates for newer vehicles, which are more environmentally friendly.
- 264 16. Installing the GPS device in the vehicles to track the route and reduce the kilometer.
265

266 **Observed Energy conservation related Practices**

267 Efficient energy consumption is considered as the key factor to determine the
268 environmental performance of the organization. In this regard, company applies the
269 green technologies to reduce the energy consumption of the company. The building of
270 the factory allows using the natural light and air instead of using the fans, air
271 conditions and lights. The green environment is created in the factory by maintained
272 the gardens. Further, company had been fitted the light emitting diode (LED) task
273 lights and energy efficient air conditions. These energy efficient initiatives are
274 effectively contributing to reduce the electricity usage of the company in a certain
275 level and creates a pleasant and healthy working environment to the employees.

276 The international energy outlook has predicted that non-renewable of energy such as
277 fossil fuels, coal, oil and etc have the shelf life of 150 years. Therefore, organizations
278 seriously consider about reducing energy consumption to save the energy for future
279 generations. This company concerned with practice of mass transportation in order to
280 focus on exclusively on energy management aspects of company. It is valuable
281 initiation and practice to reduce the carbon emission of the company. There are above
282 500 employees work in the factory. Through this practice organization limited the

283 practice of individual transportation of employees which turns leads to high level fuel
284 consumption. Even, top level employees also use the mass transportation facility of
285 the company for travelling. It will be an encouragement to other employees to adapt
286 the mass transportation facility to reduce the negative impacts of the company. This
287 practice also considered as a welfare facility to the employee. Overall, this practice
288 provides the solution to the economic and environmental challenges of the company.
289 Electronic communication practice also adapted by the company to reduces the fuel
290 consumption by limiting the transportation. Head office of the company situated in
291 the capital of Sri Lanka and branches of the company take place in several areas of Sri
292 Lanka. Hence, this company is using the video conference method to conduct the
293 meetings. Through the video conference method, head office easily communicates
294 with the branches as well as branches also communicate without head office without
295 traveling to the places. Indeed, this practice highly contributes to reduce the energy
296 conservation of the company by reducing the transportation of the employees. It is
297 also possible to improve the economic performance of the company by reduces the
298 traveling, accommodation and other costs which arise while conducting the meeting
299 in the head office. Further, this practice also fruitful to the employees in save the time
300 of travelling as well as improve the work life balance of employees. Further,
301 manufacturing process of the company is closely supervised by the quality inspectors
302 to reduce the output of defective clothes. If any mistake arises they want to
303 manufacture the new clothes instead of defective clothes. This practice leads to the
304 high level energy consumption. This company reduces the energy consumption by
305 reducing the defective clothes through the quality supervision. Further, these factories
306 are producing the solar energy and selling it to the Ceylon Electricity Board. Through
307 these factories mitigating the negative environmental impact and improving the
308 positive environmental impact as well as reducing the electricity cost. This practice
309 also considered as the one of the social responsible environmental activity of this
310 company.

311 Beyond that, this company is clearly communicating the energy saving policy and
312 energy saving practices to the employees to adopt best practices in this regard. In an
313 organizational context, without employees' active participation and commitment,
314 improving energy management becomes unrealistic. Indeed, employees who are
315 better acquainted with companies' practices and policies are more likely to contribute

316 to their organization sustainability programmes (Ramus, 2002). Hence, organization
317 should focus on improving the employees' environmental knowledge, skills,
318 awareness as well as positive environmental attitudes and behaviors to actively
319 participate in the energy management practices to protect the environment.
320 Organizations have the huge responsibility to motivate the employees to behave in
321 environmental friendly manner within the organization to safeguard the environment.
322 Thus, this organization provides the adequate information in their native language to
323 carry out what the management expect to do and what employees should do during
324 their works to reduce energy consumption and wastage. In this organization, there are
325 many environmental awareness notices and instructions displayed in the workplace to
326 promote the environmental responsibility of the employees.

327 In each and every rooms of the company, we can notice the reminders in the doors
328 which command the employees to switch off the lights, fans and air conditions (AC)
329 when they leave from the rooms. We can also observe the instructions in the
330 computers' screen savers which reminded the employee to shut down the computer
331 after finishing their work. These practices are the meaningful practices to reduce the
332 electricity usage of the company. In most of the workplaces, lights, fans and air
333 conditions are working without any purpose. This is happening mostly due to the
334 careless of the workers. Even the environmental oriented employees also forget to do
335 those things because of their busy work schedule and work tensions. Hence, these
336 commands remind the employees to carry out these activities. These posters and
337 commands highly contribute to enrich the environmental knowledge of the employees
338 to shape the environmental attitudes of the employees. In long term its leads to
339 promote energy saving behaviors among the employees of the company and create
340 good environmental culture in the company. Nowadays, organizations are providing
341 the environmental related training to the employees to enhance the environmental
342 orientation of organization. This information related practices are considered as the
343 mediator mechanism to transfer of training into practice. Based on the above
344 evidences, it is possible to conclude that surveyed company is paying a great attention
345 on energy management and practicing the energy conservation practices which were
346 reported in their sustainability reports.

347 **Exhibit 2: Water Conservation related Practices**

- 348 1. Avoid the use of clean drinking water in process where high quality water is not
349 required.
- 350 2. Reduce the quality of water required for process by installing new installing new
351 equipment and upgrading outdated equipment (eg, Water efficient push taps).
- 352 3. Reuse water –water discharged at one point in the process may be used another point
353 without requiring any treatment.
- 354 4. Recycle water to be used for gardening purposes, toilet flushing or as the process
355 water.
- 356 5. Treat all water used in the factory either biologically or chemically and discharge
357 treated water into inland surface water, if cannot be recycled.
- 358 6. Leak detections are carried out periodically in each factory and also through audits to
359 reduce the water wastage.
- 360 7. Campaigns have been carried out to share the knowledge on the importance of water
361 conservation to the employees.
- 362 8. Public areas such as toilet and canteens have water saving posters, to constantly
363 reminded employees to save the water.
- 364 9. Increasing the use of green water sources through rainwater harvesting.
- 365 10. Eliminate the hazardous chemicals from discharged water.

366

367 **Observed Water Conservation related Practices**

368 Company is endeavoring to reduce water wastage within the company to achieve the
369 goal of water sustainability. For this purpose, this company has invested more money
370 to establish water management system within the factories. It is possible to reduce
371 wastage of water in a high level through the water management system. Energy
372 efficient push taps are fitted to reduce unnecessary water wastage. Further, toilets are
373 equipped with the water efficient flush buttons which limited water consumption.
374 These water efficient equipments are useful to reduce the water wastage which was
375 arising from the careless of the employees. Water saving posters has displayed in the
376 water usage areas to constantly remind the employees to foster the environmental
377 behaviors to save the water. In addition, employees have appointed to check the
378 leakages to prevent from unwanted water wastages. Company has the practice of
379 recycling the waste water for the use of gardening. And also arrangement has been
380 made for harvesting the rainwater. Through the observation researchers confirmed

381 that, company is actually practicing the water conservation practices which were
382 reported in their sustainability reports.

383 **Exhibit 3: Earth Conservation Related practices**

- 384 1. Recycling woven off-cuts for glove protection.
- 385 2. Recycling Knit off-cuts for the protection of socks, under carpets and wet wipes.
- 386 3. Reusing as kitchen napkins and hand wipes in the cafeteria or toilets.
- 387 4. Printing double-sided.
- 388 5. Using e-mail memos instead of leaving notes.
- 389 6. Reusing paper as scarp paper.
- 390 7. Reusing shredded paper for packing.
- 391 8. Requesting the supplier to use less packaging and reuse packing where possible.
- 392 9. Reusing boxes for outgoing deliveries.
- 393 10. Reusing thread cones.
- 394 11. Partnering with a third party to recycle paper, cardboard and plastics.
- 395 12. Monitoring food waste on monthly basis.
- 396 13. Conducting an awareness programme to encourage the reduction of food waste.
- 397 14. Reusing food waste at local piggeries.
- 398 15. Recycling organic waste to produce biogas and for composting.
- 399 16. Selling metal scraps to local buyers for recycling.
- 400 17. Replacing all CFL with LEDs.
- 401 18. Partnering with a third party for sale disposal of CFLs.
- 402 19. Partnering with a third party to recycle glass waste.
- 403 20. Encouraging practices to increase the life span of electronic devices.
- 404 21. Partnering with a third party to reuse machine oil.

405

406 **Observed Earth Conservation related Practices**

407 The company is adapting the several practices to reduce the negative environmental
408 impact and increase the positive environmental impact on earth. In this regard,
409 surveyed company is implementing many practices to reduce the paper usage and

410 wastage. It is possible observe that, employee records and other company records are
411 recorded in the format of e-documents. And also company engaged with the practice
412 of printing doubled in order to reduce the paper usage. Paper usage of the factory is
413 carefully observed by the factory top management. In this regard, each and every
414 department should get the factory top management approval to get the paper bundles.
415 This practice is highly useful to reduce the unnecessary paper usage and wastage
416 which really supports to create the green factory. Further, this company is considering
417 more about waste management. We can observe the colour coded bins in several
418 places to collect the waste generated in this factory. The employees are advised by the
419 visual aids to put the waste in to the bins according to waste category. It is help to
420 evaluate the waste generated in the factory and take necessary steps reduce the
421 amount of waste. Further, this company is selling each category of waste to the
422 relevant suppliers in order to reuse. For example, woven off-cuts are sold to cement
423 factories to reuse.

424 This company also concerned with food waste management which becoming the one
425 of the serious issues in the world. It is possible observe the several environmental
426 practices and initiatives of the company which were intended to reduce the food
427 wastage. The company has the practice of provides the food to the employees. This
428 practice significantly contributes to prohibit the paper and polythene usage within the
429 company through bringing the food from outside. Further, canteens have the posters
430 to give the awareness regarding food wastage. And also previous day food wastage
431 displayed in the canteens. By adapting these practices, organization give the
432 awareness and knowledge to the employees to promote their environmental behaviors
433 to reduce the food wastage. Food dust bins were established in the canteens to
434 collected and evaluate food wastages arisen in the factories. This practice also
435 contributes to reduce the food wastage by find out which types of foods highly
436 contributes food wastage and change the food menu according to the food waste
437 records. In long term, these effective food management practices contribute to achieve
438 the objective of zero level food wastage within the company. Through the
439 observation, it is possible confirm that, surveyed company really practicing earth
440 conservation practices which were reported in their sustainability reports.

441

442 CONCLUSION

443 Based on 2013/2014 and 2014/2015 sustainability reports of selected apparel
444 company, researchers have identified certain sustainable environmental practices.
445 Identified sustainable environmental practices categorized as energy conservation
446 related practices, water conservation related practices and earth conservation related
447 practices. Further, findings of study confirmed that, company really practicing all the
448 environmental practices which were reported in the sustainability reports of the
449 organization. Moreover, it should be put forward, that the organization that researcher
450 has chosen for this study, truly involves in eco-friendly implementation system, and
451 the ethics of environmental preservation is highly considered while neglecting the
452 green washing process. This types of environmental practices and initiatives are
453 highly contribute in making organizations and operations green. Environmental
454 awareness, environmental knowledge, positive environmental attitudes and behaviors,
455 and environmental responsibility of employees can be shaped through adaption of
456 these environmental initiatives and practices. Further, these practices are fruitful to
457 transform the normal employees in to green employees to reduce the negative impact
458 on environment as well as improve the positive environmental impact to achieve the
459 environmental goals of the organization. Organizations can materialize the
460 environmental strategies policies through the implementation of valuable
461 environmental initiatives and practices. Hence, researcher suggested that
462 organizations consider more about plan and implement innovative environmental
463 initiatives and practices to enhance the environmental performance.

464 Although, this company implements several environmental practices and initiatives,
465 organization should focus more on providing the environmental training to the
466 employees in order to improve their environmental knowledge, skills and attitude as
467 well as mindset. Because, employees are the key stakeholders in determine the
468 success of the environmental management system of the organization (Thevanes &
469 Arulrajah, 2016). It is possible to observe that, most of the employees in the factories
470 were not understand the purpose of implementing certain environmental practices.
471 Thus, this company should pay a great attention on conducting the environmental
472 training, especially to the low level employees to further enhance their environmental
473 performance.

474 This study should be of both theoretical and practical significance. From the
475 theoretical perspective, the results are expected contribute to corporate environmental
476 management. From the practical perspective, we believe the results will help to
477 improve the environmental performance of organization among practitioners. In other
478 words, the empirical findings should help the practitioners to understand the actual
479 environmental practices which are practice by the organizations to improve the
480 environmental performance. Further, this study fills the methodological gap in the
481 environmental management research area.

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