

**THE MEDIATING ROLE OF EMPLOYEE SUSTAINABILITY  
PERFORMANCE IN THE RELATIONSHIP BETWEEN GREEN  
WORKPLACE ENVIRONMENT AND SUSTAINABILITY  
PERFORMANCE IN APPAREL FIRMS**



By

**NEELAWALA GEDARA SANDUNI MADHUMALI**

**REG NO: EU/IS/2014/MS/12**

**INDEX NO: MS 1662**



Project Report  
Library - EUSL

A project report submitted to the Faculty of Commerce and Management, Eastern University, Sri Lanka, as a partial fulfillment of the requirement for the Degree of Bachelor of Business Administration (BBA).

**DEPARTMENT OF MANAGEMENT  
FACULTY OF COMMERCE AND MANAGEMENT  
EASTERN UNIVERSITY, SRI LANKA**

**2019**

## ABSTRACT

The purpose of this research study is to explore the mediating role of Employee Sustainability Performance in the relationship between Green Workplace Environment and Sustainability Performance of selected apparel firms. This research examines the existing levels of Green Workplace Environment, Employee Sustainability Performance and Sustainability Performance of selected apparel firms, the relationships among Green Workplace Environment, Employee Sustainability Performance and Sustainability Performance of selected apparel firms and explores whether Employee Sustainability Performance mediates the relationship between the Green Workplace Environment and Sustainability Performance of selected apparel firms. This research study relies on a data set derived its survey of 298 employees who are currently employed in green concept established two apparel firms.

The findings of this research study show that Green Workplace Environment, Employee Sustainability Performance, and Sustainability Performance had high level. There was a strong positive relationship between Green Workplace Environment and Sustainability Performance, between Green Workplace Environment and Employee Sustainability Performance also had a strong positive and in between the Employee Sustainability Performance and Sustainability Performance also identified a strong positive relationship. 64.9% of variability in Sustainability Performance of the selected two apparel firm's was accounted by Green Workplace Environment, 48.5% of variability in Employee Sustainability Performance of the selected two apparel firms was accounted by Green Workplace Environment, 67.7% of variability in Sustainability Performance of the selected two apparel firms was accounted by Employee Sustainability Performance and 78.2% of variability in Sustainability Performance of the selected two apparel firms were accounted by combination of Green Workplace Environment and Employee Sustainability Performance. Finally, it is concluded that that Employee Sustainability Performance plays a partial mediating role in the connection in between Green Workplace Environment and Sustainability Performance of the selected two apparel firms.

**Key words:** Green Workplace Environment, Employee Sustainability Performance, Sustainability Performance.

# TABLE OF CONTENTS

<b>ACKNOWLEDGEMENT</b> .....	<b>i</b>
<b>ABSTRACT</b> .....	<b>ii</b>
<b>TABLE OF CONTENTS</b> .....	<b>iii</b>
<b>LIST OF TABLES</b> .....	<b>viii</b>
<b>LIST OF FIGURES</b> .....	<b>xi</b>
<b>ABBREVIATIONS</b> .....	<b>xii</b>
<b>Chapter-1 INTRODUCTION</b> .....	<b>1</b>
1.1 Background of the Study.....	1
1.2 Problem Statement/Research Gap.....	2
1.3 Research Questions .....	4
1.4 Research Objectives .....	4
1.5 Significance of the Study .....	4
1.6 Scope of the Study.....	5
1.7 Organization of Chapters .....	5
1.8 Chapter Summary.....	6
<b>Chapter-2 REVIEW OF LITERATURE</b> .....	<b>7</b>
2.1 Introduction .....	7
2.2 Green Workplace Environment.....	7
2.2.1 Indoor Environment Quality.....	7
2.2.2 Outdoor Environment Quality .....	8
2.3 Sustainability Performance .....	8
2.3.1 Economic Performance.....	8
2.3.2 Environmental Performance .....	8
2.3.3 Social Performance.....	9
2.4 Employee Sustainability Performance .....	9

2.5 Relationship between Green Workplace Environment and Sustainability Performance .....	9
2.6 Relationship between Green Workplace Environment and Employee Sustainability Performance .....	10
2.7 Relationship between Employee Sustainability Performance and Sustainability Performance .....	11
2.8 The mediating role of Employee Sustainability Performance in the relationship between Green Workplace Environment and Sustainability Performance .....	11
2.9 Research Gap.....	12
2.10 Chapter Summary.....	13
<b>Chapter-3 CONCEPTUALIZATION AND OPERATIONALTIZATION.....</b>	<b>14</b>
3.1 Introduction .....	14
3.2 Conceptualization.....	14
3.2.1 Theoretical support for the Conceptual Framework of this study .....	14
3.3 Definitions of the Variables .....	16
3.3.1 Green Workplace Environment .....	16
3.3.2 Sustainability Performance.....	17
3.4 Operationalization .....	17
3.5 Chapter Summary.....	19
<b>Chapter – 4 RESEARCH METHODOLOGY .....</b>	<b>20</b>
4.1 Introduction .....	20
4.2 Research Philosophy .....	20
4.3 Research Approach .....	21
4.4 Research Strategy .....	22
4.5 Methodological Choice .....	22
4.6 Time Horizon .....	23
4.7 Research Site Selection .....	23
4.8 Study Population .....	23

4.9 Sampling.....	24
4.9.1 Sampling Technique .....	24
4.10 Sampling Framework and Sample Size .....	24
4.11 Method of Data Collection and Source .....	25
4.11.1 Primary Data.....	25
4.11.2 Secondary Data.....	26
4.12 Research Instruments .....	26
4.13 Methods of Measurements .....	26
4.14 Pilot Study .....	27
4.15 Reliability Analysis.....	27
4.16 Unit of Data Analysis.....	28
4.17 Method of Data Analysis and Evaluation .....	28
4.17.1 Method of Data Analysis and Evaluation for the First Objective .....	28
4.17.2 Method of Data Analysis and Evaluation for the Second Objective .....	29
4.17.3 Method of Data Analysis and Evaluation for the Third Objective.....	31
4.17.3.2 Sobel Test-Calculating the indirect effect .....	33
4.18 Data Presentation.....	35
4.19 Ethical Consideration .....	35
4.20 Chapter Summary.....	36
<b>Chapter-5 DATA PRESENTATION AND ANALYSIS .....</b>	<b>37</b>
5.1 Introduction .....	37
5.2 Analysis of Reliability.....	37
5.2.1 Reliability of Green Workplace Environment.....	38
5.2.2 Reliability of Employee Sustainability Performance .....	38
5.2.3 Reliability of Sustainability Performance.....	38
5.3 Data Presentation.....	39
5.3.2 Data Presentation of Research Information .....	42

5.3.3 Testing Hypotheses.....	58
5.4 Chapter Summary.....	64
<b>Chapter – 6 FINDINGS AND DISCUSSION.....</b>	<b>65</b>
6.1 Introduction.....	65
6.2 Discussion of Personal Information.....	65
6.2.3 Gender.....	66
6.2.4 Age.....	66
6.2.5 Marital Status.....	66
6.2.6 Experience.....	66
6.2.7 Education Level.....	66
6.3 Research Information.....	67
6.3.1 First Objective - To find out the existing levels of Green Workplace Environment, Employee Sustainability Performance and Sustainability Performance of selected Apparel Firms. ....	67
6.3.2 Second Objective - To examine the relationships among Green Workplace Environment, Employee Sustainability Performance and Sustainability Performance of selected Apparel firms. ....	69
6.3.3 Third Objective -To explore whether Employee Sustainability Performance mediates the relationship between the Green Workplace Environment and Sustainability Performance of selected Apparel Firms. ....	70
6.3.4 Discussion of Hypotheses Testing.....	72
6.4 Chapter Summary.....	73
<b>Chapter – 7 CONCLUSIONS AND RECOMMENDATIONS .....</b>	<b>74</b>
7.1 Introduction.....	74
7.2 Conclusions.....	74
7.2.1 First Objective of the Study.....	74
7.2.2 Second Objective of the Study.....	75
7.2.3 Third Objective of the Study.....	75

7.3 Contribution of the Study .....	75
7.4 Recommendations .....	76
7.5 Limitations of the Study .....	76
7.6 Future Research Directions .....	77
7.7 Chapter Summary .....	77
<b>LIST OF REFERENCES .....</b>	<b>78</b>
<b>APPENDIX 1 .....</b>	<b>86</b>
<b>APPENDIX 2: Output of the Data Analysis .....</b>	<b>93</b>