

# **BARRIERS TO EXECUTIVE LEVEL EMPLOYEES' GREEN BEHAVIOUR: A QUALITATIVE CASE STUDY OF AN APPAREL ENTERPRISE IN SRI LANKA**

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## **1. Introduction**

Engagement in green behaviours by executive-level employees is paramount to implementing and reaching corporate's green goals. However, though a leading apparel manufacturer aspires to be a green factory, it has failed to ensure executive level employees' green behaviours. Thus, this study explores the barriers to green behaviours among executive-level employees in the respective apparel enterprise. This study adds contextual knowledge to workplace green behaviour literature and provides practical insights for reducing barriers to green behaviours of executives in the respective enterprise.

## **2. Research Methodology**

We used the interpretivism paradigm and inductive reasoning approach. Accordingly, we employed qualitative methodology and a case study strategy where we conducted eight semi-structured interviews with conveniently selected executive-level employees of the enterprise. We analyzed data using content analysis.

## **3. Findings and Discussion**

We could reveal a variety of barriers to green behaviours among executive-level employees. Personal attitudes of intentional ignorance and a belief in the ease of using non-green products and non-green habits of executives block eco-friendly behaviours. Also, organizational factors such as the absence of financial benefits for green behaviours, a culture that prioritizes targets over green roles, and workload-related barriers, including busy schedules and insufficient time allocation for meals, impede the green behaviours of executives. Furthermore, external factors, like limited market options, further hinder the adoption of green behaviours by executives.

## **4. Conclusion and Implications**

An organization needs to design initiatives to promote green attitudes among executives, align greening to job roles and rewards and inculcate the value of green behaviours into the organizational culture.

**Keywords:** Attitude, Employee Green Behaviour, Executive-level Employees.