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Corporate Environmental Practices and Sustainable Competitiveness in Kenya's Tea Sub-Sector

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Abstract:

The purpose of the study was to determine the effect of corporate environmental practices (managerial control mechanism and training in CEP) on sustainable competitiveness in tea subsector of Kenya's economy. This research utilized the resource based view, resource dependency and stakeholder theories. The study targeted 878 respondents from 107 registered tea firms in Kenya and multistage sampling method was used to get sample size of 484. Primary data was collected using questionnaires. To measure reliability Cranach Alpha coefficient was used. Data were analyzed using descriptive, Pearson product, moment correlation, multiple regressions. The results showed that there was a significant effect of managerial control mechanism ($\beta= 0.136$) and training ($\beta =0.391$) on sustainable competitiveness in tea firms. The corporate environmental practices positively influence the sustainable competitiveness in tea firms in Kenya.

Keywords: managerial control mechanism, sustainable competitiveness, training in CEP

1. Introduction

Sustainable competitiveness is acquired through capabilities and resources that are rare, valuable, none substitutable and are not imitable (Barney, 2001). These capabilities and resources can be viewed as bundles of intangible and tangible assets, consisting of organizational routines and processes, a firm's management skills, as well as the knowledge and information it controls. Additionally, the character that neither rest on optimizing within fixed constraints nor on static efficiency but on improvement of the capacity that shifts constraints through stakeholders' collaboration defines sustainable competitiveness. Moreover, according to Fougher (2006), competitiveness becomes meaningful only if actors operate within the its context or the other context version of the economy of a market. Therefore, for a firm to survive it must be competitive as well as having the ability to meet standards of competitive productivity, specifically the ability to convert resources into value efficiently.

El Maraghy and Samy (2010) defined product differentiation as designing of manufacturing processes and products to minimize the negative environmental burden during entire life cycle of a product. For a successful implementation of this practice, part of life cycle analysis must at least be implemented. Therefore, environmental burden is assessed through life cycle analysis created by a product from 'cradle to grave': production, material selection, packaging, distribution, consumption and disposal (Albu-Schäffer *et al*, 2007). Thus, it depends on the collaboration of the stakeholders: a company must engage and consider not only employees, shareholders and clients, but also public authorities, financial partners, suppliers, civil society and local or national community (depending on the size of the firm) in general among others. Collaboration with stakeholders nowadays and in the future, is a guiding principle for process of decision-making by the management and the pillar of more comprehensive practices in corporate environment. Adopting this stakeholder view means rethinking purpose and nature of firms as well as the tools adopted for management by companies themselves (Tencati & Perrini, 2006).

The philosophy embodies all socially acceptable technologies, but on ideological grounds does not preclude any technology, it therefore does not cause harm to environment but improves productivity. The tea industry that has long been suffering from underperformance and oversupply will be transformed by going "sustainable". The central focus and challenge for every firm is how to achieve sustainable competitiveness. Over time, the ability of a firm to sustain competitive advantage on an average period has decreased as indicated by current research (Ruefli & Wiggins, 2005). Empirical studies have investigated large firm's relationship between environmental management and stakeholder pressures Henriques and Sharma (2005) and; Delmas (2001); no study so far, has been done on the moderating effect of stakeholders' collaboration on the relationship between corporate environmental practices and sustainable competitiveness.

It may be argued that sustainable competitiveness is influenced by the level of collaboration on corporate environmental practices with all the stakeholders. Most important in tea sub-sector in Kenya, is that; sustainable competitiveness may be derived from the collaboration with stakeholders that's; government, customers, suppliers, and employees.

- H_{01} : There was no significant effect of managerial control mechanism on sustainable competitiveness of tea firms in Kenya.
- H_{01} : There was no significant effect of training on environmental practices on sustainable competitiveness of tea firms in Kenya.

2. Empirical Review

2.1. Managerial Control Mechanism and Sustainable Competitiveness

This is strongly dependent and based on development of accounting management of the environment. Sustainability has great variety of elements, though complex, that are relevant to the success of business that can operate in both non-market and market processes. It is essential that well-structured concept of sustainability management control, which is broad in nature and an expanded understanding of management control be developed for successful and better recognized management of these elements. Broader concept of management control such as non-market aspects offer it a great potential for structure since non-financial factors is integrated systematically with a balanced scorecard (Schaltehher S, 2010).

2.2. Training as Corporate Environmental Practices and Sustainable Competitiveness

Appropriate incentives and venues needed to be provided for by the firm for both manager and employees in their environmental efforts so as to fully deploy these skills. Product and process adaptations need a diverse mindset and focuses on new, innovative customs that designers and engineers does not grasp easily due to an ancient focus on economic, fit and form design. Competency and motivation have been found to be critical aspects to product and process adaptations success (Johansson, 2002).

It is through appropriate training that both factors are developed on environmental practice programs. According to a study by Tukker *et al* (2001), on the study on the implementation of product and process adaptations in Europe, it was found that it is a critical discriminatory factor for companies that are 'front-runners'.

Kaynak (2003) found out that the success of the program has been as a result of empowering and training employees in environmental management techniques in totality. Therefore, it is critical element for employee involvement in programs that seek to develop both operational and environmental performance (Hanna *et al.*, 2000). The need to train employees on specific skills enables the attainment of employee involvement and effective empowerment building.

The conclusion of various research on this area has echoed that if factors such as empowerment, environmental practices training, rewards and teamwork are addressed, then environmental practices become more successful and has recommended that there exists a relationship between ecological and human sustainability (Dunphy *et al.*, 2003; Wilkinson *et al.*, 2001). It is evident that training is necessary for successful implementation, though it is also critical element to the environmental practices (Jabbour *et al.*, 2008).

These two corporate environment practices were looked at closely in relation with sustainable competitiveness of tea firms in Kenya and their influence analytically reflected from managerial perspective.

2.3. Theoretical Review

According to Drees *et al* (2013) on the resource dependency theory; explained that all the organizations depend on the idea that they depend on each other for provision of vital resources, and that it is reciprocal. The theory predicts that, firms that are lacking in resources that are essential will seek to establish relationships – frequently through informal and formal collaboration – to acquire such resources. According to Hillman, Withers, and Collins (2009,) "Resource dependency theory recognizes the influence of external factors on organizational behavior and, although constrained by their context, managers can act to reduce environmental uncertainty and dependence".

Bridging and buffering strategies are the two related but different strategies to this uncertainty. Buffering can be seen as "the regulation and, or insulation of organizational processes, functions, entities, or individuals from the effects of environmental uncertainty or scarcity" (Lynn, 2005), whereas bridging "occurs as firms seek to adapt organizational activities so that they conform to external expectations". According to Doh and Yaziji (2009), the decision of the firm to engage with stakeholders, either through buffering or bridging strategies, is partially a function of past and nature experience of these dependencies, and the perceived significance and value of the resources these NGOs have the ability to provide. Furthermore, the various bases of power and the firm's internal power dynamics within the organization are expected to influence the external engagements of a firm with stakeholders they may depend (Hillman *et al.*, 2009).

The degree to which external stakeholders for example, suppliers, the government and customers are perceived to be valuable and important resource providers and are expected to be influenced by characteristics of the management as well as the focal organizations within it.

Nevertheless, it is presumed in the resource dependency theory that, the potential to obtain legitimacy and social worthiness are motivated by firms. The resource dependency perspective influences the society and business context relationship between the organizational literature (Hendry, 2005), and the emerging fields of stakeholder management and corporate environmental practices presume frequent and active interactions perspective of resource dependency theory as our overarching conceptual foundation.

Regardless of organizational micro processes realignment to explore processes that are relational in nature and that underpin social innovation within cross-sector partnerships, Branzei and Le Ber (2010) relied on several theoretical perspectives that are related.

Drawing from the resource dependency theory framework, improved by other relational perspectives, hence the specific question is what aspects determine firms' tendency to engage. The factors outlined here are commitment to corporate environmental practices, resource complementarity, trust, and social network positions.

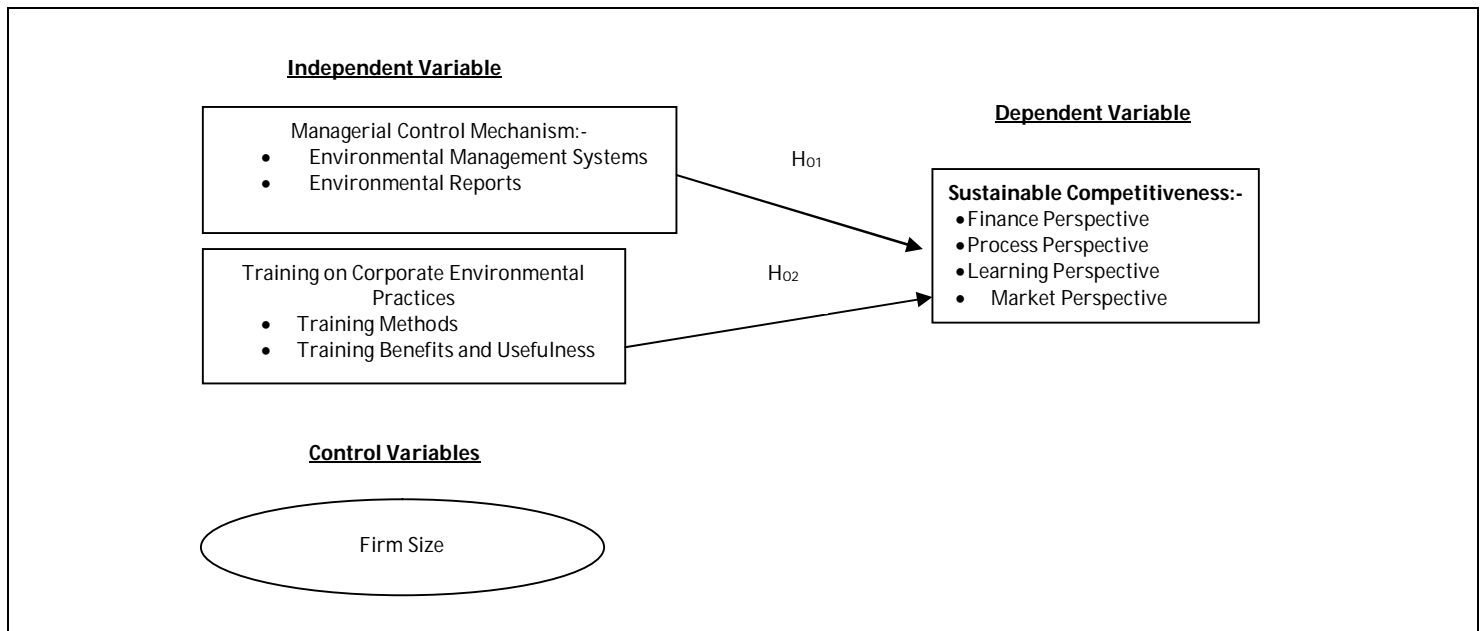


Figure 1: The Moderating Effect of between Corporate Environmental Practices on Sustainable Competitiveness
Source: Developed by the Researcher (2016)

3. Material and Methods

Explanatory research design was used in this study. A research whose main aim is to give explanation on why event occur to elaborate, build, text or extend theory as well as allows the research to test very specific theories and make amends to previous theories is deemed as Explanatory Research. The target population was 878 managers responsible for production, finance and human resource in tea firms because they understood the various environmental practices (Tea firms HR database, 2015) Sample size for production managers in community owned tea firms is 134 and the rest of the managers as per the type of tea firms; multi stage sampling technique was. Primary data was collected using self-administered questionnaires to firm managers, employee relations managers and leaf based managers of the tea firms with telephone calls prior to delivery of the questionnaires to the contact persons and thereafter to made follow ups.

3.1. Measurement of Variables

To measure sustainable competitiveness the sustainability balanced scorecard was used. The sustainability balance scorecard according to Schaltegger (2010), offers management an approach which is systematic, that leads to a key performance indicator system. Further, 12 items were adopted and slightly modified from (Longinos Martin *et al*, 2012) on 7 points on Likert-scale. Respondents were asked the extent to which they agreed or disagreed with a series of statements about overall sustainable competitiveness for the last ten years in their firm, indicated by 1- Strongly disagree (SD), 2- Disagree (D), 3- Slightly disagree (SD), 4- Neutral (N), 5- Slightly agree (SA), 6 – Agree (A) and 7 – Strongly agree (SA).

The measurement for managerial control mechanism that's managerial process practice was adopted from (Nakashima *et al*, 2002; Banerjee, 2001) and scale items were adopted and slightly modified to capture control mechanisms that were in place. Respondents were asked the extent to which their firm perform on environmental practices for the last ten years, using a series of statements, closely describing their managerial control mechanism on a 7-point Likert scale indicated by "much less" (1) – "much more" (7).

The measurement for training on environmental practices was adopted from (Holgadoet *al*, 2006) with 12 items and slightly modified to capture wide opinion of respondents on training methods and overall rating. Respondents were asked the extent to which their firm perform on environmental practices for the last ten years, using a series of statements, closely

describing their firms' training on environmental practices on a 7-point Likert scale indicated by "much less" (1) – "much more" (7).

3.2. Data Analysis, Method and Procedure

First and foremost, factor analysis was done to reduce the items of questionnaire that were not valid and reliable with the constructs. Varimax rotation would ensure that the factors produced are independent and unrelated to each other. Data analysis method and procedure covers, Kaiser-Meyer-Olkin (KMO) statistics, Test of Sphericity. The Kaiser-Meyer-Olkin measure of sampling adequacy tests whether the partial correlations among variables are small. The KMO measures the sampling adequacy which should be greater than 0.5 for factor analysis to proceed. The KMO index, in particular, is recommended when the cases to variable ratio are less than 1:5. The KMO index ranges from 0 to 1, with 0.50 considered suitable for factor analysis. The correlation analysis was used to give correlation coefficients between the four independent variables measured using seven-item Likert scales. Multivariate analysis provided the ability to investigate complex sets of data. Multivariate statistics provide for analysis where there are many independent variables and possible dependent variables which were correlated to each other to varying degrees.

4. Results

This chapter covers analysis and interpretation of empirical results of data on managerial perspective of corporate environmental practices.

4.1. Sample Characteristics

The demographic information sought from the respondents included; the ownership, gender, age, marital status, level of education, job title, size of company, size of firm and certification as summarized in table 4.3. Majority of the respondents involved in the study were male. Of the 272 respondents included in the study, 92.6% (n=401) were male, while 7.4% (n=32) were female. This indicates that there was gender disparity in the employees working in tea firms in Kenya. Regarding age, the results showed that 42% (182) of the respondents were in the age bracket of above 45 years, 24.9% (108) were in the age bracket of 35 and 45 years and 27.5% (119) were in the age bracket of 25 and 35 years and 5.5% (24) were below the age of 25 years. The findings showed that most of the tea firms' managers were in their active working age of below 45 years. The academic levels of employees were varied and (46.9%) had diploma qualification, 199 (46%) had degree, 31 (7.2%) having post graduate. The findings indicated that majority of the employees had at least a diploma as the highest level of Education and were in good position to perform well during the sustainable competitiveness. During the study 244 of the respondents (56.4%) held the position of production managers, 131 (30.3%) as human resource managers, 58(13.4%) finance managers. Regarding the firm size, the results showed that 61.7% had 2 lines, 19.2% had 3 lines, and 18.7% had 1 line. The findings showed that most of the tea firms 351 (81.1%) were certified compared to 18.9% that were not certified.

	Response	Frequency	Percent
Gender	Male	401	92.6
	Female	32	7.4
	Total	433	100.0
Age	Below 25 Years	24	5.5
	25 -35 Years	119	27.5
	35-45 Years	108	24.9
	Above 45 Years	182	42.0
	Total	433	100.0
Marital status	Married	427	98.6
	Single	6	1.4
	Total	433	100.0
Level of Education	Diploma	203	46.9
	Degree	199	46.0
	Post Graduate	31	7.2
	Total	433	100.0
Job Title	Managers- Finance	58	13.4
	Managers- Employees	131	30.3
	Managers-Production	244	56.4
	Total	433	100.0
	Total	433	100.0
	Total	433	100.0

Table 1 : Sample Characteristics
Source: Survey Data (2016)

4.2. Descriptive Statistics of Study Constructs

The findings showed that all the statements representing training on environmental practices had a mean of above 5.8, indicating that the respondents highly rated the tea firm training on environmental practices. From the 8 statements used to explaining training on environmental practices characteristics at tea firms had an overall mean score of 5.9667, indicating that respondents agreed on training on environmental practices. This implies that the training on environmental practices was highly rated among the respondents. The respondent's views on the managerial control mechanism were sought and their responses presented in table 2. The findings showed that all the statements representing managerial control system had a mean of above 5.8952, indicating that the respondents highly rated the tea firm managerial control mechanism. From the 8 statements used to explaining managerial control system characteristics at tea firms had an overall mean score of 5.90 indicating that respondents agreed on its managerial control mechanism. This implies that the managerial control Mechanism was highly rated among the respondents. Training had a Cronbach's alpha reliability coefficient of 0.785

As for managerial control mechanism, a Cronbach's alpha reliability coefficient of 0.752 was found and, this indicated that all the dimensions in the construct had exceeded the recommended threshold value of 0.70 for Cronbach's alpha coefficients demonstrating good internal consistency

	Mean	Std. Deviation	Skewness	Kurtosis	Cronbach's Alpha
training					0.785
The issues are dealt with in as much in depth as the length of the course allowed	6.09	0.91	-1.225	1.606	
The length of the course is always adequate for the objectives and content	5.91	0.802	-0.981	1.666	
The method is always well suited to the objectives and content	5.91	0.819	-0.958	1.293	
The method used always enable us to take an active part in training	5.87	0.835	-1.041	1.668	
The training always enables me to share professional experiences with colleagues	5.9	0.811	-0.895	1.306	
The training is realistic and practical	6	0.829	-0.106	1.532	
The documentation given out is always of good quality	6.02	0.747	-0.367	1.162	
The training context is always well suited to the training process	6.04	0.775	-0.263	1.15	
The training is always useful for my specific job	5.99	0.806	-0.043	3.805	
The training is always useful for my personal development	6.09	0.786	-1.422	1.417	
The training merits a good overall rating	5.89	0.799	-1.164	1.741	
Mean	5.9667	0.45877	-5.881	1.743	
Managerial Control Mechanism					0.7
We recycle of solid waste	5.88	0.689	-1.123	5.73	
We have Environmental management procedures for internal use	5.86	0.665	-1.254	6.638	
We use advanced prevention and safety systems at work	5.89	0.649	-1.423	7.855	
We have policy on clean energy and renewable energy.	5.99	0.488	-3.614	30.766	
We have positive steps toward preserving our environment	6	0.531	-2.794	21.665	
We have voluntary programs in place, including recycling	5.89	0.669	-1.276	6.789	
We have major policies to prevent air and water pollution	5.82	0.692	-1.008	5.136	
We have environmental report, including data on pollution	5.83	0.671	-1.172	6.116	
Mean	5.8952	0.38437	-0.069	0.651	

Table 2 : Descriptive Statistics on Managerial Control Mechanism
Source: Survey Data (2016)

4.3. Factor Analysis of Managerial Control Mechanism

From the factor analysis, the managerial control mechanism had a KMO of 0.694 and significant ($p < .05$) Bartlett's Test of sphericity (table 3). The varimax rotated principle component resulted in two factors loading explained by 53.77% of the variance. All the statements used were retained, computed and renamed managerial control mechanism for further analysis.

Managerial control mechanism was subjected to factor analysis and three components with Eigen values greater than 1 were extracted which cumulatively explained 53.768% of variance on Managerial Control Mechanism as shown in Table 4.16. From the factor analysis, the training on environmental practices had a KMO of 0.727 and significant ($p < .05$) Bartlett's Test of sphericity (table 4.12). The varimax rotated principle component resulted in two factors loading explained by 67.91% of the variance. All the statements used were retained, computed and renamed managerial control mechanism for further analysis. Training on environmental practices was subjected to factor analysis and four components with Eigen values greater than 1 were extracted which cumulatively explained 67.91% of variance on training as shown in Table 3

	Loadings	AVE	Variance explained
Managerial Control Mechanism	1		53.768
Documentation Oriented Mechanism	1		27.392
We have policy on recycling of solid waste	0.595		
We have environmental management procedures for internal use	0.786		
We use advanced prevention and safety systems at work	0.765		
Action Oriented Mechanism	1		26.376
We have policy on clean energy and renewable energy.	0.558		
We have positive steps toward preserving our environment	0.604		
We have voluntary programs in place, including recycling	0.681		
We have major policies to prevent air and water pollution	0.736		
We have environmental report, including data on pollution	0.696		
Training on Environmental practices	1	67.905	
Realistic Approach Training	1	21.38	
The method used always enable us to take an active part in training	0.725		
The training is realistic and practical	0.807		
The documentation given out is always of good quality	0.802		
Content Approach Training	1	19.253	
The length of the course is always adequate for the objectives and content	0.833		
The method is always well suited to the objectives and content	0.744		
Relevance Approach Training	1	17.586	
The training is always useful for my specific job	0.665		
The training is always useful for my personal development	0.802		
The training merits a good overall rating	0.689		
Duration Approach Training	1	9.686	
The issues are dealt with in as much in depth as the length of the course allowed	0.802		

Table 3: Factor Analysis

4.4. Test of Regression Assumptions

Before testing regression assumption, univariate and multivariate assessment of outliers was done across all the cases. All the cases had Mahalanobis D^2 scores less than critical value of chi-square (χ^2) 18.467 obtained from the table. Further, subjection to probability for the Mahalanobis D^2 all had values more than 0.001 confirming that there was no outlier. A value of D^2 with low p value (< 0.001) was used as the criteria to reject the assumption that the case came from the same population as the rest (Hair *et al.*, 1998). Following the assessment of outliers, the data set was tested for fundamental regression assumptions. The test statistics of the five variables are shown in Table 4.26 where Kolmogorov-Smirnov and Shapiro Wilk test performed showed that the p-values range from 0.061 - 1.141 which were greater than 0.05. The normality assumption of the regression model was therefore met. Admittedly, all the variables used in multiple and hierarchical

regressions had the tolerance values of above 0.20 showing multicollinearity was not a problem. The Durbin-Watson statistics was used to test the presence of serial correlation among the residuals. The value of the Durbin-Watson statistic ranges from 0 to 4 and as a rule of thumb, the residuals are not correlated if the Durbin-Watson statistic is approximately 2 and an acceptable range is 1.50-2.50 (Hair *et al.*, 2006).

4.5. Test of Hypothesis

There was a positive relationship between managerial control mechanism and sustainable competitiveness [$r = .625$, $n = 433$, $p < .05$]. This indicated a positive relationship existed between the variables and the more the tea firms enhanced the managerial control system the higher the sustainable competitiveness. A positive relationship exists between training on environmental practices and sustainable competitiveness [$r = .772$, $n = 433$, $p < .05$]. A positive relationship exists between stakeholders' collaboration and sustainable competitiveness [$r = .337$, $n = 433$, $p < .05$]. This indicated a positive relationship existed between the variables and the more the tea firms enhanced the training on environmental practices the higher the sustainable competitiveness. Durbin-Watson statistic should be within the acceptable range of 1.50-2.50 (Hair *et al.*, 1998). According to Menard (1995), the tolerance values should be above 0.2 and VIF less than 10 to avoid multicollinearity.

Hypotheses 1 indicated that there was no significant effect of training on sustainable competitiveness. In support of expectation of the study, findings indicated that training had positive and highly significant effect on sustainable competitiveness ($\beta_1 = 0.391$ ($P < 0.05$)) and the hypothesis was therefore rejected. The coefficient of 0.391 implied that one percent increase in training was likely to result in 39.1 percent increase in sustainable competitiveness when other factors are held constant. This was consistent with finding of Lefebvre, Lefebvre, and Talbot (2003) that across various sectors in the industry, small companies viewed employee training as the most important aspect of implementation of environmental management system in managing their environmental issues.

The management's strategic integration and its deep involvement, participation and employee motivation, has a positive impact on the achievements of a company in terms of competitive edge based on the actions within the environment; another practice that can aid in this initiative is environmental practice (del Brio, J.A., Fernandez, E., Junquera, B., 2007). According to Castka, P, and Balzarova, M.A., (2008), the found out that it is important to develop knowledge and train for skills not only for initial adaptation and implementation of environmental practices for instance environmental management systems, but also for their continued maintenance and operation. In human resource, the company's shortcoming weakness from an RBV perspective may be an important obstacle in corporate environmental action process (Huang, S., & Daily B. F., 2001). There are heterogeneous responses to pressure of companies to adopt environmental practices despite the pressure from institution and stakeholders (Darnall, 2006).

Hypotheses 2 postulated that there was no significant effect of managerial control mechanism on sustainable competitiveness. In support of expectation of the study, findings indicated that managerial control mechanism had positive and highly significant effect on sustainable competitiveness ($\beta_1 = 0.136$ ($P < 0.05$)) and the hypothesis was therefore rejected. The coefficient of 0.136 implied that one percent increase in managerial control mechanism was likely to result in 13.6 percent increase in sustainable competitiveness when other factors are held constant. This was consistent with finding of Schaltegger, (2010) showed that environmental management accounting strongly depends and base on eco-control.

Sustainability is complex and has a great variety of elements that are relevant to business success. These can operate in both market and non-market processes. In order to better recognize and successfully manage these elements however it is essential that an expanded understanding of management control be developed, as well as a broader but well-structured concept of sustainability management control. Since the balanced scorecard systematically integrates nonfinancial factors into management it offers great potential for structuring a broader concept of management control that also includes non-market aspects.

These findings gave a reflection of Youndt *et al.* (2004) observation that the firm's formal reporting structure, its formal and informal planning, controlling and coordination of systems, is an aspect of organizational capital. This can also be internally or externally focused, require the establishment of formal (or routine-based) management systems and procedures or 'infrastructural investments' (Klassen and Whybark, 1999b) internally focused investments that relate to the tracking of environmental information, the establishment of management control mechanisms and the development of corporate policies and procedures. This is designed to track the information on which proactive and reactive management control mechanisms (e.g., audits, impact assessments and certification) are based.

	Unstandardized Coefficients			Standardized Coefficients		correlation zero	Collinearity Statistics	
	B	Std. Error	Beta	t	Sig.		Tolerance	VIF
(Constant)	-1.82E-14	0.027		0	1			
Zscore: Size of Factory	0.056	0.028	0.056	2.025	0.044		0.989	1.011
Zscore(TEP)	0.417	0.045	0.417	9.197	0.00	0.772	0.367	2.728
Zscore(MCM)	0.115	0.038	0.115	2.987	0.003	0.625	0.51	1.959
R		.824b						
R Square	0.679							
Adjusted R Square	0.675							
Std. Error of the Estimate	0.570062							
R Square Change	0.679							
F Change	225.556							
df1	4							
df2	427							
Sig. F Change	0							
Durbin-Watson	1.93							
Dependent Variable: Zscore(SC)								

Table 4: Multiple Regression Results

5. Conclusions and Recommendation

The findings of this study indicated that managerial control mechanism had positive significant effect on sustainable competitiveness. The findings of this study indicated that training had positive significant effect on sustainable competitiveness. Depending on the organization of management, voluntary environmental and social activities will have either a positive or a negative effect on business success. This raises the question about the specific approaches needed to develop a business case for corporate sustainability and with the help of management control (Schaltegger, 2010). The county governments and national government to create conducive environment for these firms to undertake CEP to win caring and ethical consumers. It is important for businesses and governments in developing countries to follow this example by improving their perceptions of greening and its impact on consumer purchasing behaviour (Polonsky, 1994). Researchers have suggested that consumers generally have positive attitudes toward social responsibility, but only consumers who have strong identity as ethical consumers actually purchase socially responsible products (Hiller Connell, 2011). It was evident by consumers' orientation towards CEP which had significant effect on CS as indicated by the interaction with environmental reporting and environmental investment which were statistically highly significant.

Generally, managers of tea firms before adopting green stance, they need to first gain thorough understanding of consumers purchasing behaviour and how they are affected by this stance. Significantly managers should ensure consumers believe and act on the belief that their consumption of organic products is making a positive impact on environment, this is likely to alter their behavior in the same direction of green stance. They need to be aware that ethical and caring consumers do not deny consumption but rather choose goods that reflect their moral, ethical and social concerns (Szmigin&Carrigan, 2006). Managers should understand consumer personal norm which represents the moral obligation to act and attitude towards behavior which incorporates, the rational process behind the consumer's personal view on the purchase of organic products. As a result, the weighting of personal norm and attitude towards purchase behavior should be understood to vary among individuals based on personality.

Also, managerial control mechanism had positive and significant effect on sustainable competitiveness of tea firms. On this aspect, the firms would put in place comprehensive policy on production policies and procedures, policies to prevent air and water pollution, environmental report, including data on pollution, positive steps toward preserving environment, and policy on clean energy and renewable energy. This would help to measure the firm in environmental measurements and create obligations that must be complied with by all the parties including the stakeholders.

Furthermore, training on environmental practices had positive and significant effect on sustainable competitiveness. This means firms developed strong training programs for all the stakeholders on environmental conservation leveraging on stakeholders' collaboration. These firms created training programs that are realistic and practical, with the right content, depth and duration of the course and that guaranteed personal development and professional experiences. This could ensure easy communication and best basis for creating awareness on new global dynamics on environmental issues. However, managers are key on corporate environmental practices when it comes to making business decisions. This indicated that tea firms need to reconceptualize resource dependency theory and to analyze differently the influence of environmental practices on sustainable competitiveness. Future studies should explore whether and how change in environmental factors affect the

moderating effect of stakeholders' collaboration on the relationship between corporate environmental practices and sustainable competitiveness.

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