



RESEARCH ARTICLE

Effect of Green Organizational Culture on Organizational Performance of Manufacturing Firm in Enugu Nigeria: A Study of Nigeria Breweries Enugu state

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ABSTRACT

The study examined the effect of green organizational culture on organizational Performance of Manufacturing Firm in Enugu Nigeria. A study Nigeria Breweries 9mile corner Enugu State. This study adopts green organizational policy and green technology serves as independent variable while employee productivity organizational innovation serves as dependent variable. The study employed a descriptive correlational research design. Where a primary data was employed. A well-designed questionnaire was used to generate data. The data were analyzed using Simple linear regression was used to analyze the results in each of the hypothesis of interest using Statistical Package for the Social Science (SPSS version 28.0). The study revealed that, green policy statistically significant positive effect employee productivity with (Coefficient = 1.03847; t-statistic =4.9335; p-value =0.001) while green technology has a statistically significant positive effect on employee productivity respectively with (Coefficient = -0.7145; t-statistic =1.7218; p-value =0.31). We concluded that, green organizational culture has significant positive effect on organizational performance. We recommended that, manufacturing firms in Nigeria should endeavor to put more effort on green organizational culture since it has statistically significant positive effect on the organizational performance.

Keywords: Organizational Culture; Green Organizational; Organizational Performance; Manufacturing Firm and Enugu Nigeria

Introduction

In recent years, the concept of a green organizational culture has gained significant attention as organizations strive to address the challenges of environmental sustainability. Manufacturing firms, in particular, play a critical role in shaping the environmental impact of economic activities. Recognizing this, many manufacturing firms have begun to adopt environmentally conscious practices and initiatives to reduce their ecological footprint. These initiatives are often driven by the desire to improve organizational performance and gain a competitive advantage in an increasingly environmentally conscious market (Liu & Lin, 2020). The concept of a green organizational culture refers to the shared values, beliefs, and practices within an organization that prioritize environmental sustainability. It encompasses environmentally friendly policies, practices, and technologies that are integrated into the fabric of the organization's operations, decision-making processes, and employee behaviors. A green organizational culture fosters a proactive approach towards sustainability, leading to reduced environmental impact and improved organizational performance. Organizational performance is a multidimensional construct that includes various aspects such as financial performance, operational efficiency, employee productivity, customer satisfaction, and

innovation. By adopting a green organizational culture, manufacturing firms aim to enhance their performance across these dimensions, while also addressing their environmental responsibilities. Organizational culture served as the foundation for the cognitive systems of humans that aid in improving thinking and decision-making. The idea of a successful organizational culture aids in the improvement of business decisions. Differentiating between domestic and foreign cultures while managing cultures is essential to a company's ability to maintain its culture. In Schein (1992). Attitudes, practices, and beliefs that foster effective communication among employees have an impact on the organizational culture. Green organizational culture refers to a combination of beliefs, symbols, assumptions, and organizational artifacts that reflect an organization's commitment or desire to be environmentally conscious (Harris & Crane, 2002). Green Organizational Culture is also reference to as "a collective belief toward an

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ecological, environment friendly style of (co)production shared by most organizational members” (Liu & Lin, 2020). Organizations must immediately reevaluate and adapt their operations to be more environmentally responsible due to factors such as climate change, global warming, technological development, greater industrial activity, etc. Organizations have increased their financial support for environmental issues and implemented programs that encourage the adoption of environmentally friendly behaviors (Paillé et al., 2014).

Statement of the Problem

The concept of a "green organizational culture" refers to the adoption of environmentally friendly practices, policies, and values within an organization. It involves a commitment to sustainability, resource conservation, and the reduction of negative environmental impacts. While a green organizational culture is often considered a positive attribute, it can also present certain challenges and potential problems when it comes to the organizational performance of manufacturing firms. Where employee find it difficult to adopt to new organizational green policies, practices values as well as new green technology. This must be identified and fix before concept of a green organizational culture can effectively achieve.

Objective of the Study

The main objective of the study is to examine the Effect of Green Organizational Culture on Organizational Performance of Manufacturing Firm in Enugu Nigeria. A study Nigeria Breweries 9mile corner Enugu State. The specific objectives sought to;

- I. Examine the effect of green organizational policy on the employee productivity in Nigeria Breweries 9mile corner Enugu State, Nigeria.
- II. Evaluate the effect of green technology on the organizational innovation Nigeria Breweries 9mile corner Enugu State, Nigeria.

Hypotheses of the Study

- I. Green organizational policies have no significant positive effect on the employee productivity of Manufacturing Firm in Enugu Nigeria.
- II. Green technology has no significant positive effect on the organizational innovation of Manufacturing Firm in Enugu Nigeria.

Review of Related Literature

Conceptual Review

Green Organizational Culture

The concept of Green Organizational Culture is still in a nascent stage, and therefore its definition is still evolving (Al-Swidi et al., 2021). Nevertheless, researchers argue that a dramatic shift in organizational culture is necessary for a firm to develop the potential for addressing environmental challenges (Stead & Stead, 1992). The definition of green organizational culture has been adapted from the definition of organizational culture (Chang & Lin 2015; Norton et al., 2015). Organizational culture refers to shared mental assumptions (Ravasi & Schultz, 2006), symbols, rituals and social patterns (Deal & Kennedy, 1992) that govern behaviour in the organization. It consists of a combination of standards and shared values that are consistent with the characteristics of the organization (García-Machado & Martínez-Ávila, 2019). Accordingly, Green Organizational Culture has been defined as the values and beliefs that guide different practices in the organization towards becoming environment friendly (Afum et al., 2020; Ravasi & Schultz, 2006). Green Organizational Culture includes shared beliefs, values, norms, symbols and social stereotypes about organizational environmental management and shapes the standard behavior expected from individuals (Chang & Lin, 2015). Harris and Crane (2002) defined green organizational culture as ‘an extent to which the assumptions, values, symbols, and artefacts of an organization reflect the desire or need to operate in an environmentally sustainable manner’. Creating such an organizational culture is dependent on several dimensions. According to Porter et al. (2016), Green organizational culture is defined as the collection of assumptions, beliefs, symbols, and artefacts of an organization that represent a desire or need to function in an ecologically sustainable way. On the other hand, green culture may be defined as addressing environmental issues as an organizational cultural value (Pham & Tuckova 2018). Moreover, Green organizational culture is a critical idea that all businesses should embrace to stay productive and competitive for a longer period (Masri & Jaaron 2017). An organization’s “green” culture is described as one in which employees go beyond profit-seeking aims to minimize the negative environmental effect of their work while enhancing the positive impact, according to Roscoe et al. (2019). Organizational green culture includes expectations, qualities, and artefacts representing the organization’s

requirements and aspirations regarding environmentally sustainable activities (Tahir et al., 2019). To achieve and retain a competitive edge, organizations must establish a green culture and engage in green innovation initiatives. According to Scholz & Voracek (2016), organizations may contribute more to environmental preservation by adopting a green organizational culture. Manufacturing companies that want to improve their environmental performance should try to create a learning environment inside their “four walls” to quickly adjust to changing environmental factors (Afum et al., 2020). According to several studies (Margaretha & Saragih 2013; Roscoe et al., 2019), manufacturing industries are more likely to establish and adopt a green culture if senior management shows more dedication and importance to environmental issues. As a result, to enhance environmental performance, senior management tends to continuously prioritize and monitor a broad range of environmental policies and take formal action to ensure that all other employees of the organization work toward environmental objectives

Organizational Performance

Organizational performance can evaluate the success of a business’s strategic initiatives. Organizational performance, which includes efficiency and effectiveness of the outcome of organizational actions. The differences between organizational goals and actual outcomes can be explained using organizational performance (Chan et al., 2012). Organizational performance states to financial and non-financial performance as it pertains to the performance of an organization for this research. Firms must make tough decisions if they want to thrive in today’s changing climate and fierce competition. During a downturn in the economy, survival becomes increasingly difficult. According to research, addressing sustainability problems such as adopting a green organizational culture is essential to a business’s long-term survival (Cherchem 2017).

Organizational Culture and Organizational Performance

Despite the fact that businesses contribute significantly to environmental degradation, they can also enhance environmental preservation through their operation and strategy (Robertson & Barling, 2017). One of the organizational resources that may support organizational performance and competitive advantage is Green Organizational Culture (GOC) (Liu & Lin 2020). GOC is one of the most important determinants of corporate environmental strategies and the emergence of environmentally sustainable firms depends on the institutionalization of environmental beliefs and processes in the policies and systems of modern organizations (Norton et al., 2015; Küçükoğlu & Pinar 2015). The relationship between GOC and sustainable performance is of importance to manufacturing firms worldwide. One of the indicators of sustainable performance is Organizational Performance (Hourneaux et al., 2018). The direct relationship between organizational culture and Organizational Performance has been the source of empirical studies (Magsi et al., 2018). However, recent stream of research suggests an indirect relationship between Green Organizational Culture and Organizational Performance (Gurlek & Tuna 2018). Because GOC can have a direct or an indirect effect on firm performance, it is important to identify the variables that can have mediating effects in the relationship between the two constructs (Hadjri et al., 2019). One variable whose mediating effect is green innovation (Feng et al., 2018). Green Innovation (GI) can be described as innovation that focuses on waste reduction, pollution prevention and the implementation of an environmental management system (Aboelmaged 2018).

Green Organizational Policies

Green organizational policies refer to a set of guidelines and practices adopted by businesses and other organizations to promote environmental sustainability and minimize their ecological footprint. Green organizational policies encompass a range of practices and initiatives designed to minimize negative impacts on the environment. These policies often address areas such as energy and resource conservation, waste management, sustainable procurement, transportation, and emissions reduction (Aboelmaged 2018). They reflect an organization's commitment to sustainability by integrating environmentally friendly practices into its operations, culture, and decision-making processes. Implementing green policies can bring numerous benefits to organizations, including: a) Enhanced brand reputation: Consumers today prefer eco-conscious businesses, and adopting green policies demonstrates a commitment to sustainability, earning trust and loyalty. b) Cost savings: green initiatives often lead to reduced energy consumption, waste generation, and operational costs, resulting in long-term savings for organizations. c) Regulatory compliance: Many countries have introduced environmental regulations, and adherence to green policies helps organizations comply with these regulations, avoiding penalties and legal issues. d) Improved employee morale and engagement: green policies align with the values of employees, boosting their morale and engagement levels as they feel proud to be part of an environmentally responsible organization. e) Innovation and competitive advantage: Green policies drive organizations to explore sustainable practices and technologies, fostering innovation and giving them a competitive edge in the market (Liu & Lin 2020).

Green Technology

The term technology usually refers to the application of various techniques, skills, methods and processes for any and all practical purposes or to achieve certain objectives such as scientific investigation or research. Green technology plays a vital role in mitigating climate change, reducing pollution, and conserving natural resources. By promoting cleaner energy sources, enhancing energy efficiency, and adopting eco-friendly practices, green technology contributes to the overall well-being of the planet and its inhabitants (O'Rourke, & Connolly, 2021). A technology that is environmentally friendly in its production, supply chain or usage is referred to as Green Technology or Green Tech for short. Green tech is an umbrella term that continuously develops products, system or equipment's which are less taxing to the natural environment and its resources which limit and diminishes the negative effect of human exercises (Muhammad et al (2020). The world we live in has a limited number of natural resources which are referred as Non-Renewable resources or the resources which can be depleted during the course of time. Human activities caused many to already perish from the face of the Earth. According to the estimate Global Footprint Network in 2018, humans are consuming natural resources 1.7% faster than the Earth can replenish.

Green Innovation

Green innovation is divided into two categories: green products and green processes. Green product innovation refers to developing a new product or service with no negative environmental effect other than the existing product (Paul et al., 2014). While, green process innovation enhances current production processes and environmentally friendly technology to create products and deliver services with minimal environmental effect (Tang et al., 2018). The green product's implementation and the process innovation are linked to a successful business strategy and its environmental performance (Chiou et al., 2011). Green supply chain management and organizational performance impact this relationship (Lin et al., 2014). As Zhang & Zhu (2019) stated in their study, green innovation with the product and process innovation decreases energy utilization, pollution releases, trash reprocessing, and green product strategy. In addition, for inside and outside pressures, green products, including process innovation, have been proven to influence competitive improvement through strong environmental culture and values (Li et al., 2018; Wang, 2019).

Theoretical Review

Stakeholder Theory and the Natural Resource-Based Theory

The theoretical foundation of the study can be linked to the Stakeholder theory, the Resource Based View and the Natural Resource Based View. The Stakeholder theory by Freeman (1984) argues that there are interconnected relationships between a firm and its customers, employees, suppliers, investors and communities and value should be created for all stakeholders. The Resource-Based View (RBV) is a framework used by the management of a firm used to decide the strategic resources that can be exploited to attain and sustain sustainable competitive advantage (Barney, 1991). The Natural Resource-Based View (NRBV) builds upon the RBV and proposes that a firm's competitive advantage is based upon its relationship with the natural environment (Hart, 1995). The theory argues that advantage is obtained on the basis of three interconnected strategies which are product stewardship, pollution prevention and sustainable development.

Empirical Review

Narikae, Namada and Katuse (2017), conducted research on organizational policy framework leads to strategy implementation gaps. It employed the use of questionnaires to obtain relevant data from respondents. The study focused on 250 top, middle and lower-level employees from Kenyan commercial banks. Data was analyzed using descriptive and inferential statistics. The descriptive statistics methods used include mean and standard deviation. The inferential statistics used in the study include Pearson correlation, analysis of variance (ANOVA), and coefficients. The research data was analyzed using Statistical Package for Social Sciences (SPSS) version 20 and Microsoft Excel programs. Organizational policy framework was divided into ten parameters; standard operating procedures, operations manuals, loan processing policies, human resource policies, company circulars, departmental communication, memos, instructional letters, email instructions and information technology policies. Of all the ten factors of organizational policy framework, the highly statistically significant ones were standard operational procedures and loan processing policies. The result revealed that a correlation analysis to determine the relationship between standard operating procedures and loan processing policies established that standard operating procedures influenced loan processing policies. The study assessed how policy framework leads to strategy implementation gaps in Kenyan Commercial Banks. Further studies about factors leading to strategy implementation gaps should be conducted on other financial institutions like insurance and, indeed, other industries. Makau and Muna (2020), research on the Effects of Internal Organizational Policies on Performance of

Government owned Commercial Banks in Kenya. The study collected primary data through the use of questionnaire which had open-ended and close-ended questions so as to collect both qualitative and quantitative study. The instrument was piloted to test for validity and reliability. Descriptive statistics was used to analyze quantitative data after it was coded into descriptive codes which were analyzed using Statistical Package for Social Sciences (SPSS) version 23.0 computer program. Content analysis was used on qualitative data from the open-ended questions. Multiple regressions linked independent and dependent variables and findings were given in form of frequency tables, percentages and proportions. The study found out that commercial banks had implemented the internal rating system that had brought an improvement in the credit performance of the banks to a great extent.

Wang, (2022) researched on green technology innovation, energy consumption structure and sustainable improvement of enterprise performance. Based on the previous theoretical and empirical research, the author uses SPSS22.0 and AMOS21.0 software to verify the theoretical model. The findings of the study are as follows: (1) Green technology innovation has a significant positive impact on the performance improvement of HEM enterprises. (2) Energy consumption structure plays a partial mediating role between green technology innovation and enterprise performance improvement. (3) Government policy support regulates the relationship between green technology innovation and HEM enterprise performance improvement. Song, Peng, Shang, and Zhao (2022). Green technology progress and total factor productivity of resource-based enterprises: A perspective of technical compensation of environmental regulation. In this study, green technology progress is selected as an important representation of Industry 4.0, and samples of China's A-share resource-based enterprises from 2004 to 2018 are used to examine the relationship between environmental regulation, green technology progress, and total factor productivity to explore the role of social, environmental, and technological factors in manufacturing development. The findings show that green technology progress significantly promotes the total factor productivity of enterprises through the improvement of unit labor productivity and that environmental regulation “forces” the green technology progress of enterprises through external pressure. These conclusions remain valid after replacing the explained variables and measuring methods. The results of heterogeneity analysis show that when an enterprise has strong financial and human resource bases, the “forcing” effect of environmental regulation on green technology progress is more significant.

Methodology

The study employed a descriptive correlational research design. A sampling technique known as simple random sampling was adopted for this study; which involves sampling each case in the population with an equal chance of being calculated in the sample (Ghauri and Gronhaug, 2005). The population of the study was nine hundred and ninety-eight (998) of Nigerian Breweries, PLC. Enugu. The choice of Nigerian Breweries, Enugu was as a result that it is the functional and assessable firm that practice green organizational culture in Enugu state. The population of the study consists of employees in Nigerian breweries which includes supervisors, operation managers, and machine operators, senior and junior staff members etc. A sample size of 286 was used for the analysis from the population of 998 using the Yamane Sample size determination approach. The data collection method involved a well-designed questionnaire was distributed among 286 employees working in Nigerian breweries in Enugu state. Out of 286 distributed questionnaires, 47 questionnaires were rejected on account of mistakes and incomplete information and 239 were accepted. Organizational policy and green technology were used as the predictors variable whereas employee productivity and organizational innovation is taken as dependent variable. These variables were rated on four-point Likert scales in a structured format with the verbal statements “strongly agree = 4”, “agree = 3”, “disagree =2” and “strongly disagree =1” the numerals 4 to 1 with response options ranging from strongly agree to strongly disagree.

Statistical Tool

Simple linear regression was used to analyze the results in each of the hypothesis of interest using Statistical Package for the Social Science (SPSS version 28.0).

Table 1: Sample Size of the Study

<i>Questionnaire</i>	<i>Total</i>	<i>Percent</i>
<i>Distributed</i>	286	100%
<i>Rejected</i>	47	16.43%
<i>Accepted</i>	239	83.56%

Source: Field Work, 2023

Data Analysis and Interpretation

Demographic Profile of Respondents

The below tables, percentages, mean, and standard deviations are used to represent the profile of the respondents of the questionnaire which is represented using Table 2 below.

Table 2: Demographic Profile of the Respondents (n = 202)

Characteristics	Category	Frequency	Percent
Gender	Male	178	74.5%
	Female	61	25.5%
Age	<=24	89	37.24%
	25-34	90	37.66%
	>=35	60	25.10%
Department	Maintenance	27	11.30%
	Production	89	37.24%
	Marketing	96	40.17%
	Operation	37	15.48%
Experience	< 2 years	57	23.85%
	2-5 years	115	48.12%
	> 5 years	30	12.55%

Table 3: Reliability of the Instrument

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0.773	0.773	21

Table 3 displays the reliability test using the Cronbach's alpha, the result suggest that the items are reliable based on the fact that the reliability test is above the recommended threshold of 0.7

Hypotheses Testing

Hypothesis One

H₀: Green organizational policy has no significant positive effect on employee productivity of manufacturing firm in Enugu.

H₁: Green organizational policy has a significant positive effect on employee productivity of manufacturing firm in Enugu

The effect of green organizational culture on the organizational performance of manufacturing firm in Enugu, Nigeria has been measured by applying simple linear regression model. For testing the hypothesis one, the independent variable is green organizational policy and the dependent variable is employee productivity of manufacturing firms in Enugu.

Regression Model of Hypothesis One

The below is the equation for model for hypothesis 1

$$EMP = \beta_0 + \beta_1 GOP + \varepsilon_i \quad (1)$$

EMP = Employee productivity of manufacturing firm.

GOP = Green organizational policy.

Table 4: Regression Coefficient for model 1

Model 1	Beta	Std. Error	t-Statistic	P-value
Green organizational policy (GOP)	1.03847	0.21048	4.9335	0.001
Constant	-3.19126	0.44531	-7.1663	0.000
Adj R ²	0.557			

Source: SPSS 28.0

Table 4 shows the values of adjusted R-Square, unstandardized beta coefficient, standard error, t-statistic, and P-value. The value of adjusted R-square is 0.557 implying, 55.7% variation in employee productivity is explained by the green organizational policy and the rest of the variation is an unexplained variation in the employee productivity due to variables that has not been considered in this model. Besides, the value of unstandardized beta coefficient is 1.03847 which means that if green organizational policy increases by 1.03847 unit, then employee productivity will increase by 1.03847 units. This effect is statistically significant given that the P-value is = 0.001 which is less than 0.05 at 95% confidence interval. Therefore, the null hypothesis is rejected, and it can be said that there is a significant effect of green organizational policy on the employee productivity of manufacturing firm in Enugu, Nigeria.

Hypothesis Two

H₀: Green technology has no significant positive effect on organizational innovation of manufacturing firm in Enugu, Nigeria.

H₁: Green technology has a significant positive effect on organizational innovation of manufacturing firm in Enugu, Nigeria.

The effect of green organizational culture on the organizational performance of manufacturing firm in Enugu, Nigeria has been measured by applying simple linear regression model. For testing the hypothesis one, the independent variable is green technology and the dependent variable is organizational innovation of manufacturing firms in Enugu. The effect of technology on the organizational innovation has been measured by applying a simple linear regression model. The independent variable is green technology and the dependent variable is organizational innovation.

Regression Model of Hypothesis 2

The below is the equation for model for hypothesis 2

$$OI = \beta_0 + \beta_1 GT + \varepsilon_i \quad (2)$$

OI = Organizational Innovation.

GT = Green technology.

Table 5: Regression Coefficient for model 2

Model 1	Beta	Std. Error	T-statistic	P-value
Green Technology (gt)	0.71145	0.41319	1.72184	0.031
Constant	2.90181	0.11028	26.3131	0.000
Adj r ²	0.482			

Source: SPSS version 28.0

Table 5 shows the values of adjusted R Square, unstandardized beta coefficient, standard error, t value and P value. The value of adjusted R square is 0.482 meaning thereby 48.2% variation in the organizational innovation is explained by green technology and the rest of the variation is an unexplained variation in organizational innovation due to variables that has not been considered in this model. Besides, the value of unstandardized beta coefficient is 0.71145 which means that if green technology increases by one unit, then organizational innovation will increase by 0.71145 units. This effect is statistically significant as the P-value is =0.031 which is less than 0.05 at 95% confidence interval. Therefore, the null hypothesis is rejected, and it can be said that there is a significant effect of green technology on the organizational innovation.

Discussion of Findings

the study examined the effect of green organizational culture on the organizational performance of a manufacturing firm in Enugu state, Nigeria. Items were formulated for the different variables such as employee performance, organizational innovation applied as the dependent variable and green policy, green technology applied as the independent or predictors variable. The Cronbach's alpha for these selected items was 0.773 as shown in table 4.3, this result indicates that the items were reliable to measure the variables we have selected. The regression result for model 1 and 2 as shown in table 5 suggest that at 5% level of significance green policy and green technology has a statistically positive significant effect on employee productivity and organizational innovation respectively. This result is based on **their** respective p-value which below the threshold of < 0.05 .

Summary of Major Findings

- I. **Effect of Green policy on employee productivity**
(Coefficient = 1.03847; t-statistic =4.9335; p-value =0.001)
Adjusted R-Square = 0.557
- II. **Effect of Green technology on organizational innovation**
(Coefficient = -0.7145; t-statistic =1.7218; p-value =0.31)
Adjusted R-Square = -0.482

Conclusion

The study examined the effect of green organizational culture on the organizational performance of a manufacturing firm in Enugu state, Nigeria. Green organizational policy has significant positive effect on employee productivity and effect of green technology also has significant positive effect on organizational innovation. We concluded that, green organizational culture has significant positive effect on organizational performance.

Recommendation

We recommended that, manufacturing firms in Nigeria should endeavor to put more effort on green organizational culture since it has statistically significant positive effect on the organizational performance. Also, the following recommendation is highly recommendable;

- i. The manufacturing firm should endeavor to embark on green organizational policy since it has significant positive effect on employee productivity of a manufacturing firm in Enugu state, Nigeria.
- ii. The manufacturing firm should endeavor to embark on green technology since it has significant positive effect on organizational innovation of a manufacturing firm in Enugu state, Nigeria.

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