

GREEN BUSINESS PRACTICES AND EMPLOYEE JOB SATISFACTION IN ORGANIZATIONS

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ABSTRACT

The aftermaths of the recession have inspired more businesses to incorporate sustainability into their business strategies. Sluggish growth, low productivity and other social environmental and organizational factors have had an effect on the workforce. The unprecedented effects and outcome of dissatisfaction and disengagement of employees worldwide have called managers of organizations to find various initiatives to improve employee satisfaction and engagement. The convenience sampling method was used to determine a sample size of 100 samples. The study adopted a descriptive statistic of mean and standard deviation, and used Spearman's correlational study to examine the effect of the relationship between Sustainable Practices and Employee job Satisfaction in Champion Breweries Plc Uyo. Result shows that Employee Satisfaction have a significant effect on Sustainable business Practices. The study recommends that firms should embrace policies that would efficiently lead to sustainability and satisfaction of employees. The study concludes that Green Practices promotes a vision for the accountability and satisfaction of businesses in a wide range of employees, stakeholders and investors.

Key words: Sustainability, Green, Employee, Satisfaction, Organization, Practices, Job, Business.
JEL. G10, G13, G19

1. INTRODUCTION

In a rapidly competitive global environment, accomplishing competitive advantage through an engaged workforce is the desire of organizational managers. Employee satisfaction (ES) has been found to have significance to employees and business level outcomes (Ahmad et al 2022). Sustainable businesses or green businesses are organizations that participates in environmentally friendly or green activities to ensure that processes, products, and manufacturing activities adequately address current environmental concerns while maintaining a profit (Rennie 2008 in Obialor et al 2023). Green is the affirmation of life which indicates growth, fruitfulness and spiritual rejuvenation and also an efficient tool in operating personal and business life by eliminating wasteful spending based on habits that no longer serve the

intended purpose (Singh & Singh, 2012 in Obialor et al 2023). Green business is a practice which refers to all related projects with a specific aim of helping businesses reduce the environmental impacts of their business operations as well as helping in saving resources efficiently (Singh & Singh, 2012 in Obialor et al 2023).

Nowadays, many business owners and companies realize that employees have become one of the most important assets of a company, that their level of happiness and satisfaction directly impact working performance and affect company's overall performance and sustainability. It is crucial for companies to keep employees satisfied as one of the critical component success factor towards achieving sustainable practices in organizations (Obialor, 2020).

Thus, keeping the right worker is as important as keeping a customer. Business owners try their best in keeping talented employees to work in their organization, hence, Employee satisfaction as defined by Simon & Zhou (2018) is the extent to which an individual employee is happy with job and role it plays in sustaining life. The extent to which employers prioritize employee satisfaction depends on the employer and the industry. The Hawthorne studies and the work of George Elton Mayo in the 1980's explained the link between employee satisfaction and productivity on the radar.

Various definitions, conceptualization and measures have been used by several authors in describing the mechanisms that influence an employee to employ its discretionary effort to be satisfied. Additionally, past proponents have found drivers and consequences of employee satisfactions (Kumarasinghe et al, , 2018). However, to date, the construct still suffers from construct ambiguity, especially due to its conceptualization and measure between the academic and practitioners' domain. Consequently, this has contributed to the current diffusion, where other researchers have now argued that employee satisfaction (ES) is a passing fad, elusive construct and a concept that should be ignored cited in (Simon & Zhuo, 2018).

1.1.1 Research Problem

Sustainable or green practices are concepts which mainly refer to the environmental aspects that create the right policy environment that in turn would increase the level of care for the employees, stakeholders and the entire business environment and thus reduce organizations' negative impact on the environment through the use of appropriate policies. But today, organizations claim that the main targets of sustainable businesses are the efficient ways of conducting activities by the firms, which have no negative impacts on the local and global environments. The study however, is faced with the challenge of examining the effect of the relationship between sustainable business practices and employees' satisfaction of Champion Breweries Plc Uyo, Akwa Ibom State.

The objective of this study is to examine the effect of sustainable practices on employee satisfaction of Champion Breweries Plc Uyo, Akwa Ibom State.

2. LITERATURE REVIEW

2.1 Green Business and Job Satisfaction

Employees are engaged because they have job satisfaction. Recent studies have asserted that employees are seeking to find meaning and fulfillment at work, and as such employees of organizations that engage in sustainability or corporate social responsibility initiative have shown significance to behavior that contributes to employee satisfaction and engagement (Rangpeng et al, 2023).

Arguments put forward in this review are influenced by past studies and premised on the findings which have demonstrated the various effect of sustainable practices on employees' behavior and the employees' perception of its relatedness to their satisfaction and engagement. Furthermore, past proponents have argued that organizations should consider incorporating sustainability practices to other aspects of the organization, as past studies have focused mostly

on the organization rather than the individual employees (Rangpeng et al, 2023). Arguably, the dynamism involved in engaging and satisfying employees require constant innovation and readjustments of previous ideologies (Adeyemi et al, 2020). Nonetheless, corporate sustainability practices may provide another level of explanation on the other factors influencing employee satisfaction which may contribute significantly to the broader knowledge on the concept as well as to an organization's competitive advantage (Obialor, Emem, & Obialor, 2022).

However, sustainable practices are described as “a company that seeks to create long-term value to stakeholders by embracing the opportunities and managing risks that result from balancing economic, environmental and social responsibility (Sola, 2021). Arguably most organizations are highly driven by social and ethical responsibilities, and as such, majority of the studies” on sustainable practices examined its macro impact on the organization and employees (Han et al 2023).

A satisfied employee is always important to an organization as he/she aims to deliver the best of its capability. Every employee expect a strong career growth and work life balance at workplace. Consequently, employees feels happy with the company and work, they look toward giving back to the company with all their efforts (Obialor et al, 2022). Importance of job satisfaction can be seen from two perspectives; i.e from employee and employer perspective. For employees: job satisfaction from an employee perspective is to earn a good gross salary, have job stability, steady career growth, get rewards and recognition and constantly enjoys new opportunities. For employers; job satisfaction for an employer is an important aspect to get the best out of employees. A satisfied employee always contributes more to the company, helps control attrition and company growth. Employers need to ensure a good job description to attract employees and constantly give opportunities to individuals to learn and grow (Simon & Zhuo 2018).

The positive effects of job satisfaction include; more efficiency of employees at workplace that are satisfied with their job, higher employee loyalty leading to more commitment, Job satisfaction of employees eventually results in higher profits for companies, and high employee retention which are possible when employees are happy with their job (Ottoh et al, 2023).

There can be several examples of job satisfaction as it is related to the psychology of an individual. A particular job can be satisfying for one employee based on the salary, location, workplace, responsibilities, job level etc, and at the same time lead to dissatisfaction to some other employees (Kumarasinghe, 2018).

Simon & Zhuo (2018) posit that job satisfaction is related to the psychology of an employee. A happy and content employee at a job is always motivated to contribute more. On the other hand, a dissatisfied employee is lethargic, makes mistakes and becomes a burden to the company (Adeniji, 2023). The elements and factors which contribute to job satisfaction include: firstly, compensation and working conditions; One of the biggest factors of job satisfaction are the compensation and benefits given to an employee (Akpan, Ayandele, & Obialor, 2022). An employee with a good salary, incentives, bonuses, and healthcare options is happier with his job as compared to someone who doesn't have the same. A healthy workplace environment also adds value to an employee.

Secondly, every individual wants to have a good workplace which allow them time to spend with their family and friends. Job satisfaction for employees is often due to a good work life balance policy, which ensures that an employee spends quality time with their family along with doing their work. This improves the employee's quality of work life (Obialor, 2020).

Thirdly, individuals appreciates and feels motivated if they are respected at their workplace. Also, if they are rewarded for their hard work, which further motivates employees. Hence, recognition is one of the job satisfaction factors. Fourthly, Job Security: If employees are

assured that the company would retain them even if the market is turbulent, it gives them immense confidence. Job security is one of the main reasons for job satisfaction for employees. Fifthly, monotonous work activities can lead to dissatisfied employees. Hence, things like job rotation, and job enrichment can help in job satisfaction of employees as well. Finally, employees always keep their career growth part as a high priority in their life. Hence, if a company helps groom employees and gives them newer job roles, it enhances the job satisfaction as they know they would get a boost in their career (Obialor, et al, 2022).

2.2 Theoretical Literature

There are several theories which help in evaluating and measuring employee job satisfaction at workplace. Some of which are Hierarchy of Needs Theory by Abraham Maslow, and Hygiene Theory by Frederick Herzberg. These theories attempt to explain those specific things which actually motivate the individual at work and are concerned with identifying people's need, the strength of those needs and the goals they pursue in order to satisfy those needs. It attempts to answer such questions as; what needs do people try to satisfy? What impels them to action? In this view, individuals have inner needs that they are motivated to reduce or fulfill. That individuals will act or behave in ways that will lead to the satisfaction of their needs (Robbins, DeCenzo & Coulter, 2011).

Maslow argued that each level in the needs hierarchy must be substantially satisfied before the next need becomes dominant. According to Maslow, to motivate someone, you need to understand what need level that person is on the hierarchy and focus on satisfying needs at or above that level.

Similarly, Frederick Herzberg in his motivation hygiene theory reports that the replies people gave when they felt good about their jobs were significantly different from the replies they gave when they felt badly. When people felt good about their work, they tended to cite intrinsic factors arising from the job itself such as achievement, recognition, and responsibility. On the other hand, when they were dissatisfied, they tend to cite extrinsic factors arising from the job context such as company relationships, and working conditions (Robbins, DeCenzo & Coulter, 2011).

Herzberg maintain that removing dissatisfying characteristics from a job would not necessarily make that job more satisfying or motivating. Again, Herzberg believed that the factors that led to job satisfaction were separate and distinct from those that led to job dissatisfaction. Therefore, managers who sought to eliminate factors that create job dissatisfaction could keep people being dissatisfied but not necessarily motivate them. To motivate people, Herzberg suggested emphasizing motivators (intrinsic factors) having to do with the job itself (Robbins, DeCenzo & Coulter, 2011).

2.3 Empirical Literature

Amjad et al (2021) studied the effect of Green Human Resource Management practices on organizational sustainability that centered on the mediating role of environmental and employee performance. The researchers investigated the impact of performance appraisal, reward and compensation on organizational sustainability. A survey questionnaire methodology was used for data collection from 165 managerial personnel in the textile industrial sector of Pakistan. Result showed a significant effects of performance appraisal, reward and compensation on organizational sustainability. The researchers conclude that these GHRM factors have a positive significant effects on organizational sustainability of the textile industry.

Han et al (2023) carried out a study on the impact of green training on employee turnover intention and customer satisfaction in Europe. Their research adopted an integrated perspective approach. Findings suggest that green training creates green experience, and green experience

influences both employee and customer satisfaction. It was concluded that green training improved the overall performance of the hospitality sector.

2.4 Gap in Research and Value Addition

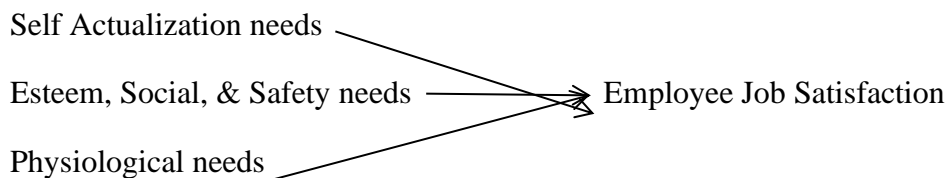
Han et al, (2023) study highlighted that a gap exists in the understanding of how Green Human Resource Management practices impact employee satisfaction (ES). However, there is a significant dissonance in the understanding of the specific mechanisms in the construct which influences employees' behavior (Ahmad et al, 2022). In the light of this, past proponent have alluded to the moral nature of the construct, and opine that people feel a moral pride, and sense of meaning to their job and organization when involved in green sustainable practices (Rangpeng et al, 2023).

Furthermore, it was found that the perception of green practices tends to trigger multiple behavior in individuals. Similar studies have found significance between perceived green sustainable practices and employee satisfaction (Kabiru & Liman, 2021), green human resource management practices on organizational sustainability (Amjad et al, 2021).

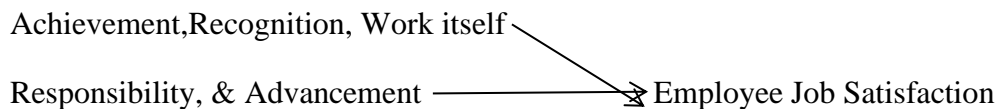
3. METHODOLOGY

3.1 Theoretical Framework

Maslow's Needs Theory



Herzberg's Two Factor Theory



3.2 Model Specification

$$\text{Employee Job Satisfaction} = f(\text{Phy} + \text{Sf} + \text{Sc} + \text{Es} + \text{Sa}) \ \& \ (\text{Ac} + \text{Rec} + \text{Wk} + \text{Res} + \text{Adv})$$

The study adopts a survey research design. The population of the study consists of the employees of Champion Breweries Plc Uyo, Akwa Ibom State. The convenience sampling method was used to determine a sample size of 100 samples from a population of 140 employees. The study adopted a descriptive statistic of mean and standard deviation, Spearman's correlation study to examine the relationship between Sustainable Practices and Employee Satisfaction in Champion Breweries Plc Uyo, Akwa Ibom State.

Table.1: Descriptive Statistics

Variable	Mean	Standard Deviation
Sustainable Practices	5.55	1.14
Employee Satisfaction	5.52	1.22

Table.1 shows the mean values for the variables. On a seven-point scale, the mean score for Sustainable Practices is 5.55 (Std. Dev = 1.14). The mean score for Employee Satisfaction is 5.52 (Std. Dev = 1.22). This shows a neutral score of 3, which implies that respondents' overall attitude towards Sustainable Practices is positive.

Reliability Statistics

Internal reliability test was conducted to ascertain the stability and dependability of the research instrument. A reliability statistic (Cronbach's alpha) has been performed to test the reliability and internal consistency of each of the attributes measured. The scale proved to be internally reliable (alpha = .823). The alpha exceeded the minimum standard ($\alpha \geq .70$) and the average inter-item correlation is 0.167 which falls within the acceptable range of 0.15 – 0.50.

Table.2: Reliability Statistics

Variable	No of items	Cronbach's Alpha
Sustainable Practices	13	0.79
Employee Satisfaction	05	0.75

From Table.2, the independent variable, Sustainable Practices is 0.79 and for the dependent variable, Employee Satisfaction is 0.75. Both alpha's exceeded the minimum standard.

Table.3: Normality statistics

Variable	Skewness Statistics	Kurtosis Statistics
Sustainable Practices	- 0.193	0.000
Employee Satisfaction	0.021	0.250

Table.3 shows the normality analysis of the data. Skewness and kurtosis were calculated to ascertain the normality of the data. The data does not depict significant departures from normality as Skewness and Kurtosis values for the composite indicators are within the range of ± 1.96 . So the data is normally distributed.

Correlation Analysis

Table.4: Correlation Matrix

	Sustainable Practices	Employee Satisfaction
Sustainable Practices	-----	.658**
Employee Satisfaction		

** Correlation is significant at 0.01 significant level (2 tailed test).

From table.4, the result shows that Sustainable Practices significantly correlated with Employee satisfaction, where ($r = .658, P < 0.01$). The correlation analysis provides full support to research hypothesis. That is (H_1): Sustainable Practices have significant relationship with Employee job Satisfaction.

Regression Analysis

In order to examine the effect of the relationship between the dependent and independent variable, regression analysis is used (Khan, 2016). The basic difference between regression and correlation analysis is that regression assumes that the independent variable is a cause or a predictor of the dependent variable. Regression analysis is normally used to find how much independent variable can explain dependent variable. The P-value is calculated to establish the significance of the result. In order to show and prove that the results are significant by at least 95% and the P-value should be lower than 0.05, which shows that the result is significant. Similarly, the P-value of lower than 0.01 will indicate that the result significance is at least 99% (Nolan & Heinzen, 2011).

Table.5: Regression statistics

Model	R	R-Square	Adjusted R Square	Beta	F	Sig.
1	.658 ^a	.433	.417	.658	85.352	.000

a. Predictors: (Constant), Employee Satisfaction

From the Table.5, R-Square value = 0.433 which means independent variable, Employee Satisfaction can explain 43.3% of the dependent variable – Sustainable Practices. Also, it depicts that Employee Satisfaction is statistically and significantly related with Sustainable Practices (B = 0.658, P < .001). So, the result provided a full support for the hypothesis. Therefore, the regression result demonstrate that Employee Satisfaction have significant effect on Sustainable Practices in Champion Breweries Plc Uyo, Akwa Ibom State.

4. Results and Discussion of Findings

The findings revealed that Employee Satisfaction have a significant effect on Sustainable Practices having a correlation coefficient of .658 and p-value of 0.01 at 0.05 significant level. The result obtained from the findings indicated that Employee Satisfaction correlates with Sustainable Practices in Lagos State, Nigeria. This implies that Employee Satisfaction has stimulated Sustainable Practices activities in the region studied. The findings of our study is different from the study carried out by Amjad et al (2021) but add to the body of knowledge regarding green business practices and employee job practices.

4.1 Practical and Theoretical Implications

Implications for Practice: Understanding the role and impact of satisfaction on the overall organizational success is required for business longevity. If sustainable practices can be positively linked to employee satisfaction and other positive organizational outcomes, then it would be indicative of organizations to use it as a strategic human resources management (HRM) tool for engagement and thus satisfaction.

Both corporate sustainability practices and employee satisfaction can contribute to profitability and increased shareholder value (Rangpeng et al, 2023). Hence, Organizations should invest in more studies that will enhance their understanding of the concepts, so that they will have the right understanding and consequently know how to sustain satisfaction levels among employees. Additionally, given the worldwide focus and attention on sustainability, it is incumbent on managerial heads to facilitate and educate employees on the far reaching impact of sustainability beyond the business scope. However, sustainability awareness and practice is the step in the right direction to ensuring a better world to live and work in, and organizations that are aware of this, are likely ahead of their competitors in attaining competitive advantage.

Employees that fails to keep to the rules of the engagement stand to lose to some extent the potential benefits of sustainable practices to business like, Better recognition, increased engagement, employee growth, positive reputation, improved work life policies, and so on. The result with a correlation coefficient of .658 and p-value of 0,01 at 0.05 significant level indicated that employee satisfaction correlates with sustainable practices, which implies that Champion Breweries Plc Uyo, Akwa Ibom State has stimulated sustainable practices activities in Akwa Ibom State. The study provides a response to the necessity for this analysis that arises from the effects of Sustainable Practices actions in Employee Satisfaction.

5. Conclusion and Policy Recommendations

The researchers however, concludes that Sustainable Practices promotes a vision for the accountability of businesses in a wide range of employees, stakeholders and investors. Employee satisfaction stimulated sustainable practices activities by reviewing Champion Breweries Plc Uyo, Akwa Ibom State business models. The results show that Employee Satisfaction have significant effect on sustainable practices with a correlation coefficient of .658 and p-value of 0.01 at 0.05 significant level. The result obtained from the findings indicated that Employee Satisfaction correlates with Sustainable Practices in Uyo, which consequently implies that Champion Breweries Plc Uyo has stimulated Sustainable Practices activities in Akwa Ibom State.

It was recommended that:

- i. Firms should embrace policies that would efficiently lead to sustainability and satisfaction of employees.
- ii. Sustainable businesses should adopt principles, policies and practices that improves the quality of work life for employees to enhance growth.

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