

---

**| RESEARCH ARTICLE**

**Sustainable Business Practices and Organisational Performance in Dangote Cement Company, Okpella, Edo State**

**Faith Oghenevwede Ofuokwu<sup>1</sup>, Solomon O. Ogbaneme<sup>1</sup>, & Margret Netisaf Agol<sup>1</sup>**

<sup>1</sup>Department of Human Resource Management, School of Administration, Business and Management Study, Auchi Polytechnic, Auchi, Edo State

**Corresponding Author:** E-mail: [ofuokwufo@auchipoly.edu.ng](mailto:ofuokwufo@auchipoly.edu.ng)

---

**| ABSTRACT**

The research focused on Sustainable Business Practices and Organisational Performance in Dangote Cement Company Okpella, Edo State in Nigeria. This study examined sustainable business practices like operational sustainability, social sustainability and environmental sustainability on the performance of the Dangote Cement Company, Okpella Edo State. A combination of primary and secondary method of data collection was employed. A total of eighty-one (81) staff of the organisation were sampled in order to collect data using questionnaire. The data obtained was analyzed with the help of the Statistical Package of the Social Sciences (SPSS), with the Regression Analysis. Results of the study showed that three of the sustainable business practices such as production sustainability, social sustainability and environmental sustainability have an important positive effect on the performance of organizations. Thus, the research concludes that Organisations should invest in research and development, energy efficiency technologies and sustainable production systems to enhance productivity. To enhance employee satisfaction, commitment and performance, management in different organisations should focus on training, career development, safe working environment and remuneration competitive to employees.

**| KEYWORDS**

Sustainable Business Practices, operational sustainability, social sustainability, environmental sustainability and Organisational Performance.

**Introduction**

Sustainability is considered to be a key and vital strategy of long-term sustainability and futuristic prosperity of any organisation (Liao, & Zhang, 2020). It is an essential element of contemporary businesses that go beyond the corporate social responsibility to become part of organizational strategies (Olayinka, Olusola, Muyiwa, Abe, and Ogunyemi, 2024).

Sustainability currently demands organizations to implement radical change to become more than green players to high level performers (Schrettle, Hinz, Scherrer- Rathje, and Friedli, 2014). Societies and customers are more aware of environmental and social matters, and they tend to patronize companies that exhibit a strong sense of sustainability (Florek-Paszkowska and Hoyos-Vallejo, 2023). In recent times the goals of sustainable development have changed how business is conducted and the emphasis of organizations in begetting their wealth to begetting their values (Iliemena-Ifeanyi &Amedu , 2025).

Sustainable and green business practices or responsible business practices are the processes of incorporating the consideration of the environment, social and economic factors into the business in order to guarantee long-term sustainability and reduce the adverse effects on the environment and society. It is a strategic mode that meets the needs of the present without impacting on the ability of the future generation to meet their needs. In today's era of increasing competition and changing business environment, it is putting companies under tremendous pressure to not only succeed but sustain their success into the future ( Vaishnani& Parmar, 2021 ). Sustainability concept has attracted overwhelming attention within the past few years in a bid to ensure legitimacy of any firm. In addition, companies, investors, and consumers are turning their focus towards increasingly critical implication of sustainability in present scenario (Ameer and Othman, 2012).

Dangote cement company being one of the major manufacturers of the cement industry in Nigeria has always been integrating sustainability in its activities as a means of providing long term environmental stewardship, development and economic sustainability within its communities. One of the key locations of its production and a major source of employment in Edo State is Okpella Plant. Considering the size of its operations, the plant has a significant impact on the host communities both in the environmental, social, and economic respects. Considering these realities, Dangote Cement has turned sustainability into a reality through institutionalizing its sustainability in seven (sustainability pillars) which focus on culture, economic, operational, social, environmental, financial and institutional (Dangote Cement Plc, 2024). The relationship between sustainable business practices and organization performance in Dangote Cement Company Okpella, Edo State, Nigeria is the subject of the current study.

The cement manufacturing firms in Nigeria including Dangote Cement Plc are experiencing increasing pressure to reduce environmental pollution, especially dusts and carbon emissions. According to the sustainability report of Dangote cement, there are high investments in alternative fuels, clinker optimization, and energy efficiency programs (Dangote Cement Plc, 2024). These kinds of corporate activities have been notorious in causing severe damage to the environment which has led to a variety of social and ecological problems that have adverse environmental effects and specifically in the countries of production. Some of the impacts identified include habitat loss, ecological loss, climate change, increased poverty, decline in life expectancy, etc (Iliemena-Ifeanyi, &Amedu, 2025). Such endeavors prompted the intervention of international organizations to shift businesses towards sustainable development, focusing less on profit maximization, but the creation of long-term values, through proper regard to the society.

Green business practices are important facets of the contemporary business operations particularly those firms that are involved in cement production in a sensitive sector of the environment. Modern cement production in the world has become a major source of degradation to the environment, disruption of society and carbon emission. The communities surrounding the Okpella plant have had to contend with a number of issues that range between land use conflicts, environmental pollution, insufficiency of corporate social responsibility activities and lack of local job opportunities. However, Dangote Cement Plant as one of the most important players on the cement market in Nigeria must not only work to gain profit but also invest in social responsibility, long-lasting community engagement and environmental protection (Okoro, 2022). The current research, thus, aims to examine the effectiveness, perception and practical implications of sustainable business practices on performance of Dangote Cement Company Okpella, Edo State. The specific objectives of this study are to establish the relationship between operational sustainability and organisational performance, examine the relationship between social sustainability and organisational performance, and assess the effect of environmental sustainability on organisational performance.

## Literature Review

Sustainable business practices refer to the procedures, techniques and practices, which business enterprises use to minimize the effects of the environment, enhance social equity, and stay afloat in the long term. Sustainable business practices refer to the activities companies are supposed to engage in to generate value towards sustainable development (Iliemena-Ifeanyi, &Amedu, 2025). It is the process of setting up business activities in a manner that considers and weighs the economical, environmental and social factors to ensure a long-term success and overall positive impact on the stakeholders (Nwaulune, Ajike, and Bamidele, 2023). It was also stated as the capacity of the individuals or organisations to address the current needs without affecting the needs of the future generations (Hahn & Figge, 2011 cited in Vaishnani& Parmar, 2021). Ameer and Othman (2012) believe that sustainable business practices enhance long-term profitability through increased innovation, trust of the stakeholders and efficiency in the running of business.

Abramovich and Vasiliu (2023) consider sustainable business practices as a set of strategies that are directed towards the long-term sustainability of a business organisation with the least amount of environmental and social impact. Karan (2019) perceived sustainable business practices as business practices that support at least the environmental, economic and social values. It was also considered by Bansal and Desjardins (2014) to be the ability of the firms to meet their short-run financial needs without jeopardizing their ability (or that of other firms) to meet their future needs. It has numerous benefits to the organisation and the society in general. Adopting sustainable practices can enhance organisationallong term success, profitability, competitive edge in the market, reputation and brand image (Durst, 2020; Adelekan, Ajibade, Osinaike& Bamidele, 2025).

Operational sustainability involves activities that help in minimizing the waste produced, lowers the degree of energy use, improves the welfare and safety of workers, and encourages ethical supply chain management (Adelekan &Dansu, 2016). Nemba, Gordon, Nyom, David and Eyango (2020) took the operational sustainability as the ability of the organization to efficiently use the resources, activities and processes such that it can meet the current need of the organization without compromising the future generation need to meet their needs. The operational sustainability concept has accorded numerous benefits to

many organisations due to the integration of the socially and environmentally responsible practices into their business operations. It enhances long-term profitability through minimisation of the operations costs and it enhances efficiency and effectiveness in utilisation of available resources. Nwaulune (2024) found out that introduction of waste management measures, energy saving measures, sustainable supply chain practices have significantly contributed to the environment conservation and long run cost saving.

Social sustainability refers to the ability of organisation to meet the present and future needs, fostering social wellbeing, unity and equity (Nemba et al 2020). Ebekezien, Aigbavboa and Samsurijan, (2023) point out that social sustainability is about fostering social equity and justices, this ensures that each person has equal access to opportunities, resources and their attendant benefits. It is also determined as the long term health of people, societies and communities in a given environment. Research has determined inclusive and equitable societies to be the main benefit of social sustainability (Olubiyi, 2025; Olaleye, Sekhampu, Lekunze, and Khumalo, 2025). This has helped in enhancing communities where each individual has equal access to available resources, services and resources via social cohesion and equity. According to Ayorinde (2024), this type of inclusivity has significantly improved the quality of life, and fortifies the overall living quarters of societies and communities in times of trouble.

Environmental sustainability practices refer to the activities by institutions that aim at reducing environmental degradation as well as possessing a responsible use of natural resources. It deals with the sustainability management of the ecosystems and natural resources available to meet both the present and future needs (Nemba et al, 2020). These include waste management, pollution management, recycling, emissions, energy efficiency and implementation of cleaner technologies. Gharib, Alam, Hawaldar, Murshed, Khan, Alvarado, & Rehman, (2023). Genty (2025) hypothesized that there are many benefits of environmental sustainability which cut across social, economic as well as ecological spheres. Sustainable practices in its nature preserve the natural resources and ecosystems to the present and future generations.

Modern Management has performance as one of its core elements (Ndakanwa, Ndayitawayeko, Manirakiza, andNzohabonayo, 2024). It is the level of efficiency and

effectiveness of an organization in the achievement of its strategic goals. It addresses financial and non-financial that include profitability, productivity, and staff commitment, creativity and efficiency in their operations and respectability. Organisational performance is a general performance of business that indicates strategic performance, operational performance and utilisation of human capital. It indicates the level of resource utilisation in delivering desirable goals and objectives by organisation (Sneha, 2024).

Malik and Fumke (2021) have come up with an organisational Performance model, which involves growth, Profitability, Liquidity and stock market performance. Sarwar and Khattak (2024) studied the following as the key elements of Organisational Performance. These include the performance of knowledge creation, performance of environment, financial Performance, marketing and sales performance, production performance, product quality performance, corporate social performance and regulatory compliance performance. The performance in this research is measured by:

- i. Growth in sales
- ii. Employee satisfaction
- iii. Public image
- iv. Competitive advantage

### **Empirical Review**

Zahra, Handoyo, and Amrania, (2025) conducted a systematic review of the association between sustainable business practices (SBP) and firm performance, especially in financial and market performance. They reviewed 164 peer-reviewed articles that were published between 2023 and 2025 in the field of business, management, accounting, and finance and anchored in the PRISMA 2020 protocol. Findings show that SBP are likely to enhance the performance of firms, although, the effects are contingent on the strategic fit, industry background, ownership structure and institutional settings. Green innovation and corporate social responsibility (CSR) are essential middlemen, the latter playing the role of an insurance of sorts when times are at their toughest, and the former turning sustainability activities into product and process benefits. Notably, they have a synergistic value creation effect through their combination to tie legitimacy and stakeholder support to the technological and financial returns.

The study by Iliemena-Ifeanyi, &Amedu, (2025) compared the severity of the dilemmas encountered by companies in implementing sustainable business practices, their percentage, and how the dilemmas can be solved to achieve long-term value creation. The sample population of this paper was 4 major oil and gas companies in Nigeria, 20 respondents were sampled in each company and 80 respondents were therefore sampled. The main data received was analyzed with the help of descriptive statistics and the findings were further tested with the help of empirical test where Z-test technique was utilized. The evidence showed that there were big and little difficulties in adopting sustainable business practices to create value in the long term. Results also found three essential challenges to implementing sustainable business practices in West Africa such as in stability issues that are largely external, structural issues that are largely internal and governance issues that are thought to be both internal and external. This study in its own way is a response to the challenges raised by providing recommendations on how it can be further developed.

Vaishnani& Parmar, (2021) carried out a systematic analysis of literature with reference to impact of sustainable business practices on organizational performance. One hundred and thirty three articles of the highest-quality journals were systematically reviewed. According to three dimensions namely 1)sustainable reporting and organizational performance 2) sustainable business practices and organizational performance 3) Sustainability performance and organizational performance, the study indicates that in case of the developed countries, literature indicate the presence of relationship. But, in case of developing countries it remains scarce. Further, literature is slowly substituting total sustainability with not broader concept of CSR that is dominated by people oriented practices. As he discussed little to nothing about planet oriented practices and financial aspects. Therefore, increased research is needed to enable convergence to understand the relationship between sustainable business practices and financial performance better.

Chukwuka and Eboh, (2018) did an empirical study to examine the impact of green business practices on organizational performance of sampled manufacturing companies in Nigeria. The particular aim of this research was to identify how much the green business practices influence the manufacturing firms productivity in Nigeria. The survey design has been adopted in the study. The 10 manufacturing firms in Nigeria were selected by applying simple random sampling technique. Cochran (1977) statistical formula was calculated using

the population of 5705 management, middle and lower cadres of the sampled manufacturing firms in order to come up with a sample size of 543 respondents. The proportional distribution of questionnaire to the management cadres, middle cadres and lower cadres was also done using the stratified sampling method. Designed questionnaire and personal interview were used for primary data collection. Linear regression analysis was used to analyze the data and test the hypotheses. The results showed that green business activities had important and positive impact on the productivity of the chosen manufacturing company ( $r=.756$ ,  $F=346.024$ ;  $T=18.602$ ;  $p=.000$ ). There was also an idea that the government should marshal out the concerned tax wavers, incentives, subsidies or grant to the manufacturing companies going green or those who are already practicing green business initiative.

### **Theoretical Framework**

The current paper is based on the Triple Bottom Line (TBL) Theory, which was created by John Elkington (1997). According to the theory, businesses are not just expected to strive towards financial gain, but also keep social responsibility and environmental sustainability in mind. The three dimensions are:

- i. Profit- Economic sustainability and financial success.
- ii. Individuals - Social responsibility and employee/community wellbeing.
- iii. Planet- Environmental protection and ecology sustainability.

The Triple Bottom Line Model is an important aspect of sustainability because of several reasons among which are the fact that it redefines the traditional notion of business success and causes people to think more holistically when considering and managing the impacts of business operations. It will also encourage businesses not just to concentrate on their financial performance, but also consider their social and environmental performance. This broader perspective is necessary in the context of sustainable development since it acknowledges that business success in the long term is connected with healthy societies and ecosystems ( <https://purplegrifton.com>).

This theory can be applied to the present study because it is an in-depth description of how sustainable business practices can improve the long-term organizational performance. Profitability in the case of Dangote Cement Plc is not possible without good host

community relations and environmental responsibility. Thus, TBL provides an effective conceptual framework to realize the value of sustainability to the performance outcomes.

## **Methodology**

The survey research design is used in this paper. It was carried out in Dangote Cement Plc, Okpella Plant, Okpella, Etsako East Local Government Area of Edo State, Nigeria.

Eight hundred and fifty (850) staff members will make up the total population of the study (DangoteCement, 2024). The sample was eighty five (85) with ten percent of the population. The research uses stratified random sampling method. The primary and secondary sources of data were used. The administration of structured questionnaires to the employees of Dangote Cement Plc, Okpella Plant was used to collect primary data. Cronbach Alpha was used to determine the reliability of the instrument (questionnaire) with the total score being 0.747 on 25 items which is higher than the traditional 0.70 (see appendix II). This score indicates that there was a measure of reliability in constructs (production sustainability, social sustainability, environmental sustainability and organisational performance). The sources of secondary data were published textbooks, academic journals and company annual reports, sustainability reports, government publications, internet resources and previous research works on the study. The statistical data collected were analyzed both descriptive and inferential. Descriptive Statistics: Frequency, percentages, means and standard deviation.

Inferential Statistics: Multiple regression analysis was used to test the hypotheses and determine the effect of sustainable business practices on organizational performance. Data analysis was done using Statistical Package of Social Sciences (SPSS). The tests of hypotheses were done at 0.05 level of significance. The methodology is appropriate as it helps to determine the strength and the value of relationships between the independent variables (sustainable business practices) and dependent variable (organizational performance).

## Data Presentation Analysis

This section presents the results from the analyses.

**Table 1: Descriptive Statistics**

	Statement	Mean	Std. Deviation
	<i>Production Sustainability:</i>		
1.	My organisation uses energy efficient technology that reduces operational expenditures.	3.25926	.607819
2.	my organisation reinvests some percentage of revenue in research innovation and development	3.25926	.519080
3.	Are your raw materials sourced efficiently to minimise waste and reduce cost?	3.17284	.647884
4.	Are there policies in place to minimise waste in production processes?	3.24691	.766989
	<i>Social Sustainability</i>		
5.	My organisation ensures fair treatment and safe working conditions for workers.	3.25926	.519080
6.	Employees in my company receive a reasonable salary to maintain an acceptable quality of life	3.20988	.466799
7.	My company provides regular training and skills development for employees.	3.19753	.620881
8.	My organisation engages in corporate social responsibility (CSR) activities within our local community.	3.22222	.612372
	<i>Environmental Sustainability</i>		
9.	My company utilises energy saving-equipment.	3.25926	.565194
10.	My organisation actively practices waste reduction and efficient recycling.	3.14815	.502770
11.	My organisation production processes are designed to minimise pollution and waste.	3.24691	.488131
12.	My organisation source from material that prioritise environmental sustainability.	3.28395	.505830
	<i>Organisational Performance</i>		
13.	Growth in sales	3.23457	.576012
14.	Employee satisfaction	3.23457	.553886
15.	Public image	3.19753	.458796
16.	Competitive advantage	3.22222	.418330

**Source:** Researchers' computation  $X = 3.00$

The sustainability and performance items range from 3.15 and 3.28 on a 4-point Likert scale. The mean scores greater indicate that respondents generally agreed with the statements at a moderately high level above the midpoint of 3.00. Therefore, disagreement across the sample was very low. This was also confirmed by the small standard deviations,

ranging from 0.42 and 0.77. The overall result indicates that larger respondents agree that their organisations engage in both production sustainability.

**Table 2:** Pearson Correlation

Variables	Organisational Performance	Production Sustainability	Social Sustainability	Environmental Sustainability
Organisational Performance	1.000			
Production Sustainability	0.462**	1.000		
Social sustainability	0.525**	0.466**	1.000	
Environmental Sustainability	0.506**	0.224*	0.417**	1.000

\*\* . Correlation is significant at the 0.01 level (2-tailed).

\* . Correlation is significant at the 0.05 level (2-tailed).

**Source:** Researchers' computation using SPSS 21

The Pearson correlation matrix presented in table 2 shows statistically significant positive relationships between organizational performance and all three independent variables at 0.01 level. The strongest correlation exists between organizational performance and social sustainability ( $r=0.525$ ), followed by environmental sustainability ( $r=0.506$ ), and production sustainability ( $r=0.462$ ). These results indicate that an organization that engages in production sustainability, social sustainability, and environment sustainability tends to report better performance.

**Table 3: Collinearity Statistics**

Model		Tolerance	VIF
1	PS	.782	1.279
	SS	.681	1.469
	ES	.825	1.212

a. Dependent Variable: OP

**Source:** Researchers' computation using SPSS

Table 7 shows the coefficient of the predictors. The results reveal that all tolerance values are above 0.10, and all VIF values fall below the common threshold of 5. This further confirms that the regression result is not distorted by multicollinearity.

## Regression Analysis

**Table 4: Model Summary**

Model	R	Adjusted R Square	Std. Error of the Estimate
1	.656 <sup>a</sup>	.430	.270337

a. Predictors: (Constant), ES, PS, SS

**Source:** Researchers' computation using SPSS 21

The table presents multiple linear regression results to examine effect of the three sustainability dimensions on organizational performance. The coefficient of determination ( $R^2$ ) of 0.430 indicates that production sustainability, social sustainability and environmental sustainability jointly explain exactly 43% of the variation in organizational performance, while 47% is explained by other variables not included in the model. After adjusting for the number of predictors, the  $R^2$  adjusted to 40.8%. The results imply that the three sustainability dimensions significantly predict organizational performance.

**Table 5: ANOVA<sup>a</sup>**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	4.248	3	1.416	19.374	.000 <sup>b</sup>
	Residual	5.627	77	.073		
	Total	9.875	80			

a. Dependent Variable: OP

b. Predictors: (Constant), ES, PS, SS

The above table shows the entire model is statistically significant given that  $F(3, 77) = 19.374$ ,  $p < .005$ . This further confirms that the relationship that exists between production sustainability, social sustainability and environment sustainability and the organizational performance in the model is statistically significant.

**Table 6: Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.471	.367		1.284	.203
	PS	.214	.078	.265	2.721	.008
	SS	.255	.102	.261	2.502	.014
	ES	.384	.107	.338	3.569	.001

a. Dependent Variable: OP

**Source:** Researchers' computation using SPSS 21

The value of P of 0.203 is not significant at 5% and it means that the performance of organizations is 0.203 when all the three predictors are the same or zero. There is a positive relationship between production sustainability and organizational performance ( $\beta = .265$ ) but statistically significant at  $p = 0.008$ . The 0.214 coefficient of  $\beta$  means that a single unit in the sustainability of production will likely raise 0.214 in the organizational performance. The social sustainability ( $\beta = .261$ ) effect on organizational is positive, indicating that one unit increase in social sustainability practices, increases 0.261 in organizational performance. The effect is however statistically significant with p value of 0.14. The environmental sustainability has a positive impact on organizational performance ( $\beta = .338$ ) which means that a one unit increase in environmental sustainability can result into an increase in organizational performance by 0.338 unit. The p-value of 0.001 implies that there is a statistically significant effect of environmental sustainability on organizational performance at 5% significant level. The overall findings show that the three dimensions of sustainability have a significant and independent impact on organization performance with environment sustainability practices having a more influential impact on organization performance.

## Discussion

The results indicated that sustainable business practices have a great influence on organizational performance. The analysis findings reveal that the respondents were widely of the opinion that the organization -Dangote Cement Plc is practicing the three dimensions of sustainability practices like production sustainability, social sustainability and environmental sustainability. The correlation analysis has also indicated that all the dimensions of sustainable business practices are significantly positively related to the organizational performance. This means that organizations that put importance on community participation, environment protection, effective production process and employee welfare will have more chances of attaining increment in performance.

The regression analysis shows that production sustainability does have a strong influence on organizational performance and this implies that the use of waste minimization policies, and energy efficient technologies affect the organisational performance positively. The result is consistent with the results of Chukwuka and Eboh (2018), who found that the

adoption of green business had a considerable positive impact on productivity. Equally, social sustainability positively significantly influences the performance of an organization, suggesting that the sustainability of a business like proper compensation, community building and proper treatment of workers positively affects performance within an organization. This result aligns with the results of Zahra et al (2025), who did discover that corporate social responsibility enhances stakeholder relations and performance. The dimension of environment sustainability also had a positive significant impact on organizational performance. The implication of the result is that proposals like recycling, energy conservation, and pollution reduction, which are environmental friendly practices, do have a profound influence on organizational development. The result concurs with the results of Zahra et al (2025), who reported that environmental sustainability and green innovation bring about competitive advantage.

## **Conclusion**

Based on the findings of this study, all the three dimensions of sustainable business practices such as production sustainability, social sustainability, and environmental sustainability have positive and statistically significant influence on organizational performance. The research finds that sustainable business practices make a great contribution to organizational performance especially in terms of successful involvement in production sustainability, social sustainability and environmental sustainability.

## **Recommendations**

The study findings and conclusions are based on the following recommendations:

- I. Organisations ought to invest in research and development, energy saving technologies and sustainable production systems to enhance productivity.
- II. Training, career development, safe working conditions and high remuneration should be prioritized by management in different organisations so that the level of employee satisfaction, commitment and performance can be enhanced.
- III. The management should also step up the fight to recycle, to control pollution and reduce waste and sustainable sourcing of raw materials.

## References

- Abramovich, N., & Vasiliu, A. (2023). Sustainability as fairness: A Rawlsian model connecting intergenerational equity to the sustainable development goals (SDGs) and business practices. *Sustainable Development*, 31(3). <https://doi.org/10.1002/sd.2451>
- Adelekan, S. A., Ajibade, T. I., Osinaike, A. O., & Bamidele, T. A. (2025). Green business in building competitive advantage in the FMCG business in Lagos. *Seybold Report Journal*, 20(5), 58–77. DOI: 10.5281/zenodo.15375 408
- Adelekan, S.A, &Dansy, O.O (2016) The Effect of entrepreneurship ventures on development of small medium enterprises in Nigeria Case Study of three territorial district in Osun State, Nigeria. *International Journal of Economics, Commerce and Management*, 6(9), 423-441.
- Ameer, R., & Othman, R. (2012). Corporate financial performance and sustainability practices: A research grounded in the best international companies. *Journal of Business Ethics*, 108(1), 61-79.
- Ayorinde, O. S. (2024). The implication of supply chain management on the performance of firms in the fastmoving consumer goods sector in Nigeria. *IRE Journals*, 8(1).
- Bansal, P.,&Desjardine, M. R. (2014). Business sustainability: Time to. *SAGE Journals: Strategic Organization*, 12(1), <https://doi.org/10.1177/1476127013520265>
- Chukwuka, E. J. & Eboh, E. A. (2018) The Impact of Green Business Practices on Organisational Performance of the selected manufacturing firms in Nigeria. *International Journal of Development and Management Review (INJODEMAR)*, 13 (1), 1-12 .
- Dangote Cement Plc. (2024). Annual report and sustainability report 2024. Dangote Cement Plc. <https://cement.dangote.com/wp-content/uploads/2025/05/Dangote-Cement-2024-Sustainability-Report.pdf>
- Durst, S. (2020). There are knowledge risks involved in business sustainability. Elsevier. Retrieved from <https://www.sciencedirect.com/science/article/pii/S0959652619345408>

- Ebekozien, A., Aigbavboa, C., & Samsurijan, M. S. (2023). Threat to social sustainability: a Lagos, Nigeria: two collapsed buildings. *Property Management*, 41(3). <https://doi.org/10.1108/PM-10-2022-0072>
- Florek-Paszowska, A. and Hoyos-Vallejo, C. A. (2023). Going green to retain talent: Investigating the correlation between sustainable business operation practices and turnover intention. *Journal of Entrepreneurship, Management and Innovation*, 19(3). <https://doi.org/10.7341/20231933>
- Genty, K. I. (2025). Linkage of Business Ecosystem and Micro, Small and Medium Enterprises Performance. *Educational Administration: Theory and Practice*, 31(1), 376- 387.
- Gharib, M., Alam, M. S., Hawaldar, I. T., Murshed, M., Khan, U., Alvarado, R., & Rehman, I. U. (2023). The relevance of green intellectual capital facets to the sustainability of the environment in Oman. *Economic Research-Ekonomskalstrazivanja*, 36(3). <https://doi.org/10.1080/1331677X.2022.2149591>
- Iliemena-Ifeanyi, R.O., M. J. Amedu. (2025). Sustainable business practices implementation to create long-term values: Problems and progress. *European Journal of Sustainable Development Research*, 9 (3), em0291. <https://doi.org/10.29333/ejosdr/16333>.
- Liao, Z.; & Zhang, M. (2020). The role of responsible leadership in environmental innovation and environmental performance: Managerial discretion moderates. *Corporate Social Responsibility Environment Management*, 27, 20162027.
- Malik, H. P., & Frank, S. (2021). Organisational Performance as a set of four dimensions: An empirical analysis. Elsevier, 127(c), *Journal of Business Research*, 45-65.
- Ndayitwayeko, W., Ndakanwa, J., Manirakiza, D. & Nzohabonayo, A. (2024). Performance management impacts productivity in national institute of social security in Burundi. *Open Journal of Social Sciences*, 12, 505-517.
- Nemba, A. C. M., Gordon, N. A., Nyom, A. R. B., David, G., & Eyango, M. T. (2020). The relationship between length and weight of the fish species that are most exploited on Cameroon coast, central Africa and operational sustainability. *International Journal of Fisheries and Aquatic Studies*, 8(1) 1-13.

- Nwaulune, J. C. (2024). Exploring application of green logistics on operational sustainability in fast moving customer goods in Lagos State, Nigeria. *UBS Journal of Business and Economic Policy*, 2(1), 70-81.
- Nwaulune, J. C., Ajike, E. O., & Bamidele, A. G. (2023). The Relationship between Green Logistics Practices and the Social Sustainability of Fast-Moving Consumer Goods Firms in Lagos State, Nigeria: an empirical investigation. *International Research Journal of Economics and Management Studies IRJEMS*, 2(2) 432-444.
- Okoro, J. & Uduji, J (2022): corporate social responsibility and sustainability in Nigeria cement industry: Host Communities Evidence. Title: The effects of corporate governance on small business performance in Saudi Arabia.
- Olaleye, B. R., Sekhampu, T. J., Lekunze, J. N., & Khumalo, N. (2025). Brand extension strategy and customer loyalty: empirical research on fast moving consumer goods companies. *Marketing*, 21(1), 270-280.
- Olayinka, D., Olusola, I., Muyiwa, D., Abe, T.O. & Ogunyemi, A.O. (2024). Sustainable business practices and going concern of the chosen listed manufacturing companies in Nigeria: *international journal of Emerging Trends in Social Science* 16(1):1-12. Doi:10.552/7/103V16i/.724
- Olubiyi, T. O. (2025). Sustainable Consumer Behaviour vs Profitability of Listed Indigenous Small Businesses in Sub-Saharan Africa: Aligning towards the Achievement of Sustainable Development Goal. *IGI Global Scientific Publication*, 61-108.
- Sarwar, M. A. and Khattak, A. N. (2024). Aspects and dimensions of organizational performances: qualitative exploratory literature review. *Journal of Development and Social Sciences*, 5(3), 587-595.
- Schrettle, S.; Hinz, A.; Scherrer- Rathje, M.; & Friedli, T. (2014). Bringing sustainability to life: How the sustainability efforts of firms are explained and their outcomes on firm performance. *International Journal of Production Economics.*, 147,7384.

Sneha R. (2024). Competitive business environment, Organisational Performance and determinants. *Journal of Research in International Business and Management*, 11(4), 1-2. DOI; <http://dx.doi.org/10.14303/ljribm.2024.055>

Vaishnani, H. & Parmar, R. (2021). Green business and organizational performance: A literature review. *International Journal of Advanced Research in Commerce, Management & Social Science (IJARCMSS)*, 04, 02 (I), 37-46

Zahra, S. A., Handoyo, S. ,&Amrania, G. K. P. (2025). Sustainable business, and the performance of firms: systematic literature review. *Cogent Business & Management*, 12 (1). <https://doi.org/10.1080/23311975.2025.2597715>