



FUTA

JOURNAL OF LOGISTICS AND

ADVISORY BOARD AND EDITORIAL OFFICE

EDITOR-IN-CHIEF

Professor S. O. Simon-Oke,
School of Logistics and Innovation Technology, (SLIT)
The Federal University of Technology, Akure
Email: sosimon-oke@futa.edu.ng

DEPUTY EDITOR-IN-CHIEF

Dr. O. T. Okhankhuele,
SLIT,
The Federal University of Technology, Akure
Email: otokhankhuele@futa.edu.ng

COPY EDITOR

Dr. Mrs. F. O. Olubode-Sawe
Directorate of General Studies,
The Federal University of Technology, Akure

EDITORIAL ADVISORY BOARD

Professor Gangappa Kuruba
University of Botswana

Professor Wilfred Isioma Ukpere
University of Johannesburg,
Republic of South Africa

Professor Rodrigo Varela Villegas
Universidad Icesi, Cali,
Colombia

Professor Abimbola Windapo
University of Cape Town,
Republic of South Africa

Professor George Saridakis
Kingston University, London,
United Kingdom

Professor George Ye
St. Mary University, Halifax,
Canada

Professor Thomas Schott
University of Southern Denmark,
Denmark

Professor Paolo Saona
Saint Louis University-Madrid Campus,
Spain

Professor A. E. Akinlo
Obafemi Awolowo University, Ile-Ife,
Nigeria

Mike Herrington,
Executive Director,
Global Entrepreneurship Monitor

BUSINESS MANAGERS

Dr. A. O. Adepoju
Dr. O. L. Anifowose
Dr. A. O. Onafadeji

EDITORIAL OFFICE

School of Logistics and Innovation Technology,
Federal University of Technology, Akure
Ondo State, Nigeria
Email: fjlit@futa.edu.ng
Website: www.futa.edu.ng

FUTA JOURNAL OF LOGISTICS AND INNOVATION TECHNOLOGY

FUTA Journal of Logistics and Innovation Technology (FJLIT) is the official Journal of the School of Logistics and Innovation Technology (SLIT), The Federal University of Technology, Akure, Nigeria. FJLIT is a peer-reviewed journal with focus on logistics, general management, management and technology, finance, accounting, entrepreneurship, economics, project and transportation and technology. As part of its mandates in promoting research and development, the dissemination of intellectual publications for development, **FJLIT** is published in **English**, both in **print** (hard copy) and **online** in single issue in **December**. The online issues will be available at www.fjlit.futa.edu.ng prior to the print edition.

Instructions to Authors

1. The Editors will not consider articles that are currently under consideration elsewhere.
2. All manuscripts must be submitted formatted for 8.5" by 11" (or A4) paper, with one-inch (or 2.5cm) margins on all sides. A 12-point font (in **Times New Roman**) with **double spacing** must be used for the main text. Tables and figures must be given with no spacing within them and on 9-point font (in **Times New Roman**). The tables and figures must not flow onto the next page. Pages **must be numbered** and not exceed a maximum of 20 pages, inclusive of all material that is intended to be published (as opposed to any appendices etc, that may be posted on the author(s) website).
3. **The first page must give only, in the following order:**
 - i. Title
 - ii. Author(s)
 - iii. Address for correspondence
 - iv. Affiliation(s) of any additional author(s)
 - v. Acknowledgements
 - vi. Abstract of the paper in not **more than 250 words**
 - vii. Date of final version (of paper being submitted)
 - viii. Six to ten key words, well chosen to describe the paper and aid computer literature searches
4. Authors are advised to limit appendices to 3-4 pages. However, if authors wish to make more extended appendices available from their own websites, a link should be provided in the manuscripts.
5. Manuscripts should be submitted electronically in both **PDF and Word format** to fjlit@futa.edu.ng or msstephens@futa.edu.ng or aflawal@futa.edu.ng. Only one file of each format is to be submitted, i.e., all text, tables, figures, etc., are to be incorporated in the file rather than in separate files. Articles in other formats will not be considered.
6. Titles should avoid all but the most widely known abbreviations and acronyms.
7. Where mathematical arguments are used, the full workings should accompany the articles in order to assist in the referee. They will not be published.
8. Statistical tables should be clearly headed and the reader should be able to understand the meaning of each row or column without reference to the text.
9. Line drawing should be on white background. Figures submitted in colours will be printed in the journal as black and white (except the authors pay the special charge for coloured production). Each figure must be clearly numbered in Arabic numerals.
10. References should be carefully checked and complete. Only references cited in the text should be included. The APA Sixth Edition and above subsequent edition must be used, as in present volume.
11. **Less than 20% plagiarized** content will be allowed.
12. Authors are expected to read proofs and return quickly and to keep corrections to a minimum level. **Any alterations made after the proof stage will be subject to a charge.**
13. Authors are expected to sign a Copyright Assignment Form, granting copyright of their articles to the FUTA Journal of Management and Technology.
14. The corresponding author will receive the PDF of the published article.
15. It is essential that authors keep the Journal office informed of **any change in their email and/or address.**
16. All submission attracts a **processing and publication** fees of **N5000 and N25000 respectively** or \$300.
17. **Only articles accepted for publications will pay the acceptance fee. Processing fees must be paid and proof of payment attached** along with submission. Payment must be made to the FJLIT bank account:
18. **An account will be provided later, and authors of successful articles will have to make the payments. Manuscripts that do not comply with the instructions will be returned for revision.**

Editorial Review

Manuscript when received will be acknowledged within 10 days. All manuscripts will be peer-reviewed by three assessors.

Publication Charge

The publication charge is subject to review at any time depending on the prevailing cost of publication.

Disclaimer

- (a) All statements, conclusions and opinions expressed in individual articles in **FJLIT** are those of the authors and do not in any way represent the position and endorsement of the publisher and thus the journal accepts no responsibility or liability for them.
- (b) The journal will use its best endeavours to ensure that work published is that of the named authors and that the published results and conclusions are consistent with the primary data. However, it takes no responsibility for fraud or inaccuracy on the part of the authors.

Copyright Assignment

Authors are required to submit the completed Copyright Assignment Form, which will be made available to them, together with the revised edition of their manuscript. As soon as the article is published, authors agree to transfer the copyright to the journal publisher.

Page Proofs and Corrections

Page proofs will be sent to the corresponding author for checking prior to publication. Corrections at this stage are limited to essential alterations and printer errors. The corrected proof should be returned to the editor within 7 days. If this period is exceeded, the galley will be printed as the correct version.

Published by:

School of Logistics and Innovation Technology,
The Federal University of Technology, Akure, Nigeria.

© Copyright 2025: School of Logistics and Innovation Technology, The Federal University of Technology, Akure, Ondo State, Nigeria

FUTA JOURNAL OF LOGISTICS AND INNOVATION TECHNOLOGY (FJLIT) EDITORIAL

This is my fourth opportunity to introduce FUTA Journal of Logistics and Innovation Technology, The Federal University of Technology, Akure, Nigeria, that is explicitly designed to reinforce our commitment to attracting high quality articles globally. Submissions to the journal reflect this international trend with articles from Germany, United Kingdom and the spread across Nigeria.

This edition contains eleven articles that are devoted to: environmental and organizational factors in SMEs; Investments and Technological Spillovers; Inland Waterways Transportation; Hazards in Sawmilling Industrial Environment; Board Composition and Firm Performance; Insurance Operations and Claims in Motor Accidents; Absorptive Capacity in Oil and Gas Firms; National Innovation Systems; Appraisal of Dockworkers in Maritime Industry and ICT Adoption in SMES.

My sincerest appreciations go to those who reviewed the articles for this edition for their invaluable assistance. I would like to thank all members of the Editorial Advisory Board for their support in various dimensions. Most importantly, I thank the Vice Chancellor, Professor **Adenike Temidayo Oladiji, FAS** for creating a conducive teaching and learning environment for scholarship.

Finally, I would like to thank all the staff and students in the School of Logistics and Innovation Technology, FUTA, for their unparalleled support.

Professor O. F. Simon-Oke
Editor-in-Chief

FUTA JOURNAL OF LOGISTICS AND INNOVATION TECHNOLOGY

ISSN: 2616-0773

Volume 4 Number 2 December 2025

Contents

Editorial and Advisory Boards	i
Brief of the FJLIT	ii
Copyright Page	iii
Editorial	iv
Effect of Air Cargo Trade on Ghana's Sustainable Economic Growth	1
Adenigbo, A. J. and Tchouamou, N. E.	
Stakeholder Identification and Public Procurement Performance in the Federal Capital Territory, Abuja Nigeria	18
Abdullahi, A. H., Olotu, O. Y. and Zayol, P. I.	
Artificial Intelligence Adoption and Entrepreneurial Intentions: An Empirical Study of AI Tools and Features among Undergraduate Students at the Federal University of Technology, Akure, Nigeria	31
Lade-Fasua, F. F. and Onafadeji, A. O.	
Application of Fuzzy Logic to Building Collapse Mitigation Through Effective Procurement Practices in Nigeria	49
Pinne, H. T., Adeke, P. T. and Mom, J. M.	
Perceived Organisational Justice and Employees' Organisational Identification Among Microfinance Banks in Niger State, Nigeria	66
Jabir Aliyu	
Exploring the Transformative Role of Artificial Intelligence in Shaping Employee Empowerment in Ilorin, Kwara State Nigeria	78
Aremu, N. S.	
Sustainable Marketing and Organisational Performance: Evidence from the Nigerian Brewery Industry	90
Kolade, A., A., Olatunji, O. P., Animasaun, O. O. and Olawoyin, O. P.	
Occupational Hazards Associated with Roadside Trading in Zaria Urban Area, Kaduna State, Nigeria	106
Odeyele, A. O., Musa, I. J., Abbas, S. and Sulyman, A.	
Sustainable Procurement Practices and Performance of Public Projects in Benue State, Nigeria	120
Amua, A. T., Tyoakosu, S. A. and Awuzie, E. I.	
Assessment of Road Traffic Accident (Rta) Pattern Along Kaduna- Zuba Expressway	136
Udala, E., Odeyele, A. O. and Ahmed, M. S.	
E-Procurement Adoption in Emerging Economies, Examining Barriers, Drivers and Impact on Transparency in Nigeria. The Experience of Federal Capital Territory Universal Education Commission	151
Yahya Ibrahim Osada	
Digital Marketing and Small and Medium Scale Enterprise Performance: Evidence from Oyo State, Nigeria	162
Sajuyigbe, A. S., Akinbobola, A. O., Arowoogun, Morakinyo, M., Obi, J. N. and Olawoyin, R. O.	
Innovation and Performance of Selected Manufacturing Small Scale Enterprises in Ibadan Metropolis, Oyo State, Nigeria	176
Alabi, A., Amusat, W. A., Olatunji, O. P. and Olaoye, B. O.	
Dockworkers' Remuneration and Port Performance in Tincan Island Ports, Nigeria	193
Bello, K. and Mogbojuri, O.	

Marketing Automation Tools and Customer Retention of SMEs in Kwara State, Nigeria Peleowo, T. K., Amosa, J. R., Suleiman, A. A.	203
Staff Training Initiatives for Passengers with Invisible Disabilities at Major Australian Airports Aliyu Mohammed Tata	217
Procurement Management Practices and Success of Construction Projects in Benue State, Nigeria Semem, N. E., Adeke, P. T. and Jato, P. T.	234
Disparate Models of Science Reporting: A Comparative Study of Public and Private Universities in Ondo State Nigeria Adunbi, F. A., Olubode-SAWA, F. O. and Adebomi, O. O.	254
Digital Financial Inclusion and Profitability of Female Entrepreneurs in Ondo State, Nigeria Anota, O. O., Kolawole, R. J. and Adepoju, A. O.	265
Structured Marketing Systems and Price Transmission Efficiency for Local Rice in Southwest Nigeria Adewole, S., Akinlo, G. and Babalola, F. B.	280

Sustainable Marketing and Organisational Performance: Evidence from the Nigerian Brewery Industry

Kolade Akinpelu Ayobami¹

Department of Port Management, Nigeria Maritime University, Okerenkoko, Warri, Delta State, Nigeria

Olatunji Olarewaju Patrick²

Department of Business Administration and Management, Osun State Polytechnic, Iree, Osun State, Nigeria

Animasaun Oluyomi Olatundun³

Department of Business Administration and Management, Osun State University, Osogbo, Osun State, Nigeria

Olawoyin Omoyeni Peter⁴

Department of Business Administration and Management, Osun State Polytechnic, Iree, Osun State, Nigeria

Corresponding author: skinpelu.kolade@nmu.edu.ng | ORCID: 0009-0006-2488-5036

Abstract

Sustainable marketing is now a strategic requirement of organisations that want to enhance performance and address environmental and social expectations. Despite the significant attention given to the concept by scholars, empirical information at the firm level in the Nigerian brewing industry is scarce. This paper has looked at how sustainable marketing influences organisational performance in International Breweries Plc, with particular focus on the Ilesa and Sagamu plants. The objectives explored environmental sustainability on operational efficiency, social responsibility on community engagement and economic viability on operational productivity. Descriptive survey design was used. A census of 256 employees (production, marketing/operations, and management units within the two plants) was used in the study. The response rate was 96.9 out of 256; 248 of the 256 questionnaires sent out were received and could be used. The SPSS version 27 was used to analyse data using descriptive statistics and simple linear regression. The alpha coefficients of 0.80-0.85 show that the measurement scales are internally reliable at an acceptable level. These findings indicated that environmental sustainability had a significant influence on operational efficiency ($R^2 = 0.42$, $p < 0.05$), social responsibility had a significant influence on community engagement ($R^2 = 0.44$, $p < 0.05$), and economic viability had a significant impact on operational productivity ($R^2 = 0.41$, $p < 0.05$). It was found that sustainable marketing has a great impact on the organisational performance when it comes to the manufacturing environment. It thus suggested that International Breweries Plc ought to integrate sustainability into its fundamental strategy, enhance stakeholder-based programmes, and invest in innovations that are economically viable and that can help it maintain its strength over time.

Keywords: Community engagement; Operational efficiency; Operational productivity; Organisational performance; Sustainable marketing

1.0 Introduction

1.1 Background Information

The concept of sustainable marketing is no longer in the periphery of business conversation but is at the core of modern business strategy. In developed and emerging economies, organisations are now being called upon to create value in a manner that is not only protective of the natural environment but is also responsive to the interests of stakeholders and long-term economic sustainability. This change is indicative of a wider understanding that marketing is not merely preoccupied with generating demand and making sales but also with determining responsible production, consumption, and communication, as well as relationships with stakeholders. Sustainable marketing in the literature is typically viewed as the process of combining the environmental, social, and economic aspects of marketing decisions and value-generation activities (Belz and Peattie, 2012; White, Habib, and Hardisty, 2019). Sustainable marketing does not solely focus on short-term sales goals but aims at creating long-term relationships with customers, employees, communities, regulators, and investors. In this regard, it aligns the success of businesses with the welfare of society and good stewardship of resources. Sustainable marketing is particularly relevant within manufacturing sectors where companies are subject to intense scrutiny in terms of waste, energy consumption, emissions, labour standards, product responsibility and their effects on communities. Sustainable marketing, in such industries, can impact organisational performance in a number of ways. Environmental sustainability may enhance operational effectiveness by minimising waste and resource consumption, social responsibility may enhance stakeholder confidence and local participation, and economic viability may assist in productivity by ensuring that sustainability projects are commercially viable. The brewery sector offers a rather appropriate context in which one can study such relationships. Brewing is a resource-intensive and very noticeable activity for host communities. Water, energy, packaging materials, logistics and waste-management systems are also essential to production processes, and brand performance is often influenced by the way the population views corporate behaviour. Therefore, decision-making processes concerning sustainability are not peripheral to the breweries; they are directly related to the costs, publicity, social acceptability, and future competitiveness.

Within developed economies, the literature of breweries and other manufacturing companies is gradually converging around the idea that sustainability-related practices play a role in the operation and reputational performance. Sustainability surveys carried out on breweries in Europe have underscored the significance of process optimisation, energy efficiency, local sourcing and waste valorisation to business performance. In the US, studies have also indicated that environmental programmes and community-based practices affect market position as well as business resilience. Corporate sustainability and ESG performance studies in Asia show that environmental and social commitments may enhance firm performances, when firms associate sustainability with innovation and efficiency. In Africa, though, and in Nigeria especially, the evidence is scattered. The current literature is generally predisposed to including green marketing, corporate sustainability, consumer response or financial performance separately. Much less focus has been on the institutional-level processes where particular dimensions of sustainable marketing

influence particular organisational performance outcomes. This disconnect is of particular significance to the Nigerian brewery sector, where sustainability demands are on the increase and where companies must strike the balance between the efficiency of operations, social expectations and competitiveness.

International Breweries Plc. is a company that holds a leading position in the brewery industry in Nigeria. The plants in Ilesha and Sagamu are located in different geographical settings but have common production and market tasks. These two plants thus offer a suitable environment to investigate whether the environmental, social, and economic aspects of sustainable marketing have any quantifiable effects on the performance of organisations.

1.2 Statement of the Problem

Sustainable marketing is regarded as a strategic value; nonetheless, there are large gaps in empirical and contextual studies, especially in the developing economies. Nigeria has few studies on sustainable marketing in the brewery sector, although the sector is highly susceptible to environmental, social and operational sustainability issues (Nwankwo and Kanyangale, 2023; Okafor, 2019). In addition, most of the available literature does not analyse the firm level and uses aggregate or secondary data, whereas organisational performance is commonly defined as a broad concept and is not connected to concrete performance indicators (Rahi et al., 2024; Noo-Urai & Jaroenwisian, 2022). Despite the helpful information offered by international studies, this gap is not filled. As an example, Fuentes et al. (2025) and Serviss (2025) concentrate on lifecycle efficiency and technological optimisation in the developed economies, but Zhang et al. (2025) concentrate on financial outcomes based on large datasets in Asia. These studies are contextually, methodologically, and conceptually different from the current studies. As a result, the impact of environmental sustainability, social responsibility and economic viability on the operational efficiency, community participation and productivity of Nigerian manufacturing companies individually is under understood. The research fills these gaps by offering firm-level evidence on a brewery organisation in Nigeria.

1.3 Objectives of the Study

The broad objective of this study is to examine the impact of sustainable marketing on organisational performance while the specific objectives were to:

- i) evaluates the effect of environmental sustainability on operational efficiency in international Breweries Plc.;
- ii) examine the effect of social responsibility on community engagement in the study area; and
- iii) analyse the effect of economic viability on operational productivity in the study area.

1.4 Research Hypotheses

H₀₁: Environmental sustainability has no significant effect on operational efficiency at International Breweries Plc.

H₀₂: Social responsibility has no significant effect on community engagement at International Breweries Plc.

H₀₃: Economic viability has no significant effect on operational productivity at International Breweries Plc.

2.0 Literature Review

2.1 Conceptual Review

2.1.1 Sustainable Marketing

Sustainable marketing can be defined as the planning, execution and management of marketing processes in a manner that meets the customer and organisational objectives without infringing on ecological balance, advancing social welfare, or ensuring economic sustainability (Belz and Peattie, 2012). It builds on the conventional marketing approach by making responsibility, transparency and value to the stakeholder central in the decision-making processes of the business. Sustainable marketing in this sense does not simply involve promoting environmentally friendly products; it also includes production decisions, sourcing decisions, pricing reasoning, communication principles, distribution channels and after-consumption accountability. The modern concept of sustainable marketing focuses on the transition from a short-term barter to the creation of long-term values. This strategy acknowledges the fact that companies are embedded in larger social and environmental systems and that marketing choices can inform consumer behaviour and business legitimacy (White et al., 2019). Consequently, sustainable marketing aims at achieving value not only to consumers and shareholders but also to employees, communities where they are hosted, regulators, suppliers and even future generations. To perform this study, sustainable marketing is operationalised based on three aspects, which include environmental sustainability, social responsibility, and economic viability. These dimensions have been used to show the main pillars of sustainability and are more suitable when examining performance results in a manufacturing organisation.

2.1.2 Organisational Performance.

Organisational performance can be defined as the degree to which an organisation is able to deliver on its intended results in an efficient and effective manner. According to the modern literature of management and marketing, performance is identified as a multidimensional construct that includes financial, operational and stakeholder-related performance (Vargo and Lusch, 2020; Saha, 2024). In the framework of sustainable marketing, organisational performance is not confined to financial outcomes but is also social and environmental in nature, which leads to long-term value creation (Sheth and Parvatiyar, 2020; Vazquez, 2025).

2.1.3 Environmental Sustainability and Operational Efficiency

Environmental sustainability can be described as the degree to which an organisation reduces the adverse ecological footprint by using resources responsibly, eliminating waste, conserving energy, and implementing environmentally friendly production methods (Alam, 2023; Noo-Urai and Jaroenwisan, 2022). Environmental sustainability in manufacturing companies is predicted to lead to efficiency in operations due to cleaner production methods that will reduce waste of materials, reduce energy usage and reduce regulatory and compliance expenses. Empirical data indicates that sustainability-focused practices can help to optimise processes and reduce costs in the case they are implemented in operational routines (Rahi et al., 2024; Fuentes et al., 2025). Instead of being a cost liability, the initiatives by the environment are able to deliver efficiency benefits by enhancing process discipline, innovation, and resource optimisation. This observation is in line with other recent studies that indicate that environmental sustainability practices enhance

operational efficiency because of resource optimisation and reduction of waste. As an example, Dey et al. (2020) discovered that sustainability-based production systems increase process efficiency and minimise operational losses in production companies. Likewise, Fatemi et al. (2018) state that companies that embrace environmental considerations in their operations strategies record better performance results in terms of cost-efficiency and enhanced resource utilisation.

2.1.4 Social Responsibility and Community Engagement

Social responsibility means the ethical behaviour of an organisation, its involvement of all stakeholders, employee welfare, and the community (Sheth and Parvatiyar, 2020; Nguyen, 2022). In the context of sustainable marketing, social responsibility has a positive impact on organisational legitimacy and enhances the relationship with external stakeholders. Social responsibility is an important factor in the development of the community perception and the social licence of a firm to operate in the industries with strong ties with communities, the brewery and food production segments (Akinadewo et al., 2024). It has been empirically demonstrated that organisations which are prolific in community development and stakeholder-focused initiatives most likely establish trust, minimise conflicts, and enhance long-term relational outcomes (Nguyen, 2022). The empirical literature also backs this result since it proposes that corporate social responsibility improves stakeholder relations and organisational legitimacy. Velte (2017) discovered that socially responsible companies have better stakeholder trust and reputation results, and Adegbite and Nakajima (2011) emphasised that in emerging economies like Nigeria, socially responsible practices are essential in establishing a good relationship with host societies and maintaining the organisational functioning.

2.1.5 Economic Viability and Operational Productivity

Economic viability can be defined as the sustainability of the operations of an organisation in the short and medium term by managing its costs effectively, innovation, competitive pricing, and efficient distribution of resources (Vazquez, 2025; Saha, 2024). In the framework of sustainable marketing, economic viability is used to make the condition that environmental and social programmes are not considered as being separate but in relation to long-term business sustainability. Studies have shown that companies that combine sustainability with economic goals are better placed to record better productivity and long-term performance results (Rahi et al., 2024). Sustainability practices that are economically viable promote the efficient production systems, promote innovation, and improve quality of output, and do not undermine profitability. This observation conforms to the current literature that underscores the need to align sustainability efforts with the economic performance. The results of Friede (2019) showed that companies that combined sustainability with financial and operational goals are more likely to perform better in terms of productivity and sustainability in the long run. Equally, Fatemi et al. (2018) noted that economically feasible sustainability practices aid in the improved firm performance through sustaining innovation and effective resource allocation.

2.2 Theoretical Framework

This study is based on the Triple Bottom Line (TBL) theory, the Resource-Based View (RBV), and the Stakeholder Theory. The theory of the Triple Bottom Line, attributed to Elkington (1997), assumes that the success of organisations ought to be measured by the environmental, social, and economic performance instead of financial performance. This model offers a first-hand basis of thinking of sustainable marketing in terms of environmental sustainability, social responsibility,

and economic feasibility (Alam, 2023). The Resource-Based View (RBV), as developed by Barney (1991), proposes that competitive advantage can be sustained by the firms with valuable, rare, inimitable, non-substitutable resources and capabilities. The efficiency in the use of resources, trust among stakeholders, and innovation are sustainable marketing practices that can be translated into strategic capabilities that boost the performance of organisations (Rahi et al., 2024). The theory of stakeholders refers to the works of Freeman (1984) and states that organisations can build long-term value by meeting the needs of various stakeholders, such as employees, customers, communities, and regulators. This vision is especially applicable to the explanation of the role of social responsibility in community engagement and organisational legitimacy (Nguyen, 2022).

2.3 Empirical Review

Fuentes et al. (2025) conducted a study of sustainability evaluation in the Spanish craft beer production context and discovered that optimisation of processes, energy savings, and sourcing materials locally increased sustainability and financial viability. Even though the research was held in a brewery environment, it was more of a technology- and process-based research and did not focus on perceptions of sustainable marketing by the employees and its immediate correlation with the operational, social, and productivity performance.

In addition, within a developed environment, Serviss (2025) found that numerous United States craft breweries had implemented energy conservation, water control and resource waste-reuse programmes in reaction to market and environmental demands. The business relevance in the study involved sustainability, although it was based on craft brewery practices and market behaviour as opposed to a firm-level marketing-performance model, similar to one currently under research.

Shen, Lin, Han, and Wu (2023) conducted a review of environmental, social, and governance (ESG) practice and research in China and demonstrated that disclosure, ratings, investment, and performance have become the new focus of the studies on firm-level sustainability in that country. Their review not only reaffirms that sustainability is increasingly a strategic issue in Asia but also suggests that a large portion of the data is on the aggregate level of the ESG performance as opposed to the disaggregated dimensions of sustainable marketing that are directly connected to organisational outcomes such as operational efficiency, community engagement and operational productivity.

The evidence in Africa is still relative. Akinadewo, Ogunnaike, and Borishade (2024) analysed green marketing programmes and business performance of sampled food and beverage companies in Lagos State, Nigeria, and had positive implications on performance. Although they are useful, they belong to a broader category of industries and were not specific to the brewery industry or the performance measures that this paper explores.

Nwankwo and Kanyangale (2023) examined the sustainable marketing strategies and beer consumption in Anambra State at the Nigerian level and discovered that the components of the sustainable marketing mix unveiled consumer response. Despite being pertinent to the current investigation, this study had significant differences in that it endeavoured to uncover consumer behaviour instead of internal organisational performance and failed to conduct the operational efficiency, community engagement and operational productivity as separate dependent variables. The gap in knowledge is thus evident. Current research is directed at external consumer

performance, general financial measures, or sustainability in a more abstract sense. It still lacks substantial firm-level data pertaining to the Nigerian brewery sector that differentiates sustainable marketing into environmental sustainability, social responsibility, and economic viability and correlates each of these aspects with a particular indicator of organisational performance. This paper bridges that gap by analysing these relations in International Breweries Plc., Ilesa and Sagamu plants.

3.0 Methodology

The research design was descriptive survey research. This design was deemed suitable since it facilitated the gathering of information among both the employees and management staff on the level at which sustainable marketing practices are linked to organisational performance within the sampled plants. The sample of study included 256 employees of International Breweries Plc in the Ilesa plant and Sagamu plant. Due to the manageable population, a census method was used in the study. The respondents included personnel in the production unit and marketing/operations unit as well as plant management. The census method guaranteed increased coverage and minimised sampling error. The structured questionnaire was used to gather primary data. The questionnaire was structured on the three dimensions of environmental sustainability, social responsibility, and economic viability of sustainable marketing and the three performance measures applied in the study: operational efficiency, community engagement, and operational productivity. The measurement of responses was done using a five-point Likert scale that is Strongly Agree (5) and Strongly Disagree (1). Cronbach's alpha was used to test the reliability of the instrument. Coefficients between the six constructs were found to be between 0.80 and 0.85, which showed there was good internal consistency of the measurement scales. The response rate was 96.9 per cent since, out of the 256 questionnaires sent, 248 were returned in a usable form. Data analysis was done using SPSS version 27, descriptive statistics and simple linear regression. The application of simple linear regression was in line with the research objectives in that all the hypotheses tested the effects of a single sustainable marketing dimension on a single organisational performance outcome. The three estimated regression models were as follows:

$$\text{Operational Efficiency (OE)} = \beta_0 + \beta_1(\text{Environmental Sustainability}) + e$$

$$\text{Community Engagement (CE)} = \beta_0 + \beta_1(\text{Social Responsibility}) + e$$

$$\text{Operational Productivity (OP)} = \beta_0 + \beta_1(\text{Economic Viability}) + e$$

Where β_0 represents the constant term, β_1 represents the regression coefficient of the relevant predictor variable, and e represents the error term.

Questionnaire distribution and retrieval rate

Table 1 presents the questionnaire analysis of the questionnaires distributed and received by the respondents in the International Breweries Plc, Ilesa and Sagamu plants. The survey was administered to 256 workers and the management staff of the organisation. These 248 were duly filled and returned, and this represented a 96.9 per cent response, and only 8 of the questionnaires, representing 3.1 per cent of the total, were lost. The high response rate indicates the high level of cooperation between the respondents, and the adequacy and reliability of the data collected as fit to be analysed statistically.

Table 1. Questionnaire distribution and retrieval rate

Description	Frequency	Percentage (%)
Questionnaires distributed	256	100.0
Questionnaires returned	248	96.9
Questionnaires not returned	8	3.1
Total	256	100.0

Source: Author's computation (2025).

4.0 Results and Discussion

4.1 Demographic Characteristics of Respondents

Table 2 shows the demographic attributes of respondents, which gives a significant understanding of the composition, experience, and representativeness of the study population. The gender representation is higher in males (61.3%) than in females (38.7%), which is characteristic of the workforce composition in manufacturing and brewery businesses, where males tend to dominate technical and production-related jobs. Regarding age, most respondents are aged between 30 and 39 years (41.1%), and 28.2% aged 40-49 years are considered economically active and productive. Employees aged 20-29 years and 50 years and older are 19.4% and 11.3% respectively. This implies a workforce that is young but at the same time has a lot of professional experience that is of great value in the implementation of sustainability practices. The respondents are well educated, with 47.6% having degrees in HND/B.Sc, 29.8% having degrees in OND/NCE and 22.6% having postgraduate degrees. This means a well-educated labour force with the potential to comprehend and promote sustainable marketing campaigns. In addition, experience levels indicate that 41.9% have experience between 5 and 10 years and 33.9% have more than 10 years, implying high institutional knowledge. The prevalence of operational staff (47.6%), middle management (37.1%) and senior management (15.3%) also guarantees the representation of views at all levels of organisational structure and makes the results more reliable.

Table 2: Demographic Characteristics of Respondents

Variable	Category	Frequency	Percentage (%)
Gender	Male	152	61.3
	Female	96	38.7
Age (Years)	20 – 29	48	19.4
	30 – 39	102	41.1
	40 – 49	70	28.2
	50 and above	28	11.3
Educational Qualification	OND/NCE	74	29.8
	HND/B.Sc.	118	47.6

Variable	Category	Frequency	Percentage (%)
Years of Experience	Postgraduate	56	22.6
	Less than 5 years	60	24.2
	5 – 10 years	104	41.9
	Above 10 years	84	33.9
Position/Role	Senior Management	38	15.3
	Middle Management	92	37.1
	Operational Staff	118	47.6
Total		248	100.0

Source: Author's Computation 2025

4.2 Likert Scale Responses

The Likert scale results summary in table 3 shows that the perception of sustainable marketing practices is strong and positive in all three dimensions. Regarding environmental sustainability (H_{01}), the mean scores are in the range of 4.08 to 4.12, which indicates that the respondents mostly believe that the adoption of eco-friendly production processes, energy usage, and waste management practices is performed successfully and helps to enhance the level of operational efficiency. On the same note, the means of responses under the social responsibility (H_{02}) are high (4.12 to 4.15), which implies that there is a high level of agreement that the organisation contributes to community development, stakeholders and community relations. This shows a good impression regarding the social responsibility undertaken by the firm and the contribution it makes towards community participation. According to economic viability (H_{03}), the range of mean scores is 4.08 to 4.10, indicating that the respondents agree that pricing strategies, investment in innovation, and economic practices lead to operational productivity.

Table 3 Summary of Likert Scale Responses

Hypotheses	Questionnaire Items	SA	A	U	D	SD	Total	Mean
H_{01} : There is no significant influence of environmental sustainability on operational efficiency	Does the organization implement eco-friendly production processes?	112	88	25	15	8	248	4.12
	Are energy and waste management practices followed?	108	90	28	12	10	248	4.08
	Do environmental initiatives improve work efficiency?	115	85	22	15	11	248	4.10

Hypotheses	Questionnaire Items	SA	A	U	D	SD	Total	Mean
H ₀₂ : There is no significant impact of social responsibility on community engagement	Does the company support community development projects?	120	80	25	15	8	248	4.15
	Does the company engage stakeholders in social programs?	110	92	30	10	6	248	4.14
	Does social responsibility improve community relations?	115	85	28	12	8	248	4.12
H ₀₃ : There is no significant influence of economic viability on operational productivity	Does the organization's pricing strategy ensure sustainability?	108	92	28	10	10	248	4.08
	Does the company invest in profitable innovations?	112	88	30	10	8	248	4.10
	Do economic practices enhance overall productivity?	110	90	25	12	11	248	4.08

Source: Author's Computation 2025

4.3 Descriptive Statistics of Sustainable Marketing Dimensions and Organisational Performance

Table 4 demonstrates the descriptive statistics of the key variables adopted in the research to offer an understanding of perceptions of respondents in regard to sustainable marketing dimensions and organisational performance. The lowest possible value of the variables was 1, and the highest possible was 5, which means that all the answers took the maximum possible range of the Likert scale. All variables have mean scores that are relatively high, between 4.09 and 4.14, which indicates that the respondents have a lot of general agreement about the existence of sustainable marketing practices and the resultant performance outcomes. In particular, the mean values obtained were highest in social responsibility and community engagement (4.14 each), which means that the respondents find a strong level of social interaction and stakeholder engagement in the organisation. Both the environmental sustainability and operational efficiency indicators share an average score of 4.10, which depicts a good evaluation of the eco-friendly action and efficiency in operations. The means of economic viability and operational productivity are relatively low, indicating a degree of agreement with regard to the economic and productivity performance of the organisation.

Table 4: Descriptive Statistics of Sustainable Marketing Dimensions and Organisational Performance

Variable	N	Min	Max	Mean	Std. Deviation
Environmental Sustainability (ES)	248	1	5	4.10	0.61
Operational Efficiency (OE)	248	1	5	4.10	0.60
Social Responsibility (SR)	248	1	5	4.14	0.63
Community Engagement (CE)	248	1	5	4.14	0.61
Economic Viability (EV)	248	1	5	4.09	0.62
Operational Productivity (OP)	248	1	5	4.09	0.62

Source: Author's Computation (2025)

4.4 Cronbach's Alpha Reliability Analysis

Table 5 indicates the outcome of the Cronbach's alpha reliability test of all the constructs of the study. The results show that the internal consistency of all the variables is high and the alpha values are 0.80 to 0.85. The alpha of environmental sustainability was 0.82, and the highest coefficient of reliability was recorded by social responsibility, which measured 0.85. The economic viability was also very reliable with an alpha of 0.81. In a similar manner, the dependent variables showed a high level of reliability with the operational efficiency of 0.80, community engagement of 0.83, and the operational productivity of 0.82. These values are higher than the generally agreed reliability of 0.70, which shows that the measurement items of each of the constructs are consistent and reliable enough to capture the intended concepts. The reliability test shows that the study instrument passed the acceptable level of the internal consistency test. The values of all Cronbach's alphas were more than the generally accepted value of 0.70, which shows that the items employed in measuring each construct are reliable and can be used in further analysis.

Table 5: Cronbach's Alpha Reliability Analysis

Construct	Number of Items	Cronbach's Alpha
Environmental Sustainability (ES)	3	0.82
Social Responsibility (SR)	3	0.85
Economic Viability (EV)	3	0.81
Operational Efficiency (OE)	3	0.80
Community Engagement (CE)	3	0.83
Operational Productivity (OP)	3	0.82

Source: Author's Computation (2025)

4.5 Simple linear regression results

Table 6 gives strong empirical evidence of the effects of sustainable marketing dimensions on organisational performance based on the results of the regression analysis. Environmental sustainability has a positive impact on operating efficiency ($\beta = 0.62$, $p < 0.05$) that shows that 42% of the variation can be attributed to environmental sustainability. This indicates that processes like minimising waste and energy efficiency, which are environmentally friendly, also add value

to process optimisation and cost efficiency. This result is in line with Fuentes et al. (2025), who identified an increase in operational performance of the brewery environment with sustainability-driven production enhancements, and Rahi et al. (2024), who pointed to the efficiency increase with sustainability integration. Likewise, the community engagement is strongly influenced by social responsibility ($\beta = 0.64$, $p < 0.05$), and the strongest explanatory power ($R^2 = 0.44$) is achieved. This implies that the organisational legitimacy and trust are enhanced through stakeholder-orientated activities and social investments in a community. This finding is in line with that of Nguyen (2022) and Akinadewo et al. (2024), who discovered that corporate social responsibility enhances stakeholder relationships and brand image. Economic viability also plays an important role in the operational productivity ($\beta = 0.61$, $p < 0.05$), as 41 per cent of the variation can be explained. This means that profit-driven sustainability practices are in favour of innovation and an efficient output. The finding confirms the works of Saha (2024) and Vazquez (2025), who have stated that economically viable sustainability policies drive a higher performance in the long run. In general, the Durbin-Watson values (1.95-2.01) indicate the lack of autocorrelation, which is one of the strong points of the models. All these findings prove that sustainable marketing is an influential indicator of organisational performance in the operational, social and economic aspects.

Table 6. Simple linear regression results

Hypothesis	Predictor (X)	Outcome (Y)	β	R	R^2	Adj. R^2	t	p-value	Durbin-Watson	Decision
H ₀₁	Environmental Sustainability	Operational Efficiency	0.62	0.65	0.42	0.41	10.12	0.000	1.97	Reject H ₀
H ₀₂	Social Responsibility	Community Engagement	0.64	0.66	0.44	0.43	10.85	0.000	2.01	Reject H ₀
Hypothesis	Predictor (X)	Outcome (Y)	β	R						
H ₀₃	Economic Viability	Operational Productivity	0.61	0.64	0.41	0.40	9.95	0.000	1.95	Reject H ₀

Source: Author's computation (2025).

4.6 Discussion of Findings

The initial hypothesis tested the effects of environmental sustainability on the efficiency of operations. The findings indicated a positive statistically significant correlation ($\beta = 0.62$, $R^2 = 0.42$, $p < 0.05$), which proves that environmental sustainability is the factor that explains 42 per cent of the change in operational efficiency. It implies that green manufacturing, energy usage, and minimisation of waste play significant roles in enhancing the performance of operations. This result aligns with that of Fuentes et al. (2025), who discovered that sustainability practices lead to improved efficiency of processes and un-recycled losses in the production of breweries. On the same note, Rahi et al. (2024) also noted that environmental sustainability efforts enhance cost efficiency and operational performance within manufacturing companies. These findings corroborate the Triple Bottom Line approach that focuses on the incorporation of environmental practice in organisational efficiency. The second one was a hypothesis that social responsibility

influences community engagement. The results revealed the significant positive correlation ($\beta = 0.64$, $R^2 = 0.44$, $p < 0.05$) between social responsibility and community engagement. This implies that community development programmes and initiatives that are stakeholder orientated enhance trust and enhance organisational legitimacy. This finding is in line with Nguyen (2022), who established that the social responsibility of corporations improves social acceptance and stakeholder relationships. It also corroborates the findings of Akinadewo et al. (2024), who have found that socially responsible practice leads to enhanced brand perception and association with communities in the Nigerian food and beverage industry. These findings support stakeholder theory, which contends that stakeholder relationships should be addressed to achieve long-term success. The third hypothesis evaluated the impact that economic feasibility would have on the productivity of operations. The outcomes showed that there is a strong positive correlation ($\beta = 0.61$, $R^2 = 0.41$, $p < 0.05$) between the two, implying that economically viable sustainability practices predict a large share of productivity outcomes. This means that companies which have had sustainability aligned with profitability, innovation and effective use of their resources are in a better position to improve productivity. This observation aligns with Saha (2024), who has revealed that sustainability practices, which are associated with financial objectives, enhance the performance of firms. On the same note, Vazquez (2025) established that combining economic sustainability and strategic decision-making can increase long-term productivity and competitiveness. These findings are aligned with the Resource-Based View, which assumes that the capabilities that are strategically embedded play a role in the high organisational performance.

Most importantly, the results show that sustainable marketing has a big impact on organisational performance on environmental, social, and economic levels. What is more important, the findings show that every dimension of sustainable marketing is linked to a specific performance outcome: environmental sustainability with operational efficiency, social responsibility with community engagement and economic viability with operational productivity. This offers a more refined perspective of the performance relationship of sustainability as it goes beyond the generalised claims, and it provides concrete evidence on the levels of individual firms of how individual sustainability practices can be converted into quantifiable organisational results. These are in line with the previous empirical research that indicates that sustainable marketing activities can contribute to the successful performance of organisations when the environmental, social and economic aspects are effectively aligned (Friede, 2019; Dey et al., 2020). Together, the findings support the point of view that sustainability is not only a regulatory requirement but also a strategic potential that leads to efficiency, enhances stakeholder relationships and increases productivity in contemporary organisations.

4.7 Policy Implications

The implications of the results of this research to policymakers and industry regulators in the manufacturing industry in Nigeria are significant. First, policies should be advocated that would support the incorporation of environmental sustainability in production processes using incentive schemes like tax reliefs, subsidies, and government support of green technologies. Second, frameworks promoting corporate social responsibility, especially community engagement efforts, should be fortified by the policymakers to instil trust and social stability in host societies. Third, the international economic policies must facilitate the principle of innovation-driven sustainability by enabling businesses to embrace cost-effective and productivity-improving practices.

5.0 Conclusion and Recommendations.

5.1 Conclusion

This research paper explored the impact of sustainable marketing on organisational performance at the International Breweries Plc., Ilesa and Sagamu plants. The research determined that environmental sustainability greatly enhanced operational efficiency, social responsibility greatly enhanced community engagement, and economic viability greatly enhanced operational productivity. The evidence thus demonstrates that sustainable marketing is not a secondary corporate process but a serious strategic performance driver. The study adds to the literature by offering firm-level support by the industry of Nigerian breweries and also by matching each aspect of sustainable marketing with a specific organisational performance result. It also provides practical usefulness to managers of manufacturing-related companies by demonstrating that investments associated with sustainability may generate operational, social, and economic returns when well planned.

5.2 Recommendations

The study recommends that International Breweries Plc and other manufacturing companies should:

- i) enhances the internalisation of environmental sustainability into operations in an effort to maintain operational efficiencies;
- ii) enhance stakeholder-based and community-orientated programmes as a way of enhancing community involvement and social legitimacy;
- iii) focus on innovations and pricing choices that can be implemented economically to ensure that sustainability efforts also enhance operational effectiveness;
- iv) institutionalise regular sustainability audits and performance reviews to enable continuous improvement; and
- v) goes beyond compliance as it instils sustainability thinking in the strategic planning, employee orientation, and performance management systems.

6.0 Suggestion for Further Research

To generalise its findings to more than a single organisational scenario, future research should expand this study by looking at sustainable marketing behaviour in multiple companies in the manufacturing industry. It would also be valuable to conduct comparative studies in various industries or regions and have a better understanding of how contextual factors affect the sustainability-performance relationship. Further studies may also use longitudinal designs to determine the enduring impact of sustainable marketing on organisational performance. It is also necessary to include other performance metrics, such as financial performance and innovation outcomes, to have a more comprehensive evaluation. Lastly, qualitative methods may also be utilised to examine managerial views and implementation issues related to sustainable marketing practices.

References

- Akinadewo, I. S., Ogunnaike, O. O., & Borishade, T. T. (2024). Green marketing initiatives and business performance of selected food and beverage firms in Lagos State, Nigeria. *BW Academic Journal*, 1–15.
- Alam, Z. (2023). Corporate sustainability performance evaluation and firm financial performance. *SAGE Open*, 13(3). <https://doi.org/10.1177/21582440231184856>
- Barney, J. (1991). Firm resources and sustained competitive advantage. *Journal of Management*, 17(1), 99–120. <https://doi.org/10.1177/014920639101700108>
- Belz, F.-M., & Peattie, K. (2012). *Sustainability marketing: A global perspective* (2nd ed.). Wiley.
- de Freitas Netto, S. V., Sobral, M. F. F., Ribeiro, A. R. B., & da Luz Soares, G. R. (2020). Concepts and forms of greenwashing: A systematic review. *Environmental Sciences Europe*, 32, Article 19. <https://doi.org/10.1186/s12302-020-0300-3>
- Dey, P. K., Malesios, C., De, D., Chowdhury, S., & Abdelaziz, F. B. (2020). The impact of lean management practices and sustainability performance. *Journal of Cleaner Production*, 260, 121135. <https://doi.org/10.1016/j.jclepro.2020.121135>
- Elkington, J. (1997). *Cannibals with forks: The triple bottom line of 21st century business*. Capstone.
- Fatemi, A., Glaum, M., & Kaiser, S. (2018). ESG performance and firm value: The moderating role of disclosure. *Global Finance Journal*, 38, 45–64. <https://doi.org/10.1016/j.gfj.2017.03.001>
- Freeman, R. E. (1984). *Strategic management: A stakeholder approach*. Pitman.
- Friede, G. (2019). Why don't we see more action? A meta-synthesis of ESG and corporate financial performance. *Journal of Sustainable Finance & Investment*, 9(4), 1–23. <https://doi.org/10.1080/20430795.2019.1702572>
- Fuentes, J., García, M., López, A., & Martínez, R. (2025). Sustainability assessment in craft beer production. *ACS Sustainable Resource Management*. <https://doi.org/10.1021/acssusresmg.4c00374>
- Golicic, S. L., & Smith, C. D. (2013). A meta-analysis of environmentally sustainable supply chain management practices and firm performance. *Journal of Supply Chain Management*, 49(2), 78–95. <https://doi.org/10.1111/jscm.12006>
- Keller, K. L., & Yildiz, E. (2021). Sustainable marketing paradigms. *Journal of Marketing Management*, 37(5–6), 456–478.
- Noo-Urai, S., & Jaroenwisan, K. (2022). Sustainable marketing dimensions and performance. *Sustainability*, 14(9), Article 5123. <https://doi.org/10.3390/su14095123>
- Nwankwo, C. A., & Kanyangale, M. (2023). Effect of sustainable marketing strategies on consumption of beer brands in Anambra State, Nigeria. *Acta Universitatis Danubius. Oeconomica*, 19(2), 188–205.
- Rahi, A. B. M. F., et al. (2024). Corporate sustainability and financial performance: A hybrid literature review. *Corporate Social Responsibility and Environmental Management*. <https://doi.org/10.1002/csr.2600>
- Saha, S. (2024). Sustainable development goals practices and firm financial performance. *Global Finance*. <https://doi.org/10.3934/GF.2024007>
- Serviss, J. (2025). Brewing for the future: Balancing tradition and sustainability. *Journal of Wine Economics*. <https://doi.org/10.1080/03610470.2025.2509059>

- Shen, H., Lin, H., Han, W., & Wu, H. (2023). ESG in China: A review of practice and research, and future research avenues. *China Journal of Accounting Research*, 16(4), 100325. <https://doi.org/10.1016/j.cjar.2023.100325>
- White, K., Habib, R., & Hardisty, D. J. (2019). How to SHIFT consumer behaviors to be more sustainable: A literature review and guiding framework. *Journal of Marketing*, 83(3), 22–49. <https://doi.org/10.1177/0022242919825649>.