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ASSESSING THE IMPACT OF GREEN MANAGEMENT PRACTICES ON ORGANIZATIONAL SUSTAINABILITY AND EFFICIENCY IN OIL PRODUCING FIRMS IN SOUTH-SOUTH NIGERIA

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ABSTRACT

Increased environmental degradation is a global issue which has enhanced the use of green management practices in the industries. This paper evaluates the effectiveness of green management on sustainability and efficiency of organizations of the chosen oil producing companies in South-South Nigeria, the area that is the most affected by oil exploration activities negatively. The study is based on the Triple Bottom Line Theory and the Resource-Based View (RBV) and it analyzes the impact of green innovation, environmental value management and the usage of eco-friendly practices in the organization as the key aspects towards long-term performance and sustainability. Based on a quantitative survey design, a sample size of 314 employees in six oil giants, namely, ExxonMobil, Agip, Eterna Oil, Chevron/Texaco, Pan Ocean, and Belemaoil, was sampled. Descriptive statistics, Pearson correlation and simple linear regression were used to analyze 252 valid responses (80.2) at the 0.05 level using the SPSS. The findings show that there was a strong positive correlation between green management and the efficiency of the organization since companies that practiced pollution control, energy saving, and equipment repair practices had a higher level of productivity and compliance. On the same note, management of environmental value (via environmental education, training and awareness among the public) was observed to also play a significant role in boosting sustainability and corporate image. The results confirm that green management as part and parcel of corporate strategies not only can reduce the risk of environmental risks but also enhance operational excellence and competitive advantage. The research suggests that the oil producing companies should institutionalize extensive green policies, intensify employee education on the issue of environmental compliance, and liaise with regulatory bodies to advance sustainable industrial operations. The actions play a key role in streamlining the oil sector in Nigeria to global sustainability objectives and long-term environmental and economic sustainability.

Keywords: *Green Management, Organizational Sustainability, Environmental Value Management, as well as oil-producing Firms, South-South Nigeria, Triple Bottom Line, Resource-Based View*

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1.0 Introduction

The concept of green management has received growing interest all over the world with businesses, governments and international organizations appreciating the pressing need to conserve and maintain the ecological environment. Green management is a concept that implies the implementation of the environmentally friendly policies and practices within the organization to reduce the level of environmental degradation and encourage the long-term sustainability (Hage and Taruna, 2016). This worldwide trend is being caused by an increase in environmental issues climate change, pollution and resource depletion that has forced industries to rethink corporate approaches. Renewable energy, better waste management, recycling programs, and environmentally friendly production processes are among the operational models of organizations (Hiroki and Keisuke, 2010). Empirical results indicate that companies which have embraced green operations normally have better performance results, such as cost savings, better reputations and business efficiencies (Kassinis and Soteriou, 2008). To ensure that their practices are aligned with the best practice in the world, international standards like the ISO 14000 offer guidelines to manage the environmental management system which enables companies to balance the environment with a set of objectives, including the protection of the environment, economic viability and social well-being (Dhull and Narwal, 2016; Tran, 2009).

The entry of green management principles has not been uniform in developing countries such as Nigeria even with these identified advantages. A lot of institutions continue to use traditional management systems which do not adequately tackle the issue of environmental degradation. The oil and gas industry that forms about 90 percent of the government revenue is also the largest contributor of the environmental damage through oil spills, gas flaring, land and water contamination particularly in the South-South geo-political region where most activities take place (Ojakorotu & Lysias, 2010). These ecological effects are grave to the human health, crop production, biodiversity and community livelihoods. There are institutional weaknesses, bureaucracy, lack of funding and equipment, and insufficient enforcement power that impair proper regulation and corrective measures despite the establishment of agencies like NOSDRA and NESREA (Akankali and Abowei, 2010). The literature has mentioned internal and external barriers to the costs of green innovation, small technical knowledge, low management commitment, a lack of awareness on the stakeholders and regulatory gaps (Jayant and Azhar, 2014; Pellegrino and Savona, 2013).

Although there has been an increase in literature concerning the environmental impacts and policy, the empirical research on the impact of green management practices on organizational sustainability and how the issue has been addressed at the firm level is lacking in the oil producing companies of Nigeria. Although other previous studies have recorded the magnitude and socio-economic impacts of environmental degradation in the Niger Delta, not many studies have examined organizational processes through which green innovation, eco-friendly practices, green human resource management, and green investment can help firms mitigate their footprint in order to improve their efficiency and long-term viability (Lannelongue, Gonzalez-Benito and Gonzalez-Benito, 2013; Nollman, 2013). This divide limits evidence-based policymaking and managerial decision making in an industry where the operational practices have disproportionately large environmental and social impacts. Therefore, effective green management and its impact to organizational sustainability of the selected oil producing companies in South-South Nigeria are timely, and it should be assessed empirically.

This paper thus seeks to analyze the impact of good green management on the sustainability of the organization in oil producing companies in South-South, Nigeria. The study will examine the impact of certain green management dimensions on organizational efficiency and sustainability impact, and will take into consideration the institutional and firm-level obstacles to adoption of green practices.

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Objectives of the study

i. Explore the association between green management and corporate effectiveness of the chosen oil producing companies in South-South, Nigeria.
ii. Establish how green environmental value management impacts organizational sustainability of the chosen oil producing companies in South-South, Nigeria.

Research Questions

i. How is the connection between green management and organizational efficiency of the oil producing firms in South-South, Nigeria?
ii. How does the green environmental value management impact the sustainability productivity of the chosen oil producing companies in South-South, Nigeria?

The importance of the study is multi-dimensional. Theoretically, it will add to the existing body of literature on green management by providing firm-level findings within a developing economy setting that has hitherto been underrepresented in literature. In practice, the findings will be used by the managers and policymakers to design and adopt green strategies like green supply-chain practices, eco-innovation, as well as the green human resource policies which will be able to reduce environment impact whilst improving its operational performance. To the environmental analyst and regulators, the study brings to the fore the capacity gaps and policy levers or tools that can be used to enhance enforcement and encourage green investment. To researchers, the research would set a guideline in future comparative studies in the sector and across regions.
This study is restricted to six chosen oil producing companies which are in operation within the South-South geopolitical zone (Akwa Ibom, Bayelsa, Cross River, Delta, Edo and Rivers States). It also looks at how green innovation, green practices, green investment, green HRM and green environmental value management can influence the sustainability and efficiency of organizations. Shortcomings in fieldwork were the lack of cooperation of the respondents as environmental compliance is a sensitive issue in the oil industry, time, and disruptions, imposed by external factors (especially the COVID-19 pandemic and protracted academic strikes). There were also some respondents who needed more clarification on the concepts of green management, which might have influenced the dynamics of response. The paper has handled the issue of confidentiality and made multiple follow-ups to enhance the response rates; however, these restrictions can limit the generalizability outside the sampled companies.

2.0 Literature Review

The principle of green management has become one of the most significant components of the organizational strategy in the quest to restore the viability of the environment and competitiveness at the same time. Green management is a systematic approach whereby companies implement the environmentally friendly policies and practices in their operations aimed at reducing the negative impact on the environment and ensuring increased business performance in long-term terms (Hage and Taruna, 2016). It focuses on putting environmental goals at each point of business operation, resource sourcing and production, distribution, and waste management. The strategy is aligned to the concepts of sustainable development because of the encouragement of responsible use of resources, pollution reduction, and environmental management as critical elements of corporate strategy. Over the last few years, companies in the international marketplace have come to the realization that a good environmental practice has the potential to bring about strong economic and reputational benefits. These are the cost savings through energy and resource efficiency, better relations between stakeholders and better adherence to environmental regulations (Kassinis and Soteriou, 2008). Environmental management practices have been standardized through international frameworks like ISO 14000 and because of it, firms can include sustainability objectives in their operational strategies and report on their environmental performance in a systematic and measurable manner (Dhull & Narwal, 2016). The approach to the triple

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bottom line balancing between economic viability, environmental protection, and social responsibility is also attributed to green management (Tran, 2009).

The applicability of green management is especially heightened in the oil and gas industry in the Nigerian context. This industry is very lucrative to this nation but is also among the most damaging industries to the environment in this country. The agricultural productivity, biodiversity, and human health in the South-South part of the country where the majority of the oil production occurs have been adversely affected by the oil spills, gas flaring, soil degradation, and water pollution (Ojakorotu & Lysias, 2010). Some of the green management practices of this sector include environment-friendly technologies, effective waste management systems, green human resource management, as well as the value of the environment-based decision making. Nevertheless, these practices have been gradually embraced by many firms because of cost implications, low technical potential, and low effectiveness of environmental regulations (Jayant & Azhar, 2014). It is thus important to understand the dimensions of green management including green innovation, green investment and the environmental value management as it will contribute to the enhancement of organizational sustainability and reduce the impact of environmental degradation in the oil sector in Nigeria. Organizational sustainability herein is an ability of firms to be able to operate effectively and profitably in the long term by limiting the adverse effects on the environment and giving back to the society. Companies that embrace green management are in a better position to gain operational efficiencies, minimize the risks associated with compliance, nurture positive working relations with the community, and retain its position in the market because of the tightening environmental standards that the world is facing (Pellegrino and Savona, 2013). Thus, the development of the connection between green management and organizational sustainability promotes the strategic significance of the environmentally responsible action in oil-producing companies.

This study is based on Triple Bottom Line Theory and the Resource-Based View (RBV) of the firm. The Triple Bottom Line Theory, a theory created in the 1990s by Elkington, states that financial performance of an organization is not the only measure of organizational success but also the environment and social performance. People, Planet and Profit are three dimensions that are interconnected and would make up corporate sustainability. Applying this theory to the oil-producing companies, the theory implies that the companies have to consider both the environmental concerns (cutting down the emissions and pollution) and the economic objectives to develop the company sustainably. Companies that focus on environmental conservation and financial gain are promoting the well being of the society and ensure that they continue operating in the long term. This theoretical approach offers a platform through which environmental and organizational sustainability in the resource-intensive industries can be fostered using green management. The Resource-Based View (RBV) augments this by highlighting the contribution of valuable, rare, inimitable and non substitutable (VRIN) resources to the attainment of competitive advantage (Barney, 1991). The environmental capabilities under RBV include green innovation, environmental technology specialization, and human resource skills on the environment are perceived to be strategic assets that increase the performance of the organizations in terms of efficiency and competitiveness in the long run. In the case of oil-producing companies in Nigeria, the implementation of green management can make them stand out of the crowd by building distinctive internal competencies and operational risks, decreasing regulatory and operational risks, and increasing levels of trust among communities and other stakeholders. The RBV framework thus offers a viable perspective on how the internal firm resources and capabilities may facilitate successful green management and sustainable organization performance. A combination of these theories offers a two-fold basis to this study since Triple Bottom Line both reveals the bigger sustainability objectives that companies need to identify with and the RBV identifies the strategic

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worth of green management as an origin of competitive advantage and organizational efficiency. An emerging empirical literature has investigated the linkage between green management and organizational performance in varied situations. In their study, Lannelongue, Gonzalez-Benito and Gonzalez-Benito (2013) discovered that environmental management systems have a great impact on the optimization of efficiency and cost performance of manufacturing industries. On the same note, Nollman (2013) proved that the companies that had adopted green innovation in their operation systems recorded increased productivity and better adherence to environmental laws. Research on the adoption of green management has reported inconsistency in the uptake in developing economies. According to Jayant and Azhar (2014), the main barriers to the realization of green innovation in resource-based sectors are the cost restraints, absence of technical expertise, and poor regulatory conditions. According to Pellegrino and Savona (2013), although companies understand the strategic nature of environmental sustainability, most of them do not have structured frameworks on how to implement the same. Akankali and Abowei (2010) in Nigeria found that oil and gas industry is one of the most causing sectors when it comes to environmental degradation to poor institutional capacity, inadequate investment in green technology and poor implementation of environmental laws are some of the reasons. Other empirical studies have associated the green management practices to empirical organizational benefits. As observed by Kassinis and Soteriou (2008), stakeholders in organizations with a dynamic environmental program have a greater support, less risk of regulation, and an improved image. Dhull and Narwal (2016) emphasized the fact that the compliance with the ISO 14000 standards helps to improve the corporate image, the efficiency of operations, and access to international markets. However, when it comes to oil industry in Nigeria, the studies have put more emphasis on the environmental impact of oil exploration as opposed to in-firm practices that can alleviate the impact. This leaves a research gap in terms of empirical knowledge on the impact of green management on the sustainability of the organization in this industry.

Although a lot of international scientific research has been done on the topic of green management and sustainability, there are still massive gaps in the Nigerian context. To begin with, the majority of the existing researches have concentrated on the issues of environmental degradation and regulation as opposed to analyzing the strategies and practices used by firms. Second, the oil and gas industry in Nigeria, when it comes to empirical research, has focused on the impacts of oil and gas on the community and the failures of policies but with little emphasis on how companies can undertake green management to increase their efficiency and sustainability in operations. Third, although green management is associated with better performance outcomes in the world, little empirical research has been done to test the connections in oil-producing companies in South-South Nigeria where environmental concerns are the most critical.

Further, minimal incorporation of theoretical viewpoints specifically the Triple Bottom Line and the RBV perspective is made in the examination of how green management can establish both green and competitive benefits in resource-intensive companies. This paper will fill these gaps by giving firm level evidence on the connection between green management and organizational sustainability in respect to the oil industry sector in South-South Nigeria. In so doing, it makes a contribution to the theory, policy, and practice of environmental management and organizational strategy.

3.0 Methodology

In this research, a survey research was used and this enabled first hand gathering of information of the respondents in form of structured questionnaires based on the objectives of the study. The design was able to allow a quantitative and methodical evaluation of the effects of green management practices on organizational sustainability in oil producing organizations. Primary data has been produced by using employees of some selected oil producing firms in the South-South of Nigeria which produces more than 80 percent of the crude oil in the country but is also under serious environmental

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problems including oil spillages, gas flaring, and ecological degradation. The sampled companies included ExxonMobil Unlimited, Agip Oil Company, Eterna oil and Gas Plc, Chevron/ Texaco oil and gas exploration, Pan oil and Gas Corporation (POOC), and Belemaoil Producing Limited (BPL), all of which are major participants in the upstream oil industry of the country. The sample population was comprised of 1,457 employees who were selected based on different functional divisions in the company which included operations, engineering, administration, health and safety, and environmental management. The sample size was calculated using the formula of Taro Yamane to calculate the sample size at 95 percent confidence level and 5 percent margin of error. The formula is stated as n = N / (1 + N(e)^2). Replacing the values with n = 1,457 / (1 + 1,457(0.05) 2), one will get some sample of about 314. The sample size was then distributed among the six firms in proportional allocation technique by Bowley in order to have the sample fairly represented. This formula can be expressed as nh = (Nh/N) x n. With the aid of this approach, 52 respondents of ExxonMobil, 49 respondents of Agip, 56 respondents of Eterna oil, 48 respondents of Chevron/Texaco, 48 respondents of Pan Ocean, and 61 respondents of Belemaoil were attracted. Each firm used stratified random sampling method in identifying respondents in the sample to ensure that respondents were properly represented and diversity of perspectives regarding practice of green management. Data on the practices of green management and organizational sustainability were collected through a structured questionnaire. The tool had two parts with one to demographic and the other variables including green innovation, environmentally friendly practices, environmental value control, and organizational efficiency on a five-point Likert scale of Strongly Agree (5) to Strongly Disagree (1). In order to maintain the validity, environmental management experts and organizational researchers reviewed the instrument. The test-retest method was used to measure the reliability and Cronbachs Alpha was used to measure internal consistency. The Cronbach Alpha equation is a = (k / (k -1)) x (1- (SSi^2/ST^2)) where a is the Cronbach Alpha, k is the amount of items, SSi^2 is the variance per item and lastly ST^2 is the sum of all the variances. The value of Cronbachs Alpha (0.742) was used to ascertain that the instrument was reliable. Descriptive and inferential statistics were used in the analysis of the collected data. Demographic characteristics and patterns of response were summarized using descriptive statistics like frequency counts, means, and standard deviations. The test hypotheses and the research objectives were addressed by means of inferential statistics. The impact of green innovation and environmental value management on the sustainability of the organization was studied using simple linear regression, Pearson correlation was used to assess the relationship between green management and the efficiency of the organization, and All the results were analyzed through Statistical Package for Social Sciences (SPSS) at the level of 0.05. Overall, this approach offered a systematic and well-founded method in the studies on the impact of the green management practices on the sustainability of oil companies in Nigeria, which guarantees a representative sample, sound data gathering, and valid statistical analysis.

4.0 Results and Discussions

Table 1: Return of questionnaire

Selected Oil Producing Firms	Distributed	%	Retrieved	%	Lost	%
ExxonMobil Unlimited	52	16.6	41	13.1	11	3.5
Agip Oil Company	49	15.6	40	12.7	9	2.9
Eterna Oil and Gas	56	17.8	44	14.0	12	3.8
Chevron/ Texaco Oil and Gas Exploration	48	15.3	40	12.7	8	2.5
Pan Ocean Oil Corporation (POOC)	48	15.3	39	12.4	9	2.9
Belemaoil Producing Limited (BPL)	61	19.4	48	15.3	13	4.1
Total	314	100	252	80.2	62	19.7

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Source; Field Survey, 2025

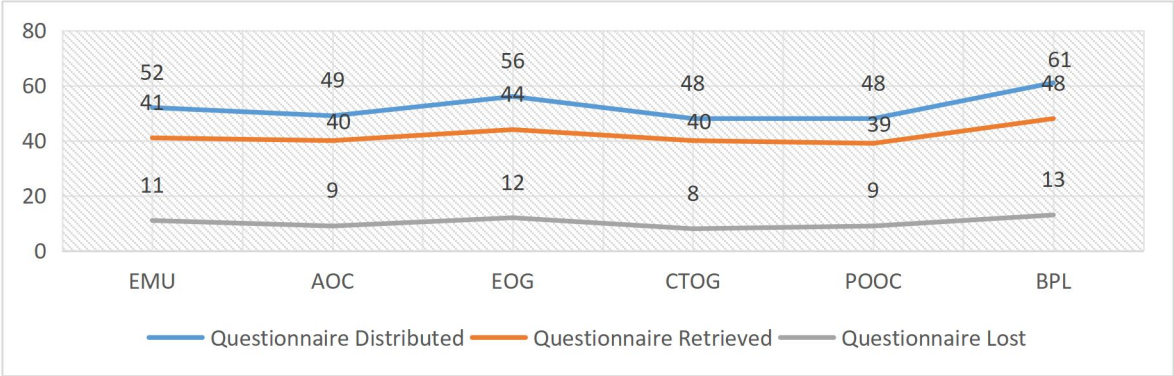

Figure 4.1: Questionnaire distributed, retrieved and lost

As indicated in table 1, and figure 1, three hundred and fourteen (314) copies of the questionnaire were administered to the various oil producing firms, sixty two (62) questionnaire was lost/wrongly filled with percentage ratio of 19.7% and two hundred and fifty two (252) questionnaire was fairly filled and returned with percentage ratio of 80.2% and this became the foundation of the study.

Table 2: Investigate the relationship between green management and organizational efficiency of the selected oil producing firms in South-South, Nigeria.

RESPONSES	SA 5	A 4	UN 3	D 2	SD 1	TOTAL	MEAN	Std. Dev.
Consistent repair and maintenance of equipment improve organizational efficiency	125	89	23	6	9	1071	4.3	.913
Creating innovative ideas as a by-product enhance organization performance	121	96	19	8	8	1070	4.2	.842
Pollution prevention, reduction of waste and contamination boost organizational reputation	119	94	21	11	7	1063	4.2	.938
Recycling, conservation of energy and regulatory compliance results in overall business excellence	122	91	23	7	9	1057	4.2	.807

Source: Field Survey, 2025

Table 2 revealed the correlation between the management of the sampled oil producing firms in South-South, Nigeria and their organizational efficiency as the variable of green management. Most of the respondents that had the highest mean scores highly agreed that frequent repair and maintenance of equipment enhance the efficiency of organization (x=4.3), generation of innovative ideas as a by-product, pollution prevention, waste and contamination reduction, and recycling, energy conservation and regulatory compliance lead to overall business excellence (x=4.2). Thus, all of the responses have $\geqslant$ 3.5 as the means, indicating that the green management is significantly related to organizational efficiency.

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Table 3: Determine the effect of green environmental value management on organizational sustainability of the selected oil producing firms in South-South, Nigeria

RESPONSES	SA 5	A 4	UN 3	D 2	SD 1	TOTAL	MEAN	Std. Dev.
Environmental perception and public awareness enhance organizational reputation	122	97	18	8	7	1075	4.3	.081
Environmental education and training promote organizational effectiveness	118	94	22	9	9	1059	4.2	.812
Control of environmental degradation and pollution boost environmental efficiency	125	89	24	8	6	1075	4.3	.822
Environmental impact assessment improves organizational performance	123	93	21	7	8	1072	4.3	.941

Source: Field Survey, 2025

Table 3 demonstrated the impact of the management of green environmental value on the organizational sustainability of the chosen oil producing companies in South-South, Nigeria. Most of the respondents who registered the highest mean scores highly concurred that environmental perception and public awareness have positive effect on organizational reputation (x=4.3), control of environmental degradation and pollution has a positive impact on environmental efficiency (x=4.3), environmental impact assessment has a positive impact on organizational performance (x=4.3) and environmental education and training has a positive impact on organizational effectiveness (x=4.2). Hence, the means of the responses of all the responses are [?] 3.5, which denotes that green environmental value management ensure organizational sustainability.

5.0 Conclusion and Recommendation

This paper has highlighted the importance of green management practices in improving organizational sustainability in the oil producing industry in Nigeria. The systematic approach including the practices that are eco-friendly and the green innovation, environmental value management will allow firms to dramatically decrease the ecological footprint, enhance operational efficiency, and competitiveness. The results are empirical indications that good green management is not just an environmental responsibility but strategic channel towards the realization of long-term organizational sustainability. The fact that environmental responsibility is closely linked to the business performance through the focus on the structured data collection and careful analysis creates the need to state that firms urgently need to match their operations with the sustainable development objectives.

Owing to the research outcome, it is highly recommended that oil-producing companies become institutionalized when it comes to the aspect of being able to implement extensive green management strategies within their operational frameworks. The management must focus on investing in green technologies, enhancement of environmental compliance policy and development of staff capacity through the specific training and awareness programs. There is also need to improve the enforcement systems by regulatory agencies and offer incentives to firms that embrace sustainable practices. Moreover, the stakeholder participation, such as involving the community, needs to be enhanced so that accountability and shared responsibility towards the environment can be developed. Such measures will reduce as well as enhance the reputation capital of the firms as well as increasing their economic sustainability in the long term.

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