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Corporate Sustainability and Performance: A Study of Nampak Bevcan Nigeria Limited, Agbara, Ogun State, Nigeria

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Abstract: *The impact of corporate sustainability on organizational performance was investigated in this study with Nampak Bevcan Nigeria Limited, Agbara, Ogun State as its focus. As the world becomes increasingly conscious of sustainability, the study considered how environmental, and social (ES) practices drive performance in Nigeria's manufacturing industry. A descriptive survey design was employed to gather data from 92 workers using structured questionnaires. The findings reveal that activities for sustainability such as energy efficiency, waste management, and worker well-being have a correlation with improved productivity and operational performance. Demographic analysis is characterized by young, male workers and a high percentage in casual jobs, making it challenging for long-term embedding of sustainability. The company displays dedication to some of the sustainability goals, but low levels of stakeholder involvement and uneven education levels limit higher implementation. The study discovers that correlating sustainability strategy and workforce development along with inclusive policies is necessary to drive company performance. It recommends that manufacturing firms incorporate ES principles into the fabric of business strategy in order to achieve long-term competitiveness and resilience.*

Keywords: Business Performance; Corporate Sustainability; Environmental Management; Nigeria Manufacturing Sector; and Social Responsibility

Introduction: Corporate sustainability has, in recent years, emerged as a strategic priority imperative for organizations worldwide, informing the way businesses create long-term value with economic, environmental, and social responsibilities (Elkington, 1997). Corporate sustainability integrates sustainable development principles into business operations to ensure current needs are met without compromising the ability of future generations to meet theirs (Brundtland Commission, 1987). Internationally, organisations are realizing that efforts at sustainability enhance their reputation, operational efficiency, and stakeholder trust, and thus lead to corporate performance enhancement (Eccles, Ioannou, & Serafeim, 2014). In a rapidly emerging economy such as Nigeria with its massive industrial development, corporate sustainability has been on the rise as environmental laws, stakeholder forces, and adaptation to global standards of sustainability keep increasing (Adegbite, 2015). The manufacturing sector, particularly packaging firms such as Nampak Bevcan Nigeria Limited in Agbara, Ogun

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State, plays a major role in the Nigerian economy through job provision, contribution to GDP, and maintenance of downstream industries (National Bureau of Statistics {NBS}, 2023). However, the sector is also facing more pressure to be more sustainable while attempting to reduce environmental footprints, manage waste, and increase social equity.

Evidence shows that sustainable business practices relate to higher financial performance, operational efficiency, and competitive advantage (Clark, Feiner, & Viehs, 2015). For instance, according to the Harvard Business School report, companies with good sustainability policies outperform their counterparts financially by 4.8% in stock market returns in 18 years (Eccles et al., 2014). Despite this evidence, empirical investigation of the corporate sustainability-corporate performance relationship, with particular reference to Nigerian manufacturing companies and more particularly the packaging subsector, is limited. Nampak Bevcan Nigeria Limited is one of Nigeria's largest manufacturers of beverage cans and is in a sector that is highly environmentally sensitive due to wastes produced and energy consumption. Understanding how its sustainability efforts affect corporate performance can inform best practices, stakeholder value creation, and business long-term viability in the Nigerian context.

Statement of the Problem

Increased global attention to sustainable business models has compelled Nigerian manufacturing firms to rethink their operational and strategic management. Despite Nigeria's adherence to sustainable development goals (SDGs) and environmental regulations, most manufacturing companies are yet to successfully integrate sustainability into their business models (Ezeani, Nduka, & Onuoha, 2021). Specifically, the extent to which sustainability practices affect corporate performance is not well developed in Nigeria's manufacturing sector. At Nampak Bevcan Nigeria Limited, even though sustainability policies exist, their direct contribution to key performance indicators such as profitability, market share, operational efficiency, and stakeholder relations has not been specifically assessed or documented. This shortfall raises essential questions on whether or not sustainability initiatives are providing concrete business value or merely regulatory compliance exercises.

Statistically, Nigerian manufacturing companies are contributing about 10.2% of the nation's GDP but are also responsible for around 30% of industrial pollution (NBS, 2023). This paradox highlights the difficulty companies have in reconciling economic performance with environmental responsibility. Also, according to a survey carried out by the Nigerian Manufacturers Association (NMA, 2022), only 38% of manufacturers in Ogun State have embraced full-blown sustainability programs, and a still smaller proportion has linked these programs with improved corporate performance metrics. This uncertainty undermines strategic decision-making and investment planning for sustainability programs that may result in missed competitive advantage and stakeholder trust. Hence, there is a dire necessity to explore the relationship between corporate sustainability practices and corporate performance in the case of Nampak Bevcan Nigeria Limited. Apart from filling a vital research gap, such a study will also provide empirical suggestions for managers, policymakers, and researchers with an interest in sustainable industrial development in Nigeria.

The general objective of the study was to investigate the impact of corporate sustainability practices on corporate performance in Nampak Bevcan Nigeria Limited, Agbara, Ogun State, and specifically to:

i. evaluate the effect of social sustainability practices on employee productivity and stakeholder relationships within Nampak Bevcan Nigeria Limited.

ii. assess the effect of environmental sustainability initiatives on the financial performance of Nampak Bevcan Nigeria Limited.

Literature Review: *Definition and Evolution of Corporate Sustainability*

Corporate sustainability is a strategic, long-term business approach that integrates environmental, social, and economic considerations into core operations to create lasting value (Kurznack et al., 2021). Unlike corporate social responsibility (CSR), often treated as peripheral or philanthropic, corporate sustainability is deeply embedded in organizational strategy and governance. It influences how businesses allocate resources, engage stakeholders, and manage systemic risks (Lozano, 2015). The concept is rooted in the 1987 Brundtland Report, which defined sustainable development as meeting present needs without compromising the ability of future generations to meet theirs (WCED, 1987). This marked a shift from purely environmental concerns to a broader framework that includes social equity and economic viability. International events such as the Rio Earth Summit (1992) and the Johannesburg Summit (2002) further influenced corporate adoption of sustainability through regulatory changes and voluntary initiatives like the UN Global Compact, which promotes principles related to human rights, environmental responsibility, and anti-corruption.

The introduction of Elkington's (1997) Triple Bottom Line (TBL) model emphasized evaluating business success through financial, social, and environmental performance. By the 2000s, rising stakeholder expectations led to the proliferation of sustainability reporting frameworks, such as the Global Reporting Initiative (GRI) and the Sustainability Accounting Standards Board (SASB), promoting transparency and accountability in non-financial performance. Over time, sustainability became closely linked with corporate governance through Environmental, Social, and Governance (ESG) criteria, which now heavily influence investment decisions and capital flows (Eccles, Ioannou & Serafeim, 2014). In contemporary business practice, sustainability has evolved from a reactive compliance requirement to a proactive strategic tool that shapes innovation, supply chain efficiency, talent development, and risk management. This shift is particularly vital in high-impact industries like manufacturing, construction, and oil and gas, where companies face substantial environmental and social footprints (Bansal & DesJardine, 2014).

In Nigeria, corporate sustainability is increasingly relevant due to environmental concerns, regulatory shifts, and global competitiveness. Firms are progressively expected to align with international sustainability standards and national development policies. For instance, Nampak Bevcan Nigeria Limited is adopting sustainable practices by implementing cleaner production technologies, enhancing resource efficiency, and complying with environmental regulations. These efforts reflect a growing institutional shift in the Nigerian corporate sector—embedding sustainability into mainstream business strategies rather than treating it as an optional add-on.

Environmental, Social, and Governance (ESG) as Pillars of Corporate Sustainability

ESG dimensions form the structural foundation of corporate sustainability by providing a framework through which businesses assess and manage their environmental, societal, and internal ethical impacts (Eccles, Ioannou, & Serafeim, 2014). These three components serve as key indicators for evaluating corporate responsibility, guiding sustainability reporting, and influencing investment decisions.

i. Environmental Dimension

The environmental component addresses how organizations interact with the natural world and mitigate negative ecological impacts. Core areas include carbon emission reduction, energy efficiency, pollution control, water and biodiversity conservation, and waste management. For manufacturing firms such as Nampak Bevcan Nigeria Limited, implementing environmental practices leads to reduced operational costs, regulatory compliance, and enhanced reputation. In high-impact industries, adopting green practices improves resilience against climate risks and aligns with evolving consumer expectations for sustainability (Bansal & DesJardine, 2014; Lozano, 2015).

ii. Social Dimension

The social aspect of ESG relates to how firms manage relationships with employees, customers, communities, and suppliers. It encompasses labor rights, workplace safety, diversity and inclusion, community engagement, and employee development. In developing economies like Nigeria, where social inequality is pronounced, corporate social performance is vital for gaining trust and securing a license to operate (Alaye, 2024; Usman, 2024; Adebanjo, 2024). Investing in human capital and social initiatives enhances workforce productivity and stakeholder loyalty, which are crucial for sustainable growth.

iii. Governance Dimension

Governance refers to internal systems of control, ethics, and leadership. It includes board independence, executive accountability, transparency, and anti-corruption measures. Effective governance builds integrity, reduces risk, and ensures alignment with stakeholder interests. Strong governance is particularly critical in regulatory-challenged environments like Nigeria, where it upholds investor confidence and corporate ethics (Landi et al., 2022; Singh et al., 2023). High ESG-rated firms tend to outperform peers in profitability, market value, and stakeholder engagement (Clark, Feiner, & Viehs, 2015), reinforcing that ESG integration is a strategic rather than a compliance-driven necessity.

The Strategic Importance of Sustainability in Modern Business

Sustainability has emerged as a cornerstone of modern business strategy due to the increasing realization of the interconnectedness between economic operations, environmental health, and social equity. The Brundtland Commission's 1987 definition of sustainable development emphasized the balance between present needs and future generations' welfare, laying a foundational framework for sustainable business practices (Brundtland Commission, 1987). Building on this, Elkington's (1997) "Triple Bottom Line" (TBL) model redefined business success to include environmental and social metrics alongside financial performance. This shifts reoriented business objectives toward creating shared value, promoting responsibility for societal outcomes, and fostering innovation. TBL places sustainability at the center of strategic planning, highlighting its role in gaining competitive advantage and managing systemic risks.

In today's global business climate, sustainability is essential for mitigating risks linked to environmental degradation, social unrest, and resource scarcity. It also meets increasing demands for transparency from investors, regulators, and consumers (Elkington, 1997; Brundtland Commission, 1987). Furthermore, sustainable strategies foster innovation, open new markets, and enhance brand loyalty by aligning products and processes with ecological and social expectations. Ultimately, embedding sustainability into core business strategy is no longer optional. Companies that embrace ESG principles and frameworks like TBL are more likely to achieve operational resilience, stakeholder trust, and long-term profitability, positioning themselves as leaders in global sustainable development.

Corporate Sustainability Practices in Manufacturing Industries

i. Environmental Sustainability Practices in Manufacturing

Environmental sustainability remains central to manufacturing, emphasizing waste management, energy efficiency, and pollution control. Practices like reducing, reusing, and recycling waste are critical in mitigating environmental degradation and conserving resources (Lozano, 2015). Similarly, adopting energy-efficient technologies and renewable resources cuts operational costs and reduces emissions (Porter & van der Linde, 1995). Pollution control protects ecosystems and human health. Despite infrastructural constraints, firms like Nampak Bevcan Nigeria Limited have embraced recycling and energy-saving measures (Ojiji, 2023; Emmanuel, 2024). Yet, broader implementation across Nigeria is limited by financial barriers and weak regulatory enforcement.

ii. Social Sustainability and Workforce Relations

Social sustainability in manufacturing focuses on fair labor practices, community development, and workplace safety. Globally, organizations are aligning with standards on equitable wages, employee welfare, and inclusion (Lukin et al., 2022; Guleria, 2024). Community initiatives like local hiring and CSR projects foster trust and contribute to socio-economic development (Rajcsányi-Molnár, 2021). In Nigeria, although labor laws are weakly enforced, some firms have made commendable efforts in CSR and worker safety (Uwuigbe et al., 2011), contributing to improved stakeholder relations and long-term success.

iii. Governance and Ethical Management

Governance underpins sustainable enterprise behavior, focusing on transparency, stakeholder engagement, and accountability. Effective governance ensures alignment with sustainability goals and reduces corporate risks (Efunniyi et al., 2024). Ethical practices—such as anti-bribery measures and integrity standards—reinforce business credibility (Adegbite et al., 2012). However, governance in Nigeria faces persistent issues of corruption and regulatory laxity (Nwogbo & Ighodalo, 2021). Encouragingly, more Nigerian manufacturers now release sustainability reports and embed ESG strategies into corporate planning (Eccles et al., 2014), showing progress toward responsible governance.

Corporate Performance and Sustainability Integration

Corporate performance is increasingly assessed through both financial and non-financial metrics. While financial indicators include profitability and market share (Walters et al., 2020), non-financial aspects such as employee productivity, customer loyalty, and brand reputation are gaining prominence (Harefa et al., 2025). Studies show that integrating ESG elements enhances operational efficiency, mitigates risk, and boosts stakeholder confidence (Clark, Feiner, & Viehs, 2015), affirming the strategic value of sustainability in driving performance.

Challenges to Sustainability in Nigerian Manufacturing

Despite its benefits, sustainability implementation in Nigeria's manufacturing sector faces notable barriers. Regulatory inefficiencies and bureaucratic delays hinder compliance (Adebayo & Odugbemi, 2019), while poor infrastructure such as erratic power supply and limited waste systems raises sustainability costs (Jayasinghe et al., 2023). Organizational resistance to change, short-term profit focus, and limited access to green finance also restrict adoption (Okafor & Nwankwo, 2025; Melhim & Isaifan, 2025). A lack of awareness and employee training further weakens the impact of sustainability programs (Akinrinsola, 2025). Bridging these gaps requires stronger policies, education, and investment incentives.

Sustainability Practices at Nampak Bevcan Nigeria Limited

Nampak Bevcan Nigeria Limited has embraced sustainability as part of its corporate strategy. The firm has invested in cleaner production technologies, energy-saving measures, and recycling systems (Rose, 2013; Ramchander & Nadar, 2025). Its CSR efforts include health and education initiatives, reinforcing its commitment to social sustainability. By aligning with international standards like ISO and the Triple Bottom Line model, Nampak demonstrates a progressive approach to sustainability (Eccles et al., 2014). However, it can further enhance its performance through greater renewable energy adoption, broader supply chain transparency, and more stakeholder engagement.

Summary and Research Gaps

Current literature emphasizes the growing relevance of corporate sustainability in manufacturing, especially through ESG lenses. There is empirical consensus linking sustainability to improved firm performance (Clark, Feiner, & Viehs, 2015). Yet, persistent challenges including infrastructural, cultural, and financial constraints undermine its full realization in Nigeria (Ezeudu & Fadeyi, 2024; Emmanuel & Ede, 2025). Research gaps remain, particularly within Nigeria's packaging sector, where academic inquiry into sustainability's impact on performance is sparse (Bettani, 2023). Furthermore, the influence of socio-economic context and firm-specific factors on sustainability outcomes has not been fully explored.

The Need for the Present Study

This study seeks to fill existing gaps by evaluating the link between corporate sustainability and performance in Nampak Bevcan Nigeria Limited. It aims to contribute empirical evidence and practical recommendations that can guide policymakers and industry leaders in advancing sustainability strategies in Nigeria's manufacturing sector.

Theoretical Perspectives on Corporate Sustainability

Theoretical perspectives underpinning corporate sustainability and business performance draw from several seminal frameworks, notably Stakeholder Theory, the Triple Bottom Line, the Resource-Based View (RBV), and Institutional Theory. However, this study focuses on Stakeholder Theory and RBV, as both offer a robust, multidimensional understanding of how sustainability influences corporate performance. Stakeholder Theory, introduced by Freeman (1984), asserts that companies are accountable not only to shareholders but to a broad array of stakeholders - employees, customers, suppliers, communities, and government bodies. It emphasizes the integration of environmental and social considerations into business decisions to enhance stakeholder relationships and secure long-term legitimacy. By aligning business practices with the interests of diverse stakeholders, sustainability becomes central to strategic management and value creation, rather than a peripheral concern.

In contrast, the Resource-Based View (RBV), as articulated by Barney (1991), explains competitive advantage through the possession and strategic deployment of valuable, rare, inimitable, and non-substitutable resources. Applied to corporate sustainability, RBV suggests that firms can embed sustainability into core capabilities—such as green innovation, ethical leadership, and eco-efficient processes—which serve as unique assets that drive superior performance (Cuthbertson & Furseth, 2022). For instance, Nampak Bevcan's sustainable operations and expert sustainability personnel exemplify internal resources that enhance operational efficiency and brand reputation. These resources can result in cost savings and long-term market differentiation.

Together, Stakeholder Theory and RBV frame sustainability as both an ethical responsibility and a strategic asset, emphasizing its centrality to organizational resilience and legitimacy. Their convergence provides a comprehensive lens for evaluating how firms like Nampak Bevcan Nigeria Limited adopt and benefit from sustainability initiatives within a competitive and socially accountable business landscape.

Empirical Review and Hypotheses Development

A growing body of empirical research highlights a strong positive relationship between corporate sustainability and organizational performance, particularly in emerging economies like Nigeria. Corporate sustainability—encompassing environmental management, social responsibility, and ethical governance has become a strategic path to achieving long-term business success. As organizations increasingly face global competitive pressures and stakeholder expectations, sustainability initiatives are no longer peripheral but central to enhancing performance outcomes.

Several studies in the Nigerian context have demonstrated how sustainability impacts both financial and non-financial dimensions of performance. Ogbonna and Ukpere (2013), in their study of the Nigerian manufacturing sector, found that sustainability practices such as waste minimization, energy conservation, and employee welfare programs significantly improve firm performance. Their findings suggest that companies integrating sustainability into their core operations benefit from enhanced productivity, reduced operational risks, and improved brand reputation. Similarly, Enekwe, Agu, and Eziedo (2013) examined firms applying environmental accounting and discovered that those engaging in environmental reporting and green practices enjoyed better financial outcomes, especially in return on assets and profit margins. This evidence reinforces the financial viability of embedding sustainability into business operations.

In another related study, Adebayo, David, and Omah (2014) explored the relationship between corporate social responsibility (CSR) and the profitability of listed Nigerian firms. Their regression analysis revealed a significant, albeit moderate, positive impact of CSR engagement on profitability most notably in the manufacturing sector, where environmental and community impacts are more pronounced. Furthermore, Uwuigbe and Uadiale (2011), in a comparative study of firms in the building materials and brewery industries, established that companies proactively disclosing social and environmental responsibilities commanded higher market valuations and stronger stakeholder confidence.

Collectively, these findings affirm that sustainability is not just an ethical imperative but a strategic asset that drives both tangible and intangible performance benefits in Nigeria's evolving industrial landscape. Hence, the first hypothesis for the study was expressed as:

$H0_1$: Social sustainability practices do not significantly affect employee productivity and stakeholder relationships in Nampak Bevcan Nigeria Limited.

Global empirical evidence strongly reinforces the link between corporate sustainability and organizational performance, further validating observations from the Nigerian context. Eccles, Ioannou, and Serafeim (2014) conducted an extensive cross-industry panel study and found that companies with high sustainability scores significantly outperformed their peers in stock performance and return on equity over an 18-year period. Their findings suggest that sustainability should not be seen merely as a compliance obligation but as a strategic tool for enhancing long-term business performance. Similarly, Lopez, Garcia, and Rodriguez (2007), analyzing firms listed on the Dow Jones Sustainability Index, demonstrated that organizations committed to sustainable development exhibited stronger risk management and operational resilience factors that translated into sustained profitability. These global perspectives underscore the tangible financial and operational benefits of sustainability.

In an African context, Idemudia (2011) emphasized the importance of tailoring sustainability strategies to local conditions. His study argued that in resource-rich yet institutionally weak environments, such as many parts of Africa, inclusive CSR practices that directly address community and environmental needs tend to yield better performance outcomes by enhancing legitimacy and reducing stakeholder conflict. This insight is particularly relevant for firms like Nampak Bevcan Nigeria Limited, which operate in industrial communities where social and environmental concerns are prominent. Additionally, Ajibolade and Uwuigbe (2013) provided empirical evidence from Nigeria showing that sustainability disclosures positively correlate with financial performance. They further highlighted that robust corporate governance enhances this relationship, implying that sound governance structures are essential for effectively implementing and monitoring sustainability initiatives.

Together, these studies affirm that corporate sustainability is not only a moral obligation but a powerful driver of business success. For manufacturing firms in Nigeria's competitive and environmentally sensitive landscape, embracing sustainability can significantly boost operational efficiency, profitability, and stakeholder trust. Therefore, corporate sustainability stands as a strategic imperative for long-term competitiveness and organizational excellence. Thus, the second hypothesis of this study was stated as:

H0$_2$: Environmental sustainability initiatives have no significant relationship with operational efficiency at Nampak Bevcan Nigeria Limited.

Conceptual Framework

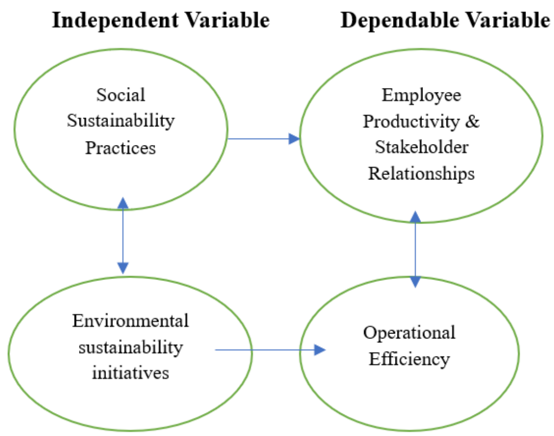

Figure 1: Relationship Between the Sustainable Development and the Organizational Performance. Source: Researcher's Formulation, 2025

Methodology: *Research Design*

This study adopted a descriptive survey research design to investigate the relationship between corporate sustainability and performance in Nampak Bevcan Nigeria Limited. The design was appropriate because it allowed the collection of primary data from a defined population using structured instruments, enabling the researcher to observe and interpret ongoing practices without manipulating variables. This approach is especially suited for organizational studies aiming to explain current conditions and examine relationships between key concepts.

Population of the Study

The population for the study included all 148 employees of Nampak Bevcan Nigeria Limited in Agbara, Ogun State, covering departments such as operations, environmental sustainability, health and safety, finance, human resources, and supply chain management. These categories were specifically targeted because of their direct or indirect involvement in sustainability implementation and monitoring within the organization.

Sample Size and Sampling Technique

Using Yamane's formula for finite populations, a sample size of 108 employees was selected. A stratified random sampling technique was adopted to ensure fair representation across departments and job levels. This method minimized sampling bias and allowed for more comprehensive perspectives across organizational units.

Sources of Data

Both primary and secondary data sources were utilized. Primary data were gathered through structured questionnaires administered to selected employees, while secondary data were drawn from company reports, sustainability disclosures, industry publications, and academic journals focused on corporate sustainability and performance.

Instrument for Data Collection

Data were collected using a close-ended structured questionnaire, divided into three sections. Section A covered respondents' demographic profiles; Section B focused on the Environmental, Social, and Governance (ESG) dimensions of sustainability; and Section C assessed key indicators of corporate performance such as profitability, operational efficiency, innovation, and stakeholder satisfaction. Responses were rated using a 5-point Likert scale ranging from Strongly Disagree (1) to Strongly Agree (5).

Validity and Reliability of the Instrument

To ensure validity, the questionnaire was reviewed by subject experts in sustainability, human resource management, and organizational behavior. Content and face validity checks confirmed that the items accurately reflected the research constructs. A pilot study with 20 non-sampled employees was conducted, and the instrument's reliability was confirmed using Cronbach's Alpha, which yielded a coefficient of 0.83, indicating strong internal consistency.

Method of Data Analysis

Data were analysed using SPSS version 25. Descriptive statistics (frequencies, means, and standard deviations) summarized demographic information and general trends. Inferential statistics included Pearson's correlation to assess the strength and direction of relationships between sustainability and performance. Multiple regression analysis was conducted to determine how the ESG components predicted business performance. Hypotheses were tested at a 5% significance level ($p < 0.05$).

Ethical Considerations

The study strictly followed ethical research guidelines. Informed consent was obtained from all participants, and confidentiality and anonymity were assured. Participation was entirely voluntary, and respondents had the right to withdraw at any stage. The research purpose was clearly communicated, and ethical clearance was secured from both the university's ethics committee and the management of Nampak Bevcan Nigeria Limited prior to data collection.

Results: The study achieved an 85% response rate, with 92 out of 108 distributed questionnaires returned and valid for analysis. The respondents' profiles are presented in Table 1. The core analysis focused on examining the effect of corporate sustainability on the performance of Nampak Bevcan Nigeria Limited, Agbara, using regression analysis. Findings from this analysis are detailed in Tables 2 and 3, based on the 92 valid responses.

Table 1: Socio-demographic Characteristics of the Participants

Participant Characteristics	**N**	**%**
Gender		
Male	56	60.8
Female	36	39.2
Age Range		
20-30 years	36	39.2
31-40 years	19	20.3
41-50 years	28	30.4
51 years & above	9	10.1
Marital Status		
Single	15	16.1
Married	57	62.0
Divorced	7	8.0
Widow/Widower	13	13.9
Educational Qualification		
First School Leaving Certificate	7	7.6
SSCE	34	36.7
N.C.E/O.N.D	13	13.9
H.N.D/Bachelor's degree	38	41.8
Position in the Company		
Casual Staff	57	62.0
Permanent Staff	31	33.7
Management	4	4.3
Total	**92**	**100.0**

Table 1 presents the socio-demographic profile of the 92 respondents. The workforce was predominantly male (60.8%), indicating a male-dominated environment. Most respondents (39.2%) were aged 20–30, followed by 30.4% in the 41–50 age group, reflecting a largely young to middle-aged workforce. Regarding marital status, 62.0% were married, while others were unmarried (16.1%), divorced (8.0%), or widowed (13.9%), suggesting diverse family commitments that may influence workplace policies and work-life balance.

Educationally, 41.8% held HND or degree qualifications, and 36.7% had SSSC, with a smaller percentage holding

N.C.E/OND (13.9%) and First School Leaving Certificates (7.6%). This points to a relatively well-educated workforce with a significant proportion having tertiary education. In terms of job status, the majority (62.0%) were casual employees, 33.7% were permanent staff, and only 4.3% held management roles. The dominance of casual employment suggests potential implications for employee motivation, job satisfaction, and overall corporate sustainability performance at Nampak Bevcan Nigeria Limited.

Test of Hypotheses in the Study

Test of Hypothesis One

$H0_1$: Social sustainability practices do not have any effect on the organizational growth in Nampak Bevcan Nigeria Limited, Agbara.

Table 2: Summary of regression analyses on effect of social sustainability practices on the organizational growth in Nampak Bevcan Nigeria Limited, Agbara (N=92)

Variable	*B*	*SEB*	β	t	*p*
(Constant)	3.143	.757		4.150	.000
Community Engagement Initiatives	.207	.099	.209	2.082	.040
Health and safety practices	.090	.147	.062	.615	.540
R		.228			
R^2		.052			
Adj. R^2		.032			
F		2.655*			

*p < .05. Dependent Variable: Organizational Growth

Table 2 presents the regression analysis assessing the impact of social sustainability practices on organizational growth at Nampak Bevcan Nigeria Limited, Agbara. The model reveals a weak positive relationship, with an R value of 0.228 and R^2 of 0.052, indicating that only 5.2% of the variance in organizational growth is explained by the social sustainability variables. The adjusted R^2 of 0.032 further reflects the model's limited explanatory power. However, the F-value of 2.655 is statistically significant ($p < .05$), suggesting the model performs better than random chance.

Among the predictors, community engagement initiatives emerged as a significant contributor to organizational growth (β = .209, t = 2.082, p = .040). This suggests that activities like CSR, community development, and stakeholder outreach play a meaningful role in enhancing growth performance. On the other hand, health and safety practices, although essential for employee welfare and compliance, did not significantly predict growth (β = .062, t = 0.615, p = .540). Overall, the findings highlight that while the model's explanatory strength is modest, community engagement stands out as a key social sustainability factor influencing organizational growth.

$H0_2$: Environmental sustainability initiatives do not have any effect on financial performance of Nampak Bevcan Nigeria Limited.

Table 3: Summary of regression analyses on effect of environmental sustainability initiatives on the financial performance in Nampak Bevcan Nigeria Limited, Agbara (N=92)

Variable	*B*	*SEB*	β	t	*p*
(Constant)	.986	.187		5.267	.000
Waste Management Strategies	.116	.023	.196	5.125	.000

Energy Efficiency Initiatives	.673	.039	.659	17.199	.000
R		.734			
R^2		.539			
Adj. R^2		.536			
F		196.261*			

*p < .05. Dependent Variable: Financial Performance

Table 3 presents the regression analysis examining the impact of environmental sustainability practices—specifically waste management and energy efficiency—on the financial performance of Nampak Bevcan Nigeria Limited. The model is statistically significant, with an F-value of 196.261 ($p < .05$), and demonstrates a strong predictive relationship ($R = 0.734$). The R^2 value of 0.539 indicates that 53.9% of the variance in financial performance is explained by the environmental practices considered, with adjusted $R^2 = 0.536$ confirming model robustness.

Both predictors were significant. Energy efficiency programs had the strongest impact ($\beta = .659$, $t = 17.199$, $p = .000$), underscoring the importance of measures such as power-saving technologies, optimized processes, and renewable energy in enhancing profitability. Waste management also showed a positive, though lesser, effect ($\beta = .196$, $t = 5.125$, $p = .000$), indicating cost-saving and operational efficiency benefits from recycling and effective disposal practices.

Discussion: The study's findings underscore that corporate sustainability - both social and environmental - positively influences organizational performance at Nampak Bevcan, though their impact varies by dimension. Social sustainability, particularly community engagement, was found to significantly drive organizational growth, reinforcing the idea that strong ties with host communities enhance stakeholder trust, brand image, and business continuity. However, health and safety practices, while essential for internal welfare and regulatory compliance, did not significantly predict organizational growth, suggesting their benefits may be more long-term or indirect.

Environmental sustainability had a stronger, more direct correlation with financial performance. Both energy efficiency and waste management significantly improved profitability, with energy efficiency emerging as the most influential factor. This supports the Resource-Based View (RBV), which argues that strategic internal resources such as efficient energy use can create competitive advantages and reduce operational costs.

In sum, the results advocate for a dual sustainability approach: social initiatives for organizational growth and legitimacy, and environmental strategies for financial returns. This integrated model positions sustainability not as a cost but as a strategic investment, adaptable to specific performance goals. Firms like Nampak Bevcan can thus align social outreach with community support and environmental efficiency with financial resilience for holistic, sustainable development.

Although this study offers insightful information about the connection between Nigerian Breweries Plc's corporate success and human resource outsourcing, it should be noted that it has a number of drawbacks. First, the study was restricted to a single enterprise in Iganmu, Lagos, which would limit the findings' applicability to other businesses or sectors in Nigeria. Several companies from other industries could be included in future studies to allow for more comprehensive findings.

Furthermore, management and staff self-reported responses were used for data gathering, which could induce response bias. Despite efforts to guarantee truthful and accurate input, some responses may have been influenced by organizational loyalty and personal judgments.

Additionally, the study's primary focus was on short-term performance metrics including cost reduction and operational efficiency. Not much research has been done on the long-term consequences of outsourcing human resources, including how it affects company culture, employee morale, and strategic performance results. A longitudinal strategy might be taken into consideration in future studies to capture these features.

Lastly, confidentiality agreements limited access to some proprietary data, which in turn limited the extent of quantitative analysis that could be conducted. Future research that broadens data availability may offer a more thorough comprehension of the relationship between outsourcing and performance.

Management at Nampak Bevcan Nigeria Limited should integrate sustainability programs into its top corporate policy, according to the study's findings.

i. Environmental and social sustainability programs should never be viewed as stand-alone programs but as interconnected pillars of business success. Of specific priority is community engagement for the reason that it has been shown to have a positive impact on organizational development. By investing in the host community's education, health, and infrastructure, the company will enhance business continuity and social goodwill.

ii. The firm should expand its existing environmental initiatives, namely energy efficiency initiatives. Investments in energy-saving equipment, renewable energy sources, and process optimization should be utilized to drive financial results. A holistic and clearly stated sustainability policy aligned with both local rules and global best practices should be put in place.

iii. In addition, there needs to be regular training and capacity development for staff to ensure internal alignment with the firm's sustainability objectives. This would build a sustainability-focused corporate culture as well as guarantee that every staff member makes a meaningful contribution towards the realization of these goals.

According to the report, corporate sustainability activities have a favourable effect on company performance, particularly when it comes to areas like waste management, pollution control, and energy efficiency. This implies that sustainability should be seen as a strategic instrument for increasing profitability and competitiveness as well as a corporate social responsibility initiative. Management can achieve cost savings, improved brand recognition, and operational efficiency by incorporating sustainability into core operations. The organization can mainstream sustainable practices by integrating sustainability goals into key performance indicators (KPIs) and promoting departmental collaboration.

The results emphasize the necessity of encouraging laws and incentives that promote sustainable investments at the policy level. While discouraging unsustainable activities with harsher fines, government organizations and industry authorities can encourage tax breaks and other incentives for businesses implementing eco-friendly technologies.

Future research should look at the long-term financial effects of particular sustainability initiatives in the manufacturing industry, such as enhanced waste recycling and renewable energy. Comparative studies between sectors or geographical areas may show how various settings influence the relationship between sustainability and performance.

Additionally, researchers are urged to investigate the ways in which organizational culture and employee engagement impact sustainability results, including longitudinal designs to evaluate effects across time.

Conclusion: This study explored how corporate sustainability focusing on social and environmental dimensions affects organizational performance at Nampak Bevcan Nigeria Limited. The findings reveal that social sustainability, particularly through community engagement and CSR, significantly contributes to organizational growth, fostering goodwill, reputation, and long-term expansion. In contrast, environmental sustainability, especially energy efficiency practices, had a strong, direct effect on financial performance, driving cost reduction, resource optimization, and profitability. These results affirm that corporate sustainability, when aligned with organizational goals, is a strategic asset, not merely a corporate social obligation.

Overall, the study concludes that adopting a dual sustainability approach balancing environmental and social practices yields the most comprehensive path to business performance. Firms that integrate both dimensions are positioned for balanced growth, profitability, and sustained competitiveness.

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Availability of Data: Upon reasonable request, the corresponding author will provide the data supporting the study's conclusions. Subject to confidentiality agreements, information was gathered via primary field surveys and company records.