



## INFLUENCE OF SUSTAINABILITY MARKETING PERFORMANCE ON ORGANISATIONAL SALES PERFORMANCE IN THE FOOD AND BEVERAGE COMPANIES IN NIGERIA

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**ABSTRACT:** *The study investigated sustainability marketing and organisational sales results in the food and beverage companies based on a study of Nigerian Bottling Company Plc in Lagos State. The study adopted a quantitative research method in terms of a descriptive research strategy using a survey method. A sample of 337 respondents was chosen through purposive sampling technique and convenience sampling technique to select respondents from the Nigerian Bottling Company Plc headquarters in Ebute Metta and Agidingbi areas of Lagos State. Data collection was done through a designed questionnaire and was analysed through the utilisation and employment of frequency distribution, simple percentages, means, standard deviations and regression analysis. The findings and outcomes from the data analysis indicated that social responsibility, economic responsibility and environmental responsibility have a significant positive influence on the sales performance of the Nigerian Bottling Company Plc in Lagos State. It was therefore concluded that sustainability marketing has a significant positive influence on organisational sales performance in the Nigerian Bottling Company Plc in Lagos State. In consensus with the results and conclusion of this work, it was recommended among other things that sustainability marketing strategy should be done in a meaningful manner that creates value for the communities and society, shareholders and investors as well as the environment in which the Nigerian Bottling Company in Lagos State operates.*

**KEYWORDS:** Sustainability, Sustainability marketing, Social responsibility, Economic responsibility, Environmental responsibility, Marketing, Sales Performance



## INTRODUCTION

### Background to the Study

According to the International Fast-moving Consumer Goods/Consumer Packaged Goods report (2021), over half of consumers across all markets are shifting towards buying more sustainable products in the future, because of the pandemic that was global (COVID-19). In other words, consumer shopping habits are changing over the course of the coronavirus crises, thereby requiring the concept of sustainability in marketing and business (International Fast-moving Consumer Goods, 2021).

Sustainability has been considered as a key issue for the contemporary business and societal world, with regards to the ideology of satisfying the needs of the current generation without conceding the capacity of future generations to meet their own requirements (Aggarwal, 2013). It was introduced decades ago at the World Commission on Environment and Development in 1987, thereby causing the ongoing debate as to whether companies that follow sustainability are performing better than those that do not (Aggarwal, 2013; Abdulsattar, Jasser, Najm & AbdulAzeez, 2017). The critical argument posited regarding sustainability marketing and business highlights the importance of concentration on the protection of the environment and preservation of the planet earth (Abdulsattar, Jasser, Najm & AbdulAzeez, 2017). Sustainability marketing is defined as a marketing concept or philosophy that focuses on increasing customer value, social value and ecological value; hence, it integrates products, price, promotions and distributions with social and ecological factors (Noo-urai & Jaroenwisan, 2016). Furthermore, sustainability marketing strategy has been argued to be relevant in the contemporary business environment as it is useful in driving organisational performance by meeting immediate and current necessities of business stakeholders, such as consumers and businesses while preserving or protecting and the capacity of generations in the future to attend to their own necessities (Owonte & Etuk, 2020).

Hasan and Ali (2015) explained that sustainability marketing is in the line of green marketing whereby businesses carry out marketing activities in line with fulfilling the responsibility of satisfying human needs and wants while preserving the world around them. Junga, Kim and Kim (2020) asserted that it has now become commonplace for organisations to pursue sustainability in order to maintain consistent increase in business by meeting up with economic, social and environmental responsibilities.

Jobber and Lancaster (2019) defined sales performance as an integral part of business performance based on the number of products sold in the market, as well as rate of customer patronage. Based on the fact that sustainability marketing necessitates business organisations to focus their marketing on supporting the best long run performance (Owonte & Etuk, 2020). A study of this nature is relevant to find out how sustainability marketing can drive sales performance in food and beverage companies in Nigeria.

There have been considerable studies done in the contemporary areas of sustainability, sustainability marketing and various organisational constructs (Aggarwal, 2013; Noo-urai & Jaroenwisan, 2016; Abdulsattar et al., 2017; Okocha, Chris-Nnamchi, Agina & Nwankwo, 2018; Owonte & Etuk, 2020; Junga et al., 2020; Gomes & Nogueira, 2020). However, it appears there is limited evidence as regarding how the implementation of the individual components and dimensions of sustainability marketing (social, economic and environmental) influences



sales performance of organisations in the food and beverage industry in Nigeria. This study seeks to bridge the gap in literature by investigating the influence of sustainability marketing on sales performance in Nigerian food and beverage companies. The subsequent objectives of this study are:

- i. To determine the influence of implementing social responsibilities as a dimension of sustainability marketing on sales performance of Nigerian food and beverage companies;
- ii. To examine the influence of implementing economic responsibilities as a dimension of sustainability marketing on sales performance of Nigerian food and beverage companies; and
- iii. To evaluate the influence of implementing environmental responsibilities as a dimension of sustainability marketing on sales performance of Nigerian food and beverage companies.

The findings from this study are expected to make theoretical, methodological and practical contributions to sustainability marketing strategy and sales performance literature in the food and beverage industry by providing insight and useful ideas to executives and management of Nigerian food and beverage companies. The study is of significance to other kinds of organisations based on the understanding of sustainability marketing in maximising marketing efforts to achieve sales performance. Also, the findings from this study would benefit government, policy makers and the general public on understanding the dimensions of sustainability marketing needed for changing the global and local business environment. Finally, the finding of the study can serve as additional insights to the research on sustainability marketing for students, scholars and researchers.

The study mainly focuses on sustainability marketing and sales performance based on the analysis of the dimensions of sustainability marketing in terms of social, economic and environmental responsibilities. The study is based on the food and beverage industry using employees and operations of the Nigeriann Bottling Company Plc in Lagos State, in their headquarters in MetaEbute Metta and Agidingbi areas in Lagos State. The Nigerian Bottling Company Plc was chosen because it is one of the major food and beverage companies in Nigeria with adequate operation and international affiliations with Coca Cola company (Hassan, Amos & Abubakar, 2014).

## **LITERATURE REVIEW**

### **Theoretical Framework**

This section of the review and examination of literature summarises the main theories used to carry out added conceptualization of sustainability marketing in relation to sales performance. The theories considered for underpinning this study include stakeholder theory, the natural resource-based-view theory and Triple bottom-line theory, as used in previous studies of Kalva (2017), Okocha et al. (2018), and Appiah-nimo and Chovancová (2020).



### ***Stakeholder Theory***

The stakeholder theory is an organisational management theory developed by Freeman (1984) based on the assumption that stakeholders are individuals or groups who can influence or are influenced by the outcomes of organisational activities and objectives (Okocha et al., 2018). In other words, stakeholder theory emphasises the importance of maintaining cordial relationships with constituent stakeholder groups who have interests and influence decision making of organisations. Appiah-nimo and Chovancová (2020) also utilised the stakeholder theory as a major theory underpinning the concept of sustainability, based on the ideology that organisations applying sustainability marketing focus on meeting the needs of organisational stakeholders both internally and externally.

This theory is relevant for this study as it provides a basis of measuring social responsibility, economic responsibility and environmental responsibility as dimensions of sustainability marketing relevant for stakeholder management.

### ***Triple Bottom-Line Theory/Framework***

The triple bottom line theory was developed by Elkington (1998) based on the assumption that the success and performance of business organisations can be measured along economic/financial, social and environmental parameters (Aggarwal, 2013; Kalva, 2017). In other words, the theory is used in organisational reporting frameworks which are focused on 3Ps within the organisation: people, profit and planet.

The triple bottom-line theory establishes that critical performance indicators for sustainability marketing are in terms of people based on recognizing how marketing mix elements regard individuals, groups and communities; planet based on how marketing mix elements make optimal use of environmental resources; and profit with respect to how marketing mix elements ensure viable, long term economic benefits (Kalva, 2017). This theory is important to this study as it gives deeper insight to sustainability marketing dimensions and components which are investigated in this study in linkage to sales performance.

### ***The Concept of Sustainability and Sustainability Marketing***

According to Gomes and Nogueira (2020), sustainability is an intelligent business organisation and management principle that is fundamental towards ensuring that business organisations take responsibility for their actions on society and the environment. Elkington (1998) was a main author that introduced the boundaries of sustainability in terms of the triple bottom line or the sustainability triangle based on environmental, economic and social dimensions (Aggarwal, 2013; Gomes & Nogueira, 2020). Thus, sustainability marketing is an internal and external opportunity for business organisations to attain competitive advantage through differentiation of marketing activities by promoting more efficient resource consumption and waste management (Gomes & Nogueira, 2020).

According to Kotler and Armstrong (2014), as cited in Owontu and Etuk (2020), sustainability marketing is the smooth running of a marketing system that functions in a manner in which business stakeholders like partners, policy makers and other participants co-operate to guarantee responsible marketing achievement. Owontu and Etuk (2020) posited that sustainability marketing can be conceptualised as a marketing strategy that is focused on recognizing consumers as key stakeholders and seeking means to protect their lives, for



example, through reduction of carbon emission, recycling, reuse and preservation. As a marketing strategy, it involves a series of integrated decisions and actions tailored towards preserving resources for the present and future generations (Slater & Olson, 2001; Owontu & Etuk, 2020).

Kelleci and Yıldız (2021) described a guiding framework for points of sustainability in marketing based on transformation from value maximisation to wellbeing maximisation. The authors explain that sustainability marketing calls for change in the marketing focus from a narrow relationship between an organisation and its customers to expand to a wider relationship that includes a host of other stakeholders which include employees, regulators, financiers, and society at large.

Abdulsattar et al. (2017) asserted that sustainability is a complex construct that has diverse dimensions and makes it hard for researchers and authors to come up with an agreed definition of the concept. Some major insights that define sustainability include a business approach that is based on the integration of social, economic and environmental needs, also involving the 3Es: ecology, economy/employment and equality/equity (Goodall, 2013 as cited in Abdulsattar et al., 2017). The concept of sustainability and sustainability marketing presents the argument that contemporary business organisations should be accountable for the several advantageous and harmful impacts of business operations, transactions and activities on the entire society and environment (Aggarwal, 2013).

### **Dimensions/Components of Sustainability Marketing**

Gomes and Nogueira (2020) opined that the adoption of sustainability marketing strategy contributes immensely to the enhancement of business relations with stakeholders and the world at large. This can be done by balancing economic, social and environmental dimensions with the aim of ensuring long term positive development with consumers and the society. They further explained that sustainability marketing can be achieved through sustainable marketing mix that address social, economic and environmental issues consisting of sustainable products that incorporate social and environmental aspects in their value chain, sustainable pricing that integrates social and environmental costs in production, sustainable promotion in terms of innovative practices and ecological communication tools through electronic media, as well as sustainable distribution by reviewing the direct and indirect impact of the distribution process.

Abdulsattar et al. (2017) stated that in order for business organisations to be deemed responsible, the sustainability dimensions are to be integrated in goods and services. This means that sustainability business and marketing are approaches used to ascertain the required balance between economic, social and environmental dimensions.

Noo-urai and Jaroenwisan (2016) posited that the dimensions of sustainability marketing are based on the extent to which the organisation focuses on social equity and justice, environmental preservation and protection, as well as economic feasibility. Economic viability means business organisations should focus on profitable business operations that are conscious of solving social and environmental problems (Noo-urai & Jaroenwisan, 2016). Social equity means business organisations should focus on business operations that contribute to solving social inequality, poverty and community development (Noo-urai & Jaroenwisan, 2016). Environmental protection means business organisations should focus on



business operations that are ecologically friendly, environmental and natural resource conservation (Noo-urai & Jaroenwisan, 2016).

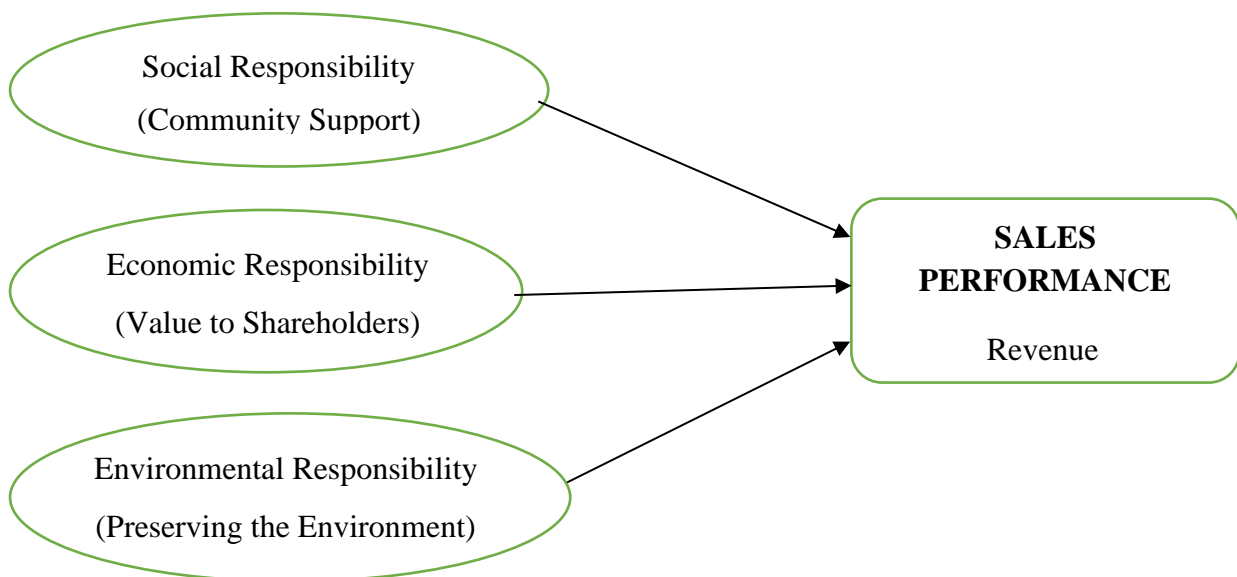
### Concept of Sales Performance

Bilal Kalsom, Zainon and Tareq (2016) stated that organisational performance is a crucial element of business operations which is measured in terms of sales revenue, profit and market share. It is determined by the extent to which resources are unique, invaluable, and difficult to imitate and replace (Jobber & Lancaster, 2009). Sales performance is a quantitative organisational performance indicator which is also called turnover. (Jobber & Lancaster, 2009; Kotler & Armstrong, 2012).

According to Appiah-nimo and Chovancová (2020), the performance of organisations is an unavoidable phenomenon that tracks the advancement of interactions and engagements of organisational resources towards the achievement of organisational goals and objectives such as sales volume and revenue. Ogbu (2016) stated that sales revenue is an element of sales performance that is arrived at by effective marketing strategies. According to Dixon-Ogbechi (2019), sales performance is a vital aspect of marketing activities achieved through the price element which is the only revenue generating element. This study focuses on sales performance of food and beverage companies which can be measured in terms of total number of units sold, customer engagement and patronage.

### Conceptual Model of the Study

This study investigates sustainability marketing as the independent variable and sales performance as the dependent variable. The model was adapted from previous studies such as Aggarwal (2013), Noo-urai and Jaron Wilson (2016) Abdulsattar et al. (2017), Owonte and Etuk (2020), Junga et al. (2020) as well as Gomes and Nogueira (2020), which is diagrammatically expressed in the image below:



**Source:** Researchers Construct (2022) as adapted from Noo-urai and Jaroenwisan (2016, Owonte and Etuk (2020).



## Empirical Review

Risitano, Romano, Rusciano, Civero and Scarpato (2021) investigated the impact of sustainability on marketing strategy and business performance using a study of Italian fishery companies. The study utilized a mixed research method consisting of qualitative approach of 13 empirical literature and quantitative approach using survey method with a sample of 232 respondents chosen through purposive sampling technique. The method of data analysis included content analysis and structural equation modelling (SEM). According to the findings, implementing a sustainable marketing approach assists and contributes to positive societal change for the better. The study came to the conclusion that there is a considerable positive association between sustainability and corporate success.

Pingali (2020) studied the concept of incorporating sustainability in the realm of marketing. The author focused on using sustainability marketing to address the issues of consumerism, which is leading to unsustainable consumption causing environmental degradation and climate dynamics. The purpose of the study was to promote sustainable consumption behaviour. The study adopted a qualitative research approach based on theoretical framework development using the “effort tangibility” matrix using the concepts of involvement and quality characteristics to guide marketing to move consumers to sustainable solution offerings. The data were analysed using content analysis of the theoretical framework. The finding and conclusion of the study was that companies need to integrate experience and credential attributes to their sustainability marketing approach by adding perceived risk associated with the purchase.

Owonte and Etuk (2020) examined the relationship between sustainable marketing strategy and corporate results of firms that deal in electronics in Rivers State. The study adopted a quantitative research approach with a sample size of 152 respondents chosen through convenient sampling practice. The data were composed through organised questionnaires and examined with Spearman rank correlation and Pearson correlation, as well as regression analysis. The findings from the study showed the coefficient between sustainable strategy in marketing and measures of corporate results in the area of customer satisfaction, loyalty and profit. The conclusion was that there is a very high correlation between corporate success of electronic enterprises in Rivers State and sustainable marketing strategy.

A study on sustainable marketing practices in the traditional fashion market and customer loyalty was conducted by Junga et al. in 2020. With a sample of 300 participants picked from the option of basic random sampling method, the study used a descriptive research design based on the survey method. The data were gathered using a closed-ended questionnaire, and confirmatory exploratory factor analysis and reliability analysis were used in the data analysis. Additionally, squared correlations from an analysis of structural equation models were used in the study. The outcomes showed that brand image, trust, and satisfaction are positively impacted by sustainable activities in the traditional fashion market. According to the study's findings, sustainable marketing initiatives enhance the reputation of traditional fashion markets' brands.

Gomes and Nogueira (2020) looked into how the adoption of sustainable marketing practices affected the international marketing strategy in car sellers from the area of Northern Portugal. The goal of the study is to determine whether auto dealerships in the northern Portuguese district of Porto adopt a sustainable business model that is in line with their sustainable product



offerings (EV, PHEV and HEV). The study used convenience sampling with a non-probabilistic sample of 48 car dealer outlets and it was qualitative in nature. Semi-structured interviews were used to gather the information from car dealerships and content mapping was used for analysis. According to the study's findings and conclusions, car showrooms are seen to be integrating and utilising sustainable procedures and actions into their marketing strategies for better sales performance.

The effect of corporate sustainability on operational performance was examined by Eccles, Ioannou, and Serafeim (2020). One hundred and eighty (180) American companies were chosen for the study's sample using the purposive sampling method, which was used in survey methodology. According to the study's findings, high sustainability companies have more established stakeholder engagement processes and demonstrate higher dimension and disclosure of non-financial data.

Based on empirical findings about its motivators at the corporate and functional level of marketing, Tollin and Christensen (2019) looked at the commitment to sustainable marketing. With a sample of 269 managers in marketing from a variety of businesses in Sweden and Denmark. The study used a quantitative research methodology based on survey research. Regression analysis and the structural equation modelling approach were both used in the data analysis. The research revealed that a key factor in leveraging marketing commitment to sustainability is the ability to innovate new products and business models. The study came to the conclusion that strong marketing skills are essential for promoting company sustainability, especially when used as a functional level strategy.

Okocha et al. (2018) looked into Nigerian tourist performance and sustainability marketing approach. Anambra, Enugu, Imo, Ebonyi, and Abia were among the states chosen for the study, along with a sample of 150 respondents drawn from the management staff of the state's tourism board, travel agents, hoteliers, and other community heads. Purposive sampling approach was used in the study. Descriptive and inferential statistics were used to display and analyse the data that had been collected. The results showed that there is no discernible relationship between international visitor arrivals and the development of the travel and tourism business. It also showed that the marketing plans of the tourism stakeholders did not adequately take the goals of sustainable tourism into account.

In the Jordanian pharmaceutical sector, Abdulsattar et al. (2017) researched sustainability and its impact on organisational performance. The three pillars of sustainability—economic, social, and environmental—as well as organisational success in terms of market share, profitability, and organisation growth, were the writers' main concerns. One hundred and eighty (180) managerial staff members from three large pharmaceutical firms were chosen at random for the study using a quantitative research methodology. Regression analysis was employed in the study as the proper statistical tool to test the hypotheses. The findings showed that the three aspects of sustainability all significantly affect how well organisations perform. According to the study's findings, Jordanian pharmaceutical companies must create their own sustainability metrics to incorporate into their internal decision-making processes, rules, and procedures.





## METHODOLOGY

This study engaged in descriptive research strategy and design made up of survey methods for primary data collection. The descriptive study design, according to Kothari (2018), is a systematic procedure that entails viewing and documenting a subject's conduct without in any manner affecting it. Sustainability marketing is the independent variable that is being studied, while sales performance is the dependent variable. The population of study includes the employees of the Nigerian Bottling Company Plc in the marketing and sales department which amounts to 2120 according to the company's website and report. Due to time and financial limitations, the researcher would not have been able to survey the entire population; as a result, a sample was utilised to obtain a representative sample of the population. Multistage sampling was used in this study. Firstly, purposive sampling was used to select the organisation and specific unit of study, while convenience sampling was employed in this study to point out participants of the population that engaged in the study.

This study used majorly primary data gathered from a designed questionnaire distributed to employees of the Nigerian Bottling Company Plc in Lagos State. Based on the fact that the majority of the questionnaire's questions are intended to gauge respondents' perceptions of the research factors, this study considered the utilisation of the Likert scale which was based on a 5-point scale ranging from strongly agree, agree, fairly, disagree, and strongly disagree. The data produced from this study were analysed and presented in frequency distribution, simple percentages, means and standard deviations while regression analysis was used for the hypothesis testing with the aid of statistical packages for Social Science (SPSS) version 20.0.

### Results

The study investigated the influence of sustainability marketing on organisational sales performance in the food and beverage industry using insights from employees of the Nigerian Bottling Company Plc in Lagos State. The research tool which was a structured questionnaire was edited and reviewed to ensure that only appropriate and adequately filled questionnaires were utilised for analysis of data collected; thus, the ones that were not well filled were excluded from the analysis. Three hundred and twenty (320) usable copies of the questionnaires were used for analysis. This gives a response rate of 94.9%. This response rate is found acceptable for this kind of study.

### Data Analysis

According to the study questions, subsections of the questionnaire were created, and statements using the Likert scale were employed. Points were awarded on a scale of 1 to 5, and the statements were then interpreted as follows:

4.45 or higher points to Strongly Agree.

3.45 to 4.44 points to Agree.

2.45 to 3.44 points to Undecided

1.45 to 2.44 points to Disagree.

Below 1.45 points to Strongly Disagree.



**Research Question 1: What is the influence of implementing social responsibilities as a dimension of sustainability marketing on sales performance of the Nigerian Bottling Company Plc in Lagos State?**

**Table 4.1: Mean and standard deviation**

<b>Respondents' views on our sales performance is increasing because:</b>	<b>MEAN</b>	<b>STD DEV</b>
We consider societal values and morals in the marketing operations of NBC Plc products.	4.81	0.31
Giving back to the society is important to Nigerian Bottling Company Plc in Lagos State as a means of fulfilling social responsibility.	4.91	0.17
Social responsibilities as a dimension of sustainability marketing has significant influence on sales performance of Nigerian Bottling Company Plc in Lagos State.	4.94	0.15

*Source: Field Survey, 2022.*

Table 4.1 shows that respondents strongly agreed with the view that their sales performance has been increasing because they consider societal values and morals in the marketing operations of NBC Plc products. This was specified with a mean of 4.81 and standard deviation of 0.31 respectively. Also, Table 4.1 reveals that respondents strongly agreed with the view that their sales performance has been increasing because giving back to the society is important to the Nigerian Bottling Company Plc in Lagos State as a means of fulfilling social responsibility. This was specified with a mean of 4.91 and standard deviation of 0.17 individually.

Finally, Table 4.1 shows that respondents strongly agreed with the view that their sales performance has been increasing because social responsibilities as a dimension of sustainability marketing has a significant influence on sales performance of the Nigerian Bottling Company Plc in Lagos State. This was specified with a mean of 4.94 and standard deviation of 0.15 separately.

**Research Questions 2: What is the influence of implementing economic responsibilities as a dimension of sustainability marketing on sales performance of the Nigerian Bottling Company Plc in Lagos State?**

**Table 4.2: Mean and standard deviation**

<b>Respondents' views on our sales performance is increasing because:</b>	<b>MEAN</b>	<b>STD DEV</b>
We consider economic and financial targets in the marketing operations of NBC Plc products.	4.98	0.13
Meeting shareholders and investor expectations are important to Nigerian Bottling Company Plc in Lagos State as a means of fulfilling economic responsibility.	4.98	0.13



Economic responsibilities as a dimension of sustainability marketing has significant influence on sales performance of Nigerian Bottling Company Plc in Lagos State.	4.98	0.11
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*Source: Field Survey, 2022.*

Table 4.2 reveals that respondents strongly agreed with the view that their sales performance has been increasing because they consider economic and financial targets in the marketing operations of NBC Plc products. This was specified with a mean of 4.98 and standard deviation of 0.13 respectively.

Similarly, Table 4.2 indicated that respondents strongly agreed with the view that their sales performance has been increasing because meeting shareholders and investor expectations are important to the Nigerian Bottling Company Plc in Lagos State as a means of fulfilling economic responsibility. This was specified with a mean of 4.98 and standard deviation of 0.13 respectively.

Finally, Table 4.2 indicates that respondents strongly agreed with the view that their sales performance has been increasing because economic responsibilities as a dimension of sustainability marketing has a significant influence on sales performance of the Nigerian Bottling Company Plc in Lagos State. This was indicated with a mean of 4.98 and standard deviation of 0.11 respectively.

### **Research Questions 3: What is the influence of implementing environmental responsibilities as a dimension of sustainability marketing on sales performance of the Nigerian Bottling Company Plc in Lagos State?**

**Table 4.3: Mean and standard deviation**

<b>Respondents' views on our sales performance is increasing because:</b>	<b>MEAN</b>	<b>STD DEV</b>
We consider preserving the natural environment in the marketing operations of NBC Plc products.	4.89	0.20
Conserving raw materials and using recycled packages are important to Nigerian Bottling Company plc in Lagos State as a means of fulfilling environmental responsibility.	4.99	0.10
Environmental responsibilities as a dimension of sustainability marketing has significant influence on sales performance of Nigerian Bottling Company Plc in Lagos State.	4.57	0.93

*Source: Field Survey, 2022.*

Table 4.3 reveals that respondents strongly agreed with the view that their sales performance has been increasing because they consider preserving the natural environment in the marketing operations of NBC Plc products. This was directed with a mean of 4.89 and standard deviation of 0.20 respectively.



Also, Table 4.3 indicates that respondents strongly agreed with the view that their sales performance has been increasing because conserving raw materials and using recycled packages are important to the Nigerian Bottling Company Plc in Lagos State as a means of fulfilling environmental responsibility. This was directed with a mean of 4.99 and standard deviation of 0.10 respectively.

Finally, Table 4.3 indicates that respondents strongly agreed with the view that their sales performance has been increasing because environmental responsibilities as a dimension of sustainability marketing has a significant influence on sales performance of the Nigerian Bottling Company Plc in Lagos State. This was directed with a mean of 4.57 and standard deviation of 0.93 respectively.

### Test of Hypotheses

The hypotheses in this study were tested using regression analysis based on the decision criteria: Reject null hypothesis when p-value is less than 5% significant level; otherwise accept.

**Table 4.4: Moderated regression analyses for organisational sales performance with each independent variable**

	Social Responsibility	Economic Responsibility	Environmental Responsibility
R	.908	.955	.798
R Square	0.824	.912	.637
Adjusted R Square	.807	.899	.611
F statistics	5.272	3.001	4.338
Sales Performance	0.120	0.180	.0111

**Notes:** Standardised parameter estimates are shown. \*\*  $p < 0.05$

Table 4.4 shows the variables employed in the regression analysis are sales performance as the dependent variable and social responsibility as a dimension of sustainability marketing as the independent variable in testing the hypotheses. The Table indicates a p-value of 0.02 which is less than significant level  $p < 0.05$ , hence leading to rejection of the null hypothesis. The alternative hypothesis should be accepted, stated as follows: Implementation of social responsibilities as a dimension of sustainability marketing has a significant positive influence on sales performance of the Nigerian Bottling Company Plc in Lagos State. This was further identified with an R-square value of 82.4% of sales performance is influenced by the social responsibility dimension of sustainability marketing.

Furthermore, Table 4.4 indicates the variables employed in the regression analysis are sales performance as the dependent variable and economic responsibility as a dimension of sustainability marketing as the independent variable in testing the hypotheses. The table indicates a p-value of 0.01 which is less than significant level  $p < 0.05$ , hence leading to rejection of the null hypothesis. The alternative hypothesis should be accepted, stated as follows: Implementation of economic responsibilities as a dimension of sustainability marketing has a significant positive influence on sales performance of the Nigerian Bottling Company Plc in Lagos State. This was further identified with an R-square value of 91.2% of



sales performance is influenced by the economic responsibility dimension of sustainability marketing.

Finally, Table 4.2 points out that the variables employed in the regression analysis are sales performance as the dependent variable and economical responsibility as a dimension of sustainability marketing as the independent variable in testing the hypotheses. The ANOVA table indicates a p-value of 0.02 which is less than significant level  $p < 0.05$ , hence leading to the rejection of the null hypothesis. The alternative hypothesis should be accepted, stated as follows: Implementation of environmental responsibilities as a dimension of sustainability marketing has a significant positive influence on sales performance of the Nigerian Bottling Company Plc in Lagos State. This was further identified with an R-square value of 68.7% of sales performance is influenced by the environmental responsibility dimension of sustainability marketing.

## CONCLUSION

In line with research objectives, questions and research hypotheses, the results of the data analysis indicated the following:

- i. Social responsibilities as a dimension of sustainability marketing has a significant positive influence on sales performance of the Nigerian Bottling Company Plc in Lagos State, as a result of the fact that giving back to the society is important to the Nigerian Bottling Company Plc in Lagos State as a means of fulfilling social responsibility. The hypothesis testing showed that 74.9% of implementing social responsibility influences sales performance.
- ii. Economic responsibilities as a dimension of sustainability marketing has a significant positive influence on sales performance of the Nigerian Bottling Company Plc in Lagos State, as a result of the fact that meeting shareholders and investor expectations are important to the Nigerian Bottling Company Plc in Lagos State as a means of fulfilling economic responsibility. The hypothesis testing showed that 91.2% of implementing economic responsibility influences sales performance.
- iii. Finally, conserving raw materials and using recycled packages are important to the Nigerian Bottling Company plc in Lagos State as a means of fulfilling environmental responsibility. The hypothesis testing showed that 68.7% of implementing environmental responsibility influences sales performance.

Founded on the discoveries of this study, the overall conclusion to be made is that sustainability marketing has a significant positive influence on organisational sales performance in the Nigeria Bottling Company Plc in Lagos State. The dimensions of sustainability marketing which are social, economic and environmental responsibilities are all implemented in the Nigerian Bottling Company Plc in Lagos State.

This study concluded that economic responsibility has the most significant influence on sales performance due to the fact that it focuses on meeting shareholders' and investors' expectations. Also, social responsibility has a significant influence on sales performance of the Nigerian Bottling Company Plc in Lagos State because of the role of giving back to the society.





Environmental responsibility has the least significant influence on sales performance due to the fact that it focuses on preserving the environment and recycling packages. Overall, sustainability marketing is seen as a contemporary marketing strategy used by organisations like the Nigerian Bottling Company Plc in Lagos State to enhance their sales performance by carrying out responsibilities to the society, shareholders, and investors, as well as the environment.

## **RECOMMENDATIONS**

In line with the discoveries and culmination of this investigation, the succeeding commendations are made:

- i) Sustainability marketing strategy through the fulfilment of social responsibility should be done in a meaningful manner that creates value for the communities and societies in which contemporary organisations operate.
- ii) Also, it is recommended that economic responsibility as a dimension of sustainability marketing should be balanced with appropriate marketing elements of product, price, promotion and place, such that organisations can generate value for shareholders whilst giving meaningful input for stakeholders.
- iii) Finally, sustainability marketing through the environmental dimension should be integrated with technology such that it provides ways of efficiently managing resources and operations. This can include the use of automation processes, artificial intelligence and innovative production processes.

## **SUGGESTIONS FOR FURTHER STUDIES**

The study focused on sustainability marketing and organisational sales performance in the food and beverage industry focusing on the Nigerian Bottling Company in Lagos State. However, the succeeding areas proposed for added research:

Additional investigations can concentrate on added dimensions of sustainability marketing strategy as well as its relationship with sales performance in the food and beverage industry. Also, further studies can be done on other marketing decisions areas such as understanding the marketing environment of the food and beverage industry.

The study focused on the Nigerian Bottling Company in Lagos State; hence, further studies are suggested with respect to investigating sustainability marketing and sales performance in other organisations or industries.

Finally, this study was done using the quantitative research method based on survey; hence, further studies can look at qualitative research method or a mixed research method.



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