GREEN CULTURAL PRACTICES FOR SUSTAINABLE BUSINESS MANAGEMENT IN A WORLD OF CHANGE

Okanazu, Oliver Okechukwu,
Department of Business Education,
University of Nigeria, Nsukka, Enugu State

&

Akele, Francis Egberi,
Department of Business Education
School of Vocational Technical Education
Isaac Jasper Boro College of Education, Bayelsa State

Abstract

This study identified green culture practices for sustainable business management in a world of change in Anambra and Enugu State Nigeria. Three research questions guided the study while three null hypotheses were tested at $P \leq 0.05$ level of significance. Survey research design was adopted for the study. The population for the study consists of all the 547 registered SMEs in the two states of South East zone. The instrument for data collection was a structured 43-item questionnaire titled: Green Culture Practices for Sustainable Business Management Questionnaire (GCPSBMQ). The reliability of the instrument was ascertained using Cronbach Alpha reliability method. The data collected were analyzed using mean and standard deviation for answering the research questions while t-test was used for testing the null hypotheses. Result obtained indicated that discouragement on the use of hazardous chemical in production, encouragement of proper waste management, discouragement of the use of plastic bottles, over exploitation of nonrenewable resources, encouragement of the use of reusable materials, recyclable materials, biodegradable products, energy saving equipment, environmental friendly products among others as parts of green cultural practices for sustainable business management in a world of change. The result of the hypotheses showed no significant difference in the mean ratings of rural and urban, high and less experienced, educated and less education SMEs business managers/operators in three categories of location, experiences and education. The study, among others, recommended that SMEs business managers/operators should attend training on green cultural practices in order to address the cultural, religious and social barriers that hinder the adoption of green cultural practices in their business operations.

Key Words: Green business, Green cultural, sustainability, business management.

Introduction

In today's world, sustainability is referring to continuity of resources for coming generation and how it can be used consciously. But Sustainability according to Gupata, and Kumar (2013) has often been defined as how biological systems endure and remain diverse and productive. But, the 21st century definition of sustainability goes far beyond these narrow parameters. Today, sustainability refers to the need to develop the sustainable models necessary for both the human race and planet earth to survive. It is the study of how natural systems function, remain diverse and produce everything it needs for the ecology to remain in balance. Sustainability looks to protect our natural environment, human and ecological health, while driving innovation and not compromising our way of life (Keskin, Diehl, & Molenaar, 2013). Sustainability, according to Tokgoz and Once (2009), focuses on meeting the needs of the present without compromising the ability of the future generation to meet their needs. To the authors the concept of sustainability is composed of three pillars: economic, environmental and social- also known informally as profits, planet and people. Sustainability emerged as a component of corporate ethics in respond to perceived public discontent over the long-term damage caused by a focus on short-term profits. Over-focusing on short-term profitability have made businesses, abandoning those environmental friendly practices that help in the business survival and sustainability as such lead to many business failures.

In terms of its socio- economic perspective, sustainability is quite an important issue but may not be achieved without imbibing green cultural practices. Green culture was initially conceived as an idea to put the business sector, creative sector, agricultural sector among others at the heart of the environmental campaign. The aim is to achieve sustainable and friendly environment for the present and future generations to come. From the business side, the results of business operations have an effect, not only on companies, but also on society; hence acquisition of green cultural practices for sustainable business management has become a matter that should be evaluated with a holistic approach to achieve a green business.

Brown and Ratledge (2011) defined green business as an establishment that produces green output. Meanwhile, Makower and Pike (2009) noted that green businesses required a balance commitment to profitability,

sustainability and humanity. According to The Business Dictionary (2018), green business is a business functioning in a capacity where no negative impact is made on the local or global environment, the community, or the economy at large. The author further noted that green business will also engage in forward-thinking policies for environmental concerns and policies affecting human right. Similarly, Croston (2009) stated that green businesses have more sustainable business practices which is helping people live well today and tomorrow while making money and contributing to the economy. A green business is any business organization that is committed to the principals of environmental sustainability in its operations, strives to use renewable resources, and tries to minimize the negative environmental impact of its activities (Linas, Rugile & Agne, 2014). Thus, greening a business is part of a long-term strategy of becoming sustainable. It is being able to achieve business tasks in the way that does not develop any threat- economic, social or environmental- for both current and future generations. To achieve this, business organizations must embrace green cultural practices in their day - to - day business operations.

Green culture according to Howard-Grenville, Golden-Biddle and Mao (2011), is defined as a lifestyle of making deliberate choices and decisions regarding the resources used for daily living for the purpose of minimizing resources used. It is the use of resources that are renewable. To the authors, green culture encourages the use of recycled paper, encourages the use of biodegradable products as much as possible, and discourages the use of plastic bottles made from nonrenewable resources, chemicals that are harmful to the environment among others. In the context of this study, green culture are those practices which business organizations should adopt in the cause of their business operations that are environmental friendly, reduces wastage, and be less harmful to the society. Supporting pollution prevention through operations, minimizing resource allocation and selling greener products is not enough to be a sustainable or green organization. Businesses should think green, seek green and behave green. Green culture will bring harmony between the human and the environment in which they live. Lloyed and Andrew (2002) noted that green culture linked human and environmental harmony together so as to achieve sustainable development of human culture, which includes sustainable businesses, sustainable agriculture, sustainable forestry, among others. The authors opined that in the past 20 years, part of human society's call for foresight and practical education

towards green culture. To them, the gradual emergence and formation of green production, green consumption, green industry, green trade, green business, green technology, green polities, green party, green investment, green design, green plan, green education, green school among others are conscious effort, that have been made to create green culture awareness.

The reason behind green culture focuses on significant commitment on environmental and ecological wellbeing (Therese, 2010). To the author, adoption of green cultures will create more environmentally sustainable practices into business organizations. Many business organizations around the world commit themselves to sustainability and environmentally friendly production. Therese (2010) asserted that from a purely scientific standpoint, companies have to start being sustainable through adoption of green culture. The author noted that unreasonable exploitation of nonrenewable resources will force companies to find alternatives and well-articulated government regulations will equally restrict pollution due to the global warming. Ryan (2015) outline five steps that will help business organizations foster a green corporate culture. These includes: to assess the business organization current culture; define and share organizational goals; build a nurturing environment for change; maintain consistency and motives others. These according to the author will make the sustainability goal of business organization more reachable, measurable and manageable. Becoming green is a multifaceted process; there are various practices that can be applied when business wants to shift to a green behaviour or culture. An environmentally aware business should participate at least in one of the "4Rs – reduction, reuse, recycling, and recovery (Kassaye, 2001). Each of these "Rs" can be achieved through several practices and using green agents. Green agents include green consumers, government and business itself. A green consumer can be defined as an individual who purchases ecologically produced or eco-friendly products – those that are made, imported and traded without causing pollution, can be reused or utilized and avoids environmentally harmful consumption by saving water and energy, through recycling (Jansson, Marell & Nordlund, 2010). On the other hand, governments should provide a regulatory framework for business operations, aimed at restricting the environmentally harmful business operations and to foster the environmentally friendly business culture and behaviour (Buono, 2011). Promoting environmentally friendly business culture and behaviour can only be achieved through sustainable business management.

Sustainable business management in the context of this study is concerned with all activities associated with running a business or company be it small and medium scale enterprises, such as controlling, leading, monitoring, organizing, and planning that must be environmentally friendly and will not jeopardize the future of coming generation. Businesses irrespective of size are facing a new paradigm. According to FairRidge Group (2017) creating long-term practices that do more to respect the environment, the well-being of employees and the prospects of future generations. The author noted that these same businesses are also expected to improve profitability, fund innovation and increase market share for current stakeholders. When this is done, it can lead to a sustainable society. A sustainable society is founded on equal access to health care; nutrition; clean water; shelter, education, energy, economic opportunities and employment (Winkler 2017). Having a sustainable society is the aim and target of business sustainability which can only be achieved through the adoption of right green cultural practices by the business organization.

Due to increased unemployment, poor standard of living as a result of incessant business failure in developing countries like Nigeria, Anambra and Enugu State in particular, the researchers' concerned is on how the adoption of green cultural practices will bring business sustainability especially to small and medium scale enterprises (SMEs). When SMEs are sustained, they will invariably create employment, increase standard of living and develop the economy in general. Small and medium scale enterprises otherwise called small and medium sized enterprises are businesses whose personnel numbers fall below certain limits (Ministry of Business, Innovation & employment, 2014). The abbreviation "SME" is used in the European Union and by international organizations such as the World Bank, the United Nations and the World Trade organization (WTO) (Allbusiness.com, 2016). Many authors like Kalanje (2002), Osuala (2004) and World Business Council for Sustainable Development (WBCSD, 2007) are in agreement that there is no universally accepted definition of SMEs. However, the authors are of the view that the term SME covers a wide range of definitions and measures, varying from, country to country and between the sources reporting SME statistics. The central bank of Nigeria (2013) defines small and medium scale enterprise in Nigeria according to asset base and number of staff employed. The criteria are an asset base equal or less than N5 million, and staff strength equal or less than 100 employees.

In the United State of America, any business with fewer than one hundred (100) employees is classified as small while medium scale business refers to a business with fewer than five hundred (500) employees (Allbusiness.com, 2016). From the forgoing, it can be deduced that small and medium scale enterprises especially in this world of change are enterprises that have the capacity to employ at most five hundred (500) employees with asset base equal or less than N5 million, being driven by the power of technology especially information and communication technology at the same time practicing or adopting green culture practices and had been proved to be the back bone of every economy. Small and medium scale enterprises (SMEs) are generally regarded as the engine of economic growth and equitable development in developing economies. They are labour intensive, capital saving and capable of helping create most of the one billion new jobs the world will need by the end of the century. They are also perceived as the key to Nigeria's economic growth, poverty alleviation and employment generation (Agwu & Emeti, 2014).

Despite these laudable benefits that SMEs are expected to bring, it seems that SMEs especially the ones in Anambra and Enugu are still facing challenges in the area of not using environmental friendly products, raw materials, equipment, among others, in their business operations. These challenges most times lead to business failures as a result of poor patronage by the consumers who are now more aware of the effect of artificial products on their health and on the environment. It is against this backdrop that the researchers seek to identify the green cultural practices required by small and medium scale enterprises (SMEs) business managers/operators for sustainable business management in Anambra and Enugu State Nigeria.

Purpose of the Study

The main purpose of the study was to identify the green cultural practices required by small and medium enterprises (SMEs) business managers/operator for sustainable business management in Anambra and Enugu State Nigeria.

Specifically, the study sought to identify the
1. Green cultural practices required by SMEs business managers/operators for sustainable business management

2. Challenges in the adoption of green cultural practices by SMEs business managers/operators for sustainable business management
3. Strategies for improving green cultural practices by SMEs business managers/operators for sustainable business management in Anambra and Enugu State Nigeria.

Research Question

Based on the specific purpose of the study, the following research questions were formulated to guide the study:
1. What are the green cultural practices required by SMEs business managers/operators for sustainable business management?
2. What are the challenges faced in the adoption of green cultural practices by SMEs business managers/operators for sustainable business management?
3. What are strategies of improving the adoption of green cultural practices by SMEs business managers/operators for sustainable business management in Anambra and Enugu State Nigeria?

Hypothesis

$H0_1$: There is no significant difference in the mean ratings of rural and urban SMEs business managers/operator on the green cultural practices required for sustainable business management

$H0_2$ There is no significant difference in the mean ratings of experienced and less experienced SMEs business managers/operators on the challenges faced in the adoption of green cultural practices for sustainable business management

$H0_3$ There is no significant difference in the mean ratings of educated and less educated SMEs business managers/operators on the ways of improving the adoption of green cultural practices for sustainable business management in Anambra and Enugu State Nigeria?

Methodology

Design of the Study

Descriptive survey research design was adopted for the study. Descriptive survey design is that in which the same information is gathered from an unbiased representative group of interest using

questionnaire, interview and observation (Owens, 2002). Descriptive survey design was found suitable for this study because data were collected from the respondents using questionnaire on the green cultural practices required by small and medium enterprises (SMEs) business managers/operator for sustainable business management in Anambra and Enugu State Nigeria.

Area of the Study

The study was carried out in Anambra and Enugu State Nigeria. The researchers choose this States because of high level of small and medium scale enterprises in the area and perceived lack of green cultural practices among the businesses.

Population for the Study

The population for the study consists of 547 registered small and medium scale enterprises business managers/operators in the two States. These SMEs business managers/operators were identified through their different States Ministry of Commerce and Industries with Anambra as 369, and Enugu as 178.

Sample and Sampling Techniques

Due to the manageable size of the participants, the entire population was involved in the study; therefore, there was no sampling.

Instrument for Data Collection

The instrument for data collection for the study was a 43-item structured questionnaire titled: Green Culture Practices for Sustainable Business Management Questionnaire (GCPSBMQ). The questionnaire was structured on a 4-point rating scale of Strongly Agree (SA); Agree (A); Disagree (D); and Strongly Disagree (SD) with corresponding values of 4, 3, 2, and 1 respectively.

Validation of Instrument

The instrument was face-validated by three experts from the Department of Business Education, University of Nigeria, Nsukka, Enugu State. For the purpose of ascertaining the internal consistency of the instrument,

Cronbach Alpha reliability method was used. The overall reliability coefficient obtained was 83.

Data Collection Techniques

The questionnaires were distributed and collected by the two researchers and five research assistant on the spot to avoid loss. All the 547 copies of the questionnaire administered were retrieved due to the large number of research assistants representing 100% rate of return.

Data Analysis Techniques

The data collected were analyzed using mean and standard deviation for answering the research question while t-test was used for testing the null hypotheses at 0.05 level of significance. Research questions were answered using boundary limit of 3.50 – 4.00 (Strongly Agree), 2.50 – 3.49 (Agree), 1.50 – 2.49 (Disagree), and 1.00 – 1.49 (Strongly Disagree) the null hypothesis of no significant difference was accepted for items who t-values were greater than 0.05 level of significance while hypothesis of no significant difference was rejected for items whose t-value were less than 0.05 level of significance.

Results

The results for this study were obtained on the research questions answered and hypothesis tested. The results from research questions and hypotheses are presented in Tables 1, 2 and 3.

Research Question One:

What are the green cultural practices required by SMEs business managers/operators for sustainable business management?

$H0_1$: There is no significant difference in the mean ratings of rural and urban SMEs business managers/operators on the green cultural practices required for sustainable business management

The data for answering the first research question and testing first null hypothesis are presented in Table 1

Table 1

Mean ratings and t-test of the responses of SMEs business managers/operators on the Green cultural practices required for sustainable business management (N 547)

S/N	Item Statements	$\bar{x}$	SD	Rem.	t-value	Remark
	Green cultural practices for sustainable business management include:					
1	Use of recycled material in production process in business organizations.	3.41	.71	A	.61	NS
2	Use of biodegradable products as much as possible in business organization.	3.56	.69	SA	.79	NS
3	Use of natural ingredients in the production of food products.	3.67	.80	SA	.58	NS
4	Use of green packets in the packaging of business products.	3.51	.93	SA	.61	NS
5	Use of reusable products like bottles, crates, gallons among others in business organizations.	3.87	.77	SA	.82	NS
6	Discouraging the use of plastic bottles that are not reusable for products packaging.	3.56	.46	SA	.91	NS
7	Encouraging the use of green plastic that is usually made from plants- a renewable	3.67	.81	SA	.71	NS

	resources					
8	Discouraging the use of hazardous chemicals in the production industries	3.88	.61	SA	.52	NS
9	Discouraging the use of artificial materials in the production of food products	3.51	.73	SA	.43	NS
10	Encouraging the proper waste management habits in every organization.	3.66	.88	SA	.79	NS
11	Encouraging the use of energy saving equipment in business operations	3.99	.59	SA	.53	NS
12	Encouraging the use of the right bulbs in business organization	3.60	.93	SA	.66	NS
13	Encouraging the repair of tools, equipment, rather than replacement in business organization	3.89	.89	SA	.76	NS
14	Encouraging of staff to make use of soft information than hard printed information	3.66	.75	SA	.54	NS
15	Encouraging the use of clean energy like solar, biogas as the main source of energy in business	3.98	.97	SA	.76	NS
16	Discouraging the use of carbon emitting sources of energy in business operation /organization	3.50	.66	SA	.78	NS

17	Encouraging staff to switch off all appliances, equipment at the end of every working day	3.67	.87	SA	.86	NS
	Grand Mean	**3.68**	**.77**	**SA**	**.69**	**NS**

Note: G$\bar{x}$ = Grand Mean; $\bar{x}$ = Mean; SA = Strongly Agree; A = Agree; N = No of respondents; S = Significant; NS = Not significant; Sig. at 0.05.

Table 1 shows the mean ratings of the responses of the respondents on 16 out of the 17 items in the Table ranged from 3.51 – 3.99 which are within the boundary limit of 3.50 – 4.00 on 4-point rating scale. This indicates that the small and medium scale business managers/operators strongly agreed that the sixteen identified items are green cultural practices required for sustainable business management in small and medium scale enterprises in Anambra and Enugu State. Similarly, data in the Table 1 show that the mean rating on item 1 was 3.41 which are within the boundary limit of 2.50 – 3.49 on 4 – point rating scale. By this finding, the SMEs business managers/operators agreed that item 1 in the Table is also a green cultural practice required for sustainable business management in small and medium scale enterprises. Furthermore, the data presented in Table 1 on the first hypothesis show that the t- values of the entire 17 items in the Table ranged between .43 - .91 which are in each case greater than 0.05 level of significance. This indicates that there was no significant difference in the mean ratings of rural and urban SMEs business managers/operators on the green cultural practices required for sustainable business management in Anambra and Enugu State, Nigeria. Therefore, the null hypothesis of no significant difference was accepted on all the seventeen items.

Research Question Two:

What are the challenges faced in the adoption of green cultural practices by SMEs business managers/operators for sustainable business management in Anambra and Enugu State?

H0$_2$: There is no significant difference in the mean ratings of experienced and less experienced SMEs business managers/operators on the challenges faced in the adoption of green cultural practices for sustainable business management in Anambra and Enugu State.

The data for answering the second research question and testing the second null hypothesis are presented in Table 2 in page 10.

Data presented in Table 2 revealed that the mean ratings of the respondents on 12 out of the 13 items ranged from 3.54 – 3.79 which are within the boundary limit of 3.50 – 4.00 on 4-point rating scale. This indicates that the small and medium scale business managers/operators strongly agreed that the twelve identified items are challenges faced in the adoption of green cultural practices for sustainable business management in Anambra and Enugu State. Furthermore, date in the Table 2 show that the mean rating on item 2 was 3.36 which is within the boundary limit of 2.50 – 3.49 on 4-point rating scale. By this finding, the SMEs business managers/operators agreed that item 2 in the table is also a challenge faced in the adoption of green cultural practices for sustainable business management. Similarly, data presented in Table 2 also reveal that the t-values of the entire 13 items ranged between .27 - .97 which are all greater than 0.05 level of significance. This indicates that there was no significant difference in the mean ratings of high and less experienced SMEs business managers/operators on the challenges faced in the adoption of green cultural practices for sustainable business management in Anambra and Enugu State. Therefore, the null hypothesis of no significant difference was accepted on all the thirteen items.

Table 2

Mean ratings and t-test of the responses of SMEs business managers/operators on the Challenges in the adoption of Green cultural practices for sustainable business management. (N 547)

S/N	Item Statements	$\bar{x}$	SD	Rem.	t-value	Remark
	Challenges in the adoption of green cultural practices for sustainable business management include:					
1	Inadequate information about green cultural practices among businesses all over the world	3.54	.54	SA	.72	NS

2	Inadequate training of business staff on the green cultural practices	3.36	.67	A	.52	NS
3	Insufficient laws, regulations among others to compel businesses to practices green culture	3.42	.43	SA	.28	NS
4	Insufficient equipment to practices green culture	3.57	.49	SA	.47	NS
5	Insincerity in the punishment of business organizations that violate green cultural laws	3.66	.58	SA	.56	NS
6	Poor taxation on the business organizations who are making use of carbon emitting equipment/energy source	3.69	.81	SA	.31	NS
7	Lack of willingness among business organizations to adoption green culture in their business operations	3.45	.69	SA	.38	NS
8	Inability of the regulatory bodies to stop the use of harmful chemicals.	3.79	.60	SA	.79	NS
9	Poor supervision of business organization by regulatory bodies on green cultural practices	3.66	.92	SA	.97	NS
10	Lack of alternative source of energy for business organizations	3.79	.33	SA	.42	NS
11	Lack of alternative sources of raw materials use in the	3.67	.81	SA	.67	NS

	production process.					
12	No solution to the use of artificial materials in the production of products	3.56	.36	SA	.36	NS
13	No alternative in the use of harmful and hazardous chemicals in the production of special products	3.78	.45	SA	.27	NS
	Grand Mean	**3.61**	**.59**	**SA**	**.52**	**NS**

Note: G$\bar{x}$ = Grand Mean; $\bar{x}$ = Mean; SA = Strongly Agree; A = Agree; N = No of respondents; S = Significant; NS = Not significant; Sig. at 0.05.

Research Question Three:

What are the ways of improving the adoption of green cultural practices by SMEs business managers/operators for sustainable business management in Anambra and Enugu State Nigeria?

H0$_3$: There is no significant difference in the mean ratings of educated and less educated SMEs business managers/operators on the ways of improving the adoption of green cultural practices for sustainable business management in Anambra and Enugu State Nigeria.

The data for answering the third research question and testing third null hypothesis are presented in Table 3.

Table 3

Mean ratings and t-test of the responses of SMEs business managers/operators on the ways of improving the adoption of Green cultural practices for sustainable business management. (N 547)

S/N	Item Statements	$\bar{x}$	SD	Rem.	t-value	Remark
	Way of improving the adoption of green cultural practices for sustainable business management include:					
1	Conducting of seminars and workshops to educate SMEs business operators and works on the green cultural practices	3.76	.74	SA	.82	NS
2	Provision of adequate information to business staff about green cultural practices	3.56	.69	SA	.52	NS
3	Provision of sufficient equipment to practice green culture in business organizations	3.77	.52	SA	.34	NS
4	Enacting of sufficient laws, regulation that will compel businesses to practices green culture	3.57	.49	SA	.47	NS
5	Punishing of businesses that violate green cultural practices in their business organizations	3.92	.88	SA	.86	NS
6	Placing ban on the use of carbon emitting equipment in their business operations	3.89	.61	SA	.41	NS
7	Encouraging business organizations to provide an alternative source of energy	3.59	.89	SA	.78	NS

8	Provision of alternative raw materials that are not harmful in the production of products	3.87	.66	SA	.91	NS
9	Making use of natural ingredients in the production of food products	3.89	.93	SA	.97	NS
10	Making use of biodegradable materials in the production and packaging of products	3.49	.39	SA	.44	NS
11	Reduction in the energy, water and other resources wastage	3.61	.73	SA	.64	NS
12	Reduction in the use of carbon emitting resources like crude oil, coal, among others	3.56	.36	SA	.36	NS
13	Forming NGOs that will be advocating for adoption of green cultural practices in business organizations	3.88	.67	SA	.34	NS
	Grand Mean	**3.72**	**.66**	**SA**	**.60**	**NS**

Note: G$\bar{x}$ = Grand Mean; $\bar{x}$ = Mean; SA = Strongly Agree; A = Agree; N = No of respondents; S = Significant; NS = Not significant; Sig. at 0.05.

Data presented in Table 3 revealed that the mean ratings of the respondents on 12 out of the 13 items ranged from 3.56 – 3.92 which are within the boundary limit of 3.50 – 4.00 on 4-point rating scale. This indicates that the SMEs business managers/operators strongly agreed that the twelve identified items are ways of improving the adoption of green cultural practices for sustainable business management in Anambra and Enugu State. Furthermore, date in the Table 3 equally show that the mean rating on item 10 was 3.49 which is within the boundary limit of 2.50 – 3.49 on 4-point rating scale. By this finding, the respondents agreed that item 10 in the table is also a way of improving the adoption of green cultural practices by SMEs business managers/operators for sustainable

business management. Similarly, data presented in Table 3 also revealed that the t-values of the entire 13 items ranged between .34 - .97 which are all greater than 0.05 level of significance. This indicates that there were no significant difference in the mean ratings of educated and less educated SMEs business managers/operators on the ways of improving the adoption of green cultural practices for sustainable business management in Anambra and Enugu State Nigeria. Therefore, the null hypothesis of no significant difference was accepted on all the thirteen items.

Discussion of Findings

This study identified green cultural practices required by SMEs business managers/operators to include; use of recycled material in production process in business organizations; use of biodegradable products as much as possible in business organization; use of natural ingredients in the production of food products; use of green packets in the packaging of business products; use of reusable products like bottles, crates, gallons among others in business organizations; discouraging the use of plastic bottles that are not reusable for products packaging; encouraging the use of green plastic that is usually made from plants- a renewable resources; discouraging the use of hazardous chemicals in the production industries; discouraging the use of artificial materials in the production of food products; encouraging the proper waste management habits in every organization; encouraging the use of energy saving equipment in business operations; encouraging the use of the right bulbs in business organization; encouraging the repair of tools, equipment, rather than replacement in business organization; encouraging of staff to make use of soft information than hard printed information; encouraging the use of clean energy like solar, biogas as the main source of energy in business; discouraging the use of carbon emitting sources of energy in business operation /organization; encouraging staff to switch off all appliances, equipment at the end of every working day.

These findings were in agreement with the opinion of Shorcham (2017) who stated that that going green in an organization is more than just switching the light off each night when going home. The author affirmed that it is all about a change in culture which the directive must come from the top. The business managers/operators of business organization need to clearly show the rest of the staff the green cultural practices in their business organization which include: reduction of total energy usage and

maximized usage of renewable energy; reduction of air pollutants and air impacts; reduction of water usage and water resource impacts; protection of the ecosystem and promotion of best practices related to land management; reduction of waste generation and improvement of material management among others.

In the same vein, Lloyd (2017) identified discouragement of the use of plastic bottles, encouragement of the use of reusable ones that can be washed out and used again, encouragement of the use of recycle paper, encouragement of the use of biodegradable products as much as possible, manufacturing of environmental friendly product as some of the green cultural practices in business organization.

There was no significant difference in the mean ratings of the rural and urban SMEs business managers/operators on the seventeen items on the green cultural practices required for sustainable business management. This is in agreement with the opinions of Linas, Rugile and Agne (2014), who asserted that there are also a number of minor green actions that still can contribute to the greening of business organizations irrespective of their locations. To the authors, some companies encourage their employees to use public transportation instead of their own cars in order to reduce air pollution, or to refuel the car after 6.pm when the gas fumes reputedly are less harmful to the environment. Other green practices in business organization include: waste sorting, organizing seminars about green business and environmental protection, the rule of not smoking in the office and participation in environmental actions (Collins, 2008). The author confirmed that the number of green business actions adopted by business organizations depends on particular business abilities to change its operations to environmentally friendly ones.

Furthermore, the study identified Challenges in the adoption of green cultural practices by SMEs business managers/operators for sustainable business management to include: Inadequate information about green cultural practices among businesses all over the world; inadequate training of business staff on the green cultural practices; insufficient laws, regulations among others to compel businesses to practices green culture; insufficient equipment to practices green culture; insincerity in the punishment of business organizations that violate green cultural laws; poor taxation on the business organizations who are making use of carbon emitting equipment/energy source; lack of willingness among business organizations to adoption green culture in their business operations;

inability of the regulatory bodies to stop the use of harmful chemicals; poor supervision of business organization by regulatory bodies on green cultural practices; lack of alternative source of energy for business organizations; lack of alternative sources of raw materials use in the production process; no solution to the use of artificial materials in the production of products; no alternative in the use of harmful and hazardous chemicals in the production of special products

The finding is in line with the report of Cedric (2009) when he affirmed that implementing environmentally-friendly practices like green cultural practices throughout an entire brand or even in a few properties, is exciting and will produce long-term financial benefits. Yet, it presents a set of challenges that business owners/operators must anticipate which include sharing of the business vision with team members. The author opined that controlling the actions and behaviours of business team members is always a challenge when going green. Having a solid plan, sharing the company vision with the team, and then helping each person, from executives to storekeeper, understand how their daily actions effect the environment and its inhabitant can be very difficult.

There was also no significant difference in the mean ratings of experienced and less experienced SMEs business managers/operators on the challenges faced in the adoption of green cultural practices for sustainable business management in Anambra and Enugu State. The findings of this study were in agreement with that of Ewins (2017), who stated that effective management of energy consumed during business operation is critical in building a green culture. A business irrespective of the experience of its staff, cannot manage its energy consumption or change to alternative source of energy if it does not have a way to measure and track its' energy cost accurately. Energy measurement technology and implementation can be costly, but if a business wants to be effective in its commitment to being green, it must be ready to invest in new technology and alternative sources of energy so that it can make an environmental and business impact. Investing in new energy sources will require a company committing certain percentage of its yearly capital expenditure to invest in new energy-saving equipment.

Similarly, the study identified ways of improving the adoption of green cultural practices by SMEs business managers/operators for sustainable business management to include: Conducting of seminars and workshops

to educate SMEs business operators and works on the green cultural practices needed for effective business operation; provision of adequate information to business staff about green cultural practices; provision of sufficient equipment to practice green culture in business organizations; enacting of sufficient laws, regulation that will compel businesses to practices green culture; punishing of businesses that violate green cultural practices in their business organizations; placing ban on the use of carbon emitting equipment in their business operations; encouraging business organizations to provide an alternative source of energy; provision of alternative raw materials that are not harmful in the production of products; making use of natural ingredients in the production of food products; making use of biodegradable materials in the production and packaging of products; reduction in the energy, water and other resources wastage; reduction in the use of carbon emitting resources like crude oil, coal, among others; forming NGOs that will be advocating for adoption of green cultural practices in business organizations

The finding is in line with the report of Helen (2016) who affirmed that a corporate green culture that values sustainability will save business money and make its brand more marketable to consumers and prospective employees. The author further out line five tips that will help a business establish it green cultural practices which include: business organizations going paperless, business organizations encouraging carpooling among its staff, business organization offering incentive to staff who practiced and encourage green cultural practices, allowing the use of remote in working and making use of sustainable materials in production. Helen noted that businesses can start their green cultural practices through the use of refillable pens, ink and cartridges, using of biodegradable soaps and cleaners, replacing standard materials with eco-friendly alternatives among others.

There was also no significant difference in the mean ratings of educated and less educated SMEs business managers/operators on the ways of improving the adoption of green cultural practices for sustainable business management in Anambra and Enugu State Nigeria. This is in line with the opinion of Virginia (2012), who stated that training and communication are vital to successful business operation. The author continued that adequate training and communication will help in building the educational capacity of the staff. To Virginia, developing a monthly message or best practices tip, send it to each business manager,

and work with them to educate their staff will keep the staff in a state of perpetual training and more educated about how to be more environmentally-conscious.

Conclusion

Green cultural practice, no doubt, improves the way every nation carry out its activities be it in business sector. This study was able to identified most of the green cultural practices that should be adopted in business organizations. Challenges faced by business organization in the adoption of green cultural practices were also identified. Finally, strategies of improving the adoption of green cultural practices by SMEs business managers/operators for sustainable business management were also identified to include: Conducting of seminars and workshops to educate SMEs business operators and works on the green cultural practices needed for effective business operation; provision of adequate information to business staff about green cultural practices. Therefore, for Nigeria as a nation, Anambra and Enugu state in particular to be in the map of countries with sustainable business management, they must fully understand what business sustainability is all about and make sincere effort in the adoption of green cultural practices as a hallmark for business sustainability.

Recommendations

Based on the findings of the study, the following recommendations were made:
1. Small and medium scale business managers/operator should state clearly the green cultural practices that should be operations in their business organizations in doing this; they should encourage their staff to adhere to that.
2. Business organizations should equally provide equipment that will enable their staff implement green cultural practices in business organizations.
3. Business organizations should also source for alternative means of energy, raw materials in their business operations.
4. Business organizations should train and retrain their staff on green cultural practices through seminar, workshops and conferences.

5. Government should enact laws that will compel business organization to adopt green cultural practices in business their business operations.

References

Agwu, M.O. & Emeti, C.I. (2014). Issues, challenges and prospect of small and medium scale enterprises (SMEs) in port-Harcourt city, Nigerian. *European Journal of Sustainable Development, 3(1)*, 101-114.

All business.com (2016). SMEs and national development. Retrieved from *allbusiness.com on 14th January, 2018.*

Brown, D.T, and Ratledge, E.C. (2011) Energy, environment and delaware jobs: Defining and describing green business. *University of Delaware, 116. Retrieved on May 2nd 2018 form* http://128.175.63.72/projects/Documents/Greenbusiness.pdf.

Buono, D. L. (2011). EU regulations governing tenderers and suppliers for regeneration projects *Retrieved on 12th May, 2018 from* http://www.climateactionpromme.org.

Business Dictionary (2018). Green business definition. *Retrieved on 13th April, 2018 from http//:www.businessdictionary.com.*

Cedric, L. (2009). Building a green culture. Retrieved from https://www.slideshare.net/green-culture-54934267.

Central Bank of Nigeria (2013) *2010 to 2015 government policy on SMES and government buying.* Retrieved on 9th March, 2018.

Collins, J. (2008). *Why green is good for business.* Business and Economic Review pp 25-26.

Croston, G. (2009). *Starting green: An ecopreneur's toolkit for starting a green business from business plan to project.* Entrepreneur Press. 324p

Ewins, A. (2017). Small steps are the way for SME's to reduce emissions and make savings. http://www.flick.com.

FairRidge Group (2017). Building an organizational culture of sustainability: Employee Engagement. *Retrieved from* https://www.triplepundit.com. *On May 23rd, 2018.*

Gupta, S. and Kumar, V.(2013). Sustainability as corporate culture of a brand for superior performance. *Journal of World Business, 48(2)156-166.*

Helen, Z. (2016). Five tips for establishing a green corporate culture. *Retrieved on 25 May, 2018 from* https://www.slideshare.net/green-culture-54934267.

Howard-Grenville, J., Golden-Biddle, K., and Mao, J. (2011). The greening of organizational culture. *Journal of Organizational Change Management, 15(3)102-110.*

Jansson, J., Marell, A. and Nordlund, A. (2010). Green consumer behaviour: determinants of curtailment and eco- innovation adoption. *Journal of*

Consumer Marketing, 27(4) 233-250.

Kalanje, C. (2002). The interrelationship of marketing productivity and financial performance of global SMEs, Irish marketing. Review, vo. 14 Dublin. Retrieved on July 2nd, 2018 from *http://www. Zianet.com.newDSB/business, html*.

Keskin, D., Diehle, J. C, and Molenaar, N. (2013). Innovation process of new ventures driven by sustainability. *Journal of Clean Production 45*, 111-115

Linas, C., Rugile, B., and Agne, D. (2014). Green business: challenges and practices. *Retrieved on 16 April, 2018 form www.EKONOMIKA, 93(1) 144-160.*

Lioyd, C. H (2017). The greening of organizational culture: Management views on the depth, degree and diffusion of change. *Journal of Organizational Change Management.* Retrieved on 25 May, 2018 from https://www.slideshare.net/green-culture-54934267.

Lloyed, C. H. and Andrew, C. (2002). The greening of organizational culture: management views on the depth, degree and diffusion of change. *Journal of Organizational Change Management, 15(3)234-355.*

Makower, J., and Pike, C. (2009). *Strategies for the green economy: opportunities and challenges in the new world of business*. New York, McGraw-Hill. 290p

Ministry of Business, Innovation and Employment (2014). The Small business sector report 2014, *Ministry of Business, Innovation and Employment. MBIE.*

Osuala, E. C. (2004). *Principle and practices of small business management in Nigeria.* Enugu: Cheston Agency Limited

Shoreham, A. (2017). How to cultivate a green culture in your business. *Retrieved on 27th May, 2018. From https//journals.ala.org.*

Slovik, K. (2013). Nine steps to green your business. *Accessed 16 April, 2018 from http://www.startupnation.com/steps/93/*

Therese, S. P. (2010). French for green business. *Retrieved on 12th May, 2018 from http://docs.lib.purdue.edu/cgi/viewcontent.cgi.*

Tokgoz, N., and Once, S. (2009). Corporate sustainability: alternative approach to traditional business management. *Afyon kocatepe university Turkish 11, 2.*

Virginia, G. (2012). Embedding sustainability in company culture: Retrieved from *http://128.175.63.72/projects/Documents/Greenbusiness.pdf.*

Winkler, K. (2017). Developing a sustainable society. Retrieved from https://www.triplepundit.com. On May 23rd, 2018.

World business council for sustainable development (2007). Retrieved on January 6th, 2018 from *http://www.smallandmediumenterprisesacrosstheglobe.*