

ENHANCING ORGANIZATIONAL IMAGE THROUGH TRIPLE BOTTOM LINE MANAGEMENT PRACTICE: EVIDENCE FROM SELECTED MANUFACTURING FIRMS IN SOUTH EAST, NIGERIA

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Abstract

The study examined the enhancement of organizational image through triple bottom line management practice: Evidence from selected manufacturing firms in South East, Nigeria. The specific objectives of the study were to examine the degree of relationship between social practice and profit-making potential of selected manufacturing firms, environmental contribution and recognition of selected manufacturing firms, and financial prudence and sustainability of selected manufacturing firms in South East, Nigeria. Descriptive research method was adopted in the study and the population of the study was made up of all the staff of the four (4) selected manufacturing firms in South East, Nigeria. The sample size of 293 was derived using Freud and William's formula from the population of 1221. Stratified sampling method was adopted using Bowley's proportional allocation formula to ensure adequate coverage of the respondents in the various strata of the four (4) manufacturing firms. Structured questionnaire was used in obtaining data from the respondents. The data obtained were presented in frequency tables and analyzed using simple percentages, mean and standard deviation. All the hypotheses were tested using Pearson product-moment correlation coefficient. The result of the study showed that Social practice had significant and positive relationship with profit-making potential ($r=0.725$; $t=16.306$; $p=0.000$); environmental contribution had significant and positive effect on recognition of manufacturing firms ($r=0.871$; $t=27.505$; $p=0.000$); and there was significant and positive relationship between financial prudence and sustainability of the manufacturing firms in South East, Nigeria ($r=0.914$; $t=34.827$; $p=0.000$). It was therefore concluded that organizations, globally, were beginning to appreciate the need to remain sustained through the application and enhancement of triple bottom line management and this has brought about successes in many manufacturing firms in the world, Nigeria inclusive. It was recommended that the management of manufacturing firms in the South East should work towards image building through building of inter-personal relationship with the people in the community where the firm is located, discharge their social responsibilities in the areas of their operation, product design, branding, good public relations and advertising in order to attract customers among others.

Background of the Study

Triple bottom line (TBL) is an accounting framework used in measuring the sustainability of businesses that incorporates three dimensions of performance namely; social, environmental and financial. This is equally commonly known as the three Ps, which stand for People, Planet and Profits. In effect, TBL is a concept that provides the running of an organization not only for financial profits but also the betterment of people's lives and the planet. Savitz (2006) captures triple bottom line (TBL) as the essence of sustainability by measuring the impact of an organization's activities on the world including both its profitability and shareholder values and its social, human and environmental capital. As it stands, there is no known universal standard method for calculating TBL, neither is there a universally accepted standard for the measure that comprise each of the three TBL indices. This can as well be viewed as a strength because it allows a user to adopt the general framework to the needs of different entities, projects or policies as well as geographic boundaries. This means that both a business and local government agency may gauge environmental sustainability in the same terms, example, reducing the amount of social waste that goes into landfills. Equally a local mass transit might measure success in terms of passenger miles, while a for-profit business firm could measure success in terms of earnings per share.

Therefore, the set of measures to be used will ultimately be determined by stakeholders and experts and the ability to collect the necessary data. Goel (2010) opines that TBL provides a framework for measuring the performance of business and the success of the organization using three spaces namely; environmental, society and economy. The effective management of the above variables therefore boosts the image of the organization positively and that invariably contributes to the actualization of the organizational goal. Hatch & Schutz (1997) assert that organizational image is a holistic and vivid impression held by an individual or a particular group towards an organization and is a result of sense-making by the group and communication by the organization. Fariaa & Mende (2013) maintain that organizations must sustain a desirable image in order to be successful.

Effective application of TBL framework for measuring performance and maintenance of organizational image gear toward the organizational success. Since TBL is one of the main systems that is being applied in businesses to assess the profits businesses are making, which helps the organization to be sustained, management focuses on the management of the variables that therefore support the set objectives of the organization which is profit making and organizational sustainability. Recognition and management of the variables which have to do with social, environmental and financial sustainability are imperative for the sustenance of the organizations to be actualized; that equally boosts the image of the organization. It is also observable that the variables in TBL management are not outside the normal natural environments that face a business organization. The other two factors are covered in the evaluation of socio-cultural and economic environments. In many circumstances, economic environment impact greatly on the profitability of the firm, while societal marketing management takes care of the implied contributions of social variables in the TBL. Ordinarily, effective SWOT analysis by the organization can pre-empt the contributions TBL management is trying to make. SWOT analysis is the structured approach to evaluation of the strategic position of a business by thorough examination of its strengths, weaknesses, opportunities and threats. The variables considered in the TBL management are part of the external environmental factors that face a business organization, which can pose a threat or opportunity to the management. It is the duty of a responsive management to determine whether it has the strength, or can acquire the strength, to capitalize on the opportunity or surmount the threats so as to remain in business. The study was therefore, set to examine the relationship between TBL management practice and organizational image enhanced among selected manufacturing firms in South East, Nigeria.

Statement of the Problem

Triple bottom line (TBL) is the key factor in sustaining a business organization. It is a framework that has to do with social, environmental and financial factors. It is effective management of the factors that carves a niche in differentiating organizations, especially manufacturing organizations. This in essence brings about

organizations having defined image and invariably success in their operations. Organizational image is a concept that creates the impression which individuals have about organizations.

The outright liquidation and sale (disinvestment) of some manufacturing firms in South East like the Anambra Vegetable oil, Nachi (AVOP), Enugu State, Anambra state plastic manufacturing company, Emene, Enugu State, Nigercem at Nkalagu, Ebonyi State, Aba Textile Mills in Abia State, Standard Shoe Factory Owerri, Imo State, Glass Industry, Aba, Abia State, Imo Rubber Nigeria Limited, Imo State, Resin and Paints Industry, Aboh Mbaize, Imo State, Avutu Poultry, Obowo, Imo State, Paper Packaging Industry in Owerre–Ebiri, Orlu, Imo State, and Modern Ceramics, Umuahia, Abia State to mention but few, brought to bear the question for the reason for the liquidation. The incessant liquidation of manufacturing firms in the South East could be as a result of low purchases, low social responsibility posture, poor accountability, poor internal control system, poor turnover maintenance and as such, creation of bad organizational image, poor return on investment (ROI) and many other ills.

The absence of a good organizational image in any manufacturing firm could bring about faster than expected, the liquidation of the organization. This could possibly be the reason behind the liquidation of the above manufacturing firms, therefore the need for the study.

Objectives of the Study

The broad objective of the study was to examine the enhancement of organizational image through triple bottom line management practice: Evidence from selected manufacturing firms in South East, Nigeria. The specific objectives were to:

- I. Examine the degree of relationship between social practice and profit-making potential of selected manufacturing firms in South East, Nigeria.
- II. Determine the extent of relationship between environmental contribution and recognition of selected manufacturing firms in South East, Nigeria.
- III. Ascertain the degree of relationship between financial prudence and sustainability of selected manufacturing firms in the South East, Nigeria.

Research Questions

In order to achieve the above objectives, the following research questions were asked.

- I. What is the degree of relationship between social practice and profit-making potential of selected manufacturing firms in South East, Nigeria?
- II. To what extent has environmental contribution affected recognition of selected manufacturing firms in South East, Nigeria?
- III. What is the degree of relationship between financial prudence and sustainability of selected manufacturing firms in the South East, Nigeria?

Hypotheses

The following null hypotheses guided the study:

- I. Social practice has no significant positive relationship with profit-making potential of selected manufacturing firms in South East, Nigeria.
- II. Environmental contribution has no significant positive effect on recognition of selected manufacturing firms in South East, Nigeria.
- III. There is no significant positive relationship between financial prudence and sustainability of selected manufacturing firms in the South East, Nigeria.

Review of Related Literature

Conceptual Review

Triple Bottom Line Management

Triple bottom line (TBL) is a sustainability-related construct that was coined by Elkington (1997). Driven by sustainability, TBL provides a framework for measuring the performance of the business and the success of the organization using the economic, social, and environmental lines. In essence, TBL expresses the expansion of the environmental agenda in a way that integrates the economic and social lines (Elkington, 1997). In his definition of TBL, Elkington used the terms profit, people, and the planet as the three lines. In

this study, the economic, social, and environmental lines referred to profit, people, and planet respectively. Similar to other sustainability-related constructs like sustainable development and corporate social responsibility (CSR), TBL has shown a positive impact on the organization (Goel, 2010).

Because marketing is necessary for a strong long-term performance of the organization (Lovette & MacDonald, 2005; Srivastava, Shervani, & Fahey, 1999), the interest was in exploring TBL from a marketing perspective. Since prior research on TBL did not shed light on strategic positioning or differentiation (from the marketing domain), it became very interesting to investigate how TBL influenced the strategic positioning through differentiation within a global organization. Further, Kotler (2000) noted five tools for differentiation: image, channel, personnel, services, and product. Image was selected as the differentiation tool and the term TBL Image was introduced to refer to the image of the organization as a TBL-driven organization.

Corporate Image Concepts

Corporate image is the picture emerging in the mind of target mass that any given enterprise aims to reach. In a different saying; corporate image is the accumulation of all judgments that exist in the minds of target mass as regards the adjectives associated with a given enterprise. In addition, it refers to a compilation of all analyses related to the way enterprises are recognized and perceived by the audience. All these analyses make-up of the entire corporate image (Çetin and Tekiner, 2015).

Ensuing the 1970s in particular, the gravity of corporate image studies has increased. Having then construed that image has nothing to do with visuality or pretentious moves to fool customers, enterprises have been trying to align their corporate image with the corporate behaviors making the whole of an enterprise (Köktürk, Yalçın, and Çobanoğlu, 2008).

Researchers from the disciplines of marketing, strategy and communication disciplines delineated image via associating with concept of corporate reputation. In that they defined image as the effect that an enterprise creates on the entities outside the business circle; in another saying they described image as the thoughts and beliefs in the minds of people outside the scope of any organization (Hatch and Schultz, 1997).

Corporate image relates not only to beliefs, thoughts and impressions regarding the enterprise but also related to the name of an organization, impressions on its architectural structure, product and services, traditions, ideology and quality aside from the communication that each employee establishes with their corporate customers. It consists of two components as functional and emotional (Fombrun, Gardberg, and Sever, 2000). Functional component integrates physical qualities and can be measured easily whereas emotional component is related with psychological dimensions surfacing with emotions and attitudes and such emotions derive by processing personal experiences in tandem with knowledge. Thus, corporate image can be defined as the outcome emerging once customers make a comparison on various qualities of enterprises (Ateş, 2016).

Image is the derivation of the word 'icon' that means the mental recreation of visualized face of any given entity. It refers to impressions on a person, enterprise, product or situation created in one's mind to help the person remember and recognize the entity. Image has the character of guiding purchase behaviors of individuals and on a broader scale, it can be defined by employing adjectives such as positive, negative and average. Akdu (2017) submits that everyday life image refers to positive or negative perceptions created consciously or unconsciously about people, enterprises, cities or countries. Image is recognized as perceptions of stakeholders based on the short-term impressions on an enterprise whereas corporate image refers to the specifications of manufactured

products or services. It entails achievements and impacts that a company has attained since its establishment, behaviors in the relationships between employers and workers, a sense of responsibility toward the environment, personal experiences with the enterprise, informing people in line with their comprehension levels about the enterprise, in-company communication, and the impact created on the target mass by the company (Küçüksüleymanoğlu, 2015).

Sustainability

Spagenberg (2005) opines that sustainability can be understood in systemic terms. It consists of four subsystems namely; social, economic, institutional and environmental which are integrated dynamically to

optimize their collective contributions to global and long-term human welfare. He further states that these subsystems are identified and based on a unique set of inherent and human defined goals that emphasize the interactive nature of different facets of human development. One can see that the omission or failure of any of the subsystem can affect the whole system negatively. In the other way, Performance as a dimension is dependent upon the nature of the organization. In marketing organizations for instance, performance may be measured by sales volume or profit, while in manufacturing organizations, performance may be measured by output or cost savings and in-service organizations performance may be measured by number of customers served. Regardless of the measure used, organizations will always work towards the maximization of those elements that will lead to greater overall performance.

Measure of Economic variables

Economic variables are variables that deal with the flow of money in an organization. It as such deals with, the income or expenditures, taxes, business climate factors, employment, and business diversity factors. Examples of the economic measure include, Personal income, Cost of underemployment, Establishment churn, Establishment sizes as well as Job growth. These are therefore, the contribution of economic variable as part of a factor in the sustainability of an organization.

Measure of Social variables

Social variables refer to social dimensions of a community/region which include measurements of education, equity and access to social resources, health and well-being of the people, quality of life, and social capital. Examples of social variables include, Unemployment rate, Female labor force participation rate, Relative poverty, Percentage of population with a post-secondary degree, Average commute time, Violent crimes per capita and Health-adjusted life expectancy to mention but these few.

Attainment to Corporate Social Responsibilities (CSR)

Corporate social responsibilities (CSR) is defined as the commitment of business to contribute sustainable economic development, working with employees, their families, the local community, and society at large to improve their quality of life, (World Business Council for Sustainable Development, 2004). In current business environment, firms try to find ways of optimization to triple bottom line concept of sustainability management (Imran,2010). Triple bottom line (TBL) is an important concept that creates a positive impact on business organizations in the society, environment, and business community sphere. The objective of triple bottom line is to achieve sustainability by equally balancing economic, environmental, and social criteria.

Drumwright, (2014) opines that organizations with sound corporate social responsibility (CSR) actions develop positive social identity and enjoy increased loyalty from both customers and employees. Also, the ultimate goal of corporate social responsibility (CSR) is to embrace responsibility for the organization's actions and encourage a positive impact through its activities on the environment, consumers, employees, communities, stakeholders, and all other members of the public.

Current corporate performance measures involve the corporate social performance. This measure has critical importance to corporate sustainability and reputation management. Okafor and Udu, (2005) define social responsibility as those investments and contributions to the wider community designed to help create the healthy environment that an organization requires to survive and operate efficiently and effectively. Subsequently, Okafor, (2011) asserts that business leaders are encouraged to move away from the traditional, utilitarian model of business and take more proactive stance with respect to contributing to the society. Nolan, Norton and Dave (2009), affirm that corporate social responsibility is used to establish good rapport with the public. Therefore, corporate social responsibility is the deliberate inclusion of public interest into corporate decision-making that is the core business of the organization and the honouring of triple bottom line concept: people, planet, and profit.

Theoretical Review

Utilitarian Theory

The proponent of utilitarianism is Jeremy Bentham who described utility as the sum of all pleasure that results from an action, minus the suffering of anyone involved in the action. This theory was contained in his 1781 letter to George Wilson and his 1802 letter to Étienne Dumont (Habibi, 2001). Utilitarianism is an

ethical theory which states that the best action is the one that maximizes utility. "Utility" is defined in various ways, usually in terms of the well-being of sentient entities. Utilitarianism is a version of consequentialism, which states that the consequences of any action are the only standard of right and wrong. Unlike other forms of consequentialism, such as egoism, utilitarianism considers the interests of all beings equally.

The seeds of the theory can be found in the hedonists Aristippus and Epicurus, who viewed happiness as the only good. The tradition of utilitarianism properly began with Bentham, and has included John Stuart Mill, Henry Sidgwick, R. M. Hare, David Braybrooke, and Peter Singer. It has been applied to social welfare economics, the crisis of global poverty, the ethics of raising animals for food and the importance of avoiding existential risks to humanity.

On the contrary, Proponents of utilitarianism have disagreed on a number of points, such as whether actions should be chosen based on their likely results (act utilitarianism) or whether agents should conform to rules that maximize utility (rule utilitarianism). There is also disagreement as to whether total (total utilitarianism) or average (average utilitarianism) utility should be maximized. This theory therefore supports this work in a way that the principal undertone of triple bottom line management is the management for sustainability of an organization for the interest of the people as well as taking care of the economic and environmental factors.

Empirical Review

Hanan Alhaddi of Lawrence Technological University, Southfield, MI, USA in a work examined triple bottom line (TBL) as an emerging phenomenon using grounded theory. The author Presented results from sections relating to talent acquisition and employee engagement. The presented results suggest that TBL Image (a term developed in the study) is positively associated with talent acquisition and employee engagement. This was illustrated by the introduction of the TBL Image Diagram which provides an insight into how the image of the organization (as TBL-oriented) enables it to attract and retain talent and improve employee engagement. The work therefore, contributes to sustainability by presenting new findings regarding TBL as a sustainability-related construct using grounded theory in light of the lack of empirical research on TBL in the related literature. The study also contributes to human resource by providing new insight into new elements that influence talent acquisition and employee engagement. Practitioners in human resource management could therefore benefit from the study as the findings further expose them to the understanding of how to influence the organization from an employee perspective through the TBL scope.

It was observed that interest in triple bottom line accounting has been growing across many profit, nonprofit and government organizations. Many business organizations have as such adopted the TBL sustainability framework in evaluating their performance. In this work, triple bottom line (TBL) as an emerging phenomenon using grounded theory was examined in the review. The results of the reviewed work indicated that effective management of the TBL will bring about improved organizational image and as such organizational success which invariably will translate into the sustainability of the organization. In summary, the results of the study indicated that there is positive influence of triple bottom line (TBL) on the organization studied.

Methodology

Descriptive research method was used in carrying out this study. Under this descriptive research method, survey research was adopted. This method was adopted because of the relatively large population from which the information was collected.

The population of the study was made up of all the staff of the four (4) selected manufacturing firms in South East Nigeria. The manufacturing firms involved in the study were randomly selected from 171 registered manufacturers in Manufacturers' Association of Nigeria (MAN) register. What informed the choice of the four (4) selected manufacturing firms were the access to information, the popularity, and the population (firms employing between 100 and 5,000 workers) and selection based on the type of products they produce and their physical offices in South East, Nigeria.

Table 3.1: Distribution of the population size for the study

S/No.	Firm	Population
1	Juhel Nig. Ltd, Emene, Enugu	299
2	Intafact Beverages Ltd.(SABMiller), Onitsha	285
3	Edon Aluminium Manufacturing Co. Nig. Ltd., Abakaliki	216
4	Golden Guinea Plc, Umuahia	421
	Total	1221

Source: MAN, 2017

The sample size of 293 was derived using Freud and William's formula from a population of 1221. Stratified sampling method was adopted using Bowley's proportional allocation formula to give proper allocation of the questionnaire to the respondents of various strata of the four (4) manufacturing firms. The instrument for collection of primary data for the study was questionnaire. The questionnaire was structured questions that covered triple bottom line management practice in the selected manufacturing firms in South East, Nigeria. The researcher adopted face and content validity. Also, to determine reliability of the instrument, the researcher adopted test and retest administration. This involved administration of the questionnaire to a pilot group from the population at different intervening periods. The data for the study were presented in tables and percentages while Pearson product-moment correlation coefficient was used for the test of hypotheses. Analyses of the results of the data were based on the tested hypotheses.

Data Presentation and Analyses

Presentation of Data

Table shows the distribution and return rate of data on the study.

Categories	Copies of Questionnaire Distributed	Copies of Questionnaire returned Valid	Copies of Questionnaire not and returned or invalid	percentage of Returned Questionnaire
Juhel Nig. Ltd, Emene, Enugu	71	62	9	21.2
Intafact Beverages Ltd.(SABMiller), 68 Onitsha	68	52	16	17.7
Edon Aluminium Manufacturing Co. 52 Nig. Ltd., Abakaliki	52	46	7	15.7
Golden Guinea Plc, Umuahia	102	82	19	28.0
TOTAL	293	242	51	82.6

Source: Field survey, 2017

In the above table, out of the total copies of two hundred and ninety-three (293) questionnaire administered to the respondents, two hundred and forty-two 242 copies (82.6%) of the questionnaire were validly returned, while fifty-one 51 copies (17.4) were either invalid or not returned.

The measurement of the items used in the study were based on 5-point likert scale as shown below

SA	=	Strongly Agree	5 points
A	=	Agree	4 points
U	=	Undecided	3 points
DA	=	Disagree	2 points
SD	=	Strongly Disagree	1 point

Triple bottom line management practice affects socio-cultural input in the organization

	ORGANIZATIONS				TOTAL	
OPTIONS	Juhel Nig. Ltd, Emene, Enugu	Intafact Beverages Ltd.(SABMiller), Onitsha	Edon Aluminium Manufacturing Co. Nig. Ltd., Abakaliki	Golden Guinea Plc, Umuahia	Frequency	Percentage
SA	30	23	29	37	119	49.1
A	20	22	12	33	87	36.0
U	7	2	2	5	16	6.6
D	4	3	2	4	13	5.4
SD	1	2	1	3	7	2.9
TOTAL	62	52	46	82	242	100

Source: Field survey, 2017

Table above shows that 119 (49.1 percent) of the respondents strongly agree that triple bottom line management practice affects socio-cultural input in the firm, 87 (36.0 percent) of the respondents are in agreement, and 16 (6.6 percent) were undecided, while 13 (5.4 percent) and 7 (2.9 percent) of the respondents disagreed and strongly disagreed respectively. This shows that majority of the respondents strongly agreed that triple bottom line management practice affects socio-cultural input in the selected manufacturing firms in South East, Nigeria.

Triple bottom line management practice affects economic-environmental contribution of manufacturing firms

	ORGANIZATIONS				TOTAL	
OPTIONS	Juhel Nig. Ltd, Emene, Enugu	Intafact Beverages Ltd.(SABMiller), Onitsha	Edon Aluminium Manufacturing Co. Nig. Ltd., Abakaliki	Golden Guinea Plc, Umuahia	Frequency	Percentage
SA	28	22	27	38	115	47.5
A	20	23	12	34	89	37.0
U	9	1	3	5	18	7.4
D	4	3	2	2	11	4.5
SD	1	3	2	3	9	3.6
TOTAL	62	52	46	82	242	100

Source: Field survey, 2017

The above table shows that 115 (47.5 percent) of the respondents strongly agree that triple bottom line management practice affects economic-environmental contribution of selected manufacturing firms in South East, 89 (37.0 percent) are in agreement, 18 (7.4 percent) of the respondents are undecided, while 11 (4.5 percent) and 9 (3.6 percent) of the respondents disagreed and strongly disagreed respectively. This shows that many of the respondents strongly agree that good economic-environmental contribution is as a result of triple bottom line management practice in selected manufacturing firms in South East, Nigeria.

Triple bottom line management practice affects financial prudence of manufacturing firms

OPTIONS	ORGANIZATIONS				TOTAL	
	Juhel Nig. Ltd, Emene, Enugu	Intafact Beverages Ltd.(SABMiller), Onitsha	Edon Aluminium Manufacturing Co. Nig. Ltd., Abakaliki	Golden Guinea Plc, Umuahia	Frequency	Percentage
SA	32	25	31	40	128	52.9
A	15	18	8	29	70	28.9
U	6	2	2	4	14	5.8
D	6	4	3	5	18	7.4
SD	3	3	2	4	12	5.0
TOTAL	62	52	46	82	242	100

Source: Field survey, 2017

Table above shows that 128 (52.9 percent) of the respondents strongly agree that triple bottom line management practice is instrumental for the financial prudence of selected manufacturing firms in South East, Nigeria. 70 (28.9 percent) of the respondents agree that triple bottom line management practice is instrumental for the financial prudence of selected manufacturing firms in South East, Nigeria, 14 (5.8 percent) are undecided, while 18 (7.4 percent) and 12 (5.0 percent) of the respondents disagree and strongly disagree respectively. This indicates that majority of the respondents strongly agree that triple bottom line management practice is instrumental for the financial prudence of selected manufacturing firms in South East, Nigeria.

Test of Hypotheses

The three hypotheses postulated were tested using student t-distribution through the application of Statistical Package for Social Sciences (SPSS 23.0 version).

Hypothesis one

Triple bottom line management practice has no significant positive relationship with socio-cultural input in the selected manufacturing firms in South East, Nigeria.

4.5 Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.725 ^a	.526	.524	.94836	.219

a. Predictors: (Constant), Tblm

b. Dependent Variable: repeat purchases

4.6 ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	239.129	1	239.129	265.882	.000 ^b
	Residual	215.851	240	.899		
	Total	454.979	241			

a. Dependent Variable: repeat purchases

b. Predictors: (Constant), Tblm

4.7: Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.711	.115		14.869	.000
Tblm	.850	.052	.725	16.306	.000

a. Dependent Variable: repeat purchases

Result Summary

$R = .725$; $R^2 = .526$; $F = 265.882$; $T = 16.306$; $DW = .219$

Interpretation of the Result

A linear regression analysis was conducted to determine the nature of the relationship between triple bottom line management practice with socio-cultural input in manufacturing firms in South East, Nigeria. The result shows that there is strong positive relationship between triple bottom line management practice with socio-cultural input (R - coefficient = .725). The R square, the coefficient of determination, shows that 52.6% of the variation in socio-cultural input can be explained by triple bottom line management practice with no autocorrelation as Durbin-Watson (.219) is less than 2. With the linear regression model, the error of estimate is low, with a value of about .94836. The regression sum of the square 239.129 is more than the residual sum of the square 215.851 indicating that the variation is due to chance. The F -statistics = 265.882 shows that the model is significant. The extent to which triple bottom line management practice affect socio-cultural input with .725 value indicates a positive significance between triple bottom line management and socio-cultural input which is statistically significant (with $t = 16.306$) and $p = .000 < 0.05$. Therefore, the null hypothesis is rejected and the alternate hypothesis accepted accordingly. This therefore means that triple bottom line management practice has significant positive relationship with socio-cultural input in the selected manufacturing firms in South East, Nigeria.

Hypothesis two

Triple bottom line management has no significant positive effect on the economic-environmental contribution of selected manufacturing firms in the South East, Nigeria.

4.8: Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.871 ^a	.759	.758	.46173	.807

a. Predictors: (Constant), Tblm

b. Dependent Variable: product design

4.9: ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	161.285	1	161.285	756.528	.000 ^b
	Residual	51.166	240	.213		
	Total	212.450	241			

a. Dependent Variable: product design

b. Predictors: (Constant), Tblm

4.10: Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	.493	.054		9.186	.000
Tblm.	.593	.022	.871	27.505	.000

a. Dependent Variable: product design

Result Summary

$R = .871$; $R^2 = .759$; $F = 756.528$; $T = 27.505$; $DW = .807$

Interpretation of the Result

A linear regression analysis was conducted to access the effect of triple bottom line management on the economic-environmental contribution of selected manufacturing firms in South East, Nigeria. The result shows that there is strong positive relationship between triple bottom line management and the economic-environmental contribution (R - coefficient = .871). The R square, the coefficient of determination, shows that 75.9% of the variation in organizational economic-environmental contribution can be explained by triple bottom line management with no autocorrelation as Durbin-

Watson (.807) is less than 2. With the linear regression model, the error of estimate is low, with a value of about .46173. The regression sum of the square 161.285 is more than the residual sum of the square 51.166 indicating that the variation is due to chance. The F -statistics = 756.528 shows that the model is significant. The extent to which triple bottom line management practice affect the economic-environmental contribution with .871 value indicates a positive significance between triple bottom line management and the economic-environmental contribution which is statistically significant (with $t = 27.505$) and $p = .000 < 0.05$. Therefore, the null hypothesis is rejected and the alternate hypothesis accepted accordingly. This therefore means that triple bottom line management practice has significant positive effect on the economic-environmental contribution of selected manufacturing firms in the South East, Nigeria.

Hypothesis three

There is no significant positive relationship between triple bottom line management practice and financial prudence of the selected manufacturing firms in the South East, Nigeria.

4.11: Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.914 ^a	.835	.834	.56175	.552

a. Predictors: (Constant), Tblm.

b. Dependent Variable: attainment to social responsibilities

4.12: ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	382.760	1	382.760	1212.933	.000 ^b
	Residual	75.736	240	.316		
	Total	458.496	241			

a. Dependent Variable: attainment to social responsibilities

b. Predictors: (Constant), Tblm.

4.13: Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	.318	.072		4.385	.000
Tblm.	.866	.025	.914	34.827	.000

a. Dependent Variable: attainment to social responsibilities

Result Summary

$R = .914$; $R^2 = .835$; $F = 1212.933$; $T = 34.827$; $DW = .552$

Interpretation of the Result

A linear regression analysis was conducted to examine the effect of triple bottom line management practice and financial prudence of selected manufacturing firms in South East, Nigeria. The result shows that there is strong positive relationship between triple bottom line management and the financial prudence (R -coefficient = .914). The R square, the coefficient of determination, shows that 83.5% of the variation in the financial prudence can be explained by triple bottom line management practice with no autocorrelation as Durbin-Watson (.552) is less than 2. With the linear regression model, the error of estimate is low, with a value of about .56175. The regression sum of the square 382.760 is more than the residual sum of the square 75.736 indicating that the variation is due to chance. The F -statistics = 1212.933 shows that the model is significant. The extent to which triple bottom line management affect the financial prudence of manufacturing firms with .914 value indicates a positive significance between triple bottom line management and the financial prudence which is statistically significant (with $t = 34.827$) and $p = .000 < 0.05$. Therefore, the null hypothesis is rejected and the alternate hypothesis accepted accordingly. This therefore means that there is significant positive relationship between triple bottom line management practice and the financial prudence of the manufacturing firms in the South East, Nigeria.

Discussion of Results

The study revealed that the maintenance of triple bottom line management practice influences socio-cultural input as well as the economic-environmental contribution of the selected manufacturing firms in South East, Nigeria. A linear regression analysis which was conducted to determine the nature of the relationship between triple bottom line management practice and socio-cultural input of selected manufacturing firms in South East, Nigeria shows that there is strong positive relationship between triple bottom line management and socio-cultural input, ($r = .725$; $t = 16.306$; $p = .000$). With the advent of globalization which brought about more competition amongst firms globally, organizations are put under pressure to be innovative and competition ready by adopting other management practices geared towards the growth and sustainability of the organization. The Management is now aware that in order to remain in business, the old traditional way of practicing business may not be sustainable. In the manufacturing organizations, this has been the case as management of most manufacturing organizations is seen consistently re-engineering the procedures of attaining organizational success and maintain the success. Such organizational innovation is influenced by challenges imposed on organizations by global competition. This finding agrees with previous findings by Spagenberg (2005). In his study it was reported that Performance as a dimension is dependent upon the nature of the organization. In addition, the result of the second study shows that triple bottom line management practice has significant positive effect on the economic-environmental contribution of the manufacturing firms in the South East, Nigeria, ($r = .871$; $t = 27.505$, $p = .000$). The more aesthetics your products look to your customers the more they appreciate the organization. Decent product design portrays a very good image of any organization. Organizations, especially the manufacturing organizations have eventually adopted triple bottom line management strategies in order to sustain and competitively remain in business.

Finally, it was revealed that there is significant positive relationship between triple bottom line management practice and financial prudence of the manufacturing firms in the South East, Nigeria, ($r = .914$; $t = 34.827$, $p = .000$). This therefore, reveals that triple bottom line management spurs the organizations reaction to the financial prudence it practices which invariably will bring up the return on investment as well as the image of the organization and as such achievement of the organizational goal which is profit making and sustainability.

Findings

The study made the following findings.

1. Triple bottom line management practice had positive significant effect on socio-cultural input of the manufacturing firms in South East, Nigeria ($r = 0.725$; $t = 16.306$; $p = .000$).
2. Triple bottom line management practice had positive significant effect with economic-environmental contribution of manufacturing firms in South East, Nigeria ($r = 0.871$; $t = 27.505$; $p = .000$).
3. That triple bottom line management practice had positive significant effect with the financial prudence of the manufacturing firms in South East, Nigeria ($r = 0.914$; $t = 34.827$; $p = .000$).

Conclusion

Impressively, the study has made some vital discoveries as it affects triple bottom line management practice and socio-cultural input, economic-environmental contribution and financial prudence. Organizations globally are beginning to appreciate the need to remain in business through the application of triple bottom line management practice and this has brought about successes in many manufacturing firms in the world, Nigeria inclusive. It was therefore, concluded that triple bottom line management practice is of utmost importance to sustaining any business, especially manufacturing firms in the South East, Nigeria.

1. Triple bottom line management practice had positive and significant effect on socio-cultural input of the selected manufacturing firms in South East, Nigeria ($r = 0.725$; $t = 16.306$; $p = .000$).
2. Triple bottom line management practice had positive and significant effect on economic-environmental contribution of selected manufacturing firms in South East, Nigeria ($r = 0.871$; $t = 27.505$; $p = .000$).
3. That triple bottom line management practice had positive and significant effect on the financial prudence of the selected manufacturing firms in South East, Nigeria ($r = 0.914$; $t = 34.827$; $p = .000$).

Recommendations

Based on the findings of the study, the following recommendations were made:

That management of manufacturing firms should work towards image building. This could be done through building inter-personal relationship with the people in the communities where the firms are located, discharge their social responsibilities in the areas of their operation, product design, branding, good public relations and advertising in order to attract customers.

That management of manufacturing firms should equally educate their staff to be conscious in rendering quick services to the customers of the organization as this can create good image of the entire organization. This could also be done by giving attention to the customers when they visit the office for purchases or enquiry.

Finally, the management of manufacturing firms should see it as a necessity to discharge their duties creditably with every sense of accountability. There should be proper record keeping of all the transactions of the firms. This will also improve their image in their host communities and help them in the attainment of their overall objectives and goals.

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