

THE IDENTIFICATION OF PROBLEMS IN CREATING SUSTAINABLE ORGANISATIONS IN GHANA

DENNIS AMOFA-APPIAH¹

Klaipėda University (Lithuania)

ABSTRACT

Organisations have been implementing strategies in their business to enhance the continuity of their operations. The emerging issues related to environmental and social problems have made organisations implement sustainability strategies in their business activities. The purpose of the study is to identify the problems in building sustainable organisations, and to make recommendations that will improve sustainable organisations. The article consists of three main parts. The first is the theoretical part, which analyses the challenges relating to sustainability implementations. The second involves the research methodology, which combined both quantitative and qualitative methods in the study. The third part of the research focuses on empirical analysis and evaluation. The findings reveal problems relating to an organisation's inability to reward and motivate employees' work or activities done, a lack of local funding associated with environmentally friendly materials, and a lack of economic development sustainability policies. The research concludes with recommendations for the effective building of a sustainable organisation.

KEY WORDS: *sustainable organisations, implementation, sustainability.*

JEL CODES: Q01, L59, Q56.

DOI: <https://doi.org/10.15181/rfds.v44i3.2633>

Introduction

In recent times, there has been development in the field of business, and business organisations have become the centre of attraction with respect to sustainability. The emergence of business organisations and their importance in our societies and the corporate world cannot be overlooked. For years now, managers in companies have taken a critical look at addressing the social and environmental impacts of organisations' operations. However, it is important for managers and the community and other pressures to be good corporate citizens (Epstein et al., 2010).

Environmental and societal problems commit corporate business and global organisations to developing and implementing strategic principles of sustainable development. It is therefore imperative for companies and business organisations to discover the appropriate methods to implement sustainability in all dimensions, especially in social, economic and environmental areas in connection with the goal of maximising profits. The term sustainability has gained popularity in our days, because it is used as a pathway that describes implementations and policies that are good for society and future generations. With this, Mirchandani and Ikerd (2008) affirmed that the theoretical foundations of sustainability have been established and will continue to evolve in the direction of greater integration of various aspects and levels of sustainability. Companies and organisations that seek to measure their performance should engage in true sustainable business. Dyllick and Muff (2016) explained that a truly sustainable business should seek to minimise its negative impacts, in order to understand how to create a positive in some critical areas for society and the planet.

¹ Dennis Amofa-Appiah – MSc in business management at the Department of Management in the Faculty of Social Sciences and Humanities at Klaipėda University
Scientific interests: sustainability science, sustainable organisations, organisational management
E-mail: amofaappiah@ymail.com

Businesses and corporate organisations are very critical of the implementation of sustainability dimensions. Inasmuch as sustainability implementation is very important to society, economy and the environment, organisations want to engage in win-win affairs. According to Ahmed and Sundaram (2012), for a business to achieve sustainability dimensions, companies should use a business model that addresses win-win-win strategies and the application of the sustainability concept into business management.

Relevance of the research: a sustainable organisation is very important to the environment, society and the economy, because management is crucial when it comes to sustainability. It is the aim of every organisation to achieve its organisational goal, but there are some challenges that they face in their organisational process. This research seeks to identify some problems that organisations encounter in establishing sustainable organisations in Ghana. However, the relevance of the research will also include the benefits that business management can bring to sustainable development in organisations, and the policies and models that can be implemented to help in sustainable business. Going green is the ultimate goal of every organisation, to ensure that the planet is protected and preserved.

Scientific problem: sustainability has become very important in recent times in our corporate environment. Some companies and business organisations are struggling to achieve sustainability because there are not unique standards that organisations are agreed upon. There are many challenges some organisations encounter when trying to implement sustainable initiatives in order to achieve sustainability. Some authors (e.g. Epstein et al., 2010) have studied and identified some common challenges that organisations face when trying to implement sustainable initiatives in their business process. The reasons can be attributed to factors relating to social aspects, regulation aspects and customer requirements, among others (Epstein et al., 2010). According to Dza et al (2021), a lack of training and supply chain partners on sustainability and related matters, insufficient research and development, inconsistent policies and regulations, among others, are some of the factors attributed to the challenges of sustainable implementation. For organisations to thrive in their work, there should be a proper policy implementation in sustainable initiatives. However, an organisation must design factors to deliver on their objectives, as the logistics of a company change progressively towards sustainability (Bocken et al., 2020). Therefore, this research focuses mainly on identifying the problems in building sustainable organisations, and seeks to address some challenges and give suggested recommendations in order to achieve sustainability in organisational settings.

The research addresses the following question: What are the problems business organisations encounter in creating sustainable organisations?

The aim of this research paper is to identify the problems in building sustainable organisations, and to make recommendations that will improve sustainable organisations. To achieve the aim, the following objectives are set: 1) to analyse the concept of sustainable organisations; 2) to identify the barriers in establishing sustainable organisations; 3) to evaluate the problems and their impact on sustainable organisations in Ghana; and 4) in accordance with the theoretical and empirical aspects, to propose recommendations for the effective building of sustainable organisations.

The methods used: descriptive method, literature analysis, quantitative research, qualitative research, and data analysis.

1. Analysis of sustainable organisations

Sustainability has gained popularity and recognition among organisations, and most businesses are embracing sustainability ideologies in their business settings. Organisations used to formulate policies to protect the core values and principles of their business in relation to the maximisation of profits and growing their businesses on a monetary basis. Until now, managers of business organisations have not only been thinking of profit maximisation, but also integrating factors related to our natural environment and our social life into creating sustainable business ideas. The traditional contexts in which organisations used to operate have changed recently, with current trends such as climate change, globalisation, innovation and technology. However, if any organisation that wants to achieve its goals/success, or even to meet the demands of customers or survive in the current changing market, it must develop strategies and business models that will boost organisational performance and enhance innovation and sustainability.

Many scholars have attempted to define an organisation in different ways. Some have shared their views on the concept of an organisation. Ahrne and Brunsson (2011) pointed to their view on the concept of an organisation as a network or institution linking it to some elements that they postulated. Fernández-Ríos et al (2004) on the other hand clarified an organisation as a meaning system, and pointed out that an organisation consists of a collection of meanings that are appropriate and relevant to achieving specific goals at a given time in a given place. However, Jones (2013) defined an organisation as a mechanism that individuals use to coordinate their activities in order to attain something they value or desire in order to accomplish their goals. Then again, Daft (2010) defined organisations as '(1) social entities that (2) are goal-directed (3) are designed deliberately structured and coordinated activity systems, and (4) are linked to the external environment'. Conversely, Johnsen (2018) described an organisation as a 'small family-owned business or multinational corporation' which allows its members to coordinate their activities in order to achieve specific goals. Organisations should encompass units, sets or groups of organs with a clear vision to achieve specific objectives within a specific space and time. Different authors have conceptualised the meaning of an organisation. But an organisation should be multifaceted, with many different aspects, elements or features in its operations. Defining an organisation from a different perspective, an organisation should have a clear, meaningful and well-structured systemic approach, and it should operate within the dimensions of economic, environmental and social realities.

Our current world is growing fast, with technology, innovation and sustainability being issues of concern. The changes that occur, most importantly in the area of society, the environment and the economy, have created new challenges for business leaders, managers, organisations, institutions, stakeholders, government agencies, etc, to embrace sustainability in their activities. Dyllick and Muff (2016) opined that the role of business in making our world a sustainable place is to consider the study of sustainability management. They further explained that there could be a major material influence on a company's strategic plans and operations if it follows monitoring studies, adoption and sustainability integration. For this, it is very important for organisations to engage in adopting sustainability initiatives in their business process. That is why Moratis and Melissen (2017) pointed out that engaging in true business sustainability, there should be an interplay of a new social contract between business and society, in which sustainability is a non-negotiable item.

According to Leon (2013), a sustainable organisation is an ethical and genuine economic entity that creates the necessary plans and structures to be capable of fulfilling the goals established at economic, environmental and social levels, and to ensure its expansion through rational resource allocation. Schalock et al. (2016) considered organisational sustainability as a 'multidimensional phenomenon that focuses on maintaining results, generating knowledge, building capacity, establishing experiences with partners, and producing services and products based on the concepts of efficiency and effectiveness'. Working towards achieving sustainability requires an effort, plans and systemic transformation at various levels of an organisation. Mirchandani and Ikerd (2008) noted that the ability to maintain a sustainable organisation should be dependent on the fundamental change by which business organisations are managed. They also pointed out that for organisations to achieve sustainability, they must do away with the notion of profit making, and rather embrace social, economic and ecological integrity.

1.1. Managerial challenges in establishing sustainable organisations

Managers in an organisation play a significant role in organisational sustainability. Their managerial functions are geared towards the development of sustainability by aligning organisational objectives to achieve organisational sustainability. However, there have been some challenges that managers go through in establishing organisational sustainability. Ahmed and Sundaram (2012) pointed out the challenges as the difficulty in aligning sustainability strategies, vision and an agenda in the organisational strategies and vision, and that decision-makers are unable to examine inter-connections and effects among sustainability factors because of existing systems. According to Epstein et al. (2010), in establishing clear and measurable goals for the implementation of sustainability, the issue of addressing financial incentive pressures, and understanding stakeholder reactions, are some of the managerial challenges. Hristov et al. (2022) averred that a lack of financial

trust in the implementation of sustainable strategies is also a contributing factor. Martin-Rios et al. (2021) also argued some challenges to be a lack of motivation. This is categorised under: (1) intrinsic motivation, which is inspired by the desire to complete the work; and (2) extrinsic motivation, steered by formal incentives that offer rewards for hard work; and the challenge of multiple tasks.

Implementing sustainability strategies is crucial at a managerial level. Some scholars have come up with numerous challenges addressing managerial challenges in an organisation. Business organisations and companies cannot function properly without securing financial power, in this I agree with the authors' point of view (Epstein et al., 2010; Hristov et al., 2022) on their financial stance. However, managers at an organisation level can achieve sustainability if there is a clear understanding of sustainability strategies in all dimensions of sustainability. A lack of understanding in sustainability initiatives also poses challenges to the implementation of sustainability.

1.2. Organisational barriers to the implementation of sustainability

The implementation of sustainability has become the core motive of every business organisation. Many organisations are trying their best to be sustainable by incorporating a sustainability agenda into their business process. Some managerial challenges have already been addressed by authors in this literature in relation to the implementation of sustainability. In this context, aside from the challenges management faces in executing its role in making organisations more sustainable, we will look at the bigger picture: the organisational challenges, problems and issues surrounding the implementation of sustainability in business organisations by different authors. Most business organisations are committed to transforming their business to be more sustainable by implementing sustainability initiatives. Nonetheless, there are some challenges that hinder this, thereby making it difficult to achieve the goal of sustainability. Trianni et al. (2017) identified some barriers to be the lack of time, the lack of staff, resistance to change, attitude/other priorities, the lack of communication, workplace and tasks (implementing a measure without considering the workplace [for instance, hazard exposure] and the tasks [design, pace, pressure, repetition and psychosocial difficulties] could have negative effects), and the organisational system to be the challenges that organisations face in the implementation process of sustainable initiatives. Agarwal and Kapoor (2022) also highlighted some organisational challenges. They identified some of the challenges as: (1) lack of competencies. It is understood that employees who are hired by organisations lack knowledge, ability, skills and the understating to take up the sustainability initiative task; (2) an organisation's inability to reward and motivate employees' work or activities within the organisation; (3) a poor attitude towards sustainability initiatives. As part of the development of the organisational culture, creating a positive attitude for sustainability initiatives is a big challenge for business organisations. For an organisation to be successful in their implementation, these challenges should not be overlooked.

1.3. Challenges in establishing sustainable organisations in Ghana

For years now, there has been great concern about how organisations can integrate sustainability initiatives into their business. Because of the activities of business organisations that have a negative impact on the environment, the economy and the people, many ideas and policies have been raised by global communities with respect to the implementation of sustainability. Organisations are, however, entreated to be transparent in the implementation of these strategies in order to contribute to sustainable development. Many organisations established in the Ghanaian jurisdiction contribute a lot to the country. These contributions are mostly assessed based on economic values. Organisations focus mainly on boosting the economy of the country, but not considering other aspects that will help the environment and the well-being of the people as well. As organisations contribute significantly to economic growth in the country, there remain some problems that become a challenge for the country.

In their research, Tweneboah Koduah et al. (2022) identified and classified some barriers of sustainability initiatives in Ghana to be: a lack of support from top management, the inadequacy of technological support, a lack of financial support, a lack of a sustainability culture, and a lack of government policies and regulations.

Domfeh et al. (2012) also stated that the challenge that organisations face in establishing sustainability strategies in Ghana is the inability of the implementing agencies to successfully implement and monitor sustainability policies for sustainable development. Asare et al. (2019) identified problems relating to inadequate infrastructure, outdated machinery, and a lack of trained personnel. Opoku Mensah et al. (2019) added that a lack of planning, skilled labour and proper management skills contributes to one of the factors that hinder the implementation of sustainable organisations in Ghana.

2. Research methodology

In order to appreciate a significant part of the research method to be used as a researcher, Khan (2014) asserted that the most frequent research methods that have been used in research paradigms are qualitative and quantitative research methods. Even though these two research paradigms are the most frequently used, some scholars debate their ‘*validity*’ and ‘*generalisability*’ regarding their research outcome within the scope of any research. For readers to understand the topicality of the work, this part of the study seeks to substantiate the methods used to carry out the research. The validity of this method is based on two approaches, which are the qualitative research method and the quantitative research method. The qualitative method was used to analyse the documents and websites of some selected sustainable organisations. A total of 29 organisations were selected from the United Nations Global Compact website. The reason for selecting these organisations is because they are relevant to the analysis in identifying the challenges these organisations encounter in their establishments. The selection criteria for these organisations are: they should be active participants in UN Global Compact activities; they should have an active website; they should have more than 15 people working in the organisation; and they should operate within the ten principles of the UN Global Compact. In addition, a qualitative semi-structured managerial interview was conducted. In utilising the interview as a tool for qualitative research, the interview helped in collecting data for the research. This technique was used to interview the top managers in organisations to find out about their knowledge and understanding of sustainable organisations, and also to find out the challenges they encounter in establishing a sustainable organisation. Furthermore, the quantitative method was used for the research. This approach was utilised taking into account the research questions and the study population. The technique helped in collecting and analysing research data obtained from the chosen organisation with 500 employees. The organisation has four branches, in which each branch consists of 189, 153, 98 and 60 employees across cities in Ghana. The survey was conducted using the online Google forms platform to distribute questionnaires to the organisation’s four branches. This was done by sending an active link to all branches for employees to take part in the survey. The organisation was chosen because it operates within the dimensions of sustainability.

This research was conducted using the following research ethics guidelines:

- Informed consent.
- Voluntary participation by respondents.
- Confidentiality.
- Honesty and accountability in conducting the research.
- Respondents’ privacy.

3. Analysis of the research results

From the empirical analysis of the research on the identification of problems in creating sustainable organisations in Ghana, data was collected from respondents to achieve the aim of the research study. An analysis was made of the organisation’s four branches to learn about their knowledge of the practice of sustainability, the dimensions of sustainability, sustainability implementation strategies, and challenges that hinder sustainability practices in the organisation’s activities. With respect to knowledge of the practice of sustainability in the organisation, the survey found that 51% have some knowledge of sustainability and its dimensions. Most of

the respondents (42%) were of the view that implementing sustainability policies ensures sustainable organisations, whereas 44% of the respondents affirmed that their company practises all the dimensions of sustainability. It was also found that management performance in the organisation is positively correlated to establishing a sustainable organisation, and managerial functions in the company are geared towards sustainable development.

The survey further revealed some organisational challenges, and challenges relating to the environmental, economic and social aspects. With the organisational challenges, most respondents (60%) indicated the challenges to be the organisation's inability to reward and motivate employees' work or activities; 49% indicated that the organisation does not have enough staff for the implementation; and (46%) indicated that there is not enough time for the organisation to implement sustainability initiatives. Furthermore, 79% of respondents stated a lack of technological support, material and processes; 70% disclosed a lack of financial resources; and 94% also revealed corruption, as an environmental, economic and social challenge.

3.1. Managerial interview

A qualitative analysis of the research was carried out in order to collect data from managers in the chosen organisation. A semi-structured interview was prepared and conducted via online calls. Three managers with different levels of work activities took part in the interview, and it identified problems in building sustainable organisations from a managerial point of view.

Table 1 below shows the comments made by management during the interview. Their statements are summed up in categories in which they were made.

Table 1. Managerial interview statement

Managers' name (code)	Category	Affirmative statement
MI	Managerial challenge	Aligning sustainability development goals with organisational goals
	Environmental challenge	Challenges relating to waste management in the organisation
	Economic challenge	Fiscal policies and high taxation of the organisation
	Social challenge	Institutional and community collaboration for the implementation of sustainability
MII	Managerial challenge	A lack of a support system and managerial incentives
	Environmental challenge	The environmentally safe production of goods and services that will not harm the environment
	Economic challenge	Unfavourable regulations from higher authorities
	Social challenge	Stakeholders' involvement in implementation strategies
MIII	Managerial challenge	The huge cost of investing in the sustainability supply chain of the organisation
	Environmental challenge	Challenges related to the recycling and production of environmentally friendly materials for organisational operations
	Economic challenge	The lack of financial resources in the company
	Social challenge	The lack of community commitment to implementation strategies

3.2. Document analysis of sustainable organisations

The research study analysed organisations that have joined and are currently active in the UN Global Compact. The analysis was based on seven selected Ghanaian organisations that are practising sustainability in their business activities. The analysis was done from the organisation's websites in relation to the research

study. The names of the organisations were coded in Table 2 below in relation to their activities, and it was analysed accordingly.

In the UN Global Compact there are 29 Ghanaian organisations (as of 2024) that have signed up to the network. Not all 29 sustainable organisations could be analysed because most of them do not have an active website, and the sector of activity in which they operate cannot be ascertained, even though they are active members of the UN Global Compact network and they have submitted their letter of Communication on Progress (COP); they did not fall within the criteria set for this analysis within the scope of the research study. However, seven sustainable organisations were analysed based on the criteria set for the research study. All seven sustainable organisations are currently active in the UN Global Compact network, they have an active website, and their area of activity is in line with sustainability, and also falls within the scope of the study.

According to Table 2, sustainable organisation CB is committed to the environment and social governance in its business activities. Based on the organisation's active website, it was revealed that there is an integration of sustainability in its business operations, where it focuses on long-term business continuity and profitability, not only for the company but also for the customers, suppliers, shareholders and communities. It also focuses on sustainability implementation strategies by adopting a 'risk-based approach in managing environmental and social risk' in its and its clients' business operations. Another sustainability implementation approach is the capacity building training of ESG staff and some key stakeholders in order to achieve the planetary emergency net zero by 2050. The implementation strategy is geared towards supporting the global agenda of the United Nations Sustainable Development Goals.

Sustainable organisation AG is a diversified small and medium-size enterprise. It practises sustainability in its business activities by integrating the social and environmental approach into its operations. The implementation strategy is geared towards ensuring food security and environmental protection. AG also supports and motivates women in business ventures by providing models and programmes to grow the business, thereby improving yields and market access.

In addition, organisation CU operates with oil, gas and coal in its activities. It is a small and medium-size organisation that factors sustainability practices into its business operations. CU is committed to the implementation of sustainability, and its area of operation focuses on protecting and saving the environment. It supplies sustainable and environmentally friendly products to its customers. It is keen on contributing to achieve the SDG goals on energy and the environment.

Sustainable organisation DB is a small and medium-size enterprise, and its area of activity is banking. With the sustainability implementation strategies, its approach is committed to achieving strong environmental and social performance by incorporating sustainable development into its financial and non-financial activities, as well as addressing the environmental and social (E&S) risks associated with its financing and lending activities.

Organisation SG incorporates sustainability strategies into its business operations. It is committed to the practice of sustainability for future generations, and its sector of activity is food production. According to its website, it is committed to reducing its carbon footprint by converting from fossil fuels to solar power, preserving biodiversity, reducing waste, and conserving water.

Moreover, sustainable organisation BE is a small and medium-size enterprise, and its area of activity is software and computing services. BE integrates sustainability strategies into its operations by helping other businesses grow through software and computing services. It uses its business to solve social and environmental problems, and it is committed the UN SDG agenda. The organisation is helping businesses in Ghana to flourish through digital innovations.

Lastly, organisation MA also incorporates sustainability practices into its business activities. It is currently active in the UN Global Compact network, and is committed to providing social support and investing in innovation for human development as part of its sustainability initiatives.

Table 2. Analysis of organisations

No.	Code	Type of organisation	Sector of activity	Area of analysis
1	CB	Company	Banking	Document/website
2	AG	Small or medium-size enterprise	Diversified	Document/website
3	CU	Small or medium-size enterprise	Oil, gas and coal	Document/website
4	DB	Small or medium-size enterprise	Banking	Document/website
5	SG	Small or medium-size enterprise	Food producers	Document/website
6	BE	Small or medium-size enterprise	Software & computing services	Document/website
7	MA	Small or medium-sized enterprise	Diversified	Document/website

Source: The author, 2024.

3.2.1. Criteria applied in selecting organisations from the UNGC

Table 3 depicts the criteria applied in selecting organisations from the United Nations Global Compact for the analysis.

Table 3. Criteria for selecting organisations

Criteria	Organisation's activity
Active participant in UNGC activities	Yes
Active website	Yes
Mission, vision and values statement is reported	Yes In the Communication on Progress letter
Focused area of reporting in the UNGC	<p>Human Rights Principle 1: businesses should support and respect the protection of internationally proclaimed human rights; and Principle 2: make sure they are not complicit in human rights abuses</p> <p>Labour Principle 3: businesses should uphold freedom of association and the effective recognition of the right to collective bargaining Principle 4: the elimination of all forms of forced and compulsory labour Principle 5: the effective abolition of child labour and Principle 6: the elimination of discrimination with respect to employment and occupation</p> <p>Environment Principle 7: businesses should support a precautionary approach to environmental challenges Principle 8: undertake initiatives to promote greater environmental responsibility and Principle 9: encourage the development and diffusion of environmentally friendly technologies</p> <p>Anti-Corruption Principle 10: businesses should work against corruption in all its forms, including extortion and bribery</p>
The organisation's contribution to sustainability areas	Sustainability areas on the environment, economic and social approach

Source: Analysis based on data from the United Nations Global Compact website, 2023.

3.3. Recommendations for the effective creation of sustainable organisations

Based on the research findings, the study seeks to propose some recommendations for the chosen organisations and already-established organisations to incorporate sustainability initiatives into their business activities, in order to achieve the effective building of sustainable organisations. However, these recommendations will also serve as a benchmark for business organisations seeking to create sustainable organisations. Table 5 below deals with recommendations for the effective creation of sustainable organisations.

Table 5. Effective creation of sustainable organisations

Tool for effectiveness	Justification	Implementation agent
Sustainability framework	The sustainability framework will serve as a guide or roadmap that an organisation can follow by incorporating sustainability initiatives into its business activities in order to achieve sustainability	- Managers - Heads of various departments or units
Capacity building	There should be training, education, talent acquisition and attracting technical personnel suitable for specific roles in sustainability areas	- Managers - The organisation's human - Resource department
Financial incentives	Financial incentives are very important in running any business activities. Financial resources must be allocated towards sustainability implementation initiatives	- Financial managers - Financial officers - Accountants
Investing in sustainable materials	Investing in sustainable materials and using sustainable products will help to reduce any negative effects on the environment and society as a result	- Financial managers - All managers from various departments
Stakeholders' commitment	Stakeholders' commitment to sustainability initiatives will help create effective sustainable organisations	Stakeholders
Sustainability practice	The organisation should make sure there is an adherence of sustainability practice in all of a multifaceted organisation's activities as an implementation policy in order to achieve sustainability	- All managers - All heads of various departments - Employees
Government commitment	The government should help organisations with sustainable implementation strategies. Support can be in the form of reducing high taxation imposed on organisations. This will help organisations to adopt the financial position for the implementation	- Government - Regulatory bodies
Benchmarking	Emerging organisations should prioritise long-term sustainability initiatives in their organisational goal, and also invest in research and development in organisations that are sustainable. Research and development into sustainable organisations would serve as a guide in creating a sustainable organisation	Emerging organisations

Conclusions

Many business organisations are adapting to new ways of operating their business activities and they are seeking to compete in the global market. The global agenda has changed the business environment for organisations to operate in a manner where their activities will not destroy our natural environment or have a negative impact on human society, but to encourage the effective use of natural resources, environmental protection, and building on the human capacity for development.

The analysis of the concept of sustainability describes the organisation's ability to operate in environmental, economic and social areas of sustainability. Organisations formulate policies and their implementation in line with the dimensions of sustainability in order to enhance long-term business continuity.

The identification of barriers in establishing sustainable organisations has revealed that organisations do not have enough staff operating in their business activities for sustainability implementation strategies, there is insufficient time for the implementation, and the organisation is unable to reward and motivate employees' work or activities done.

The study shows the problems from the point of view of environmental, economic and social aspects of sustainability. The problems relating to the environment were the lack of local funding associated with environmentally friendly materials, the lack of technological support, material and processes, and inadequate environmental protection policies. With the economic problems, the study revealed that the lack of economic development sustainability policies, and the lack of financial resources, contribute to the impact on a sustainable organisation. The social problem was related to corruption.

The effective building of sustainable organisations, based on recommendations from empirical and theoretical respects, shows that the interconnection of management performance, organisational support and the provision of financial support contributes to the effective building of sustainable organisations.

References

- Agarwal, A., Kapoor, K. (2022). Analysis of barriers in green human resource implementation for enhancing organizational sustainability: a DEMATEL approach. *Transnational Corporations Review, ahead-of-print(ahead-of-print)*, 1–15. DOI: <https://doi.org/10.1080/19186444.2021.1982575>
- Ahmed, M. D., Sundaram, D. (2012) Sustainability modelling and reporting. *From roadmap to implementation*, 53 (3), 611–624. DOI: <https://doi.org/10.1016/j.dss.2012.02.004>
- Ahrne, G., Brunsson, N. (2011). Organization outside organizations: the significance of partial organization. *Organization (London, England)*, 18 (1), 83–104. DOI: <https://doi.org/10.1177/1350508410376256>
- Asare, G., Amankwah, A. B., Ankoma, P. (2019). Challenges facing small and medium scale enterprise in Ghana: A case study of the textile industry. *European journal of business, Economics and accountancy*, 7 (1).
- Bocken, M. P. N., Geradlts, H. J. T. (2020). Barriers and drivers to sustainable business model innovation: Organization design and dynamic capabilities. *Long Range Planning*, 53 (4). DOI: <https://doi.org/10.1016/j.lrp.2019.101950>
- Daft, R. L. (2010). *Organization Theory and Design*. Tenth Edition. Vanderbilt University, South-Western, Cengage Learning. ISBN-13: 978-0-324-59889-6 <http://www.mim.ac.mw/books/Organization%20Theory%20and%20Design.pdf>
- Domfeh, K. A., Ahenkan, A., Bawole, J. N. (2012). Is sustainable development achievable in Ghana? An analysis of Ghana's development policy achievements and challenges. *Int. J. Environment and Sustainable Development*, 11 (3), 304–317.
- Dyllick, T., Muff, K. (2016). Clarifying the Meaning of Sustainable Business: Introducing a Typology from Business-as-Usual to True Business Sustainability. *Organization & Environment*, 29 (2), 156–174. DOI: <https://doi.org/10.1177/1086026615575176>
- Dza, M., Chikwere, U. G., Dzandu, S. K. S. (2021). Implementation challenges of sustainable procurement in Ghana's public sector. *African Journal of Procurement, Logistics & Supply Chain Management Dama Academic Scholarly & Scientific Research Society*, 3 (9), 1–14. <https://damaacademia.com/ajplscm>
- Epstein, M. J., Buhovac, A. R. (2010). Solving the sustainability implementation challenge. *Organisational Dynamics*, 39, 306–315. DOI: <https://doi.org/10.1016/j.orgdyn.2010.07.003>
- Fernández-Ríos, M., Rico, R., San Martín, R. (2004). Organization as meaning systems: time for clarity. *Psicothema*, 16 (2), 222–228.

- Hristov, I., Chirico, A., Ranalli, F. (2022). Corporate strategies oriented towards sustainable governance: advantages, managerial practices and main challenges. *Journal of Management and Governance*, 26 (1), 75–97. DOI: <https://doi.org/10.1007/s10997-021-09581-x>
- Johnsen, C. G. (2018). Who's Afraid of Organization? *Concepts, Process and Identity Thinking. Philosophy of Management*, 17 (3), 303–319. DOI: <https://doi.org/10.1007/s40926-017-0079-5>.
- Jones, G. R. (2013). *Organizational Theory, Design and Change*. Seventh Edition. Pearson Education, Inc. ISBN: 978-0-13-272994-9. <https://industri.fatek.unpatti.ac.id/wp-content/uploads/2019/03/085-Organizational-Theory-Design-and-Change-Gareth-R.-Jones-Edisi-7-2013.pdf>
- Khan, A. A. (2014) Qualitative Research: A Case for a Multi-Angle View to Enhance 'Validity'. *International Journal of Business and Management*, 9 (9). DOI: <http://dx.doi.org/10.5539/ijbm.v9n9p29>
- Leon, R. D. (2013). From the Sustainable Organization to Sustainable Knowledge-Based Organization. *Economic Insights-Trends and Challenges*, 2, 63–73.
- Martin-Rios, C., Poretti, C., Derchi, G. B. (2021). Three Anchoring Managerial Mechanisms to Embed Sustainability in Service Organizations. *Sustainability (Basel, Switzerland)*, 14 (1), 265. DOI: <https://doi.org/10.3390/su14010265>
- Mirchandani, D., Ikerd, J. (2008). Building and maintaining sustainable organizations. *Organization Management Journal*, 5 (1), 40–51. DOI: <https://doi.org/10.1057/omj.2008.6>
- Moratis, L., Melissen, F. (2017). Reflections on 'true' business sustainability: Challenging definitions, recognizing couplings, developing intelligence. *Sustainable Transformation Paper Series*, 1. Antwerp Management School.
- Opoku Mensah, A., Fobih, N., Adom, Y. A. (2019). Entrepreneurship development and new business start-ups: Challenges and Prospects for Ghanaian Entrepreneurs'. *African research review. International multi-disciplinary journal*, 13 (3), S/No. 55. DOI: <http://dx.doi.org/10.4314/afrev.v13i3.3>
- Schalock, R. L., Verdugo, M., Lee, T. (2016). A systematic approach to an organization's sustainability. *Evaluation and Program Planning*, 56, 56–63. DOI: <https://doi.org/10.1016/j.evalprogplan.2016.03.005>
- Trianni, A., Cagno, E., Neri, A. (2017). Modelling barriers to the adoption of industrial sustainability measures. *Journal of Cleaner Production*, 168, 1482–1504. DOI: <https://doi.org/10.1016/j.jclepro.2017.07.244>
- Tweneboaa Kodua, L., Xiao, Y., Adjei, N. O., Asante, D., Ofori, B. O., Amankona, D. (2022). Barriers to green human resources management (GHRM) implementation in developing countries. Evidence from Ghana. *Journal of Cleaner Production*, 340, 130671. DOI: <https://doi.org/10.1016/j.jclepro.2022.130671>
- United Nations Global Compact. Website. Available from: https://unglobalcompact.org/what-is_gc/participants/search?page=2&search%5Bcountries%5D%5B%5D=67&search%5Bkeywords%5D=&search%5Bper_page%5D=10&search%5Bsort_direction%5D=asc&search%5Bsort_field%5D= [viewed 2023-12-11].

TVARIŲ ORGANIZACIJŲ GANOJE STEIGIMO PROBLEMAS

DENNIS AMOFA-APPIAH

Klaipėdos universitetas (Lietuva)

Santrauka

Verslo organizacijos įgyvendina strategijas, kurios nukreiptos į veiklos tęstinumą. Dėl aplinkosaugos ir socialinių problemų organizacijos savo veiklą ėmė sieti su tvarumo strategijomis. Mokslinė problema – aplinkosauginiai, ekonominiai ir socialiniai organizacijų tvarumo veiksniai. Tyrimo tikslas – darnių organizacijų steigimo problemų nustatymas ir rekomendacijų, kurios pagerintų tokių organizacijų veiklą, teikimas. Tyrimą sudaro trys pagrindinės dalys.

Pirmoji – teorinė dalis, kurioje analizuojamos darnių organizacijų sąvokos įvairiais aspektais, valdymo veiklos efektyvumas organizacijose ir problemos, susijusios su darnumo įgyvendinimu. Antroji tyrimo dalis apima tyrimo metodologiją. Taikyti du metodai – kiekybinis ir kokybinis. Kiekybiniu metodu atliktas vienos

organizacijos, turinčios keturis filialus, tyrimas. Kokybinis metodas taikytas analizuojant kai kurių pasirinktų darnių organizacijų dokumentus ir interneto svetaines. Be to, taikant kokybinį metodą atliktas kokybinis pusiau struktūruotas interviu su trimis vadovais. Trečioji tyrimo dalis skirta empirinei analizei ir vertinimui.

Tyrimo rezultatai atskleidė, kad organizacijos negebėjimas atlyginti ir motyvuoti darbuotojų už atliktą darbą ar veiklą, vietinio finansavimo, susijusio su aplinkai nekenksmingomis medžiagomis, trūkumas ir netinkama ekonominės plėtros tvarumo politika yra iššūkiai ir kliūtys, trukdančios Ganoje steigti tvarias organizacijas. Be to, vadybininkų interviu atskleidė problemas, kurios susijusios su tvarių technologijų, kapitalo prieinamumo trūkumu, investicijų sąnaudomis ir tiekimo grandinės iššūkiais. Kokybinė atrinktų organizacijų analizė atlikta septyniose iš 29 JT Pasaulinio susitarimo organizacijų. Visos septynios organizacijos savo veikloje įgyvendino tvarumo strategijas. Likusių organizacijų analizuoti nebuvo galima, nes jos neturėjo aktyvios interneto svetainės ir nebuvo galima sužinoti apie jų tvarumo praktiką. Vykdam tyrimą pasiūlytos rekomendacijos, kaip efektyviai kurti tvarias organizacijas Ganoje.

PAGRINDINIAI ŽODŽIAI: *tvarios organizacijos, įgyvendinimas, tvarumas.*

JEL KLASIFIKACIJA: Q01, L59, Q56

Received: 2024-05-10

Revised: 2024-07-04

Accepted: 2024-08-20