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IMPACT OF GREEN COMPENSATION ON EMPLOYEE INNOVATIVENESS AMONG FOOD RETAIL OUTLETS

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Abstract

Background: *Organisation prioritize sustainability has been top concern since environmental legislation and social pressure had compel firms to adopt eco-friendly policies and practices to effectively achieving their economic goal. However, organizations that explore green initiative expect their employees to perceive sustainability as a priority to increase innovatively through pro-sustainability. Based on this perspective, this study aims to investigate the impact of green compensation on employee innovativeness among food retail outlets in Nigeria.*

Materials and Methods: *A sample size of 220 employees was conveniently selected from Shoprite and Edinwo Stores in Ilorin Metropolis to participate in the study, using convenience sampling technique. A questionnaire with a Likert-Scale from 1-5 was used to collect the data to determine green compensation influence on employee innovativeness to attain company sustainability. To ensure reliability and validity of the data set, the sample size only includes workers who are currently working with Shoprite and Edinwo Stores. Multiple regression analysis shows that one out of two hypotheses tested have significance relationship with employee innovativeness.*

Results: *The result shows clearly that green financial compensation motivate employee interest to support company environmental practices. Surprisingly, further finding revealed that green non-financial compensation has no significance impact on employee innovativeness.*

Conclusion: *The study concluded that green compensation has significance impact on employee innovativeness to achieve sustainability. It is recommended that firms/stores should focus and concentrate on antecedents of green non-financial compensation and should be institutes into food retail stores compensation scheme.*

Key word: Employee innovativeness, financial compensation, green compensation, non-financial compensation.

i. Introduction

Innovativeness has been the bedrock of sustainability, and organisations prioritize sustainability has it being top concern since the environmental legislation and social pressure had compel organisations to adopt eco-friendly policies and practices to effectively achieving economic goals. Green compensation has been used by organisations to prompt employee innovativeness with an intent to achieve eco-efficiency.

Organisations has been designing their reward system to encourage, incentivize and integrate employee innovativeness to reinforce pro-environmental behaviour and practice (Jeronimo, et al. 2020). Firas, et al. (2020) stated that compensation is the form of remuneration that encourage employee psychologically to focus and perform exceptionally with their jobs. Wiernik, et al. (2013) opined that including green criteria in the compensation can increase the possibility of employee's innovativeness by adhere or adopt eco-initiatives to achieve sustainability. Thus, green criteria on compensation can reinforce employee commitment to innovatively conserve raw materials and reduce the environmental harm due to organizations operation (Ahmad, 2015).

Jeronimo, et al. (2020) asserted that organizations which explore green initiative need their employees to perceive sustainability as a priority to increase innovatively through pro-sustainability. Mandago (2018) ascertained the role of incentives and rewards to influence employees' attention to the maximum at work and motivate them to exert maximum effort on their part to achieve organizational goals. However, in the green human resource management (GHRM) context, compensation is a potential tool that support environmental activities in an organisation. Basically, modern organisations find a way of developing reward systems to encourage innovativeness (ecofriendly initiatives) that is embark upon by the employees to achieve eco-efficiency (Mandago, 2018).

Apparently, compensating green behaviors by firms such as food retail outlets/stores with financial or non-financial incentives i.e., various sorts of awards, appreciation, and recognition etc. could trigger employee innovativeness in the area of idea generation,

idea promotion as well as idea realization. Philips (2011) posits that green compensation practices can effectively motivate employee's innovativeness as well as generate eco-initiatives. Employee innovativeness is very essential for firm's sustainability especially food retail outlets/stores since they deal with waste management which includes reduction of food waste. Nur Aina and Irmawati (2019) stated that using green compensation to motivate employee stimulate innovativeness (eco-initiatives i.e., incentivize use of reusable bags) which help to reduce waste in food retail stores. Hence, compensation increase greed initiatives in organisation.

One of the global challenges is food waste which unequivocally connected to food security and resource management; it has significant environmental, economic and social implications (FAO, 2017; Kowalska & Manning, 2020). It is estimated that over one third of food produced globally goes to waste (Gustavsson, et al. 2011). This challenge is recognized by the United Nation in Sustainable Development Goal (SDG) 12 "Ensure sustainable consumption and production patterns". This goal entails a certain target (123) to:
by 2030, halve per capital global food waste at the retail and consumer levels and reduce food losses along production and supply chains which including post-harvest loses (United Nations, 2015).

The European Council confirmed that waste prevention/reduction must be first prioritize for an effective waste management, and reuse and material recycling which should be preferred to recovery from was this is according to Resolution of 24 February 1997 on a community strategy for waste management (FAO, 2013). However, food waste continues to be lingering on due to lack of employee innovativeness which is attributed to lack of motivation. Prioritizing waste prevention/reduction by food retail outlets/stores required employee innovativeness that can be achieve through motivation. Huang, et al. (2021) found that food retail stores are facing challenge on food waste management due to lack of employee motivation.

In Nigeria, the challenge facing by food retail outlets is not different from their counterpart in other country. Although, food retail outlets faces many more problems that is not the same with others in their various country. Research study highlighted some problems facing food retails in Nigeria such as food wastege, the strain on the working employees, time wastage and less effective marketing tactics on a budget,

staffing problems due to Covid-19, lack of employee motivation etc. (GAIN, 2020; FHSA, 2019; Olonilebi, 2017; Fakokunde & Oni, 2014). However, employee innovativeness remain a major concern, because it is belived that creative behaviour consist activities which generate novel and useful ideas is lacking in food retail outlets because employee are less motivated. Invariably, absent of green compensation scheme is assumed to be responsible for lack of employee innovativeness which might help to solve some of the problems such as food wastage and employee motivation facing the sector.

Objectives of the Study

i) To investigate the impact of green financial compensation on employee innovativeness among food retail outlets in Ilorin Metropolis.

ii) To examine the impact of green non-financial compensation on employee innovativeness among food retail outlets in Ilorin Metropolis.

II. Literature Review

Green Compensation

Lawal and Olawoyin (2021), described green compensation as reward and compensation packagea utilised to influence employees' green practices. Ahmad (2016) referred to green compensation as a potential tools used by the organisations to support environmental activities. While, Latan, et al. (2018), defined green compensation as a financial and non-financial reward system that is designed by the organisation with aims to attract, retain and motivate employees to contribute to environmental goals. Compensation and rewards play a pivot role in HRM processes as it used to reward employees for their exemplary performance. However, compensation are the most powerful approaches that connect an individual's interest to that of the orrganisations (Mandago, 2018). Ramus (2012) asserted that compensation can facilitates employees' commitment to perform optimaly at work, it can also motivate them to put in their best to achieve organisational goals.

Meanwhile, Prasad (2013) overview compensation from the green perspective, stated that rewards and compensation increase green innitiatives in the organisation. Haiyan and Shuwei (2021) acknowledged that instituted green compensation to the HRM process could encourage green culture in the organisations; thus green behaviour can be promotes among employees when criteria of green initiatives were incorporate into

compensation program. This criteria would reinforce employees commitment to the environmental program instituted by the organisations as well as faciliates employees innovativeness, for instance, employees can be compensated when suggest green ideas that related to their jobs which converted into goals (Ahmad, 2015). Mandago (2018) believed that green compensation is a form of financial and non-financial rewards scheme used by the organisation for the behaviour of manifesting a green initiative that is implemented by employees.

Components of Green Compensation

Green compensation takes severaly dimensions, but two basic components; these are green financial and green non-financial compensation that guide sustainable planning and ensuring environmental management. Kesinro, et al. (2015) stated that green financial compensation entails monetary incentives such as pay and allowance, bonuses, premiums, wages, profit sharing, retirement benefits, co-partnership/stock option etc. that linked to employees eco-efficiency. While, green non-financial compensation consists non-monetary incentives (such as extral time, gift, certificates, work flexibility and time off); recognition-based (i.e. annual awards dinner, experiential reward, excellence awards, daily praise); or promotion i.e. professional growth, career development, training and development provided to an employee by the employer to facilitating qualitative living space and integrated development planning (Chukwuemeka, 2020; Bangwal & Tiwari, 2015).

Green compensation in which this study is concern, is one of the core green human resource mangement (GHRM) that is keen to eco-efficiency in the organisation. Other core GHRM practices are green recruitment, green training and development, green employee involvement, green performance management and green organisational culture etc. These practices were often used to attain environmental goal embarked upon by the organisation, these are expected to enhance organizational sustainable development (Haiyan & Shuwei, 2021). Thus, firms/companies that goes green especially food retail outlets are greatly concern about employee innovativeness that could facilitate eco-efficiency. It is well-established by previous research literature that green compensation dimensions such as financial and non-financial are functional of green human resource management (GHRM) that are interrelated with each other to influence employees' (green-related: innovativeness) cognition, behaviour, attitudes, commitment and performance (Haiyan & Shuwei, 2021; Jeronimo, Henriques, Lacerda, Pires , & Vieira, 2020).

Pavitra (2017) argued that financial compensation is enough to stimulate employee cognition since it is used to promoting environmental-friendly behaviour (related to employee innovativeness); for example, a survey conducted by CIPD/KPMG indicated that in UK, eight per cent of the organisations rewarding employee green behaviours with financial incentives (Philips, 2011). In contrary opinion, Saputro and Nawangsari (2021) concluded that all dimensions of financial compensation and non-financial compensation are required to stimulate employee's commitment towards the organisation, therefore this could enhance organisation to attain eco-efficiency.

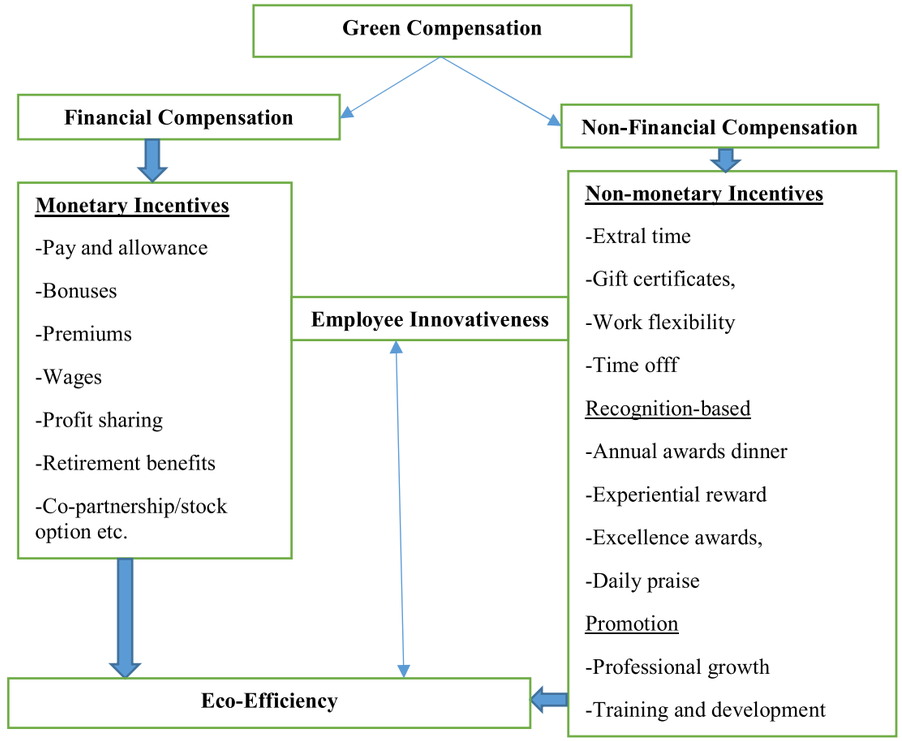
Employee Innovativeness

Creativity and innovativeness is a critical attributes which has become a mainstream demand of employee in an organisation; because it is challenging for enterprises that lack creativity and innovation to survive in a competitive market environment (Servet, et al. 2020). Parzefall, et al. (2008) stated that employee innovativeness is employee engagement in innovative behaviours that related to the innovation process such as idea generation, idea promotion and idea realization with aim of producing innovations. Therefore, food retail outlets need employee that is creative and innovative which can drive organisation to achieve eco-efficiency, by developing a novel idea that would facilitates sustainable development. Kimani, et al. (2017) opined that employee can be creative when their allegiance lies with the organisation, employee that is committed to the organisation always come up with idea and contribution that could lead to organisation performance. However, employee that is well renumerated or compensated contribute to organisation performance (Fathia, et al. 2021).

Prem, et al. (2017) and, Walumbwa, et al. (2018) opined that organisation must maintain a thriving workforce by adopting different strategies (i.e. green compensation) to remain competitive and sustain their performance. Thriving at workplace involves a psychological state in which employees experience a sense of vitality and a sense of learning at work (Prem, et al. 2017). Walumbwa, et al. (2018) suggested that employee innovativeness that enhance thriving at work is a significant antecedents that have a positive organizational performance, such as imrpoved job satisfaction and organizational commitment. Moreover, emerging research established that green compensation have a positive significant impact on employee job satisfaction. Invariably, Kimani, et al. (2017) argued that green compensation have potential to stimulate employees commitment towards their job; thus, concluded that employees

satisfaction have significant influence on organisation performance. Therefore, green compensation can be adopt by the firms to stimulate employee innovativeness.

In this study, dimensions of green compensation such as financial and non-financial were considered appropriate to investigate this research objectives. However, some important peripheral of green compensation were equally explores due to their significance to employee innovation in food retail outlets. Review of literature in the context of green compensation and employee innovation bring about conceptual framework for components of green compensation illustrated below for this study.



Conceptual Framework for Components of Green Compensation

Source: Researcher Conceptual Framework, (2023).

This conceptual framework for components of green compensation is based on a review of the literature on green compensation and employee innovativeness. The independent construct entails two variables which is financial compensation and non-financial compensation. While, dependent construct entails employee innovativeness. Theese components follows chronological order. To achieve eco-efficiency a green compensation schemes must be create by the organisation to stimulate employee innovativeness which can lead to eco-efficiency. Therefore, it must be realized that each component interacts with each other and this interaction can occur simultaneously.

Motivational Theory

Series of theories had propounded in efforts to detail the relevance of motivational concept in the companies/firms. Each theoretical approach illuminates how motivation can influence employee performance in their place of work. Motivational theories are grouped in to three basic categories i.e., content theories, process theories and reinforcement theories. Meanwhile, content theory is considered appropriate for the purpose of this paper. Content theories attempt to detail factors that stimulate an individual to act in a certain way and a particular manner that is based on universal phenomenon which human beings have some needs to satisfy (Kesinro, et al. 2015). It is important for an organisation to take cognizant of the employee needs and how that needs evolve over time, though employee needs are considerably different from one another (Elumah, et al. 2016). Meanwhile, employee needs were examined to determine the influence of green compensation on employee innovativeness in food retail outlets.

Maslow Hierarchical Theory

Maslow hierarchy needs theory which was propounded by Abraham Maslow is considered appropriate to measure individual needs. Maslow conceptualized five basic stages of hierarchical needs that can influence individual motivation, Fibirowa and Petera, (2013) conclude that employee can be solely classified under these five human basic needs. Hierarchy needs theory postulate that there is possibility that individual seek higher-order needs after being satisfied with lower-order needs. Higher-order needs involved self-actualization stage of needs and esteem stage of need, while lower-order needs comprise physiological, safety and social stages of needs.

Maslow's theory concludes that individual/people intend to meet their psychological needs through their basic needs i.e., safety and security which is classified as necessity

that could build their trust in the firm/company (Alizera, et al. 2010). Olayinka, et al. (2017), realizing that organisation must embark on compensation schemes that could meet individual needs and should be strong enough to facilitate employee commitment to their job. Based on this assertion, determinants such financial and non-financial compensation were suggested to predict employee innovativeness which could help firms to achieve eco-efficiency (Bello, & Adebajo, 2014; Oladejo, & Yinus, 2014; Ashraf & Mohammad, 2014; Kashmala, & Faiza, 2015). The critics of this theory point out that there was no empirical evidence that support decrease or increase in people satisfaction at any level of stage of needs to the next higher stage of needs (Richard & Hendry, 2014; Bruce & Zeynep, 2014; Lizzy & Jean, 2015; Kesinro, et al. 2015). Though, despite the critics Maslow theory still remain one of the most used among the researchers; however, it concludes that individual motivation is mainly depend on their satisfaction needs (Godson, 2013; Herman, et al. 2013; Olatunji, & Sarat, 2014; Elumah, et al. 2016).

Empirical Review

The empirical study carried out by Fathia, et al. (2021) with aims to determine the effect of green performance appraisal and green compensation to improve employee performance. The study explored quantitative using a survey method with a sample of 76 people. SEM with the Smart PLS program were used to analysed data. The study found that organizational Citizenship Behaviour for the Environment mediates effect of green compensation and rewards on employee performance for groups of employees that had worked for more than 5 years. Mandago (2018), sought to evalusate the influence of green reward and compensation practices in environmental sustainability, in the study that was conducted in Kenya. A sample of 122 respondents was survey, and questionnaires were distributed among managerial staff in state corporations. Data collected were analyzed quantitatively. The study shows that green reward had a small influence on environmental sustainability, while green reward and compensation management practice had a negative significance on environmental sustainability.

In contrary to previous reasearch findings, hypothetical research of Haiyan and Shuwei (2021) found that green compensation is positively related to employee pro-environmental behaviour. This study was conducted on cognitive dissonance of self-standards, by measured a nagative interaction of green compensation and green training on employee pro-environmental behavior in China. In relation to this research topic, it

indicates that green compensation can statistically influence employee innovativeness to achieve eco-efficiency. In a simple term, employees can develop norvel idea that can enhance organisational sustainability, if they are well compensated or renumerated for their previous contribution towards environmental policy of the organisation. However, it is observed that some of the empirical review for the purpose of this study showed negative significance relationship between green compensation and environmental sustainability, while few showed a positive significance relationship between the two contructs. Although, none were conducted in the food retail stored where this study focused, therefore the existing gap would be cover by this study.

III. Methodology

This research study explored cross-sectional design due to its capability to fundamentally focus on investigating the problem that has never been clearly defining and it obtain data instrument from the current situation (Salkind, 2011). It is based on hypothesis-testing to explain the characteristics of research objective under investigation "impact of green compensation on employee innovativeness among food retail outlets". Furthermore, this study used quantitative method; while survey data collection techniques were used to improve respondent's accuracy to surveys (Creswell, 2014). The scales used for the questionnaire were developed from the conceptual variables, which was classified into antecedents consisting of green financial compensation and non-financial compensation as well as employee innovativeness. These scales provide questions for each variable that covered almost entire aspect of this research problem.

Convenience sampling techniques is adopted to be able to cover large number of populations within the population size (Sekaran & Roger, 2013). Those participating in this research are conveniently selected during the distribution of questionnaire to be able to gather information appropriately. This research involved employees of food retail store i.e., Shoprite and Edinwo store that operate within Ilorin Metropolis, Kwara State. The population of over 1000 members of employees of Shoprite and Edinwo food stores were targeted, and questionnaires were administered to 240 employees out of total population of the workers and 220 questionnaires were used for the analysis. This research used SPSS to analyze the data collected, this is considered to be adequate for this study simply because of its simplicity and accuracy; data gathered was explore and each scale categorically described by means of frequency and numerical.

Cronbach's alpha was used to check the principal component analysis i.e., reliability and validity of the questionnaire. Multiple linear regression analysis was applied to determine the association of independent variables with firm performance score. P-value of less than 0.05 is judged to be statistically significant. William (2013) concludes that to moderating variables analysis varieties of analytical tools i.e., regression and correlation are used to measure causal relationship between independent variables and the dependent variables to answer the research questions and to test the study hypotheses.

IV. Analysis, Results and Discussion

Demographic Profile

A total of 220 valid questionnaires was used for descriptive analysis. The frequency distribution of participants demographic was presented in the table below.

Frequency Distribution of the Participants' Demographic (n=220)

Profile of Participants	Category	Frequency (N = 383)	Percent (%)	Cumulative percent(%)
Gender	Male	129	58.6	58.6
	Female	91	41.4	100.0
Total		220	100.0	
Age	18-24	83	37.7	37.7
	25-34	58	26·4	64·1
	34-44	48	21.8	85.9
	45 and above	31	14.1	100.0
Total		220	100	
Employee Status	Full-time employee	140	63.6	63.6
	Part-time employee	43	19.5	83.2
	Casual employee	37	16.8	100.0
Total		220	100	
Year Spend with company	0-1	84	38.2	38.2
	1-5	68	30.9	69.1
	6-10	47	21.4	90.5
	11 and above	21	9.5	100.0
Total		220	100	
How often do you feel satisfying with your job?	Every time	137	62.3	62.3
	Once in a while	68	30.9	93.2
	Don’t feel satisfy	6	2.7	95.9
	Never feel satisfied	9	4.1	100.0
Total		220	100	

Source: Author’s Fieldwork Computation, (2023)

It was shown on the table that 129 employees (58.6%) represented male, while 91 (41.1%) are female. The study indicated that majority of participants are male, but both genders are well represented in the study as the study is free of gender discrimination. Concerning age, the study includes employees across age. Participants between 18 to 24 (37.7%) are majorly represented, follow by those between 25 to 34 (26.4%), while those between 35 to 44 (21.8%) are equally represented and employee between age of 45 and above who are working with Edinwo store represent 31(14.1%). The table revealed that employees across ranks are well represented in the survey, full-time employees who participated are 140 (63.6%), while part-time employees are 43(19.5%) and casual employees are 37(16.8%) respectfully. The table indicated that majority of participants represents 137(62.3%) are always satisfied with their job, while 68(30.9%) are satisfied once in a while with their job, whereas few participants represent 6(2.7%) indicated that they don't feel satisfy and minority represent 9(4.1%) never feel satisfied with their job. By implication, the outcome of this study represents the interest of employees who understand and have experience about green compensation in food stuff outlets.

Reliability Test of the Scale

This research carried out reliability test to check the level of stability or internal consistency of the measurements used, this helps to determine the scales relevancy. Checking reliability of the instruments used is considered necessary to measure the constructs (Creswell, 2014). Cronbach alpha coefficient was used to check the items' reliability because it is considered one of the most commonly reliability method used among the researchers. Basically, William (2013) stated that the coefficient of the Cronbach alpha of measurement should not be less than .7. Table below represents the overall result of the items reliability statistics.

Reliability Statistics

Variables	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	No. of Items
Green Financial Compensation	.810	.812	10
Green Non-Financial Compensation	.776	.777	10
Employee Innovation	.713	.713	5
Overall	.893	.894	25

Source: Author's Fieldwork Computation, (2023).

All scales used for this study was good for internal consistency, as the green financial compensation showed Cronbach alpha coefficients of 0.810, while green non-financial compensation showed score of 0.776. Whereas employee innovativeness scales showed Cronbach alpha coefficients of 0.713. Therefore, the overall scales indicate 0.893 respectively. Conclusively, coefficients of the Cronbach's alpha obtained in this study indicating that the instruments used for data collection are very good for internal consistency reliability, notable confidence can be placed on the result of the test since all the values are above 0.7 which is considered acceptable (Julie, 2013).

Model fit Analysis

Multiple regression was used to determine the impact of green compensation (measured by green financial compensation and non-financial compensation scales) on the employee innovativeness (measured by eco-efficiency).

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.828[a]	.686	.683	.40649	1.747

a. Predictors: (Constant), Green Non-Financial Compensation, Green Financial Compensation

b. Dependent Variable: Employee Innovativeness

Source: Author's Field Survey (2023).

Table above showed the result of multiple regression with Model Summary, indicated that the R Square gave a value of 68.6 percent. This indicated that model fit analysis (such as green non-financial compensation and green financial compensation scales) explained about 68.6 percent of the variance in the employee innovativeness. By implication, the findings suggested that green compensation antecedents such as green financial compensation and green non-financial compensation can predict employee innovativeness. While Durbin-Watson Statistic gives 1.747 coefficients which showed that there is absence of serial correlation in the error terms of the model, this rules out the problems associated with spurious regressions.

Analysis of Variance

The preliminary analyses conducted in this study to ensure that there is no violation of the assumptions of normality, linearity, homoscedasticity, and Multicollinearity. The result of regression as contained in table: ANOVA indicates F-test scores with 236.657, significant at 1 percent [p<.000]. This revealed that the model used for this study was well specified.

ANOVA [a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	78.206	2	39.103	263.657	.000[b]
	Residual	35.855	217	.165		
	Total	114.061	219			

a. Dependent Variable: Employee Innovativeness

b. Predictors: (Constant), Green Non-Financial Compensation, Green Financial Compensation

Source: Author's Field Survey (2023).

Regression Coefficients

The table below represents the result of multiple regression analysis conducted in this research: the regression coefficients was used to test this research hypotheses.

Coefficients [a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.378	.181		2.089	.038		
	Green Financial Compensation	1.039	.056	.900	18.655	.000	.623	1.605
	Green Non-Financial Compensation	-.149	.057	-.126	-2.622	.009	.623	1.605

a. Dependent Variable: Employee Innovativeness

Source: Author's Field Survey (2023).

The table above revealed the result of multiple regression coefficients, it shows that green financial compensation has significant impact on employee innovativeness such that a unit increase in green financial compensation score caused about .900 and 18.655 unit increase in employee innovativeness score; thus, it was statistically significant in term of Beta coefficient, t-value, and p-value. Therefore, green financial compensation showed ? coefficients with .900, t-value with 18.655 at sig of .000. By implication, this indicates that green financial compensation as determinant of green compensation can stimulate employee innovation to enhance company sustainability; this in turn could affect company performance through eco-efficiency.

While the multiple regression coefficients also indicated the degree of strength of the impact of green non-financial compensation as determinant of green compensation on employee innovativeness. Green non-financial compensation has no significant impact on employee innovativeness with a β coefficient of -.126, t-value of -2.622 at p-value [sig = .009]. The results suggested that a unit increase in green non-financial compensation score could cause about -.126 and -2.622 unit decrease in employee innovativeness score. By implication, the finding shows that green non-financial compensation cannot predict employee innovativeness through eco-efficiency.

V. Discussion of the findings

The main aim of this study is to investigate the impact of green compensation on employee innovativeness among food retail outlets in Ilorin Metropolis. The result of quantitative that answers research questions represent the opinion, perception, and view of respondents through questionnaire administered. The research found that green compensation has significant impact on employee innovativeness which enhance company sustainability through eco-efficiency. However, this research established that green financial compensation could stimulate employee willingness to create value that would enhance company green practices. This practice is believed to have significance influence on organizational performance (Fathia, et al. 2021). For instance, food retail outlets are faced with food wastage to which can be solve through employee creativity and innovative. The activities of company/firm to motivate employee towards the organisation is very important as it can make employee to generate novel idea such as reusable policy etc. that can enhance their sustainability. The findings of this research support the position of previous author in the context of compensation and organisation performance; the research found that compensation have positive significance influence on organizational performance (Elumah, et al. 2016).

This research equally found that green non-financial compensation as predictor of green compensation have no significance impact on employee innovativeness among food retail outlets in Ilorin Metropolis. From this indication, it is assumed that this result could be a disadvantage to food retail outlets in Ilorin Metropolis. Previous research had laid emphasis on the significance of the predictor of green compensation such as green non-financial compensation; thus, non-financial compensation found to play a significant role in organisation growth (Koichiro, 2013). (Martha & Herbert (2013), stated that green non-financial compensation consists of non-monetary incentives that can motivate employee commitment; thus, it has a positive significance influence on organisation performance.

VI. Conclusion

The result of this study found out green financial compensation play major role in influence employee commitment which could impact employee innovativeness that could facilitate company sustainability. While the study established that green non-financial compensation shows no significance impact on employee innovativeness. Literary, this study found out that fragment of green compensation does not significantly predict employee innovativeness. The study concluded that green compensation has significantly influence on employee innovativeness that can facilitates company sustainability. Thus, it could simultaneously increase company growth and profitability. Also allow company to compete effectively with other competitors in the industries.

The recommendations were based on the study findings:

It is recommended that firms/stores should concentrate on all antecedents of green financial compensation since it consists of several dimension that have capacity to influence employee commitment. These dimensions such as timely payment, bonuses, premium, wages etc. can increase and improve company green practices which could enhance sustainability. Integrating these forms of green financial compensation would have increase growth and profitability.

It is recommended that green non-financial compensation predictors such as work flexibility, recognition, time off, experiential reward, daily praise and career development etc. should be institutes into food retail stores compensation scheme. As these dimensions have capability stimulate employee innovativeness and creativity

which could have given food retail stores an edge above their competitors. Though, having motivated by organisation did not mean individual/employee will show commitment or put in more effort for organisation to achieve their aim and objective but it could influence and triggered their willingness to be creative and innovative that could glorify firm performance (Osabiya, 2015).

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