

Business Policy Effectiveness on the Sustainability of Selected Corporate Enterprises in Nigeria

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Abstract

This study was on the effectiveness of business policy on the sustainability of corporate enterprises in Nigeria. That is, the consistent sustainability of modern corporate relies heavily on the effectiveness of the business policy in the complex business contexts. The purpose of this study was to examine the effect of business policy on the sustainability of corporate settings in Nigeria. We adopted quantitative research where questionnaire was used to collect data from the selected corporate enterprises in Nigeria. 654 managers of various levels drawn from 38 corporate enterprises from various industries in Nigeria. The study employed result sample size calculator to ascertain the sample size, of 243 respondents. To avoid problems with non-response, poorly completed questionnaires, and questionnaires that might be lost during transportation, a 30 percent sample was provided and added to the sample that made up 316 sample size. To test the hypotheses, the study adopted partial least square structural equation modeling (PLS-SEM). The study revealed that first there was significant effect of business policy on the sustainability of the selected corporate enterprises in Nigeria. Secondly, the study revealed positive effect of business policy on corporate and operational sustainability of the selected corporate setting in Nigeria and thirdly revealed that business policy has negative effect on the environmental sustainability of corporate settings in Nigeria. Based on these findings, the study concluded that business policy had strategic effect on the sustainability of selected corporate settings in Nigeria. Also based on these findings, we recommended that the top management that of the selected corporate enterprises in Nigeria should set up an innovative and adaptive business policy that help them in attaining and maintaining consistency in their operational sustainability, corporate sustainability and environmental sustainability.

Background to the Study

Attaining sustainable standardization and profitable business operations necessitates sensitive corporate business settings and operating policies that keep the business awake on its daily routine in order to achieve its goals and objectives in the long run. It is of significance for business organizations to have templates that guide their daily activities to enhance business improvement and attain long-term growth in their entire operations and sustainability. Any legal activity in society that involves the production and distribution of products to specific users with the goal of improving performance and profitability is referred to as business. In a nutshell, business involves managing people and resources with adequate direction and coordination to attain the long-term strategic objective of profitability. Corporate enterprises are businesses with effective and efficient managerial settings in their vision and mission statements that intend to attain and sustain long-term goals and objectives. Corporate enterprises can be small, medium, or large in size, depending on their financial and organizational structures, which expose their variability; they require policies to operate effectively and sustainably. In general, an organization without a policy will lose control and direction of its overall strategies and corporate relevance in an industry in the short run. In a mixed environment of harsh and soft environmental variables, corporate settings with adequate policy in their overall operational activities have a concrete chance of achieving 85% of corporate strategic goals and objectives. Policies are guiding principles set up by top management to give direction and coordinate the daily running of operational activities in the organization to attain sustainable performance. Recent research has defined policy as the intended planned activities that guide organizations' operational systems and processes in order to improve sustainability (Hoyk, Szalai, Palkovics, & Farkas, 2022; Azimovna, Ilkhomovna, & Shokhrukhovich, 2022).

Therefore, from the above description of policy in an organization, business policy is an intended, planned activity that business settings use to guide and direct their daily operations. Business policy can be traced back to the technical planning of organizational management to achieve short- and long-term goals. Business policy can be described as a set of rules and principles used to safeguard and attain the implementation of strategic planning and decisions in business organizations. Business policy is a philosophy that emanates from top management to guide and attain vision and mission statements, as well as safeguard and give sustainable direction to an organization's strategic decision-making processes. Business policy helps the organization cope with and approach the environment's variables and gives direction to internal issues and external business activities. Without effective business policies in place, it will be extremely difficult for corporate settings to formulate and implement strategic and corporate planning. Business policy covers critical items that have intrinsic value to the survival and sustainability of the business entity in terms of its objectives, environment, firm, strategy, and timing of operations (Ugoani, 2020; Alsaedi, 2017; Jana, Castillo, Pramanik, & Maiti, 2018). In order to achieve the purpose and objective of establishing the policy, business policy is characterized and subjected to an adequate application communication strategy that has integration with the objectives set up with a balanced interpretation within the

organizations. Business policy formulation and implementation are made in organizations to attain effectiveness and efficiency of operational activities at all levels of management because they help to attain corporate customer service delivery and help to manage other externality activities with the organization on the long road to sustainability.

The challenges that led to the failure of business policies in many organizations can be traced back to the disconnection of policies from organizational structure and culture, as well as negative changes in organizational behavior and political gaps, which can cause a slow flow of business policy implementation in organizations. There are corporate enterprises with adequate business policy formulation strategies that failed in the implementation stage, leading many corporate business settings to arrive at unbalanced sustainability. These situations may be the result of unbalanced business policies that do not align with holistic business contexts or total failure at the implementation stage, both of which have negative effects on the overall sustainability of the organization if appropriate measures are not taken by the strategic business managers of the organizations. In recent years, fewer studies on business policy have been conducted (Ugoani, 2020; Alsaedi, 2017; Jana et al., 2018), and much of the current research had focused specifically on the sustainability of modern business settings (Zhang, Chu, Ren, & Xing, 2023; Ardoin, Bowers, & Wheaton, 2023; Javaid, Haleem, Singh, Khan, & Suman, 2022). But none of these studies has examined the effectiveness of business policy implementation on the sustainability of modern corporate enterprises in Nigeria. Based on the above problems identified, the study asked the following research questions: How does business policy impact the corporate sustainability, environmental sustainability, and operational sustainability of corporate enterprises in Nigeria? The primary aim is to assess the efficacy of business policy in promoting sustainability among corporate enterprises in Nigeria, with specific objectives including examining its influence on corporate sustainability, evaluating its impact on environmental sustainability, and assessing its effect on operational sustainability within corporate companies in Nigeria.

Statement of Hypotheses

The following hypotheses were ascertained for test:

- HO₁:** Business policy has no significant effect on the corporate sustainability of corporate enterprises in Nigeria.
- HO₂:** Business policy has no significant effect on the environmental sustainability of corporate enterprises in Nigeria.
- HO₃:** Business policy has no significant effect on the operational sustainability of corporate enterprises in Nigeria.

Literature Review and Theoretical Framework

Concepts of Business Policy

Organizations with stringent policy implementation have the propensity to thrive in the mix of competitive firms in the business environment. Policy is a concrete guide and control switch to the decision-making process aimed at improving organizational

strategic objectives. Policies are simple rules that are repetitive to enhance strict compliance of daily operational activities in organizations in order to attain long-term strategic goals (Hoyk et al., 2022; Azimovna et al., 2022; Aguinis, Jensen, & Kraus, 2022). Hoyk et al. (2022) specifically stressed how policy gaps can strategically affect the sustainability of modern corporate enterprises. Azimovna et al. (2022) described the relevancy of policy to marketing practice effectiveness in modern marketing organizations. Another study focused on the impact of policy implementation on organizational behavioral change and human resource management practice in contemporary corporate settings (Aguinis, 2022). Valérie, Priscilla, Bart, Benoît, and Benjamin (2022) opined that the effectiveness of policy implementation can help to make positive changes in modern corporate enterprises.

Business policy is a critical issue of concern in this study, and how it might affect the successful sustainability of corporate business settings. Many scholars have conceptualized different ideas of business policy from different perspectives, and they have made reasonable contributions to the attainment of successful business operational activities in global contexts (Ugoani, 2020; 2019; Alsaedi, 2017; Jana et al., 2018). Alsaedi (2017) asserted that business policy is a structure of guides and directions that pave the way for management action plans to take place in business organizations. That is the purpose of corporate policy: to sustainably align the organization's effectiveness with dynamic business environmental contexts in order to achieve strategic goals and objectives. This means that, from the reviewed literature, business policy is an effective and sustainable tool that links up with the entire strategic business units and operational programs to pursue the corporate objectives of the organizations. Organizational structures and culture must be connected and integrated with organizational strategic objectives to attain effectiveness in sustainable business policy implementation.

Strategic business leaders worldwide were sustainable and profitable in formulating and effectively implementing their strategic business decisions as a result of stringent alignment with implementable business policy and with every strategic and corporate decision. These had help in attaining their strategic goals in the organizations. Strategic thinkers in many modern corporate settings have improved globally in today's digital business setup with the implementation of balanced business policies that have connections with environmental variables. That is, successful business policy development and implementation must have alignment and connection with internal and external variables to attain sustainable business performance. Organizations establish business policies to show employees where limitations in business operations are required. According to studies, business policy is defined as the constraints, choices, and stated considerations that are used to flow the implementation of the entire business operational systems and processes in organizations (Ugoani, 2020; Tim & Delwyn, 2016). Clearly, the top management of every corporate organization is the designer of business policies, and the most successful and sustainable business policies are those that are aligned with and integrated with complex and dynamic business contexts.

Business policy development must consider the integration of customers' and other stakeholders' perceptions in order for the business organization to have balanced and favorable policies that suit the organization's vision and mission statements. It is important to know that business settings with leading business policies in a harsh competitive environment can be used as a strategic weapon to attain an impressive competitive edge and enhance a favorable competitive advantage. Customers from various social classes are of perceived interest, with the goal of driving to every business zone where they can gain favor in an unexpected contingency transaction. Similarly, potential shareholders and shareholders are consistently interested in investing in business empires with appropriate business policies that can safeguard their investment for sustainability and profitability. Tim and Delwyn (2016) stressed the significance of business policy implementation on small businesses' operations. According to these perspectives; several issues have arisen in the implementation of business policies in organizations, potentially as a result of the implementation of ineffective policies in strategic business units.

Concepts of Sustainability

The sustainability of corporate operations, systems, and processes demonstrates their growth and improvement. The sustainability of any organization defines its operational viability and its strengths. From the researchers' perspective, organizational sustainability revealed the true picture of its consistent growth and improvement in operational performance. Sustainability is the strategic capability and strength of a business to maintain consistent growth in operational performance and profitability. Effective sustainability over a long period of time is a signal that a corporate enterprise is doing well in terms of consistent growth in its operational system. In another sense, sustainability growth is a signal of a company's long-term viability. Business sustainability denotes a corporate environment that consistently and persistently achieves and meets its strategic expectations in terms of vision and mission goal realizations. According to Zhang et al. (2023), adopting and implementing open innovation can assist modern corporate enterprises in achieving consistent competitive sustainability. Another study revealed that the digitalization of technologies has strategically contributed to the sustainability of manufacturing firms globally (Schöggel, Rusch, Stumpf, & Baumgartner, 2023). The policy gap, according to Hoyk et al. (2022), has an impact on sustainability in modern agribusiness setups in Hungarian terrain. Javaid et al. (2022) revealed the significant effect of sustainability 4.0 technologies in manufacturing industries. According to one study, improving the organization's accounting sustainability can lead to positive changes in the organization's overall sustainability (Gil-Marn, Vega-Muoz, Contreras-Barraza, Salazar-Sepulveda, Vera-Ruiz, & Losada, 2022). Missimer, and Mesquita, (2022) studied showed how strategic management strengths and capabilities can be adopted and implemented to enhance social sustainability in modern corporate enterprises. In order to achieve dynamic sustainability, Ardoin et al. (2023) emphasized the importance of effective collective strategic implementations and environmental alignment. This study linked and addressed the following sustainability variables in modern corporate settings:

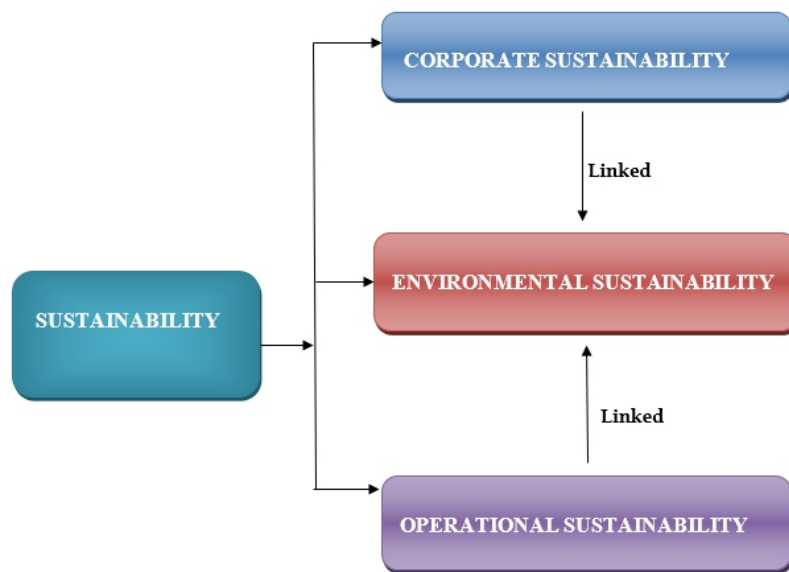


Fig. 1: The Researched Focused Sustainability in Modern Corporate Enterprises (Researchers, 2023).

Corporate Sustainability (CS): Corporate sustainability is focused on adopting and implementing strategic plans of action in complex and dynamic environmental settings to enhance the consistent attainment of corporate goals and objectives. The corporate sustainability program focused on implementing strategic action plans to create sustainable and profitable business operations and attain sustainable business goals. It involves implementing strategies to gain insights into environmental changes that will help attain positive changes in business operations and growth. Paziienza, de Jong, and Schoenmaker (2022) described corporate sustainability as a new concept modern organizations practice to attain and maintain environmental, social, and economic strengths. Recently, studies have been conducted on how corporate enterprises attain and maintain corporate sustainability in modern environmental complexities (Rahi, Chowdhury, Johansson, and Blomkvist, 2023; Hossain, Nassar, Rahman, Dunay, & Illes, 2022; Ludwig & Sassen, 2022; Naciti, Cesaroni, & Pulejo, 2021). Rahi et al. (2023) revealed a relationship between organizational effectiveness and corporate sustainability. Effective strategic alignment has been shown in studies to improve corporate sustainability and innovation in modern corporate enterprises (Valbuena-Hernandez, & Ortiz-de-Mandojana, 2022; Hübel, Weissbrod, & Schaltegger, 2022). These studies revealed that corporate governance effectiveness has influenced the attainment of corporate sustainability in modern organizations (Ludwig & Sassen, 2022; Naciti et al., 2021). A study revealed that firm culture has a significant influence on corporate social responsibility to attain corporate sustainability in modern corporate enterprises (Ahmad, Riaz, Xin, & Fangcheng, 2022). Another study revealed that corporate sustainability can be successfully attained with the dynamic capabilities of the organization (Bari, Chimhundu, & Chan, 2022). Haseeb, Muhammad, and Musa (2021)

stressed that the effectiveness of corporate sustainability practices helps in attaining and maintaining consistent organizational performance. Zhao and Zhao (2023) believed that effective management of organizational returns has a positive influence on corporate sustainability improvement and development.

Operational Sustainability (OS): is concerned with corporate enterprises' ability and strength to achieve and maintain consistent operational standards and expectations in current business contexts. It described the sustainability of the operational systems and processes of an organization in this modern digital era of business visibility. Studies recently have researched deeply on the effects and impacts of operational sustainability in enhancing the performance of modern corporate settings from different perspectives (Atalay, Charles, Ximin, & Beril, 2020; Swalehe, Odock, & Wainaina, 2020; Chatterjee, Chaudhuri, Galati, & Vrontis, 2021). Swalehe et al. (2020) believed that operational sustainability has a strategic impact on the attainment of competitive advantage for modern corporate enterprises. Chatterjee et al. (2021) also believed that improvements in customer relationship management could help boost the operational sustainability of modern corporate settings. A recent study concluded that effectiveness in operation management can help in attaining consistent operational sustainability in modern organizations.

Environmental Sustainability (ES): The environmental sustainability concept describes the strengths and capabilities of modern corporate enterprises to attain and maintain corporate and operational sustainability in the face of environmental complexities and dynamics. That is, enterprises' sustainability heavily relies on the maintenance of harsh business environments. Achieving a sustainable business environment enables modern corporate settings to have sustainable and profitable strategic planning and implementation, thereby increasing their consistent operational sustainability. Any corporate enterprise that achieves environmentally friendly sustainability has a highly competitive edge and position in the competitive environment. Studies revealed and linked institutional effectiveness and strengths in attaining environmental sustainability (Jahanger, Usman, & Balsalobre-Lorente, 2022; Khan, Weili, & Khan, 2021). Karn, Mendiratta, Fehre, and Oehmichen (2022) revealed the effectiveness of corporate governance to attain environmental sustainability in modern corporate enterprises. Another study revealed that the effectiveness of organizations' dynamic capabilities and managerial strengths have a significant effect on achieving environmental sustainability (Bianchi, Testa, Tessitore, & Iraldo, 2022). Studies also recently linked various technological innovations and the digitalization of operations in modern industrial practice as having a significant effect on attaining and maintaining environmental sustainability (Nguyen, et al., 2023; Villanthenkodath, Ansari, Kumar, & Raju, 2022; Shaheen, et al. 2022; Samuel & Lucassen, 2022; Tang, Chau, Arooj, & Waqas, 2022). Another study linked the effectiveness of green human resource management practices to assisting in the attainment and maintenance of green innovation and environmental knowledge, which in turn aid in the achievement of consistent environmental sustainability (Munawar, Yousaf, Ahmed, & Rehman, 2022). Ma, and Qamruzzaman,

(2022) linked urbanization and technological innovation as strategic tools to boost environmental sustainability. In a nutshell, addressed environmental sustainability help to attain and maintain consistent operational and corporate sustainability in modern corporate existence.

Business Policy and Sustainability of Corporate Enterprises

The researchers' preliminary survey, conducted from 2022 to the present, demonstrates how business policies have concrete positive effects on the sustainability of modern corporate settings, particularly for large and medium-sized corporate enterprises in Nigeria and globally. From the researchers' survey in 2022 till date, many small business enterprises do not apply and practice standardized business policies in their businesses, and this has resulted in the failure of many of these small businesses in Nigeria. Adequate guides as control tools in every implementable business decision have tremendous contributions to the attainment of corporate sustainability, operational sustainability, and environmental sustainability in every strategic business setting. Few studies have been conducted and discussed issues in alignment with policy and sustainability (Lee & Woo, 2020; Shashi, Cerchione, & Bansal, 2019). To the best of my knowledge, none of these reviewed have conducted research on the effectiveness of business policies on the sustainability of modern corporate enterprises in Nigeria and globally. The model below shows the effect of business policy implementation on the sustainability of modern corporate enterprises.

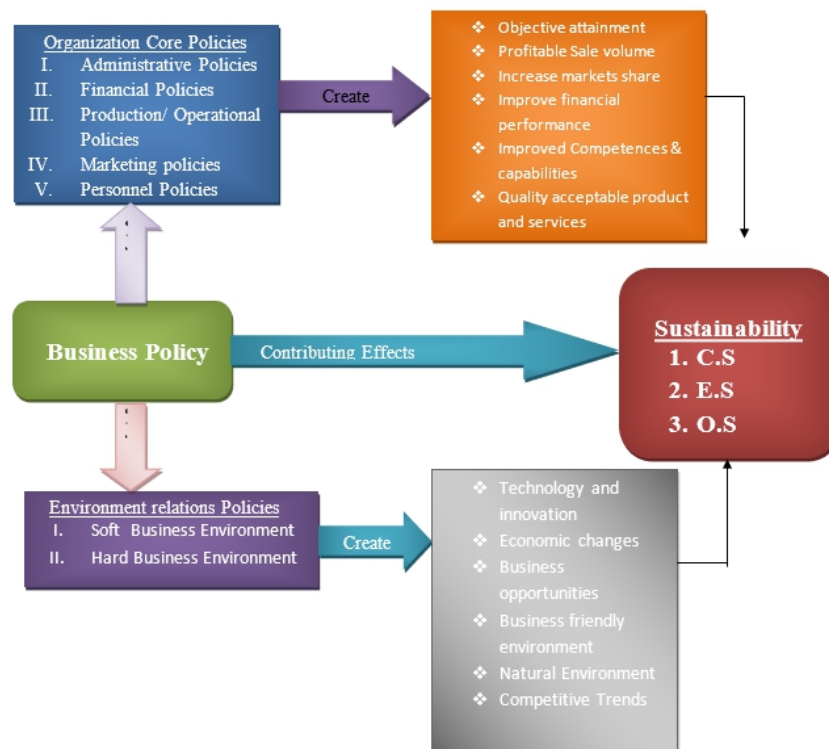


Fig. 2: Model Represents the Correlation Between Business Policy and Sustainability of Corporate Enterprises (Researchers, 2023).

According to the model developed and proposed in this study, the strategic implementation of business policies possesses the capability to significantly enhance the sustainability of numerous corporate organizations. This is particularly evident when all Strategic Business Units (SBUs) align their policies with the overarching corporate business policy. Such alignment contributes to the realization of sustainable and profitable visions, mission statements, as well as strategic goals and objectives. The interconnectivity of organizational core business policies plays a crucial role in enhancing the reliability of business decision-making and facilitating strategic management planning and implementation, thereby promoting sustainability. The positive outcomes of business policy implementation encompass heightened effectiveness and efficiency within SBUs in corporate environments. The formulation and execution of policies within SBUs contribute to the long-term improvement of corporate structures, fostering effective and efficient management frameworks with teams characterized by strategic thinking that can positively impacted on performance sustainability.

As discussed earlier, the achievement and maintenance of sustainable organizational change, influenced by both hard and soft environmental variables, result from the effective implementation of business policies. Soft environmental variables, notably customers and investors, play crucial roles, and their perceptions and interests should be significant considerations in formulating and executing business policies to ensure a well-rounded and inclusive approach. Every business environment operates under established policies that govern organizational and operational activities, aiming for standardization and regulation across all production and operational processes. Corporate organizations aiming for successful business policies must align and integrate their policies concretely with existing government policies. The dynamic changes in technological forces driving modern business innovation demand careful attention for successful business policy implementation. Technological forces, considered hard variables, must be integrated into corporate policies to foster and enhance innovative sustainability in today's digital business environment.

In summary, a solid alignment and integration of business policies with comprehensive environmental variables can boost the sustainability of corporate performance. The discussion emphasizes the connection between business policy implementation and an organization's sustainability, covering corporate, operational, and environmental aspects. In essence, effective business policy implementation serves as a control mechanism to enhance the growth and sustainability of contemporary corporate settings, serving as the backbone for corporate sustainability. A balanced and inclusive business policy emerges as a strategic approach to achieve and uphold consistent corporate, operational, and environmental sustainability.

Theoretical Framework

The Institutional Theory

The institutional theory serves as a pivotal framework in the examination of business policy implementation within contemporary corporate environments for sustainability.

To ensure enduring performance growth, this theory, as articulated by Meyer and Rowan (1977) and DiMaggio and Powell (1983), posits that the corporate business landscape must adapt its structure and organization in harmony with modern and updated formal organizational frameworks, aligning with the evolving nature of business contexts. In essence, institutional theory seeks advancements in institutional settings, emphasizing a regulated and principled model of structures that can secure long-term sustainability amid the fluctuations of a dynamic business environment (Scott 2013; Berthod 2017).

Given the contentious nature of addressing new innovations in modern corporate settings, institutional theory adopts rigorous regulative and cognitive approaches. These approaches facilitate the formulation and implementation of effective and attractive strategic business decisions, ensuring their lasting impact on sustainability and profitability. From the preceding discussion, business policy emerges as a concept rooted in institutional theory, addressing the efficacy of guiding strategic business decisions within a novel institutional framework that takes environmental changes into account.

The contemporary formal structure outlined in institutional theory aligns with business policy implementation by delineating how strategic business decisions can be made effectively and sustainably. This involves the incorporation of the organization's vision, mission statements, and stated strategic objectives. Studies posit that integrating institutional theory into modern corporate settings can contribute to achieving sustainability in business operations (Adams, Donovan, & Topple, 2023; Marchini, Tibiletti, Fellegara, & Mazza, 2023). Institutional theory provides a framework for understanding how external institutional pressures influence the formulation and adoption of business policies, which, in turn, impact the sustainability of corporate enterprises. Businesses that strategically align their policies with societal expectations and norms are more likely to achieve long-term success and contribute positively to environmental and social well-being.

Empirical Reviews

Few studies have been conducted on business and sustainability in modern industrial operations. Based on these, the study empirically reviewed the following studies: Ugoani (2020) researched business policy and strategy implementation to determine the effectiveness of corporate settings. The study examined the effectiveness of corporate policies and strategy implementation in Nigeria. The study adopted an exploratory research design to ascertain the correlation between business policy and strategy implementation. The study adopted both qualitative and quantitative research techniques and multiple methods of data collection. The population of the study comprises all corporate settings in Nigeria, and purposive sampling was adopted to ascertain the sample size of 90 respondents. The study used descriptive and correlation statistical methods to analyze the collected data. The study revealed a positive correlation between business policy and strategy implementation and organizational effectiveness in Nigeria. Aguinis et al. (2022) conducted a study on the policy

implications of organizational behaviour and human resource management effectiveness. The study focused on investigating the effect of policy on shaping corporate behavior and human resource management practices in modern corporate settings. The study used a qualitative research method to review 4,026 articles from 10 journals (2010-2019), and the study revealed and demonstrated weak policy implementation strengths to enhance and shape corporate behavior and human resource management practice in modern corporations. Hoyk et al. (2022) researched the policy gap and sustainability in modern agribusiness operations. The study assessed the policy strengths to determine the strength of sustainability in agribusiness operations. The study collected data primarily from the Hungarian Central Statistical Office (HCSO) and Eurostat and used MAXQDA software for data analysis, which revealed a sustainability bane due to policy gaps in Hungarian agribusiness operations.

Methodology

Research Designs

The study employs both descriptive and causal research designs to investigate the variations and connections between the effectiveness of business policies and the sustainability of corporate enterprises in Nigeria. A descriptive research design enhances the study to describe the rate at which business policy effectiveness helps sustain the growth of modern corporate enterprises. The causal research design used in this study helps to measure the correlation between business policy and the sustainability of corporate enterprises in Nigeria.

Sampling Techniques

The heterogeneous nature of the population in the study dictated the use of stratified random sampling techniques to ensure adequate participation of the target respondents from each corporate enterprise selected for the study.

Population of the Study and Sample Size

We purposefully selected 38 corporate enterprises within the Abuja metropolis in Nigeria to ensure adequate research findings from the study. The study's population is made up of corporate business managers, strategic business unit managers, and supervisory managers who interact with business policy formulation and implementation as well as policy feedback and evaluation in organizations and can easily assess the effects on sustainability. The population of the study was 654 managers of various levels drawn from 38 corporate enterprises from various industries in Nigeria. The study employed raosoft sample size calculator to ascertain the sample size 243 respondents. To avoid problems with non-response, poorly completed questionnaires, and questionnaires that might be lost during transportation, a 30 percent sample was provided and added to the sample to compensate for these inconveniences. $30\% \text{ of } 243 = 73$, so $73 + 243 = 316$. In order to obtain complete and general information, the tool was distributed 30% to managers and middle managers and 70% to junior employees.

Sources of Data Collection

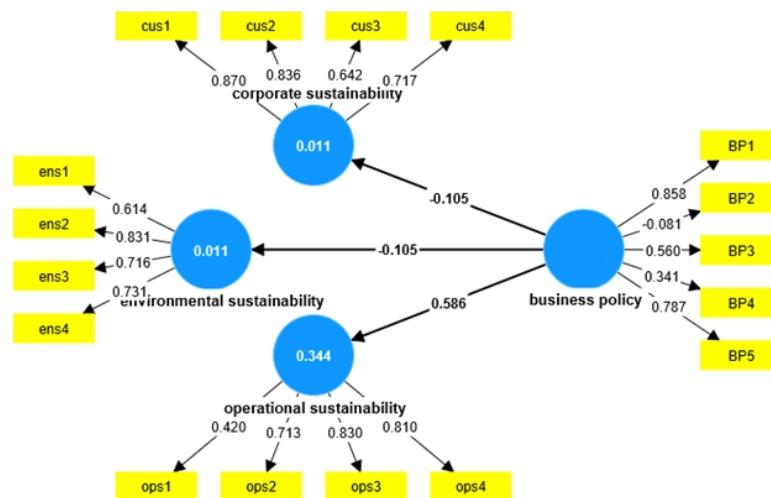
Data were collected through primary and secondary sources on business policy and sustainability. The study used well-structured, administered questionnaires to collate and collect primary data from the selected enterprises for this study, and secondary data comprises the use of textbooks, previous journal articles, lecture notes, publications, and other relevant papers relating to business policy and business performance for this study. The questionnaire distributed was 316 to staff of these selected companies and 310 was returned and filled accurately.

Methods of Data Analysis

The study used partial least square structural equation modeling (PLS-SEM) to test the study hypotheses and analyze the correlational effect between business policy and the sustainability of modern corporate enterprises. The structural equation model was used to assess the structural model, path coefficient, correlation, r-square, constructs reliability and validity and model fit summary.

Data Analyses and Discussion of Findings

Fig. 3: Structural Model



Source: Structural Equation Model (bootstrapping)

Table 1: Path Coefficient

Construct	Path coefficients	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (t /STDEV)	P Values	Decision
business policy -> corporate sustainability	-0.105	0.050	0.114	0.267	0.001	Supported
business policy -> environmental sustainability	-0.105	0.042	1.023	0.257	0.105	Not Supported
business policy -> operational sustainability	0.586	0.249	0.581	0.586	0.000	Supported

Business Policy -> Corporate Sustainability: The path coefficient for the relationship between Business Policy and Corporate Sustainability is -0.105. This indicates a negative relationship between the two variables. The sample mean for Corporate Sustainability is 0.050, representing the average value of the data for this variable in the sample. The standard deviation (STDEV) is 0.114, indicating the degree of variation or dispersion in the data. The T statistic is calculated as 0.267 by dividing the path coefficient by the standard deviation. The associated P value is 0.001, suggesting that there is statistically significant relationship between Business Policy and Corporate Sustainability at the conventional significance level of 0.05. Hence, based on the P value, the decision is that this relationship is supported.

Business Policy -> Environmental Sustainability: In the relationship between Business Policy and Environmental Sustainability, the path coefficient is -0.105, indicating a negative relationship. The sample mean for Environmental Sustainability is 0.042. The standard deviation is relatively high at 1.023, suggesting considerable variability in the data. The T statistic, calculated as 0.257, is less than the critical threshold for statistical significance. The associated P value is 0.105, which is greater than the typical significance level of 0.05. Therefore, the statistical analysis indicates that there is no significant relationship between Business Policy and Environmental Sustainability, leading to the decision that this relationship is not supported.

Business Policy -> Operational Sustainability: For the relationship between Business Policy and Operational Sustainability, the path coefficient is 0.586, indicating a positive relationship between the variables. The sample mean for Operational Sustainability is 0.249, indicating a relatively higher average value for this variable. The standard deviation is 0.581, suggesting a moderate level of variability in the data. The T statistic is calculated as 0.586, which exceeds the critical threshold for statistical significance. The associated P value is 0.000, which is less than the typical significance level of 0.05. Therefore, the statistical analysis indicates a statistically significant positive relationship between Business Policy and Operational Sustainability, leading to the decision that this relationship is supported.

Table 2: Correlations

	business policy	corporate sustainability	environmental sustainability	operational sustainability
business policy	1.000	-0.105	-0.105	0.586
corporate sustainability	-0.105	1.000	0.287	-0.059
environmental sustainability	-0.105	0.287	1.000	-0.056
operational sustainability	0.586	-0.059	-0.056	1.000

1. **Business Policy:** Business Policy shows weak negative correlations with both Corporate Sustainability (-0.105) and Environmental Sustainability (-0.105). This implies that as Business Policy increases, there is a slight tendency for Corporate and Environmental Sustainability to decrease. On the other hand, Business Policy has a moderate positive correlation with Operational Sustainability (0.586), indicating that higher levels of Business Policy are associated with increased Operational Sustainability.
2. **Corporate Sustainability:** Corporate Sustainability exhibits a weak negative correlation with Business Policy (-0.105), implying that as Business Policy increases, Corporate Sustainability tends to slightly decrease. Conversely, there is a moderate positive correlation (0.287) between Corporate and Environmental Sustainability, suggesting that they tend to increase together, albeit moderately. Additionally, Corporate Sustainability has a weak negative correlation with Operational Sustainability (-0.059), indicating a slight decrease in Operational Sustainability as Corporate Sustainability slightly increases.
3. **Environmental Sustainability:** Environmental Sustainability demonstrates a weak negative correlation with both Business Policy (-0.105) and Operational Sustainability (-0.056). This implies that an increase in Business Policy or Operational Sustainability is associated with a slight decrease in Environmental Sustainability. Moreover, there is a moderate positive correlation (0.287) between Environmental and Corporate Sustainability, suggesting that they tend to increase together moderately.
4. **Operational Sustainability:** Operational Sustainability displays a moderate positive correlation (0.586) with Business Policy, indicating that an increase in Business Policy is linked to a notable increase in Operational Sustainability. Conversely, there are weak negative correlations between Operational Sustainability and both Corporate Sustainability (-0.059) and Environmental Sustainability (-0.056), implying a slight decrease in Operational Sustainability as Corporate and Environmental Sustainability slightly increase.

Table 2a: R-square

	R-square	R-square adjusted
corporate sustainability	0.496	0.395
environmental sustainability	0.699	0.605
operational sustainability	0.437	0.410

- 1. Corporate Sustainability:** The R-square value for Corporate Sustainability is 0.496, indicating that approximately 49.6% of the variability in Corporate Sustainability can be explained by the independent variable(s), likely including Business Policy. This suggests a moderate level of explanatory power, where almost half of the variability in Corporate Sustainability is captured by the predictors. The adjusted R-square, which is slightly lower at 0.395, provides a more conservative estimate by considering the model's complexity. It accounts for around 39.5% of the variability in Corporate Sustainability after adjusting for the number of predictors, providing a more realistic assessment of the model's explanatory strength.
- 2. Environmental Sustainability:** For Environmental Sustainability, the R-square is relatively higher at 0.699, signifying that approximately 69.9% of the variability in Environmental Sustainability is explained by the independent variable(s). This suggests a strong explanatory power, where a significant portion of the variability in Environmental Sustainability is captured by the predictors, likely including Business Policy. The adjusted R-square, slightly lower at 0.605, takes into account the model's complexity, providing a more conservative estimate. It indicates that around 60.5% of the variability in Environmental Sustainability is explained by the independent variable(s) after adjusting for the number of predictors, highlighting a robust explanatory capability.
- 3. Operational Sustainability:** The R-square value for Operational Sustainability is 0.437, suggesting that approximately 43.7% of the variability in Operational Sustainability can be explained by the independent variable(s), likely including Business Policy. This indicates a moderate level of explanatory power, capturing a significant portion of the variability in Operational Sustainability. The adjusted R-square, slightly lower at 0.410, considers the model's complexity, providing a more realistic estimate. It accounts for about 41.0% of the variability in Operational Sustainability after adjusting for the number of predictors, reflecting a reasonable explanatory strength.

Table 3: Construct Reliability and Validity

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
business policy	0.710	0.749	0.754	0.558
corporate sustainability	0.786	0.803	0.853	0.596
environmental sustainability	0.716	0.745	0.816	0.529
operational sustainability	0.706	0.803	0.796	0.507

1. **Business Policy:** The construct of Business Policy exhibits moderate internal consistency, as indicated by a Cronbach's alpha of 0.710. This suggests a reasonable level of reliability in the measurement of this construct. The composite reliability measures, both rho_a and rho_c, further affirm the reliability, showing values of 0.749 and 0.754, respectively. In terms of validity, the average variance extracted (AVE) is 0.558, indicating that approximately 55.8% of the variance in the observed variables is attributable to the underlying construct. While this AVE value is relatively modest, it still demonstrates an acceptable level of validity.
2. **Corporate Sustainability:** The Corporate Sustainability construct demonstrates high internal consistency and reliability with a Cronbach's alpha of 0.786. This high alpha value suggests that the measurements for this construct are highly reliable. Both composite reliability measures (rho_a and rho_c) reaffirm this high level of reliability, with values of 0.803 and 0.853, respectively. Additionally, the construct exhibits a strong level of validity, with an AVE of 0.596, indicating that approximately 59.6% of the variance in the observed variables is explained by the construct.
3. **Environmental Sustainability:** The Environmental Sustainability construct shows good internal consistency with a Cronbach's alpha of 0.716, indicating a reasonable level of reliability. The composite reliability measures (rho_a and rho_c) further confirm this reliability, providing values of 0.745 and 0.816, respectively. In terms of validity, the AVE is 0.529, suggesting that approximately 52.9% of the variance in the observed variables is attributable to the construct. This indicates a satisfactory level of validity for the measurement instruments related to Environmental Sustainability.
4. **Operational Sustainability:** The Operational Sustainability construct demonstrates good internal consistency and reliability, with a Cronbach's alpha of 0.706, indicating a reliable measurement of this construct. Both composite reliability measures (rho_a and rho_c) confirm this reliability, with values of 0.803 and 0.796, respectively. In terms of validity, the AVE is 0.507, implying that approximately 50.7% of the variance in the observed variables is explained by the

underlying construct. This suggests a reasonable level of validity for the Operational Sustainability measurements.

Table 4: Model Fit summary

	Saturated model	Estimated model
SRMR	0.096	0.110
d_ULS	1.396	1.849
d_G	0.378	0.394
Chi-square	548.951	566.098
NFI	0.561	0.547

The model fit summary provides crucial insights into the adequacy of the estimated model compared to a saturated model. A saturated model represents an ideal fit. The Standardized Root Mean Square Residual (SRMR) is a measure of the average standardized difference between observed and predicted correlations. The estimated model has a slightly higher SRMR (0.110) compared to the saturated model (0.096), indicating a reasonably good but slightly worse fit in the estimated model. The Unweighted Least Squares Discrepancy (d_ULS) quantifies the discrepancy between the implied model and observed data, with lower values indicating a better fit. However, the estimated model shows a higher d_ULS (1.849) compared to the saturated model (1.396), suggesting a larger discrepancy in the estimated model. Similarly, the Bentler-Weeks Normed Fit Index (d_G) also indicates a slightly worse fit in the estimated model (0.394) compared to the saturated model (0.378). Additionally, the chi-square statistic, assessing the difference between observed and model-predicted covariance matrices, is higher for the estimated model (566.098) than the saturated model (548.951), implying a less ideal fit. Finally, the Normed Fit Index (NFI), comparing the relative fit of the estimated model to a null model, is slightly lower in the estimated model (0.547) compared to the saturated model (0.561), suggesting a slightly worse relative fit. In summary, while the estimated model demonstrates a reasonable fit, it could be further refined to improve its alignment with the observed data and move closer to the idealized saturated model.

Discussion of Findings

Finding from the study revealed based on the HO1: Business policy has no significant effect on the corporate sustainability of corporate enterprises in Nigeria, that business policy had significant effect on the operational sustainability of modern corporate settings in Nigeria. This finding has not been supported and disagreed by any previous studies because few studies were conducted in this area of business policy. The second hypothesis, which stated as HO2: Business policy has no significant effect on the environmental sustainability of corporate enterprises in Nigeria and revealed that there was no significant effect of business policy on the environmental sustainability of corporate settings in Nigeria. And no previous studies have agreed or disagreed to this finding, as few studies have been conducted in this field of business policy and sustainability of corporate settings. The third hypothesis tested using SEM was HO3:

Business policy has no significant effect on the operational sustainability of corporate enterprises in Nigeria and revealed that business policy had significant effect on the operational sustainability of corporate settings in Nigeria. But no previous studies have agreed or disagreed to this finding, with the same reason that is applicable to others. The holistic finding revealed that business policy had significant effect on the sustainability of corporate enterprises in Nigeria. This finding has been supported by few studies of Ugoani (2020); Aguinis et al. (2022); Hoyk et al. (2022) that business policy had strategic effect and impact on the sustainability of modern corporate settings.

Conclusions and Recommendations

Based on the findings from this study, the researchers concluded that business policy has significant effect on the sustainability of corporate settings in Nigeria. This conclusion had addressed the main objective of the study, which was stated as to examines the effectiveness of business policy on the sustainability of corporate enterprises in Nigeria. The study also concluded that business policy had effect on the operational sustainability of corporate enterprises in Nigeria. This conclusion had addressed the research question which stated as to what extent does business policy have an effect on the operational sustainability of corporate enterprises in Nigeria? And the specific objective of the study which stated as to evaluate the effect of business policy on the operational sustainability of corporate companies in Nigeria. The study also concluded that business policy had no effect on environmental sustainability of corporate enterprises in Nigeria. This conclusion has not addressed the research question, which stated as to what extent does business policy have an effect on the environmental sustainability of corporate enterprises in Nigeria? And the objective of the study which stated as to ascertain the effect of business policy on the environmental sustainability of corporate enterprises in Nigeria. The study also concluded that business policy had significant effect on corporate sustainability of corporate enterprises in Nigeria. This conclusion had addressed the research question which stated as to what extent does business policy have an effect on the corporate sustainability of corporate enterprises in Nigeria? And the specific objective which stated as to examine the extent to which business policy has an effect on the corporate sustainability of corporate enterprises in Nigeria. The study recommended that the top management that of the selected corporate of corporate enterprises in Nigeria should set up an innovative and adaptive business policy that help them in attaining and maintaining consistency in their operational sustainability, corporate sustainability and environmental sustainability.

Contribution to Knowledge

This study had made strategic and tremendous contribution to not just knowledge but might be helpful to all corporate settings in Nigeria and other part of the world to adopt an implementable business policy that might enhance their consistent sustainability in terms of operational sustainability, corporate sustainability, environmental sustainability and even ethical sustainability in the dynamic and complex business settings globally.

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