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SUSTAINABLE MANAGEMENT PRACTICES AND CORPORATE ENVIRONMENTALLY FRIENDLY RESPONSIBILITY OF BANKS IN DELTA STATE

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ABSTRACT

This research investigated the relationship between sustainable management practices and corporate environmental responsibility among deposit money banks operating in Delta State, Nigeria. Specifically, the study assessed the influence of green operational practices on corporate environmental responsibility and examined how the implementation of sustainability policies contributes to environmentally responsible corporate behaviour within the banking sector. A cross-sectional survey research design was adopted for the study. The target population comprised employees of selected deposit money banks in Delta State, from which a sample of 187 respondents was drawn using the Taro Yamane sample size determination formula. Data were obtained from primary sources through the administration of structured questionnaires. The quality of the instrument was established through face and content validity procedures, while its internal consistency was verified using Cronbach's Alpha, with all reliability coefficients exceeding the minimum acceptable benchmark of 0.70. Data analysis was conducted using descriptive statistics, Pearson Product Moment Correlation, and Multiple Regression Analysis with the aid of the Statistical Package for the Social Sciences (SPSS) Version 27. The empirical results indicated that green operational practices exert a significant positive influence on corporate environmental responsibility ($\beta = 0.461$, $t = 7.934$, $p < 0.05$). Similarly, sustainability policy implementation was found to have a statistically significant positive effect on corporate environmental responsibility ($\beta = 0.398$, $t = 6.882$, $p < 0.05$). Correlation analysis further revealed strong positive associations among the variables, with green operational practices exhibiting a correlation coefficient of **$r = 0.751$** with corporate environmental responsibility, while sustainability policy implementation recorded **$r = 0.723$**. In addition, the regression model produced an adjusted coefficient of determination (Adjusted R^2) of **0.653**, indicating that sustainable management practices collectively accounted for **65.3%** of the variation in corporate environmental responsibility among the selected deposit money banks. Based on these findings, the study concluded that the adoption of sustainable management practices plays a significant role in improving corporate environmental responsibility within the banking industry in Delta State. Consequently, it recommended that deposit money banks should strengthen the integration of environmentally friendly operational initiatives, including digital and paperless banking, energy-saving technologies, and effective waste management systems, to enhance environmental sustainability. Furthermore, bank management should develop, implement, and continuously monitor robust sustainability policies that encourage environmental stewardship, regulatory compliance, transparent sustainability reporting, and responsible corporate environmental practices across the sector.

Keywords: Sustainable management practices, green operational practices, sustainability policy implementation, corporate environmental responsibility, deposit money banks.

1. Introduction

The growing concern for environmental sustainability and responsible corporate behavior has significantly transformed the operational strategies of organizations across the globe. In recent years, businesses have increasingly integrated sustainable management practices into their organizational frameworks in response to rising environmental challenges such as climate change, pollution, deforestation, waste generation, and depletion of natural resources. Sustainable management practices refer to organizational policies and activities designed to balance economic growth, social responsibility, and environmental protection in order to ensure long-term business sustainability and societal well-being. These practices include environmental conservation initiatives, green financing, energy efficiency, waste reduction, ethical governance, sustainable reporting, and responsible resource utilization.

The banking sector plays a strategic role in promoting sustainable development because financial institutions influence economic activities through lending policies, investment decisions, risk management practices, and corporate governance frameworks. Deposit Money Banks (DMBs) are increasingly expected to demonstrate commitment to corporate environmental responsibility by supporting environmentally friendly projects, reducing operational environmental impacts, and adopting sustainability-oriented business models. Corporate environmental responsibility involves the obligation of organizations to minimize harmful environmental effects arising from their operations while contributing positively to environmental sustainability and community development.

Globally, the concept of sustainable banking has gained substantial attention due to increasing stakeholder expectations, environmental regulations, and the need for organizations to align with Environmental, Social, and Governance (ESG) standards. Financial institutions are now under pressure from governments, investors, regulators, customers, and environmental advocacy groups to integrate sustainability principles into their corporate strategies and operational practices. Studies have shown that sustainable management practices improve organizational reputation, stakeholder trust, risk management, operational efficiency, and long-term financial performance (Chen et al., 2024; Olowofela et al., 2025).

In Nigeria, the banking industry has witnessed increasing awareness of environmental sustainability and responsible business conduct. Deposit Money Banks have begun incorporating sustainability reporting, green financing, environmental disclosure, corporate social responsibility initiatives, and ESG compliance into their operations. The adoption of sustainable banking practices in Nigeria has been influenced by global sustainability trends, regulatory requirements, and the growing recognition that environmental responsibility contributes to corporate image and financial stability (Oyewo & Badejo, 2014; Emmanuel et al., 2024). However, despite the increasing attention given to sustainability practices, many banks still face challenges relating to effective implementation, inadequate environmental policies, weak sustainability reporting frameworks, and limited integration of sustainability principles into core management decisions.

Delta State, being one of the major oil-producing states in Nigeria, faces serious environmental challenges such as environmental degradation, gas flaring, oil spills, flooding, pollution, and poor waste management. These environmental issues have heightened the need for organizations, including financial institutions, to adopt sustainable management practices capable of supporting environmental protection and sustainable economic development. Deposit Money Banks operating in Delta State are expected not only to pursue profitability but also to demonstrate environmental accountability and social responsibility in their operations and financing decisions.

Despite the increasing relevance of sustainable management practices and corporate environmental responsibility, empirical evidence on how sustainable management practices influence corporate environmental responsibility among Deposit Money Banks in Delta State remains limited. Most existing studies in Nigeria have concentrated on sustainability reporting, financial performance, corporate social responsibility, and ESG disclosures with limited attention given to the direct relationship between sustainable management practices and corporate environmental responsibility within the banking sector (Kuwa & Modibbo, 2025; Ogunmola et al., 2026). This gap in literature necessitates further investigation into how sustainable management practices contribute to environmental responsibility among Deposit Money Banks in Delta State.

Against this background, the present study investigates the relationship between sustainable management practices and corporate environmental responsibility among Deposit Money Banks in Delta State, Nigeria. The study is intended to expand the existing body of knowledge by generating empirical evidence on how sustainability-oriented management practices influence environmental responsibility within the Nigerian banking industry. In addition, the findings are expected to provide valuable guidance for bank executives, policymakers, regulatory agencies, and other relevant stakeholders in formulating and implementing sustainability-focused policies and environmentally responsible business strategies that promote long-term organizational and environmental performance.

Study problem

The increasing rate of ecological squalor, climate change, pollution, as well as unsustainable exploitation of natural resources has intensified global concern for sustainable business practices and corporate environmental responsibility. Organizations across various sectors are now under growing pressure from governments, regulators, stakeholders, environmental advocacy groups, and society to adopt sustainable management practices that promote environmental protection and responsible corporate behavior. In response to these concerns, many organizations have integrated sustainability principles into their operational, managerial, and strategic frameworks in order to minimize environmental impacts and contribute to sustainable development. The banking sector occupies a critical position in promoting environmental sustainability because Deposit Money Banks (DMBs) influence economic activities through financing decisions, investment policies, lending practices, and corporate governance systems. Consequently, banks are expected not only to pursue profitability but also to demonstrate environmental responsibility through sustainable operational practices, green financing initiatives, environmental disclosure, energy conservation, waste management, and environmentally responsible investments. The growing emphasis on Environmental, Social, and Governance (ESG) standards has further increased the need for banks to align their management practices with global sustainability expectations.

Despite increasing awareness of sustainability issues within the Nigerian banking sector, there are still observable concerns regarding the extent to which Deposit Money Banks effectively implement sustainable management practices capable of enhancing corporate environmental responsibility. Many banks continue to face challenges associated with inadequate sustainability policies, weak environmental reporting systems, insufficient investment in green initiatives, poor environmental accountability, and limited integration of sustainability principles into core managerial decisions. This situation has raised concerns among stakeholders regarding the commitment of financial institutions to environmental sustainability and responsible corporate conduct.

In Delta State, the problem becomes more significant due to the persistent environmental challenges confronting the state, including oil pollution, gas flaring, flooding, environmental degradation, poor waste management, and other ecological problems associated with industrial and economic activities. As one of the major oil-producing states in Nigeria, Delta State requires organizations, particularly financial institutions, to actively support environmental sustainability through responsible management practices and environmentally conscious business operations. However, there is still uncertainty regarding whether Deposit Money Banks operating in the state are adequately adopting sustainable management practices that translate into meaningful corporate environmental responsibility.

Furthermore, although several empirical studies have examined sustainability reporting, corporate social responsibility, green banking practices, and financial performance in Nigeria, limited attention has been given to the relationship between sustainable management practices and corporate environmental responsibility among Deposit Money Banks in Delta State. Most previous studies focused largely on profitability and disclosure practices without adequately addressing how sustainable managerial actions influence environmental responsibility within the banking sector. This gap in literature has created the need for further empirical investigation.It is against this background that this study seeks to examine the relationship between sustainable management practices and corporate environmental responsibility of Deposit Money Banks in Delta State. The study therefore intends to determine whether sustainable management practices significantly influence the environmental responsibility of banks and contribute to sustainable development within the state.

Research Questions

The study was guided by the following questions:

i. What is the effect of green operational practices on corporate environmental responsibility of deposit money banks in Delta State?
ii. To what extent does sustainability policy implementation affect corporate environmental responsibility of deposit money banks in Delta State?

Objectives of the study

The broad objective of the study is to examine the effect of Sustainable Management Practices and Corporate Environmental Responsibility of Deposit Money Banks in Delta State. The specific objectives are to:

i. examine the effect of green operational practices on corporate environmental responsibility of deposit money banks in Delta State
ii. eetermine the effect of sustainability policy implementation affect corporate environmental responsibility of deposit money banks in Delta State

Research Hypotheses

H_{01}: green operational practices does not have a significant effect on corporate environmental responsibility of deposit money banks in Delta State

H_{02}: sustainability policy implementation does not have a significant effect on corporate environmental responsibility of deposit money banks in Delta State

2. Literature Underpinnings

Conceptual Review

Sustainable Management Practices

Sustainable management practices refer to organizational strategies, policies, and operational activities designed to ensure that business objectives are achieved while simultaneously protecting the environment, promoting social well-being, and maintaining long-term economic viability. These practices involve integrating sustainability principles into managerial decision-making processes in ways that minimize negative environmental impacts, encourage responsible resource utilization, and enhance organizational accountability to stakeholders. Sustainable management practices focus on balancing economic growth with environmental protection and social responsibility to ensure sustainable development for present and future generations.

According to Chen et al. (2024), sustainable management practices involve the adoption of environmentally responsible operational systems, sustainability-oriented corporate policies, and strategic management approaches that improve organizational performance while reducing ecological degradation. These practices include energy efficiency, waste reduction, green financing, sustainable procurement, ethical governance, environmental reporting, and the use of environmentally friendly technologies. Similarly, Olowofela et al. (2025) explained that sustainable management practices are managerial initiatives aimed at integrating Environmental, Social, and Governance (ESG) principles into organizational operations to promote sustainability, stakeholder confidence, and long-term organizational survival.

In the banking sector, sustainable management practices refer to the adoption of responsible financial and operational strategies that support environmental conservation, sustainable investments, ethical banking practices, and social accountability. Deposit Money Banks implement sustainable management practices through green banking initiatives, paperless transactions, environmental risk assessment in lending decisions, sustainability reporting, and corporate environmental responsibility programmes. Emmanuel et al. (2024) noted that sustainable management practices enable financial institutions to reduce environmental risks, improve operational efficiency, strengthen corporate reputation, and contribute to sustainable economic development. Furthermore, sustainable management practices emphasize the importance of responsible leadership, compliance with environmental regulations, stakeholder engagement, and sustainable resource management. Organizations that effectively adopt sustainable management practices are more likely to enhance environmental responsibility, improve competitive advantage, and achieve long-term organizational sustainability (Kuwa & Modibbo, 2025). Therefore, sustainable management practices represent a proactive managerial approach aimed at ensuring that organizational activities contribute positively to economic, environmental, and social sustainability.

Corporate Environmental Responsibility

Corporate Environmental Responsibility (CER) refers to the commitment and obligation of organizations to conduct their operations in ways that protect, preserve, and sustain the natural environment while minimizing the negative environmental impacts associated with their business activities. It involves the adoption of environmentally responsible policies, practices, and strategies aimed at promoting environmental sustainability, reducing pollution, conserving natural resources, and ensuring compliance with environmental regulations and standards. Corporate Environmental Responsibility reflects an organization's recognition that business operations should not only focus on profitability but also on environmental stewardship and sustainable development.

According to Emmanuel et al. (2024), Corporate Environmental Responsibility involves organizational efforts directed toward environmental disclosure, carbon emission reduction, waste management, energy conservation, and environmentally sustainable operational practices that contribute positively to ecological sustainability. Similarly, Chen et al. (2024) explained that Corporate Environmental Responsibility encompasses corporate initiatives designed to reduce environmental degradation through sustainable production processes, green investments, environmental risk management, and responsible resource utilization.

Corporate Environmental Responsibility also includes organizational accountability for the environmental consequences of business decisions and activities. It requires firms to integrate environmental considerations into their corporate governance structures, strategic planning processes, and operational frameworks. Organizations practicing Corporate Environmental Responsibility often engage in activities such as recycling, green financing, pollution control, paperless operations, environmental reporting, sustainable energy utilization, and support for environmental conservation programmes (Olowofela et al., 2025).

In the banking sector, Corporate Environmental Responsibility refers to the extent to which financial institutions integrate environmental sustainability into their banking operations, lending practices, investment decisions, and corporate social responsibility initiatives. Deposit Money Banks demonstrate Corporate Environmental Responsibility through green banking policies, environmentally responsible financing, sustainability reporting, energy-efficient operations, and support for environmentally friendly projects. Kuwa and Modibbo (2025) noted that banks that adopt strong environmental responsibility practices tend to improve stakeholder confidence, organizational reputation, regulatory compliance, and long-term sustainability performance.

Furthermore, Corporate Environmental Responsibility has become increasingly important due to growing global concerns over climate change, environmental degradation, and sustainable development. Governments, investors, customers, and regulatory agencies now expect organizations to operate responsibly and contribute to environmental protection. Consequently, organizations that fail to demonstrate environmental responsibility may face reputational damage, regulatory sanctions, reduced stakeholder trust, and long-term operational risks. Therefore, Corporate Environmental Responsibility represents an essential aspect of modern organizational management aimed at achieving a balance between economic objectives and environmental sustainability.

Deposit Money Banks in Delta State

Deposit Money Banks (DMBs) are financial institutions licensed by the Central Bank of Nigeria (CBN) to accept deposits from the public, provide credit facilities, facilitate payment systems, offer financial advisory services, and perform other banking operations aimed at supporting economic growth and financial intermediation. These banks serve as major channels through which savings are mobilized from surplus units of the economy and transferred to deficit units for investment and productive activities. Deposit Money Banks are also responsible for promoting financial inclusion, supporting business development, facilitating electronic banking services, and enhancing economic stability within the financial system.

According to Olowofela et al. (2025), Deposit Money Banks represent the core institutions within the Nigerian banking sector that provide commercial banking services, liquidity support, investment financing, and sustainable banking operations capable of influencing economic and environmental development. Similarly, Kuwa and Modibbo (2025) described Deposit Money Banks as regulated financial institutions that engage in deposit mobilization, loan creation, financial intermediation, and the implementation of Environmental, Social, and Governance (ESG) practices aimed at improving corporate sustainability and financial performance.

In Nigeria, Deposit Money Banks operate under the supervision and regulatory control of the Central Bank of Nigeria and are expected to comply with banking regulations, prudential guidelines, and sustainability reporting requirements. These banks play an essential role in national development by financing businesses, supporting infrastructural development, facilitating trade, encouraging investments, and promoting digital financial services. Modern banking operations have also compelled Deposit Money Banks to adopt sustainable management practices such as green banking initiatives, electronic banking systems, environmental disclosure, and responsible lending practices (Ogunmola et al., 2026).

Deposit Money Banks in Delta State refer specifically to commercial banks operating within Delta State that provide banking and financial services to individuals, businesses, government institutions, and other stakeholders across the state. These banks include both national and regional banking institutions with branches located in major cities and communities within Delta State such as Asaba, Warri, Sapele, Ughelli, Agbor, and Ozoro. The operations of these banks contribute significantly to economic activities, employment generation, financial inclusion, and sustainable development within the state.

Furthermore, Deposit Money Banks in Delta State are increasingly expected to demonstrate corporate environmental responsibility due to the environmental challenges confronting the state, including oil pollution, flooding, gas flaring, and environmental degradation. Consequently, banks operating within the state are encouraged to adopt sustainable banking practices, environmentally responsible financing decisions, paperless banking systems, energy-efficient operations, and sustainability reporting frameworks capable of supporting environmental protection and sustainable development. Therefore, Deposit Money Banks in Delta State represent critical financial institutions whose operational and sustainability practices significantly influence economic growth and environmental responsibility within the state.

Green operational practices and corporate environmental responsibility of deposit money banks in Delta State

Green operational practices have become an important component of sustainable management strategies among Deposit Money Banks due to increasing environmental concerns and global sustainability expectations. Green operational practices refer to environmentally friendly activities and operational procedures adopted by organizations to minimize environmental degradation, reduce waste generation, conserve energy, and promote sustainable resource utilization. In the banking sector, these practices include paperless banking systems, electronic transactions, energy-efficient technologies, recycling initiatives, reduced carbon emissions, digital banking operations, sustainable office management, and environmentally responsible use of resources. The adoption of green operational practices significantly enhances corporate environmental responsibility among Deposit

Money Banks by reducing the negative environmental impacts associated with banking operations. Through paperless banking systems, electronic documentation, online transactions, and digital communication platforms, banks are able to minimize excessive paper consumption, reduce deforestation, and decrease operational waste. Similarly, energy-efficient office facilities, reduced fuel consumption, and sustainable waste disposal practices contribute to environmental conservation and ecological sustainability. Chen et al. (2024) observed that sustainable operational practices improve environmental disclosure, reduce environmental risks, and strengthen corporate sustainability performance among financial institutions.

Green operational practices also strengthen corporate environmental responsibility by enhancing organizational compliance with environmental regulations and sustainability reporting standards. Deposit Money Banks that implement environmentally responsible operational systems are better positioned to comply with Environmental, Social, and Governance (ESG) requirements, sustainability disclosure frameworks, and environmental accountability expectations from stakeholders, regulators, and investors. Ogunmola et al. (2026) found that green policy frameworks and environmentally sustainable operational systems positively influence the environmental performance of listed Deposit Money Banks in Nigeria, particularly in the areas of carbon emission reduction, waste management, and energy conservation.Furthermore, green operational practices improve the corporate image and public reputation of Deposit Money Banks by demonstrating commitment to environmental sustainability and responsible business conduct. Customers, investors, and host communities increasingly prefer organizations that actively support environmental protection and sustainable development. Consequently, banks that adopt green operational initiatives are more likely to gain stakeholder trust, customer loyalty, and long-term competitive advantage. Appah et al. (2024) noted that green banking operational practices positively influence sustainable financing activities and strengthen environmentally responsible banking operations in Nigeria.

In addition, green operational practices contribute to cost efficiency and sustainable organizational performance, thereby supporting long-term corporate environmental responsibility. The use of digital banking platforms, automated systems, virtual meetings, and electronic payment systems reduces operational costs associated with paper usage, transportation, energy consumption, and physical infrastructure maintenance. Olowofela et al. (2025) argued that sustainable banking practices improve organizational stability and operational sustainability by promoting environmentally conscious management systems within Deposit Money Banks.

Despite these benefits, many Deposit Money Banks in Delta State still face challenges in effectively implementing green operational practices due to inadequate technological infrastructure, high implementation costs, weak sustainability culture, poor environmental awareness, and limited regulatory enforcement. Some banks engage more in symbolic sustainability disclosures than actual environmentally responsible operations, thereby limiting the effectiveness of corporate environmental responsibility initiatives. Recent evidence suggests that some financial institutions emphasize sustainability rhetoric without fully integrating measurable green operational practices into their core activities (Anidiobi, 2026). Therefore, the adoption of effective green operational practices remains essential for enhancing corporate environmental responsibility among Deposit Money Banks in Delta State. Through environmentally sustainable operational systems, banks can reduce ecological impacts, strengthen environmental accountability, improve stakeholder confidence, and contribute meaningfully to sustainable development within the state and Nigeria at large.

Sustainability policy implementation and corporate environmental responsibility of deposit money banks in Delta State

Sustainability policy implementation plays a significant role in enhancing corporate environmental responsibility among Deposit Money Banks in Delta State. Sustainability policy implementation refers to the extent to which organizations formulate, adopt, and effectively enforce policies, guidelines, and strategic frameworks that promote environmental sustainability, social responsibility, ethical governance, and sustainable business operations. In the banking sector, sustainability policies include green banking policies, Environmental, Social, and Governance (ESG) frameworks, environmental risk management policies, sustainability reporting standards, energy conservation guidelines, and environmentally responsible lending practices.

The implementation of sustainability policies positively influences corporate environmental responsibility by ensuring that environmental considerations are integrated into organizational decision-making processes and operational activities. Deposit Money Banks that effectively implement sustainability policies are more likely to adopt environmentally friendly operational systems, reduce ecological impacts, and promote responsible resource utilization. Through sustainability policy implementation, banks establish clear environmental standards that guide waste reduction, energy efficiency, paperless operations, carbon emission control, and sustainable financing decisions. Chen et al. (2024) asserted that sustainability-oriented policies significantly improve environmental disclosure practices and strengthen environmental performance among financial institutions.

Sustainability policy implementation also enhances corporate environmental responsibility by promoting compliance with environmental regulations and international sustainability standards. Deposit Money Banks operating in highly regulated environments are increasingly expected to comply with sustainability disclosure requirements and ESG reporting frameworks established by regulatory authorities and global financial institutions. Effective sustainability policies enable banks to align their operations with environmental laws, corporate governance standards, and sustainable development goals. According to Emmanuel et al. (2024), sustainability policy implementation improves environmental accountability and strengthens environmentally responsible operational practices among financial institutions through enhanced environmental disclosure and sustainability reporting.

Furthermore, sustainability policy implementation contributes to the development of green banking practices and environmentally responsible financing decisions among Deposit Money Banks in Delta State. Banks that adopt sustainability policies often incorporate environmental risk assessments into lending decisions and prioritize financing for environmentally sustainable projects and businesses. This approach helps reduce environmental degradation while promoting sustainable economic development within society. Ogunmola et al. (2026) found that the implementation of green policy frameworks significantly improves environmental performance and strengthens corporate environmental responsibility among Deposit Money Banks in Nigeria.

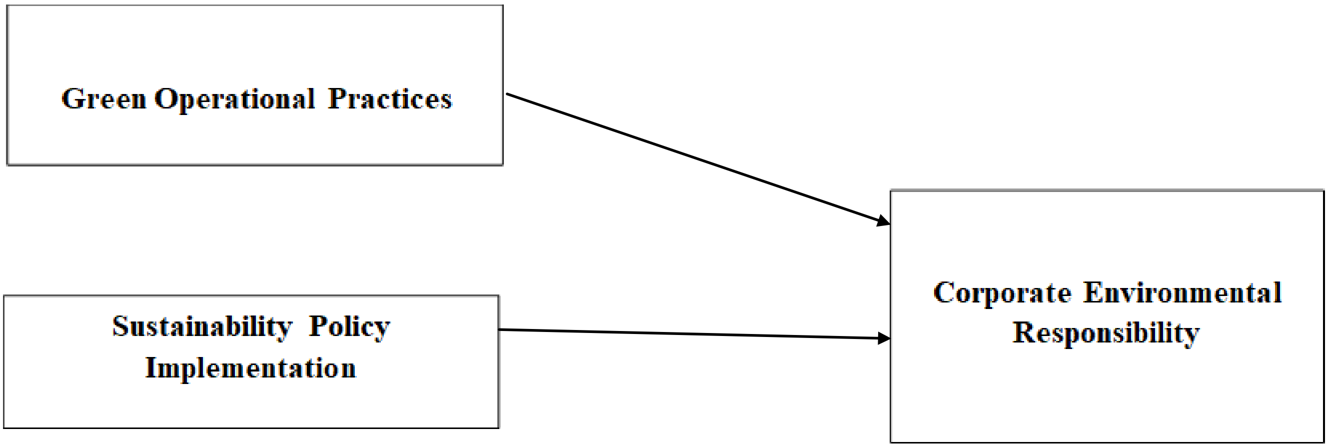
In addition, sustainability policy implementation improves corporate reputation, stakeholder trust, and organizational legitimacy. Customers, investors, regulatory agencies, and host communities increasingly prefer organizations that demonstrate commitment to environmental sustainability and responsible business practices. Deposit Money Banks that effectively implement sustainability policies are therefore more likely to gain public confidence, enhance customer loyalty, and achieve long-term organizational sustainability. Olowofela et al. (2025) noted that sustainable banking policies contribute significantly to organizational stability and long-term financial sustainability by encouraging environmentally responsible management practices within the banking sector.

Despite the numerous benefits associated with sustainability policy implementation, many Deposit Money Banks in Delta State still experience challenges relating to inadequate policy enforcement, weak sustainability culture, insufficient environmental awareness, high implementation costs, and limited monitoring mechanisms. In some cases, banks formulate sustainability policies mainly for compliance and public relations purposes without fully integrating them into daily operational practices. Anidiobi (2026) argued that although Nigerian banks increasingly publish sustainability reports, there are still concerns regarding the extent to which sustainability policies are genuinely implemented and translated into measurable environmental responsibility outcomes. Therefore, effective sustainability policy implementation remains essential for strengthening corporate environmental responsibility among Deposit Money Banks in Delta State. Through the formulation and enforcement of comprehensive sustainability policies, banks can improve environmental accountability, support sustainable development, enhance stakeholder confidence, and contribute meaningfully to environmental protection and ecological sustainability.

Conceptual Framework

Conceptual Framework

Independent Variable **Dependent Variable**



Source: Author's conceptualization (2026)

Theoretical Review

Stakeholder Theory

The study on Sustainable Management Practices and Corporate Environmental Responsibility of Deposit Money Banks in Delta State is best anchored on the Stakeholder Theory propounded by R. Edward Freeman in 1984. Stakeholder Theory posits that organizations are not only accountable to shareholders but also to a broad range of stakeholders such as employees, customers, government agencies, host communities, investors, environmental groups, and society at large. The theory emphasizes that firms must balance economic objectives with social and environmental responsibilities in order to achieve long-term sustainability and legitimacy. According to Freeman (1984), organizations that effectively manage stakeholder relationships are more likely to achieve sustainable performance and societal acceptance. In the banking sector, stakeholders increasingly expect deposit money banks to integrate environmentally sustainable practices into their operations, lending decisions, waste management systems, energy usage, corporate governance frameworks, and community development initiatives. Sustainable management practices therefore become necessary mechanisms through which banks respond to environmental concerns and fulfill their corporate environmental responsibilities.

Recent studies have further reinforced the applicability of Stakeholder Theory in sustainability and environmental responsibility research. For instance, Chen et al. (2024) argued that sustainable environmental practices in Nigerian deposit money banks improve stakeholder confidence, organizational reputation, and financial performance because stakeholders increasingly demand environmental accountability from firms. Similarly, Olowofela et al. (2025) maintained that sustainable banking practices such as environmental innovation, waste reduction, and green financing are essential for balancing the interests of regulators, investors, customers, and society, thereby strengthening long-term organizational sustainability. Stakeholder Theory is highly relevant to this study because sustainable management practices directly influence how banks meet the environmental expectations of their stakeholders. Deposit money banks in Delta State operate within communities affected by environmental degradation and climate-related concerns, making environmental responsibility a critical issue. Through sustainable operational practices, environmental sustainability policies, green financing initiatives, and responsible resource management, banks can demonstrate accountability to stakeholders while improving corporate image and legitimacy. The theory also explains why banks adopt environmentally responsible behaviors despite the associated costs. Organizations seek stakeholder approval, competitive advantage, enhanced reputation, customer loyalty, and regulatory compliance. Consequently, banks that fail to implement sustainable management practices may experience reputational damage, reduced customer trust, and weakened stakeholder relationships. Therefore, Stakeholder Theory provides a suitable theoretical foundation for examining the relationship between sustainable management practices and corporate environmental responsibility of deposit money banks in Delta State because it explains how organizational sustainability efforts are driven by the need to satisfy stakeholder expectations and maintain environmental legitimacy.

Empirical Review

In 2025, Olowofela, Donfack, and Soh examined sustainable banking practices and bank stability among deposit money banks in Nigeria. The objectives of the study were to investigate the effect of environmental emissions reduction, waste management practices, environmental innovation, and social sustainability initiatives on the stability and sustainability performance of Nigerian banks. The study adopted an ex-post facto research design using secondary data obtained from the annual reports and financial statements of selected deposit money banks covering the period from 2012 to 2022. The researchers employed the Dynamic Ordinary Least Squares (DOLS) estimation technique and E-Views statistical software for data analysis. The findings revealed that environmental emissions reduction and waste management practices had minimal direct effects on bank assets, liquidity, and capital adequacy, although they contributed positively to long-term sustainability objectives. The study further showed that environmental innovation and sustainability-oriented investments improved operational efficiency, reduced non-performing loans, and strengthened stakeholder confidence in the banking sector. The researchers concluded that sustainable banking practices significantly enhance corporate environmental responsibility and contribute to long-term organizational sustainability within deposit money banks in Nigeria. The study recommended that banks should strengthen green banking policies, intensify environmental innovation, and improve sustainability governance frameworks in order to achieve better environmental responsibility outcomes and long-term financial stability.

In 2024, Chen, Gummi, Ibrahim, and Tahir investigated the relationship between sustainable environmental disclosure and the financial performance of deposit money banks in Nigeria. The objectives of the study were to determine the extent to which sustainable supply chain management operations and environmental disclosure practices influence corporate sustainability and organizational performance in Nigerian banks. The study employed a quantitative research design using panel data collected from the sustainability reports and annual reports of selected deposit money banks in Nigeria. Multiple regression analysis and panel econometric techniques were utilized for the analysis of data. The findings indicated that sustainable environmental disclosure positively influenced banks' financial performance, organizational reputation, stakeholder confidence, and regulatory compliance. The study also found that banks implementing environmentally responsible operational practices experienced stronger competitiveness and improved sustainability outcomes. Furthermore, sustainable management practices such as green operational systems, environmental reporting, and sustainability governance structures significantly enhanced corporate environmental responsibility among the banks studied. The researchers concluded that integrating sustainability practices into banking operations improves both organizational performance and environmental accountability. The study recommended that deposit money banks should improve environmental disclosure standards, strengthen sustainability policies, and increase investment in environmentally friendly operational systems to promote sustainable development and environmental responsibility.

3. Methodology

Research Design

This study adopted the survey research design. The survey design was considered appropriate because it enables the researcher to collect quantitative data from respondents regarding sustainable management practices and corporate environmental responsibility of deposit money banks in Delta State. The design also allows for the examination of relationships between independent and dependent variables using statistical techniques. According to Saunders, Lewis, and Thornhill (2019), survey research design is suitable for studies involving perceptions, attitudes, and organizational practices because it facilitates systematic data collection from a large population. The study examined the effect of sustainable management practices represented by green operational practices and sustainability policy implementation on corporate environmental responsibility of deposit money banks in Delta State.

Study Area

The study was conducted in Delta State, Nigeria. Delta State is located in the South-South geopolitical zone of Nigeria and is recognized as one of the major commercial and economic hubs in the Niger Delta region. The state hosts several branches of deposit money banks operating across major cities such as Asaba, Warri, Ughelli, Sapele, Agbor, and Effurun. The presence of these banks makes the state suitable for examining sustainable management practices and corporate environmental responsibility. Delta State experiences increasing environmental concerns associated with industrialization, urbanization, and commercial activities. Consequently, deposit money banks in the state are expected to implement environmentally sustainable practices and policies that support corporate environmental responsibility initiatives.

Study Population

The population of the study comprised management staff and senior employees of selected deposit money banks operating in Delta State. The selected banks included:

1. First Bank of Nigeria
2. United Bank for Africa
3. Zenith Bank
4. Access Bank
5. Guaranty Trust Bank

The target respondents included branch managers, operations managers, customer service managers, environmental compliance officers, and senior administrative staff because they possess adequate knowledge regarding sustainable management practices and environmental responsibility initiatives of their organizations.

Table 3.1: Population Distribution of Selected Deposit Money Banks in Delta State

S/N	Deposit Money Banks	Estimated Staff Population

1	First Bank of Nigeria	85
2	United Bank for Africa	70
3	Zenith Bank	65
4	Access Bank	75
5	Guaranty Trust Bank	55
	Total	**350**

Source: Field Survey, 2026.

Sample Size and Sample Population

The sample size for the study was determined using the Taro Yamane (1967) formula:

$$n = \frac{N}{1 + N(e)^2}$$

Where:

- (n) = Sample size
- (N) = Population size
- (e) = Level of significance (0.05)

n = 350

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1 + $350(0.05)^2$

n = 187

Therefore, the sample size for the study was 187 respondents.

Table 3.2: Sample Distribution of Respondents

S/N	Deposit Money Banks	Population	Sample Size
1	First Bank of Nigeria	85	45
2	United Bank for Africa	70	37
3	Zenith Bank	65	35
4	Access Bank	75	40
5	Guaranty Trust Bank	55	30
	Total	**350**	**187**

Source: Researcher's Computation, 2026.

Sampling Technique

The study adopted a multi-stage sampling technique. First, purposive sampling was used to select the five deposit money banks because of their active presence and operational coverage in Delta State. Secondly, stratified sampling technique was adopted to classify respondents into managerial and senior staff categories. Finally, simple random sampling technique was used to select respondents from each bank to ensure fairness and equal representation. According to Creswell and Creswell (2018), combining purposive and random sampling techniques improves representativeness and reduces sampling bias in organizational studies.

Sources of Data Collection

The study utilized primary and secondary sources of data. Primary data were obtained directly from respondents through the administration of structured questionnaires to staff of selected deposit money banks in Delta State. Secondary data were sourced from textbooks, journal articles, conference papers, annual reports of banks, internet materials, and other scholarly publications related to sustainable management practices and corporate environmental responsibility.

Method of Data Collection

The researcher employed the direct delivery method of questionnaire administration. Copies of the questionnaire were distributed personally to respondents in the selected banks to ensure a high response rate and proper clarification of questions where necessary. The respondents were given adequate time to complete the questionnaire, after which the completed copies were retrieved for analysis.

Instrument of Data Collection

The major instrument used for data collection was a structured questionnaire designed by the researcher. The questionnaire was divided into two sections:

- **Section A:** Demographic information of respondents.
- **Section B:** Questions relating to green operational practices, sustainability policy implementation, and corporate environmental responsibility.

The questionnaire items were structured using a five-point Likert scale as follows:

Response Category	Score
Strongly Agree (SA)	5
Agree (A)	4
Undecided (U)	3
Disagree (D)	2
Strongly Disagree (SD)	1

Validity of Instrument

The accuracy and appropriateness of the research instrument were established through both face and content validity procedures. The draft questionnaire was subjected to expert review by specialists in Business Administration, Management Sciences, and Research Methodology to determine whether the items adequately represented the constructs being investigated. Based on their observations and recommendations, the necessary revisions were made before the instrument was finalized for data collection. As noted by **Sekaran and Bougie (2020),** establishing validity is essential because it confirms that a research instrument effectively measures the concepts it is designed to assess.

Instrument Reliability

The internal consistency of the research instrument was evaluated using the Cronbach's Alpha reliability method following a pilot test conducted among respondents outside the study area. The analysis produced reliability coefficients that exceeded the minimum acceptable benchmark of 0.70, as recommended by **Nunnally and Bernstein (1994)**. These results confirmed that the instrument possessed satisfactory reliability and was suitable for data collection in the study.

Table 3.3: Reliability Statistics

Variables	Number of Items	Cronbach Alpha
Green Operational Practices	6	0.81
Sustainability Policy Implementation	6	0.84
Corporate Environmental Responsibility	6	0.86

Source: Pilot Study, 2026.

Tools and Methods

The data generated for this study were processed using both descriptive and inferential statistical methods. Descriptive measures, including frequency distributions, percentages, mean scores, and standard deviations, were applied to summarize the respondents' demographic characteristics and evaluate responses to the questionnaire items. To determine the influence of sustainable management practices on corporate environmental responsibility among deposit money banks in Delta State, multiple regression analysis was employed as the primary inferential statistical technique. All analyses were performed using the Statistical Package for the Social Sciences (SPSS) Version 27. The hypotheses were tested at the 5% significance level, with the decision criterion that the null hypothesis was rejected whenever the probability value (p-value) was less than 0.05 and retained when the p-value exceeded 0.05.

Model Specification

The functional relationship for the study is specified as follows:

[CER = f(GOP, SPI)]

Where:

- CER = Corporate Environmental Responsibility
- GOP = Green Operational Practices
- SPI = Sustainability Policy Implementation

The econometric model is expressed as:

CER = beta_0 + beta_$_1$GOP + beta_$_2$SPI + mu

Where:

- beta_0 = Constant term
- beta_1 - beta_2 = Regression coefficients
- mu = Error term

Apriori expectation is stated as:

Beta 1 > 0, beta_2 > 0

This implies that green operational practices and sustainability policy implementation are expected to positively influence corporate environmental responsibility of deposit money banks in Delta State.

4. Outcomes and Discussion

This section presents the analysis and interpretation of the data obtained from respondents regarding sustainable management practices and corporate environmental responsibility among deposit money banks in Delta State. The data were analyzed using both descriptive and inferential statistical techniques with the aid of the Statistical Package for the Social Sciences (SPSS) Version 27. For clarity and logical presentation, the chapter is structured into the following sections: respondents' demographic profile, preliminary data analysis, reliability assessment, descriptive statistics, correlation analysis, regression analysis, hypothesis testing, and discussion of the study findings.

Questionnaire Administration and Response Rate

A total of 187 copies of questionnaire were administered to respondents across selected deposit money banks in Delta State. Out of the 187 questionnaires distributed, 180 copies were correctly filled and returned, while 7 copies were invalidated due to incomplete responses.

Table 4.1: Questionnaire Administration and Response Rate

Questionnaire Status	Frequency	Percentage (%)
Questionnaire Distributed	187	100
Questionnaire Returned	180	96.3
Invalid Questionnaires	7	3.7
Valid Questionnaires Used	180	96.3

Source: Field Survey, 2026.

The response rate of 96.3% was considered adequate for the study because it exceeded the minimum acceptable response rate recommended for social science research (Saunders et al., 2019).

Demographic Analyses of Respondents

This section provides an overview of the demographic profile of the respondents, including their gender, age distribution, educational qualifications, and length of work experience.

Table 4.2: Gender Distribution of Respondents

Gender	Frequency	Percentage (%)
Male	102	56.7
Female	78	43.3
Total	180	100

Source: Field Survey, 2026.

The result indicates that 56.7% of the respondents were male while 43.3% were female, implying that both genders were adequately represented in the study.

Table 4.3: Age Distribution of Respondents

Age Bracket	Frequency	Percentage (%)
21–30 Years	42	23.3
31–40 Years	78	43.3
41–50 Years	45	25
51 Years and Above	15	8.4
Total	180	100

Source: Field Survey, 2026.

Result showed that most respondents were within the age bracket of 31–40 years, representing 43.3% of the respondents.

Table 4.4: Educational Qualification of Respondents

Qualification	Frequency	Percentage (%)
HND/B.Sc.	105	58.3
MBA/M.Sc.	60	33.3
Ph.D.	15	8.4
Total	180	100

Source: Field Survey, 2026.

The result indicates that majority of the respondents' possessed HND/B.Sc. qualifications.

Table 4.5: Years of Working Experience

Years of Experience	Frequency	Percentage (%)
1–5 Years	48	26.7
6–10 Years	75	41.6
11–15 Years	39	21.7
16 Years and Above	18	10
Total	180	100

Source: Field Survey, 2026.

The findings indicate that respondents possessed adequate working experience to provide reliable responses concerning sustainable management practices and corporate environmental responsibility.

4.6 Pattern of Data Presentation for Research Questions

Research Question One:

What is the effect of green operational practices on corporate environmental responsibility of deposit money banks in Delta State?

Table 4.6: Responses on Green Operational Practices

Questionnaire Items	Mean	Std. Deviation	Decision
The bank adopts environmentally friendly operational systems	4.32	0.74	Accepted
The bank encourages paperless transactions	4.18	0.81	Accepted
Energy conservation practices are implemented in the bank	4.1	0.79	Accepted
Waste reduction practices improve environmental responsibility	4.26	0.72	Accepted
Green operational practices enhance organizational reputation	4.38	0.68	Accepted

Grand Mean = 4.25

Source: SPSS Analysis, 2026.

The result indicates that respondents strongly agreed that green operational practices positively influence corporate environmental responsibility of deposit money banks in Delta State.

Research Question Two:

To what extent does sustainability policy implementation affect corporate environmental responsibility of deposit money banks in Delta State?

Table 4.7: Responses on Sustainability Policy Implementation

Questionnaire Items	Mean	Std. Deviation	Decision
Sustainability policies guide environmental practices in the bank	4.29	0.77	Accepted
The bank regularly reviews sustainability policies	4.16	0.84	Accepted
Sustainability policies improve environmental compliance	4.31	0.73	Accepted
Sustainability implementation promotes environmental accountability	4.27	0.71	Accepted
Sustainability policies enhance stakeholder confidence	4.35	0.69	Accepted

Grand Mean = 4.28

Source: SPSS Output, 2026.

The findings reveal that sustainability policy implementation significantly affects corporate environmental responsibility of deposit money banks in Delta State.

4.8 Descriptive Statistics (Scale Level)

Table 4.8: Descriptive Statistics

Variables	Mean	Std. Deviation	N
Green Operational Practices	4.25	0.75	180
Sustainability Policy Implementation	4.28	0.73	180
Corporate Environmental Responsibility	4.34	0.7	180

Source: SPSS Analysis, 2026.

The descriptive statistics indicate high mean scores for all variables, suggesting that respondents generally agreed that sustainable management practices positively influence corporate environmental responsibility.

4.9: Correlation Analysis

Table 4.9: Pearson Correlation Matrix

Variables	GOP	SPI	CER
Green Operational Practices	1		

(GOP)			
Sustainability Policy Implementation (SPI)	0.684**	1	
Corporate Environmental Responsibility (CER)	0.751**	0.723**	1

Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS Analysis, 2026.

The correlation matrix shows that green operational practices and sustainability policy implementation have strong positive relationships with corporate environmental responsibility.

Regression Analysis

Table 4.10: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error
1	0.812	0.659	0.653	0.412

Source: SPSS Output, 2026.

The result indicates that sustainable management practices explained 65.9% variation in corporate environmental responsibility of deposit money banks in Delta State.

Table 4.11: ANOVA Result

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	58.426	2	29.213	171.85	0
Residual	30.092	177	0.17		
Total	88.518	179			

Source: SPSS Output, 2026.

The ANOVA result shows that the regression model is statistically significant at $p < 0.05$.

Table 4.12: Coefficients Table

Variables	Beta (β)	t-value	Sig.
Constant	0.842	4.721	0
Green Operational Practices	0.461	7.934	0
Sustainability Policy Implementation	0.398	6.882	0

Dependent Variable: Corporate Environmental Responsibility

Source: SPSS Output, 2026.

The regression coefficients indicate that green operational practices ($\beta = 0.461$, $p < 0.05$) and sustainability policy implementation ($\beta = 0.398$, $p < 0.05$) significantly and positively influence corporate environmental responsibility of deposit money banks in Delta State.

Test of Hypotheses

Hypothesis One

H_{01}: Green operational practices do not significantly affect corporate environmental responsibility of deposit money banks in Delta State.

The regression result revealed that green operational practices had a significant positive effect on corporate environmental responsibility ($\beta = 0.461$, $t = 7.934$, $p < 0.05$). Therefore, the null hypothesis was rejected while the alternative hypothesis was accepted.

Hypothesis Two

H_{02}: Sustainability policy implementation does not significantly affect corporate environmental responsibility of deposit money banks in Delta State.

The result showed that sustainability policy implementation significantly affected corporate environmental responsibility ($\beta = 0.398$, $t = 6.882$, $p < 0.05$). Consequently, the null hypothesis was rejected.

Discussion of Findings

The findings of the study revealed that green operational practices significantly influence corporate environmental responsibility of deposit money banks in Delta State. The positive regression coefficient indicates that environmentally friendly operational systems such as paperless banking, energy conservation, and waste reduction practices improve environmental accountability and sustainability performance of banks. This finding corroborates the study of Olowofela, Donfack, and Soh (2025), who found that green banking practices enhance sustainability outcomes and organizational responsibility in Nigerian banks.

The study also found that sustainability policy implementation significantly affects corporate environmental responsibility. The result suggests that banks with effective sustainability policies are more likely to achieve environmental compliance, stakeholder confidence, and improved environmental governance. This finding aligns with Chen et al. (2024), who reported that sustainability disclosure and environmental policy implementation positively influence corporate environmental responsibility and organizational performance among deposit money banks in Nigeria.

The strong positive associations observed among the study variables further suggest that sustainable management practices are important drivers of corporate environmental responsibility within the banking industry. Based on these empirical findings, the study concludes that the effective adoption and implementation of sustainable management practices significantly improve environmental responsibility and promote the long-term sustainability of deposit money banks operating in Delta State.

Conclusions and Recommendations

The study examined the effect of sustainable management practices on corporate environmental responsibility of deposit money banks in Delta State with specific focus on green operational practices and sustainability policy implementation. Based on the findings obtained from the analysis, the study concluded that sustainable management practices significantly influence corporate environmental responsibility among deposit money banks in Delta State. The study revealed that green operational practices such as paperless banking systems, waste reduction strategies, energy conservation, and environmentally friendly operational processes positively improve corporate environmental responsibility. The findings further established that banks that adopt green operational systems are more environmentally accountable and enjoy improved organizational reputation and stakeholder confidence.

The study also concluded that sustainability policy implementation significantly affects corporate environmental responsibility of deposit money banks in Delta State. Effective implementation of sustainability policies enhances environmental compliance, strengthens environmental governance, promotes accountability, and improves long-term sustainability performance within the banking sector. Overall, the study established that sustainable management practices remain critical drivers of corporate environmental responsibility among deposit money banks in Delta State. Therefore, banks that prioritize sustainable operational systems and effective sustainability policies are more likely to achieve environmental sustainability, stakeholder trust, and improved corporate reputation.

Recommendations

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

i. Deposit money banks in Delta State should intensify the adoption of green operational practices such as digital banking systems, energy-efficient technologies, waste reduction mechanisms, and paperless transactions in order to strengthen corporate environmental responsibility and enhance environmental sustainability performance.

ii. Management of deposit money banks should formulate and effectively implement comprehensive sustainability policies that promote environmental accountability, regular sustainability reporting, environmental compliance monitoring, and continuous staff training on sustainable management practices to improve corporate environmental responsibility.

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