

# The Role of Culture in Business Sustainability in Resource Based Theory: A Comprehensive Review

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## ABSTRACT

Sustainability has become a critical concern for businesses across the globe, driven by a range of stakeholder demands and the need to address pressing environmental and social challenges. While the focus on sustainability is important, it is crucial to consider the potential drawbacks of prioritizing culture in business sustainability within the context of resource-based theory. Some argue that overly emphasizing culture in sustainability efforts can lead to a lack of focus on other important factors, such as technological innovation and economic considerations. This paper aims to explore the impact of organizational culture on sustainable business practices and competitive advantage and develop a framework for aligning them to drive long-term success. The approach includes conducting a systematic literature review using the Scopus database. The results are a comprehensive analysis of the role of organizational culture in

sustainable business practices and the implications for resource-based theory. In conclusion, organizational culture plays a significant role in sustainable business practices and can contribute to competitive advantage. Future research must explore how to balance cultural factors with other strategic considerations. Additionally, the study emphasizes the importance of inclusive leadership and diversity management in fostering a culture of inclusivity and belonging, which is crucial for sustainable development and long-term organizational success.

## 1. INTRODUCTION

Business sustainability refers to the management and enhancement of social, environmental, and economic resources to ensure long-term viability and success. Business sustainability involves managing social, environmental, and economic resources to ensure long-term viability while balancing profit with social and environmental responsibility. This concept emphasizes meeting present needs without compromising future generations (Laurell *et al.*, 2019). Corporate sustainable development aims to meet stakeholder needs without harming local resources (Tien *et al.*, 2019). Integrating environmental strategies can lead to improved organizational performance (Rehman *et al.*, 2020). Sustainability organizational culture drives corporate sustainability practices, benefiting stakeholders and brand equity (Kantabutra, 2021).

Research on a variety of topics, including sustainable entrepreneurship, the effect of sustainability on firm value, and the function of sustainability in corporate social responsibility during crises like the COVID-19 pandemic, has demonstrated the widespread recognition of the significance of sustainability in business (Muñoz and Cohen, 2018);(Abdi *et al.*, 2023). Sustainability practices and overall performance are much influenced by sustainability practices, which include organizational capacities and environmental initiatives (Rehman *et al.*, 2020). Firms embracing sustainability reporting show improved financial performance due to enhanced transparency on environmental, social, and governance issues (Tien *et al.*, 2019). Sustainable development is increasingly becoming a focal point for businesses, aiming to balance profit with social and environmental responsibility.

During the COVID-19 pandemic, companies have been implementing various strategies to maintain the sustainability of their business operations. These strategies include transitioning to remote work arrangements to ensure the safety of employees, leveraging digital technologies to facilitate communication and collaboration, optimizing supply chain management to address disruptions, and

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diversifying revenue streams to mitigate financial risks. Additionally, companies have been focusing on enhancing their online presence, expanding e-commerce capabilities, and strengthening customer engagement through digital channels. By adapting to the challenges posed by the pandemic and prioritizing sustainability initiatives, companies aim to not only survive the crisis but also emerge stronger and more resilient in the post-pandemic landscape.

An emphasis of resource-based theory is on internal resources of a corporation as sources of long-term competitive advantage. It implies that special resources and competencies of a company, such as culture, knowledge, and assets, are pivotal drivers of long-term profitability and success (Barney *et al.*, 2021). This theory assumes that firms operate in competitive, market-based economies, highlighting the importance of valuable, rare, inimitable, and nonsubstitutable resources for sustained competitiveness (Soewarno and Tjahjadi, 2020a). By effectively leveraging tangible and intangible assets, decision-makers can achieve higher levels of performance (Crick and Crick, 2020). The theory also underscores the significance of a firm's resources in creating surplus value and gaining a competitive edge (Altındağ and Öngel, 2021). According to this theory, the successful exploitation of a company's resources and capabilities, as highlighted in resource-based theory, can lead to the development of sustainable competitive advantages, translating into superior financial performance (Buallay, (2019); Rehman *et al.*, (2020); Altındağ and Öngel (2021); Rehman *et al.*, (2020). These resources enable firms to build essential capabilities and competencies necessary for achieving sustained competitive advantage (Buallay, 2019). Leveraging both tangible and intangible resources is crucial for creating surplus value and gaining a competitive edge. The theory emphasizes the role of internal resources, including tangible and intangible assets, in providing a significant advantage for organizations over their competitors (Altındağ and Öngel, 2021).

Despite the growing emphasis on sustainability, incorporating sustainability into organizational culture remains a significant challenge for many firms. The importance of incorporating sustainability into organizational culture is highlighted in the literature. Moskovich (2023) discusses how communal organizational culture can contribute to business-success sustainability in the Kibbutz industry. Demastus and Landrum (2024) emphasize that understanding organizational culture is crucial for achieving strong sustainability. Nirino *et al.*, (2022) identify the part that intellectual capital plays in the link between financial performance and corporate social responsibility. Rahyuda *et al.*, (2019) mentioned local culture as the foundation and key to business success. These studies collectively underscore the significance of fostering a strong organizational culture to enhance business-success sustainability and improve financial performance.

Integrating sustainability into a firm's culture, decision-making processes, and operations is crucial for long-term success. Implementing new business models based on environmental systems thinking is essential for achieving sustainability goals (Keesstra *et al.*, 2018). Considering environmental, social, and governance factors can positively impact firm performance (Atan *et al.*, 2018). Control systems for environmental management have a big impact on improving organizational performance and sustainability results (Rehman *et al.*, 2020). Embracing sustainable manufacturing practices and developing circular economic capabilities are vital for long-term success (Bag and Pretorius, 2022). Overall, aligning business strategies with sustainability principles can lead to improved operational efficiency and financial performance (Landau *et al.*, 2020). Organizational culture, encompassing shared beliefs, values, and assumptions guiding behavior, significantly influences a firm's sustainability practices and performance. The quality of signals within organizational governance is closely linked to performance outcomes (Bae *et al.*, 2018). Environmental management strategies, supported by systems like environmental management accounting, are essential to improving the sustainability and performance of organizations (Gunarathne *et al.*, 2021). Studies emphasize the importance of organizational governance, operations management, and sustainability in maintaining enterprise effectiveness during challenging times (Obrenovic *et al.*, 2020). Integrating sustainability practices into a firm's culture is essential for long-term success and improved financial performance (Fu *et al.*, 2020).

Aligning sustainability with organizational culture is crucial as it impacts employee engagement, resource allocation, and the implementation of sustainability initiatives. Studies highlight the relationship between sustainability organizational culture and corporate sustainability practices (Kantabutra, 2021), and the importance of understanding organizational culture for strong sustainability (Demastus *et al.*, 2022). Additionally, the positive impacts of organizational culture characteristics based on local wisdom on community trust (Imam Junaris *et al.*, 2022) and the correlation between financial performance and an eco-friendly culture (Soewarno and Tjahjadi, 2020b) further emphasize the significance of aligning sustainability with organizational culture.

Many companies face challenges in integrating sustainability into their culture and translating it into tangible business outcomes. Research emphasizes the importance of aligning sustainability with

organizational culture (Kantabutra, 2021), The contribution of ecological performance and sustainability to environmental management control systems (Rehman *et al.*, 2020), and the significance of communal organizational culture for long-term business success (Moskovich, 2023). Despite the struggles, it is crucial for organizations to understand the link between sustainability and culture to drive successful sustainability initiatives and achieve positive business results.

Although resource-based theory could stress the need of internal resources for long-term competitive advantage, it is important to consider the opposing argument that focuses on the limitations of this approach. Critics argue that relying solely on internal resources can lead to a lack of adaptability and innovation (Darcy *et al.*, 2014). Technological developments, industry trends, and regulatory changes are just a few of the outside influences that can have a big impact on a company's competitiveness in the fast-changing business world of today. Consequently, organizations that solely rely on their internal resources may struggle to keep up with external developments and fail to maintain sustainable competitive advantage. Moreover, the exclusive focus on internal resources in resource-based theory may overlook the importance of collaborative partnerships and alliances with external stakeholders. In an interconnected global economy, strategic collaborations with suppliers, distributors, and other industry partners can provide access to new resources, capabilities, and knowledge that may not be available internally (Chabowski *et al.*, 2022). By neglecting the potential benefits of external relationships, companies may miss out on valuable opportunities for sustainable competitive advantage.

To fully understand the complexities of sustainable competitive advantage, it is essential to consider the Dynamic Capabilities Theory as a response to the Resource-Based View (RBV) theory. The Dynamic Capabilities Theory emphasizes a firm's ability to adapt, innovate, and reconfigure its resources in response to changing environments and market dynamics. By incorporating the Dynamic Capabilities perspective alongside RBV, organizations can better appreciate the significance of not only internal resources but also the agility and flexibility required to leverage external collaborations effectively. This holistic approach can enhance the understanding of how firms can achieve sustainable competitive advantage by combining internal strengths with external partnerships and alliances. The resource-based perspective, according to critics, could cause a limited emphasis on immediate financial success at the price of long-term sustainability. By prioritizing the exploitation of internal resources for immediate gains, organizations may compromise their ability to adapt to changing market dynamics and address environmental and social concerns. Romano and Ferreira (2022) This short-term mindset can undermine the long-term viability of the business and hinder its capacity to create lasting value for both shareholders and society as a whole.

This study is valuable because it offers a multifaceted approach to examining the intersection of organizational culture, sustainability, and competitive advantage. By considering both the resource-based view and its limitations, the paper provides a balanced and nuanced understanding of this important topic. The results underscore the necessity for entities to attain a lasting competitive edge by harmonizing the utilization of internal assets with the acceptance of external cooperation. The objectives of this study are to: Investigate how corporate culture shapes competitive advantage and sustainable business practices; to create a thorough framework for coordinating competitive advantage, sustainability, and organizational culture in order to promote long-term company success

## 2. METHOD

The research methodology for this study incorporates a comprehensive literature review of academic journals. Prisma standards were utilized to design a structured data extraction procedure, ensuring consistency and accuracy in retrieving essential information from the selected sources. The study adopts a qualitative approach, doing in-depth investigation of existing research on the junction of corporate culture, sustainability, and competitive advantage and discovering 2.066 papers. The search results are then screened based on specific inclusion and exclusion criteria, such as publication date from 2018 until 2023 and finding 1198 documents, also relevance to the research topic, and subjects area like "Business, Management and Accounting", "Social Science", "Economics, Econometrics and Finance" and get 901 documents. The exclusion criteria include literature review articles, conference, abstracts get 597 materials. The third step entails analyzing the quality of the selected studies using established criteria, such as the relevance and rigor of the research design, data gathering methods, and analysis procedures. After the screening, abstract, and full reading of 597 publications, 68 matched the inclusion criteria and were included in the synthesis (Figure 1).

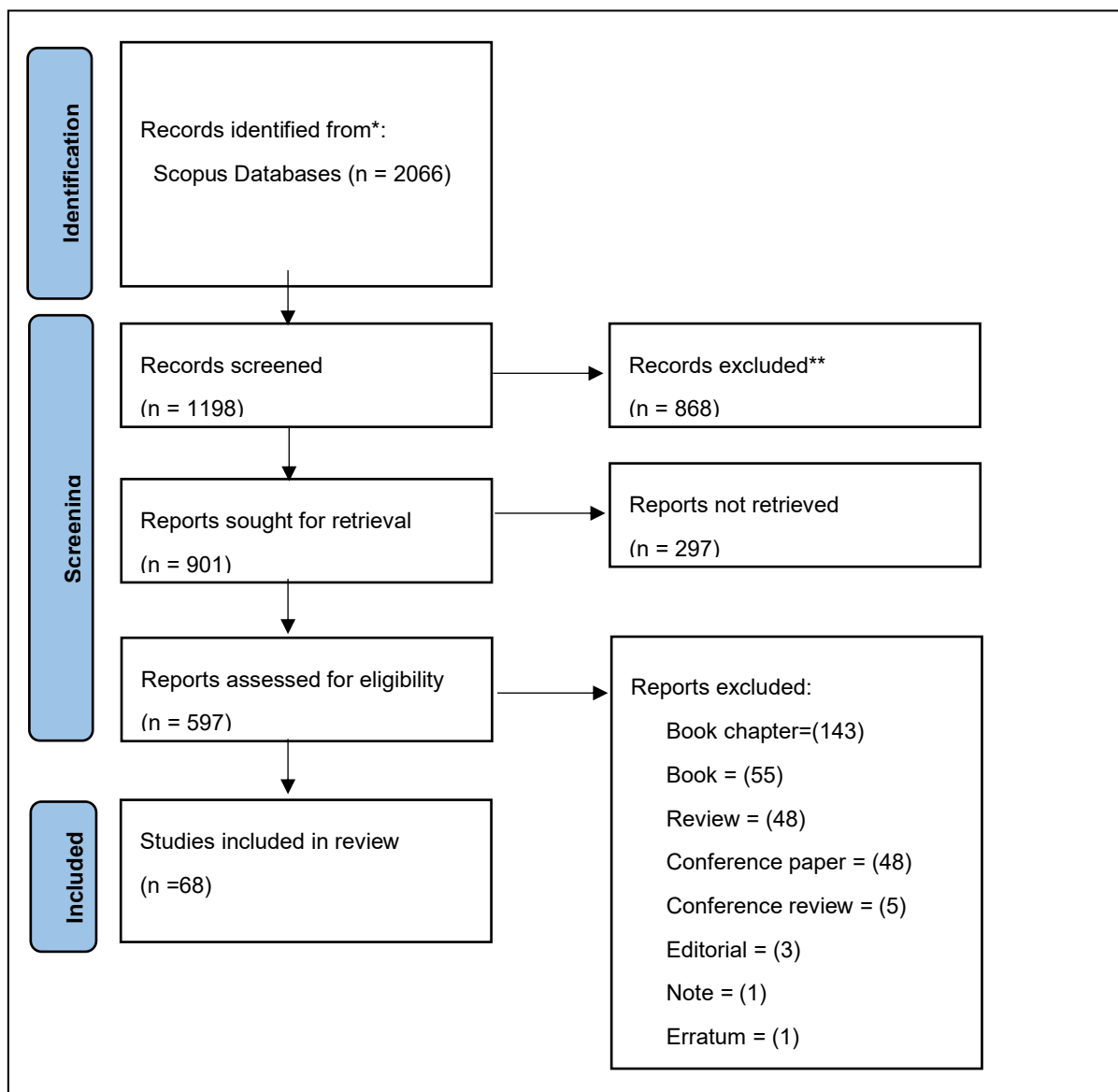


Figure 1. Identification of studies via databases and registers

### 3. RESULT AND DISCUSSION

Table 1. Study Comparison

Paper	Study objectives	Study design	Methodology	Main findings
<b>Resource-Based Theory and the Value Creation Framework (Barney, Ketchen and Wright, 2021)</b> 105 citations	Several issues regarding resource-based theory are to be addressed in this study, including whether it is a theory or a view, tautological, static, the significance of stakeholders within the theory, whether it constitutes a theory of the firm, acknowledges the role of industry structure in explaining firm performance,	The study design of the research involves a theoretical analysis and synthesis of existing literature on resource-based theory and the value creation framework	The methodology involves Using the value generation and appropriation framework of Brandenburger and Stuart to resolve conceptual problems in resource-based theory.	The paper clarifies resource-based theory within the Value Creation Framework, addresses key questions about the theory, emphasizes stakeholder importance, industry structure, uncertainty, and managerial implications, and sets the stage for future developments.

			incorporates uncertainty, and has significant managerial implications.		
<b>Relationships between industry 4.0, sustainable manufacturing and circular economy: proposal of a research framework (Bag and Pretorius, 2022)</b> <b>186 citations</b>	The study objectives are to examine the state of the literature in the fields of circular economy, sustainable manufacturing, and Industry 4.0, to assess the most recent publications, and to create a research framework that integrates these ideas into supply chain management.	Qualitative research design with literature review and framework proposal		The methodology in the paper involves a qualitative research approach conducted in two stages: a survey of the literature to pinpoint possibilities, obstacles, drivers, and constraints; and the suggestion of a research framework combining the capabilities of the circular economy, sustainable manufacturing, and Industry 4.0 technology adoption. To find and evaluate pertinent research articles, the author searched Scopus and concentrated on English-language publications released in the last two years. The methodology emphasizes the use of the Scopus database	A survey of the literature to pinpoint possibilities, obstacles, drivers, and constraints; and the suggestion of a research framework combining the capabilities of the circular economy, sustainable manufacturing, and Industry 4.0 technology adoption. To find and evaluate pertinent research articles, the author searched Scopus and concentrated on English-language publications released in the last two years.
<b>The role of environmental management control systems for ecological sustainability and sustainable performance (Rehman et al., 2020)</b> <b>60 citations</b>	The linkages between the ecological sustainability, organizational capacities, environmental strategy, and sustainable performance in construction companies are to be investigated in this study.	This study employs an observational, cross-sectional design and utilises structural equation modelling and SmartPLS for analysis. The main objective is to investigate the effects of environmental management control systems (MCS), environmental strategies, and organisational competencies on ecological sustainability and sustainable performance in the Malaysian		The methodology in the paper involves the application of a quantitative questionnaire data from representatives of construction firms, analysis using SmartPLS and structural equation modeling, application of the Natural Resource-Based View (NRBV) theory, and bootstrapping-based hypothesis testing using the measurement and structural models. Additionally included in the study are tests for discriminant validity, convergent validity, internal consistency	The study revealed that the implementation of environmental management control systems (MCS) has a substantial impact on both ecological sustainability and sustainable performance within construction enterprises. Additionally, the effectiveness of these systems is greatly influenced by the presence of well-developed environmental plans and organizational capacities.

<p><b>Is sustainability reporting (ESG) associated with performance? Evidence from the European banking sector (Buallay, 2019)</b> 323 citations</p>	<p>The study objectives are to look into the connection between ESG disclosure and performance indicators of banks and to provide a workable model for banks all around the world to focus on the part that ESG disclosure plays in performance.</p>	<p>construction industry. Observational study</p>	<p>reliability, and indicator reliability. Using performance measures (ROA, ROE, Tobin's Q) as dependent factors and ESG disclosure as the independent variable, the study looks at 235 banks over a ten-year period to collect 2,350 observations. Macroeconomic and bank-specific control factors are examples of these. Performance and sustainability reporting are analyzed in this paper using a linear regression model. The Granger cause of ESG is shown by the causality test to be Tobin's Q. Furthermore taken into account in the paper is the "cost of capital" reduction idea in connection to performance improvement and ESG.</p>	<p>Performance is much benefited by ESG; disclosure of environmental information improves ROE and TQ, while disclosure of corporate social responsibility negatively affects all three models.</p>
<p><b>Eco-Oriented Culture And Financial Performance: Roles Of Innovation Strategy And Eco-Oriented Continuous Improvement In Manufacturing State-Owned Enterprises, Indonesia (Soewarno and Tjahjadi, 2020)</b> 8 citations</p>	<p>The purpose of the study is to investigate how eco-oriented continuous improvement and innovation strategy function as mediators in the relationship between eco-oriented culture and company financial performance. It also analyses the ways in which eco-oriented continuous improvement and innovation strategy impact financial performance in an eco-oriented culture.</p>	<p>In order to investigate the connections between eco-oriented continuous improvement and structural equation modeling, this study's research methodology combines a quantitative approach with partial least squares modeling, innovation strategy, eco-oriented culture, and corporate financial performance in state-owned manufacturing enterprises in</p>	<p>PLS-SEM, or partial least square structural equation modeling, is another name for variance-based modeling. It is the primary focus of the study's quantitative research methodology.</p>	<p>- The study found that in Indonesian state-owned manufacturing enterprises, the eco-oriented continuous improvement and innovation strategy somewhat moderates the connection between environmentally conscious company culture and financial performance - The study emphasizes the significance of an eco-centric culture, particularly in the context of environmental awareness and in a developing country, as a means to enhance corporate financial performance through innovation strategy and continuous improvement.</p>

		Indonesia (PLS-SEM).		
<b>Diversity Management as a Tool for Sustainable Development of Health Care Facilities (Jankelová et al., 2020)</b> 12 citations	The study objectives are to characterize, examine, and assess the present situation of diversity management in healthcare institutions, especially with reference to human resource management, and to determine how diversity affects team performance.	Observational study	The methodology used in the study involved a questionnaire survey to collect data from 181 managers in health care organizations, with data processing done using ANOVA, Pearson's coefficient, and SPSS/Excel programs.	Healthcare institutions have little understanding of diversity management, and tools are applied haphazardly and in isolation. There is a need for more systematic and conceptual implementation of diversity management practices.
<b>Intellectual capital: the missing link in the corporate social responsibility-financial performance relationship (Nirino et al., 2022)</b>	The study aims to address the lack of research by suggesting that Financial performance (FP) and corporate social responsibility (CSR) are mediated by intellectual capital (IC). Additionally, the study seeks to examine the mediating role of IC in the relationship between CSR and FP using the four-step Baron and Kenny approach.	Observational study with regression analysis	The technique involved conducting an empirical study on 345 European companies that were part of the STOXX Europe 600 index. Regression analysis was used to evaluate the mediating impact of intellectual capital (IC) on the link between corporate social responsibility (CSR) and financial performance (FP), following the four-step Baron and Kenny model.	<ul style="list-style-type: none"> <li>- Financial Performance (FP) and Corporate Social Responsibility (CSR) are found to be somewhat mediated by Intellectual Capital (IC).</li> <li>- Implementing CSR strategies positively impacts the development of firms' IC, increasing competitive edge and delivering better long-term financial results.</li> <li>- The work advances knowledge of the relationship between IC, environmental, and sustainability issues, therefore adding to the body of literature.</li> </ul>
<b>Chief sustainability officers and corporate social (Ir) responsibility (Fu, Tang and Chen, 2020)</b>	The objective of the study is to elucidate the influence of industry responsibility and governance design on the connection between the existence of a CSO (Corporate Social Responsibility Officer) and corporate social performance. Additionally, the study attempts to examine the effects of the CSO on both socially responsible and socially irresponsible behaviors.	This observational study utilizes an instrumental variable (IV) method and a panel linear regression model with firm fixed effect to investigate the influence of CSO presence on corporate social performance. The study encompasses the analysis of descriptive statistics, the examination of correlations between	The methodology used in the study includes conducting An evaluation of unobserved heterogeneity using a panel linear regression model with firm fixed effect based on Hausman's test, using an instrumental variable approach, analyzing descriptive statistics and correlations, examining main effects and interaction effects, categorizing corporate social initiatives, assessing financial performance implications, and	<ul style="list-style-type: none"> <li>- CSO presence increases CSiR activity participation declines and CSR activity participation increases.</li> <li>- The impact of CSO presence on reducing Greater socially irresponsible activity than its effect on more socially responsible activity.</li> <li>- Asymmetrically, CSO presence affects corporate social performance more in the direction of lowering CSiR than of raising CSR..</li> </ul>

			variables, and the evaluation of main effects and moderating effects through the utilization of interaction terms. This study also examines the impact of CSO presence on various social activities and financial performance.	exploring the influence of CSOs with different task foci.	
<b>Impact of Organizational Culture on the Accounting Information System and Operational Performance of Small and Medium Sized Enterprises in Ho Chi Minh City (HA, 2020)</b>	The study objectives are to determine and quantify how Ho Chi Minh City's small and medium-sized businesses' accounting information systems and operational performance are affected by their organisational culture, and to propose administrative implications for improvement.	The study design includes a combination of qualitative and quantitative methods, convenience sampling, pre-designed questionnaires, and analysis using SPSS 20 and AMOS 20 software, along with reliability assessments, EFA, CFA, and SEM.	The methodology used in the study includes both qualitative and quantitative methods. The quantitative study had 353 participants, who were all Ho Chi Minh City-based small and medium-sized enterprises. Data collection was done through a survey with a pre-designed questionnaire. The data analysis was performed using SPSS 20 and AMOS 20 software, which involved doing statistical analysis, assessing reliability, and employing structural equation modeling (SEM), confirmatory factor analysis (CFA), and exploratory factor analysis (EFA). To modify the noted factors of operational performance, accounting information system, and organisational culture, ten experts had a group discussion.	The accounting information system for small and medium-sized business operations in Ho Chi Minh City is favorably influenced by elements related to organizational culture. The accounting information system also provides advantages to the operational processes of these businesses.	
<b>The value relevance of digital marketing capabilities to firm performance (Homburg and Wielgos, 2022) 40 citations</b>	The study aims to examine the importance of digital marketing capabilities (DMCs) in determining firm performance,	The study design integrated qualitative and quantitative methods, utilized	The methodology integrated a multi-industry, multi-source dataset with in-depth interviews in a mixed-methods methodology.	Digital marketing capabilities significantly contribute to firm profitability, with customer orientation enhancing the effect	



	specifically in primary and secondary data sources, and used stringent procedures to guarantee the legitimacy and dependability of the results on the connection between digital marketing skills and company performance.	Primary data were used to capture DMCs and CMCs due to the unavailability of valid secondary data for measuring these capabilities across various marketing activities and firms. The study aimed by this method, validity and generalizability are increased.	and competitor orientation hindering it. Environmental dynamism also plays a role in moderating the interaction between DMCs and CMCs.	
<b>Institutional pressures, environmental management strategy, and organizational performance: The role of environmental management accounting (Gunarathne, Lee and Hitigala Kaluarachchilage, 2021) 84 citations</b>	The goal of the course is to obtain a thorough understanding of environmental management accounting and the application of environmental strategies (EMA) by examining the correlation between environmental management systems (EMS), EMA, and corporate performance. It also aims to determine the impact of institutional pressures on environmental management strategy and accounting, as well as to look into how environmental management accounting is used to translate environmental management strategy into organizational performance.	An investigation of data analysis using partial least squares structural equation modeling and a web-based survey was conducted as an observational research.	The methodology used in the study involved a survey design and data collection process. The methodology focused on collecting data from a diverse sample of organizations, using validated scales to measure constructs, and using cutting edge statistical methods to data analysis to comprehend the connections between institutional pressures, organizational performance, and environmental management practices.	Environmental management strategies positively affect corporate economic and environmental performance, institutional pressures influence EMS and EMA, and EMA mediates the relationship between EMS and organizational performance.
<b>Exploring Relationships among Sustainability Organizational Culture Components at a Leading Asian Industrial Conglomerate</b>	Decide what makes up sustainable organizational culture. Investigate the connections between these elements and the performance of the company in sustainability.	Case study approach, observational, non-controlled, qualitative, exploratory, retrospective, non-experimental	The methodology in Sooksan Kantabutra (2021) entails using a case study methodology with three primary research goals, using a triangulation approach for objectivity, and	The study's primary findings indicate that a firm culture driven by a sustainable organizational vision and values leads to increased Triple Bottom Line outputs, satisfied stakeholders, and enhanced brand

<b>(Kantabutra, 2021)</b> <b>18 citations</b>	Come up with a model of sustainable corporate culture.	employing various data collection methods such as non-participant observation, interviews, and documentation. The researchers also re-wrote field notes for deeper data retention and explored interview answers further for rich information. The paper proposes using the Integrated Theory Building approach to future develop the Integrated Sustainability Organizational Culture model.	equity. The examination of these connections was conducted utilizing a case study approach and a blend of investigative methodologies.	
<b>Sustaining Enterprise Operations and Productivity during the COVID-19 Pandemic: "Enterprise Effectiveness and Sustainability Model" (Obrenovic et al., 2020)</b>	The study objectives include exploring factors impacting enterprise operational sustainability during a crisis, creating a model of business sustainability and performance in the face of a crisis, identifying the role of distributed leadership and ICT in sustaining business operations, and emphasizing the importance of balancing resource stockpiling and resiliency.	The study design employs a conceptual research technique that utilizes established theoretical frameworks and case studies to build a novel conceptual model for enhancing organizational effectiveness and sustainability in the context of a pandemic.	A new pandemic sustainability model is being developed in this work using a conceptual research methodology. The researchers generated theories based on the state of the COVID-19 pandemic and disaster management expertise by looking at the body of literature already in existence to validate the connections in the model. The "Enterprise Effectiveness and Sustainability Model during Pandemic" is developed by fusing best practice case studies, literature review, and theories of crisis management.	Enterprises with distributed leadership, workforce, and A pandemic is more likely to keep corporate operations going. Profitable companies use ICT and combine several online communication channels to create relationships and trust with stakeholders and clients.. The study emphasizes the importance of utilizing technology and digital tools to ensure business continuity and resilience during and post-crisis.
<b>Dynamic capabilities and environmental accounting for the circular economy in businesses (Obrenovic et al., 2020)</b> <b>103 citations</b>	To accomplish the study goals, Spanish companies with more than 50 employees will be empirically analyzed in order to overcome the constraints of traditional accounting methods and incorporate a larger scale of	An observational study was conducted on a sample of Spanish enterprises that employ more than 50 individuals. The data was collected by surveys and	The study utilized partial least squares structural equation modeling to investigate the relationship between the circular scope achieved by Spanish enterprises with an interest in the circular economy and their environmental	The primary conclusions are that corporate social responsibility, accountability, and environmental accounting procedures of corporations are positively correlated with their circular scope. Furthermore, as determined by EMSs, environmental

	<p>environmental information. The environmental capabilities applied by firms in introducing the circular economy will also be defined and measured. Different environmental competences firms apply during the process.</p>	<p>questionnaires. The study focused on a specific campaign that aimed to promote eco-innovation, eco-design, and circular economy. The sample was taken from the SABI database, and structural equation modeling using partial least squares was used for analysis.</p>	<p>capabilities for the circular economy. Surveys were administered to Spanish enterprises with a workforce of over 50 individuals, and a total of 87 complete responses were included for study. The companies' management received a questionnaire and responded to it online. The structural equation modeling analysis utilized SmartPLS version 3.0. The ultimate sample comprised 87 complete responses out of 996 questionnaires that were distributed in 2015 to a roster of 2,232 enterprises sourced from the SABI database. Quantitative analysis was conducted to assess the specific environmental capabilities of enterprises in relation to the circular economy.</p>	<p>accounting procedures, CSR, and accountability, the circular scope of companies and their environmental capacities for the circular economy are positively correlated. Pressure from stakeholders mediates the circular scope of businesses.</p>
<p><b>The mediating role of human capital and management accounting information system in the relationship between innovation strategy and internal process performance and the impact on corporate financial performance (Hutahayan, 2020)</b> 58 citations</p>	<p>The aim of this research is to evaluate the significance of introducing a sustainable innovation strategy in Indonesian manufacturing enterprises and investigate its influence on financial performance by means of intermediary variables like intellectual capital, internal process performance, and management accounting information system.</p>	<p>The data analysis in a quantitative survey-based study on medium- and large manufacturing company business units in East Java utilized Structural Equation Modeling (SEM).</p>	<p>A survey was conducted on business units of medium- and large-sized manufacturing companies in East Java using questionnaires to collect data for analysis and hypothesis testing.</p>	<ul style="list-style-type: none"> <li>- The financial performance is significantly impacted by the innovation strategy. There is no correlation between financial performance and innovation strategy when considering factors such as human capital, capital performance, or internal performance.</li> <li>- The relationship between financial performance and innovation strategy is not influenced by the use of management accounting information system.</li> <li>- Performance of internal processes mediates the link between financial</li> </ul>

				performance and innovation strategy. - The relationship between financial performance and innovation strategy is influenced by the performance of internal processes and the management accounting information system.
<b>Communal Organizational Culture as a Source of Business-Success Sustainability in Kibbutz Industry- Two Case Studies (Moskovich, 2023)</b>	The goals of the study are to investigate the organisational success factors in two kibbutz factories, investigate the communal attributes contributing to their success, provide an explanation for how communal values facilitate business success, analyze the organizational culture and sustainability of successful operations, discuss findings in relation to existing literature, and present practical and theoretical implications.	A case study methodology with a two-kibbutz company comparison	In-depth interviews with fifty respondents, document analysis, building categories with analytic themes, matching data to cultural theories and concepts of sustainability, additional conversations with dominant figures, and data analysis into categories and themes are all part of Yaffa Moskovich's case study approach to the research.	- The tight link between the two kibbutz companies between organisational culture and the long-term viability of the organisation - The durability of organisational success was facilitated by the fusion of business orientation with communal tradition, which stressed excellent human interactions and high-quality business procedures. - The two factories' democratic and cooperative structures and principles were noted as important elements in the long-term viability of their economic success.
<b>Entrepreneurial Orientation, Interaction Orientation, and Innovation Performance: A Model of Moderated Mediation (Song, Ma and Yu, 2019)</b> 26 citations	The study aims to investigate how knowledge combination capability (KCC) and entrepreneurial orientation (EO) influence innovation and how they affect innovation performance when taking organisational collectivism into account. It will also test the research model using two market approaches.	Observational, cross-sectional questionnaire survey study	The methodology used in the study involved collecting data from 209 corporations in China through a questionnaire survey to explore links between interaction orientation, innovation performance, and entrepreneurial orientation.	Innovation performance is benefited by EO and IO, which validates the put out theories.
<b>Lean Startup: a comprehensive historical review (Bortolini et al., 2021)</b> 86 citations	Finding important theories and concepts from academia, science, and the professional world that might have impacted the	Snowball sampling, systematic literature review, observational	The study employed snowball sampling in a historically focused systematic literature review, which entailed scanning prominent scholarly	To identify significant concepts and theories that may have impacted LS (RQ1), the study does a historical analysis of professional and

	Lean Startup (LS) approach is the study's main goal. It also seeks to provide a historical literature evaluation of professional and academic works that have been written about LS ideas and practices. The study also aims to determine how prior professional and academic knowledge of the LS can improve the analysis and understanding of this methodology.		publications and professional periodicals, utilizing specified search terms, and scrutinizing a substantial quantity of texts to ascertain pertinent references. The paper also recognizes its constraints and proposes potential avenues for future investigation.	scholarly works pertaining to the Lean Startup methodology. Additionally, it aims to elucidate how prior academic and professional expertise might augment the examination and understanding of the approach (RQ2).
<b>A Cross-Country Investigation of Corporate Governance and Corporate Sustainability Disclosure: A Signaling Theory Perspective (Bae, Masud and Kim, 2018)</b> 212 citations	The objectives of the study include investigating how board and shareholding structures convey information to the market and stakeholders, filling the research gap on corporate governance and sustainability disclosure in South Asian countries, and analyzing the correlation between corporate governance factors and sustainability disclosure using data from the Global Reporting Initiative database.	This study involves analyzing secondary data from the Global Reporting Initiative (GRI) database using the method of retrospective observation. The analysis is conducted using ordinary least squares (OLS) regression.	The methodology involved collecting data from the Global Reporting Initiative database for the years 2009-2016. Examining the connection between corporate governance elements and the level of sustainability disclosure was the goal. This was done through ordinary least squares (OLS) regression analysis using 326 firm-year observations from 88 listed companies in Bangladesh, India, and Pakistan.	Foreign shareholders are urging management to implement strong sustainability practices, by the clear and meaningful link between comprehensive sustainability disclosure and foreign ownership. Institutional investors, due to their focus on long-term investment and sustainability, exhibit a significant and positive relationship with sustainability disclosure. Directors who are shareholders may not put long-term interests first by the strong and negative correlation between director shareholding and sustainability disclosure.
<b>Drivers Of Sustainable Supply Chain Management: Practices to Alignment With Un Sustainable Development Goals (Zimon, Tyan and Sroufe, 2019)</b> 96 citations	Describe the circumstances and obstacles surrounding supply chain implementation of the SDGs. Point up and stress the connections between UN SDGs and SSCM activities. Creating a model to help UN SDGs be implemented in SSCM.	Conceptual framework development, model creation, practical application	The methodology involves reviewing literature, evaluating implementation, proposing a review process model, and verifying with industry management.	A novel conceptual model and dynamic environment for effective sustainable supply chain management projects are introduced in this study, which emphasizes the tight connection between the SDGs and sustainable supply chain management strategies.

## The Role of Organizational Culture in Shaping Sustainable Business Practices and Competitive Advantage

Organizational culture is a key factor in shaping sustainable business practices and gaining a competitive advantage. Research has shown that aligning organizational culture with sustainability goals can enhance performance and long-term success. Employee participation in sustainable practices is encouraged by a strong corporate culture that prioritizes sustainability, which improves Triple Bottom Line results, pleases stakeholders, and builds brand equity (Kantabutra, 2021). Additionally, organizational culture, innovation, and continuous improvement capabilities are crucial resources for companies aiming to achieve a competitive edge (Soewarno and Tjahjadi, 2020). Studies have indicated that members of an organization who strongly identify with its culture are more likely to achieve sustained business success (Moskovich, 2023). Cultivating a culture that values sustainability can yield positive results for both the organization and its stakeholders.

Resilient organizations with versatile cultures are better prepared to handle disruptions and economic shocks (Obrenovic *et al.*, 2020). Developing green capabilities and effective sustainability control systems, such as Environmental Management Accounting (EMA), can lead to a sustainable competitive advantage (Gunarathne *et al.*, 2021). Firms that prioritize sustainability reporting and stakeholder management build a strong reputation that safeguards them during crises and enhances their competitive edge (Bualay *et al.*, 2020). Corporate governance plays a crucial role in signaling to the market, reducing information gaps, and ensuring transparency, all of which contribute to sustainability and competitive advantage (Bae *et al.*, 2018). Moreover, the presence of a Chief Sustainability Officer (CSO) has been associated with increased socially responsible activities and decreased socially irresponsible actions within firms, underscoring the significance of leadership in promoting sustainable practices (Fu, Tang and Chen, 2020).

Strategic orientations like entrepreneurial and interaction orientations, along with organizational culture, significantly impact innovation performance, further supporting sustainable business practices and competitive advantage (Song, Ma and Yu, 2019). Furthermore, the link between organizational culture, environmental management strategies, and organizational performance has been explored. Evidence suggests that environmental management strategies positively influence both environmental and economic performance, with environmental management accounting playing a mediating role in this relationship (Gunarathne *et al.*, 2021). This highlights the importance of integrating sustainability into the fundamental strategies of organizations to enhance overall performance.

The results showed that corporate culture has a big impact on whether or not sustainable business practices are adopted and successful. A strong culture focused on sustainability was associated with higher employee commitment to sustainability goals, increased innovation in sustainable initiatives, and a more resilient response to environmental and market disruptions. The presence of collaborative partnerships with external stakeholders also emerged as a key factor in driving sustainable competitive advantage. Companies that actively engaged with suppliers, distributors, and industry partners were able to leverage external resources and knowledge to enhance their sustainability efforts and gain a competitive edge. Furthermore, the study identified specific aspects of organizational culture that were particularly impactful in shaping sustainable business practices. These included a clear and communicated commitment to sustainability from top management, the establishment of green capabilities and control systems, and the integration of sustainability goals into the fundamental strategies of the organization. The role of leadership, especially the presence of a Chief Sustainability Officer, was highlighted as crucial in promoting sustainable practices and signaling the organization's commitment to sustainability to the market and stakeholders.

The findings also underscored the interconnected nature of organizational culture, environmental management strategies, and organizational performance. It was evident that organizations with strong sustainability-oriented cultures were more likely to integrate environmental management strategies into their business operations, leading to improved environmental and economic performance. Using a deep understanding of the relationships among competitive advantage, sustainability, and organizational culture, the study provides a thorough framework that helps businesses align these essential components and achieve long-term success. The balanced consideration of internal resources, external collaborations, and leadership in promoting sustainability positions organizations to achieve sustainable competitive advantage while addressing environmental and social concerns. The study's insights provide actionable guidance for organizations seeking to cultivate a culture that values sustainability, integrate environmental management strategies, and gain a competitive advantage in the fast-paced corporate world of today.

One study that offers valuable insights into navigating the challenges posed by the COVID-19 pandemic and its impact on sustainability and competitive advantage is the research conducted by (Abdi, Li and Càmara-Turull, 2023). This study delves into the firm value in the airline industry, examining the

perspectives on the impact of sustainability and the COVID-19 crisis. By analyzing how companies in the airline sector have responded to the pandemic while considering sustainability practices, this research sheds light on the strategies and adaptations necessary for maintaining business sustainability during crises. The findings of this study can provide additional context and practical examples for organizations looking to enhance their sustainability efforts and competitive positioning in times of uncertainty and disruption.

### **Develop a Comprehensive Framework for Aligning Organizational Culture, Sustainability, and Competitive Advantage to Drive Long-Term Business Success**

To establish a comprehensive framework for aligning organizational culture, sustainability, and competitive advantage to drive long-term business success, it is crucial to integrate various key elements from the literature. An organization's values, attitudes, and behaviors are greatly influenced by its organizational culture, influencing how sustainability initiatives are embraced and how competitive advantage is pursued (Kantabutra, 2021). A strong organizational culture that values sustainability can lead to the development of green capabilities and effective sustainability control systems, such as Environmental Management Accounting (EMA), which in turn can contribute to a sustainable competitive advantage (Gunarathne *et al.*, 2021). Furthermore, corporate governance is essential in signaling transparency and reducing information gaps, which are vital for sustainability and competitive advantage (Bae *et al.*, 2018). The presence of a Chief Sustainability Officer (CSO) can enhance socially responsible activities and reduce socially irresponsible actions, further supporting sustainability efforts.

Strategic orientations like entrepreneurial and interaction orientations, when aligned with organizational culture, can significantly impact innovation performance, driving sustainable business practices and competitive advantage. Furthermore, implementing Environmental Management Control Systems can improve overall performance and ecological sustainability, which is consistent with the resource-based view (RBV) that highlights the importance of organizational capabilities and resources in gaining a sustainable competitive advantage (Rehman *et al.*, 2020). Intellectual capital, including organizational capabilities, processes, and culture, can be developed by following sustainability principles, further reinforcing the link between sustainability, organizational culture, and competitive advantage (Nirino *et al.*, 2022). Moreover, by guaranteeing environmental and social responsibility along the value chain, Adopting sustainable supply chain management strategies that align with the United Nations Sustainable Development Goals can foster enduring success (Zimon *et al.*, 2019). A company's eco-oriented culture, innovation strategy, and capacity for continual improvement have all been recognized as critical assets for gaining a competitive edge in sustainability projects (Soewarno and Tjahjadi, 2020).

Barney *et al.*, (2021) discussed the Resource-Based Theory, emphasizing the VRIN (value, rarity, inimitability, and non substitutability) framework for evaluating sustainable competitive advantages. Furthermore, (Fu, Tang and Chen, 2020) indicated that the presence of a Chief Sustainability Officer can enhance socially responsible activities and diminish socially irresponsible actions, thereby contributing to competitive advantage. Organizational culture significantly influences the behaviors, values, and norms within a company (HA, 2020). A strong organizational culture that is in harmony with sustainability objectives can enhance operational performance and long-term success. This alignment can be achieved by fostering a communal organizational culture that emphasizes shared values and goals (Moskovich, 2023). The integration of sustainability practices into organizational culture is vital for driving long-term success. Organizations that adopt sustainable practices not only positively impact the environment and society but also strengthen their competitive advantage. Businesses may create a framework that promotes sustainability, creativity, and efficiency by combining Industry 4.0 technologies, sustainable manufacturing, and circular economy ideas (Bag and Pretorius, 2022).

To effectively leverage these aspects, organizations should concentrate on developing dynamic capabilities that enable continuous adaptation and improvement in response to evolving environmental demands (Scarpellini, 2020). This entails fostering a culture of innovation and continuous improvement supported by human capital development and management accounting systems (Hutahayan, 2020). Additionally, inclusive leadership and diversity management can cultivate a culture of inclusivity and belonging, which are crucial for sustainable development (Scarpellini, 2020). In the context of gaining a competitive advantage, it is essential to consider the value relevance of digital marketing capabilities and the strategic allocation of resources to achieve sustainable performance (Homburg and Wielgos, 2022). By aligning entrepreneurial and interaction orientations with organizational culture, firms can enhance their innovation performance and gain a competitive edge. Moreover, the integration of lean startup methodologies can facilitate the agile validation of business models, thereby promoting entrepreneurial success (Bortolini *et al.*, 2021).

To establish a comprehensive framework for aligning organizational culture, sustainability, and competitive advantage to drive long-term business success, it is essential to delve deeper into the multifaceted relationship between these elements. Organizational culture shapes the values, beliefs, and behaviors within a company, thereby influencing the way sustainability initiatives are embraced and how competitive advantage is pursued. It is crucial to recognize that a strong organizational culture that values sustainability can lead to the development of green capabilities and effective sustainability control systems, such as Environmental Management Accounting, which in turn can contribute to a sustainable competitive advantage.

Moreover, corporate governance plays a pivotal role in signaling transparency and reducing information gaps, which are vital for sustainability and competitive advantage. The presence of a Chief Sustainability Officer can further enhance socially responsible activities and reduce socially irresponsible actions, bolstering sustainability efforts.

Understanding how strategic orientations, such as entrepreneurial and interaction orientations, align with and impact organizational culture is also essential. When these strategic orientations are aligned with organizational culture, they can significantly impact innovation performance, thereby driving sustainable business practices and competitive advantage. Furthermore, implementing Environmental Management Control Systems can improve overall performance and ecological sustainability, which is consistent with the resource-based perspective that highlights the importance of organizational capabilities and resources in gaining a sustainable competitive advantage. Furthermore, intellectual capital, which includes organizational capabilities, processes, and culture, can be developed by following sustainability principles, thereby reinforcing the link between sustainability, organizational culture, and competitive advantage. By guaranteeing environmental and social responsibility throughout the value chain, sustainable supply chain management techniques that are strategically aligned with the UN Sustainable Development Goals are also essential for promoting long-term success.

The discussion of the Resource-Based Theory by Barney et al. emphasizes the VRIN (value, rarity, inimitability, and non-substitutability) framework for evaluating sustainable competitive advantages, providing a valuable perspective on the evaluation of competitive advantage within the context of sustainability. Additionally, the presence of a Chief Sustainability Officer can be a significant driver of socially responsible activities and diminish socially irresponsible actions, thereby contributing to competitive advantage. A strong organizational culture that is in harmony with sustainability objectives can enhance operational performance and long-term success, emphasizing the importance of nurturing a communal organizational culture that emphasizes shared values and goals. Integration of sustainability practices into organizational culture is vital for driving long-term success, as those organizations that adopt sustainable practices not only positively impact the environment and society but also strengthen their competitive advantage. By incorporating Industry 4.0 technologies, sustainable manufacturing, and circular economy principles, companies can establish a framework that supports sustainability, innovation, and efficiency.

To effectively leverage these aspects, organizations should focus on developing dynamic capabilities that enable continuous adaptation and improvement in response to evolving environmental demands. This entails fostering a culture of innovation and continuous improvement supported by human capital development and management accounting systems. Additionally, inclusive leadership and diversity management can cultivate a culture of inclusivity and belonging, crucial for sustainable development. Consideration of the value relevance of digital marketing capabilities and the strategic allocation of resources is essential in the context of gaining a competitive advantage. By aligning entrepreneurial and interaction orientations with organizational culture, firms can enhance their innovation performance and gain a competitive edge. Furthermore, the integration of lean startup methodologies can facilitate the agile validation of business models, thereby promoting entrepreneurial success.

In the context of sustainability, key words that have emerged from the systematic literature review (SLR) include terms such as "environmental management strategies," "sustainable development," "sustainability reporting," "sustainable entrepreneurship," and "corporate social responsibility." By incorporating these sustainability-focused keywords into the discussion on gaining a competitive advantage, organizations can emphasize the importance of integrating sustainable practices into their business strategies. Aligning entrepreneurial and interaction orientations with a culture that values sustainability can not only drive innovation but also contribute to long-term success by addressing environmental and social responsibilities. The integration of lean startup methodologies within a framework that prioritizes sustainability can further enhance the agility and adaptability of businesses in responding to evolving market demands while promoting sustainable entrepreneurial endeavors.



#### 4. CONCLUSIONS AND RECOMMENDATIONS

The multifaceted relationship between organizational culture, sustainability, and competitive advantage necessitates a comprehensive framework for aligning these elements. Organizations must recognize the impact of organizational culture on sustainability initiatives and competitive advantage and strive to develop a strong culture that values sustainability. By focusing on strategic alignment, intellectual capital development, and the integration of sustainable practices into organizational culture, companies can reinforce the link between sustainability, organizational culture, and competitive advantage. In summary, a thorough understanding of the interplay between organizational culture, sustainability, and competitive advantage is vital for driving long-term success. By integrating the various elements discussed and taking a holistic approach, organizations can develop a comprehensive framework that leverages sustainability and competitive advantage for sustainable business success. Future studies must examine how to strike a balance between cultural issues and other strategic factors. The research's conclusions have a number of useful ramifications for businesses looking to improve their competitive advantage and sustainability strategies.

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