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BRIDGE FROM THEORY TO PRACTICE: A CONCEPTUAL FRAMEWORK FOSTERING SUSTAINABLE BUSINESS PERFORMANCE THROUGH GREEN TECHNOLOGY INNOVATION, ORGANIZATIONAL AGILITY AND EMPLOYER BRANDING

Altaf Hussain [1], Sazali Abdul Wahab [2], Ahmad Shaharudin [3]

[1,2,3] *Putra Business School, University Putra Malaysia, Serdang, Selangor, Malaysia*
[1] *Department of Business Administration, Shaheed Benazir Bhutto University, Shaheed Benazirabad, Pakistan*
[2] *Infrastructure University Kuala Lumpur, Malaysia*
E-mail: altafhussain@sbbusba.edu.pk

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Abstract
In order to address the harming issues of biodiversity and social isolation, organizations are under pressure to study innovative and sustainable business performance practices. The resource-based view (RBV) and the stakeholder model established a set of values that businesses might use to create a sustainable future. The primary objective of this research was to explore how RBV and the stakeholder theory model support sustainable business performance through organizational agility, employer branding, and green technology innovation. A conceptual framework was built by reviewing the prior literature in order to accomplish the study's goal. This conceptual approach consists of three phases: agility-brand talent attraction measure (ABTAM), innovation, and sustainability. For the purpose to achieve sustainable business performance, organizational agility, employer branding and green technology innovation were supported by previous literature. Although this idea outlines basic concepts. However, it is important to take into account any relevant data in order to bring these steps into integration with the different situations. In order to achieve many aspects of organizational sustainability, this article offers a systematic review of the Resource Based View (RBV) and stakeholder model. Within the context of the RBV and stakeholder model, a conceptual framework was established to create a sustainable business performance. This was accomplished by incorporating organizational agility and employer branding into the context of the model. In this work, both theoretical and practical ramifications are taken into consideration and explained

Research paper

Keywords: Organizational agility; Employer branding; Innovation; Sustainability; RBV; Stakeholder

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Introduction

As the effects of climate change and social inequality have become more readily apparent in recent years, the issue of sustainability has emerged as one of the most pressing concerns for businesses. Businesses are coming under an increasing amount of pressure to embrace methods that are innovative and sustainable in order to solve these concerns. In this context, the purpose of this study is to explore how the RBV and stakeholder model may promote sustainable business performance through employer branding, organizational agility, and green technology innovation. It is proposed that a conceptual framework be used, and the framework will consist of three phases: the agility-brand talent attraction measure (ABTAM), innovation, and sustainability. This framework uses past research to identify the linkages between both of these ideas and provides a systematic review of the RBV and stakeholder model in the context of organizational sustainability.

The necessity of sustainability in business has received a lot of attention in recent years (for example, Amini & Rahmani, 2023; Elkington, 1997; Freeman, 1984; Ramadani et al., 2022). This recognition can be seen across the academic literature. This article expands on the work that has been done previously by investigating the role that the RBV and stakeholder model play in the process of producing sustainable business performance. Both the RBV and the stakeholder model have been the subject of extensive research in the academic world (for example, Barney (1991) and Freeman (1984), and the potential of both to contribute to environmental, social and economic sustainability has been acknowledged by a number of authors (Martínez-Falcó, Marco-Lajara, Sánchez-García & Millan-Tudela, 2023; Kolk et al., 2018; and Khan & Liu, 2023).

Following globalization, a competitive business environment was created by fierce competition, market liberalization, and high customer expectations. Organizations must concentrate on product quality, development, innovation, rising consumer demand, and customer expectations in order to achieve more extended performance (Hermundsdottir & Aspelund, 2020; Parida & Wincent, 2019; Pieroni et al., 2019). On the platform of the UN, organizations are also under pressure from customers and environmental advocates to rethink their business practices in line with sustainable development goals (Dijkstra, Van Beukering & Brouwer, 2020; Di Vaio et al., 2020; Goni et al., 2021; Kennedy & Bocken, 2020). As a result, there has been a significant paradigm shift in business models, especially those related to manufacturing businesses, as a result of demand for the green economy (Buffa, Franch, & Rizio, 2018).

The importance of organizational sustainability has grown among several stakeholders, including customers, suppliers, the government, and communities. In order to meet stakeholders' demands for sustainability, a variety of business models have emerged (Laasch, 2018; Schaltegger, S., Hansen, E. G., & Lüdeke-Freund, F., 2016; Wells, 2013; Batrancea et al., 2019, 2022). Many business models that promise organizational performance toward sustainability have been developed by academics and practitioners (Nosratabadi et al., 2019). The triple bottom line (TBL) is still one of the significant and important models that researchers discuss (Isil & Hernke, 2017). Elkington (1994) first conceived of TBL, which enables organizations to measure their organizational performance in relation to sustainability goals

on three criteria: economic, environmental, and social performance (EES) objectives (Salamzadeh et al., 2018; Miemczyk and Luzzini, 2019; Nguyen et al., 2021; Rezaee, 2017).

Technology innovation is a dynamic organizational skill that aids businesses, particularly those in the manufacturing sector, in maintaining an industry competitive advantage for an extended amount of time. In order to compete with established industry giants, new entrant companies frequently rely more on technology (Choi et al., 2020). Therefore, it can be argued that ongoing technological innovation is essential for manufacturing sector companies to remain competitive in the market and will also aid in warding off any potential threat from new entrants (Altuntas et al., 2018).

Figure 1. Global Sustainability

However, manufacturing organizations are becoming more concerned with the ongoing development of green innovation technology processes. In order to construct a dynamic organizational competence for green technology and innovation, organizations must generate a variety of resources (Lin et al., 2017; Buzzao & Rizzi, 2021). The previous research produced various mod-

els intended to foster green technology innovation (Zailani et al., 2014). However, the literature is lacking in that it offers only a small amount of insight with a sustainable business performance on TBL lines as a result. Further, this paper makes a contribution to the body of research that has been done on sustainability by presenting a conceptual framework that blends the RBV and stakeholder model with organizational agility, employer branding, and green technology innovation. Businesses can utilize the framework to direct their efforts toward sustainability and develop a more sustainable future for all of the stakeholders by using it.

Organizational Agility and Green Technology Innovation

According to studies, the role of less innovative organizations and green technological innovation differed with respect to of organizational agility, risk management, and attitudes toward uncertainty. (Arsawan, Koval, Duginets, Kalinin & Korostova, 2021). Learning, exploration, dealing with ambiguity, and encouraging risk-taking are all highly valued by innovative organizations (Hock-Doepgen, Clauss, Kraus & Cheng, 2021). On the other side, less innovative businesses are typically weaker in terms of organizational agility and business plan preparation, and they are averse to taking chances and facing uncertainty (Teece, Peteraf & Leih, 2016; Soluk, 2022). It was indicated that green technology innovation had an open-minded organizational culture, which affected their capacity to discover new market opportunities and goods than rivals (Mehmood, Mushtaq & Hanaysha, 2022). In terms of green technology innovation, they have shown some understanding of the link between organizational agility and sustainable business perfor-

mance. Businesses created new business models to combine existing resources into more mobile, dynamic capital (Franco, Minatogawa, & Quadros, 2023). The changes brought about by innovation consequently make businesses more adaptable (Rubio-Andrés & Abril, 2023).

A prior review found that the management literature strongly emphasizes the importance of having a high commitment to technology in order to adjust to rapidly evolving technological environments. In the literature on innovation, the resource-based view (RBV), which describes how companies might attain superior performance and a competitive advantage, has been frequently cited. The fundamental tenet of the idea is that superior business performance can be attributed to resources and talents that are firm-specific, unusual, and difficult for rivals to imitate (Barney, 1986). For digital firms, organizational agility toward new trends in technology is a critical advantage because failing to do so would cost them customers, according to a study using RBV (Saeedikiya et al., 2023). According to Gatignon and Xuereb's (1997) definition, a technology-oriented firm is one that has the capacity and willingness to build a solid technological basis and use it in the creation of new goods.

Employer Branding and Green Technology Innovation

The term "employer branding," an interdisciplinary idea that arose from marketing branding concepts, was coined in 1990 by Ambler and Barrow. They then defined the term as a collection of employment-related functional, monetary, and psychological benefits associated with the employing business in their essay titled "The Employer Brand" (Ambler & Barrow,

1996). Employer branding is responsible for managing the process of developing a distinctive and recognizable employer identity, which is required for employer brand to serve as the company's central tenet. An employer value proposition is the first step in the employer branding process, which consists of three steps. Later, the organization's internal and external markets are targeted with this value proposition (Backhaus & Tikoo, 2004). Through this process, the business creates a distinctive workforce and develops a distinctive employer brand in the labor market.

The concept of employer branding has recently attracted a lot of attention due to its benefits for organizational performance in attracting and keeping competent workers (Bharadwaj, Khan & Yameen, 2022; Nazish, Mehboob, Haider & Khan, 2023). good employer branding provides opportunities to pay employees in equivalent positions less than businesses without good workplace branding, according to Nazish et al. (2023).

In their work, researchers frequently use the phrases "creativity" and "green technological innovation" interchangeably. Although it is frequently used to describe the creation of new knowledge or the pursuit of unusual activities, creativity is primarily the result of original and useful ideas (Woodman et al., 1993). Although developing or adopting practical ideas and putting them into practice are at the heart of innovation (Van de Ven, 1986). The objective of developing, establishing, and implementing new ideas inside a work position, group, or organization, according to Bednar and Welch (2020), is to improve the performance of the role, the group, or the organization. This state-of-the-art workplace behavior comprises of behaviors made by employees that either directly or indirectly boost green technology innovation at

work. Employees typically use innovative work practices to add to the organization's competitive edge and wealth creation. Over the past few decades, a great deal of research has been devoted to understanding the context of inventive work behaviors and accelerating approaches to supporting and enhancing employees' creative efforts. According to scientifically backed research, employees see innovative work behavior as a tool for successfully managing large workloads. That is, the increasing task demands frequently elicit creative responses from the people, demonstrating that workers use creative problem-solving techniques to handle the higher task demands (John & Raj, 2020).

In other words, a small number of studies have shown that perceived organizational support (Sulistiawan et al., 2017), transformational leadership (Muchiri et al., 2020), psychological empowerment (Sahu, Pathardikar & Kumar, 2017), employee engagement (Veri, 2021), and superior and workgroup relationship quality are all precursors of innovative work behavior. Employees are more inclined to act in innovative ways to improve their reputations inside the company when they see that their employer encourages innovation. When a company has strong employer branding and provides perks, resources, and other innovation assistance, it sends a message to its staff that it values their involvement, recognizes their importance, and values their knowledge and skills. Employees would instantly replace constructive and beneficial organizational efforts by changing their work-related conduct, which would encourage creative behavior and support green technology innovation (Kaur et al., 2020). There is data regarding this relationship, despite

the need for research. Determining the relationship between employer branding, green technology innovation, and sustainable business performance has been the goal of this study.

Green Technology Innovation and Sustainable Business Performance

In the course of their research, researchers frequently use the phrases "creativity" and "green technological innovation" interchangeably. Although it is frequently used to describe the creation of new knowledge or the pursuit of unusual activities, creativity is primarily the result of original and useful ideas (Woodman et al., 1993). Although developing or adopting practical ideas and putting them into practice are at the heart of innovation (Van de Ven, 1986). The objective of developing, establishing, and implementing new ideas inside a work position, group, or organization, according to Bednar and Welch (2020), is to improve the performance of the role, the group, or the organization. This state-of-the-art workplace behavior comprises of behaviors made by employees that either directly or indirectly boost green technology innovation at work. Employees typically use innovative work practices to add to the organization's competitive edge and wealth creation. Over the past few decades, a great deal of research has been devoted to understanding the context of inventive work behaviors and accelerating approaches to supporting and enhancing employees' creative efforts. According to scientifically backed research, employees see innovative work behavior as a tool for successfully managing large workloads. That is, the increasing task demands frequently elicit creative responses from the people, demonstrating that workers use creative problem-solving techniques to handle the higher task demands (John & Raj, 2020).

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Conceptual Model Development Process

The resource-based view (RBV) and the stakeholder model both are indications of theoretical frameworks that have been utilized to direct businesses in the process of developing a future that is environmentally friendly. The resource-based view (RBV) places a strong emphasis on the significance of an organization's internal resources in establishing a competitive advantage, whereas the stakeholder model proposes that organizations should take into account the interests of all stakeholders when making decisions.

Resource Based-View

The theory of resources-based view (RBV), according to Wernerfelt (1984), states that an organization's strategic and sustainable performance entirely rests on the combination of resources and skills that it possesses. The idea goes on to claim that an organization's performance is what makes it distinct from its rival firms, and the resources and expertise that an organization has are what underpin this difference (Savino & Shafiq, 2018). According to the current research's argument for performance in terms of social, economic, and environmental performance (Elkington, 2013), performance in an organization is only possible once it has a specific combination of resources and competencies. Since green technology innovation is a distinct, competitive, and strategic resource that organizations can obtain through other sets of resources like organizational agility (Naseer et al., 2021), innovative capabilities (Lukovszki et al., 2020), and digital orientation (Kindermann et al., 2021), current research based on resource-based views proposes that organizations' social, economic, and environmental performance can be achieved once organizations achieve green technology innovation. Agility, innovative capabilities, organizational digital orientation, and employer branding are therefore used to theorize as potential resources to create green innovation technology resource to develop social, economic, and environmental performance.

According to Barney and Arikan (2001), a resource must be valued, challenging to duplicate, and unreplaceable by other resources in order to be a source of competitive advantage. Resources may not necessarily be in short supply; they may even be abundant and yet give a business a competitive edge (Warnier et al., 2013; Frery et al., 2015). This study uses case study-based

research to identify the crucial resources needed for rapid growth and investigate how they are developed, in an effort to shed light on each of these problems. The study will combine elements from both Penrose's ideas and the firm's RBV, resulting in a more thorough framework that considers several viewpoints.

Stakeholder Theory

According to the stakeholder theory put forth by Freeman in 1984, many stakeholders play a significant role in influencing an organization's performance (Freeman et al., 2010). It encompasses an organization's overall structure as well as its everyday operations (Freeman, 2001). The theory goes on to claim that many organizational stakeholders are always taken into consideration when designing and affecting performance metrics such as economic, social, and environmental (Hörisch et al., 2020). As a result, it is anticipated, based on the current stakeholder theory, that corporate citizenship behavior and an aspect of corporate action to promote their activities toward the various stakeholders are the primary drivers of green technology innovation (Hörisch et al., 2014). According to the theory put forth by Freudenreich et al. (2020), green technology innovation is the process of creating environmentally sustainable goods and services that meet continuous stakeholder demands. The development of green innovation technology can thus be a result of an organization's corporate citizenship behavior (Chang et al., 2019), which improves social, economic, and environmental performance (Jiang et al., 2017).

Based on the value a firm creates through its actions, stakeholders can assess a company's performance. The performance delivered to one stakeholder is influenced by the behavior of the firm's other stakeholders, and it is assumed that all of a firm's legitimate stakeholders have the potential to interact with it in a customer-like manner or not. Customers' perceptions of the company's utility have an impact on both their decision to interact with it and their subsequent behavior (Bashir et al., 2023). Our perspective is supported by four traits that come from a focus on stakeholders and the value they seek in business relationships. The elements take into account both the process of value creation and distribution as well as the actual value that stakeholders seek (Harrison, Bosse, & Phillips, 2010). The four criteria are categorized in accordance with the idea that stakeholders' perceptions of the firm's usefulness define its utility (Barney, 2011). Four categories of stakeholder utility can be identified: 1) the utility of actual products and services, 2) the utility of organizational fairness, 3) the utility of membership, and 4) the utility of imagined opportunity costs. These factors were selected from among many that could have been included because they have previously been recognized as significant to stakeholders (Ashforth & Mael, 1989; Bosse et al., 2009; Spiller, 2011; Susniene & Vanagas, 2006).

Organizational Agility

According to Vinodh et al. (2012), organizational agility has historically been characterized as the ability of the organization to adapt to external influences and actors. The concept of agility has its roots in the idea that a company needs to be able to meet demand under uncertain circumstances (Stigler, 1939). Organizational scholars created the term agility based on the

claim that managing demand in unpredictable times was essential (De Smet and Aghina 2015). Agility was defined as an organization's capacity, aptitude, and flexibility to adapt to a changing external environment. Recently, scholars have given the idea of agility in the modern period a lot of thought. Deep uncertainty in the current period makes it often difficult to maintain persistent performance (Inman et al., 2011; Vickery et al., 2010). According to the literature, organizations can reach a significant level of performance with the aid of continual innovation, such as green products and processes. Thus, according to Teece et al. (2016), agility is one of the factors that can encourage organizations to adopt green innovation technology in the form of green products and processes. According to Brown and Agnew (1982, p. 29), agility was originally described in a commercial context in 1982 as "the ability to quickly react to rapidly changing conditions". The ability of an organization to adapt and operate in a constantly-changing environment is known as organizational agility (OA) (Vinodh et al., 2012), despite the fact that the original source (Brown and Agnew 1982).

The 1991 Lehigh Study, commissioned by the Iacocca Institute to find causes and potential solutions for the weak economic performance of the US manufacturing sector, is largely considered as the origin of OA. The report's long-term impact was OA as a method of boosting productivity. Regardless of the business, managers believe that organizational agility (OA) is a critical success component that determines how successful a firm may be in the fast-paced market environment of today (De Smet and Aghina, 2015). The majority of respondents to a recent poll on organizational agility stated that one of their top strategic growth priorities was to increase the degree of OA (Ahlback

et al., 2017). A recent survey found that 81% of participants observed an increase in business productivity following the adoption of agility in their organization (Ahlbäck et al., 2017). OA has a favorable effect on organizational effectiveness, according to academic studies (Inman et al., 2011; Vickery et al., 2010). Numerous academic studies (Glenn 2009; Wang et al., 2014) have shown that organizations with extraordinary agility abilities generate sales 37 percent faster and benefit 30% more than non-agile firms. Recognizing several points of view and choosing one viewpoint is essential for construct elucidation and further research (Podsakof et al., 2016).

Employer Branding

According to Barrow and Mosley (2011), employer branding refers to an organization's reputation as a great place to work and its present employees' value proposition. According to Minchington (2006), employer branding is "the perception that existing employees and important external stakeholders have of your firm as a 'wonderful place to work. According to the literature (Veri, 2021; Alnaçk et al., 2014), employer branding has a clear and significant association with employee innovation within the firm. According to the literature (Sokro, 2012; Tanwar & Prasad, 2016; Kaur et al., 2020), stronger employer branding results in higher motivation and commitment with the organization, which compel employees to undertake the innovation. According to the current research, which is based on the stakeholder theory, branding activities directed toward stakeholders like employees can result in greater innovation, especially when those branding activities have sustainability as their primary component (Freeman et al., 2021; Greenwood & Freeman, 2011).

Because their brands are among their most valuable assets, many businesses view brand management as a crucial task. Although businesses invest a lot of time and money in creating outstanding product brands, branding is also becoming more prevalent in HR management. A company's reputation as a wonderful place to work and the perks it offers to both current and prospective employees are referred to as its employer branding. Early studies discovered that this reputation was influenced by the functional (developmental), financial (monetary), and psychological (belonging) benefits provided to employees of the employing organization. Ten years later (Edwards, 2010), the number of domains increased from five (economic, social, application, development, interest value, work/life balance, and management) to seven (economic, social, application, development, interest value, work/life balance, and management).

Employer branding applies marketing concepts to HR practices that affect current and potential employees, such as "branding science." Employer branding reviews how a company is presented to existing and prospective employees, product branding evaluates how a product is supplied to customers, and corporate branding evaluates how a corporation is presented to various external audiences. Many definitions of workplace branding emphasize specific traits. Before discussing each, define "branding" (not related to employment or HR). Swystun (2007) defines a brand as "a combination of tangible and intangible traits symbolised in a trademark, which, if managed well, gives value and influence." In HR, employer branding sells another work experience. By defining and managing its "employment experience," a company may gain value and influence. According to Backhaus and Tikoo (2004), em-

ployer branding is "suggesting differentiation of a firm's features as an employer from those of its competitors, the employment brand highlights the distinctive aspects of the firm's employment services or environment." Businesses regularly offer work experience to current and potential workers, as this definition implies (Dabirian et al., 2019).

Conclusion

According to the findings of this conceptual study, there might exist a connection between the concepts of organizational agility and employer branding, as well as the mediating variable of green technology innovation, and sustainable business performance. This finding is consistent with both the resource-based view and the stakeholder theory, which both suggest that organizations that possess valuable and rare resources, such as agility, employer branding, and innovation, are better positioned to create sustainable business performance that aligns with the needs and interests of their stakeholders. The resource-based view suggests that organizations that possess valuable and rare resources, such as agility, employer branding, and innovation, are better positioned to create sustainable business performance.

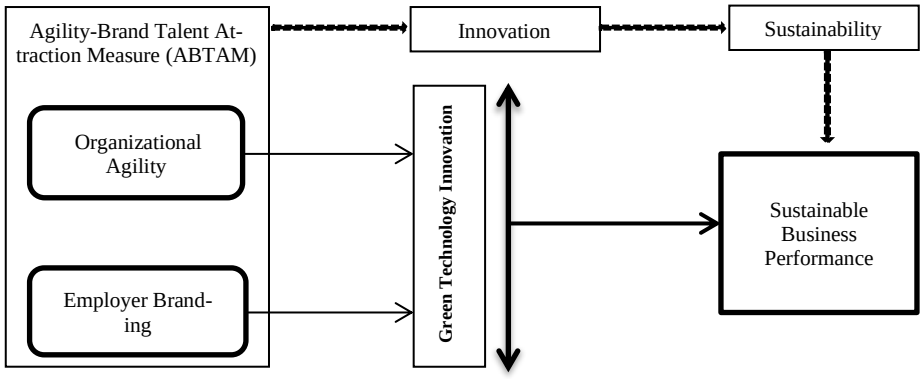

Figure 2. Conceptual Model

Furthermore, the purpose of this conceptual paper was to explore how the Resource-Based View (RBV) and stakeholder model may be utilized to enhance sustainable business performance. This was accomplished through organizational agility, employer branding, and green technology innovation. After conducting a review of the relevant previous research, we were able to develop a conceptual framework that included three stages: the agility-brand talent attraction measure (ABTAM), the innovation, and the sustainability. This framework can be used to lead enterprises in the process of establishing a sustainable future that addresses challenges relating to biodiversity and social isolation. This is accomplished by incorporating organizational agility and employer branding into the RBV and stakeholder model.

Theoretical Implications

The results of this study make a contribution to the body of previous research on topics such as organizational agility, employer branding, green technology innovation, and sustainable business performance. In particular, this research offers theoretical evidence for the relationship between these factors by drawing on the resource-based view as well as the stakeholder theory. The resource-based approach places a greater emphasis on the significance of an organization's strategic resources and capabilities, whereas the stakeholder theory places a greater emphasis on the significance of an organization successfully meeting the demands and expectations of a diverse range of stakeholders. This study offers proof that adaptability, employer branding, and green technology innovation may all contribute to sustainable business performance, which is consistent with the objectives of stakeholders.

Practical Implications

This conceptual paper has various practical implications for firms aiming to attain sustainable business performance. The article provides a thorough understanding of how organizational agility, employer branding, and green technology innovation may be used in combination with the Resource-Based View (RBV) and stakeholder model to enhance sustainable business performance. Reviewing the past research on the Resource-Based View and the stakeholder model gives a full picture of how these models can be used to improve business performance in a sustainable way. Organizations can use this information to match their sustainability efforts with these models and make their operations stronger and more sustainable.

One of the practical implication of this article is presented in conceptual framework that can be used by organizations to direct their sustainability initiatives. The framework offers a systematic approach to these three crucial components that might assist companies in creating sustainability strategies that are more successful. The RBV highlights the significance of organizational capabilities in creating sustainable competitive advantage, as observed by Chatterjee, Chaudhuri, Vrontis & Thrassou (2023). Organizations can improve their overall sustainability performance and better react to shifting environmental and market situations by introducing organizational agility into the framework.

Another practical implication of this article is the review of previous studies on the RBV and stakeholder model that gives businesses a thorough understanding of how to use both models to enhance sustainable business performance. The stakeholder model highlights the significance of taking into account the demands and interests of all stakeholders in business decision-

making, as stated by (Marcon Nora, Alberton & Ayala, 2023; Freeman, 1984). Organizations can develop a more comprehensive and sustainable approach to their operations that considers the broader consequences of their actions by coordinating their sustainability efforts with the stakeholder model.

In addition, the paper emphasizes how crucial it is to incorporate both theoretical and practical factors while developing sustainability strategies. The RBV emphasizes the significance of matching organizational resources and competencies with external opportunities and dangers, as emphasized by Barney (1991). Organizations can create more efficient and sustainable methods to their operations that are based on practical issues by taking into account both the theoretical underpinnings and operational realities of sustainability. The suggested conceptual framework can also assist firms in measuring and tracking their development toward sustainable business performance. Organizations can use the framework to pinpoint areas for development and modify their sustainability strategy as needed. According to Cagno, Negri, Neri & Giambone (2023), the creation of relevant performance measures that enable the tracking of progress towards sustainability goals is necessary for effective sustainability management.

Limitations and Directions for Future Research

It is important to keep in mind that this conceptual study does have a number of restrictions that should be taken into account, despite the fact that it makes significant additions to the existing body of academic literature on the topic of sustainable business performance. To begin, the research is predicated on a theoretical framework, and it has not been empirically validated in any way. In subsequent research, empirical studies should be conducted to

verify the hypothesized connections between the many factors that were investigated here. Second, the scope of the research is restricted to the variables that were considered in developing the conceptual framework. In subsequent studies, it may be possible to investigate additional factors that may be associated with sustainable business performance (Esfahbodi, Zhang, Liu & Geng, 2023). Some examples of these factors are corporate culture, social responsibility, a digital orientation, and innovation management. In conclusion, the scope of the investigation is restricted to a specific economic sector and geographic region. Possible topics for investigation in subsequent studies include the applicability of the findings to a variety of business sectors and geographical areas.

The outcomes of this study point in a few different ways for where future research should go. Firstly, there is a need for empirical investigations to test the hypothesized correlations between the factors found in this research. To validate the linkages between agility, employer branding, green technology innovation, and sustainable business performance, future research can use survey or case study approaches. Second, future research might investigate the influence of other factors, such as organizational culture and innovation management, on sustainable business performance. This could be done by looking at the impact of these factors on the performance of businesses. Third, future research might look into whether or not the results are applicable to a wider range of sectors and geographic areas. In conclusion, research in the future could investigate the part that stakeholders play in the formulation and execution of plans to improve sustainable business performance.

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Altaf Hussain is a PhD student of Management at Putra Business School (PBS) of University Putra Malaysia. He holds Master's degree in Business Administration from Shaheed Zulfiqar Ali Bhutto Institute of Science & Technology (SZABIST) Sindh Pakistan. He is currently a Lecturer at Shaheed Benazir Bhutto University, Shaheed Benazirabad, Sindh. His research interests center on green innovation technology and business sustainability.

Sazali Abdul Wahab is a Professor at Putra Business School @ Universiti Putra Malaysia (2018 - Present) - Visiting Professor at Infrastructure University Kuala Lumpur - Visiting Professor at Daffodil International University Bangladesh - Adjunct Professor at UNIJOS, Nigeria - Adjunct Professor at USTC, Bangladesh.

Ahmad Shaharudin Abdul Latiff currently works at Putra Business School, Seri Kembangan, Malaysia. Ahmad does research in Ontology Development, Software Engineering, Knowledge Management, Business Administration and Information Science.