Factors Affecting Sustainable Performance: Systematic Literature Review (SLR)

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Abstract

This research seeks to thoroughly examine the determinants influencing sustainable performance within contemporary companies. This study primarily aims to uncover and comprehend the factors that enhance sustainable performance across economic, social, and environmental dimensions. The employed methodology is a Systematic Literature Review (SLR) utilizing the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) framework, facilitating a systematic, transparent, and replicable literature selection process. The gathered literature originates from Scopus-indexed articles published between 2020 and 2025. Out of 1,738 discovered papers, a rigorous screening process was conducted based on topic relevancy, journal quality, and research context appropriateness. The screening process yielded 40 pertinent papers for further analysis. Descriptive analysis is employed to reveal study patterns, significant discoveries, and scholarly discussions pertaining to sustainable performance. The findings indicate that the two primary elements frequently recognized as predictors of sustainable performance are dynamic capability and environmental turbulence. Furthermore, it was shown that mediating variables such as collaborative innovation and green innovation have been infrequently examined in depth in prior studies. This research underscores the necessity of enhancing organizational capacity to develop dynamic capabilities and react to fluctuations in the unpredictable external environment. Moreover, collaborative innovation and green innovation serve as strategic mechanisms for organizations to attain sustainable competitive advantage and enhance their total contribution to sustainable development.

Keywords: dynamic capability; environmental turbulence; collaborative innovation; green innovation; sustainable performance

1. Introduction

In recent decades, sustainability has emerged as a focal point of worldwide interest in both academia and commercial practices. Organizations face mounting pressure to engage in sustainable growth due to stakeholder demands, legislative modifications, and heightened social and environmental consciousness (Lozano, 2015). The notion of sustainable performance is today assessed not solely from a financial standpoint, but also encompasses social and environmental aspects as per the Triple Bottom Line paradigm (Elkington, 1997). Dyllick & Muff (2016) assert that contemporary organizations must not only "minimize harm" but also "generate positive value for society and the planet." Consequently, assessing sustainable performance is essential for evaluating a company's capacity to sustain continuous economic performance while concurrently addressing social and environmental responsibilities (Hussain et al., 2020).

Research indicates that firms that effectively incorporate sustainable practices possess a greater competitive advantage, enhanced reputation, and more robust relationships with stakeholders (Borrás et al., 2024; Hariyani et al., 2025). Ameer & Othman (2012) conducted a study analyzing the world's top 100 sustainable enterprises, revealing that these organizations exhibited superior financial performance compared to their non-sustainable counterparts. This underscores the notion that sustainability is not merely a humanitarian obligation, but a strategic business approach that directly enhances company performance. Sustainable performance is not attributable to a singular factor. Numerous studies indicate that the attainment of sustainable performance is affected by various internal factors, including leadership, organizational culture, and innovation capability (Al-Husain et al., 2025; Bajwa et al., 2025; Jalotjot & Tokuda, 2024; S. Wang et al., 2022; Y. Wang et al., 2024), as well as external factors such as regulatory pressures, market dynamics, and stakeholder expectations (Ji et al., 2025; Jiang, 2025; Oesterreich et al., 2022). This intricacy necessitates a thorough review capable of mapping and synthesizing diverse drivers of sustainable performance from the available literature.

The study phenomena indicates that sustainable performance has been a prevailing subject in management, economics, and environmental policy studies for the last twenty years. According to the bibliometric analysis conducted by Agyemang et al. (2023) Scopus indicates that the subject of sustainability and performance has shown significant growth since 2010, coinciding with a global rise in focus on Environmental, Social, and Governance (ESG) frameworks. Many companies are currently endeavoring to include sustainability elements into their business strategy. The green human resource management (GHRM) strategy has demonstrated its efficacy in enhancing sustainable organizational performance by fostering heightened awareness and eco-friendly practices inside the workplace (Corrales-Estrada et al., 2025). The study by Halbusi et al. (2024) demonstrated that green training and green innovation are crucial for enhancing sustainable environmental and social performance. Moreover, sustainability reporting serves as a significant measure of sustainable performance. Sustainability reports serve as both a communication tool for stakeholders and a means to enhance openness and accountability (Phan et al., 2018). A multitude of enterprises in Southeast Asia, particularly in Indonesia, have commenced the implementation of the Global Reporting Initiative (GRI) to assess and disclose their sustainability performance (Iversen et al., 2024; Linnenluecke & Griffiths, 2010).

Despite the tremendous expansion of research on sustainable performance, many gaps remain that this study must address. Much prior research is often fragmented, concentrating on singular elements such as leadership influence (Hariyani et al., 2025), green innovation (Bataineh et al., 2024; Sabando-Vera et al., 2025), or corporate social responsibility (Chowdhury, 2025; Du et al., 2024), without synthesizing these factors into a comprehensive conceptual framework. This results in a disjointed comprehension of the interaction between internal and external elements in influencing the organization's sustainable performance (Agyemang et al., 2023). Furthermore, the majority of current study is predominantly undertaken in developed nations, such as the United States and Western Europe, while the circumstances of emerging countries remain comparatively overlooked. Various institutional, social, and economic issues in developing nations can affect the adoption of sustainable practices by organizations (Ul Haq et al., 2025). Additional discrepancies emerge from

differences in the assessment of sustainable performance. The lack of agreement on the indicators utilized for Environmental, Social, and Governance (ESG), the Triple Bottom Line (Elkington, 1997), or alternative methodologies complicates the comparison of research outcomes. Moreover, the majority of research are cross-sectional and have not investigated the longitudinal dynamics of sustainability strategy implementation (Lozano, 2015). Furthermore, a systematic literature assessment that thoroughly delineates the determinants of sustainable performance across various contexts, industries, and approaches is absent. Current systematic studies remain confined to specific subjects, such as green human resource management (Luu, 2019) and sustainable leadership (Cheng et al., 2025; Tian et al., 2023), failing to deliver a holistic assessment of the various factors influencing an organization's sustainable performance. This gap necessitates a Systematic Literature Review (SLR) to generate a more comprehensive and profound knowledge.

This research is urgent for both academic and practical reasons. The growing volume of papers on organizational sustainability, lacking a cohesive theoretical synthesis, necessitates a rigorous evaluation to consolidate the diffused knowledge. A bibliometric analysis in the Journal of Cleaner Production indicates that research on sustainable performance is progressing, yet remains fragmented across disciplines, including strategic management, human resources, and environmental economics (Cardillo & Basso, 2025; Junker et al., 2025; Podmetina et al., 2016; Sedovs et al., 2025; Sulich & Soloducho-Pelc, 2024). Consequently, conceptual integration via SLR will enhance the establishment of a more robust theoretical framework. This urgency stems from the global demand organizations face to reconcile economic objectives with social and environmental accountability. The World Economic Forum (2023) reports that organizations with robust sustainability strategies have greater resilience to economic and social disasters. In developing nations like Indonesia, knowledge of sustainability's significance is rising; yet, its execution encounters substantial obstacles, including constrained resources and inadequate ESG literacy among management (Cardillo & Basso, 2025). This research is crucial for offering practical direction to decision-makers, managers, and politicians in formulating effective sustainability policies, grounded in empirical evidence from global literature. This research addresses a theoretical deficiency and offers tangible advantages for management practices within the context of the green economy.

This study presents numerous innovations relative to prior research. This research will perform a thorough synthesis of elements influencing sustainable performance by integrating the internal and external dimensions of the organization into a cohesive analytical framework. This methodology contrasts with earlier research that predominantly concentrated on a certain aspect, such as leadership or innovation. This research will generate a future research agenda that delineates the trajectory of theory and methodology development to tackle the intricacies of organizational sustainability. This study intends to provide a systematic literature evaluation of the elements influencing sustainable performance within organizations.

3. Material and Method

This study use the Systematic Literature Review (SLR) methodology as a foundational framework to investigate and consolidate scientific evidence pertaining to strategic aspects influencing a company's sustainable performance across economic, social, and environmental dimensions. The SLR approach was selected for its capacity to deliver a systematic,

transparent, and reproducible scientific synthesis of pertinent studies, particularly within the realms of strategic management and sustainability. The systematic literature review (SLR) is conducted in accordance with the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) protocol, which methodically guides the identification, filtration, selection, and reporting of publications included in the review (Haddaway et al., 2022). The primary database utilized is Scopus, selected for its comprehensive worldwide journal coverage and esteemed reputation for delivering high-quality scientific material. Keywords employed in literature searches encompass terms such as ("sustainable performance" OR "sustainability performance") AND ("small and medium enterprises" OR "SME" OR "MSME") AND ("innovation" OR "business model" OR "entrepreneurship") AND ("dynamic capabilities") AND ("environmental turbulence" OR "green innovation" OR "collaborative innovation"). The initial search yielded 1,738 items spanning from 2020 to 2025. Articles were subsequently evaluated using stringent inclusion and exclusion criteria, which accounted for organizational context, topical relevance, quality of peer-reviewed journals, and methodological appropriateness. This approach yielded 40 articles suitable for additional examination. The selection process for this article is depicted in the subsequent PRISMA diagram:

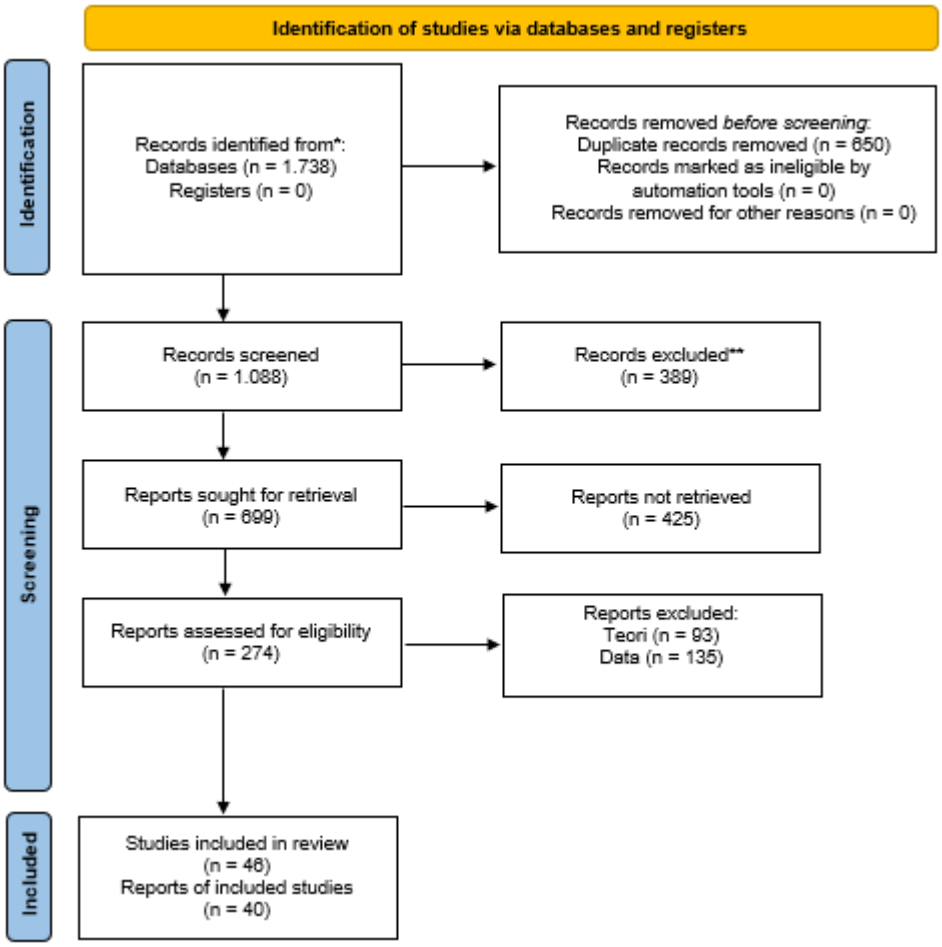

Figure 1. Diagram PRISMA

3.1 Design Study

This research employs an exploratory and comparative strategy, aiming to find significant patterns, research deficiencies, and theme trends in studies concerning sustainable strategies and performance. Consequently, the study design is not intended to evaluate quantitative hypotheses, but instead to investigate and categorize the framework of knowledge within the published literature. This approach aligns with methodological suggestions in modern strategic management research, highlighting the necessity of merging theoretical and practical viewpoints to address the dynamics of the external environment and the internal complexities of the organization.

3.2 Data Analysis

The data was examined through descriptive analysis and thematic synthesis methodologies. Descriptive analysis assesses fundamental characteristics of the article being reviewed, including the publication year, nation background, industry sector, methodological approach, and theoretical framework employed. Additionally, thematic synthesis is utilized to categorize strategic aspects influencing sustainable performance into primary themes. This research identifies dynamic capacities and environmental turbulence as the two most significant determinants consistently found in the literature.

4. Result

4.1 Descriptive Analysis

The data in this study was acquired through the analysis and synthesis of scientific literature addressing aspects influencing sustainability performance. The literature search is conducted via the Scopus.com database, adhering to four methodical processes as outlined in the methodical Literature Review (SLR) methodology: identification, screening, eligibility, and inclusion. Forty papers were identified that were pertinent to the research issue, satisfied the inclusion criteria, and warranted systematic investigation. The chosen publications were further categorized according to four primary attributes: year of publication, journal index, scope or study material, and principal conclusions pertaining to sustainability performance. The classification results (shown in Table 1) indicate a rising trend in publications concerning sustainability performance from 2020 to 2025. This increase signifies that sustainability issues are receiving heightened attention from scholars and practitioners globally. The majority of the examined publications are published in esteemed international journals indexed by Scopus, with rankings from Q4 to Q1, indicating substantial scientific legitimacy. The pieces originate from multiple continents, including Asia (notably Indonesia, China, and Malaysia), Europe, Australia, Africa, and the Americas, illustrating the range of contexts and views in the discourse on sustainable performance.

Table 1. Analysis Results

Characteristics	Criteria	Frequency
Year of Publication	2020	5
	2021	4
	2022	6
	2023	7
	2024	8
	2025	10
Journal Index	Q1	16

	Q2	13
	Q3	8
	Q4	3
Continent	Asia (such as Indonesia, China, and Malaysia), Europe, Australia, Africa and America	

This research intends to perform a comprehensive analysis of Sustainability Performance. The researchers employed VOSviewer software to construct and visualize a bibliometric network illustrating the interconnections among items in the scientific literature. The network may encompass connections among journals, authors, or specific publications, established by citation patterns, bibliographic links, co-citation, or co-authorship (Sofyan, 2022). This study employs the Overlay Visualization feature to illustrate the novelty level of the research issue. The colors in this representation indicate the degree of uniqueness of a theme; brighter colors signify a higher level of innovation within the examined research network (Merigó et al., 2024). This technique enables academics to discern current research trends, monitor the emergence of new themes, and gain a more thorough understanding of the evolution of research on Sustainability Performance.

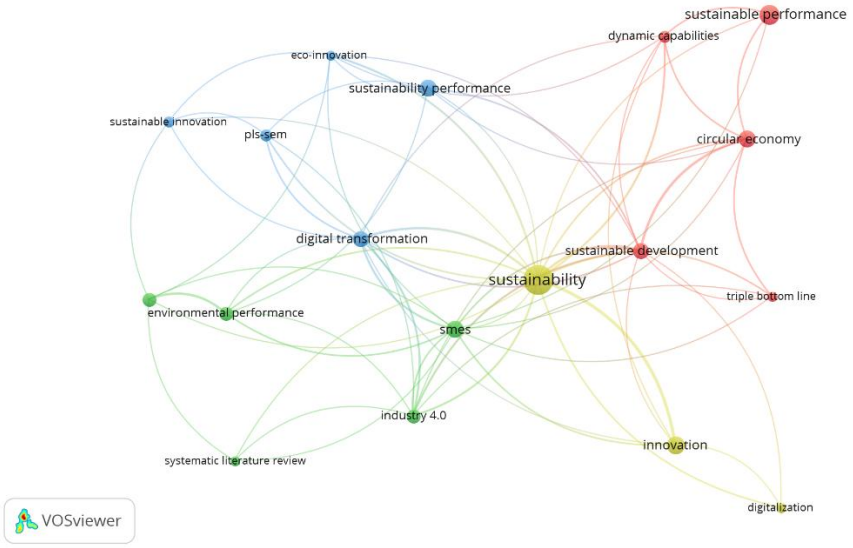

Figure 1. Mapping Results and Research Article Clusters on Sustainability Performance

Figure 1 above illustrates a bibliometric visualization generated by the VOSviewer software, which delineates the thematic connections among terms in sustainability performance study. Each circle or node signifies keywords that commonly occur in scientific literature, while the connecting lines denote the relationships or co-occurrences of keywords inside the same article. The various hues on the map represent the segmentation of research clusters that illustrate theme groups with significant conceptual interrelations. The image indicates that the terms "sustainability" and "sustainable performance" occupy central positions within networks, characterized by greater node sizes, which signifies their frequent occurrence and significant relevance as primary topics in the literature. The red cluster

emphasizes subjects including sustainable performance, dynamic capabilities, circular economy, sustainable development, and the triple bottom line. This cluster emphasizes the research's concentration on strategic and conceptual methodologies for assessing and enhancing sustainable performance via the adoption of the circular economy and the organization's capacity to adjust to evolving business landscapes. The green cluster pertains to the themes of environmental performance, small and medium-sized enterprises (SMEs), Industry 4.0, and systematic literature review. This cluster indicates that numerous recent studies have examined the connections among sustainability, digital transformation, and environmental performance, particularly for small and medium-sized enterprises. The blue cluster encompasses keywords such sustainable innovation, eco-innovation, digital transformation, and PLS-SEM, which delineate an empirical methodology centered on innovation and digital technology to enhance organizational sustainability. The yellow cluster associates the terms innovation, digitalization, and sustainability, highlighting the significance of digitalization and innovation as primary catalysts for transformation towards sustainability in the industrial era 4.0.

The interrelated nature of clusters suggests that research on sustainability performance is both multidisciplinary and complimentary. The correlation among digital transformation, innovation, and environmental performance indicates that the utilization of digital technology and innovation is a crucial element in enhancing sustainability performance. This visualization demonstrates that contemporary research is increasingly focused on the integration of sustainability, innovation, digitalization, and the circular economy, signifying a paradigm shift from basic social responsibility to a sustainable business strategy grounded in innovation and technology.

Additionally, table 2 indicates that among 40 papers, 15 reported that sustainability performance was affected by dynamic capability characteristics, while 10 attributed it to environmental turbulence.

Table 2. Variables Affecting Sustainability Performance

Variable	Author and Years
Dynamic Capability	(Al-Husain et al., 2025; Audretsch et al., 2023a; Bezzina et al., 2025; Bhadra et al., 2024; Borah et al., 2025; Chowdhury, 2025; Corrales-Estrada et al., 2025; Dung & Dung, 2024; Girma et al., 2025; Hinelo et al., 2024; Ilmudeen et al., 2020; Prasannath et al., 2024; Rosário et al., 2024; Stoeber & Kanbach, 2025; Tarnovskaya, 2023)
Environmental Turbulence	(Andres & Marcucci, 2020; Cavalieri et al., 2024; Dwikat et al., 2023; Hermundsdottir & Aspelund, 2021; İbrahimcioğlu & Kitapçı, 2025; Jacobs & Maritz, 2020; Madhavan et al., 2022; Nogueira et al., 2023; ul Haq et al., 2025; N. Wang et al., 2022)

4.2 Principal Discoveries and Trends

A comprehensive review of 40 pertinent Scopus-indexed articles revealed many major conclusions elucidating the strategic elements that significantly impact an organization's sustainability performance. The two primary factors are dynamic capability and environmental

turbulence. Fifteen articles highlighted that dynamic capability is crucial for enhancing an organization's capacity to adjust to swift and intricate changes in the business environment. Organizations possessing elevated dynamic capabilities are often more adept at responding to external fluctuations and can capitalize on new chances to attain enhanced sustainable success. This indicates that organizational flexibility, learning capacity, and strategy adaptation are the fundamental pillars sustaining long-term sustainability (Al-Husain et al., 2025; Audretsch et al., 2023; Borah et al., 2025). Moreover, environmental turbulence was identified in 10 papers as a significant factor influencing sustainability performance. Environmental turbulence, encompassing technical advancements, market pressures, regulatory frameworks, and economic volatility, compels firms to enhance their innovation and responsiveness to external forces. In this setting, firms that effectively navigate uncertainty through adaptive strategies, including green innovation and cross-sector collaboration, demonstrate enhanced sustainable performance (Hermundsdottir & Aspelund, 2021; Jacobs & Maritz, 2020).

Additional findings indicate that mediating variables, specifically collaborative innovation and green innovation, have seldom been thoroughly examined in prior literature, despite their potential to connect organizational capabilities with sustainable performance outcomes (Al-Omoush et al., 2022; Halbusi et al., 2024; Xie & Wang, 2025; Yousaf et al., 2022). Collaborative innovation fosters synergy among participants in the business ecosystem to generate innovative solutions that promote sustainability, whereas green innovation focuses on the advancement of eco-friendly technologies and processes to mitigate adverse effects on the environment while enhancing operational efficiency. The data indicates that research on sustainability performance is increasingly adopting an integrative and multidisciplinary approach. Bibliometric visualization via VOSviewer reveals a robust correlation among the themes of sustainable performance, innovation, digital transformation, circular economy, and dynamic capacities. This signifies that current research trends are shifting towards the amalgamation of sustainability, innovation, and digital transformation. The utilization of digital technologies, including Industry 4.0 and green information systems, serves as a catalyst for the expedited adoption of sustainable practices and the enhancement of environmental efficiency. Furthermore, studies indicate a change in spatial and contextual emphasis. Historically, the majority of research was concentrated in industrialized nations; however, there is currently a notable influx of studies originating from the Asian region, particularly Indonesia, China, and Malaysia, indicating a heightened focus on sustainability in developing countries. This expands the empirical breadth of the literature and enhances the comprehension of sustainability principles in diverse economic and cultural contexts.

The predominant research trends in sustainable performance indicate a transition towards a more dynamic, flexible, and integrated methodology. Recent study has underscored the significance of dynamic capability and environmental turbulence as the primary determinants of an organization's capacity to endure and prosper amid complicated business environment instability. The integration of innovation and digitalization is pivotal in promoting sustainability, as themes like eco-innovation, digital transformation, and circular economy are increasingly examined concurrently, affirming that technology and innovation are essential for enhancing the sustainable performance of organizations. A notable trend is the growing significance of research in developing nations, particularly in Asian countries like Indonesia, China, and Malaysia, which is broadening the empirical framework of sustainability literature

beyond European and American contexts. Furthermore, it is essential to investigate additional mediating variables, such as collaborative innovation and green innovation, which significantly elucidate the mechanism linking organizational capabilities to the attainment of sustainability performance in a comprehensive and sustainable manner.

4.3 Gaps in Literature

4.3.1 Theoretical Gaps

The literature on sustainable performance remains fragmented and inconsistent in the formulation of conceptual models. Numerous prior studies have concentrated on the direct correlation between one or two variables, such as green innovation (Elzek et al., 2021; Kuzma et al., 2020; Wedari & Alfian, 2024), leadership, or corporate social responsibility (Cheng et al., 2025; Tian et al., 2023), without thoroughly incorporating diverse internal and external factors into a cohesive theoretical framework. This results in a lack of clarity regarding how the interplay between dynamic capabilities, external environmental forces (environmental turbulence), and innovation and digitalization activities concurrently influences an organization's sustainability performance (Lozano, 2015). Moreover, the theories employed remain varied, encompassing Resource-Based View (RBV), Dynamic Capability Theory, and Stakeholder Theory; however, there is a paucity of studies that amalgamate these three in elucidating the mechanism linking sustainability strategy and organizational performance. The absence of a cross-disciplinary theoretical framework has resulted in the literature's inability to thoroughly address how firms might establish and sustain a competitive edge in a volatile global landscape. Consequently, there is a necessity for the formulation of a comprehensive theoretical model capable of elucidating the multi-faceted interplay among internal, external, and innovative aspects in influencing sustainability performance.

4.3.2 Methodological Deficiencies

Methodologically, the majority of research addressing sustainability performance remains quantitative and use a cross-sectional approach, so failing to capture the temporal dynamics of sustainability (Lozano, 2015). The application of longitudinal or mixed approaches remains somewhat restricted; yet, this approach is crucial for comprehending alterations in organizational behavior and strategic adaptability amid environmental unpredictability. Moreover, there are few studies that employ bibliometric analysis and meta-analysis comprehensively to delineate the interrelations among variables and the progression of research themes (Agyemang et al., 2023). Most studies depend on questionnaires and managerial perception data, lacking objective data from sustainability reports, ESG disclosures, or real performance metrics, hence introducing the danger of common method bias (Cardillo & Basso, 2025). A further methodological deficiency is the absence of advanced analytical tools, such as structural equation modeling (SEM) utilizing Partial Least Squares or multilevel modeling, which can more precisely elucidate causal linkages (Madhavan et al., 2022). Consequently, a more diverse methodological approach is essential, using data triangulation, longitudinal design, bibliometric mapping, and ESG big data analysis to enhance the comprehensiveness and validity of the research findings.

4.3.3 Contextual Deficiencies

The contextual gap exists due to the predominance of research on sustainability performance being concentrated in developed nations, such the United States, the United Kingdom, and Western European countries. Simultaneously, the circumstances of developing nations, particularly in Asia, Africa, and Latin America, remain inadequately reflected in the literature. The social, economic, and regulatory dynamics in emerging nations are markedly distinct and profoundly impact the execution of sustainability initiatives (Stoeber & Kanbach, 2025). Enterprises in poor nations frequently encounter constrained resources, insufficient

policy backing, and minimal awareness of ESG matters. Moreover, investigations within certain industrial domains, like small and medium enterprises (SMEs), green manufacturing, and the service sector, remain limited, despite their pivotal role in the shift towards a sustainable economy (Bezzina et al., 2025; Chaudhuri et al., 2024). Additional gaps are evident in the temporal context, where scant research has illuminated the effects of global transformations, including digital transformation, the COVID-19 pandemic, and the impetus for decarbonization on sustainability performance. Consequently, subsequent research must expand the contextual framework by investigating other industries and geographical areas, while also considering the cultural and institutional elements that affect the efficacy of sustainability strategy implementation.

4.4 Prospective Research Agenda

A systematic review of 40 pertinent Scopus-indexed articles reveals several future research directions that could enhance academic comprehension and bolster organizational sustainability practices, addressing identified gaps in the literature.

4.4.1 Formulation of Comprehensive and Adaptive Theoretical Frameworks

Future study must establish a more comprehensive conceptual framework to clarify the intricate interplay of internal, external, and innovative aspects influencing sustainability performance. The synthesis of Resource-Based View (RBV) theory, Dynamic Capability Theory, and Stakeholder Theory requires enhancement to develop a model that elucidates how businesses can establish and preserve a competitive advantage in a dynamic environment (Dyllick & Muff, 2016). Furthermore, it is essential to analyze the functions of learning capability, strategic flexibility, and absorptive capacity as processes that enhance the connection between innovation, digitalization, and sustainability. The advancement of this interdisciplinary theory will enhance comprehension of how firms adjust and evolve towards more sustainable business practices.

4.4.2 Investigation of New Mediation and Moderation Variables

The findings of the systematic literature review indicate that mediating variables, including collaborative creativity and green innovation, remain underexplored, despite their potential to elucidate the connection between dynamic capability and sustainability performance. Consequently, subsequent study must investigate how collaborative innovation and green innovation might enhance the influence of dynamic capacities on sustainability performance. Furthermore, it is essential to examine moderating variables such as digital transformation, organizational culture, and stakeholder involvement to comprehend how the organizational context influences the efficacy of sustainability measures. This method can elucidate internal mechanisms that facilitate interactions between variables, leading to a more thorough comprehension of organizational sustainability dynamics.

4.4.3 A More Varied and Longitudinal Methodological Approach

It is advisable to employ longitudinal design and mixed methods approaches in future research to effectively capture the evolving dynamics of sustainability solutions across time. Utilizing secondary data from ESG reports, sustainability reports, and non-financial disclosures might yield a more objective representation than relying just on respondent perception data. Furthermore, sophisticated bibliometric techniques and quantitative meta-analyses can be utilized to discern citation trends, the progression of research themes, and the interconnections among principal concepts in the sustainability literature (Agyemang et al., 2023). Analytical techniques such as Partial Least Squares Structural Equation Modeling (PLS-SEM), multilevel modeling, and fuzzy-set Qualitative Comparative Analysis (fsQCA) can be employed to elucidate intricate and non-linear causal linkages among elements influencing sustainability performance.

4.4.4 Broadening the Scope of Emerging Economies and the Industrial Sector

Future research must broaden the geographical and sectoral scope to enhance the representativeness and worldwide relevance of the study's findings. Contemporary research predominantly concentrates on industrialized nations, however developing countries like Indonesia, Malaysia, India, and Vietnam possess distinct economic, social, and institutional traits that may impact sustainability methods (Fiorillo & Santilli, 2024; Vu et al., 2025). Furthermore, research in the small and medium enterprises (SMEs) sector, green manufacturing industry, and digital services sector requires enhancement, as these sectors are pivotal in attaining the sustainable development goals (SDGs). Research across many industries and countries will provide comparative insights into the interaction of internal and external elements affecting an organization's sustainable success.

4.4.5 Convergence of Sustainability, Innovation, and Digital Transformation

Current research trends indicate a growing emphasis on digital transformation as a pivotal catalyst for sustainability. Future study must explore how the utilization of technologies such as artificial intelligence (AI), big data analytics, and the Internet of Things (IoT) can enhance green innovation and optimize operational sustainability efficiency. This methodology can be advanced within the parameters of the Digital Sustainability Framework, which underscores the interplay between digital innovation and organizational sustainability objectives (Merigó et al., 2024). Moreover, additional research may investigate the influence of digital technology on enhancing the transparency of sustainability reporting, measuring ESG performance, and augmenting stakeholder engagement.

4.4.6 Multi-Tiered and Interdisciplinary Methodology

The forthcoming research agenda must include a multi-tiered strategy that integrates individual, organizational, and institutional elements into a unified sustainability framework. For instance, the interplay between employee behavior, green leadership style, and organizational culture with market dynamics and government policies influences sustainable performance. Moreover, interdisciplinary collaboration among management, technology, environmental economics, and public policy must be enhanced to yield a more comprehensive and useful understanding. This interdisciplinary research can substantially contribute to developing comprehensive answers for global environmental concerns.

4.4.7 Focus on Social Impact and Inclusive Sustainability

Most prior research has concentrated on the economic and environmental facets of sustainability performance, but the social dimension has garnered very minimal focus. Consequently, forthcoming studies must prioritize inclusive sustainability concerns, including employee well-being, social justice, and the empowerment of local communities. The convergence of social sustainability and corporate governance may provide a novel approach that reconciles commercial objectives with social welfare. This methodology is essential to the worldwide shift towards a sustainable and equitable economy.

5. Conclusion, Implication, and Recommendation

This study offers a thorough literature assessment of the diverse elements influencing the sustainability performance of businesses, derived from an analysis of 40 scientific articles indexed by Scopus from 2020 to 2025. The study's findings indicate that sustainability concerns have emerged as a pivotal focus in modern management research, with a rising integration of economic, social, and environmental dimensions. Two predominant factors frequently identified in the literature are dynamic capability and environmental turbulence, which profoundly influence an organization's capacity to adapt and endure in constantly evolving and complicated business contexts. Dynamic capabilities enable organizations to cultivate strategic flexibility and enhance organizational learning, whilst environmental

turbulence stimulates innovation and adaptive strategies in reaction to external uncertainty. This study also reveals that mediating variables, such as collaborative innovation and green innovation, are infrequently examined in detail, despite their significant potential to elucidate the connection between organizational skills and sustainable performance. Bibliometric visualization results obtained with VOSviewer indicate that contemporary research on sustainability performance is progressively converging on the convergence of sustainability, innovation, digitization, and the circular economy. This trend signifies a transition from a conventional approach to a corporate strategy centered on innovation and digital transformation.

This study highlights the necessity of creating a more comprehensive and interdisciplinary conceptual model that integrates Resource-Based View (RBV) theory, Dynamic Capability Theory, and Stakeholder Theory to elucidate the interplay between internal, external, and innovative factors in influencing organizational sustainability performance. Methodologically, prior studies predominantly employ a cross-sectional strategy utilizing perceptual data; thus, future study should incorporate longitudinal designs, mixed techniques, bibliometric analysis, and meta-analysis to achieve a more profound and valid comprehension. Contextually, the review's findings indicate that research on sustainability performance is predominantly influenced by developed countries, although contributions from developing nations like Indonesia, Malaysia, and China are on the rise but remain insufficiently represented. Consequently, the enhancement of research in strategic domains such as SMEs, green manufacturing industries, and the digital services sector is crucial for deepening empirical insights and generating more contextually relevant recommendations. This research establishes that an organization's success in attaining optimal sustainability performance relies on its capacity to develop dynamic skills, adaptively respond to environmental volatility, and incorporate green and digital innovation into its business strategy. Considering the identified theoretical, methodological, and contextual deficiencies, forthcoming research is anticipated to significantly enhance the formulation of more robust sustainability theories, comprehensive methodologies, and pertinent managerial practices for organizations globally.

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