Systematic Literature Review (SLR): Sustainable Performance as a Strategic Indicator of Organizational Sustainability

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Abstract

This study presents a Systematic Literature Review (SLR) focusing exclusively on the construct of Sustainable Performance (SP) as a multidimensional indicator of organizational sustainability. The review aims to synthesize theoretical definitions, measurement dimensions, and empirical trends in SP research between 2020 and 2025. Using databases such as Scopus, ScienceDirect, and Emerald Insight, twenty-five empirical studies were identified, of which ten were systematically analyzed based on relevance, methodological rigor, and variable focus. Findings reveal that SP is conceptualized as the organization's capability to simultaneously achieve economic productivity, social responsibility, and environmental efficiency, grounded in the Triple Bottom Line (TBL) framework. Empirical evidence highlights that SP is no longer confined to environmental outcomes but has evolved into a strategic construct integrating innovation, digital capability, and ethical governance. However, results across studies remain inconsistent, particularly in developing countries, indicating that contextual factors and organizational readiness strongly moderate sustainability outcomes. This review identifies three key research gaps: (1) the limited exploration of SP in service and outsourcing industries, (2) the dominance of cross-sectional rather than longitudinal designs, and (3) the absence of an integrated theoretical lens combining RBV, TBL, and Dynamic Capabilities Theory. Overall, this SLR underscores the strategic importance of Sustainable Performance as the ultimate reflection of an organization's long-term resilience, ethical conduct, and green competitiveness in the digital era.

Keywords: Sustainable Performance, Triple Bottom Line, Organizational Sustainability, Systematic Literature Review

1. Introduction

The growing global commitment to sustainability has transformed how organizations define success and accountability. Economic growth is no longer the only indicator of achievement, firms are increasingly evaluated by how well they integrate social responsibility and environmental stewardship into their strategic and human resource decisions. Rapid

industrial expansion and digital transformation have intensified global competition while heightening environmental and social pressures. These shifts make Sustainable Performance (SP) a crucial construct for assessing how organizations can maintain productivity and employee well-being without depleting natural or social capital.

Sustainable performance has been widely recognized as a multidimensional reflection of organizational sustainability, encompassing the equilibrium among economic, social, and environmental outcomes. According to the Triple Bottom Line (TBL) framework introduced by (Elkington, 1997), these three pillars *profit, people, and planet* are interdependent elements that determine long-term organizational resilience. However, growing expectations from stakeholders, regulators, and employees demand that sustainability practices be embedded not only in corporate reporting but also in everyday management, innovation, and leadership processes. Consequently, SP has evolved from a static indicator into a strategic capability that reflects an organization's adaptive and human-centered response to sustainability challenges.

Despite its increasing importance, existing research on sustainable performance remains inconsistent and fragmented. Studies in manufacturing, energy, and construction sectors have shown significant positive relationships between green initiatives, innovation, and firm performance. In contrast, findings from service-based industries, including outsourcing and logistics, are less conclusive or even statistically insignificant. These inconsistencies may stem from methodological differences, contextual variations, or limited theoretical integration between sustainability frameworks and human resource–related practices. As a result, the measurement and operationalization of SP differ widely across studies, leading to conceptual ambiguity and a lack of standardization.

Furthermore, most empirical research focuses on tangible environmental or financial indicators while underexploring intangible aspects such as digital readiness, ethical leadership, and technological innovation. This narrow approach limits our understanding of how sustainable performance is achieved through internal capabilities and adaptive learning processes. The integration of theories such as the Resource-Based View (RBV) (Barney, 1991), which emphasizes unique internal resources, and the Dynamic Capabilities Theory (DCT) (Teece, 2007), which highlights continuous adaptation, can strengthen the conceptual foundation of SP. Combining these perspectives with the TBL framework allows for a more comprehensive explanation of how organizations create sustainable value.

Given these challenges, a systematic and integrative synthesis of sustainable performance research is essential. This study therefore applies a Systematic Literature Review (SLR) guided by the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) protocol to ensure transparency, validity, and replicability. In addition, a bibliometric analysis using VOS viewer (version 1.6.20) is conducted to map research trends, keyword networks, and thematic clusters related to sustainable performance between 2020 and 2025. The combined approach offers both a qualitative and quantitative understanding of how SP has evolved as an academic construct and management practice.

The objectives of this review are threefold:

1. To identify and synthesize theoretical definitions and measurement dimensions of Sustainable Performance;
2. To analyze empirical and bibliometric patterns in SP research over the past five years; and
3. To identify conceptual gaps and propose future research directions that emphasize SP as a strategic driver of sustainability particularly in outsourcing organizations, where sustainability implementation remains limited but highly relevant.

This study is guided by the following research questions:

RQ1. How is Sustainable Performance defined and conceptualized within Human Resource Management and organizational sustainability literature?

RQ2. What are the dominant dimensions and indicators used to measure Sustainable Performance from a human resource management perspective?

RQ3. What theoretical frameworks and methodological approaches are most frequently applied to examine Sustainable Performance in HRM-related studies?

RQ4. What are the key trends, gaps, and potential directions for future research on Sustainable Performance in Human Resource Management contexts?

The findings of this review are expected to serve as a conceptual foundation for future empirical investigations on sustainable performance, especially within service and outsourcing industries. The synthesized insights will also assist managers, policymakers, and scholars in designing sustainable human resource strategies that balance economic efficiency with ethical, environmental, and employee-centered accountability.

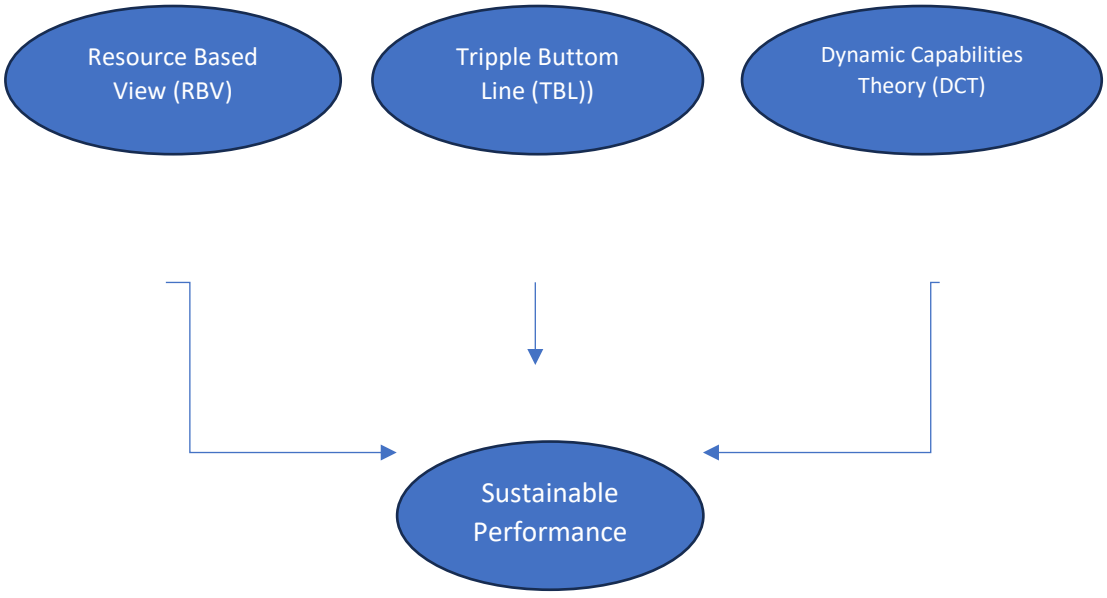


Figure 1. Research Framework of The Study

The theoretical foundation of this study integrates three complementary perspectives. The Resource-Based View (RBV) explains how internal resources such as human, digital, and technological capital contribute to organizational advantage. The Dynamic Capabilities Theory (DCT) highlights how these resources are continuously adapted and reconfigured to respond to environmental changes. Finally, the Triple Bottom Line (TBL) provides a framework for assessing economic, social, and environmental outcomes as dimensions of Sustainable Performance (SP).

The integration of these theories forms the conceptual basis of this review, as illustrated in Figure 1.

2. Material and Method

2.1 Research Design

This study adopted a Systematic Literature Review (SLR) design to provide a comprehensive and transparent synthesis of research related to Sustainable Performance (SP) within the context of Human Resource Management (HRM) and organizational sustainability.

The SLR approach was chosen because it allows for a structured identification, evaluation, and synthesis of relevant studies, ensuring that conclusions are evidence-based and replicable.

The review followed the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA 2020) guidelines (Haddaway et al., 2022). which standardize the review process across four main stages: identification, screening, eligibility, and inclusion.

This method minimizes researcher bias and strengthens transparency in data selection and analysis. To enhance analytical rigor, the review also integrated bibliometric mapping using VOSviewer (version 1.6.20) to visualize keyword co-occurrence, author collaboration

networks, and thematic evolution. Combining systematic review and bibliometric analysis provides both qualitative depth and quantitative breadth in understanding how Sustainable Performance has evolved in HRM related research between 2020 and 2025.

2.2 Search Strategy and Data Sources

The literature search in this study was designed to identify, review, and synthesize scholarly works that conceptualize and measure Sustainable Performance (SP) within the context of organizational sustainability and human resource management.

The review emphasized how SP has been operationalized as a strategic indicator of long-term organizational success, particularly in balancing economic, social, and environmental outcomes consistent with the Triple Bottom Line (TBL) framework.

a. Search Databases

To ensure comprehensive coverage, the search was conducted across five reputable academic databases: Scopus, Web of Science (WoS), ScienceDirect, Emerald Insight, and SpringerLink.

These databases were chosen because they index peer-reviewed journals in management, sustainability, and human resource studies fields where SP is frequently discussed as a core measure of sustainable value creation.

The search was limited to the period 2020–2025 to capture recent developments in sustainability research following the post-pandemic transformation of global business practices. Only empirical and peer-reviewed journal articles written in English and available in full text were included.

b. Search Phases and Boolean logic

The primary focus of this systematic review was the construct of Sustainable Performance (SP), examined as a key strategic indicator of organizational sustainability. Therefore, the search strategy was initially designed to capture the broad conceptual and empirical landscape of Sustainable Performance its definitions, dimensions, measurement approaches, and theoretical foundations across the management and human resource domains.

To achieve this, the review adopted a three-phase search process that combined comprehensiveness with focus. The first phase centered exclusively on the keyword “Sustainable Performance”, while subsequent refinement phases expanded the scope to identify recurring organizational enablers such as Green Human Resource Management (GHRM), Green Innovation (GI), Digital Leadership (DL), and Technological Capital (TC).

This stepwise approach ensured that the review remained grounded in SP while still mapping its theoretical and managerial linkages to internal organizational capabilities.

The Boolean search logic used in the initial phase was formulated as follows:

Phase 1 : Core Search (Focused on SP):
("sustainable performance" OR "sustainability performance")

In the second phase, the search was refined by integrating organizational and management-related terms to ensure contextual relevance:
Phase 2 : Contextual Refinement:
("sustainable performance") AND ("organization" OR "management" OR "business performance")

Finally, to identify emerging linkages and thematic antecedents of SP, the third phase added terms frequently associated with sustainability-oriented internal resources and capabilities:
Phase 3 : Extended Association Search:
("sustainable performance") AND ("green human resource management" OR "green innovation" OR "digital leadership" OR "technological capital")

This progressive strategy allowed the identification of both foundational studies that conceptualize SP and applied studies that empirically test its relationships with specific organizational factors.

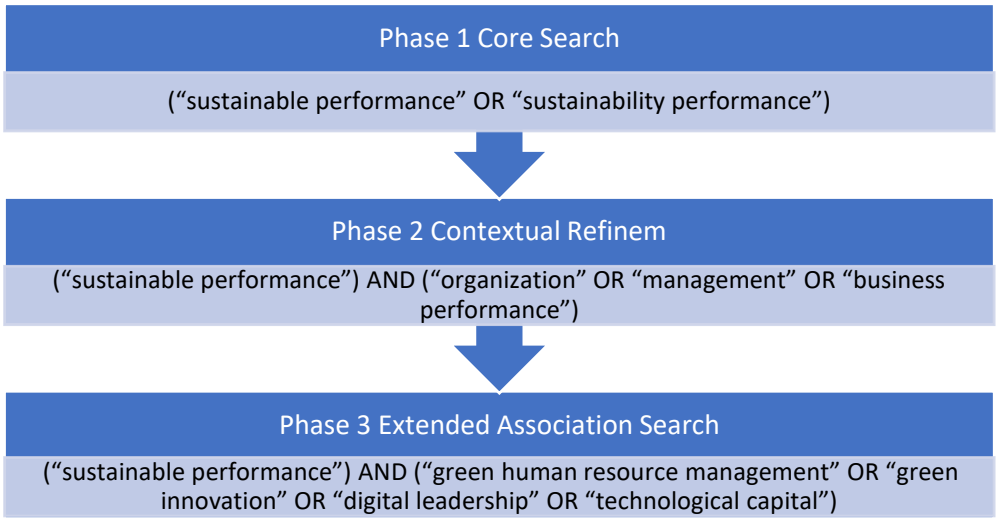


Figure 2. Boolean Search Phases and Keyword Logic.

c. Search result Overview

Each search was restricted to peer-reviewed journal articles published between January 2020 and March 2025, written in English, and available in full text. This five-year window was chosen to reflect the most recent developments in sustainability-oriented performance management, particularly in the post-pandemic period, when corporate sustainability reporting and green management practices gained significant momentum.

All retrieved records were exported to Mendeley for deduplication and organized into thematic folders based on relevance to SP. The total number of records identified in each database is summarized below.

Table 1. Search Strategy Summary

Database	Search String / Focus	Filters Applied	Results Retrieved
Scopus	("sustainable performance") AND ("organization" OR "management")	2020–2025 English; Peer-reviewed	115
Web of Science (WoS)	("sustainable performance") AND ("corporate sustainability")	2020–2025; Business/Management	64
ScienceDirect	("sustainable performance") AND ("measurement" OR "framework")	2020–2025; Full-text available	48
Emerald Insight	("sustainable performance") AND ("human resource" OR "employee performance")	2020–2025; HRM & Sustainability journals	36
SpringerLink	("sustainable performance") AND ("model" OR "dimensions")	2020–2025; Open access	24
Total Records Identified			287

As shown in Table 1, the largest number of records was retrieved from Scopus (115), followed by Web of Science (64) and ScienceDirect (48). Emerald Insight and SpringerLink contributed additional HRM and leadership related articles, respectively. After removing duplicates (n = 85), 202 unique records were screened for relevance. This multi-database approach ensured that the review covered both conceptual and empirical perspectives of Sustainable Performance across management, innovation, and HRM domains

2.3 Inclusion and Exclusion Criteria

a. Inclusion Criteria
   - Studies were included if they met all of the following conditions:
   - Published between January 2020 and March 2025.
   - Indexed in Scopus, Web of Science, ScienceDirect, Emerald Insight, or SpringerLink.
   - Written in English and available in full-text format.
   - Empirical studies (quantitative, qualitative, or mixed methods).
   - Explicitly investigated Sustainable Performance at the organizational level.
   - Published in peer-reviewed academic journals within management, sustainability, or HRM disciplines.

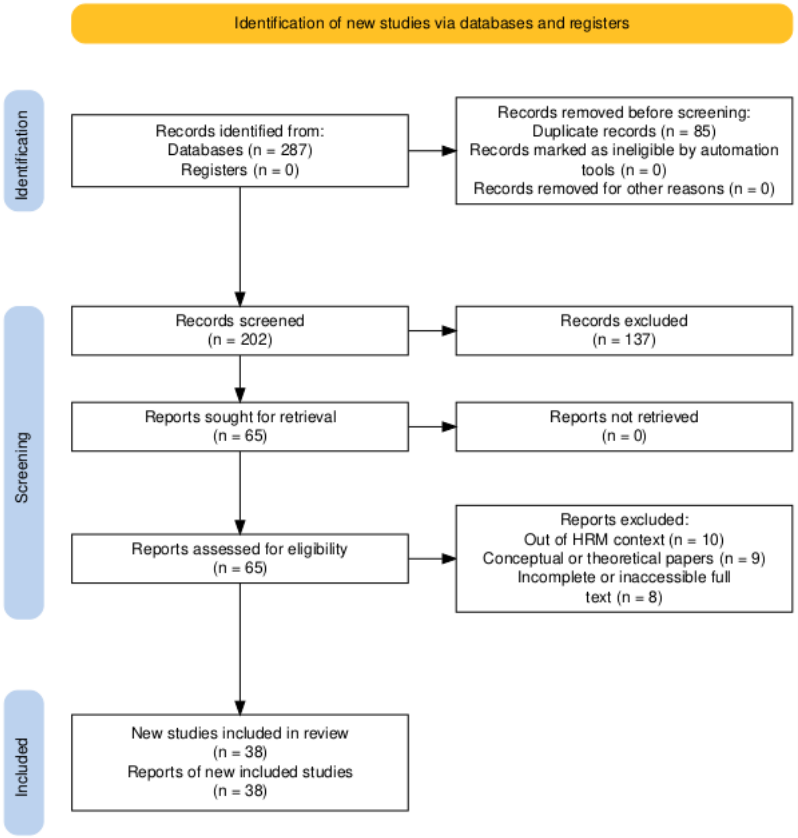
b. Exclusion Criteria
   - Articles were excluded if they met any of the following:
   - Conceptual, theoretical, or review-only papers without empirical evidence.
   - Studies focusing on individual performance, not organizational sustainability.
   - Publications in non-peer-reviewed outlets (e.g., conference abstracts, book chapters, or reports).
   - Duplicates or inaccessible full-text documents.
   - Studies unrelated to the organizational or managerial context (e.g., environmental science without management linkage).

2.4 Prisma Flow and Screening Process

This study adhered to the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) protocol, which provides a structured and transparent guideline for conducting systematic reviews. PRISMA is widely recognized as a rigorous approach for literature synthesis because it minimizes researcher bias and ensures that each stage of the review process is systematically documented and replicable.

By following the PRISMA framework, this review maintained methodological transparency and clarity in identifying, screening, and synthesizing relevant studies on Sustainable Performance (SP). The review process was conducted collaboratively by three researchers, who performed several key steps: designing the research framework, establishing inclusion and exclusion criteria, developing search strategies, collecting and evaluating data, and synthesizing the final results.

The entire procedure followed PRISMA's four main stages Identification, Screening, Eligibility, and Inclusion to ensure a comprehensive and unbiased selection of literature. These stages are summarized in Figure 1, which presents the PRISMA flow diagram illustrating the study selection process used in this research.



Source : (Haddaway et al., 2022)

Figure 3. PRISMA Flow Diagram of Study Selection Process

A total of 287 records were initially identified from five databases (Scopus, Web of Science, ScienceDirect, Emerald Insight, and SpringerLink). After removing 85 duplicates, 202 records were screened, and 137 were excluded for irrelevance. Sixty-five full-text articles were assessed for eligibility, and 27 were excluded (10 out of HRM scope, 9 conceptual papers, and 8 incomplete full-texts). Finally, 38 studies met the inclusion criteria and were incorporated into the systematic review and bibliometric analysis.

2.5 Data Extraction and Synthesis

To provide a temporal overview of research development, the retrieved studies were grouped by publication year. As shown in Figure 4, the number of studies on Sustainable Performance (SP) has increased steadily from 2022 to 2025, reflecting the growing academic attention toward sustainability issues in Human Resource Management (HRM). The trend indicates that early research focused on environmental and operational outcomes, while more

recent studies (2024–2025) have emphasized strategic and human-centered sustainability approaches.

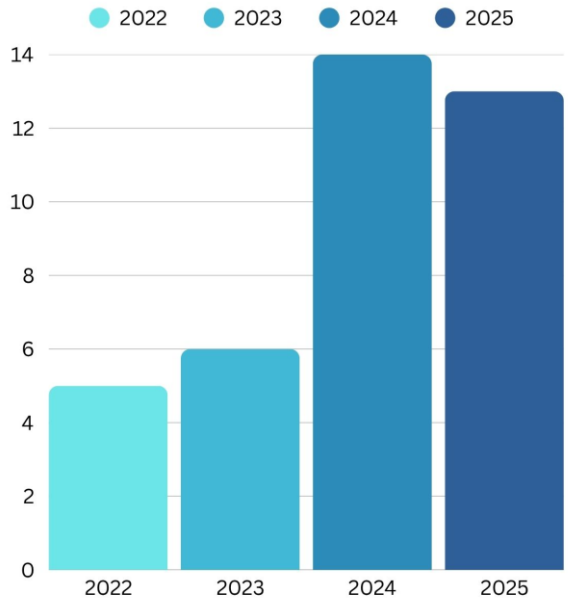


Figure 4. Distribution of Retrieved Articles by Year (2022–2025)

Following the temporal analysis, a bibliometric visualization was conducted using VOSviewer to identify thematic relationships among the retrieved studies (Figure 4). The resulting clusters provide insight into how Sustainable Performance research has evolved conceptually

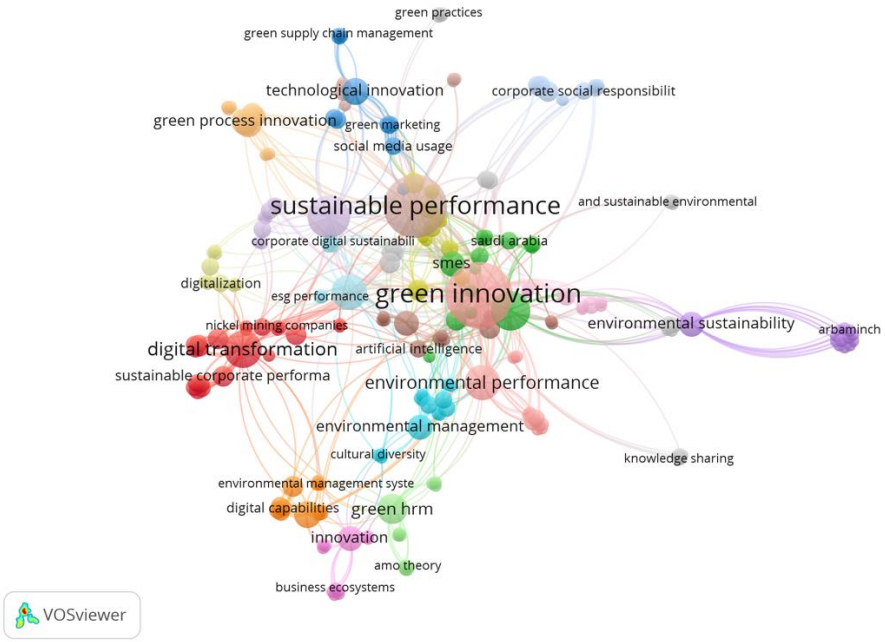


Figure 5. Keyword Co-occurrence Map (VOSviewer)

Source : Author's elaboration (2025) based on VOSviewer analysis

To further understand the intellectual structure and thematic evolution of Sustainable Performance (SP) research, a keyword co-occurrence analysis was conducted using VOSviewer (version 1.6.20). This visualization was based on author keywords extracted from the final 38 articles, with a minimum occurrence threshold of three keywords per term. The resulting network map, shown in Figure 4, highlights the interconnection among the most frequently occurring research themes between 2022 and 2025.

The visualization reveals that "sustainable performance" occupies the central position in the network, indicating its integrative role across multiple domains of sustainability research. The keyword "green innovation" forms a strong linkage with sustainable performance, followed by digital transformation, technological innovation, and green human resource management (GHRM). This configuration suggests that current SP literature is shifting from outcome-based assessment toward a more capability-oriented approach, where human, digital, and innovation resources jointly influence sustainability outcomes

VOSviewer identified four major clusters:

1. Cluster 1 (Green & Human Management/green nodes): This group includes green HRM, environmental management, and cultural diversity, focusing on human-centered sustainability practices and organizational culture as enablers of SP.

2. Cluster 2 (Innovation & Environmental Sustainability – blue nodes): Dominated by green innovation, environmental performance, and environmental sustainability, this cluster emphasizes the role of eco-innovation in achieving balance between environmental and financial objectives.
3. Cluster 3 (Digital Transformation & Technological Capabilities/red nodes): Encompassing digital transformation, digitalization, and technological innovation, this cluster underscores the importance of technology-driven adaptation as a strategic pathway to SP.
4. Cluster 4 (Performance Measurement & Strategy/yellow nodes): Including sustainable performance, ESG performance, and corporate sustainability, this group represents theoretical consolidation around Triple Bottom Line (TBL) and Resource-Based View (RBV) frameworks.

The co-occurrence density and cross-linkages among these clusters indicate an evolving paradigm in sustainability research one that views Sustainable Performance not merely as an endpoint but as a dynamic capability emerging from the synergy between human, technological, and innovative resources. This finding underscores the increasing relevance of HRM-driven strategies and digital transformation initiatives in enhancing long-term sustainability.

The final stage of the systematic review involved extracting and synthesizing key information from the 38 eligible studies identified through the PRISMA screening process. Data extraction was conducted manually and cross-checked by three independent researchers to ensure accuracy, reliability, and inter-coder consistency. A structured data extraction form was developed to capture both descriptive information and analytical insights relevant to the conceptualization of Sustainable Performance (SP).

Table 2. Summary of Extracted Studies on Sustainable Performance (2020–2025)

Year	Author(s)	Country / Sample	Method	Main Theory	Key Findings
2022	(Alraja et al., 2022)	Oman / 669	SEM-AMOS	RBV	Technological capability and GI significantly improve SP.
	(Zhao & Huang, 2022)	China / 295	PLS-SEM	DCT, TBL	GHRM, DL, and GI significantly enhance SP.
	(Borah et al., 2022)	China / 549	PLS-SEM	RBV	GI → SP significant; sustainability driven by innovation.

	(Fang et al., 2022)	Malaysia / 290	PLS-SEM	RBV, TBL	GHRM → GI → SP partially mediates; SP tied to eco-efficiency.
	(Awwad Al-Shammari et al., 2022)	Arab / 335	PLS-SEM	RBV	GI fully mediates GHRM → SP.
2023	(Maskuroh et al., 2023)	Indonesia / 80	PLS-SEM	RBV	GHRM → SP not significant (contextual limitation).
	(Alenzi et al., 2023)	Qatar / 383	PLS-SEM	TBL	GHRM strongly predicts SP.
	(Akhimien & Adekunle, 2023)	Nigeria / 300	PLS-SEM	RBV	TC → SP mixed significance; dependent on context.
	(Mollah et al., 2023)	South Korea / 173	PLS-SEM	RBV	DL → SP significant.
	(Kanan et al., 2023)	Palestine / 58	PLS-SEM	RBV	GHRM → GI → SP partially mediates.
	(Al-Abbadi & Abu Rumman, 2023)	Jordan / 268	PLS-SEM	RBV	GHRM and GI positively influence SP.
2024	(Zihan & Makhbul, 2024)	Malaysia / 425	PLS-SEM	RBV, TBL	GHRM indirectly affects SP via green process innovation.
	(Laradi et al., 2024)	Algeria / 419	PLS-SEM	RBV, DCT	DL and TC enhance SP.
	(Allam & Mansour, 2024)	Egypt / 398	Regression	TBL	GHRM directly improves SP.
	(Le et al., 2024)	Vietnam / 405	PLS-SEM	DCT, TBL	TC and GI strongly influence SP.
	(He et al., 2024)	China / 508	PLS-SEM	RBV	DL → SP significant.

	(Hussein et al., 2024)	Saudi Arabia / 323	PLS-SEM	DCT	DL and GI both affect SP.
	(Correia et al., 2024)	Pakistan / 400	PLS-SEM	RBV	GHRM → GI → SP mediation validated.
	(Alshuaibi et al., 2024)	Saudi Arabia / 341	PLS-SEM	RBV	GHRM → GI → SP significant.
	(Su et al., 2024)	Mongolia / 463	PLS-SEM	RBV	GHRM → GI → SP fully mediated.
	(Gazi et al., 2024)	Bangladesh / 421	SEM-AMOS	RBV, TBL	TC → GI → SP significant.
	(Yang et al., 2024)	China / 28,334	Panel Regression	RBV	TC → SP significant.
	(Zada et al., 2025)	China / 413	PLS-SEM	DCT	DL → GI → SP full mediation.
	(Shin et al., 2023)	South Korea / 149	PLS-SEM	DCT	DL → SP significant.
	(Din et al., 2024)	China/278	PLS-SEM	RBV	GHRM → SP significant
2025	(Shoaib et al., 2025)	Pakistan / 525	PLS-SEM	RBV	GHRM and TC improve SP.
	(Antara et al., 2024)	Indonesia / 311	PLS-SEM	DCT	DL → GI → SP full mediation.
	(Kampilong et al., 2025)	Indonesia / 262	PLS-SEM	RBV	GHRM and TC both significant for SP.
	(Javed et al., 2025)	China / 375	PLS-SEM	DCT	GI → SP significant.
	(Li et al., 2025)	China / 272	PLS-SEM	DCT	TC → GI → SP significant.
	(Aslam et al., 2025)	Pakistan / 211	PLS-SEM	TBL	GI → SP significant.

(Palupiningtyas et al., 2025)	Indonesia / 400	PLS-SEM	RBV	GHRM → SP significant.
(Jamil et al., 2025)	Pakistan / 329	PLS-SEM	RBV, TBL	GHRM → GI → SP significant.
(Hanaysha et al., 2025)	UAE / 226	PLS-SEM	RBV	TC → GI → SP chain significant.
(Asiedu et al., 2025)	Ghana / 325	PLS-SEM	RBV	GI → SP significant.
(Al Halbusi et al., 2025)	Qatar / 458	PLS-SEM	RBV	GI → SP significant.
(Cheng et al., 2025)	China / 552	PLSSEM	RBV	DL → SP significant.
(Valdivieso-Uvidia et al., 2025)	Spain/189	Regression Analysis	TBL	Green Innovation → Sustainable Performance significant; innovation intensity improves environmental and economic outcomes.

Based on the 38 reviewed studies (2022–2025), Sustainable Performance (SP) has increasingly been conceptualized as a human-driven construct, where organizational sustainability depends on the management, development, and transformation of human capital.

a. Human Capital as the Foundation of SP (2022–2023)

Studies published in 2022 (Awwad Al-Shammari et al., 2022; Fang et al., 2022; Zhao & Huang, 2022) began to highlight the pivotal role of Green Human Resource Management (GHRM) practices such as green recruitment, training, and employee involvement in shaping SP.

Although several results were mixed (Maskuroh et al., 2023) found GHRMto be insignificant on SP, these inconsistencies underline a key insight are HR practices alone are insufficient without being supported by innovation and organizational culture.

During 2023, research diversified into contextual HRM dimensions. Papers from Jordan, Qatar, Palestine, and Indonesia investigated how HR initiatives affect SP under different institutional conditions. Most found that HR policies fostering learning, employee engagement, and empowerment significantly improve SP when aligned with environmental

and social goals. This period represents a transitional phase where sustainability shifted from being a compliance issue to a behavioral and cultural outcome of human systems.

b. Integration of HRM with Leadership and Capability Development (2024)

The year 2024 marks a stronger integration between HRM, leadership, and capability-building. Authors such as (Alshuaibi et al., 2024; Laradi et al., 2024; Zihan & Makhbul, 2024) conceptualized SP as an outcome of employee-driven innovation, mediated by leadership and technological adaptation. Theoretical support from the Resource-Based View (RBV) and Dynamic Capabilities Theory (DCT) emphasized that employees' environmental awareness, digital literacy, and innovative mindset act as dynamic resources that sustain competitive advantage.

This reflects a theoretical evolution are HRM is not only operational (managing people), but also strategic, shaping adaptive capabilities that enable the organization to sustain performance in volatile environments.

c. Human-Centered Strategic Sustainability (2025)

By 2025, SP was widely viewed as the product of human organizational synergy. Studies such as (Antara et al., 2024; Jamil et al., 2025; Kampilong et al., 2025) positioned employees as the core enablers of innovation, collaboration, and ethical leadership dimensions that drive long-term SP. SP in this context is not limited to financial or environmental results but extends to employee well-being, knowledge sharing, and organizational learning. This trend shows a paradigmatic shift sustainability in performance emerges when human capital is developed into green, digital, and adaptive talent.

3. Discussion

This review of 38 studies shows that Sustainable Performance (SP) has shifted from being a performance indicator to a strategic capability that reflects how organizations balance economic, social, and environmental goals. Research increasingly links SP to internal capabilities such as human resources, innovation, and technology.

From a theoretical perspective, most studies combine the Triple Bottom Line (TBL), Resource-Based View (RBV), and Dynamic Capabilities Theory (DCT). Together, these frameworks explain that SP depends on how effectively organizations utilize and renew their internal resources to adapt to sustainability challenges.

The human resource dimension appears as a key driver of SP. Studies highlight that green HRM practices, including recruitment, training, and employee engagement, help build a

sustainability-oriented culture. This suggests that human capital is central to achieving long-term performance and not just short-term financial goals.

Innovation and technology also play a critical role. Findings show that organizations with stronger technological capabilities and green innovation strategies tend to achieve higher SP outcomes. This reflects the growing influence of digital transformation in sustainability management, especially in service and outsourcing sectors.

Regionally, research is dominated by studies from Asia, particularly China, Malaysia, Pakistan, and Indonesia, showing increasing interest from emerging economies. Quantitative methods such as PLS-SEM and SEM-AMOS are the most frequently used.

Overall, the review indicates that achieving Sustainable Performance requires the integration of human, technological, and innovative resources. SP is not only the result of good management practices but also a reflection of how organizations develop their people and adapt through innovation and technology.

4. Conclusion, Implication, and Recommendation

a. Conclusion

This review concludes that Sustainable Performance (SP) has become a strategic indicator of organizational sustainability. Across 38 studies, SP is not only defined by economic and environmental results but also shaped by internal factors such as human resource management, innovation, and technology. The integration of TBL, RBV, and DCT theories explains that sustainable outcomes depend on how organizations manage their people, adapt to change, and use technology effectively.

b. Implication

Theoretically, this study highlights the importance of combining resource-based and dynamic perspectives to explain sustainability. Practically, organizations can strengthen SP by promoting green HRM practices, encouraging innovation, and enhancing digital capabilities. Human capital development is central to building long-term sustainable performance.

c. Recommendation

Future research should examine how employee behavior, green innovation, and digital leadership interact to influence SP, especially in service and outsourcing industries. Comparative and qualitative studies are recommended to capture contextual differences across regions. Organizations are encouraged to view SP not as a reporting metric but as a continuous strategic process linking people, innovation, and technology to sustainable growth.

5. Acknowledge

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