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**| RESEARCH ARTICLE**

## The Underlying Theories of Organizational Sustainability: The Motivation Perspective

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**| ABSTRACT**

The primary purpose of this paper is to illustrate the significance of several underlying theories of organizational sustainability from a motivational perspective. This paper adopts three theories from three distinct perspectives, including the institutional or organizational perspective, the employee perspective, and the stakeholder perspective, to construct and develop strong relationships among different variables to form a research framework connecting these three perspectives with organizational sustainability. The study then suggested a conceptual model for organizational sustainability based on three theories: the institutional theory (IT), the ability-motivation-opportunity (AMO) theory, and the stakeholder theory (ST). Several theoretical perspectives of organizational sustainability, including IT, AMO theory, and ST perspectives of sustainability concerns, were used to explore and determine the motivational viewpoint of these theories. This study began with a review of multiple studies and an analysis of the numerous ideas driving organizational sustainability. After that, the examined studies were appraised for their evidence and inadequacies. This paper included environmental, social, and economic aspects in one comprehensive review and focused on recent studies based on IT, AMO theory, and ST from a motivational perspective. Previous organizational sustainability reviews of several theories in different sectors or industries were primarily based on resource base view theory, resource dependency theory, social exchange theory, dynamic capability theory, and so on. This study examined current changes in IT, AMO theory, and ST theory from a motivational viewpoint. Additionally, the development of organizational sustainability in the industrial arena was addressed. This paper may be used as a guide for different stakeholders, especially practitioners and policymakers so that they can set up their strategies, action plans, and policies in a way that will ensure the sustainability of their organizations.

**| KEYWORDS**

Organizational sustainability, Institutional theory, Ability motivation opportunity theory, Stakeholder theory, Motivation perspective.

**| ARTICLE INFORMATION**

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**1. Introduction**

The environment, society, and economy comprise the three pillars of the sustainability paradigm. Long-term objectives of a corporation include environmental sustainability centered on threefold profitability, society, and the planet (Elkington and Fennell, 1998), whereas short-term objectives are solely concerned with economic gain (DuBois and Debois, 2012). Today, many firms are confronted with new shifts and environmental implications that pose significant hurdles to sustainability (Akhtar et al., 2017). Friedman (1970) suggests that firms with social responsibility should use their resources to engage in actions that do not enjoy sustainable success to maximize their profits (DuBois and Debois, 2012). Organizational sustainability is contingent upon its responsiveness and achievements (Rahman et al., 2022b). They also claimed that organizational sustainability is a holistic organizational strategy that enhances the capability to adapt to environmental, social, economic, and political or institutional

dynamics. To achieve this, firms need competent leadership, a respectable talent pool, resources, organizational behavior, and a culture that addresses sustainability issues and creates organizational sustainability as a whole (Rahman et al., 2022b). To ensure the sustainability of industrial companies in the era of advanced technology, firms must place a greater emphasis on society, the environment, stakeholder relationships, and employee behavior. In this regard, organizations need to focus on socially responsible human resource management (SRHRM), which has a significant positive effect on organizational sustainability (Sancho et al., 2018; Shen and Benson, 2016; Uddin et al., 2020). From an institutional or organizational perspective, the significance of SRHRM aspects like employee well-being, legal compliance, and CSR facilitation, in particular, should be considered through the lens of institutional theory (IT). The implementation of these practices within organizations significantly enhances or energizes employees' behavior toward sustainability considerations. Ensure green human resource management (GHRM) practices in the organization so that it can motivate the employees towards environmental issues that ultimately lead to the sustainability of an organization (Iqbal et al., 2018; Rahman et al., 2022a). From the employee perspective, aspects related to GHRM like employee green training can enrich the employee's abilities, green performance management can ensure motivation, and employee involvement can be treated as an opportunity for employees, for example. These can be viewed through the lens of ability motivation opportunity (AMO) theory. Employees are motivated to behave in a sustainable manner when these aspects are practiced in organizations. Some essential stakeholder characteristics also have a significant impact on organizational sustainability, like stakeholder integration, knowledge of stakeholders, and their behavior adoption (Danso et al., 2019; Rahman et al., 2022a). These stakeholder perspectives allow an organization to consider the said characteristics through the lens of stakeholder theory (ST). The organizational consideration of stakeholder characteristics can also help employees think differently and boost their sustainable behavior. Finally, the most crucial one is the government's role, which plays a positive and influential effect in promoting organizational sustainability (Rahman et al., 2022a). The government's role is to formulate rules and regulations for sustainability, bind organizations to follow them, provide financial and nonfinancial incentives toward sustainability, and control monitoring policies. Using the theoretical framework of institutional analysis, these parts of the government's role are also looked at from an institutional point of view. These roles are required for organizations that want to implant strong beliefs and motivation in their employees to behave in a certain way so that they can easily achieve their sustainability goals.

According to Rahman et al. (2022a), a responsible and sustainable organization must improve its SRHRM processes, consider its stakeholders and the government's role, and ensure that its employees act in a manner that is beneficial to the environment, the economy, and society. This study contributes to the literature on management and organizational sustainability by examining SRHRM, GHRM, stakeholder characteristics, government functions, and employee behavior within the context of the environmental, social, and economic elements of organizational sustainability. IT, AMO theory, and ST are utilized to determine the multidimensional aspects that influence organizational sustainability from a motivational perspective. The research assists management in employing the theoretical lens to drive individuals, society, and the company to achieve organizational sustainability. Consequently, SRHRM, GHRM, stakeholder characteristics, government roles, and employee motivation are gaining growing significance for the sustainability of organizations. This conceptual paper proceeds by explaining the theoretical contribution of organizational sustainability as well as the three theories employed to propose a conceptual model of organizational sustainability from a motivational perspective. In addition, a framework may be established, and the implications of these theories of motivation can be explored.

## **2. Literature Review**

Economic and social or political theories attempt to describe organizational sustainability (Cormier et al., 2005). The first category of theories related to economics, including decision usefulness, agency theory, voluntary disclosure theory, and signaling theory, examines whether CSR exposure influences financial stakeholders and even the industry (Fernando and Lawrence, 2014; Gray et al., 2010). These ideas assume organizations adopt CSR to differentiate themselves. Second-category theories like stakeholder theory, legitimacy theory, and institutional theory vary. These ideas recognize a company's social setting, the fact that its sustainability depends on multiple stakeholder groups, and the fact that it must respond to social pressure (Cormier et al., 2005). Legitimacy theory (Hooghiemstra, 2000; Tilling, 2004) is used to explain sustainability reporting. This theory explains institutional or commercial disclosures' social and ecological contexts according to the self-determination theory (Deci and Ryan, 2000); organizational members are motivated to carry on overcoming challenges. Perseverance ensures long-term sustainability, enhances organizational capability and preserves market dominance (Kantabutra and Ketprapakorn, 2020). Informed by the stakeholder theory (Freeman, 2010) and the sustainable leadership theory (Avery, 2005), the geosocial development practice, influenced by the values and vision for sustainability, recommends that businesses engage in maintaining their stakeholders' happiness and contentment and integrate issues for the environment and society into their business strategies (Kantabutra and Ketprapakorn, 2020). This is in line with the existing practices of sustainable and green supply chain management. Paradox theory (Smith and Lewis, 2011) can be utilized to reinforce moderation theories and models, by which sustainable companies balance short- and long-term goals,

In keeping with Lewin's (1992) complexity theory, resistance management allows organizations to adjust to internal and external challenges. Knowledge exchange promotes corporate innovation through knowledge management and cleaner production. Knowledge sharing aligns with open innovation, which provides an environmentally sustainable industrial process (Rumanti et al., 2021). Knowledge sharing, supported by Nonaka's (1994) knowledge-based theory, Barney's (1991) dynamic capabilities theory, Tzortzaki, and Mihiotis' (2014) knowledge management theory, and Luo's (2007) competition paradigm, helps organizations improve competitive performance and maintain market leadership. The resource-based view (Teece et al., 1997), the stakeholder resource-based view (Sodhi, 2015), and the paradox theory (Smith and Lewis, 2011) helped us improve our understanding of how people share knowledge. Social identity theory states that people are happy when they join positive groups because it reinforces their self-concept about the group (Ashforth and Mael, 1989; Tajfel and Turner, 2004). Social identity theory says employees' organizational commitment affects their conduct (O'Reilly and Chatman, 1986). Shen and Benson (2016) said that when employees care about their organization, they are more likely to go above and beyond what is expected of them. Zawawi and Wahab (2019) redefine organizational sustainability using spiritual leadership theory, which blends calling and membership into the organization and generates the basics of spirituality in leadership. Successful corporate spirituality leads to higher performance and sustained competitive advantage.

### **3. Supporting Theories of Organizational Sustainability**

#### **3.1 Self-Determination Theory**

The self-determination theory of Deci and Ryan (2000) is founded on the principles of perseverance, which aid organizations in promoting individuals who continuously enhance processes, services, and products for a wide variety of stakeholders. The most pertinent existing applications of this theory pertain to eco-innovation (Arranz et al., 2020; Fernando and Wah, 2017); new product development (Malek et al., 2020; Cooper, 2019; Kalish et al., 2018); and cleaner production (Leong et al., 2021; Haines-Gadd et al., 2021). According to this view, self-motivation among organizational members is the most important aspect of business sustainability. It also continues to emphasize a vision of sustainability, perseverance values, and social and environmental responsibility. Its impact on a company's long-term sustainability is business continuity despite significant obstacles, greater capability to produce competitive performance, and continuing market dominance.

#### **3.2 Sustainable Leadership Theory**

According to Avery's (2005) theory of sustainable leadership, sustainable leadership entails having the ability to make long-term decisions, supporting systematic innovation, creating a committed staff team, and providing high-quality products, services, and solutions. Its objective is to achieve a balance between people, profits, and the environment and to improve the enterprise's sustainability through corresponding management practices. These management practices encompass management systems, principles, processes, and values and can constitute a self-reinforcing leadership structure within the firm, including CEO role shift, decentralized decision-making, ethical conduct, and high social and environmental responsibility. Nonetheless, this strategy is founded on geosocial development procedures, which seek to ensure that enterprises completely integrate social and environmental responsibilities into their operations and give genuine care to their numerous stakeholders. It also prioritizes a vision of sustainability, an innovative culture, and a dedication to social and environmental responsibility. Its effect on long-term viability is demonstrated by its greater capacity to drive competitive performance, withstand crises, and maintain market leadership. Sustainability reporting (Safari and Areeb, 2020; Bebbington and Unerman, 2018; Kuzey and Uyar, 2017); sustainable supply chain management (Hussain and Malik, 2020; Mardani et al., 2020; Mathivathanan et al., 2018; Saberi et al., 2019; Hong et al., 2018); and cleaner production (Hens et al., 2018) are the most important practices connected with this theory.

#### **3.3 Paradox Theory**

Smith and Lewis' (2011) paradox theory may help leaders understand the chaotic, seemingly inexplicable, and frequently irrational contemporary world—limited resources, speeding change, expanding plurality, and mounting and dynamic conflicts in everyday business and societal decisions and activities (Smith & Lewis, 2011). Such theories may be particularly useful for "big" tasks. Leaders need to grasp the spectrum of conflicts they face and learn how to respond in different, more complicated, and integrative ways now more than ever. This philosophy is founded on moderation, which helps companies balance long-term and short-term achievement. This theory reveals that appropriate risk and opportunity management at the operational and policy levels lessen a company's vulnerability to unexpected ruthless things. It emphasizes sustainability, moderation, and social and environmental responsibility. It improves corporate resilience. The most significant applications of this strategy are risk management (McAleer, 2020; Samimi, 2020) and cleaner production (Hens et al., 2018).

#### **3.4 Complexity Theory**

Complexity theory by Lewin (1992) holds that minor non-linear modifications can produce massive changes in the structure and that organizations develop in a dynamic, trial-and-error manner over time due to complicated relationships. Complexity theories study the emergence of order in dynamic non-linear systems, such as weather systems, which are on the brink of chaos. In such organizations, consciousness produces inconsistent, though comparable, patterns of behavior using a few simple ordering criteria.

This theory makes companies observe and invest in change. Risk management (Lai and Wong, 2020; Bundy et al., 2017), change management (Cameron and Green, 2019; Hayes, 2018; Doppelt and McDonough, 2017), and cleaner production are the most important practices of this approach (Mou et al., 2021; Sweetapple et al., 2019). According to this view, business sustainability depends on self-governing individuals maintaining organizational coherence. It also emphasizes perseverance, prudence, and sustainability. It improves corporate resilience to internal and external pressures.

### ***3.5 Organizational Resilience Theory***

Organizational resilience, as described by Kantabutra and Ketprapakorn (2021a), is an organizational quality that improves both organizational adaptability and organizational buffering capacity in reaction to rapid external changes, allowing the organization to bounce back and reinforce its existing entity by dynamically reinventing itself for the future. Resilience Development drives corporations to monitor and invest in change, similar to complexity theory. This perspective emphasizes corporate sustainability as self-governing people preserving organizational cohesiveness. It emphasizes perseverance, prudence, and sustainability. It improves corporate adaptability to internal and external concerns. This theory is currently used to manage risks, changes, and cleaner manufacturing (Bundy et al., 2017; Lai and Wong, 2020; Hayes, 2018; Cameron and Green, 2019; Sweetapple et al., 2019; Mou et al., 2021).

### ***3.6 Social Identity Theory***

Ashforth and Mael's (1989) and Peterson's (2004) theories of social identity reveal that humans have the desire to put themselves and others into diverse social groupings that define and symbolize their distinctive qualities (Ashforth and Mael, 1989; Tajfel and Turner, 1986). Social identity theory seeks to understand the relationships between individuals and the groups in which they work and learn. It can contribute significantly to socialization and strategic learning. Individuals develop a sense of group identification because of socialization training, which may lead toward organizational sustainability.

### ***3.7 Spiritual Leadership Theory***

Spiritual leadership theory by Zawawi and Wahab (2019) conceptualizes the spiritual leadership theory as made up of three main aspects: a leader's vision, his or her hope and faith, and his or her selfless love. Vision means a meaningful future that gives employees a sense of self-worth and a reason to live. Spiritual leadership is very critical when it pertains to ethics and values—that is, when it comes to teaching and reinforcing personal, team, and organizational values. In spirituality, leadership and ethics work well together because leadership ensures ethics, and ethics are at the heart of leadership. Fry and Slocum (2008) draw the conclusion that spiritual discernment in leaders has the greatest influence on how well organizations do in terms of environmental, social, and economic sustainability.

### ***3.8 Knowledge-Based theory***

According to Nonaka's (1994) knowledge-based theory, knowledge is regarded as a company's most important resource in terms of its contribution to value creation and strategic importance. As Nonaka and Takeuchi (1995) explain in their seminal work, "organizational knowledge creation" (the capacity to produce new information, disseminate it within the organization, and incorporate it into goods, services, and systems) may be a crucial success element for a company.

### ***3.9 Dynamic Capabilities theory***

Dynamic Capabilities Theory by Teece et al. (1997) develops techniques for senior managers of successful organizations to adapt to extreme incremental change while maintaining the required capacity criteria for economic sustainability. Dynamic capacities are developed through sensing, seizing, and transforming. Sensing actions identify and evaluate external opportunities. Seizing opportunities requires resource mobilization. Dynamic capabilities are "the firm's ability to integrate, grow, and reconfigure internal and external competencies to address quickly changing environments" (Teece, Pisano, & Shuen, 1997). Therefore, the most important way the theory can be used is to help an organization integrate, grow, and reconfigure its internal and external competencies in response to environments that change quickly.

### ***3.10 Resource-Based Theory***

Resource-based theory by Barney (1991) holds that a firm's persistent competitive advantage comes from its valued, scarce, inimitable, and nonsubstitutable resources (Barney, 1991). The ability of organizations to produce or acquire these resources influences their competitiveness and efficiency. RBT uses four criteria to determine whether a resource can create a sustainable competitive advantage. Barney (1991) says that a corporation can have a competitive edge if it has value, is unique, is hard to copy, and cannot be replaced by anything else. The resource-based theory claims that a firm's resources and capabilities determine its competitive advantage (Peteraf, 1993).

### **3.11 Stakeholder Resource-Based Theory**

According to Sodhi (2015) and Freeman et al. (2021), stakeholder resource-based theory is a truly unique method that emphasizes creating and maintaining sustainable stakeholder connections to boost company performance through resource-based considerations. Stakeholder theory was a startling break from the normal understanding of business as a vehicle to maximize profits for the owners of capital (Freeman et al., 2010). The resource-based view (RBV) holds that valuable, uncommon, non-imitable, and organized company resources can give organizations a competitive edge. Stakeholder resource-based theory emphasizes positivity above normativity. Instead of providing a moral standard to judge a firm's activities, stakeholder resource-based theory predicts how profit-maximizing organizations would behave.

### **3.12 Knowledge Management Theory**

According to Tzortzaki and Mihiotis (2014), the concepts of knowledge management theory are categorized into institutional, environmental, and techno-centric forms. Organizational or institutional knowledge management theory focuses on how organizations are structured socially and systemically to manage knowledge and knowledge processes. Environmental knowledge management theory emphasizes people, relationships, and learning communities, including interactions between individuals, organizations, and internal and external variables that bring people together to share knowledge. The techno-centric theory emphasizes creating technology enablers to enhance knowledge and information flow. Knowledge management considers how people, processes, and technology affect knowledge sharing, regardless of the theory or practice.

### **3.13 Coopetition Theory**

The coopetition concept by Luo (2007) identifies the premise behind coopetition as that competition's driving forces and cooperation's resource availability can yield dual benefits (Bengtsson et al., 2010). "Coopetition" is the concurrent competitiveness and collaboration of world market competitors. In coopetition, cooperation and competition are two distinct but interconnected forces. Interdependence involves competing and cooperating to expand globally and make money. The level of cooperation and competitiveness between worldwide rivals is described by four situations: contesting, isolating, collaborating, and adapting.

All the knowledge-based and resource-based theories mentioned above, as well as the dynamic capabilities theory, paradox theory, and coopetition theory, are based on knowledge-sharing practices that enable organizations to communicate information among internal and external stakeholders. The essential tenet of this theory of sustainability is the interchange of knowledge that leads to corporate innovation. These theories also emphasize a vision of sustainability, social and environmental responsibility principles, and compassion. The effect of these theories on sustainability is through enhancing the capacity to achieve competitive performance and maintain market leadership. Knowledge management (Ode and Ayavoo, 2020; Martins et al., 2019; de Guimaraes et al., 2018; Ferreira et al., 2018) and cleaner production are the most significant ramifications of these techniques (Rumanti et al., 2021).

## **4. Theories from the Motivation Perspective toward Organizational Sustainability**

### **4.1 Institutional Theory Perspective and Organizational Sustainability**

Institutional Theory (IT) helps researchers recognize and analyze factors that promote organizational sustainability and legitimacy, such as culture, social environments, regulatory systems (including the legal environment), custom, history, and financial motives while realizing the importance of resources (Baumol et al., 2009; Brunton et al., 2010). In the early 1980s, DiMaggio and Powell (1983) proposed IT, proposing that enterprises conform to the local context by conforming to laws and standards of legitimacy and social fitness. This study suggested that a powerful social force could propel an organization's behavior. Social drivers include culture, law, and regulation. Zhu and Sarkis (2007) discovered that corporations embrace green management methods not for productivity but for social credibility and sustainability. Government laws may drive firms to embrace environmental and social initiatives. In Europe and the USA, where environmental rules are strict, firms are more likely to implement eco-friendly methods than in other areas. Groenewegen and Vergragt (1991) say that adapting can be expensive, especially if businesses use cutting-edge technology to reduce their impact on the environment. A group of researchers analyzed how companies treat the environment and what factors influence their green activities. Institutional theory is often used to explain the relationship between organizations and the environment and how organizations respond to institutional processes (Tachizawa et al., 2015; Adebajo et al., 2016). However, there is evidence that businesses demonstrate diversity even within similar institutional settings regarding green practices (Dowell and Muthulingam, 2017). Scholars (Heugens and Lander, 2009) want more research to be done on the possible variables that affect how people see, understand, and deal with organizational pressure. Coercive, normative, and mimetic isomorphisms illustrate diverse institutionalization processes. Coercive isomorphism causes official and informal company tensions. Coercive pressure may be caused by government legislation; business and professional network policies, or purchasing firm demand (Bhakoo and Choi, 2013). Professionalization causes normative isomorphism when organizations behave legally. Professional societies, suppliers, and customers can exert normative pressure (Bhakoo and Choi, 2013). Mimetic isomorphism occurs when organizations react to uncertainty by imitating successful companies, treating the competition as a source of uncertainty (Yang et al., 2019).

IT identifies two factors that determine organizational behavior: imposition and incentive (Scott, 1987). Institutions and groups govern businesses using these two approaches. Imposition forces organizations to make improvements to reduce future costs, risks, and legal penalties for noncompliance. The incentive system rewards firms for good behavior (Zailani et al., 2012). IT is about making sure that people and organizations have better roles and more credibility by following rules, such as regulatory structures, public authorities, laws, law courts, professions, scripts, and other social and cultural practices (DiMaggio and Powell, 1983; Meyer and Rowan, 1991; Scott, 2007). This theory shows that external social, political, and financial forces affect organizations' strategy and operational decisions; therefore, firms aim to obey legal norms or legitimize their practices (Jennings and Zandbergen, 1995). Institutional theory can describe how societal changes, technology developments, and regulations affect sustainable company decisions (Ball and Craig, 2010). Delmas and Toffel (2004) explain how IT contributes to environmental management. The institutional viewpoint emphasizes the significance of enforcement, regulatory, and social forces in dynamic structuring (Rivera, 2004). This theory is critically focused on the dimensions of SRHRM and the government's role because both are entitled to some legal framework and social forces that construct the framework of the study at the end. Meanwhile, all aspects of these two variables encourage employees to be environmentally, socially, and economically responsible so that the organization's sustainability is maximized.

#### ***4.2 Ability Motivation Opportunity Theory Perspective and Organizational Sustainability***

According to the literature assessment by Renwick et al. (2016), the ability motivation opportunity (AMO) theory classifies green employee preparation, green performance management, and green employee participation as GHRM. Emerging green capabilities in the AMO theory through training forms. Keeping high-performing green employees involves environmental training and education (Teixeira et al., 2012). Green training and development boost a company's ethical culture (Guerci et al., 2015), increase employee involvement and loyalty, and contribute to CSR and sustainability (Batista and Francisco, 2018; Cheema and Javed, 2017). Green performance management, employee evaluation, and green leadership skills improvement (Jia et al., 2018) will contribute to employee happiness, greater creativity, and eco-innovation. Business social responsibility requirements limit negative impacts (Barakat et al., 2016). This research explains the links between GHRM, employee behavior, and organizational sustainability using the AMO theory (Appelbaum et al., 2000). According to AMO theory, the primary functions in greening human-resource policies and practices from start to finish are recruiting and selection, training, and development, performance evaluation, promotions, pay management, and transition policies (Renwick et al., 2013). The AMO theory stresses the management of human resources to develop human ability, resulting in sustainable outcomes through improving human resources and environmental values for conserving the environment. The AMO theoretical context is managers' and upper management's assessment and support of green practices. Engaging and motivating workers to work on green projects is an important part of greening human capital (Hanna et al., 2000). Under the AMO theory's ability component, organizations provide workers with resources for green initiatives. Healthy development, green training, performance management, and employee participation create skills, increase motivation, and improve AMO framework opportunities, contributing to business sustainability through employee engagement and actions (Pham et al., 2019a). Human resource management (HRM) may improve ability, motivation, and opportunity with AMO theory (Katou and Budhwar, 2010). Green environmental planning supports environmental ideals to improve employee behavior (Boiral, 2009). Employees may increase environmental standards, proactive habits, and organizational attitudes (Daily and Huang, 2001). Renwick et al. (2013) say that green performance management strategies look at how well employees take care of the environment so that they can help businesses with their environmental efforts. Tracking and analyzing employee environmental performance and actions can contribute to environmental details, employee green behaviors, and environmental obligations (Guerci et al., 2016; Pinzone et al., 2016). Health, security, prosperity, and well-being are key factors of social sustainability, according to Staniškienė & Stankevičiūtė (2018). When companies use GHRM practices, they can attain fitness, safety, and well-being. This research helps bridge the GHRM literature gap by conceptually integrating GHRM into the environmental, social, and economic sustainability of companies.

The AMO theory can be used to investigate the impact of GHRM on organizational sustainability through employee behavior. The AMO theory states that GHRM should focus on three kinds of activities: training, managing employee performance, and getting employees involved. All of these activities make sure that employees have the "ability" (A) to do their jobs well by attracting, training, and making the most of highly qualified employees. They also make sure that employees are "motivated" (M) by promoting green performance management and that they have "opportunity" (O) by promoting green employee engagement (Renwick et al., 2013). This theory puts a lot of attention on the parts of GHRM and employees' behavior since both have the common attribute of the ability, motivation, and opportunity aspects of this theory that contribute to developing the conceptual framework of the study.

#### ***4.3 Stakeholder Theory Perspective and Organizational Sustainability***

Stakeholder theory (ST) states stakeholders can affect or be influenced by a company's operations (Freeman and Reed, 1983). Stakeholders provide businesses with a "social license" to operate and shape decisions (Sarkis et al., 2010). Stakeholders force companies to follow their wishes (Freeman and Reed, 1983). By establishing unique skills, organizations can grow, compete, and

get a social license. The principle of stakeholders covers workers, service providers, local communities, creditors, and others affected by companies (Lin and Tom, 2018). It discusses morals and management principles such as social responsibility, the business economy, and social contracts. Phillips and Robert (2003) describe a popular version of ST that looks at how managers deal with the different people who have an interest in an organization. Organizations should consider, interact with, and adapt to stakeholder wants and needs (Greenley and Foxall, 1998). General management literature has embraced ST (Freeman, 2010a; Lozano, 2011). ST has been applied to investigate corporate sustainability issues such as sustainable supply chain management (Co and Barro, 2009), marketing for sustainability (Laczniak and Murphy, 2012), and sustainability reporting (Hörisch, et al., 2014). However, stakeholder orientation can help determine satisfaction (Carvalho and Jonker, 2015). Several authors, such as Gadenne et al. (2012), Lodhia, and Martin (2014), have suggested that corporate sustainability success analysis in the future uses ST (Grewatsch and Kleindienst, 2017). The stakeholder viewpoint refers to the statement from various writers that sustainability achievement is not absolute but should be viewed in light of stakeholders and their ambitions (Carvalho, 2013; Silva et al., 2019).

"Corporate sustainability" is the incorporation of the three sustainability principles into operational processes and long-term planning in response to stakeholder expectations and concerns (Mathivathanan et al., 2022). Freeman's (2010) ST of capitalism emphasizes the linked interactions between a corporation and its consumers, suppliers, employees, investors, communities, and others with a stake in it. The principle states that a corporation should benefit all stakeholders, not just shareholders. However, this approach views organizational sustainability as a strategic edge through stakeholder satisfaction. It emphasizes sustainability, innovation, and social and environmental responsibility. It enhanced competitive performance, crisis management, and market leadership by enhancing organizational sustainability. Sustainability reporting, sustainable supply chain management, and cleaner production are the most relevant applications of this approach (Safari and Areeb, 2020; Bebbington and Unerman, 2018; Kuzey and Uyar, 2017; Hussain and Malik, 2020; Mardani et al., 2020; Mathivathanan et al., 2018; Saberi et al., 2019; Hong et al., 2018; Hens et al., 2018). This study emphasizes the potential to develop a constructive collaborative connection with a wide range of stakeholders through knowledge, interaction, and behavior adaptation (Plaza-Beda et al., 2010). Organizations should interact with their stakeholders. Participation, cooperation, and consultation can support organizations' stakeholder interactions. Adapting behavior to stakeholder interests is key to pleasing stakeholders and deciding stakeholder integration (Plaza-beda et al., 2010). This study suggests that ST might be used to measure what stakeholders know, how they interact with each other, and how they change their behavior to help an organization maintain its operations.

The SRHRM of the firm encourages employees to engage in green activities, and this behavior contributes to the sustainability of the organization, enhancing its social standing and reputation. It also keeps personnel excited about corporate tasks and organizational performance, which enhances the organization's long-term sustainability (Uddin et al., 2020). Green management practices have an extremely favorable impact on long-term sustainable performance (Afum et al., 2020). Chaudhary (2019) found that GHRM was strongly linked to both task-related and green employee behaviors. Once the sustainability vision is articulated and shared across the company, the employees within the company become dedicated to the vision (Kantabutra, 2020). Organizations and their leaders are starting to see how economic benefits, social and environmental effects, and their immediate and long-term effects on sustainability are all connected (Orji, 2019). For this unpredictable circumstance, organizations must ensure their staff is green and inventive at work. Therefore, firms encourage employee ability-enhancing programs, motivate them, and generate opportunities through SRHRM and GHRM, while also considering stakeholder and government factors. Effective global and local sustainability plans are essential, and a motivational perspective must drive them. This study shows how the motivational perspective of the AMO theory, the IT, and the ST all apply to the sustainability of an organization.

## 5. Methodology

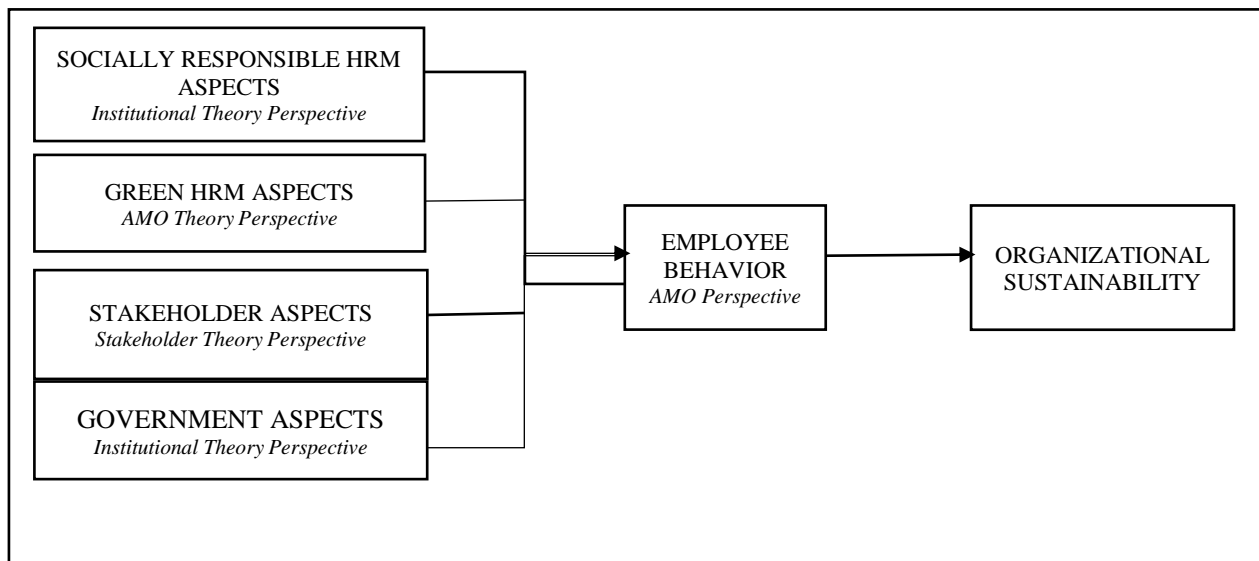
The various theoretical perspectives of organizational sustainability, including the IT, AMO theory, and ST perspectives of sustainability considerations, were utilized to investigate and determine the motivational viewpoint of these theories. First, this study reviewed different studies and the majority of evidence reveals that stakeholder theory has become the most prevalent theory. Following the RBV and AMO theory-related research, CSR-focused or CSR-and-sustainability-focused articles typically incorporate ST (Podgorodnichenko et al. 2020). The majority of papers that cited sustainability or environmental activities as their principal topics employed resource-based views (Podgorodnichenko et al. 2020). These outcomes are consistent with Montiel's (2008) research. Researchers think that the fact that paradox theory is not used in many studies shows that people are generally aware of the tensions and problems in the CSR-HRM integration study. Lastly, we examined the various organizational sustainability theories from a different perspective, as well as a motivational one, and divided them into two categories. Category one studied the majority of organizational sustainability's supporting or underlying theories as well as their most recent applications or practices. In the second category, where we only talked about the three focused theories from the motivational perspective on organizational sustainability, we also looked at several variables or factors that contribute to organizational sustainability. The examined research was then critically evaluated in terms of its evidence and deficiencies. The researchers looked at some of the most important research results in the theories that drive organizational sustainability. Finally, we proposed a conceptual framework for organizational sustainability based on these focused theories and the construct illustrated in this conceptual paper.

**6. Implication and Conclusions**

This study combines IT, AMO theory, and ST to make a conceptual framework that is based on three different theories and has many layers since the sustainability of an organization depends on many different factors. IT implies that economic, social, and political powers drive firms' structures (Scott, 2001). In a developing country, institutions related to the government and the people who use them represent repressive and ethical alignment. This gives businesses limits, rules, and financial support. When businesses try to deal with uncertainty by copying successful businesses and seeing the competition as a source of uncertainty (Yang et al., 2019), this is called the "mimicry transformation" of IT. It helps describe how organizations respond to institutional processes (Adebanjo et al., 2016). Hence, IT appreciates government and societal constraints as two of the most important extrinsic structural elements affecting sustainability through social and green practices. For healthy development, green learning, performance evaluation, and employee engagement strengthen capabilities, motivate employees, and enhance AMO framework possibilities, contributing to business sustainability with organizational commitment and behaviors (Pham et al., 2019a). The AMO theory works well for employee motivation, GHRM, and green behavior from an organizational sustainability viewpoint. By establishing special abilities, organizations grow, prosper, and get social authorizations. In the same way, the stakeholder perspective of business ethics and management includes workers, service providers, local communities, creditors, and other groups (Lin and Tom, 2018). On the other hand, ST can be used to look at how the qualities of all stakeholders affect the sustainability of an organization.

In addition to its informative analyses and important consequences, this study contains significant flaws that could be addressed in future research. Thus, it first included just a proposed conceptual model of organizational sustainability (Figure 1) with IT, AMO theory, and ST for motivation perspectives in SRHRM, GHRM, and stakeholders, along with government consideration. In the proposed conceptual model, all the aspects or dimensions of variables under different theories enlighten the employees to behave in an environmental, social, and economic manner. This leads to the organization's long-term sustainability. Next, it glossed over several other factors, like artificial intelligence, machine learning, and Industry 4.0, that contribute to the long-term sustainability of organizations. The study then evaluated and analyzed only three theories, namely IT, AMO theory, and ST, from the motivation perspective and suggested the following research model. A variety of people, particularly practitioners and policymakers, can use this conceptual paper as a guide to developing strategies, new initiatives, and policies that will support their organizations in remaining sustainable.

**Figure 1**  
**Proposed Conceptual Model of Organizational Sustainability**





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