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The Determinants of Firm's Sustainability Performance: A Systematic Review

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Abstract

Amidst the environmental issues facing the global business landscape, more companies are adopting sustainability as a fundamental component of their organizational strategy. Therefore, it is essential to investigate the critical success factors that drive corporate sustainability by pursuing green innovation. This study explores the critical success factors that affect sustainable firm performance and investigates the impact of an organization's green innovations on sustainable firm performance. The method employed was bibliographic instruments, which involved creating a detailed list of keywords to search for the article online using Google Chrome. There were 55 publications published between 2018 and 2023 from Scopus for the final review. Identified critical areas for examination and made recommendations for future research to accelerate progress toward sustainable performance. This study improves the current body of knowledge by pinpointing the essential vital success variables and the influence of green innovation on promoting corporate sustainability. It also promotes future research that follows high-quality criteria.

Keywords: critical success factors, circular economy, organization green innovation, corporate social responsibility, sustainability performance

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1. Introduction

In today's competitive business environment, understanding Critical Success Factors (CSF) is crucial for ensuring the effective deployment of resources toward long-term sustainability (Y. Zhang et al., 2020). CSFs are essential actions necessary for a business to meet its mission and objectives, including financial, growth, and positioning goals (Freund, 1988). It is recommended to focus on five to ten CSFs at each level to ensure effectiveness. The adoption of Industry 4.0 also necessitates identifying CSFs for effective deployment (Moeuf et al., 2020). As businesses worldwide evolve to pursue profitability and competitive advantage, they must also prioritize environmental responsibility and strive for sustainability performance. Sustainability encompasses principles of social responsibility, economic development, and environmentalism, and research in various fields like agriculture, textiles, non-financial companies, SMEs, and healthcare emphasizes its significance. Sustainable firm performance involves creating lasting value across the economy, society, and the environment, aligned with strategic access to maximize opportunities and address risks from economic, environmental, and social changes (Fahim & Mahadi, 2022).

Companies must address environmental concerns to meet public demand and ensure sustainability (Fahim & Mahadi, 2022). Research by (W. Ahmed et al., 2020) shows that institutional tension and environmental commitment positively impact green supply chain management and economic performance. According to (Svensson et al., 2018), firms committed to the environment can enhance performance and promote sustainable innovation. The circular economy (CE) offers an alternative to traditional economic models, emphasizing environmental importance and providing a framework for improving business models (Ghisellini et al., 2016). CE focuses on eco-friendly industries, resource optimization, and regenerative systems. Enhancing innovation ecosystems within the circular economy and sustainability scenarios involves collaboration, experimentation, and platformization to promote circularity (Konietzko et al., 2020).

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Numerous firms are increasingly prioritizing comprehensive sustainability performance (Fahim & Mahadi, 2022; Freund, 1988; International Renewable Energy Agency (IRENA), 2022; Lozano & von Haartman, 2018; D. Zhang & Du, 2020; Y. Zhang et al., 2020). Consequently, all businesses use Green Innovation (GI) to attain sustainable firm performance (Awwad Al-Shammari et al., 2022; Fernando et al., 2019; P. A. Khan, 2021). Innovation is a fundamental driver of growth and allows firms to navigate market volatility and position themselves for sustained long-term expansion (V. Kumar, 2014). The pursuit of business model innovation, despite its inherent challenges (Chesbrough, 2010), can confer a competitive advantage, provided that the model exhibits significant differentiation and is difficult to imitate by established players and new market entrants (Teece, 2010). This has prompted numerous inventive organizations to modify their approach to searching for new ideas to facilitate the process of achieving innovation (Laursen & Salter, 2006). Many scholars have conducted studies on green innovation (Ahakwa et al., 2021; R. R. Ahmed et al., 2023; G. Li et al., 2023; Tang & Li, 2022; Y. Zhang et al., 2020) through various subjects deliberated upon, such as organizational innovation (Crossan & Apaydin, 2010), innovation capability in small and medium-sized enterprises (Saunila, 2020) and digital innovation in knowledge management systems (Di Vaio et al., 2021), among other examples.

Furthermore, scholars have studied the durability of corporate success, focusing on the crucial social factors—adherence to global business conduct norms within both internal and external society (Sureeyatanapas et al., 2015). CSR has been considered an essential part of managerial and administrative sciences in recent decades (Pino et al., 2016) and has become one of the most critical issues in academic research and managerial practices (Youn et al., 2018). According to (Ghaderi et al., 2019; Maqbool & Zameer, 2018), CSR has increasingly attracted the interests of a firm's stakeholders in recent decades. CSR is known as a significant factor in a firm's success (Maqbool & Zameer, 2018) by bringing advantages to a firm through better consumer evaluations of the company's image and abilities, establishment of brand recognition and the brand's impact, enhancing the brand value, decreasing expenditures of advertising and operational costs and attracting talents and investors (Y. Li et al., 2015). Other researchers like (Tiep Le et al., 2023) have assessed the importance of Corporate Social Responsibility (CSR) for the performance of small and medium-sized enterprises through mediation from the perspective of neoclassical microeconomics; firms will gain little or even zero from their expense in environmental programs.

Based on scholarly sources, this research explores how the dynamic interaction between variables and their indicators can influence sustainable corporate performance. This study will investigate various elements and analyze critical success criteria for sustainable performance. This analysis aims to find the most common elements in

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industrial sectors that may be utilized in the enterprise strategy. In this perspective, research on critical success factors (CSF) and sustainability performance (SP) is fragmented, with diverse and different dimensions investigated. Previous systematic studies have concentrated on the factors influencing and hindering circular economy adoption, as well as the significance of environmental innovation in this shift (de Jesus et al., 2019; De Jesus & Mendonna, 2017; Kraus et al., 2017) and systematic reviews focused on critical success factors that help organizations to be sustainable during the implementation of Industry 4.0 (Kayikci et al., 2022; Sony & Naik, 2020). Furthermore, relationship modeling of Critical Success Factors for Improving E-Learning Performance and Sustainability has been studied (Ahmad et al., 2018). However, the literature on CSF and SP has expanded in line with the increasing popularity of these topics. Thus, this article outlines the primary study issues related to CSF and SP, provides an overview of the theme, and identifies aspects affecting firms. Bibliographic coupling is utilized to comprehensively identify the primary research directions in the literature on CSF and SP and provide areas for further research.

2. Literature Review

2.1 Critical Success Factors and Sustainability Performance

Corporate sustainability performance has become a major focus in modern management and business literature. Companies are increasingly recognizing the importance of integrating environmental, social, and economic dimensions in their operations to achieve sustainable growth and deliver long-term value to stakeholders. The integration of sustainable practices in companies' business strategies not only improves their financial performance but also creates long-term value for stakeholders. In their research, Long et al. (2018) identified CSFs and barriers to moving from traditional business models to sustainable business models, emphasizing internal procedures and management practices for sustainability. They suggested that sustainable business strategies should be built on sustainable development and external support from suppliers, customers, and governments.

Ahmad et al. (2018) emphasized the importance of focusing on various aspects such as organizational infrastructure readiness, technological infrastructure efficiency, course design, access control, user-friendly interface, course flexibility, stakeholder training, content clarity, security measures, and system organization to improve e-learning sustainability and performance. Habidin et al. (2018) investigated the CSFs of sustainable manufacturing practices (SMPs) in the Malaysian automotive sector, highlighting the influence of social responsibility on the successful implementation of SMPs. Alreshidi (2018) discussed green business operations and their important role in sustainability,

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proposing a research model for economic organizations to contribute to the development of highly sustainable cities across economic, environmental, and social aspects. Corporate sustainability performance is a major concern in the context of sustainable business. To achieve optimal sustainability performance, companies need to understand the critical success factors that influence their sustainability efforts.

2.2 Critical Success Factors and Organization's Green Innovation

Research by de Medeiros et al. (2018) raises the important issue of the role of industrialization in addressing environmental problems in the Brazilian industry. The concept of sustainable industrialization refers to the transformation of industrial systems towards environmentally friendly and sustainable production and consumption patterns (Ghisellini et al., 2016). Factors such as efficient use of resources, good waste management, and the use of renewable energy are the focus of efforts to create more sustainable industrialization. In addition, research by de Medeiros et al. (2018) highlights the important role of visionary leadership in facilitating green innovation in organizations. Visionary leadership refers to a leadership style in which a leader has a clear vision of the desired future for his or her organization or team. Visionary leadership is able to explore innovative opportunities in an effort to achieve goals.

In terms of developing green competitive advantage in the equipment manufacturing sector in China, Zameer et al. (2019) found that customers play an important role in strengthening this advantage by pressuring firms to adopt environmentally friendly manufacturing practices. This research emphasizes the importance of implementing green awareness initiatives to influence consumer behavior toward cleaner manufacturing practices. Green awareness initiatives such as educational campaigns, sustainable branding, and eco-labeling can be effective strategies in shifting consumer preferences towards products produced with cleaner manufacturing practices.

2.3 Organization Green Innovation and Sustainability Performance

Research by Asadi et al. (2020) shows the importance of green innovation in promoting sustainable performance in the hospitality industry. The study emphasized the importance of integrating green practices and innovations to improve environmental performance and sustainability in various sectors. According to Hart, green innovation involves developing new products, processes, or business strategies that generate economic and environmental value simultaneously (Song & Yu, 2018). By implementing green innovation, companies can reduce the environmental impact of their business while improving operational efficiency and attracting market segments that are increasingly concerned about the environment.

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In practice, environmental management is required to integrate sustainability principles into an organization's strategy and operations (Bansal & Song, 2017). By integrating green practices and innovations in daily operations, companies can achieve better environmental performance and contribute to overall sustainability goals. Qiu et al. (2020) examined how environmental regulation and market instability drive green innovation in business. Environmental regulation improves financial performance through innovation in green processes, while market turbulence affects it through innovation in green products.

3. Methodology

This systematic review utilized VOSviewer for bibliographic coupling, as described by Kraus et al. (2020). Elsbach & van Knippenberg (2020) highlight the value of systematic literature reviews in enhancing knowledge and research, while Snyder (2019) emphasizes their effectiveness in tackling research topics more comprehensively. Palmatier et al. (2018) classify systematic literature reviews into theory-based, domain-based, and method-based, with Paul & Criado (2020) adding six additional categories. The current inquiry falls under the method-based review category, aiming to analyze and expand upon literature employing a specific approach and examining method advancement within a field. By utilizing VOSviewer, the research assesses the degree of similarity between articles through bibliographic coupling, enabling analysis of connections between publications without relying solely on previously collected citations (Zupic & Čater, 2015).

The systematic literature review process comprised three phases. Phase 1 involved searching the Scopus database using specific terms and criteria, resulting in 176 articles published between January 2018 and 2023. Phase 2 entailed analyzing titles and summaries to eliminate irrelevant sources, leaving 55 articles for further examination. Finally, Phase 3 utilized VOS viewer software version 2.40 for bibliographic coupling analysis. The research protocol is outlined in Figure 1.

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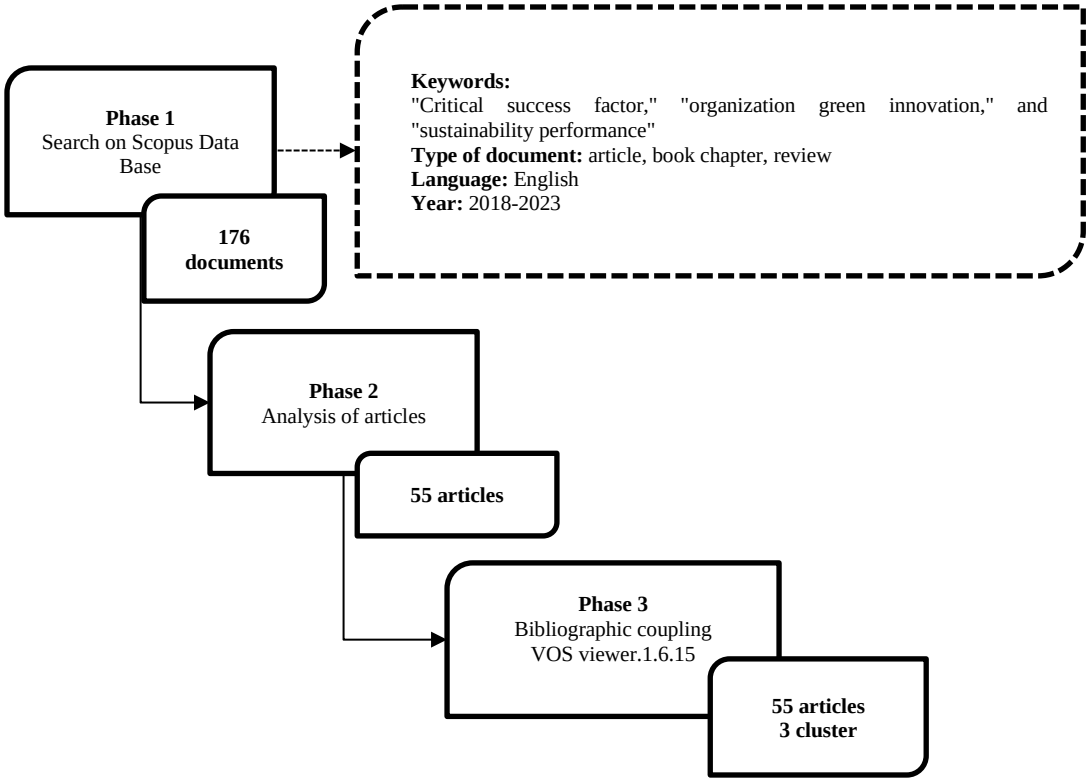

Figure 1. Structure of the systematic literature review approach

4. Results And Discussion

4.1 Descriptive Analysis

Figure 2 illustrates trends in the number of papers published annually on critical success factors and sustainability performance from 2018 to 2023. Interest in the topic steadily increased during this period, with a slight decline observed in 2023. A total of 55 articles were published across 36 academic journals, with the Journal of Cleaner Production leading with five articles, followed by Business Strategy and the Environment with four articles. Economic Research-Ekonomska Istrazivanja contained three articles, while other journals had one or two contributions each.

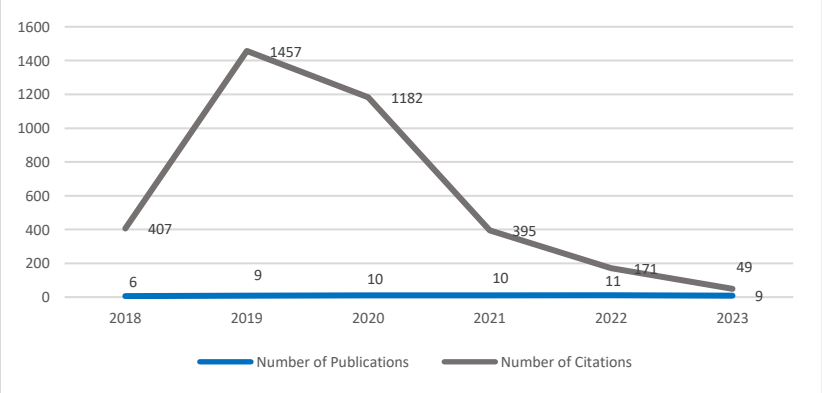

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Figure 2 . The Annual Rate of Increase in the Number of Scholarly Articles on Yearly Basis

4.2 Analysis of Bibliographic coupling

The study utilized VOSviewer for bibliographic coupling to determine the main topics regarding critical success factors and sustainable performance. Out of 55 articles analyzed, the highest number was published in 2022 (11 articles), followed by 10 articles between 2020 and 2021. The number decreased slightly from 2022 to 2023, with 9 articles published. The analysis organized the articles into three distinct clusters. According to Paul et al. (2021), having 40 or more papers in a domain indicates its maturity, allowing systematic literature reviews to significantly contribute to that domain. For further details, refer to Figure 4, which depicts the cluster network in detail.

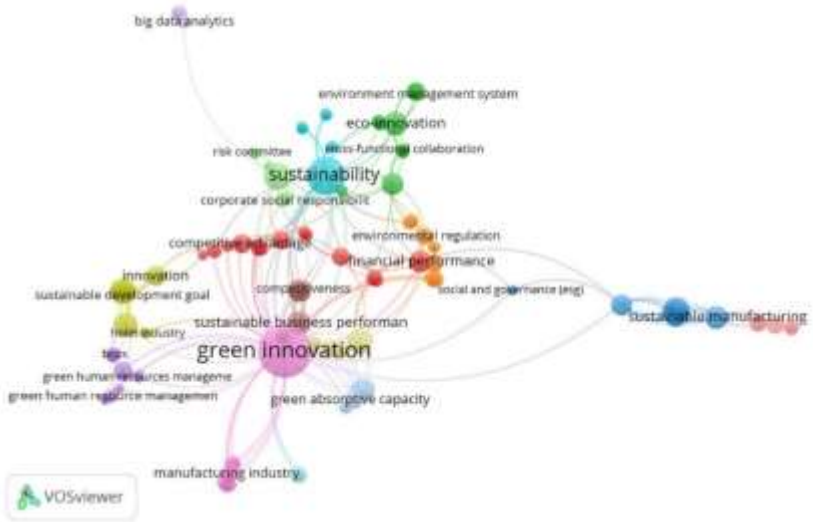

Figure 3. Network Visualization

4.2.1 Cluster 1: Critical Success Factors and Sustainability Performance (*N* = 22)

In this cluster, twenty-two studies contribute evidence regarding the relationship between critical success factors (CSF) and sustainable firm performance. Long et al. (2018) identify CSFs and hurdles for transitioning from traditional to sustainable business models, emphasizing internal procedures and management practices for sustainability. They suggest that sustainable business strategies should be built on ongoing development and external support from suppliers, customers, and the government. Habidin et al. (2018) investigated CSFs of sustainable manufacturing practices (SMPs) in the Malaysian automotive sector, highlighting the influence of social responsibility on the success of SMP implementation. Alreshidi (2018) discusses green business operations and their critical role in sustainability, proposing a research model for economic organizations

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to contribute to the development of highly sustainable cities across economic, environmental, and social aspects.

In addition, Ahmad et al. (2018) discuss Critical Success Factors (CSF) for sustainable implementation of e-learning. They emphasize the importance of focusing on various aspects such as organizational infrastructure readiness, technology infrastructure efficiency, course design, access control, user-friendly interfaces, course flexibility, stakeholders' training, content clarity, security measures, and system organization to improve the sustainability and performance of e-learning. The authors suggest that survey-based research employing structural equation modeling (SEM) can validate the proposed model.

Sehnem et al. (2019) aim to enhance the performance of sustainable supply chains (SSCs) by implementing circular economy methods in conjunction with the Upper Echelons Theory. Their exploratory case studies utilize conceptual principles rather than previously validated quantitative hypotheses. Saran & Yadav (2019) identify and analyze Critical Success Factors (CSFs) for adopting IT-enabled supply chain performance systems, using a hybrid strategy involving literature review, expert commentary, and Interpretive Structural Modeling (ISM). Top management commitment is highlighted as crucial, while performance measurements receive relatively lower ratings. Ong et al. (2019) suggest that stakeholder pressure and globalization drive enterprises to adopt sustainable practices, with policymakers playing a significant role in promoting their adoption and changing organizational cultures and technologies. Contingency theory is employed, but future research could focus on non-profit organizations and employ longitudinal studies.

A. Kumar et al. (2021) explore sustainability-oriented co-opetitive solutions beneficial to organizations and society, supporting co-oppetitive strategies for corporate social responsibility (CSR) and sustainability in an Australian context. Inter-business co-oppetition is proposed as a viable approach to enhance economic, social, and environmental sustainability performance. Limitations in the study are related to the number of interviews conducted. On the other hand, D. Kumar et al. (2021) utilize the Matrice d'Impacts Croises-Multiplication Applique and Classement (MICMAC) analysis to identify the driving and dependency power of components for enhancing supply chain sustainability. Government laws and regulations are identified as primary drivers, while low-energy buildings and postponement/customization are found to be highly interdependent.

Regarding the development of sustainability indicators for the electronics industry, (da Costa et al., 2022) assess production practices and performance related to product

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recovery after use to understand better how companies are reducing the environmental impacts of their products at the end of their life cycle. Critical success variables for product end-of-life environmental management are first determined. After prioritizing essential success criteria, benchmarking indicators of sustainability are created. The proposed methodology should take account of economic and social sustainability.

Alboliteeh et al. (2023) investigate the relationship between knowledge management and sustainability performance from healthcare managers' perspectives, finding a strong correlation between the two. They emphasize the importance of developing and regularly sharing knowledge within organizations to enhance operational effectiveness and long-term success. Almulla & Al-Rahmi (2023) explore the indirect impacts of social cognitive theory, learning input elements, reflective thinking, inquiry learning, and student problem-solving and critical thinking abilities. Their research suggests that inquiry-based learning and reflective thinking significantly impact various aspects of social involvement and engagement. Lateef & Keikhosrokiani (2023) examine how success factors influence business intelligence (BI) deployment in SMEs, finding that knowledge management, market intelligence, technological orientation, and business orientation play crucial roles. They propose that addressing these factors can help solve problems and improve the overall BI framework, enabling SMEs to pursue different areas of business success despite various challenges.

Obeidat et al. (2018) analyze how organizations in environmentally detrimental sectors, particularly the Oil and Gas industry, can effectively implement Environmental Management Systems (EMS). They find that integrating EMS into various operational domains leads to improvements in financial performance. The study highlights the strong relationship between top management support, internal environmental orientation, and the implementation of Green Human Resource Management (GHRM) practices. Additionally, the adoption of GHRM practices positively impacts environmental performance, with GHRM mediating the relationships between internal environmental orientation, top management support, and environmental performance. The study also observes a positive correlation between environmental and organizational performance, considering theoretical perspectives and human resource management techniques within the Oil and Gas industry.

Alsaifi et al. (2019) investigate the inclusion and disclosure of carbon-related data and indicators that signify a proactive approach towards carbon management. The study addresses a research gap and growing interest in evaluating the financial implications of businesses' engagement in climate change beyond regulatory compliance. Voluntary participation in initiatives like the Carbon Disclosure Project reflects this trend. The research finds a positive correlation between voluntary carbon disclosure and firms'

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financial performance. However, it does not explore the potential correlation between establishing a resource-based view (RBV) competitive advantage through proactive carbon management policies and enhancing risk management capabilities. Future research should delve into the impact of efficient carbon mitigation policies on market risk and potential financial burdens for enterprises.

Dubey et al. (2019) investigate the separate and combined impacts of entrepreneurial orientation (EO) and business data analytics with artificial intelligence (BDA-AI) on operational performance. They also explore the consequences of Environmental Dynamism (ED) on the linkages between EO and BDA-AI, specifically regarding access to investment and operational performance. The study aims to enhance understanding of an organization's dynamic capabilities by extending the dynamic capability view and contingency theory, offering guidance to managers in aligning EO with technological capabilities. Findings suggest that EO significantly facilitates organizations' ability to leverage BDA-AI and enhance operational performance. The study is based on empirical evidence from diverse manufacturing organizations, highlighting the importance of causal terminology within the theoretical framework. However, it's noted that the cross-sectional research design used doesn't establish causation definitively.

Mani et al. (2020) examine the correlation between supply chain performance and social sustainability practices in small and medium manufacturing firms (SMEs) in an Asian nation. Their findings suggest a positive correlation between supply chain performance and social sustainability practices, mediated by various stakeholders' performance including suppliers, customers, and operational aspects. The study emphasizes the significance of company size and investment in determining supply chain performance, supplier performance, operational performance, and customer performance. They propose a practical framework for assessing social sustainability in supply chains, particularly focusing on SMEs in emerging economies, based on a stakeholder resource-based approach. The study offers valuable insights for SME managers, highlighting the tangible performance advantages of prioritizing social sustainability in the supply chain. However, limitations include the use of cross-sectional data, a sample limited to Indian SMEs, and the exclusion of multinational enterprises and other stakeholders.

In their study, Ghani Al-Saffar & Obeidat (2019) investigate the impact of Total Quality Management (TQM) techniques on dimensions of employee performance within the Qatar Ministry of Interior, considering the moderating role of knowledge. They focus on TQM's fundamental elements, including a customer-centric approach, employee involvement, continuous improvement, effective leadership, and proficient operations management. The findings reveal that implementing TQM methods significantly impacts employee performance, particularly through facilitating information sharing. This study

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contributes to developing strategic approaches aimed at improving employee performance by implementing TQM practices and fostering a culture of knowledge sharing.

Katsaros et al. (2020) investigate the impact of leadership on the financial performance of Greek shipping enterprises, exploring the mediating effect of employees' readiness to change. The study delves into different leadership styles' influence on employees' willingness to embrace change, finding that employee readiness mediates between leadership and firm financial performance. Conducted during Greece's severe economic crisis, the study underscores the complexity of internal and external factors affecting employees' behavior. Further research is recommended to validate these relationships under more favorable market conditions. Overall, the findings emphasize the importance of employees' preparedness for change and suggest strategies for fostering it within organizations.

Malik et al. (2019) explore the influence of Enterprise Risk Management (ERM) on firm performance, focusing on the role of a board-level risk committee (BLRC) as a governance structure overseeing ERM operations. The study finds that the effectiveness of ERM positively impacts firm performance. Moreover, it demonstrates that robust BLRCs strengthen this association, enhancing the positive impact of ERM on business performance. The authors suggest that more than just establishing a BLRC, an all-inclusive approach is necessary for successful ERM oversight, but emphasize the importance of a well-structured BLRC for efficient governance of ERM.

Rafiq et al. (2020) investigate the practical impact of a strategic management system (SMS) on sustainable development, employing the balanced scorecard (BSC) as a theoretical framework with organizational performance as a mediating variable. The study finds that BSC, as an SMS tool, positively influences sustainable development by incorporating perspectives such as customer, financial, internal business, learning, and growth. Additionally, the relationship between SMS and sustainable development is partially mediated by organizational performance. The study supports the resource-based view (RBV) and balanced scorecard perspectives on SMS. Moreover, it suggests that non-financial indicators are more effective in promoting ecological responsiveness and employee performance compared to traditional financial measures. The research advocates for implementing innovative strategies alongside conventional methods to manage and utilize scarce resources, facilitating the achievement of sustainable development goals.

Lee et al. (2021) explored the relationship between strategic environmental focus and environmental shared vision in manufacturing organizations, with environmental

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performance as a mediator towards financial performance. The study found that adopting an environmental strategy positively influenced environmental performance, which in turn positively impacted financial performance. However, the presence of a shared environmental vision did not significantly affect environmental performance. The findings highlight the importance of environmental strategic emphasis in improving environmental performance and achieving financial success, while also suggesting that environmental shared vision may not be a significant determinant of performance as initially anticipated.

The study conducted by Myriam Ertz; Shouheng Sun; Imen Latrous (2021) emphasizes the potential of big data analytics (BDA) to significantly enhance organizational processes and positively impact the financial performance of firms. The research highlights three key contributions: firstly, the broad and substantial role of BDA in influencing overall corporate performance; secondly, the favorable impact of descriptive analytics on profit-related performance, particularly on share price; and thirdly, the beneficial influence of prescriptive analysis on revenue and profit-related performance. Additionally, the study suggests that the manufacturing sector may experience a greater impact of BDA on financial performance compared to other industries.

4.2.2 Cluster 2: Critical Success Factors and Organization's Green Innovation (*N* = 7)

In this cluster, researchers delve into the relationship between critical success factors and organizational green innovation. For instance, de Medeiros et al. (2018) conducted a study mapping green innovation initiatives in the Brazilian industry, highlighting the significance of organizational efforts in areas such as people, equipment, laboratories, and technology investments. The study underscores the importance of industrialization to mitigate environmental issues and emphasizes the role of visionary leadership in facilitating cross-functional teamwork and innovation-oriented learning. Moreover, another study in the cluster investigates the impact of green intellectual capital (GIC) on economic and environmental performance by fostering green innovation. The findings suggest that green innovation serves as a mediator between economic and environmental performance and various components of green intellectual capital. This research sheds light on the importance of incorporating green innovation strategies into organizational strategies to achieve sustainable economic and environmental outcomes.

Zameer et al. (2019) conducted a study to understand the development of a green competitive advantage in the equipment manufacturing sector in China. They found that customers play a vital role in strengthening this advantage by pressuring firms to adopt green manufacturing practices. The study emphasized the importance of implementing green awareness initiatives to influence consumer behavior toward cleaner manufacturing practices. Overall, the research contributes to the understanding of green

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production and innovation by highlighting the significance of customer pressure in driving environmental sustainability initiatives within organizations.

Y. Zhang et al. (2020) conducted a study to explore how clusters of dimensions such as Technology, Organization, and environmental readiness correlate with Green Innovation, contributing significantly to its success. The research investigated firms' preparedness for green innovation, focusing on organization readiness, technological readiness, and environmental preparation. The study hypothesized that the presence of required and sufficient conditions across these dimensions facilitates green innovation, leading to competitive advantage mediated by the company and environmental performance. The findings revealed that the conditions of each dimension significantly contribute to green innovation success. Additionally, Melander (2020) examined success factors for innovating environmentally sustainable products, emphasizing innovation adoption, knowledge acquisition, collaboration, and motivation. The studies provide insights for firms to strategically plan and execute green innovation initiatives while suggesting future research directions for more consistent literature and under-researched areas.

Qu et al. (2021) conducted a study in China's tourism sector to develop a conceptual framework exploring the relationship between green absorptive ability, green core competence, and green innovation performance. Data were collected from hotels and restaurants in the Northeast region of China known for implementing environmentally sustainable practices. The study found a positive association between green innovation performance and green core competency, mediated by green absorptive ability. Additionally, it revealed that a green organizational culture partially moderates the relationship between green innovation and green absorptive ability. This research contributes to understanding how green practices and organizational culture influence innovation and competitiveness in the tourism industry.

Maqsood et al. (2022) conducted a study to evaluate the factors influencing CEOs' and managers' willingness to implement green supply chain management (GSCM) and clean innovation technology (CIT) in small and medium-sized manufacturing enterprises in Pakistan. The research identified key factors influencing the adoption of GSCM practices, highlighting the significant roles of market and operational considerations, as well as environmental and organizational factors. The study also found that CIT usage could enhance production and consumption in companies, with environmental, governmental, economic, and market assumptions being confirmed as influential factors. However, the research solely focused on CIT as a mediator, suggesting future investigations could explore additional variables and social demographic features as potential moderators to yield novel insights.

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Hu et al. (2023) developed a performance index evaluation mechanism for Photovoltaic Building Materials Enterprises (PBMES) Digital Green Innovation (DGI) to comprehensively assess its status. They created a combined assessment model based on compatibility and consistency, followed by convergence and consistency tests using variance and the Spearman rank correlation coefficient. The study then analyzed the evaluation results of DGI in PBMES and conducted an empirical investigation involving 16 PBMES. The research concludes by highlighting insights that impact the performance evaluation of DGI in PBMES and advocates for improved integration and development of Chinese PBMES and DGI, emphasizing the need for future empirical investigations.

4.2.3 Cluster 3: Organization Green Innovation and Sustainability Performance (*N* =25)

In this cluster, three articles contribute to a better understanding of the association between an Organization's Green Innovation and Sustainability Performance. (Fernando et al., 2019) advances green business by studying a unique conceptual framework that claims service innovation mediates the relationship between sustainable organizational performance and environmental innovation. Eco-innovations improve sustainable performance; service innovation capability has a partially significant positive mediating effect; service capabilities enable companies to distinguish themselves through value creation; and service capability can be used as a business strategy to block new competitors. Due to unclear firm data and profiles in the green directory, this study cannot use a larger sample. Second, most manufacturers in this area prefer to assist clients rather than manufacture. Finally, the research framework could have been more advanced. A future study should examine these areas. Firstly, consider conducting a similar survey in other emerging economies with more variables.

The research conducted by Muisyo & Qin (2020) investigates the moderating role of green innovation culture on the relationship between Green Human Resource Management (GHRM) practices and the environmental performance of Chinese manufacturing firms. The study reveals that GHRM practices, including training, recruitment, incentives, management, employee involvement, and leadership, positively impact environmental performance. Additionally, it highlights the importance of green innovation culture in facilitating employee support for green initiatives, ultimately enhancing environmental performance. This research contributes to the field by addressing Ability Motivation Opportunity (AMO) arguments and proposing a comprehensive framework for analyzing the combined effect of green innovation culture and GHRM on environmental performance. Similarly, Asadi et al. (2020) focus on the adoption of green innovation in the hotel business and its potential impact on performance. Their study underscores the significance of green innovation in promoting sustainable performance within the

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hospitality industry. Both studies emphasize the importance of integrating green practices and innovation to improve environmental performance and sustainability in different sectors.

Qiu et al. (2020) examined how environmental regulations and market instability stimulate green innovation in businesses. Environmental regulation improves financial performance through innovation in green processes, while market turbulence affects it through innovation in green products. This study's limitations are that environmental regulations and enterprises' green innovation behaviors may vary between industries, such as those with low and high pollution, and this study ignores environmental performance. Thus, future research can compare industries. In exploring eco-innovation, (Toha et al., 2020) developed a fishbone business model that aligns production (product, process, and technology) and non-production (organization and marketing) company operations with the 17 Sustainable Growth Goals (SDGs) for societal growth. Future studies can deal with a meta-analysis of the literature review and primary data with a large sample size, which can validate the fishbone eco-innovation model, accelerating sustainability and promoting economic operations toward the UN 17 SDGs for societal development. The fishbone eco-innovation can be tested in various service, production, and national processes. Comparison of developed, developing, and emerging developing nations and tested qualitative and quantitative methods on top-level female employees' influence in business sustainability and societal development. Y. Wang & Yang (2021) utilized the fuzzy analytical hierarchy process (FAHP) method to investigate the implementation of green innovation practices, identifying three key aspects: green product innovation, green managerial innovation, and green technology innovation. Additionally, they employed the fuzzy technique for order of preference by similarity to the ideal solution (FTOPSIS) technique, which highlighted environmental performance as the most suitable measure of sustainability performance in implementing green innovation strategies within the Chinese garment manufacturing industry.

Meanwhile, Chouaibi et al. (2021) conducted research advocating for the adoption of environmental, social, and governance (ESG) policies to safeguard shareholder and environmental interests through high-green innovation practices prioritizing sustainability. They found that green innovation plays a mediating role in the relationship between ESG policies and financial performance. The study revealed that essential ESG practices in the UK and Germany positively impact overall firm value, while shortcomings in these areas negatively affect firm value. Furthermore, they discovered that green innovation fully mediates the link between financial performance and ESG practices. Wang & Juo (2021) investigates the impact of green intellectual capital (GIC) on economic and environmental performance by fostering green innovation. Green innovation fully mediates the relationship between economic performance and green

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human capital (GHC) and between green performance and green structural capital (GSC). It partially mediates the connection between economic performance and green relational capital (GRC) and between green performance and GRC. Green innovation does not mediate the relationship between economic performance and green structural capital (GSC), as well as between green performance and green human capital (GHC). This has implications for company strategy and the adoption of green innovation methods.

The study by Khan (2021) advocates for more sustainability reporting transparency by incorporating company GIPs and considerable sustainable development goal contributions and moderating the revised ISO 56002-2019 innovation management system. Green innovation reporting and ISO 56002-2019 will increase business transparency, stakeholder confidence, and sustainable goal performance. A GIR framework (product, process, service, and technology) for enterprises to integrate GIPs into sustainability reporting was created after a thorough literature assessment. The conceptual model suggested green innovation reporting and ISO 56002-2019 innovation management to achieve sustainable development. This must be added to company sustainability reporting to highlight innovation, sustainable business practices, and sustainable development target performance. Future green innovation reporting and SDG model research could empirically explore, examine, and validate the framework model described in this study in diverse industries and economies. Future research should examine the role of innovation management ISO56002-2019 to generalize the framework's early adoption of new GIR features in sustainable reporting and organizations' SDGs.

Frempong et al. (2021) investigated the influence of business sustainability on business performance through an analysis of the indirect effects of supplier partnerships focused on sustainability and green innovation capabilities. The study revealed that sustainability-oriented supplier partnerships indirectly impact how social sustainability practices affect a company's performance. However, these partnerships did not significantly influence the relationship between environmental and economic sustainability and a company's success. Additionally, green innovation capabilities indirectly influenced how social and economic sustainability affected business performance, except for environmental and corporate performance. The findings contribute to the literature by shedding light on how supplier partnerships and green innovation capabilities indirectly affect company performance, particularly in the manufacturing sector.

Baeshen et al. (2021) highlighted the importance of green innovation for sustainable development (SD) in SMEs. Their research indicated that sustainable human capital

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(SHC), green absorptive capacity (GAC), and organizational support (OS) positively influence green innovation (GRIN) in SMEs. Furthermore, GRIN significantly impacted all three sustainable performance metrics examined. The study found that medium-sized enterprises exhibited a stronger link between GAC and GRIN compared to small firms. Additionally, the relationship between environmental performance and GRIN was more pronounced in medium-sized enterprises. However, the study's applicability may be limited due to its sample being from one country. Future research could involve longitudinal surveys across various nations and cultures to better understand the influence of organizational and national culture on GRIN. Moreover, further exploration is needed in non-manufacturing SMEs to comprehensively grasp this topic.

In their study, Zhao & Huang (2022) found a significant and positive relationship between green transformational leadership (GTL), green human resource management (HRM), green innovation, and the sustainable business performance of manufacturing enterprises in China. They also highlighted the moderating role of organizational support in these relationships. Meanwhile, M. Wang et al. (2022) investigated the mediating role of green technology innovation between environmental regulation and sustainability performance in East China. Although they found evidence for this mediating effect, they did not observe a significant mediating effect of green product innovation. Additionally, (Abubakar et al., 2022) identified a positive correlation between green innovation, green behavior, and information systems, and the long-term success and competitiveness of corporations, particularly in the context of the challenges posed by the COVID-19 pandemic. These studies contribute to our understanding of how various factors such as leadership, HRM practices, innovation, and external regulations impact sustainability and business performance in different contexts.

The study by Sarfraz et al. (2022) aims to enhance the sustainable performance of manufacturing companies in Pakistan by focusing on innovation in green processes and innovation capabilities. Their findings indicate a significant relationship between innovation capabilities, innovation in green processes, and sustainable performance, with digital leadership serving as a buffer that enhances employees' creative abilities and long-term success. Additionally, innovation in green products was found to mediate between innovation capabilities, innovation in green processes, and sustainable performance. However, the study is limited by its focus on data from the private-sector manufacturing industry in Pakistan, suggesting a need for future research to compare manufacturing firms across different sectors and government ownership. In another study by Yan et al. (2022), the researchers examined the impact of FinTech adoption on sustainability performance in Bangladesh's banking sector, an emerging nation. Their findings suggest that the adoption of FinTech significantly affects green innovation, green finance, and sustainability performance, with green innovation and finance fully mediating the

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relationship between FinTech adoption and sustainability performance. While the results provide valuable insights, they may not be generalizable to other emerging nations or industries. Future research could enhance the study model by analyzing additional factors such as environmental strategy, employee green behavior, and technical capabilities, and by incorporating measures of sustainability policies and procedures to demonstrate legislative compliance and environmental sustainability performance.

Awwad Al-Shammari et al. (2022) conducted a study to investigate the impact of green human resource management (GHRM) package practices and green innovation on Triple Bottom Line (TBL) sustainability performance in SMEs. Their results indicate that GHRM practices significantly improve SME sustainability, and green innovation has a considerable impact on sustainable performance, partially mediating the relationship between GHRM practices and SME sustainability performance. The study suggests that implementing GHRM can enhance the adoption of green innovation and contribute to overall sustainability in enterprises. However, the study is limited to the manufacturing sector in Saudi Arabia, and its findings may not be generalizable to other sectors. The study also did not examine environmental beliefs and values at the employee level, which could affect the relationship between HRM practices and creativity. Furthermore, the study only analyzed internal sustainable strategy components, suggesting the need for future research to consider both internal and external aspects for developing proactive sustainable solutions. Additionally, the study recommends surveying internal and external stakeholders to further explore green innovation and sustainable performance in SMEs.

Waqas et al. (2022) conducted a study to investigate the impact of sustainable supply chain practices (lean, green, and agile practices) on supply chain competitive advantage (SCPA), green innovation (GI), supply chain responsiveness (SCR), and sustainable firm performance (SFP). Their findings indicate that lean, green, and agile supply chain practices are statistically linked to GI, SCR, SCPA, and SFP. Moreover, GI and SCR act as mediators between sustainable supply chain practices and SCPA. Additionally, green culture positively moderates the relationship between sustainable supply chain practices and GI, while institutional pressure strongly moderates the relationship between GI and SCPA. However, the study is limited to the Chinese manufacturing industry and uses a small sample size. Future research could expand on this topic by developing complex theoretical models to further investigate and validate the effects of supply chain practices on SCPA and SFP through mediation and moderation pathways.

Novitasari & Tarigan (2022) investigated how corporate social responsibility (CSR) influences firm performance through the mediation of green innovation. The study found that CSR positively impacts firm performance by fostering good community interaction,

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while green innovation contributes to firm performance by reducing energy use and utilizing eco-friendly resources. Additionally, green innovation was identified as a mediator in the relationship between CSR and firm performance. However, the study focused solely on PROPER firms listed on the Indonesia Stock Exchange, which may limit the generalizability of the findings. Furthermore, the subjective nature of CSR and green innovation assessment and the need for a more representative sample were noted as limitations. Future research could explore other industries such as mining and expand the scope to include various aspects of green innovation beyond CSR.

Novitasari & Agustia (2022) investigated the environmental impacts of companies, focusing on the roles of green supply chain management (GSCM) and green innovation as intervening variables between corporate social responsibility (CSR) and corporate performance. The study found that GSCM mediated the relationship between CSR and corporate performance, while green innovation did not mediate this relationship. However, GSCM did mediate the effect of CSR on green innovation. The study had limitations, including its focus on companies listed on the Indonesia Stock Exchange and its subjective assessment of CSR and green innovation. Additionally, the sample was limited to Indonesian enterprises in the manufacturing sector, excluding industries like plantation and mining. Future research could consider incorporating companies from various countries and industries to enhance the generalizability of the findings.

Kanan et al. (2023) conducted a study on the impact of Green Human Resource Management (GHRM) techniques on sustainable performance in manufacturing companies in Palestine, with green innovation as a mediating factor. The research confirmed that GHRM techniques and green innovation significantly contribute to sustainable performance, with green innovation playing a mediating role between GHRM practices and sustainable performance. The study provides empirical evidence for these relationships and suggests avenues for future research, including refining the study model with a larger sample size or exploring other variables such as environmental beliefs or organizational culture. Meanwhile, H. Li et al. (2023) discussed the growing global importance of Green Innovation (GI) and its impact on socio-ecological practices in companies. The study investigated the relationships between GI strategy, green process innovation, green action innovation, and sustainable performance, with green product innovation mediating and employee green behavior moderating the relationship. The findings suggest that employee green behavior acts as a mediator between sustainable performance and green product innovation, while innovation capacities may serve as moderators for future research considerations.

Liu et al. (2023) examined how GHRM, responsible leadership, and green innovation affect banking business sustainability. The findings link ethical leadership, GHRM

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practices, green process innovation, and corporate sustainability. Environmentally friendly behavior partial mediated the relationship between sustainable corporate performance and responsible leadership. More research is needed on how GHRM practices, green innovation, and responsible leadership improve companies' sustainability. Future researchers should use longitudinal data to study sustainable development and investigate factors such as green intellectual capital and pro-environmental behavior.

Hasan & Rahman (2023) analyze the primary elements accelerating eco-innovation efforts in manufacturing small and medium-sized enterprises (SMEs) in Bangladesh. The results suggest that environmental regulations (ER), technological capacity (TC), green goods (GP), energy price (EP), and competitive pressure (CP) all correlate significantly positively with the company's eco-innovation efforts, except Future Regulations (FR). Furthermore, eco-innovation significantly improves both environmental performance (EnP) and social performance (SoP) in the manufacturing of small and medium-sized enterprises (SMEs) in Bangladesh. The correlation between emotional intelligence (EI) and emotional contagion propensity (EcP) was nonsignificant. Future studies should focus on researching similar industries in different economies, including small and medium-sized manufacturing and service enterprises, to achieve solid and reliable results. Additional research should be conducted on companies of all sizes and types.

Y. Wang & Ozturk (2023) examined how green innovation, total quality management (TQM), and green supply chain management (GSCM) impact ecological sustainability. The results show that Green Supply Chain Management (GSCM), namely through collaborating with customers and the implementation of green procurement practices, has a substantial and positive effect on ecological performance. Green innovations promote environmental behaviors, but TQM has an insignificant effect on environmental performance. The results clearly show that internal environmental management plays a key role in moderating the relationship between customer cooperation and environmental performance. Future research should extend the scope of the GCMS to include procurement, green design, manufacturing, facilities, and transport.

4.3 Discussion

4.3.1 Framework For Critical Success Factors And Sustainability Performance:

The dynamic nature of goods, markets, and technology necessitates accurate information to facilitate rapid evolution. Critical Success Factors (CSFs) play a crucial role for corporations in competitive industries. A framework for examining CSFs, green innovation, and sustainability performance is proposed. Utilizing CSF offers an

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intelligent approach to discerning imperative elements for project success (Kannan, 2018). Decisions about indicators influence operations and organizational direction (Haddadi & Yaghoobi, 2014). While most research on CSFs focuses on project management, some studies, like those on sustainable building projects, identify CSFs (Y. Li et al., 2019; Shen et al., 2017; Xue et al., 2018). In selected journals, most CSFs have a positive effect on variables, with only a few having insignificant relationships, such as (Dubey et al., 2019; Ghani Al-Saffar & Obeidat, 2019; Lee et al., 2021; Rafiq et al., 2020).

From the journals selected, sustainable firm performance has been broadly defined and diversified, with multiple dimensions in a wide range. However, in common sense, they may be drawn into one concept of meaning. Some differences in defining the concept depend on the author's point of view and the context where it is likely applied. Some indicators used mainly by scholars to evaluate firm performance are environmental, social, and governance, commonly named ESG, as used by (Rajesh & Rajendran, 2020; Torre et al., 2020; Yu et al., 2020), and many more. Some other scholars have also classified performance by financial and non-financial dimensions (Alsaifi et al., 2019; Lee et al., 2021). Despite the deliberate studies on sustainable performance using the three bottom lines as the measurement concept, some scholars have employed different concepts. In their investigation, (Xu et al., 2022) address green supply chain management (GSCM), corporate social responsibility(CSR), and operational performance(OP) with the moderating variable of relational capital. (Išoraitė, 2005), as cited by (Haddadi & Yaghoobi, 2014), the best value performance indicators comprise five dimensions: Strategic objectives, cost efficiency, service delivery outcomes, quality of user experience of services, and fair access.

The most prevailing concept in the discussion about sustainable firm performance often refers to the three primary lines known as the Triple Bottom Line (TBL), which consists of three aspects they are social, environmental, and financial. (N. U. Khan et al., 2020) state that the first time, the concept was proposed by John Elkington in 1994. In this matter, (Fauzi et al., 2010) agree and support the concept. They argue that sustainable performance should be evaluated on more than just the economic dimension. They propose that sustainable performance should integrate social and environmental factors. Firms should create balance and synergy among economic, social, and environmental aspects (Rasi et al., 2014).

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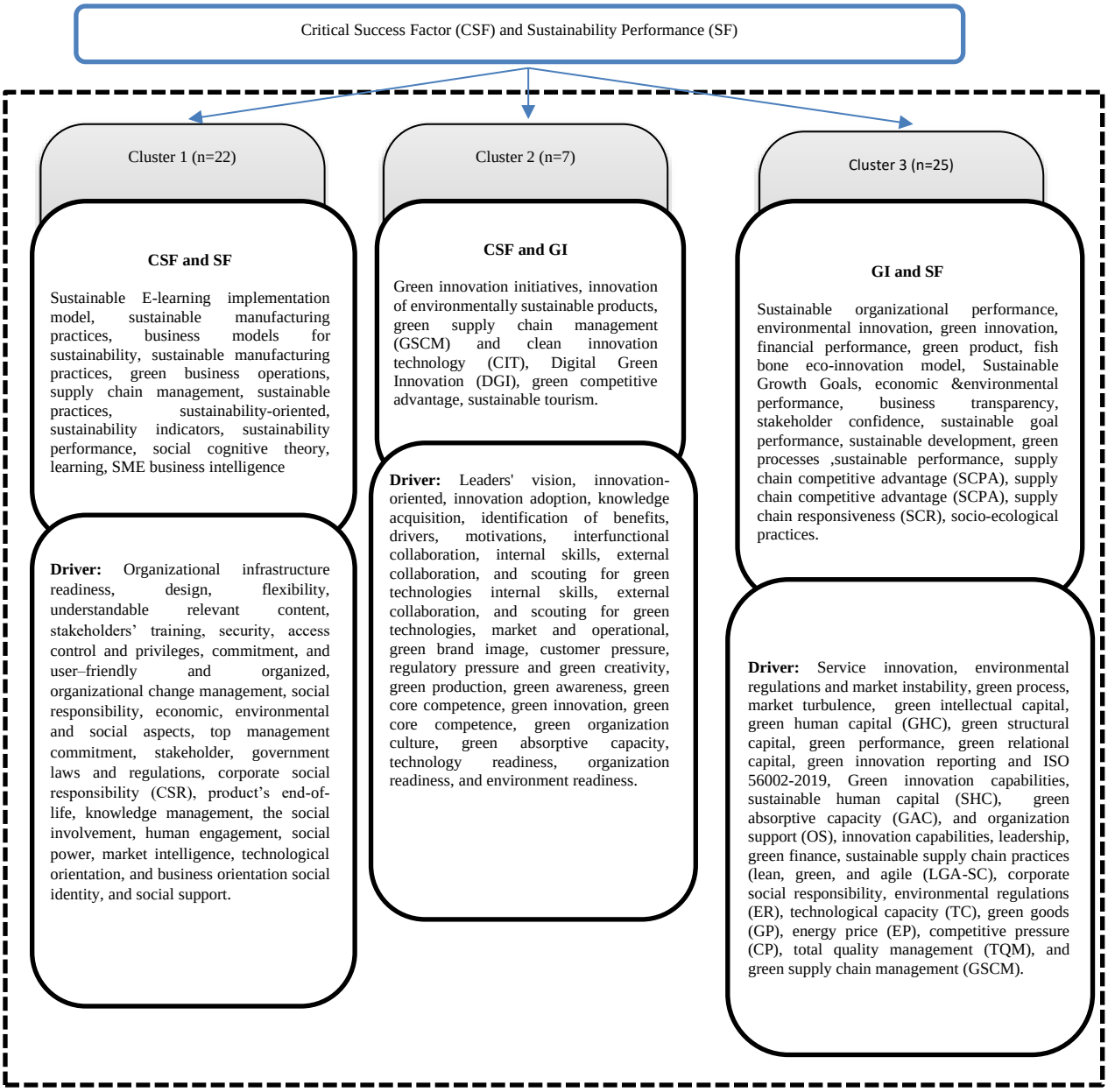

Figure 5. Framework for examining Critical Success Factor, Green Innovation and Sustainability Performance

The analysis is based on 176 publications from the SCOPUS database and adheres to rigorous standards. However, limitations include the exclusion of other databases like Web Science and Google Scholar, potentially overlooking significant contributions. Only English language publications were considered, excluding others, and causality cannot be firmly asserted due to the study's reliance on existing literature. Subjective metrics were used to assess critical success factors and sustainability performance, acknowledging potential disparities with objective measures. The study highlights the

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significance of the Organization for Green Innovation (OGI) in shaping Sustainability Performance (SP) and advocates for further research to delve deeper into their relationship. Integrating Critical Success Factors (CSF) and OGI into SP is deemed crucial given the dynamic global landscape. The study emphasizes the need for broader exploration beyond existing research databases like SCOPUS and underscores the importance of continuous literature review updates to keep pace with sustainability advancements. Future research avenues include investigating patterns in previous studies, and exploring the role of innovation networks, economic efficacy, social media impact, and stakeholder involvement. Additionally, exploring the mediating effects of green innovation on the relationship between internal and external success factors and sustainable firm performance is recommended. The study suggests employing diverse respondent groups in future questionnaire-based studies to enhance the robustness of findings, including stakeholders at various organizational levels within strategic management.

The research underscores the growing interest in sustainability within organizations and the need for comprehensive analyses to understand its various aspects, particularly green innovations. It identifies Critical Success Factors (CSF) and factors influencing green innovation (OGI) and their impact on sustainable performance (SP). The study emphasizes the theoretical and practical implications of these factors, highlighting their role in sustainability implementation. Key findings suggest that managing stakeholder demands and fostering internal and external relationships are vital for sustainable performance. Moreover, it advocates for a holistic understanding of sustainability beyond financial metrics, urging further exploration into the components driving business sustainability. The insights gained from the study also inform the development of legislation aimed at promoting the adoption of environmentally friendly technologies to enhance sustainability performance in organizations.

5. Conclusion

In today's competitive business environment, innovation plays a vital role in achieving sustainable performance and gaining a global competitive advantage. This study aimed to explore the critical success factors influencing sustainable firm performance and analyze the impact of green innovation on organizational sustainability. Through a systematic literature review, the study identified significant correlations between critical success factors, green innovation, and sustainability performance. The findings underscore the strategic importance of innovation in driving sustainability performance, with multinational firms leading innovative practices across global value chains and emerging economies. Despite the growing body of research in this area, there remains

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ample opportunity for further exploration of the relationship between critical success factors, green innovation, and sustainable firm performance, particularly in addressing the dynamic challenges of today's business landscape. The inclusion of green innovations in sustainable firm performance is highlighted as a key focus area for future research in addressing the complexities of the modern business environment.

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