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Organizational sustainability through exploring its dimensions from the perspective of employees of the youth and sports directorate in Kirkuk

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Abstract

Organizational sustainability aims to build a sustainable organizational infrastructure that enhances a culture of sustainability, ensuring sustainable performance at both the employee and institutional levels. The dimensions of organizational sustainability include strategic, economic, environmental, social, and behavioral sustainability.

The COVID-19 pandemic highlighted the significance of sustainability, affecting economic, social, and environmental aspects, and emphasizing the need for more sustainable economic, social, and environmental models. Sustainability involves the ability to meet current needs without compromising the ability of future generations to meet their own needs. It encompasses activities that contribute to achieving a sustainable balance in financial, strategic, product, program, and other dimensions over the short, medium, and long term. Sustainability also includes innovation and creativity to support long-term sustainability, making institutions more efficient through additional improvements in processes and outcomes, and encouraging long-term responsible and reliable engagement in all business activities.

Following a review of the literature, the concepts were defined, the model was built, and hypotheses were formulated based on the dimensions of organizational sustainability. Given the nature of the research and its objectives, the descriptive-analytical approach was used. A questionnaire was designed to collect data from the Directorate of Youth and Sports in Kirkuk, targeting a population of 300 employees. The measurement tools were developed using a comprehensive census approach. One hundred questionnaires were distributed, of which 83 were returned. After excluding two invalid responses, 81 valid questionnaires were analyzed. These were distributed through Google Forms and printed paper forms.

Several methods were employed to ensure validity and reliability, including expert evaluations and Cronbach's alpha. Additionally, factor analysis, simple correlation, and structural equation modeling (SEM) using SPSS version 26 were applied. The results revealed a strong and positive correlation and impact among the dimensions of organizational sustainability.

The study concludes that there is a weakness in adopting financial sustainability. The results indicated that the institution needs to improve its performance in the area of financial sustainability, as this dimension recorded the lowest average among the four dimensions. This suggests the necessity of allocating more financial resources to support sustainability activities.

Key conclusions

1. Increased investment in financial sustainability: The institution should allocate more financial resources to sustainability activities, thereby enhancing the integration of the financial dimension with other dimensions and achieving a balance between spending and profit.
2. Enhancing employee engagement in sustainability: Given the importance of employee support for sustainability, it is recommended to provide training programs to raise employee awareness of sustainability practices and involve them in environmental and social initiatives.

Keyword: Organizational sustainability, financial sustainability, structural equation modeling, covid-19 impact, Kirkuk youth directorate

Introduction

This paper discusses the concept of organizational sustainability, emphasizing its importance in contemporary management practices. It highlights the need for organizations to adapt to environmental challenges and societal expectations, particularly in the context of

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the post-COVID-19 era. The research aims to explore different methodologies and frameworks that can enhance organizational resilience and sustainability, while also examining the role of data management and organizational behavior in achieving sustainable outcomes. In general, the paper seeks to contribute to understanding how organizations can implement sustainable practices across their strategic dimensions, products, employees, and finances. Additionally, it questions what the Directorate of Youth and Sports in Kirkuk can contribute to serving its community sustainably by enhancing its youth programs and utilizing its resources.

Based on the intellectual issue and the field problem, as well as the main research question, the researchers developed several sub-questions that stemmed from the primary inquiry. These questions cover all aspects related to the study problem.

To address these issues, the research is divided into four main sections. The first section outlines the methodological framework of the study. The second section presents the theoretical framework, reviewing relevant literature on the research variables. The third section discusses the practical aspect and tests the hypotheses. The research concludes with the fourth section, which presents the findings and recommendations along with the sources used.

Research Methodology

Research Problem: The primary problem addressed in this study is the weak performance in certain dimensions of organizational sustainability, particularly financial sustainability and employee sustainability, which hinders the achievement of the organization's strategic goals. Despite a reasonable commitment from top management towards sustainability, there is an urgent need to identify the challenges faced by the Directorate in allocating financial resources and analyze the impact of this on the quality of products, programs, and employee well-being. The study investigates the adoption and impact of organizational sustainability, leading to the following research questions:

1. What are the main challenges that organizations face in implementing innovative financing solutions to achieve sustainability goals at the Directorate of Youth and Sports in Kirkuk? To what extent are the H2H (Human to Human) marketing dimensions available in Iraqi internet service companies, from the perspective of their managers?
2. How can the impact of employee participation on the success of sustainability initiatives within the organization at the Directorate of Youth and Sports in Kirkuk be measured?
3. What is the level of importance of strategic sustainability within the organization under investigation?
4. What is the nature of the correlation between the dimensions of organizational sustainability within the organization under investigation?
5. Do the challenges faced by employees of the organization vary according to their gender?

Importance of the Research: The importance of this research can be summarized as follows

This study holds particular significance by providing in-depth insights into the dimensions of organizational sustainability and how they impact the overall performance of the Directorate. The findings contribute to shaping future policies and strategies to enhance sustainability practices, thereby improving operational efficiency and increasing active employee participation. Furthermore, the study offers a valuable database that can be utilized in future research.

1. How can the research results enhance the understanding of the relationship between organizational sustainability and institutional performance?
2. What role does feedback play in improving strategies for allocating financial resources to achieve sustainability goals?
3. Does this study contribute to the development of new models for assessing the effectiveness of current sustainability policies?
4. How can the findings be used to stimulate active employee participation and enhance their commitment to achieving organizational sustainability at the level of the organization under investigation?
5. The results and recommendations of this research can serve as a modest reference to help management in the research community develop their future plans or revise their current strategies by identifying areas of strength and weakness in the management approach.

Research Objectives

In light of the research problem and its importance, the current study aims to achieve the following objectives:

1. To explore the concept of organizational sustainability.
2. To evaluate the sustainability strategies used by various organizations and their effectiveness in enhancing sustainable practices within the organization under investigation.
3. To identify and understand the nature of the relationship between the dimensions of organizational sustainability from the perspective of the employees of the organization under investigation.
4. To clarify and interpret the findings to help the organization benefit from the research variables.

Ultimately, the study aspires to contribute to the theoretical framework of sustainability in various contexts.

Specifically, the study aims to achieve the following objectives

1. To assess the level of organizational sustainability in the Directorate of Youth and Sports in Kirkuk by analyzing the four dimensions: strategic sustainability, sustainability of products and programs, employee sustainability, and financial sustainability.
2. To identify differences in sustainability assessments between male and female employees.
3. To provide practical recommendations for improving performance in sustainability areas.
4. Research Model

Figure 1 presents the hypothetical research model, which illustrates the correlation between the dimensions of organizational sustainability.

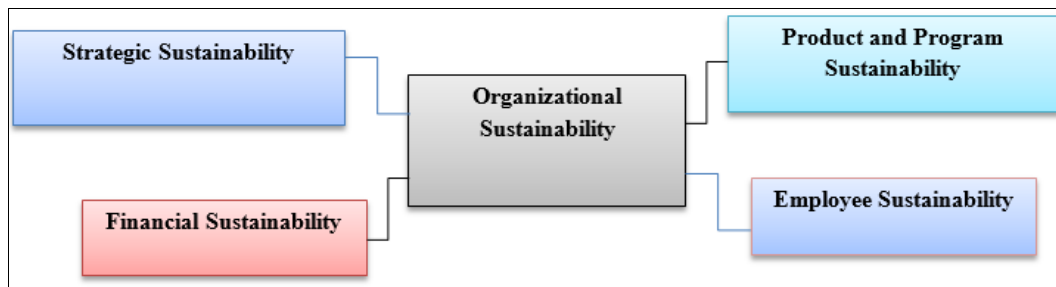


Fig 1: Hypothetical Research Model

Research Hypotheses

The hypotheses were formulated based on the hypothetical model of the research, consisting of two main hypotheses, each of which branches into three sub-hypotheses, as follows:

The study is based on a hypothesis model that focuses on the relationship between the four dimensions of sustainability, and the following hypotheses were formulated:

1. **First Hypothesis (H1):** There is a positive relationship between strategic sustainability and employee sustainability.
2. **Second Hypothesis (H2):** There are no significant differences in sustainability assessments between males and females across the four dimensions.
3. **Third Hypothesis (H3):** Financial sustainability does not have an impact on the quality of products and programs.

These hypotheses were tested by analyzing data collected through a questionnaire distributed to 100 employees, using descriptive statistics, correlation analysis, and hypothesis testing, providing an in-depth understanding of how these dimensions influence overall sustainability assessments within the organization.

Research Population and Sample

The research population consists of 100 employees at the Directorate of Youth and Sports in Kirkuk. A total of 100 questionnaires were distributed to the sample through both Google Forms and printed paper forms. Of the 100 questionnaires, 83 were returned, with 2 excluded, leaving 81 valid questionnaires for analysis. This sample is considered sufficient to represent the population according to statistical tables. Descriptive statistics, correlation analysis, and hypothesis testing were used for the analysis.

Theoretical Framework for the Research Variables

What is Sustainability and What Are Its Dimensions?

Organizational Sustainability

Introduction: Sustainability has become a major concern due to environmental changes, regulations, and societal pressure regarding social and environmental responsibility. Executives have increasingly focused on sustainability, and for many companies, it has become an important part of their strategic goals. Organizational sustainability involves the business community in the context of humans, focusing on the fair distribution of opportunities among people and addressing issues related to education, health, income inequality, and poverty levels.

The ultimate meaning of sustainability is that the success of any business is measured not only in terms of finance, such as profits and return on investments, but also in terms of social and environmental dimensions. The practices employed by organizations, particularly those directed toward individuals, with a growing focus on green management, are essential for sustainability (Amjad *et al.*, 2021) ^[15]. Growth and sustainability are often seen as conflicting goals (Kotler *et al.*, 2021) ^[16]. According to the Chartered Institute of Personnel and Development (CIPD, 2012), the essence of organizational sustainability is the principle of enhancing environmental, community, and economic systems in business processes. This principle is vital because the concept of sustainability ensures business continuity by helping businesses thrive without compromising the needs of the future (Zawawi and AbdWahab, 2019: 397) ^[14].

Strategies Adopted to Challenge Sustainability: Three Different Strategies for Creating Sustainable Growth

Strategy 1: Increase Revenue Growth from Depleting Natural Resources

Through the creation of a circular economy, where the company cares for products after their use, the consumption of resources can be minimized. For new products, companies can use renewable resources (such as IKEA) or materials that have been recycled (such as Nike).

Strategy 2: "Producing Less and Better."

In times of the sharing economy, companies can modify their business models and encourage customers to share (such as Airbnb, Uber, Grab, or DriveNow) or lease products. This strategy can create new revenue streams while also making business more sustainable (such as Siemens Gamesa and GE).

Strategy 3: "Economic Growth"

Is financial growth in the traditional sense all that matters? Growth has many dimensions, such as community growth or personal well-being growth. Companies need to set growth targets considering perspectives beyond just financial metrics.

Definition of Organizational Sustainability

- It refers to activities that meet the needs of the organization and its stakeholders while protecting and enhancing human, social, and natural resources for the future (Tata & Prasad, 2015: 278) ^[13].
- It is development that meets the needs of the current generation without compromising the ability of future

generations to meet their own needs (Schneider, 2015: 525)^[12].

- It encompasses everything that can be maintained within the organization and represents organizational activities that proactively contribute to achieving a sustainable balance in economic, environmental, and social aspects, in the short, medium, and long term, through organizational activities such as processes, production, strategic management, organizational systems, procurement, marketing, evaluation, and communication (Al-Hadraoui *et al.*, 2020: 506)^[11].
- Organizational sustainability means the ability of an institution to maintain its performance and success by addressing the needs of the current generation without impacting the ability of future generations to meet their needs. The concept of organizational sustainability is comprehensive, including environmental, social, and economic aspects to ensure the continuity of operations and sustainable growth (Sygit-Kowalkowska *et al.*, 2024: 2)^[17].

The researchers believe that organizational sustainability refers to the adoption of business strategies and activities that meet the needs of the organization and its stakeholders today while protecting, sustaining, and enhancing human and natural resources that will serve as sources of strength in the future.

For many companies, sustainability has become an essential part of strategic goals. Organizational sustainability encompasses the business community in the context of human factors, focusing on the fair distribution of opportunities among people and addressing issues related to education, health, income inequality, and poverty levels. The ultimate meaning of sustainability is that the success of any business is measured not only in financial terms, such as profits and return on investments, but also in social and environmental dimensions. The practices used by organizations, particularly those directed at individuals, with an increasing focus on green management, are considered crucial for sustainability.

Importance of Organizational Sustainability

The importance of organizational sustainability can be summarized in the following points (Maletic *et al.*, 2015: 184) and (Schneider, 2015: 525)^[10, 12]:

1. **Encouraging Innovation and Creativity:** Supports long-term sustainability by fostering innovation and creative activities.
2. **Enhancing Efficiency:** Makes the organization more efficient by implementing improvements in processes and outputs (products/services), helping organizations reduce costs and risks, and gain a competitive advantage.
3. **Continuous Improvement of Employee Knowledge and Skills:** Continuously enhances employees' knowledge and skills, improving the efficiency of current sustainability practices.
4. **Sustainable Improvements to Reduce Environmental Impact:** The organization undertakes sustainable improvements to drastically reduce the environmental impact of products and services.
5. **Stakeholder Engagement:** Enables companies to

successfully handle sustainability issues by involving stakeholders in organizational sustainability. Businesses can integrate corporate sustainability by achieving environmental integrity while contributing to social justice and economic prosperity.

According to Zen *et al.* (2024)^[19], sustainability contributes to the development of solutions and policies that support positive and sustainable development. The factors influencing organizational sustainability are institutional financing and institutional performance. Organizational commitment is shaped by individuals' acceptance and their outlook on their roles based on organizational values and goals. Institutional funding is a vital element in maintaining and developing organizational operations, while institutional performance refers to the organization's ability to achieve its goals effectively and efficiently. Organizations that adopt sustainability practices improve their image and reputation.

Goals of Organizational Sustainability

Organizational sustainability aims to the following (Lozano, 2015: 32)^[9] and (Longoni & Cagliano, 2015: 216)^[8]:

1. **Providing a Comprehensive Perspective:** It aims to offer a more holistic perspective on various factors of corporate sustainability in order to enhance the motivation for transitioning from the current unsustainable state to a more sustainable organizational state.
2. **Proactively Contributing to Sustainability Balance:** It seeks to proactively contribute to sustainability balance, including economic, environmental, and social sustainability, by addressing the company's systems, such as operations, production, management, strategy, organizational systems, procurement, marketing, evaluation, and communication processes.
3. **Building an Organizational Infrastructure:** It aims to build an organizational infrastructure that promotes a sustainability culture to achieve sustainable performance at both the employee and organizational levels.

Dimensions of Organizational Sustainability

The researchers (Santos *et al.*, 2013)^[11] and (Esteves *et al.*, 2012)^[7] identified the dimensions of organizational sustainability as comprising five dimensions:

1. **Direction:** Refers to the organization's ability to envision the future and find the best way to reach it. It includes the capacity for strategic innovation to facilitate a new business concept, requiring management to continually assess their approach.
2. **Posture:** Relates to managing ethical values that provide organizations with credibility and respect, operating reliably to encourage positive attitudes and critical behaviors that contribute to achieving high performance results.
3. **Organization:** One of the key administrative activities that provides the organization with frameworks to interact with various other organizations and information systems to support goals within diverse economic contexts, aligning strategies, organizational dimensions, and responsibilities.
4. **Behavior:** Refers to the behaviors based on quality as a

general standard for organizations, such as adhering to strict quality standards in line with efficiency and effectiveness patterns, using quality as a tool to control organizational performance to achieve sustainability.

- 5. Evaluation:** Refers to implementing procedures to analyze organizational performance according to specific strategic options and goals, providing the opportunity to quickly and easily access a broad and accurate set of information to mobilize capacities and resources to address critical problems and opportunities.

Researchers such as (Dyllick & Hockerts), (Bekele, 2013)^[6]^[4], (Baumgartner & Ebner, 2010)^[3], (Cella-De-Oliveira, 2013)^[5], (Basiago, 1999)^[2], and (Weber, 2023)^[18] argue that organizational sustainability encompasses three main dimensions, with Weber particularly focusing on the impact of COVID-19 on sustainability.

Sustainability means the ability to meet present needs without compromising the ability of future generations to meet their needs. During the COVID-19 pandemic, the importance of sustainability grew significantly. The pandemic impacted several aspects of sustainability, such as:

- 1. Environmental Sustainability:** During the lockdown period, there was a reduction in greenhouse gas emissions and an improvement in air quality due to reduced economic activity and air travel. Environmental sustainability involves the protection of ecosystems, resilience, and biodiversity. It requires maintaining natural capital as a source for economic inputs.
- 2. Economic Sustainability:** Economies were significantly affected as many industries and businesses ceased operations, exacerbating some economic challenges. Economic sustainability requires organizations to manage several types of economic capital effectively.
- 3. Social Sustainability:** The pandemic heightened social challenges such as social isolation and rising unemployment rates, which necessitates promoting community engagement and collaboration.

Overall, it can be said that the COVID-19 pandemic highlighted the importance of developing more sustainable economic, social, and environmental models to ensure a balance between present and future needs. This reflects awareness of the organization's responsibility for its actions, as well as a genuine, long-term commitment to all business activities to remain successful in the market for an extended period.

Main Dimensions of Organizational Sustainability

Organizational or institutional sustainability involves a set of key dimensions, which can be summarized as follows:

First: Strategic Sustainability

If an organization is trying to do too much to serve and advance the community, it is likely that it will not have enough resources, including money, to do what it wants. Therefore, one of the most important considerations in institutional sustainability is that the organization should

have a realistic vision and goals. If these vision and goals are not realistic, many other activities within the organization will not be feasible either. The solution is not to continue trying to obtain more money, but to reassess the goals and vision of the organization.

Second: Product and Program Sustainability

If an organization does not have high-quality products, services, and programs, customer engagement will ultimately decline. Therefore, it is important to excel at a few things very well, rather than doing many things poorly. Sustainable efforts of any company are reflected in its programs and the products it offers. The fundamental solution here is to focus on continuous development and improvement before pursuing any other path.

Third: Employee Sustainability

No pivotal or positive role can be played in institutional sustainability unless the organization has employees who understand their roles and responsibilities well, or if they do not have the necessary resources to perform effectively. Employees are undoubtedly the key resource for any company, and if this resource is not working effectively, the company will not achieve its desired goals.

Fourth: Financial Sustainability

There is no doubt that companies aiming to play a social role or contribute to sustainability will need a certain amount of financial resources to fulfill the roles they have committed to. Thus, the availability of money or access to financial resources is crucial for their social and environmental activities.

Practical Section

Methodology

A quantitative methodology was used to analyze the data collected from a survey directed at 100 employees from the Directorate of Youth and Sports in Kirkuk and its affiliated forums, to study the dimensions of organizational sustainability. These dimensions include:

- Strategic Sustainability: Evaluation of the institution's vision and the senior management's commitment to sustainability objectives.
- Sustainability of Products and Programs: Analysis of product quality and resource efficiency.
- Employee Sustainability: Study of employee skill development and well-being.
- Financial Sustainability: Evaluation of the allocation of financial resources to support sustainability activities.

Data was collected using a five-point Likert scale (from 1 "Strongly Disagree" to 5 "Strongly Agree") and analyzed using descriptive statistics, correlation analysis, and hypothesis testing to compare sustainability between males and females.

Sample Explanation

The sample consisted of 100 employees from various age groups (ranging from 25 to 60 years old), approximately evenly distributed between males and females, with a diverse range of job titles (Manager, Engineer, Technician, Administrator, Analyst). Employees with varying levels of

experience (from 1 to 35 years) were selected to ensure comprehensive representation of different job levels and

experiences within the organization.
Descriptive Statistics

Table 1: displays the descriptive statistics for each of the four dimensions

Dimension	Mean	Standard Deviation	Minimum	Maximum
Strategic Sustainability	3.2	1.1	1	5
Sustainability of Products and Programs	3.4	1.0	1	5
Employee Sustainability	3.1	1.2	1	5
Financial Sustainability	2.9	1.3	1	5

Interpretation of Results

- The dimension of financial sustainability shows the lowest average (2.9), indicating challenges in allocating financial resources to support sustainability activities.
- The dimension of sustainability of products and programs achieved the highest average (3.4), suggesting that the organization is committed to offering products

- and services that align with sustainability standards.
- The averages across all dimensions reflect variation in the adoption of sustainability, with a need to improve financial performance to enhance integration between the dimensions.

Correlation Analysis

Table 2: illustrates the correlation values between the four dimensions

	Strategic Sustainability	Sustainability of Products and Programs	Employee Sustainability	Financial Sustainability
Strategic Sustainability	1	0.23	0.31	0.18
Sustainability of Products and Programs	0.23	1	0.29	0.20
Employee Sustainability	0.31	0.29	1	0.27
Financial Sustainability	0.18	0.20	0.27	1

Interpretation of Results

- There is a moderate positive correlation between strategic sustainability and employee sustainability (0.31), indicating that commitment to sustainability goals enhances employee practices.
- The correlations between the financial dimension and the other dimensions are relatively low, which may reflect challenges in integrating the financial dimension with the other sustainability aspects.

Hypothesis Testing

A T-test was used to analyze the differences between male and female evaluations of the sustainability dimensions. The results are shown in the following table:

Table 3: Gender differences in sustainability dimensions.

Dimension	t-value	Significance Level (p-value)	Interpretation of Results
Strategic Sustainability	1.21	0.22	There are no significant differences between genders.
Sustainability of Products and Programs	0.95	0.34	There are no significant differences between genders.
Employee Sustainability	-1.97	0.051	There are slight differences close to statistical significance.
Financial Sustainability	0.63	0.53	There are no significant differences between genders.

Interpretation of results

No significant differences were observed between males and females in most dimensions, except for the employee sustainability dimension, where the p-value = 0.051, which is close to the significance level (0.05), indicating the possibility of slight differences in employees' sustainability evaluations based on gender.

The results show that gender does not significantly affect the overall assessments of sustainable development dimensions, with the possibility of further analysis to identify factors specifically influencing employee sustainability.

Conclusions

Based on the practical analysis we conducted, several key conclusions can be drawn regarding the organization's level of adoption of organizational sustainability dimensions:

- 1. Weak adoption of financial sustainability:** The results indicated that the organization needs to improve its performance in the area of financial sustainability, as this dimension recorded the lowest average among the four dimensions. This suggests the need to allocate greater financial resources to support sustainability activities.
- 2. Reasonable commitment to sustainability in products and programs:** Sustainability in products and programs recorded the highest average, reflecting the organization's interest in achieving sustainability standards in this area.
- 3. Positive impact of strategic sustainability on employees:** Correlation analysis showed a positive relationship between strategic sustainability and employee sustainability, suggesting that commitment to a clear strategic vision for sustainability enhances

employee engagement and support for sustainability practices.

4. **Equal evaluations between genders:** Hypothesis testing did not reveal significant differences between males and females in evaluating sustainability dimensions, except for employee sustainability, where the differences were minor. This reflects a homogeneity in sustainability evaluations between genders.

Recommendations

Based on the results and conclusions we reached, we recommend the organization to take several actions to improve the adoption of sustainability practices:

1. **Increase investment in financial sustainability:** The organization should allocate greater financial resources to support sustainability activities, enhancing the integration of the financial dimension with the other dimensions and achieving a balance between spending and profit generation.
2. **Enhance employee involvement in sustainability** Given the importance of employee support for achieving sustainability, it is recommended to provide training programs to raise employee awareness of sustainability practices and engage them in environmental and social initiatives.
3. **Improve integration between strategic and financial dimensions:** The organization can work on strengthening the integration between strategic and financial sustainability by developing sustainable funding plans that support the organization's long-term goals.
4. **Continue innovation in products and services:** Given the high evaluations in the sustainability of products and programs dimension, it is recommended to maintain and enhance this direction by investing in innovation, aligning with sustainability standards.
5. **Review the role of gender in employee sustainability:** Since there are slight differences between genders in the employee sustainability dimension, it is recommended to conduct further analysis to identify the possible reasons for these differences and develop strategies to enhance employee support for sustainability initiatives across both genders.

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