

## **The sustainability initiative reflects the sustainability of business activities**

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### **Abstract**

“Those who believe that sustainability is only a matter of controlling pollution are missing the big picture of the concept of sustainability. Focusing on sustainability requires developing business strategies for new tests, and defining the entire situation as the context in which it should be considered, dealt with and acted upon.”

"Those who think that sustainability is only a matter of pollution control, are missing the big picture. Focusing on sustainability requires putting business strategies to a new test and taking the entire planet as the context in which they do business.

Therefore, organizations have increasingly begun to adopt (sustainability initiatives) as an organizational necessity, as the urgent need for environmental changes calls on organizations in general to move towards sustainability initiatives and projects. Sustainability initiatives require moderate behavioral changes stimulated by added modifications to processes and procedures. In light of this, this research seeks to present an experience presented by Lueneburger & Goleman As a model for business organizations to achieve sustainability in their work, it is called the “Three Phase Model. ”The aim of the research is to try to find out that many organizations today view sustainability as an (opportunity)For the most advanced organizations, sustainability is a core value in their operations In order to achieve this, organizational leaders must understand three points that distinguish sustainability from other organizational initiatives. The first Embarking on a sustainability initiative requires taking into account operational reality and public perception. It is important for organizations not to market their

accomplishments in a way that is greater than what has actually been accomplished, because otherwise these organizations will risk damaging their brand.. **the second** Sustainability as an initiative is more difficult to understand than other initiatives. This means that something must be gained or learned at this stage. Third: Many other organizations' initiatives can be part of a sustainability initiative, as sustainability is applied to all areas and areas of the organization, and can involve many changes upon application.

**Keywords: sustainability, sustainability initiative, business strategies, business organizations**

### **the introduction :**

Sustainability is at the forefront of business topics in the twenty-first century and starting in the past twenty to thirty years, and this has been accompanied by a change in business organizations' attitudes towards it, from rejection to making it their main strategic goal, especially after they realized that sustainability can achieve what they aspire to. Organizations protect the environment, as well as the financial returns they can obtain. Therefore, we notice that in recent years in particular the importance of business sustainability has begun. The industry is increasing, especially with regard to environmental concerns, and consumers are increasingly aware of the environmental impact of their consumer choices and their willingness to contribute to reducing the ecological footprint to create new valuable innovation opportunities for organizations on the one hand. On the other hand, we find that the increase in more restrictive policies and the actions of non-governmental organizations and environmental pressure groups has drawn attention to the polluting behaviors practiced by organizations, forcing them to control the effects of their activities on the environment to reduce reputational risks and avoid additional costs resulting from increased pollution, such as environmental taxes. Subsequently, the importance of discussing sustainability and environmental issues in the business arena has increased, with the active participation of external stakeholders such as local communities, environmental groups, and consumer pressure.

Therefore, sustainability is the best way to address the economic, social and environmental impacts, especially the countless environmental issues facing human societies, the most important of which are the loss of biodiversity, soil erosion, pollution of waterways, ozone layer depletion, climate change and others.

Thus, sustainability has become one of the main priorities in the strategy of most business organizations in the twenty-first century, because of its long-term impact on the success of the organization and its compatibility with the requirements imposed on it by its contemporary business environment, as the success of organizations today and their acceptance by their environment is measured by the extent of their contribution to improving the environment. Preserving it and providing environmentally friendly products that are compatible at the same time with customers' needs and desires

**research importance:**

The importance of the research is demonstrated by presenting the topic of the necessity of achieving sustainability in organizations and emphasizing that it will be merely a goal that is difficult to achieve if it is not practiced and applied. It also includes presenting a business sustainability maturity model as an innovative solution to support organizations that seek to move towards the sustainability of their businesses.

**Research problem:**

The research problem is embodied in Made The ability of business organizations to determine their position within the levels of sustainability, and at what level will it be?

**Study method:**

It becomes clear The research method is based on diagnosing and describing business organizations and how they achieve sustainability.

**The most important conclusions and recommendations:**

The research found that there are seven activities for business sustainability and these activities are: (strategy, competencies, partnerships, communications, motivation, technology, operations).I also concluded that there are five levels of sustainability through which business organizations can know their position within these levels through specific activities that these organizations can implement to achieve this.

The research recommended the need to apply sustainability activities in the field to specific organizations.

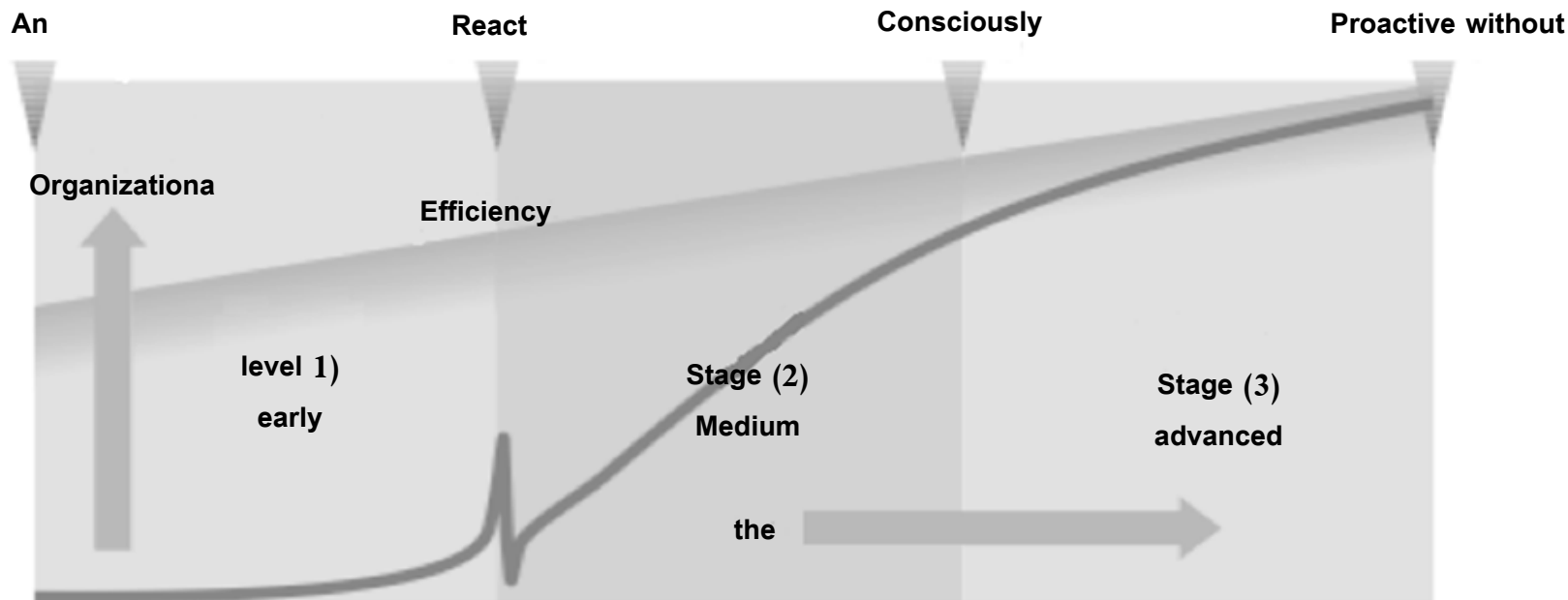
**First: What are sustainability initiatives?**

Lueneburger & Goleman pointed out that sustainability initiatives are very different from any other project undertaken by the organization. The first is that sustainability initiatives are supported by operational reality before the organization circulates it to everyone, and organizations rarely know the

potential commercial impact of sustainability. Finally, sustainability initiatives touch all... The role and every action in organizations and requires extensive operational/operational and cultural changes. It is normal for sustainability initiatives to move slowly at the beginning of their implementation stages, and for leaders to feel strong resistance before sustainability is integrated into the DNA of the organization (Dzenisiuk, 2019).

At the beginning of the implementation process, all employees have an unconscious reaction to the proposal, due to doubts and uncertainty about the returns of the sustainability initiative, followed by the stage of conscious reactions by employees when they find the real reasons for their opposition, and only after the previous two stages do workers begin their proactive and conscious behavior for the sustainability project. , but later their behavior becomes proactive but without awareness of the sustainability project proposed by management. Lueneburger & Goleman have offered suggestions for sustainability leaders about...

How to deal with employee reactions and move through the three stages successfully. They found that successful sustainability initiatives can usually develop through three stages, and Figure (1) shows the stages of the model.



<b>Systemic</b>	<b>Creating a sustainability vision</b> Cultivate acceptance • Continuously building •	<b>Translating vision into action</b> Embedding sustainability into operational processes • Abandoning central control •	<b>Anticipate future needs</b> Building long-term partnerships • Embrace creativity •
<b>Key implementation competencies</b>	Leading change • Collaboration and influence •	Deliver results • Commercial orientation •	Strategic direction • Commercial orientation •



the shape (1)

### **The three phases of a sustainability initiative**

**Source:** Dzenisiuk, Katsiaryna, 2019, “Changing Truck Driver Behavior to Achieve Long-Term Sustainability Results”, MSoc.Sc. in Services Management , P. 31

As stated in the Lueneburger & Goleman model: These stages will be explained in some detail and will be the first stage About creating a vision for the organization, in which managers are invited to make sustainability an urgent issue to influence key opinion makers throughout the organization, by informing employees of the potential risks and opportunities of sustainability initiatives and gaining their support. At the end of this stage, sustainability becomes an official matter/strong mandate at all levels of the organization. Organizations must understand why they need to change, before they decide to engage in sustainability efforts and activities. An organization's sustainability often comes from an external source, such as exposure to the media, which means that the organization has a limited common understanding of what sustainability actually means. Therefore, it is necessary to identify sustainability risks and opportunities at one stage, and here the sustainability initiative leader needs specialized competencies and the ability to Collaboration and influence, as well as the ability to change leadership. It is important to have efficient communication throughout the organization, and for everyone to realize this, so that many potential obstacles can be dealt with efficiently.

The second stage is Developing and implementing programs aimed at reaching an advanced stage of sustainability commitments that were identified earlier or translating the vision into action. It is worth noting that a comprehensive change program with clear tracking metrics and systematic corrective actions will help leaders achieve the greatest value from sustainability initiatives at this stage, in which the move is made from translating vision to action. The first stage dealt with communication and understanding. The second phase discussed starting new projects that translate the vision into realistic change. Here, the leader of the sustainability initiative must possess two main competencies: achieving the result and commercial orientation. New business initiatives must also be identified and measured adequately. Projects that are not completed efficiently or do not bring added value to the organization must be eliminated immediately by the leader. It is clear from the new data and measurements that there is the beginning of a more formal part of the operations, and responsibility can come from different

business units. When the second phase ends, the organization's awareness of sustainability is activated throughout its operations.

As for the third and final stage It revolves around making sustainability the core value of the organization, by integrating sustainability with the basic purpose of the organization's existence. At this stage, there is a move from a commercial orientation to a strategic orientation, and the organization is constantly developing sustainability initiatives. It is necessary to cooperate and focus more on the long-term strategic direction of sustainable opportunities, which means that leaders need to be able to predict future trends and sustainable strategies to ensure a sustainable position. Powerful for organizations. The task here is to try to develop further, and this can be achieved through new partnerships or new methods.

### **Second: Business sustainability activities**

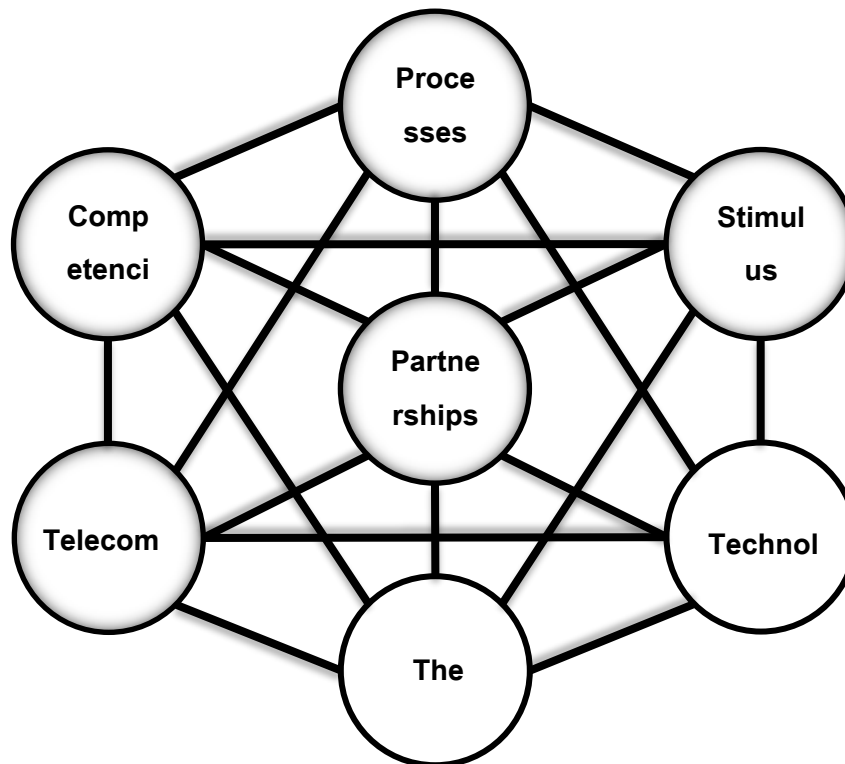
Business sustainability in organizations is not achieved with the push of a button. Rather, as Larson (2007) points out, a set of activities, strategies, and practices must be implemented to meet the needs of the organization and its stakeholders at the present time, while protecting, maintaining, and enhancing the human and natural resources that it may need. The organization in the future, and this means that business organizations that seek to achieve the sustainability of their business must adopt a set of activities and strategies whose successful application will lead to achieving business sustainability. The successful application of these activities and strategies requires the organizations' knowledge and ability to face the stages of transformation towards sustainable organizations that these organizations will face. Organizations The challenges and obstacles that these stages include must be overcome and overcome by developing capabilities and competencies capable of dealing with and overcoming these challenges or obstacles successfully. Thus achieving the desired goals of adopting the concept of business sustainability in improving environmental performance and other positive results that can be achieved as a result of adopting this concept.



For this reason (Cagnin et al., 2020), seven basic activities for business sustainability, through which those in charge of the sustainability initiative can enable business organizations to formulate a strategy to reach advanced levels of sustainability, as shown in Figure (2). The following is an explanation of business sustainability activities and their most important implications:

- **The strategy:**

Business organizations are increasingly incorporating societal expectations into their business strategies, not only to respond to increasing pressures from customers, employees and other stakeholders, but also to explore opportunities to create competitive advantage. Developing a sustainability strategy involves identifying opportunities, using tools for implementation, opening the business to broader reflection, engaging individuals, creating a network of sustainability partners, and using inspiration as a leadership technique.



**Figure (2)**

**Business sustainability activities model**

**Source:** Cagnin, Cristiano Hugo, Loveridge, Denis, and Butler, Jeff, 2020, “Business Sustainability Maturity Model”, PREST, Institute of Innovation of the University of Manchester, UK. P. 5

Therefore, (Porter & Gramer, 2016) pointed out the necessity of integrating social and environmental issues into the contents of the organization’s work in order to understand competition and direct its business strategy, and they emphasized that sustainability is an integral part of the organization’s strategy. Hence, (White, 2019) identified five aspects of the organization’s operations covered by the sustainability strategy, which are:

1. Delighting customers with sustainable innovations that improve the environmental image of the organization’s products.

2. Improving the environmental impacts of the organization's operations.
3. Improving the quality of life through social responsibility programs.
4. Involving and preparing all employees to put sustainability thinking and practices into their daily work.
5. Shaping the future by working transparently with stakeholders (stakeholders) to continuously enable innovation in a sustainable way.

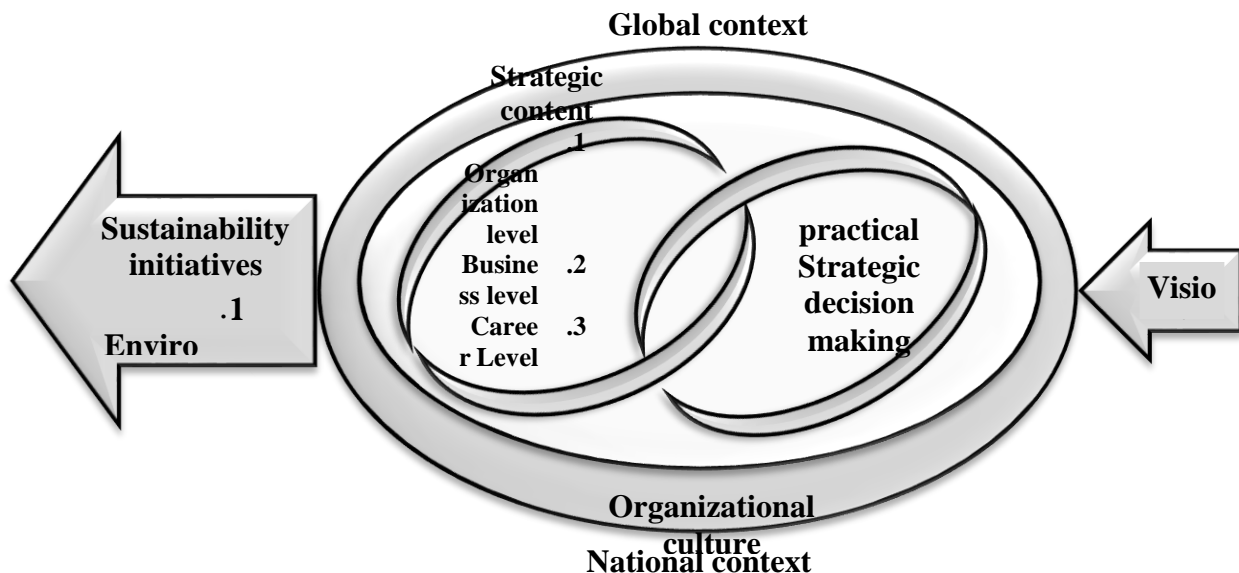
Modern approaches to business sustainability take into account economic, environmental and social aspects, as well as integrating sustainability at several levels and throughout the organization as a whole. These approaches have begun to go beyond simply complying with legal and regulatory requirements, and have begun to take proactive stances towards sustainability. In order for organizations to become more sustainable, these approaches require managers to ensure that sustainability is integrated into the strategic process from the beginning and that it is addressed continuously. More specifically, the organization needs to integrate sustainability within the organization's vision, mission, and strategic goals to reflect the organization's commitment to sustainability, as sustainability must be Part of the strategic decision-making process, as well as the content of the strategy, as managers should

Executives address the different dimensions of sustainability at the strategic level, either during the strategic decision-making process, or as part of the content of strategy, business and functional levels in organizations. Moreover, sustainability initiatives need to be embraced by the organizational culture in a proactive manner. Sustainability issues are also affected by the national and global contexts in which an organization operates. For example, organizations must adhere to established minimum emissions and waste disposal standards. Figure 3 shows the framework used to analyze how sustainability is integrated into the strategy.

This enables managers and researchers to evaluate organizations that implement sustainability in their business to identify further opportunities for improvement (Bonn & Fisher, 2018)

For many organizations that want to move toward sustainability but aren't quite sure how to get started, Cory Searcy of the Department of Mechanical and Industrial Engineering has identified

**Figure (3)**  
**Sustainability as an integral part of the strateg**



**Source:** Bonn, Ingrid, and Fisher, Josie, 2018, "Sustainability: The Missing Ingredient in Strategy", *Journal of Business Strategy*, Vol. 32, No. 1, p. 6

Ryerson University has important guidelines for moving towards sustainability, as he pointed out the mistake of not following these principles from the beginning, and that any plan to adopt sustainability in organizations is divided into three diagnoses: (Searcy, 2010):

- 1– Situational** Examples of situational diagnosis include (Do the organization's vision and mission define issues relevant to achieving sustainability?), (Will stakeholder groups be interested or affected?), (What aspects do other organizations within the same industry have and do with regard to sustainability management?).
- 2– the goal** According to this diagnosis, it seems necessary to be clear (Who is Responsible for What?), and then the questions related to the goal will be clearly answered and announced from the beginning, for example (What are the desired results?), (And in what way). Will one of the organization's key sustainability priorities be in conflict with others, if not all of them?).

**3– Implementation**In light of this diagnosis, it is determined (what are the main obstacles that implementation is likely to face?), (and how will the organization determine who will be responsible for collecting, analyzing, and reporting data?).

On the same topic, when Peter White, the Executive Director of Sustainability at P&G, Chairman of the Global Sustainability Leadership Council, and Professor of Life and Environmental Sciences at the University of Oxford in California, was asked at the Business and Sustainability Conference about P&G’s sustainability strategy for the year 2012 and the most important goals of his company’s sustainability strategy, he pointed out in His answer is that there are five sustainability strategy objectives through which all important aspects and parts of P&G’s operations can be covered, and these objectives are (Norton, 2010):

1. **Products:**Its goal is to improve the environmental image of our products throughout the life cycle, and in fact, products are the most important areas because people know us by our products, and thus they are the areas with the greatest impact and among the greatest opportunities we have for improvement.
2. **Processes**We are constantly working to improve the environmental profile of our operations and have done so for many years. We have set a goal that we will reduce carbon dioxide emissions, energy consumption, water and waste disposed of from our operations by at least 20% per unit of production in 2007. 2012 This means that in the aforementioned period we will reduce these impacts by no less than 50% for each unit produced. In other words, we will have reduced half the environmental impact of each unit produced.
3. **Social responsibility programs**We seek to expand social investment programs to reach a greater number of people. Our program at the institutional level is called: Live, Learn, Succeed, and it aims to help children around the world to live through health programs, learn through educational programs and succeed through programs that promote and encourage adoption. On self-esteem and life skills, work continues to run these programs around the world with the goal of reaching 300 million children over five years (2007-2012).

4. **Employee participation:** With the aim of engaging all P&G employees and motivating them to make sustainability a part of their daily work.
5. **Stakeholder engagement:** So that we can continue to innovate and work in a responsible manner through participation and partnership with stakeholders and concerned parties, and progress and seek to exchange improvement ideas with them.

To clarify the important role of strategy in promoting sustainability initiative at the employee level, White proposed a strategy consisting of three parts, as follows (Norton, 2010):

**the first-** Awareness: And to ensure that all employees know about sustainability and are informed and aware of it. To increase awareness, the organization must issue a quarterly newsletter that reaches all employees, celebrate Earth Day, and celebrate World Water Day. These are all means through which one can go about raising awareness of sustainability among employees.

**the second-** Share To get people who have participated in sustainability activities in order to carry them out successfully, there is a plan called (Take R for Tomorrow) and the letter (R) means Responsibility. This program has activities in individual sites that encourage reducing energy consumption and reducing... Use water, reduce paper use, and encourage leverage in the business.

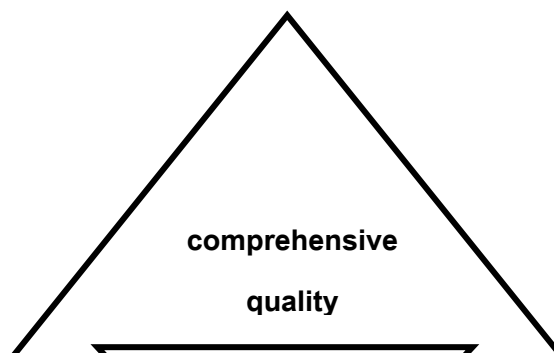
**the third-** Providing training for employees: On what sustainability is, and for each job separately. For example, in the marketing function, workers must be able to introduce the customer to the most sustainable products, without (Green Washing), while in the research and development function, workers must generate ideas and develop products that have been improved. Relativity. (High Growth Job Training Initiative (HGJTI), 2009, 4) indicated that the basic sustainability strategy is partnership with relevant parties (stakeholders) with whom ideas, experiences, and resources can be exchanged. Through partnerships, existing resources can be utilized, capabilities increased, and New ideas, learning from the experiences of others, and ensuring what the organization does meets the needs of the community. In this field, HGJTI has identified a number of sustainability strategies that business organizations must apply when embarking on a sustainability initiative. These strategies are:

1. Seeking other people, whether inside or outside the organization, to help develop a sustainability plan.
2. Identify other people the organization needed for the success of the sustainability plan but, for example, specialized personnel and other stakeholders.
3. Identify and identify potential partners within the important networks and systems with which the organization deals, such as the education system and its included universities, the workforce system, industry leaders, and partners.
4. Identify potential partners from other associations and programs, such as youth programs, older worker programs, religious programs, and furloughed worker programs.
5. Identify potential partners within the community or state, such as the general public, community leaders, or elected officials.
6. Share sustainability goals with key project players and partners.
7. Make current and potential partners aware of the benefits they will receive or receive from the organization.
8. Consider the best way to involve partners, and make the most of the resources they have available for this purpose. For example, some partners may provide valuable advice and consultation in preparing a sustainability plan, while others arrange meetings with potential investors.

- **Processes:**

Operations managers can support the sustainability of organizations' businesses by adopting a philosophy of continuous improvement while adopting measurable goals in order to activate the triad of economy, environment, and society. Operations managers should integrate the three initiatives as one (Ferrer, 2018), Figure (4):

1. Overall quality of products and process.
2. environment protection.
3. Complete safety of the process.



## **Figure (4)**

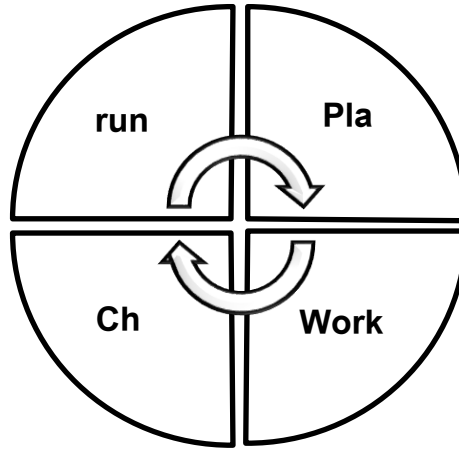
### **Components of sustainable operations**

**Source:** Ferrer, Geraldo, 2018, “Sustainability: What Does it Mean for the Operations Manager?”, The Flagship Research Journal of International Conference of the Production and Operations Management Society, Vol. 1, No. 2, p. 9.

The integration of these aspects brings together three important, non-identical sources that can be measured using the same process improvement tools. Whenever one of these aspects is out of sync with the other aspects, this will lead to significantly higher operating costs. This will then affect the economic performance of the organization, and failure to comply with any of these aspects will increase the amount of waste generated, which affects environmental performance. Failure of the workplace to comply with environmental and safety conditions would endanger the lives of workers and affect the workers and their families. Failure to adhere to these areas affects the community in multiple ways. In order to activate the organization's business sustainability strategy, operations managers must integrate quality, environmental management and safety, strive to eliminate all non-conforming aspects, and adopt a process of continuous improvement through Deming's PDCA cycle, Figure (5). The results would show that the integration of these three aspects, represented by concerted efforts to integrate environmental systems, quality and safety management into a unified process, leads to reducing environmental impact and reducing operating costs, as well as bringing enormous benefits due to the synergy between them by eliminating waste and reducing mismatches. Using the process improvement method, this integration also includes the human dimension by involving employees in improving their workplaces, which leads to reducing unfavorable environmental and safety conditions. This integration focuses directly on internal processes, requires documenting complexities, and coordinating process improvement activities by exploiting process synergies. It is



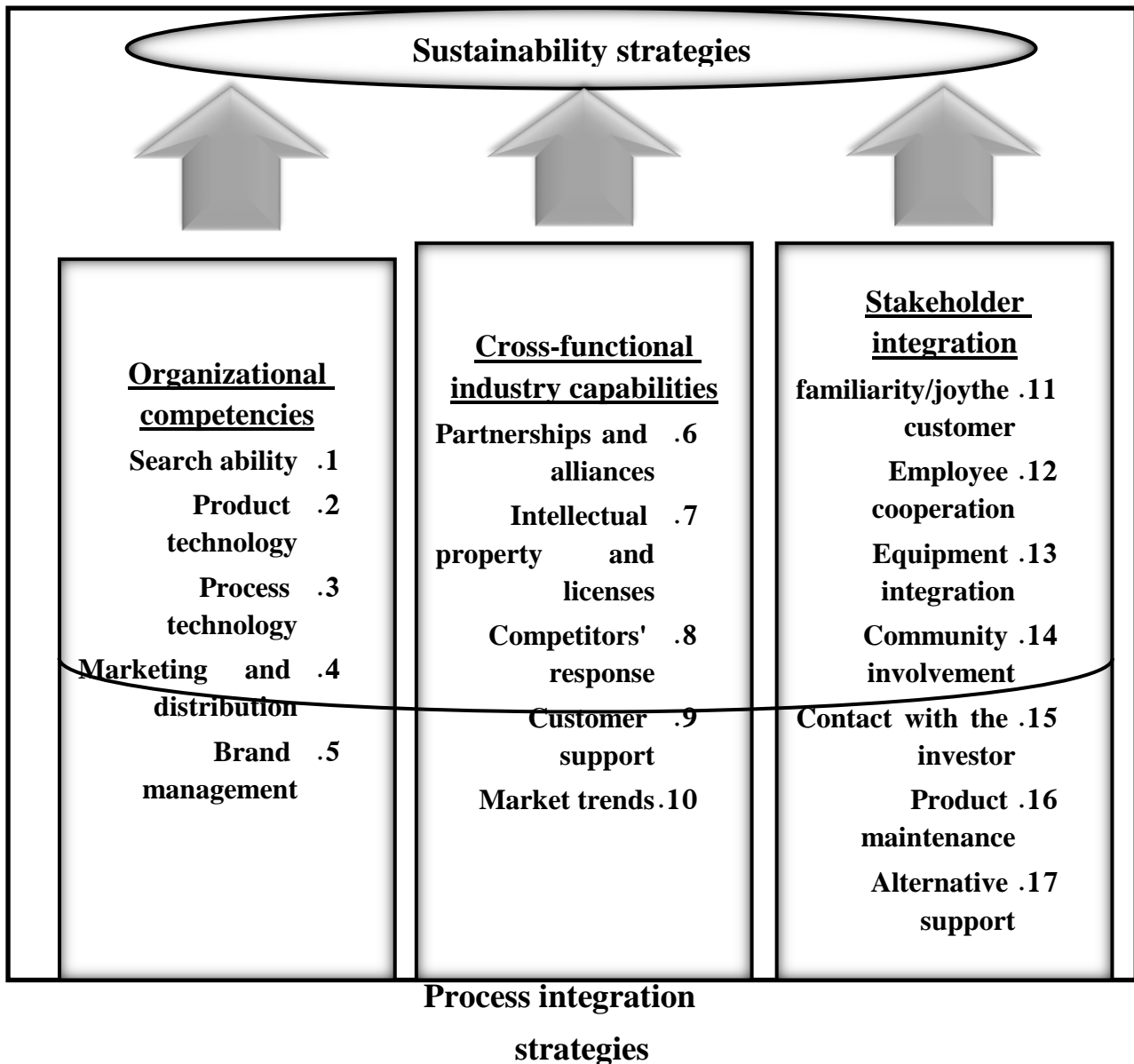
crucial to ensure senior management support to allow this integration to develop, only then will the organization's business sustainability strategy mature and support, delivering peak performance to the triple bottom line (Ferrer, 2018).



**Figure (5)**  
**Deming's PDCA cycle**

**Source:** Ferrer, Geraldo, 2018, “Sustainability: What Does it Mean for the Operations Manager?”, The Flagship Research Journal of International Conference of the Production and Operations Management Society, Vol.1, No. 2, p. 8.

It can also To integrate Operations can support business sustainability strategies through the operations activity integrating cross-industry capabilities with stakeholders and organizational competencies, **Figure (6) The role of process integration in supporting sustainability**



**Source:** Olson, Eric G., 2016, “Not by Technology Alone: Sustaining Winning Strategies”, Journal of Business Strategy, Vol. 27, No. 4, p. 38.

It is confirmed by (Tay et al., 2015, 892) that the focus on the sustainability of operations led to the emergence of what is known as Sustainable Supply Chain Management (SSCM), which aims not only to reduce the amount of waste or consume smaller amounts of energy, but also to improve operations. Which would lead to developing organizations becoming fully sustainable in the future.

- **Stimulus:**

Motivation is described as one of the business sustainability activities, and it is not limited to a specific party, but rather includes all stakeholders, including employees, suppliers, competitors, shareholders, customers, and other relevant parties. The organization's workers are motivated by encouraging them to adopt, share, and share knowledge at all levels and in all jobs, and suppliers are motivated by encouraging them to adopt a green and sustainable supply chain to ensure that organizations continue to deal with them and obtain raw materials from them. Otherwise, the organization will replace these suppliers with others. They are more aware of the environment in order to preserve it. As for competitors, they are motivated by competing with them to provide environmentally friendly products that are more acceptable to society, which makes their products vulnerable to obsolescence and indifference to them by customers, which will force them to provide environmentally friendly products. As for customers, they are motivated to adopt sustainable practices in their daily lives by urging them to buy sustainable and environmentally friendly products by making these products harmless to health and the environment and less energy consuming. Here (Keijzers, 2005) indicated that there are three incentives for the sustainability of organizations' work, which are (Bos-Brouwers, 2010):

1. **Disinfection (Making Sanitary):** Driven by the commitment to cleanliness and health and safety efforts of organizations.
2. **Control:** driven by eco-efficiency and environmental and social management.
3. **Integration:** Value creation is driven by integrating all environmental and social issues into business decisions.

Motivational behaviors for sustainability processes are based on knowledge workers and self-managed work teams. The organization also cooperates with stakeholders and motivates them through comprehensive dialogue and effective partnership to achieve sustainability. Motivational processes are paved in the organization's strategy and focus on beliefs, values, and culture to achieve sustainability. The organization seeks to help individuals and motivate them to find meaning. and satisfaction in everything they do to ensure sustainability in their business (Cagnin et al., 2010).

### **Third: Challenges or obstacles that could face business sustainability initiatives:**

Reviewing models of business sustainability initiatives is one of the most important reasons that helps identify the barriers that prevent the adoption of sustainability initiatives and practices by organizations. The most important of these barriers are: lack of knowledge among decision makers, absence of leadership, insufficient stakeholder pressure, and insufficient time and skill to implement. practices, high capital costs, and lack of education to know the benefits of environmental compliance. These obstacles/barriers, whether organized or unorganized, can be overcome.

In general, change faces great challenges and difficulties to achieve, and in this area, Doppelt (2013) explained that wrong practicesThe factors that accompany the efforts of organizations seeking to achieve sustainability in their work are factors that hinder progress, and they have been called (the seven sustainability mistakes).Seven Sustainability Blunders for Doppelt, including (Erander & Hetemaki, 2014):

- 1- Patriarchal thinking (thinking patriarchally on behalf of everyone) that leads to a false sense of security.
- 2- A somatic introduction to environmental, economic and social issues.
- 3- Lack of a clear vision for sustainability.
- 4- Confusion of cause and effect.
- 5- Lack of information.
- 6- Lack of sufficient learning mechanisms.
- 7- Failure to institutionalize sustainability.

According to (Doppelt, 2013) it means the patriarchal viewThere are clear vertical lines of authority in the organization, as information flows upward to that authority, and decisions flow downward from the top to all departments. Patriarchal thinking undermines personal responsibility and accountability. Moreover, it disempowers employees and weakens their ability to fully contribute to the organization. This leads to a situation in which employees see that there is no reason to change.

**And a huge mistake** The second is the silo approach for environmental, economic and social issues. In many organizations sustainability is managed through a separate unit, which makes it difficult to determine the cause and effect of system problems, because there is no

single unit from which we can understand how the whole system works (Doppelt, 2013).

**The third mistake is lack of clarity of vision** According to (Doppelt, 2013), one of the most consistent traits that appear in high-performance, ideal organizations is clarity of their purpose and knowing what they seek to achieve.

**The fourth mistake is:** Confusion about cause and effect, as Doppelt (2013) pointed out that if organizations fail to change because they think they know what is causing them environmental and social problems, then the solutions to the problems are wrong. This means that bringing about some kind of change in the organization is impossible to achieve without the effective support of the majority of employees and their participation in the change. This requires all employees to change their routines, add additional duties and tasks, and make other personal sacrifices.

Herein lies the fifth mistake Unless employees understand the need, strategies, and purpose of the expected results of this effort, and realize that they will benefit the organization and themselves, they will resist change.

The sixth error concerns With inadequate learning mechanisms, “people ultimately learn through achievement and judgment” and that little learning will occur when workers are given few opportunities to test their new ideas. The rewards for those efforts are low, and without a continuous expansion of understanding and knowledge, it becomes very difficult for an organization to know how to overcome all the obstacles it faces when moving toward sustainability, or even any other type of change.

**The seventh and final mistake**, is the failure to institutionalize sustainability, i.e. a successful sustainability initiative when sustainability-based thinking, behavior, and perspectives are integrated into the routines of the organization, and the culture of the organization. Without the institutionalization of sustainability, there will be a major risk of the rise of old thinking and behavioral patterns that prevent change (Doppelt, 2013).

### **Conclusions and suggestions:**

- **Conclusions:**

- 1 Organizations view sustainability as a long-term strategy and are considered a profit center and a level that must be reached. They also view employees as valuable organizational resources, and that the

organization has the ability to respond quickly to any sudden environmental changes.

- 2 The organization seeks to establish sustainable partnerships with stakeholders to build continuous cooperation and ensure that trust is not lost.
- 3 - Sustainability practices and initiatives are not stimulated at the required level in organizations, nor does the organization seek to help and encourage individuals to find satisfaction in everything they do to ensure sustainability in their work.
- 4 Differences in organizations' commitment to sustainability arouse the attention of researchers and practitioners to find out the reasons behind these differences.
- 5 - Organizations can monitor emerging sustainability needs from various stakeholders, and seize sustainability opportunities from rapidly and continuously changing stakeholder expectations.
- 6 Providing business sustainability models is an innovative solution to support organizations that seek to move towards the sustainability of their business.
- 7 - There are a set of important elements for business sustainability, including (governance, leadership, business plan, measurement and reporting, organizational learning, culture, information systems)

- **Suggestions:**

- 1- It is necessary to establish organizational culture among employees, by reminding them that respect for human rights and climate change are important issues and must be self-motivating. The research also recommends the importance and quality of information systems and the quality of the information sources obtained.
- 2- The necessity of applying activities (strategy, competencies, partnerships, communications, motivation, technology, operations) in the field to specific organizations in the industrial sector.
- 3- In order for the service in an organization to be sustainable, the environmental, social, and economic dimensions must be integrated into the design, development, management, and implementation of the service facility in that organization.

- 4- It is necessary to conduct more research that takes into account the strategic and operational processes in small and medium organizations as well as large organizations.
- 5- Increase understanding and awareness of the drivers needed to make change towards sustainability.
- 6- Organizations seeking to adopt sustainability practices in their business as a competitive advantage and high performance will need to develop both cooperation and supply chain teams whose functions intersect in organizational work.
- 7- The long-term vision of sustainability must be the driving force behind sustainable development strategies because the formulation and implementation of such strategies requires a willingness to commit long-term organizational resources to developing technologies in organizations.

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