Community Engagement & Emergence Journal
Volume 7 Nomor 6, Tahun 2026
Halaman : 5644-5658

Change Management as a Strategic Enabler of Sustainability Strategy and Sustainable Organizational Growth in Technology Firms: A Systematic Literature Review

Junaidi[1], Purwanto[2]
Doctor of Management Science, Universitas Esa Unggul[1,2]
[1]junaidi.virgo@gmail.com

Abstract
This study examines how change management functions as a strategic enabler for integrating sustainability strategies and supporting sustainable organizational growth in technology firms. Using a systematic literature review (SLR) approach, this study reviews 32 relevant studies published between 2016 and 2026. The findings indicate that sustainability is increasingly positioned as a long-term growth driver because it strengthens brand reputation, customer loyalty, innovation capability, risk management, and financial performance. In technology firms, however, sustainability integration requires more than formal policy adoption; it demands structured change management through leadership commitment, organizational culture alignment, stakeholder engagement, capability development, and cross-functional coordination. The review further shows that firms often face challenges in balancing rapid innovation cycles with long-term sustainability objectives, particularly when measurement systems, incentives, and organizational routines are not yet aligned with environmental, social, and governance (ESG) priorities. This study contributes to the literature by positioning change management as a bridging mechanism between sustainability strategy and sustainable organizational growth. It also highlights the need for sector-specific sustainability frameworks that reflect the distinctive characteristics of technology firms, including high innovation speed, market uncertainty, digital capability, and pressure from consumers, investors, and regulators.
Keywords: Change Management; Sustainability Strategy; Sustainable Organizational Growth; Technology Firms; ESG; Systematic Literature Review.

1. Introduction

In recent decades, the technology sector has experienced rapid growth, accelerated global economic development, and transformed industries through digital innovation. Alongside this progress, technology firms increasingly face the strategic challenge of sustaining organizational growth while responding to environmental, social, and governance (ESG) expectations. These firms are often recognized for fast innovation, market expansion, and technological disruption, but they are also required to balance short-term performance with long-term sustainability goals. Pressure from consumers, investors, regulators, and society has made sustainability a central element of business strategy. In this context, change management becomes important because sustainability integration requires firms to redesign priorities, align internal processes, shift organizational mindsets, and embed responsible practices into decision-making. Without a structured approach to managing change, sustainability initiatives may remain fragmented, symbolic, or disconnected from growth objectives. Therefore, understanding the relationship among change management, sustainability strategy, and sustainable organizational growth is essential for guiding technology firms toward more responsible, adaptive, and competitive business practices (Park et al., 2019).

Existing literature on sustainability in technology firms has made important contributions, yet many studies still provide limited explanation of how sustainability

e-ISSN:2715-9752, p-ISSN:2715-9868

strategies are operationalized through organizational change. Much sustainability research has historically focused on sectors with more direct environmental impacts, such as manufacturing, agriculture, and energy. These sectors often have clearer regulatory pressures and more established sustainability implementation models. Technology firms, in contrast, operate in environments shaped by rapid product cycles, disruptive business models, global competition, data-driven operations, and continuous innovation. General frameworks such as the triple bottom line and corporate social responsibility provide useful foundations, but they do not fully explain how technology firms manage the internal transition from growth-oriented innovation toward sustainability-oriented strategy. This indicates a need for research that links sustainability with change management capability, particularly in relation to leadership, culture, employee readiness, stakeholder alignment, and strategic execution (Jacob & Ritika, 2025).

The primary purpose of this study is to explore how technology firms can develop, implement, and sustain sustainability strategies that are aligned with organizational growth objectives. The study positions change management as a strategic enabling mechanism that helps firms translate sustainability commitments into operational routines, innovation processes, and long-term value creation. By reviewing the current body of literature and examining existing sustainability frameworks, this research identifies how ESG principles can be integrated into core business strategies without weakening innovation and competitiveness. The review also highlights implementation drivers, practical obstacles, and potential pathways through which technology firms can institutionalize sustainability as part of their strategic agenda (Luederitz et al., 2021).

This study argues that technology firms can achieve more sustainable organizational growth when sustainability strategy is supported by effective change management. While technology firms have traditionally emphasized growth, profitability, and innovation speed, the long-term integration of sustainability requires leadership commitment, cultural alignment, stakeholder engagement, and consistent measurement systems. Sustainability should not be treated as an obstacle to growth, but as a strategic enabler that strengthens resilience, reputation, market access, and competitive advantage. The central proposition of this review is that firms that embed sustainability into their strategic frameworks through managed organizational change are more likely to achieve stable growth than firms that focus only on short-term financial outcomes (Fontana & Pisalyaput, 2023).

2. Method

Research Object

The primary object of this research is the intersection of change management, sustainability strategy, and sustainable organizational growth within technology firms. Specifically, the study focuses on how technology firms implement sustainability strategies and how these strategies influence long-term growth, competitiveness, and organizational resilience. The phenomenon under investigation includes the operationalization of sustainability practices in a sector characterized by rapid innovation and transformation. Technology firms face unique challenges in aligning growth models with ESG principles because they must continuously innovate while also responding to social, environmental, and governance demands. This research therefore examines how change management supports the integration of

sustainability into business strategy, organizational culture, innovation routines, and stakeholder-oriented decision-making (Kaipainen & Aarikka-Stenroos, 2022).

Research Type and Data Sources

This study applies the Systematic Literature Review (SLR) method, a structured approach used to identify, evaluate, and synthesize existing studies on a specific topic. SLR is appropriate for this research because it provides an objective and transparent synthesis of evidence while reducing selection bias. The primary data consist of academic literature published between 2016 and 2026, focusing on sustainability strategies, organizational growth, and technology-oriented business contexts. The reviewed sources include peer-reviewed journal articles and scholarly works that discuss how technology firms integrate sustainability into strategy and operations. Secondary insights are drawn from broader studies on strategic management, ESG, organizational growth, and sustainability implementation. The literature search was conducted using a keyword-based mechanism in academic databases such as Scopus, with emphasis on quality sources relevant to business sustainability strategies (Alkaraan et al., 2024).

Theoretical Framework

The theoretical foundation of this study draws from several perspectives that explain the connection between sustainability practices, organizational change, and long-term growth. The Triple Bottom Line (TBL) framework emphasizes the importance of balancing social, environmental, and economic performance. This perspective is relevant because sustainability strategy requires firms to evaluate business outcomes beyond short-term financial metrics. The Resource-Based View (RBV) also informs the review by explaining how valuable, rare, and difficult-to-imitate resources can become sources of competitive advantage. In technology firms, sustainability capabilities, green innovation, responsible digital practices, leadership commitment, and organizational learning can be viewed as strategic resources. When these resources are supported by change management, they can help firms convert sustainability initiatives into stronger reputation, innovation capability, market position, and sustainable growth (Barletta et al., 2024).

Research Process and Data Collection Techniques

The research process followed a structured SLR protocol beginning with the formulation of research questions, the definition of search terms, and the establishment of inclusion and exclusion criteria. The search was focused on literature related to business sustainability strategies, technology firms, organizational growth, and implementation-related themes. The search period was limited to publications from 2016 to 2026 to ensure that the review reflects recent developments in sustainability and technology-based business transformation. Articles were screened based on relevance to the research focus, methodological quality, and publication quality. After relevant studies were selected, data extraction was conducted to identify key themes, findings, antecedents, outcomes, and recommendations concerning sustainability strategy implementation in technology firms. Quality assessment was also performed to ensure that the included studies provided credible and relevant findings (Treepongkaruna, 2024).

Data Analysis Techniques

The data analysis was conducted through content analysis, thematic analysis, and hypothesis network analysis. Content analysis was used to classify and interpret findings from the selected studies, particularly patterns related to sustainability strategy, change implementation, stakeholder pressure, innovation, and organizational growth. Thematic analysis was applied to identify recurring themes across the literature, including leadership commitment, culture, stakeholder engagement, measurement systems, risk mitigation, and innovation alignment. Hypothesis network analysis was used conceptually to explore possible relationships among sustainability practices, change management factors, and outcomes such as profitability, competitive advantage, resilience, and market position. These analytical techniques enable the study to synthesize areas of agreement, identify gaps, and develop practical implications for technology firms (Cascavilla et al., 2025).

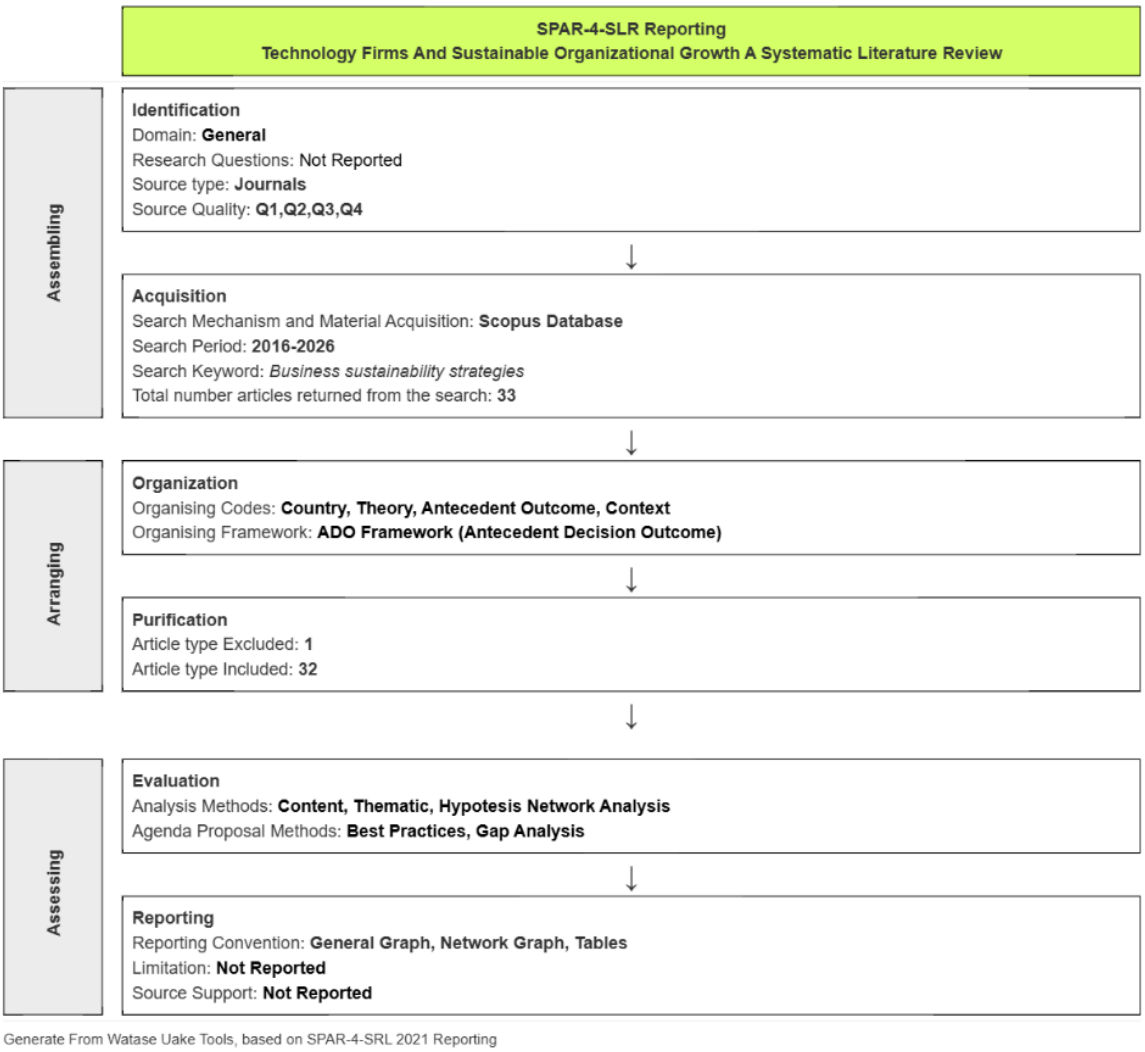

Figure 1. SPAR-4-SLR reporting flow for Change Management as a Strategic Enabler of Sustainability Strategy and Sustainable Organizational Growth in Technology Firms: A Systematic Literature Review. Source: Generated using Watase Uake Tools, adapted from the SPAR-4-SLR reporting framework.

1. **Assembling**
   The first stage involved defining the research object, scope, and review domain. The review focused on sustainability strategy and sustainable organizational growth in technology firms, with change management positioned as the enabling mechanism that supports implementation. The journals used were drawn from quality publication categories (Q1, Q2, Q3, and Q4). This stage also involved defining the research questions and identifying relevant information sources. The search used the keyword "business sustainability strategies" in the Scopus database for the period 2016 to 2026. The initial search returned 33 articles (Zhang et al., 2023).
2. **Acquisition**
   After the search process, the acquisition stage focused on collecting articles from the predetermined database and applying relevance-based selection criteria. Inclusion and exclusion criteria were used to filter out articles that did not align with the study focus or did not meet quality expectations. The selected literature was then reviewed to ensure that it contributed to understanding sustainability strategy, organizational growth, technology firm context, or implementation-related issues connected to change management (Gajanayake et al., 2024).
3. **Organizing**
   At this stage, the collected articles were organized according to codes such as country, theory, antecedent factors, outcomes, and context. The organizing framework used in this research is the ADO Framework (Antecedent, Decision, Outcome). This framework is useful for mapping how prior studies explain the antecedents of sustainability integration, strategic decisions related to implementation, and outcomes connected to sustainable organizational growth. In this review, organizing the studies also helps clarify where change management appears through leadership, culture, stakeholder engagement, and organizational capability (Latino et al., 2024).
4. **Purification**
   After the organizing stage, articles that did not meet the relevance or quality criteria were removed from further analysis. From the 33 articles identified in the initial search, 1 article was excluded because it did not meet the inclusion standards. Therefore, 32 articles remained for detailed analysis. This purification process ensured that the final review focused on studies most relevant to sustainability strategy, technology firm growth, and the organizational conditions required for implementation (Latino et al., 2024).
5. **Evaluation**
   In the evaluation phase, the selected articles were analyzed in greater depth using content analysis, thematic analysis, and hypothesis network analysis. These methods were used to identify key patterns, dominant themes, implementation challenges, and research gaps. The evaluation focused on understanding how sustainability strategies are embedded into technology firms and how change-related factors, including leadership commitment, organizational culture, cross-functional collaboration, and stakeholder pressure, support or hinder sustainable organizational growth (Attanasio et al., 2025).
6. **Reporting**
   The final stage of the SLR process was reporting. The results are presented through narrative synthesis, tables, and visual reporting to help readers understand the patterns found in the reviewed studies. The reporting stage highlights the role of

sustainability strategy in driving growth, the challenges of aligning innovation with sustainability, and the importance of change management mechanisms in embedding sustainability into organizational systems. The report also offers recommendations and identifies future research directions for sector-specific sustainability frameworks in technology firms (Lulaj et al., 2024).

3. Result and Discussion

Result

This systematic literature review examined 32 articles related to sustainability strategy, technology firms, and sustainable organizational growth. The reviewed articles were published between 2016 and 2026 and provide insights into how sustainability is integrated into technology-based business strategies. The synthesis indicates that change management is not always explicitly discussed as a separate construct, but its elements are strongly reflected in the literature through leadership commitment, culture, stakeholder engagement, innovation alignment, organizational learning, and implementation capability.

A major finding is that sustainability is increasingly recognized as a driver of organizational growth in technology firms. Studies show that integrating sustainability practices, particularly those aligned with ESG factors, supports stronger long-term performance. Firms that embrace sustainability improve not only their environmental footprint but also their social reputation, stakeholder relationships, and customer loyalty. These non-financial benefits can contribute to financial success, suggesting that sustainability and profitability can reinforce one another when managed as part of the firm's strategic transformation (Álvarez Pérez et al., 2017).

Another important finding is that sustainability practices can strengthen innovation capability when they are integrated into core business processes. Technology firms are naturally innovation-driven and can use their digital and technological capabilities to develop green products, eco-friendly solutions, and sustainable services. This innovation can address environmental concerns while also creating new market opportunities. From a change management perspective, this requires firms to shift sustainability from a compliance agenda into an innovation agenda, making it part of product design, process improvement, and value proposition development (Álvarez Pérez et al., 2017).

The review also shows that technology firms face significant challenges in implementing sustainability strategies. A recurring issue is the tension between rapid innovation cycles and long-term sustainability objectives. The fast-paced nature of the technology sector often pushes firms toward short-term financial targets, rapid product launches, and market expansion. These pressures may weaken sustainability integration when environmental and social considerations are not embedded into decision-making. Change management is therefore needed to create alignment between innovation speed, strategic discipline, and long-term sustainability priorities (Carp et al., 2019).

The literature further suggests that many technology firms recognize the importance of sustainability, but the integration of sustainability into core strategy remains inconsistent. Some firms treat sustainability as a secondary concern, a public relations activity, or a compliance requirement rather than as a central business priority. In contrast, firms that integrate sustainability successfully tend to connect it with long-term vision, leadership commitment, and organizational culture. This

indicates that sustainability strategy requires managed change, not only strategic intention. Leaders must communicate the purpose of sustainability, align internal systems, and create routines that make sustainability part of everyday business decisions (Moskovich, 2020).

Another critical finding concerns the lack of standardized measurement systems for sustainability strategy. While many firms use financial metrics such as return on investment, fewer firms consistently measure non-financial outcomes such as carbon reduction, supply chain sustainability, governance quality, social responsibility, employee well-being, and stakeholder trust. This measurement gap can weaken accountability and reduce the ability of firms to evaluate whether sustainability initiatives support organizational growth. Effective change management requires firms to build integrated measurement systems that connect financial and non-financial indicators (Arnold et al., 2023).

Stakeholder engagement also appears as a consistent theme in the reviewed studies. Technology firms are increasingly driven to adopt sustainability strategies due to pressure from consumers, investors, regulators, and broader society. Consumers expect more environmentally responsible products, investors consider ESG factors in decision-making, and regulators continue to introduce sustainability-related requirements. Firms that engage stakeholders and respond to their concerns are more likely to design sustainability strategies that produce business and social value. In this sense, stakeholder engagement functions as an external driver of organizational change (Aldossary et al., 2024).

Organizational culture is another key enabler of sustainability integration. The reviewed studies show that firms with a strong sustainability-oriented culture tend to achieve better implementation outcomes than firms that treat sustainability as a temporary project. When sustainability is embedded in culture, employees are more likely to see sustainable behavior as part of their roles. Leadership commitment is also central because executive support sets the tone for organizational change. Leaders who demonstrate commitment to sustainability can encourage shared responsibility, reduce resistance, and align employees with sustainable growth objectives (Mariappanadar, 2025).

The review also identifies a gap in the literature concerning how technology firms align innovation cycles with sustainability objectives. Product development in technology firms often prioritizes speed, functionality, and cost efficiency. These priorities can conflict with sustainability goals when environmental considerations are introduced late in the innovation process. Technology firms therefore need to integrate sustainability from the earliest stages of design and development. This requires a change in mindset, governance, and collaboration among product, operations, sustainability, and strategy teams (Delegkos et al., 2025).

The implementation of sustainability strategies is also influenced by external market factors, including competition and customer demand. Technology firms that anticipate market trends and incorporate sustainability into their value proposition are more likely to achieve long-term performance. Sustainability is no longer limited to regulatory compliance; it is increasingly a source of differentiation and competitive advantage. Firms that fail to respond to this shift may lose legitimacy and market relevance in environments where stakeholders increasingly value social and environmental responsibility (Oberlack et al., 2023).

Finally, the review indicates the need for sector-specific sustainability models for technology firms. Although sustainability has been widely studied, the technology sector has distinctive characteristics, including rapid innovation cycles, digital infrastructure, global market pressure, and continuous adaptation to customer needs. Generic sustainability frameworks may not sufficiently address these conditions. Future research should therefore develop models that integrate sustainability strategy with change management capability, allowing technology firms to implement sustainability while maintaining innovation and growth (Li et al., 2025).

Overall, the SLR reveals that sustainability strategies are integral to the long-term growth and competitiveness of technology firms. The benefits include enhanced reputation, improved stakeholder trust, innovation opportunity, risk mitigation, and stronger financial performance. However, these benefits depend on whether sustainability is embedded into strategy, culture, measurement systems, and innovation processes. The review therefore supports the argument that change management is a strategic enabler that helps firms convert sustainability commitments into sustainable organizational growth (Mendoza et al., 2022).

Discussion

Change Management and the Role of Sustainability in Organizational Growth

The role of sustainability in driving organizational growth in technology firms is a central theme in the reviewed literature. Studies consistently show that firms integrating sustainability into core business strategies are more likely to experience long-term growth. These firms benefit from stronger consumer loyalty, enhanced brand reputation, and improved relationships with investors and other stakeholders. However, these benefits do not emerge automatically. They require change management processes that help organizations align strategy, leadership behavior, employee roles, and operational systems with sustainability objectives. By treating sustainability as a strategic change agenda, technology firms can connect ESG commitments with organizational growth (Das & Bocken, 2024).

The adoption of sustainability practices can also open new market opportunities for technology firms. Global demand for green technologies, renewable energy solutions, energy-efficient devices, and sustainable digital products creates space for firms to innovate. Technology firms that emphasize sustainability can develop new products and services that address environmental and social concerns while also strengthening market position. Change management is needed to ensure that sustainability is integrated into innovation governance, product development, and strategic decision-making rather than being handled as a separate initiative (Mia et al., 2023).

The literature also shows that sustainability integration can help technology firms mitigate risks. As environmental and governance expectations become stricter, firms that adopt sustainable practices are better positioned to avoid penalties, reputational damage, and operational disruptions. Proactive sustainability efforts can reduce risks related to environmental impact, supply chain instability, labor practices, and stakeholder distrust. Through change management, firms can build internal readiness, clarify responsibilities, and ensure that sustainability risk management becomes part of daily operations (Rubigha & Palaniswamy, 2025).

Despite these advantages, sustainability adoption in technology firms remains challenging. Many firms struggle to balance innovation speed with sustainability

objectives. The fast-paced nature of the technology sector often creates pressure to prioritize short-term financial outcomes, rapid product deployment, and market share. These pressures may delay long-term sustainability investments. To overcome this, firms need to understand sustainability as a strategic investment and manage the internal change required to shift priorities, allocate resources, and build long-term commitment (Guerrero et al., 2024).

The relationship between sustainability and growth also depends heavily on leadership commitment and organizational culture. Firms with leaders who actively support sustainability are more likely to integrate sustainability into operations and decision-making. Organizations that cultivate a sustainability-oriented culture also tend to be more adaptive and resilient because employees understand the importance of sustainable practices. In this context, leadership and culture represent core elements of change management because they shape how sustainability is interpreted, accepted, and practiced across the organization (Ukko et al., 2019).

External factors such as consumer preferences and investor demand also influence the role of sustainability in organizational growth. Technology firms that proactively address sustainability are more likely to attract ESG-oriented investors and environmentally conscious customers. These external pressures can become catalysts for internal transformation when leaders translate stakeholder expectations into strategic initiatives, performance indicators, and operational changes. Therefore, sustainability alignment strengthens both internal capability and external legitimacy (Rezaeian et al., 2024).

Finally, sustainability initiatives need to be embedded across the business model to generate meaningful growth outcomes. If sustainability remains disconnected from strategy, culture, innovation, and performance measurement, it may fail to create long-term value. Technology firms must therefore adopt a holistic change management approach that integrates sustainability into planning, execution, monitoring, and continuous improvement. This alignment enables growth and sustainability to reinforce each other rather than compete for organizational attention (Rezaeian et al., 2024).

Table 1. Change Management Role in Driving Sustainability Strategy and Growth for Technology Firms

Aspect	**Key Benefits**	**Change Management Challenges**	**Strategies for Integration**
Core Business Strategy	Boosts consumer loyalty, brand reputation, ESG investor appeal, and long-term legitimacy.	Short-term financial focus may overshadow long-term sustainability priorities.	Embed sustainability into strategic planning, operational routines, and decision-making.
Market Opportunities	Creates access to green technology, sustainable digital products, and innovation-based differentiation.	Rapid innovation cycles may limit attention to sustainable design and long-term value creation.	Integrate sustainability into product development, energy-efficient solutions, and low-carbon processes.
Risk Mitigation	Improves compliance readiness and reduces environmental, supply chain, reputational, and governance risks.	Regulatory pressure and operational disruption can create implementation complexity.	Build proactive ESG governance, risk monitoring, and cross-functional accountability.

Leadership and Culture	Builds adaptive and resilient organizations with stronger employee commitment and shared responsibility.	Weak leadership commitment may hinder sustainability adoption and cultural embedding.	Use leadership sponsorship, communication, training, and cultural alignment to support change.
External Factors	Attracts ESG-oriented investors, conscious consumers, and stakeholder trust.	Misaligned sustainability initiatives may fail to deliver credible outcomes.	Adopt a holistic business model approach that connects stakeholder expectations with growth strategy.

The Challenges of Aligning Innovation and Sustainability

One of the most significant challenges for technology firms is aligning innovation with sustainability goals. Rapid technological innovation often encourages firms to prioritize short-term product development, speed to market, and market share. These priorities can cause firms to overlook environmental and social considerations, thereby weakening sustainability strategy. In the technology sector, the pressure to deliver new products or features quickly can conflict with the time, investment, and organizational adjustment required to develop sustainable technologies and responsible production processes (Setiadi et al., 2025).

The lifecycle of technology products is often relatively short because of continuous upgrades, changing customer expectations, and intense competition. This makes it difficult for firms to invest in sustainable design or manufacturing processes, especially when financial returns are not immediate. The high level of competition also pushes firms toward cost efficiency and rapid product deployment. As a result, sustainability initiatives may be treated as secondary unless the organization deliberately manages the change process and connects sustainability with innovation performance.

Innovation-driven firms may also struggle to integrate sustainability into core product development processes. In some cases, sustainability is viewed as a supplementary concern rather than a core component of innovation strategy. This fragmented approach creates inefficiencies because sustainability initiatives may not align with business objectives. To address this issue, technology firms must shift their mindset and integrate sustainability from the beginning of innovation planning. This requires cross-functional collaboration, leadership support, and clear governance mechanisms.

The tension between innovation and sustainability is also increased by the technological complexity of developing sustainable solutions. Green technologies often require specialized knowledge, R&D resources, and a commitment to long-term outcomes. Energy-efficient products, carbon reduction initiatives, and circular economy practices require technical expertise and capital investment. Although these initiatives can create long-term value, they may be more expensive and time-consuming than conventional alternatives. Change management helps firms manage this transition by building capability, allocating resources, and sustaining commitment over time.

Another challenge is the misalignment between the pace of innovation and regulatory frameworks. Regulatory bodies increasingly introduce environmental standards, but technology firms may not always adapt their products and processes

quickly enough. The absence of unified global standards also complicates sustainability implementation across markets. Firms must therefore navigate complex regulatory environments while maintaining competitive advantage. This requires governance systems that enable the organization to respond to regulations without slowing innovation unnecessarily.

There is also a lack of clear incentives for some technology firms to prioritize sustainability within innovation processes. Although governments may provide tax benefits, subsidies, or regulatory support, these incentives may not be strong enough to trigger major organizational shifts. Without financial, regulatory, or market incentives, firms may delay investment in sustainable innovation because the benefits are not immediately visible. In this situation, change management is important for reframing sustainability as a source of long-term value rather than short-term cost.

Internal organizational structure can also become an obstacle. Many firms operate through siloed departments in which innovation, production, sustainability, and strategy teams work separately. This fragmentation can create missed opportunities for sustainable innovation. For example, R&D teams may develop advanced technologies, but without collaboration with sustainability teams, these innovations may not meet environmental or social objectives. Technology firms must therefore encourage cross-functional collaboration and integrate sustainability into each stage of the innovation process.

Leadership and Organizational Culture as Change Management Enablers in Sustainability Integration

The successful integration of sustainability into a technology firm's strategy and operations depends strongly on leadership commitment and organizational culture. Leadership plays a critical role in setting the tone for sustainability and shaping how employees interpret organizational priorities. When top management prioritizes sustainability, it influences decision-making, corporate policies, resource allocation, and daily operations. A strong commitment from leadership helps align business goals with broader social and environmental objectives, creating a shared direction for sustainable growth.

Leadership commitment is not only reflected in formal policies but also in consistent behavior. When executives and senior leaders actively participate in sustainability initiatives, employees are more likely to perceive sustainability as a genuine organizational priority. This cultural shift is necessary for embedding sustainability in operations and ensuring that it is not treated merely as a compliance matter. From a change management perspective, leaders act as sponsors of transformation by communicating purpose, reducing resistance, and reinforcing new behaviors.

Organizational culture is another key factor determining the effectiveness of sustainability integration. Firms with a strong sustainability-oriented culture often experience smoother implementation because employees understand that sustainability is part of long-term organizational commitment. These firms tend to involve employees across levels rather than relying only on top-down directives. When sustainability becomes part of culture, employees are more likely to support sustainable practices, contribute ideas, and align their work with organizational sustainability goals.

The integration of sustainability into culture is also influenced by organizational values and leadership style. Firms that prioritize transparency, collaboration, learning, and long-term thinking are more likely to succeed in implementing sustainability initiatives. Open communication about sustainability goals and challenges helps employees and stakeholders understand the purpose of change. This approach creates a sense of shared ownership and responsibility, which can accelerate the adoption of sustainable practices across the organization.

However, not all technology firms are equally successful in embedding sustainability into culture. Firms with weak leadership commitment or unclear sustainability vision often struggle to translate sustainability into operational practice. In these organizations, sustainability may be treated as a marketing activity or an isolated program rather than a core business strategy. This lack of strategic clarity can result in fragmented initiatives, poor coordination, and limited long-term impact.

Companies that fail to develop a culture of sustainability may also face resistance from employees who view sustainability initiatives as additional work or as conflicting with existing performance demands. Without strong leadership support, clear communication, and inclusive implementation processes, employees may not see the value of sustainability. This can lead to disengagement and weak execution even when sustainability goals are formally aligned with company strategy.

To overcome these challenges, technology firms need to strengthen leadership development, organizational learning, and culture-building initiatives that support sustainability. Leaders at all levels should understand the strategic importance of sustainability and be equipped to guide teams through change. Firms also need to foster collaboration, accountability, and innovation so that sustainability becomes part of how the organization operates. By doing so, technology firms can build a stronger foundation for sustainable growth while maintaining competitive advantage.

4. Conclusion

This study demonstrates that change management plays an important enabling role in the relationship between sustainability strategy and sustainable organizational growth in technology firms. The review shows that sustainability strategies can support long-term growth through enhanced brand reputation, customer loyalty, innovation capability, risk mitigation, stakeholder trust, and financial performance. However, successful integration is not automatic. Technology firms must manage the organizational changes required to align innovation speed with sustainability goals, develop suitable measurement systems, engage stakeholders, and embed sustainability into leadership, culture, and daily operations. Leadership commitment and organizational culture are particularly important because they determine whether sustainability becomes a core strategic value or remains a fragmented initiative. Overall, technology firms that integrate sustainability through structured change management are better positioned to achieve resilience, competitiveness, and long-term sustainable growth. Future research should develop sector-specific frameworks that combine sustainability strategy, change management capability, and technology-sector characteristics to provide actionable guidance for firms pursuing sustainable growth.

5. Referfences

Aldossary, M., Alyahya, M., & Agag, G. (2024). How and when does engaging customers in environmental sustainability pay off? The role of business strategy. *Sustainability*, *16*(12), 4924.

Alkaraan, F., Elmarzouky, M., Hussainey, K., Venkatesh, V. G., Shi, Y., & Gulko, N. (2024). Reinforcing green business strategies with Industry 4.0 and governance towards sustainability: Natural-resource-based view and dynamic capability. *Business Strategy and the Environment*, *33*(4), 3588-3606.

Álvarez Pérez, C., Rodríguez Montequín, V., Ortega Fernández, F., & Villanueva Balsera, J. (2017). Integration of Balanced Scorecard (BSC), strategy map, and Fuzzy Analytic Hierarchy Process (FAHP) for a sustainability business framework: A case study of a Spanish software factory in the financial sector. *Sustainability*, *9*(4), 527.

Arnold, M. G., Pfaff, C., & Pfaff, T. (2023). Circular business model strategies progressing sustainability in the German textile manufacturing industry. *Sustainability*, *15*(5), 4595.

Attanasio, G., Fobbe, L., & Battistella, C. (2025). Proximity strategies for stakeholder engagement in business models for sustainability: A conceptual framework. *Corporate Social Responsibility and Environmental Management*.

Barletta, M., D'Adamo, I., Garza-Reyes, J. A., & Gastaldi, M. (2024). Business strategy and innovative models in the fashion industry: Clothing leasing as a driver of sustainability. *Business Strategy and the Environment*, *33*(5), 4730-4743.

Carp, M., Păvăloaia, L., Afrăsinei, M.-B., & Georgescu, I. E. (2019). Is sustainability reporting a business strategy for firm's growth? Empirical study on the Romanian capital market. *Sustainability*, *11*(3), 658.

Cascavilla, A., D'Adamo, I., Desideri, S., & Iannilli, M. (2025). Environmental taxes and subsidies for sustainability: Experimental evidence on consumer preferences for business strategy. *Business Strategy and the Environment*.

Das, A., & Bocken, N. (2024). Regenerative business strategies: A database and typology to inspire business experimentation towards sustainability. *Sustainable Production and Consumption*, *49*, 529-544.

Delegkos, A.-E., Skordoulis, M., & Kalantonis, P. (2025). Business strategies and corporate reporting for sustainability: A comparative study of materiality, stakeholder engagement, and ESG performance in Europe. *Sustainability*, *17*(19), 8814.

Fontana, E., & Pisalyaput, N. (2023). Understanding the importance of farmer-NGO collaboration for sustainability and business strategy: Evidence from the coffee supply chain. *Business Strategy and the Environment*, *32*(6), 2715-2735.

Gajanayake, A., Ho, O. T., & Iyer-Raniga, U. (2024). Motivations and drivers for adopting sustainability and circular business strategies in businesses in Victoria. *Corporate Social Responsibility and Environmental Management*, *31*(1), 169-179.

Guerrero, W. A., Camacho-Galindo, S., Guerrero-Martin, L. E., Arévalo, J. C., Fernandes, F. A. da S., Correa, E. S., & Guerrero-Martin, C. A. (2024). Development of financial and administrative management strategies for business sustainability. *DYNA*, *91*(234), 147-156.

Jacob, N. R., & Ritika. (2025). Exploring firm performance in global value chains: A sustainability-oriented study. *Business Strategy & Development*, *8*(3), e70210.

Kaipainen, J., & Aarikka-Stenroos, L. (2022). How to renew business strategy to

achieve sustainability and circularity? A process model of strategic development in incumbent technology companies. *Business Strategy and the Environment*, *31*(5), 1947-1963.

Latino, M. E., Menegoli, M., & De Lorenzi, M. C. (2024). A pattern-based tool to support companies in sustainability-oriented business strategies: Grounded theory research in agribusiness. *Corporate Social Responsibility and Environmental Management*, *31*(4), 3348-3367.

Li, D., Li, J., Tan, S., & Mahmood, T. (2025). Business, finance, energy strategy, and sustainability integration: A holistic approach to corporate responsibility in the green era. *Energy Strategy Reviews*, *58*, 101656.

Luederitz, C., Caniglia, G., Colbert, B., & Burch, S. (2021). How do small businesses pursue sustainability? The role of collective agency for integrating planned and emergent strategy making. *Business Strategy and the Environment*, *30*(7), 3376-3393.

Lulaj, E., Dragusha, B., Hysa, E., & Voica, M. C. (2024). Synergizing sustainability and financial prosperity: Unraveling the structure of business profit growth through consumer-centric strategies-The cases of Kosovo and Albania. *International Journal of Financial Studies*, *12*(2), 35.

Mariappanadar, S. (2025). Human capital to implement corporate sustainability business strategies for common good. *Sustainability*, *17*(10), 4559.

Mendoza, J. M. F., Gallego-Schmid, A., Velenturf, A. P. M., Jensen, P. D., & Ibarra, D. (2022). Circular economy business models and technology management strategies in the wind industry: Sustainability potential, industrial challenges and opportunities. *Renewable and Sustainable Energy Reviews*, *163*, 112523.

Mia, M. M., Shamsudin, M. F., Zayed, N. M., Mirzoieva, T. V., Shtuler, I. Y., & Bogma, O. S. (2023). Crowdsourcing for business strategy and sustainability: A partial least square structural equation model. *Scientific Bulletin of National Mining University*, (3).

Moskovich, Y. (2020). Business sustainability strategy in a cooperative kibbutz industry. *Sustainability*, *12*(21), 9172.

Oberlack, C., Blare, T., Zambrino, L., Bruelisauer, S., Solar, J., Villar, G., Thomas, E., & Ramírez, M. (2023). With and beyond sustainability certification: Exploring inclusive business and solidarity economy strategies in Peru and Switzerland. *World Development*, *165*, 106187.

Park, W., Sung, C. S., & Byun, C. G. (2019). Impact of unlisted small and medium-sized enterprises' business strategies on future performance and growth sustainability. *Journal of Open Innovation: Technology, Market, and Complexity*, *5*(3), 60.

Rezaeian, M., Pinkse, J., & Rigby, J. (2024). Transforming titans: The role of policy mixes in business model adaptation strategies for sustainability transitions. *Energy Research & Social Science*, *112*, 103499.

Rubigha, K. K., & Palaniswamy, N. (2025). Framework for implementing energy efficiency strategies in textile SMEs to achieve sustainability and business growth. *Industria Textila*, *76*(3), 441-447.

Setiadi, J., Djamil, M., Permana, D., & Imaningsih, E. S. (2025). Strategy for business sustainability in the chemical industry through optimization of safety performance. *BBR. Brazilian Business Review*, *22*, e20231554.

Tang, Y. M., Chau, K. Y., Fatima, A., & Waqas, M. (2024). Retraction note: Industry 4.0

technology and circular economy practices: Business management strategies for environmental sustainability. Springer.

Treepongkaruna, S. (2024). Corporate sustainability and biodiversity reporting: A proactive business strategy to mitigate litigation and reputational risks. *Business Strategy and the Environment*, *33*(7), 6640-6651.

Ukko, J., Nasiri, M., Saunila, M., & Rantala, T. (2019). Sustainability strategy as a moderator in the relationship between digital business strategy and financial performance. *Journal of Cleaner Production*, *236*, 117626.

Zhang, Y., Mirza, S. S., Safdar, R., Huang, C., & Zhang, C. (2023). Business strategy and sustainability of Chinese SMEs: Determining the moderating role of environmental uncertainty. *Economic Research-Ekonomska Istraživanja*, *36*(3).