



## Business Sustainability Practices in the View of the Triple Bottom Line Model: The Case of Oromia Regional State Foreign Firms, Ethiopia

Girma Negussie Hurrisa\*

Department of Management, College of Business and Economics, Haramaya University, Ethiopia

Abstract	Article Information
<p><i>As stakeholder awareness grows, organizations' attention to business sustainability practices increases to meet their expectations. The purpose of this article was to evaluate the sustainability practices of the Oromia Region using the TBL model. The study used a sample size of 745 respondents drawn from key stakeholders such as customers, employees, members of the local community, and concerned government officials. The data were analyzed using a nonparametric hypothesis test as well as descriptive statistics techniques, as the data distribution didn't meet the parametric tests' assumptions. Consequently, the findings showed that business sustainability practices have a significant association with the environment, profit, and people. Moreover, business sustainability practices in the region were discovered to be at a viable stage in the TBL model. Sustainable operations could bring business reputation, which in turn gives rise to better returns in the long run. This article is novel in its nature to address the framework of the business sustainability phase in the Oromia regional state, which will further initiate academia and practitioners to delve into the issue. Thus, all the key stakeholders should collaboratively work together towards optimal business sustainability.</i></p>	<p><b>Article History:</b> Received: 04-03-2025 Revised: 09-04-2026 Accepted: 28-06-2026</p> <hr/> <p><b>Keywords:</b> <i>Stakeholders, triple bottom line, Greenwashing, sustainability, and planet</i></p> <hr/> <p>* Corresponding Author: Girma Negussie Hurrisa E-mail: <a href="mailto:girmanegussie2018@gmail.com">girmanegussie2018@gmail.com</a></p>
<p>Copyright @ 2026 STAR Journal, Wollega University. All Rights Reserved.</p>	

### INTRODUCTION

Business sustainability has evolved into a critical issue in today's investments. As business competition is bottlenecked and companies strive to create a distinct image in the minds of society at large and customers in particular, they should do something to add value to stakeholders (Teixeira, 2025). Business sustainability is an organization's concern for its citizens and ensuring compliance with norms, standards, laws, and ethics (Conti & Seele, 2025). Business sustainability aspires to be the primary responsibility for corporate actions.

This, in turn, has a positive impact on the environment and the stakeholders, including customers, suppliers, employees, investors, the government, and local communities. Business

sustainability encompasses various aspects such as economic responsibility, legal concern, ethical conformity, and philanthropic requirements (Cheng, 2021; Wong, 2020). Carroll's four-dimensional definition of business sustainability would be stated as follows: Business sustainability incorporates the economic, legal, ethical, and philanthropic aspirations that stakeholders have for companies at a given moment (Carroll, 1991). These four dimensions create a foundation or ground that helps to define in some detail and to edge or characterize the nature of businesses' responsibilities to the public of which they are a part (Carroll, 2016). On the other side, the concept of the Triple Bottom Line model (TBL) is another

*Girma Negussie Hurrisa*

model that constitutes People, Planet, and Profit, which has become a globally significant strategy (Chabowski, 2011; Wagner, 2015). This framework set the foundation for a longer-term business strategy for transitioning to sustainability, based on three main characteristics of sustainable development: environmental quality, people issues, and economic returns.

The social dimension includes people who encompass an organization's impact on the welfare of the people, including both employees and the community. It addresses concerns such as education support, community interaction, philanthropic causes, and fair fare policies (Seuring, 2008). A recurring theme in this dimension is the rise of business social responsibility (business sustainability) activities, which have received great attention not just in research but also in business strategies and operations (Cheng, 2021). As organizations have incorporated sustainability, their focus has changed to produce value for all stakeholders affected by corporate actions, such as clients, employees, and local community members. Simple ways for businesses to have an impact on people and serve future generations include establishing equitable employment procedures and encouraging volunteerism (Seuring, 2008).

An economic profit responsibility is the business context of the human existence impulse: to live, we have to eat. In the latest market economy, companies that don't make profits are ruined and will dissolve. As an essential circumstance or obligation of survival, firms have an economic concern for the public that allows them to be tenacious and persistent (Akroush, 2012). At first glance, it may appear strange to imagine an economic concern as a societal responsibility (Carroll, 2016). Profit, the financial perspective of TBL, focuses on the value created by the industry and extends beyond monetary performance and financial concepts such as sales growth, cash flow, and shareholder value to include the pecuniary and operational business impact on society (Chabowski, 2011; Seuring, 2008). The thought of public concern emerges when an organization is collectively accountable and includes both the task

*Sci. Technol. Arts Res. J., April–June, 2026, 15(2), 161-171* of keeping positive and forbidding negative environmental actions (Seuring, 2008). As a result, the growth of ecological information has raised concerns about ecological impacts on firms' value and performance (Dutta, 2008; Choi, 2011). Interestingly, Sheth (2011) argues for a reshaping of this dimension with reference to consumers, characterizing it as the influence of environmental change on human health and well-being as a result of consumption. While industries have been historically the principal givers to the planet system, they also have the basis to pledge optimistic revolutions.

Many corporate leaders are now understanding their societal obligation to operationalize (Choi, 2011). The growing concern for the environment indicates corporations should create attentive models, not just to get profit for the time being but also to meet the aspirations of the public and the various stakeholders concerned with their actions in the long run.

The TBL model indicates that the three dimensions, people, planet, and profit, will be at an optimal point when industries are balancing all three magnitudes, and the point is said to be sustainable. On the other hand, bearable, viable, and equitable points are where industries are not optimizing across the three dimensions (Choi, 2011). Hence, this study seeks to answer where business sustainability practices in the Oromia region of Ethiopia are positioned within the TBL model.

### **Statement of the Problem**

Meanwhile, the research focuses on business sustainability through the lens of the TBL model, with an emphasis on foreign businesses in the Oromia regional state of Ethiopia. In addition to environmental preservation, the concern of foreign investments for all concerned stakeholders includes society, customers, employees, and owners, who are the major stakeholders whose activities are affected by or affecting the foreign investment's activities. Analyzing social projects supported by foreign investors, how those investors conduct business ethically without jeopardizing societal

values, accepting various government rules and regulations, as well as proclamations regarding foreign investments, to build corporate image and thus gain and maintain societal trust. Based on the researcher's knowledge, although some studies have been conducted, sustainability with respect to TBL performance has been studied in Southern Oromia (Botola, 2026). Hence, almost no research has examined foreign business sustainability practices in the Oromia region from the perspective of the TBL model. Based on studies such as Cheng (2021) and Wong (2020), there were gaps in addressing business sustainability from a triple bottom line perspective in the Oromia regional context.

Moreover, there is a theoretical debate about whether the firm focuses on profitability or sustainability (Li & Lamke, 2025). This will further give rise to the question of "Does the industry balance between environmental responsibility and stockholders' value?" Besides, Forliano et al. (2025), Conti and Seele (2025), and Teixeira (2025) also debated on the issue of whether sustainability benefits or hurts a firm. The concern of greenwash is also a burning issue, whether industries are claiming fake sustainability practices for mere reputational building. Therefore, this study will

*Sci. Technol. Arts Res. J., April–June, 2026, 15(2), 161-171* further delve into the issue in the context of Ethiopia's Oromia regional state.

### Hypothesis

Ho1: There is no association between people and Oromia region business sustainability practices

Ho2: There is no association between planet/environmental concern and Oromia region business sustainability practices.

Ho3: There is no association between profit/economic concern and Oromia region business sustainability practices.

Ho4: There is no association between employees' concerns and the Oromia region's business sustainability practices.

Ho5: There is no association between local community concern and Oromia region business sustainability practices.

Ho6: There is no association between customers' concerns and the Oromia region's business sustainability practices.

### MATERIAL AND METHODS

The study has utilized an explanatory and descriptive research design via quantitative and qualitative approaches (Figure 1). The questionnaire was designed by incorporating a five-point Likert scale and open-ended items.

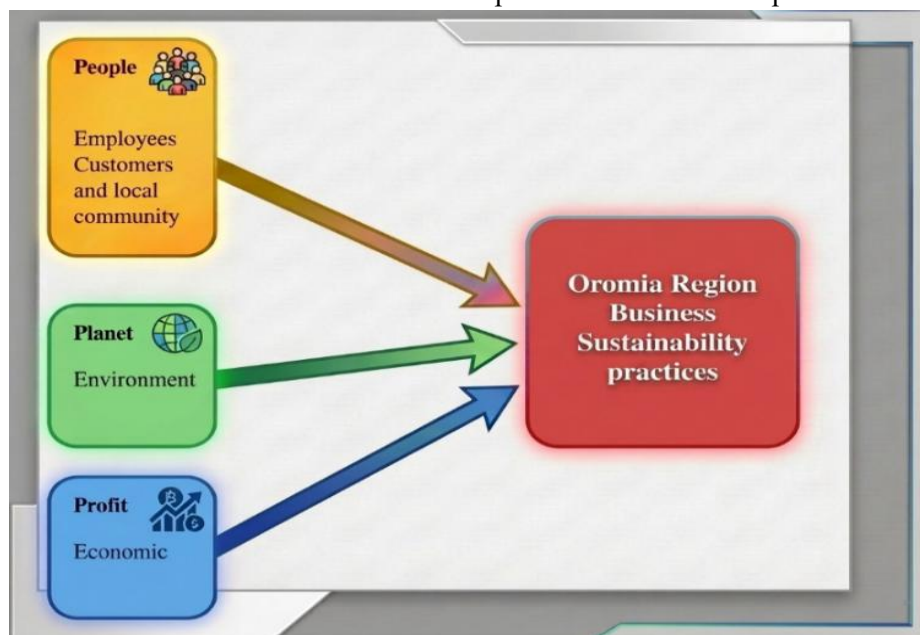


Figure 1. Conceptual Framework

The Likert-scale items were analyzed quantitatively, while the second type was analyzed qualitatively, aiming to triangulate with the quantitative results. The researcher had distributed questionnaires to a sample size of 745 through stratified random sampling to 30 companies' employees and customers, as well as local communities and concerned government officials, using simple random sampling. Moreover, data had been presented and analyzed using descriptive analysis of the aggregate mean, standard deviation, and standard error of the variables, as well as the chi-square hypothesis test, which was operationalized through SPSS version 23 software.

**RESULTS AND DISCUSSION**

**Results**

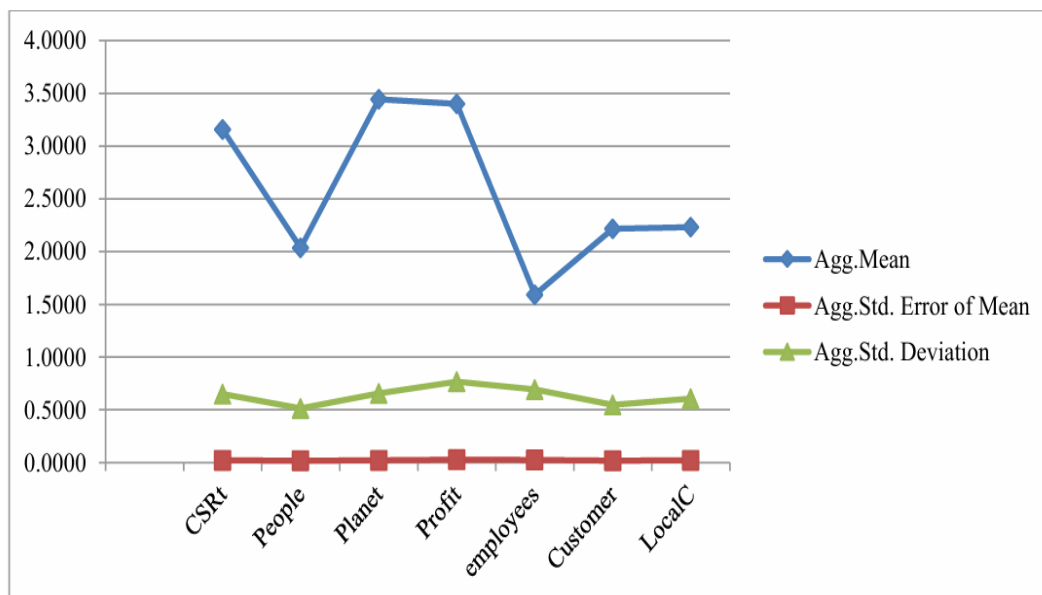
**Descriptive Analysis**

Table 1 and Figure 2 indicate the aggregate mean (3.1579, 2.0376, 3.3997, 1.5915, 2.2174, and 2.2309) of business sustainability practices: CSRt, people, planet, profit, employees, customers, and local community responsibilities, respectively, of foreign firms in the region. From the data, business sustainability practices, profit, and planet are above 3.00, showing above average. They indicate a positive response from respondents, which means there are good practices in business sustainability and economic and environmental responsibility, though they may not be adequate.

**Table 1**

*Descriptive data*

Item	Business sustainability	People	Planet	Profit	employees	Customer	LocalC
N-Valid	745	745	745	745	745	745	745
N-Missing	0	0	0	0	0	0	0
Agg. Mean	3.1579	2.0376	3.4432	3.3997	1.5915	2.2174	2.2309
Agg. Std. Error of Mn.	.02388	.01886	.02402	.02811	.02539	0.02009	.02218
Agg.Std. Dev.	.65180	.51467	.65559	.76738	.69304	.54843	.60546



**Figure 2.** *Descriptive data*

On the other hand, people, employees, customers, and the local community's concerns are below average (<3.00). This indicates that there is a negative reaction among the respondents to these issues. In other words, the people whose concerns constitute customers, employees, and the local community responsibilities have gaps. This implies that there is weak concern for customer handling, relationships, and safety, as well as less concern for local community support initiatives such as philanthropic activities, helping the needy, and other social issues. Particularly, the employee concern aggregate mean is below 2.00, which shows that these foreign firms are not creating a conducive work environment, fair wages, safety, and security up to the expectations of their employees. Moreover, the aggregate standard deviation (0.6518, 0.51567, 0.65559, 0.76738, 0.69304, and 0.60546) as well as the aggregate standard error (0.02388, 0.01886, 0.02402, 0.02811, 0.02539, 0.02009, and 0.02218) for

*Sci. Technol. Arts Res. J., April–June, 2026, 15(2), 161-171* business sustainability practices, people, planet, profit, employees, customers, and local community, respectively, The aggregate standard deviations show that all results indicate moderate deviations of the data distribution from the mean, while standard error results indicate that there is a closer result of the variation between the pop. mean and sample mean of the data distribution.

**Test of Normality**

Table 2 shows the normality test results for the data distribution; based on the Kolmogorov-Smirnov test, all variables are significant. Hence, reject the null. Hypoth. and accept the alternative, which indicates that the distribution of all these variables is not normally distributed. Likewise, the Shapiro-Wilk test indicates the same result, confirming that the data distributions of these variables are not normally distributed. This implies that the hypothesis test should use non-parametric statistical tools.

**Table 2**

*Tests of Normality*

Item	Kolmog-Smirnov <sup>a</sup>			Shapir-Wilko		
	Statistic.	df	Sig	Statistic.	df	Sig
Business sustainability	.134	745	.000	.926	745	.000
People	.137	745	.000	.966	745	.000
Planet	.169	745	.000	.915	745	.000
Profit	.122	745	.000	.957	745	.000
Employees	.261	745	.000	.779	745	.000
Customers	.188	745	.000	.908	745	.000
Local Community	.125	745	.000	.965	745	.000

*a Lilliefors Significance Correction*

**Hypothesis Testing**

Based on Table 3 for hypothesis 1, the Chi-square. is 1034.097, df = 273, and the P-value (0.000)< 0.05, which shows significance. Hence, reject the null. Hypot. and accept the alternative. one. This

indicates an association between people's social concerns and Business sustainability. The way foreign industries deal with, relate to, and engage with customers, employees, and the local community is closely linked to foreign companies' corporate social responsibilities.

**Table 3**

*Chi-Sqr. Test*

Item	Val.	Df.	Asympt. Significant. (2-sided)
Pears. Chi-Sqr	1034.097 <sup>a</sup>	273	.000
Likelihood. Ratio	645.761	273	.000

Table 3 continues

Linear-by-Linear. Association.	199.255	1	.000
N. of Valid. Cases.	745		

According to Table 4 of Hypoth-2, chi-squared. = 2723.667, df = 357, and C.V. = 0.000 < 0.05, which indicates significance. Hence, reject the Ho and accept the Ha. In other words, there is an association between Business sustainability and the

planet or environment. It means that foreign companies' concern for environmental conservation, waste management, and pollution reduction has a connection with Business sustainability practices.

Table 4

*Chi-Square Tests*

Item	Val.	Df.	Asymp. Signific. (2-sided)
Pears. Chi-Square.	2723.667 <sup>a</sup>	357	.000
Likelihood. Ratio.	1435.895	357	.000
Linear-by-Linear. Association.	373.472	1	.000
N of Valid Cases.	745		

Besides, based on Table 5 of Hypoth-3, chi-sq. = 2972.872, df = 378, and C.V = 0.000 < 0.05, which indicates significance. Hence, reject the null. Hypoth. and accept the alternative. one. In other words, there is an association between Business

sustainability and profit or economic concern. It means that foreign companies' concern for achieving profitability, sustainable growth, and improving their financial performance is related to business sustainability practices in the region.

Table 5

*Chi-Square Tests*

Item	Val.	Df.	Asympt. Signific. (2-sided)
Pears. Chi-Square.	2972.872 <sup>a</sup>	378	.000
Likelihood. Ratio.	1660.063	378	.000
Linear-by-Linear. Association.	410.342	1	.000
N of Valid. Cases.	745		

In addition, Table 6 of Hypothesis 4 shows a chi-squared. of 141.088, a df of 105, and a C.V. of 0.011 < 0.05, which indicates significance. Hence, reject the null. Hypoth. and accept the alter. one. In other words, there is an association between Business sustainability and employee concern. It

means that foreign companies' concern for their employees in terms of helping them in their career development, fair remuneration, creating a conducive work environment, and maintaining their safety and security has a relationship with Business sustainability practices in the region.

Table 6

*Chi-Square. Tests*

Item	Val.	Df.	Asympt. Signif. (2-sided)
Pearson. Chi-Square.	141.088 <sup>a</sup>	105	.011

Table 6 continues

Likelihood. Ratio.	129.724	105	.051
Linear-by-Linear. Association.	.079	1	.779
N of Valid. Cases.	745		

Moreover, Table 7 of Hypoth-5 indicated that chi-square = 639.797,  $df = 105$ , and  $C.V = 0.000 < 0.05$ , which indicates significance. Hence, reject the null. hypoth. and accept the alternative. one. In other words, there is an association between business sustainability and customers' concerns about foreign firms. Likewise, foreign companies'

concern for their customers in terms of helping them, creating relationships, proper handling, and maintaining their safety and health well-being in relation to product usage has associations with Business sustainability practices by foreign industries in the region.

**Table 7**

*Chi-Sqr. Tests*

Item	Val.	Df.	Asymp. Signif. (2-sided)
Pears. Chi-Sqr.	639.797 <sup>a</sup>	105	.000
Likelihood. Ratio.	477.229	105	.000
Linear-by-Linear. Association.	.005	1	.945
N of Valid Cases.	745		

Table 8 signifies the hypothesis-6, chi-square = 1163.052,  $df = 189$ , and  $C.V = 0.000 < 0.05$ , which indicates significance. Hence, reject the null. hypoth. and accept the alter. one. In other words, there is an association between business sustainability and the local community concerns of foreign industries. Similarly, foreign companies'

concern for their local communities through philanthropic activities, such as donations, support for the needy, construction of schools and health centers, and the provision of clean drinking water, electricity lines, and other public infrastructure, has been associated with Business sustainability practices in the region.

**Table 8**

*Chi-Square. Tests*

Item	Val.	Df.	Asymp. Signif. (2-sided)
Pears. Chi-Square.	1163.052 <sup>a</sup>	189	.000
Likelihood. Ratio.	765.592	189	.000
Linr-by-Linr. Association.	115.910	1	.000
No. of Val. Cases.	745		

## Discussions

Social responsibility seeks to be the key aspect of the company's activity. This has an optimistic effect on the planet and concerned bodies such as consumers, dealers, workforces, stockholders, the administration, and local society. Optimal business

sustainability procedures would increase a firm's image in the eyes of all stakeholders while also preserving nature and future generations (Elkington, 1998). TBL elements: social, planet, and economy have become a powerful paradigm of business sustainability (Chabowski, 2011; Wagner,

2015). This model laid the groundwork for enduring policies for organizations, shifting toward sustainability, based on three fundamental features of sustainable growth: eco-friendliness, social justice, and economic gains.

Studies such as [Forlio et al \(2025\)](#) and [Teixeira \(2025\)](#) stated that the false promise of sustainability goals would affect corporate governance, firm operation, and its credibility. As a result, integrating real business sustainability practices and assessing the status of business sustainability practices should be mandated. As a consequence, the aggregate mean (3.1579, 2.0376, 3.3997, 1.5915, 2.2174, and 2.2309) of business sustainability practices of people, planet, profit, employees, consumers, and local community obligations of foreign enterprises in the region were disclosed, respectively. According to the results of business sustainability practices, profit and planet revealed a variable reaction among respondents.

They claim that positive responses from respondents indicate that there are, on average, good business sustainability practices and economic and environmental responsibility procedures in the Oromia region. However, there are insufficient concerns from people (employees, customers, and the local community). Moreover, this shows that respondents have an unfavorable reaction to these concerns. This means the social concerns that make up consumers, employees, and the local community obligations are not of good status. This denotes a lack of concern for customer handling, relationships, and safety, as well as a lack of interest in local community support programs such as charity activities, assisting the needy, and other social issues. Employees' worry aggregate mean is less than 2.00, indicating that these foreign enterprises are not providing a congenial work environment, fair compensation, safety, and security that meet employees' expectations. [Conti and Seele \(2025\)](#) argue that sustainable human resource management, by promoting employees' well-being, can affect sustainability governance. Likewise, this study also confirmed that low people sustainability affects organizational sustainability practices negatively.

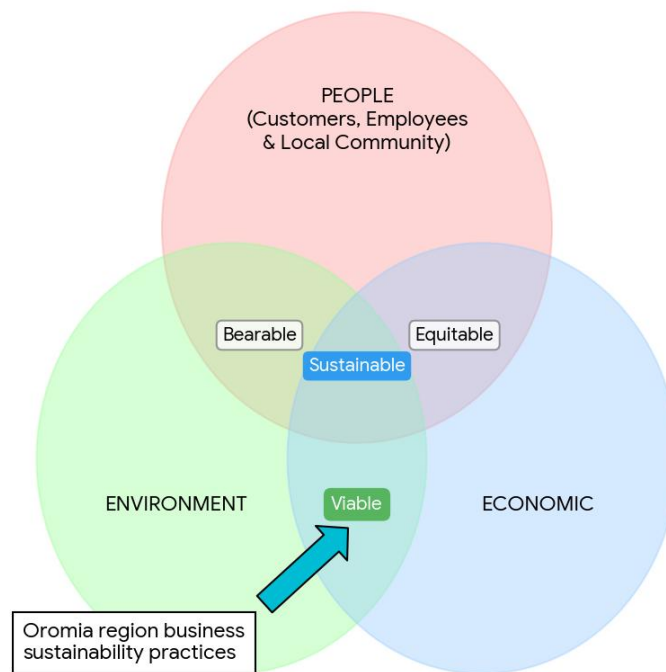
Furthermore, the hypoth. test results revealed that hypoth-1, the chi-sqr. was 1034.097, the df. was 273, and the P-value.  $(0.000) < (0.05)$ , indicating significance. As a result, reject the  $H_01$  and accept the  $H_{a1}$ . It denotes a link between people's concerns and business social responsibility. Foreign industries' dealings, relationships, and interactions with consumers, employees, and the local community have a significant connection with Business sustainability practices. This hypothesis was confirmed by [Teixeira \(2025\)](#). Hypoth-2, chi-sqr.= 2723.667, df.=357, C.V.= $(0.000 < 0.05)$ , indicating significance. This means that there is a relationship between sustainable business and the planet or environment. It means that foreign enterprises' concerns about environmental conservation, waste management, and pollution reduction are linked to their business sustainability activities. Studies such as [Conti and Seele \(2025\)](#) supported the environmental sustainability benefit for corporate image despite political polarization on the issue of environmental sustainability.

The result of Hypoth-3 was chi-sqr. = 2972.872, df. = 378, C.V. =  $0.000 < 0.05$ , showing signif. As a result, reject the  $H_03$  and accept the  $H_{a3}$ . To put it another way, there is a link between Business sustainability and profit or economic concern. It means that international companies' concerns about achieving profitability, sustainable growth, and improving their financial performance are linked to the region's Business sustainability policies. The result of Hypoth-4 was chi-sqr. = 141.088, df. = 105, C.V. =  $0.011 < 0.05$ , indicating signif. Consequently, reject the  $H_04$  and accept the  $H_{a4}$ . To put it another way, there is a link between Business sustainability and employee concern. It means that foreign firms' concern for their employees in terms of assisting them in their career development, fair remuneration, creating a conducive work environment, and ensuring their safety and security is linked to Business sustainability practices by foreign firms in the region.

Furthermore, the Hypoth-5 result showed chi-sqr. = 639.797, df. = 105, and C.V. = 0.000,

indicating signif. As a result, reject the null hypothesis and accept the alternative hypothesis. In other words, there is a link between business sustainability and foreign enterprises' customer concerns. This means that foreign companies' concern for their customers in terms of assisting them, building relationships, proper handling, and ensuring their safety and health well-being in relation to product usage has been linked to Business sustainability practices by foreign industries in the region. The result of Hypothesis 6 was chi-square = 1163.052, df = 189, and C.V = 0.000<0.05, showing significance. As a result,

*Sci. Technol. Arts Res. J., April–June, 2026, 15(2), 161-171* reject the Ho6 and accept the Ha6. In other words, there is a link between business sustainability and foreign industries' local community concerns. Foreign companies' concern for their local communities through philanthropic activities, such as donations, supporting the needy, constructing schools, health centers, providing pure drinking water, electricity lines, and other public infrastructure, is associated with Business sustainability practices by foreign industries in the region. However, there were inadequate philanthropic practices by the industries in the region.



**Figure 3.** *Oromia region Business sustainability practices*

Figure 3 shows that the region's business sustainability practices fall between environmental and economic concerns, while the people's concerns remain insignificant. As Li and Lemke (2025) and Forliano et al. (2025) argued, there is a conflict between profitability and sustainability programs, as well as practices that falsely present businesses as sustainable; thus, this study also confirmed that industries are primarily focused on profit exploitation rather than investing in sustainability issues related to people and the

environment. To sum up, the result indicated that the integration of business sustainability practices in the Oromia region of Ethiopia into the TBL model showed a better status of the planet and the profitable operations of foreign firms. However, there were weaknesses in people's responsibilities, which involve key stakeholders such as clients, workers, and local communities. Consequently, the business sustainability practices of the region did not indicate that it was at a sustainable stage of the TBL model (Elkington, 1998).

## CONCLUSIONS

In terms of throat-cutting rivalry, international firms should aim to match the expectations of their stakeholders. Meeting the needs of important stakeholders is all about establishing a better reputation and maintaining market competitiveness. The purpose of this article was to discuss Business sustainability practices in the setting of the TBL model in the Oromia region of Ethiopia. As a result, the results revealed that respondents gave favorable responses, indicating that there are solid business sustainability, economic, and environmental responsibility measures in place, although they may not be appropriate. On the other hand, there is a lack of concern for customer service, relationship building, and safety, as well as a lack of interest in local community support programs such as charity activities, aiding the needy, and other social issues. Particularly, the employee concern aggregate mean is below 2.00, which shows that these foreign firms are not creating a conducive work environment, fair wages, safety, and security up to the expectations of their employees.

Moreover, the findings also confirmed that foreign companies' concern for environmental conservation, waste management, and pollution reduction has a connection with Business sustainability practices. Likewise, there is a strong association between social (customers, local community, and employees), environmental, and economic concerns, and with practices of corporate social responsibility. The issue of greenwashing affects the practices of sustainability programs, and some authors argue that there is a conflict between profitability and sustainability. This study contends that there is no conflict between profitability and sustainability; rather, sustainability builds a better reputation, and in the long run, profitability increases.

The study has placed emphasis on the evaluation of the region's business sustainability in the TBL model, thus indicating that it is not at the optimal point(sustainable) but rather at the viable point of the model.

## Recommendations

The researcher suggests that there should be strong follow-up, collaboration, discussion, and working together of all concerned stakeholders, such as local, regional, and federal administrators, as well as the industry, towards optimal business sustainability. The key stakeholders, particularly concerned government bodies, business organizations, and the local community, should collaboratively work together to maximize the benefits of all parties (social, economic, and environmental concerns). Besides, as this study focused on one region in Ethiopia, other researchers can further dig into other regions in the country so that they can draw valid conclusions about the sustainable business practices in Ethiopia.

## CRedit Authorship Contribution Statement

The author confirms sole responsibility for the entire scope of this manuscript, including study conception, methodology design, data collection, analysis, and manuscript preparation.

## Declaration of Competing Interest

There was no conflict of interest.

## Ethical Approval

Not applicable

## Data Availability Statement

Upon reasonable request, the corresponding author will provide the data.

## Acknowledgments

The authors acknowledge the Department of Management, College of Business and Economics, Haramaya University, Ethiopia, for their cooperation and participation in the research.

## REFERENCES

- Akroush, M. N. (2012). An empirical model of marketing strategy and shareholder value. *Competitiveness Review*, 22 (1), 48–89.  
<https://doi.org/10.1108/10595421211200179>
- Botola, O. R. (2026). The Role of Traceability System in Enhancing the Triple Bottom Line

Girma Negussie Hurrisa

- Sustainability Performance of Smallholder Specialty Coffee Producers in Southwestern Oromia, Ethiopia. *Environmental and Sustainability*.  
<https://doi.org/10.1016/j.indic.2026.101244>
- Carroll. (2016). Carroll's pyramid of CSR: taking another look. *International Journal of Corporate Social Responsibility*, 1(3), 1–8.  
<https://doi.org/10.1186/s40991-016-0004-6>
- Carroll, A. B. (1991). The pyramid of corporate social responsibility: Toward the moral management of organizational stakeholders. *Business horizons*, 34(4), 39–48.  
[https://d1wqtxts1xzle7.cloudfront.net/66961771/0007-6813\\_2891\\_2990005-g20210504-32440-14](https://d1wqtxts1xzle7.cloudfront.net/66961771/0007-6813_2891_2990005-g20210504-32440-14)
- Chabowski, B. M. P. (2011). The structure of sustainability research in marketing: A basis for future research opportunities. *Academy of Marketing Science*, 39(1), 55–70.  
<https://doi.org/10.1007/s1174>
- Cheng, C. C., Khan, A., Hongsuchon, T., Rungkanjanases, A., Chen, Y. T., Sivarak, O., & Chen, S. C. (2021). The role of corporate social responsibility and corporate image in times of crisis: The mediating role of customer trust. *International journal of environmental research and public health*, 18(16), 8275.  
<https://doi.org/10.3390/ijerph18168275>
- Choi, S. (2011). Environmental and Economic Dimensions of Sustainability and Price Effects on Consumer Responses. *Journal of Business Ethics*, 104(2), 269–282.  
<https://doi.org/10.1007/s10551-011-0908-8>
- Conti, L.G., Seele, P. The new greenlash: from greenwashing and sustainability inflation to the sustainability backlash—and how to tackle it. *Discover Sustain*, 6, 296 (2025).  
<https://doi.org/10.1007/s43621-025-01169-x>
- Dutta, P., & Bose, S. (2008). Corporate environmental reporting on the internet in Bangladesh: an exploratory study. *International Review of Business Research Papers*, 4(3), 138–150.  
<https://ssrn.com/abstract=1965079>
- Sci. Technol. Arts Res. J., April–June, 2026, 15(2), 161–171
- Elkington, J. (1998). Partnerships from cannibals with forks: The triple bottom line of 21st-century business. *Environmental Quality Management*, 8(1), 37–51.  
<https://doi.org/10.1002/tqem.3310080106>
- Forliano, C., Battisti, E., de Bernardi, P., & Klies-tik, T. (2025). Mapping the greenwashing research landscape: A theoretical and field analysis. *Review of Managerial Science*, 19(11), 3407–3456.  
<https://doi.org/10.1007/s11846-025-00856-3>
- Li, L., & Lemke, F. (2025). Shaping the future of business sustainability: LDA topic modeling insights, definitions, and research agenda. *Journal of Business Ethics*, 201, 391–456.  
<https://doi.org/10.1007/s10551-025-05969-z>
- Seuring, S., & Müller, M. (2008). From a literature review to a conceptual framework for sustainable supply chain management. *Journal of Cleaner Production*, 16(15), 1699–1710.  
<https://doi.org/10.1016/j.jclepro.2008.04.020>
- Sheth, J. N. (2011). Mindful consumption: A customer-centric approach to sustainability. *Journal of the Academy of Marketing Science*, 39(1), 21–39. <https://doi.org/10.1007/s11747-010-0216-3>
- Teixeira, N. (2025). Circular economy perspectives: challenges, innovations, and sustainable futures. *Discover Sustainability*, 6(1), 738.  
<https://doi.org/10.1007/s43621-025-01606-x>
- Wagner, B. (2015). Implementing and managing economic, social, and environmental efforts of business sustainability. *Management of Environmental Quality: An International Journal*, 26(2), 195–213.  
<https://doi.org/10.1108/MEQ-09-2013-0099>
- Wong, A. K. F., & Kim, S. S. (2020). Development and validation of a standard hotel corporate social responsibility (CSR) scale from the employee perspective. *International Journal of Hospitality Management*, 87, 102507.  
<https://doi.org/10.1016/j.ijhm.2020.102507>