TOWARDS A CONCEPTUAL FRAMEWORK TO IMPLEMENT CORPORATE SUSTAINABILITY USING CHANGE MANAGEMENT ASPECTS

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Abstract

Studies have shown that efficient change management leads to a smooth transition from traditional to sustainable corporations. Moving towards corporate sustainability requires well-planned change management that can enhance economic growth, environmental protection, and social equity inside organizations. This requires capable managers, who can alter the behaviors and skills of the employees to focus on sustainability targets. Accordingly, this research proposes a framework that deploys change management aspects to achieve corporate sustainability. In particular, the suggested framework demonstrates three main stages that are readiness for change, corporate sustainability processes, and implementing change. The findings reveal that following these stages, respectively and precisely, helps managers and employees utilize the change management aspects effectively to achieve corporate sustainability.

Keywords: Corporate Sustainability, Change Management, Sustainable Development

1. Introduction

The promptly changing business environment has demanded corporations to find out efficient processes, tools, and methods to apply the change (Parker et al., 2013). But it is imperative to understand that change is continuous, as everything keeps changing all the time (Bordum, 2010). This implies that change, whether it is planned or not, will never stop. Here, it is meaningful to mention that the elevated failure rate of change implementation suggests enhancements could be made to its management, control, and monitoring (Parker et al., 2013). Thus, individuals should always be ready to adapt, adopt, and implement change depending on the situation. In particular, change management refers to ''the perception of the effectiveness of the process taken in managing change'' (Hechanova et al., 2018, p. 919). While corporate Sustainability is mainly known as a development that tackles the present needs without compromising the ability of future generations to encounter their needs (Sharma & Henriques, 2005; Zink, 2008). However, being more specific about corporate sustainability, change management can be measured with its' degree of success, as how long does it contribute to sustainability through producing periods of relative stability (Bordum, 2010). This implies that a smooth transition towards corporate sustainability demands well-planned change management that overcomes any challenges and reaches a stability level. In specific, change management that aims to realize fruitful corporate sustainability, entails changes in corporate processes, functions, coordination and control, values and human behaviors, and power within the organization (Nordin et al., 2012). In short, change management does not only have a direct influence on the success of corporate sustainability, but

it is also playing an important role in the implementation of corporate sustainability (Linnenluecke & Griffiths, 2010; Millar et al., 2012; Thakhathi et al., 2019; Zink, 2008).

Corporate sustainability attainment by meeting economic, social, or environmental goals is a challenging task, and most often conflicting (Zink, 2008). There are not only several arguments concerning corporate sustainability but also a lack of clarity on the best possible ways to apply this perception in organizational practice (Linnenluecke & Griffiths, 2010). Corporate sustainability is a complicated conception, as it covers several assumptions, demonstrating the interpretation of a corporation's responsibility in its social system. Some of these assumptions are realizing the main objectives of an organization; meeting the relevant stakeholders' needs, fulfilling human needs, and building a robust economy (Zink, 2008). Hence, embracing corporate sustainability requires new thoughts about the relationships between economics, the environment, and society (Linnenluecke & Griffiths, 2010). On top of this, the adoption of corporate sustainability requires alterations in employees' beliefs and values (Zink, 2008).

In this study, the research objectives are to explain the main aspects of change management and corporate sustainability; to clarify the main associations between change management aspects and corporate sustainability; to propose a framework that integrates change management and corporate sustainability. In other words, the main aim of this article is to propose a conceptual framework that utilizes change management aspects effectively to achieve corporate sustainability. Hence, this study raises four research questions:
1) Does the ''readiness for change'' influence corporate sustainability?
2) Does the ''processes of change'' impact corporate sustainability?
3) Does the ''implementation of change'' affect corporate sustainability?
4) Does the ''change management aspects'' influence corporate sustainability?

2. Methodology
Corporate sustainability is complicated as it involves all three pillars of sustainable development that are economic, environmental, and social (Linnenluecke & Griffiths, 2010). Thus, applying change management practices is challenging. The reason is that change management, which is designed to achieve a smooth transition towards corporate sustainability, should engage employees; change the existing culture; change structures and processes; spread awareness about the benefits of being a sustainable corporation; and integrate ethics, values, beliefs, strategies, principles, and attitudes of managers as well as employees (Millar, Hind & Magala, 2012; Visser & Crane, 2010; Zink, 2008). In this regard, many studies have discussed either corporate sustainability or change management, but there are fewer studies that involve both corporate sustainability and change management (Linnenluecke & Griffiths, 2010; Millar et al., 2012; Thakhathi et al., 2019). However, the process of this review covered three parts. First, the researcher reviewed the previous literature about the aspect of corporate sustainability, the perception of change management, and the arguments that support the existence of a relationship between change management and corporate sustainability. Second, this was narrowed down to highlight the main dimensions of change management and corporate sustainability. Third, a change management framework, initiated by Oakland, and Tanner (2007) and extended by Nordin, Deros, Wahab, and Rahman (2012), was adopted and integrated to the found dimensions

of corporate sustainability. Accordingly, this research suggests a conceptual framework that utilizes the change management aspects to implement corporate sustainability. Yet, it is imperative to point out that the researcher included sufficient knowledge and information from (thirty-one) articles and (two) books related to the study, and those were selected randomly to meet the purpose of the study.

3. Literature Review

3.1 Corporate Sustainability

In general, being sustainable demands successful conservation of human, environmental, natural, and energy resources as a normal course of action (Bansal, 2005; Baumgartner & Ebner, 2010; Linnenluecke & Griffiths, 2010; Zink, 2008). According to Linnenluecke and Griffiths (2010), a wide range of subsequent definitions arose from sustainability in relation to organizations, which are referred to as corporate sustainability. These definitions differ in the degree to which they describe corporate sustainability. Some of them basically describe environmental and social responsibility, while others extend the conception of corporate sustainability to integrate corporate economic activities with an organizational natural and social environment. In particular, sustainable development is the process of realizing human development considering inclusiveness of present and future environmental and human systems; connectivity of interconnected and interdependent problems; equity in a way that there will be a fair distribution of property rights and resources; prudence in all obligations of care and prevention; and security that can keep people safe from chronic threats (Baumgartner & Ebner, 2010; Gladwin et al., 1995).

Similar to sustainability or sustainable development, corporate sustainability is basically identified as a development that confronts the present needs without compromising the ability of future generations to encounter their needs as well (Sharma & Henriques, 2005; Zink, 2008). Moving towards a more specific meaning, corporate sustainability has been described as a multilayered perception that requires making sufficient organizational change and making sure that all concerned individuals (on different levels) are getting adapted to that particular change (Linnenluecke & Griffiths, 2010; Zink, 2008). This definition indicates that the best way to achieve corporate sustainability is through a thoughtful and gradual change that leads to positive outcomes. Bansal (2005) has stated that corporate sustainability has three main principles that are economic integrity, environmental integrity, and social equity. Similarly, Baumgartner and Ebner (2010) have agreed that corporate sustainability is the adoption of sustainable development by a particular organization, and as a result, it involves all three pillars of sustainable development that are economic, environmental, and social. This description is more accurate as it covers the three main pillars of sustainable development that are economic growth, environmental protection, and social equity (Bansal, 2005; Baumgartner & Ebner, 2010; Linnenluecke & Griffiths, 2010; Zink, 2008). This argument is also in line with the explanation of Zink (2008), who have pointed out that corporate sustainability considers economic, social, and environmental interdependencies, prerequisites and influences; adopts a long-term business orientation to satisfy stakeholders' current and future needs; and follows financial, human, social, and natural capital stocks' rules. This explanation can be considered as a comprehensive viewpoint that highlights the main aspects of corporate sustainability.

On the other side, it is worthwhile to think about the role of managers in implementing corporate sustainability successfully. It is also essential to recognize that moving towards corporate sustainability requires managers who can stop focusing on the economically driven paradigm and work hard to reach a more balanced set of social and environmental accountable values (Bansal, 2005; Baumgartner & Ebner, 2010; Linnenluecke & Griffiths, 2010; Zink, 2008). Those managers would also encourage corporate sustainability practices that aim to reduce costs and increase operational efficiency (Linnenluecke & Griffiths, 2010). In this concern, Zink (2008) has added that corporate sustainability is about adding ecological and social perceptions to a set of common objectives. This requires capable managers to overcome conflicts of targets between economic, ecological, and social issues in the long-term, hence merging economic growth with conserving the environment and socially accountable actions (Bansal, 2005; Baumgartner & Ebner, 2010; Zink, 2008). Now, it is clear that managers working in organizations play the main role in implementing corporate sustainability. That is why, it is imperative to look at the best ways to diffuse the concept of sustainability best practices among them, and in turn among their employees. Spreading the principles of corporate sustainability among employees becomes effective through technical solutions such as training employees, writing sustainability reports, and integrating sustainability attributes in performance assessments (Baumgartner & Ebner, 2010; Linnenluecke & Griffiths, 2010).

At the same time, employees come from different cultures. This makes them have different insights in their pursuit of corporate sustainability, ranging from a concentration on staff development, resource efficacy, ecological protection, or stakeholder engagement (Linnenluecke & Griffiths, 2010; Sharma & Henriques, 2005). This indicates that it is crucial to create a supportive culture that drives employees to present constructive attuites towards corporate sustainability. Henceforth, integrating corporate sustainability and organizational culture encourage all individuals throughout the organization to not only be part of the same organizational culture, but also share similar attitudes towards corporate sustainability (Bansal, 2005; Linnenluecke & Griffiths, 2010; Zink, 2008). In short, an effective diffusion of sustainability knowledge and required skills can help organizations achieve a smooth transition towards corporate sustainability.

3.2 Change Management

Change is not only crucial for the survival of present corporates, but also needed during organizational life, at operational and strategic levels (Bordum, 2010; By, 2005; Hechanova et al., 2018; Moran & Brightman, 2001). Thus, every organization must identify where it needs to be in future, and how to manage the changes required to get there (By, 2005; Moran and Brightman, 2001). In this concern, Thakhathi, le Roux and Davis (2019) have advised that change should be performed gradually to be successful. This indicates that a sudden and quick change can bring negative outcomes. Whereas Jaryono, Tohir, Naufalin, Krisnaresanti and Dinanti (2020) have pointed out that employee's behaviors (i.e., conscious or unconscious, visible or invisible, simple or complex) towards change should be observed. However, to understand change, it is important to measure the frequency of making changes (how regularly does change happen), and its' intensity (is it small, adequate, major, stepwise, or radical) (Bordum, 2010; By, 2005; Hechanova et al., 2018; Moran & Brightman, 2001). Yet, intensity

helps in understanding whether change is continuous, discontinuous, evolutionary, revolutionary, development, or is transformational (Bordum, 2010; Hechanova et al., 2018).

Furthermore, change management has been recognized as the practice of persistently renewing an organization's direction, configuration, and proficiencies to serve the changing needs of internal and external consumers (Bordum, 2010; By, 2005; Moran & Brightman, 2001). This implies that change management is a necessity in todays' world, as change will always be there, and it has to be managed appropriately (Bordum, 2010; By, 2005; Hechanova et al., 2018). In this regard, there are many approaches to perform organizational change management (Bordum, 2010; By, 2005). Such methods describe what changes organizations need to make and how to apply them (By, 2005). Thus, organizations are encouraged to adopt a planned changed to realize corporate sustainability (Bordum, 2010; Hechanova et al., 2018). The reason is that the planned approach to organizational change clarifies the stages that should be followed to realize the desired change (By, 2005; Moran & Brightman, 2001). In general, change management is not easy for concerned members, with common reactions experienced by individuals facing change such as fear, disbelieve, stress, anger and frustration (By, 2005; Hechanova et al., 2018). As a result, corporations are urged to accept these reactions and address them through successful change management (Hechanova et al., 2018; Moran & Brightman, 2001; Vora, 2013).

Safrida and Gultom (2021) have stated that when change manegemnt strategies are detected early, management can take preventive actions or policies to increase the chance of achieving effective change management. On the other side, when discussing change management, different categories should be considered such as processes, products, distribution, end users, finance, and administration (Bordum, 2010). Nordin, Deros, Wahab, and Rahman (2012) have expanded the change management stages to cover changes in corporate processes, functions, coordination and control, values and human behaviors, and power within the organization (Hechanova et al., 2018; Nordin et al., 2012; Vora, 2013). Later, these stages have been limited to four main phases that are determining the need for change, planning for change, implementing the change; and sustaining the achieved change (Nordin et al., 2012; Vora, 2013). Here, it is important to emphasize that an effective change is diffused progressively from smaller to larger units in a corporation through knowledge-sharing techniques and sustainability discussions (Thakhathi et al., 2019; Vora, 2013).

Once the complications associated with change are understood, it is essential to delegate effective managers to manage change (Thakhathi et al., 2019; Vora, 2013). Such managers will be responsible to set direction, evaluate technical aspects of change, and engaged employees to adopt and apply the change (Moran & Brightman, 2001; Vora, 2013). Besides, they should acquire efficient managerial skill (Bordum, 2010; By, 2005; Hechanova et al., 2018; Moran & Brightman, 2001; Nordin et al., 2012). The reason is that such skills will increase the managers' overall performance and commitment towards change implementation (Ochuodho & Ngaba, 2020)

3.3 Arguments in Support of the Relationship between Corporate Sustainability and Change Management
It is important to prepare for change towards corporate sustainability through asking few questions such as what are the most successful methods to change that will keep the organization

fit for and able to survive in the era of sustainability? How will the necessity for change towards sustainability help the organizations? and How can employees achieve the desired change that enhances corporate sustainability? (Millar et al., 2012; Thakhathi et al., 2019). In other words, ''[m]uch more clarity is needed on how organizations must change to meet the sustainability challenge, and how the necessary changes may be achieved'' (Millar et al., 2012, p. 491). This implies that the adoption and implementation of change are complicated concerns of sustainability, as, in turn, sustainability requires a change of thinking as well as a change of attitude that usually starts with effective mangers (Millar et al., 2012; Thakhathi et al., 2019).

Moreover, change management for corporate sustainability is multilayered: it affects organizations' internal and external environment and needs new modes of thinking (Thakhathi et al., 2019). These layers could cover social, ethical, religious, legal, political, civil, and cultural changes that are associated with sustainability issues (Thakhathi et al., 2019; Zink, 2008). They also include the values and conceptual foundations of an organization's culture, and that these consequently impact how corporate sustainability is achieved (Linnenluecke & Griffiths, 2010; Millar et al., 2012). Visser & Crane (2010) have agreed that employees' values, attitudes and beliefs play a major role in driving corporate sustainability. Hence, when ethics, values and sustainable development are vital for corporations, it is recommended that adopters of change for corporate sustainability make meaningful differences to their organizations (Millar et al., 2012; Thakhathi et al., 2019). The reason is that corporate sustainability values and principles that are emphasized by top management are shared and followed by all organizational members (Linnenluecke & Griffiths, 2010; Millar et al., 2012; Thakhathi et al., 2019). As a result, a complete change management has to engage employees and needs to change the existing culture instead of only focusing on changing structures and processes (Zink, 2008). Here, it becomes easy to realize that change management initiates an integration challenge (Zink, 2008). This stands for the integration of ethics, values, beliefs, strategies, principles, and attitudes (Millar et al., 2012; Zink, 2008). Therefore, it is essential not only to educate employees about the favorable values and attitudes to achieve the desired changes, but also spread awareness about the benefits of having a sustainable corporation (Linnenluecke & Griffiths, 2010; Visser & Crane, 2010; Zink, 2008). Hence, it is crucial to monitor all stages of change over time and reveal exactly how employees reach the final target through following effective change management ethics, values, and positive practices (Thakhathi et al., 2019; Visser & Crane, 2010).

Some of the change management challenges that are associated with realizing corporate sustainability are developing an organizational identity that integrates sustainability principles, and the need for change management techniques to cope with the different priorities and values of organizational managers, executives, and team members (Millar et al., 2012). Consequently, it is crucial to spread change gradually from small to larger units of a corporation (Thakhathi et al., 2019). This can be accomplished through implementing the change in one team or division and formerly diffusing the change out afterwards (Thakhathi et al., 2019). A good technique to achieve a gradual change is an effective cooperation among employees. Such corporations are essential for sustainable development, but to contribute effectively to sustainable development targets, any involved individuals should cope with changes and become sustainable themselves (Millar et al., 2012; Thakhathi, le Roux & Davis, 2019). On the other hand, some of the common

sustainability challenges are balancing short-term concerns with long-term goals, change management with stability, strategic targets with day to day application, national with international responsibilities; managing the corporate brand, image and reputation; influencing nationally and internationally policies, fostering relationships, all in the realm of adopting the change in attitude that sustainability requires (Linnenluecke & Griffiths, 2010; Millar et al., 2012; Thakhathi et al., 2019; Visser & Crane, 2010; Zink, 2008). Millar, Hind and Magala (2012) have added that reliable characters, which in turn produce appropriate behaviors concerning work conducts and relations, are fundamental to ensuring corporate sustainable change and transformation. Nevertheless, together, policy makers and change agents in corporation work continuously to improve economic sustainability through budgeting alteration need to consider the existing social structures. Whenever possible they also strengthen enablers and design particular measures to tackle barriers (Millar et al., 2012; Thakhathi et al., 2019).

Nevertheless, it is imperative to recognize that the adoption of corporate sustainability principles depends on the availability of power and resources required to achieve the desired changes (Linnenluecke & Griffiths, 2010). Accordingly, the sustainability managers follow participative decision-making strategies at different levels of a corporation (Thakhathi, le Roux & Davis, 2019). To conduct this efficiently, sustainability managers initial their own change management process, which comprises of relationships with other departments to assist in diffusing the required change (Thakhathi et al., 2019; Visser & Crane, 2010). They also work hard to reinforce change towards corporate sustainability, as they apply new strategies and establish enhanced organizational context that copes with the desired change (Thakhathi et al., 2019; Millar et al., 2012; Visser & Crane, 2010). Moreover, sustainability managers engage members in decision-making towards corporate sustainability; share and document sustainability practices; work as active collaborators through spreading change notes both within and outside the corporation; and formalize change through altering the nature of activities, tasks, systems processes and the entire organizational structure (Linnenluecke & Griffiths, 2010; Thakhathi et al., 2019). In line with sustainability managers, change mangers will not only transform their organizational strategies but will have the vision to change attitudes and mindsets of their employees, policymakers' consumers, and society at large (Thakhathi et al., 2019; Millar et al., 2012). At this stage, it is fundamental to recognize that manager apply the best methods to deal with the sustainability challenges to introduce and adopt effective change management (Linnenluecke & Griffiths, 2010; Millar et al., 2012; Thakhathi et al., 2019; Visser & Crane, 2010; Zink, 2008).

When the appropriate managers are found to drive changes successfully, employees start to adopt different aspects and results in their pursuit of corporate sustainability, which signifies that they are also open to diverse aspects of organizational changes (Linnenluecke & Griffiths, 2010; Millar et al., 2012; Thakhathi et al., 2019; Zink, 2008). Employees also embrace change and uncertainty, understanding that changes for sustainability will definitely bring new benefits for the corporation and its stakeholders (Thakhathi et al., 2019). This signifies that being committed to change management is a multifaceted attempt, and the effect that a desired change has on organizational members, is extremely influenced by their behaviors towards that change (Thakhathi et al., 2019). Here it is clearly understood that change is challenging for employees as they might adopt or resist corporate sustainability emphasizes. In short, employees have significant influence in bringing about changes for corporate sustainability. At the same time,

they are responsible to identify tactics, ethics and principles to response in a proper way to potential tensions (Millar et al., 2012).

3.4 The Multidimensionality of Corporate Sustainability and Change Management

3.4.1 Dimensions of Corporate Sustainability

Corporate sustainability is examined using three main measurements that are (1) environmental integrity (used inputs from renewable sources, reduced products' ecological harmful impact, decrease ecological impacts of processes, reduced operations in ecologically sensitive locations, decrease ecologically damaging inputs, reduced likelihood of ecological accidents, handled toxic waste properly, decrease amount of waste, reused waste, and responsibly disposed waste); (2) economic prosperity (well-known government relations, decreased costs of inputs, used waste for revenue, less cost for waste management for similar outputs, generated spin-off technologies, and differentiated product on ecological performance); and (3) social equity (secured local communities' rights, communicated environmental risk, enhanced health and safety issues, reflected stakeholder interests, developed facility's visual aspect, financed local community projects) (Bansal, 2005; Chan, 2005; Montiel, 2008). Moreover, Sharma and Henriques (2005) have states that corporate sustainability involves pollution control, eco-efficiency, recirculation, eco-design, ecosystem stewardship, and business redefinition. Then, Baumgartner and Ebner (2010) has provided accurate and precise dimensions for corporate sustainability that entail economic, environmental and social dimensions, which are adopted by this study.

The economic dimensions of corporate sustainability are (Aras & Crowther, 2008; Baumgartner & Ebner, 2010; Ciegis et al., 2011; Labuschagne et al., 2005; Linnenluecke & Griffiths, 2010; Millar et al., 2012; Sobol, 2008; Thakhathi et al., 2019; Zink, 2008)

- Collaboration: present active teamwork, establish good cooperation with business partners, implement common programs on new technologies and products, and share knowledge.
- Knowledge management: spread sustainability related information in the organization. Also, adopt appropriate approaches to plan, improve, arrange, maintain, transfer, implement and measure particular information and enhance the corporate knowledge base.
- Innovation and technology: work extensively on sustainability related issues to reduce any possible environmental impacts that could occur in new products or activities. Use the best available methods, integrate environmental technologies, focus on cleaner production, and adopt zero-emission technologies.
- Purchase: Pay full attention to sustainability issues in purchase, spread awareness about sustainability related matters, develop relationship with various suppliers focusing on sustainability.
- Processes: Define sustainability processes and roles so that all employees know what the organization expects from them, get adapted to sustainability process management helps in implementing corporate sustainability systematically, and integrate sustainability into daily activities.

- Sustainability reporting: reporting sustainability related issues within organizational reports. This can be done through establishing separate sustainability reports or integrating the sustainability reports into the corporate one.

The environmental dimensions of corporate sustainability are (Aras & Crowther, 2008; Baumgartner & Ebner, 2010; Ciegis et al., 2011; Labuschagne et al., 2005; Linnenluecke & Griffiths, 2010; Millar et al., 2012; Sobol, 2008; Thakhathi et al., 2019; Zink, 2008):

- Missions into the air: these are air emissions caused by corporate activities.
- Emissions into the water: these are missions into water that are produced by corporate activities.
- Emissions into the ground: these are emissions into ground resulted by corporate activities.
- Resources including recycling: using non-renewable resources, renewable resources, and energy through the corporation involving recycled resources.
- Waste and hazardous waste: waste and hazardous waste that are produced as a result of corporate activities.
- Biodiversity: Influence on biodiversity resulted by corporate activities.
- Environmental issues of the product: ecological features of the product over its life cycle.

The social dimensions of corporate sustainability cover internal and external aspects that are (Aras & Crowther, 2008; Baumgartner & Ebner, 2010; Ciegis et al., 2011; Labuschagne et al., 2005; Linnenluecke & Griffiths, 2010; Millar et al., 2012; Sobol, 2008; Thakhathi et al., 2019; Zink, 2008): The internal social dimensions of corporate sustainability are (Aras & Crowther, 2008; Baumgartner & Ebner, 2010; Ciegis et al., 2011; Labuschagne et al., 2005; Linnenluecke & Griffiths, 2010; Millar et al., 2012; Sobol, 2008; Thakhathi et al., 2019; Zink, 2008):

- Corporate governance: encourage transparency among stakeholders, give viewpoints about any relevant data, follow policies of stock markets on corporate governance, and define responsibilities of board members.
- Health and safety: assure that no health and safety risks happen inside the organization, guarantee that there are no negative influences on employees' physical health, prevent employees from dangers, and encourage them to stay fit and healthy.
- Human capital development: improvement of human capital for sustainability through particular programs such as education, training or mentoring.
- Motivation and incentives: implementing sustainability into the organization through support of management, acting in sustainable way, developing incentives and reward systems, showing energetic involvement, demonstrating excellent function of management on sustainability topics, and being aware about employees claims, needs and motivation factors.

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3.4.2 Dimensions of Change Management

Eight main dimensions for change management are (1) determining a sense of urgency, (2) producing the guiding coalition, (3) emerging a vision and strategy, (4) sharing the change vision, (5) enabling individuals for broad-based acts, (6) establishing short-term wins, (7) Joining gains and producing more change, and (8) Fastening new approaches in the culture (Kotter, 2012; Vora, 2013) Later, these dimensions have been narrowed down to four main phases of change management that are defining the need for change; preparing and planning for change; executing the change; and sustaining the change (Vora, 2013). However, the researcher has adopted the dimensions developed by Oakland and Tanner (2007) and advanced by Nordin, Deros, Wahab, Rahman (2012), as they are found to be comprehensive and precise (Bordum, 2010; By, 2005; Hechanova et al., 2018; Moran & Brightman, 2001; Nordin et al., 2012; Oakland & Tanner, 2007). These dimensions cover three main phases that are readiness to change, processes, and implementing change. The factors of readiness to change stage, in turn, are drivers of change, need for change, leadership and direction, and change agent system (Nordin et al., 2012; Oakland & Tanner, 2007). Corporate sustainability processes stage covers economic, environmental, and social issues, while the factors of corporate implementing change stage are effective communication, empowerment, and system and control (Nordin et al., 2012; Oakland & Tanner, 2007).

4. Proposed Conceptual Framework for Corporate Sustainability and Change Management

The researcher has adopted the change management framework initiated by Oakland, and Tanner (2007) and extended by Nordin, Deros, Wahab, and Rahman (2012). Then, this change management framework has been merged with the Corporate sustainability framework established by Baumgartner and Ebner (2010). The combination of these frameworks has formed the basis of the change management for corporate sustainability framework that is shown in Figure 1. As illustrated in Figure 1, the change management for corporate sustainability

framework consists of three cycles (Baumgartner, & Ebner, 2010; Nordin et al., 2012; Oakland & Tanner, 2007):

4.1 Readiness for Change Stage

The factors of readiness to change stage, in order, are drivers of change, need for change, leadership and direction, and change agent system (Nordin et al., 2012; Oakland & Tanner, 2007). This sequence of factors influences the corporate sustainability processes stage, which will (in turn) affect the implemintation of change stage (Baumgartner & Ebner, 2010; Jorgensen et al., 2007; Labuschagne et al., 2005; Nordin et al., 2012; Oakland & Tanner, 2007). Hence, the drivers of change must be well recognized and communicated, to establish the sense of urgency for change for a particular corporate (Achanga et al., 2006; Jaaron & Backhouse, 2011; Nordin et al., 2012). Hence, for change to occur and succeed, the corporation and the people who work in that corporation are expected to be ready for the transformation (Labuschagne et al., 2005; Nordin et al., 2012; Oakland & Tanner, 2007). Any failure to evaluate collaborate or individual changes in the organization will result in wasting a huge amount of energy, time and hard work (Baumgartner & Ebner, 2010; Jorgensen et al., 2007; Nordin et al., 2012). Furthermore, the corporate's readiness for change can be analyzed through identifying the need for change, having robust leadership and direction, and introducing an effective change agent team (Baumgartner & Ebner, 2010; Oakland & Tanner, 2007). Here, the role of top management is fundamental in the transformation to a sustainable corporation system, as their dedication and loyalty are key elements to reflect employees' wishes (to manage change successfully to attain corporate sustainability) (Chobhan, 2020). That is why managers should communicate the goals that everyone within the organization can relate to (Achanga et al., 2006; Baumgartner & Ebner, 2010; Jaaron & Backhouse, 2011; Nordin et al., 2012). This is followed by the development of a robust change agent system. Such a system supports the translation of the change in a way that the corporate sustainability perceptions could be clear for all employees in a particular organization (Nordin et al., 2012). The role of corporate change agent toward sustainability is imperative, as most of the involved individuals are not familiar with the new environment that requires new behaviors and mindsets (Baumgartner & Ebner, 2010; Jorgensen et al., 2007; Nordin et al., 2012;). Thus, those who manage change at organizations must acquire appropriate competencies and skills to implement corporate sustainability in a successful way (Nordin et al., 2012; Zink, 2008).

4.2 Corporate Sustainability Processes Stage

The corporate sustainability processes stage involves economic, environmental and social aspects. First, the economic dimension of corporate sustainability incorporates common aspects of an organization that have to be considered (in addition to environmental and social aspects) to survive in existing markets for long time (Baumgartner & Ebner, 2010; Linnenluecke & Griffiths, 2010; Millar et al., 2012; Thakhathi et al., 2019; Zink, 2008). These economic aspects of corporate sustainability involve collaboration, knowledge management, innovation and technology, purchase, processes, and sustainability reporting (Linnenluecke & Griffiths, 2010; Millar et al., 2012; Thakhathi et al., 2019; Zink, 2008). Second, the environmental aspects of corporate sustainability are emissions into the air; emissions into the water; emissions into the ground; resources (natural materials, energy) including recycling; waste and hazardous waste;

biodiversity; and environmental issues of the product (Aras & Crowther, 2008; Baumgartner & Ebner, 2010; Ciegis et al., 2011; Labuschagne et al., 2005; Linnenluecke & Griffiths, 2010). Last, the social aspects of corporate sustainability cover internal and external aspects. The internal social dimensions of corporate sustainability are corporate governance; health and safety; human capital development; and motivation and incentives. Whereas the external social dimensions of corporate sustainability are ethical behavior and human rights; corporate citizenship; no controversial activities; and no corruption and cartel (Linnenluecke & Griffiths, 2010; Millar et al., 2012; Sobol, 2008; Thakhathi et al., 2019). All of these aspects are integrated and implemented effectively to achieve corporate sustainability.

4.3 Implementing Change Stage

Implementing change stage is very important to achieve corporate sustainability. The factors of implementing change (to achieve corporate sustainability) stage are effective communication, empowerment, and system and control. The application of change should be aligned with operational functions, in a way that helps employees recognize how they will address the new challenges (Baumgartner & Ebner, 2010; Oakland & Tanner, 2007). Starting with effective communication, which can be attained through education, training, information transparency, knowledge sharing, and continuous learning, as such an effective communication of change will ensure smooth transition to a sustainable corporation system (Hechanova et al., 2018; Moran & Brightman, 2001; Losonci et al., 2011; Nordin et al., 2012; Oakland & Tanner, 2007). In the next step is employees' empowerment in the new culture that can be encouraged through motivation, training, and rewards (Losonci et al., 2011; Nordin et al., 2012;). The final step is system and control, which stands for the ability to measure the effort and progress made towards corporate sustainability. The aspects that are often controlled and monitored are communication system, performance measurement, improvement records, and work processes (Hechanova et al., 2018; Moran & Brightman, 2001; Losonci et al., 2011; Nordin et al., 2012; Oakland & Tanner, 2007).
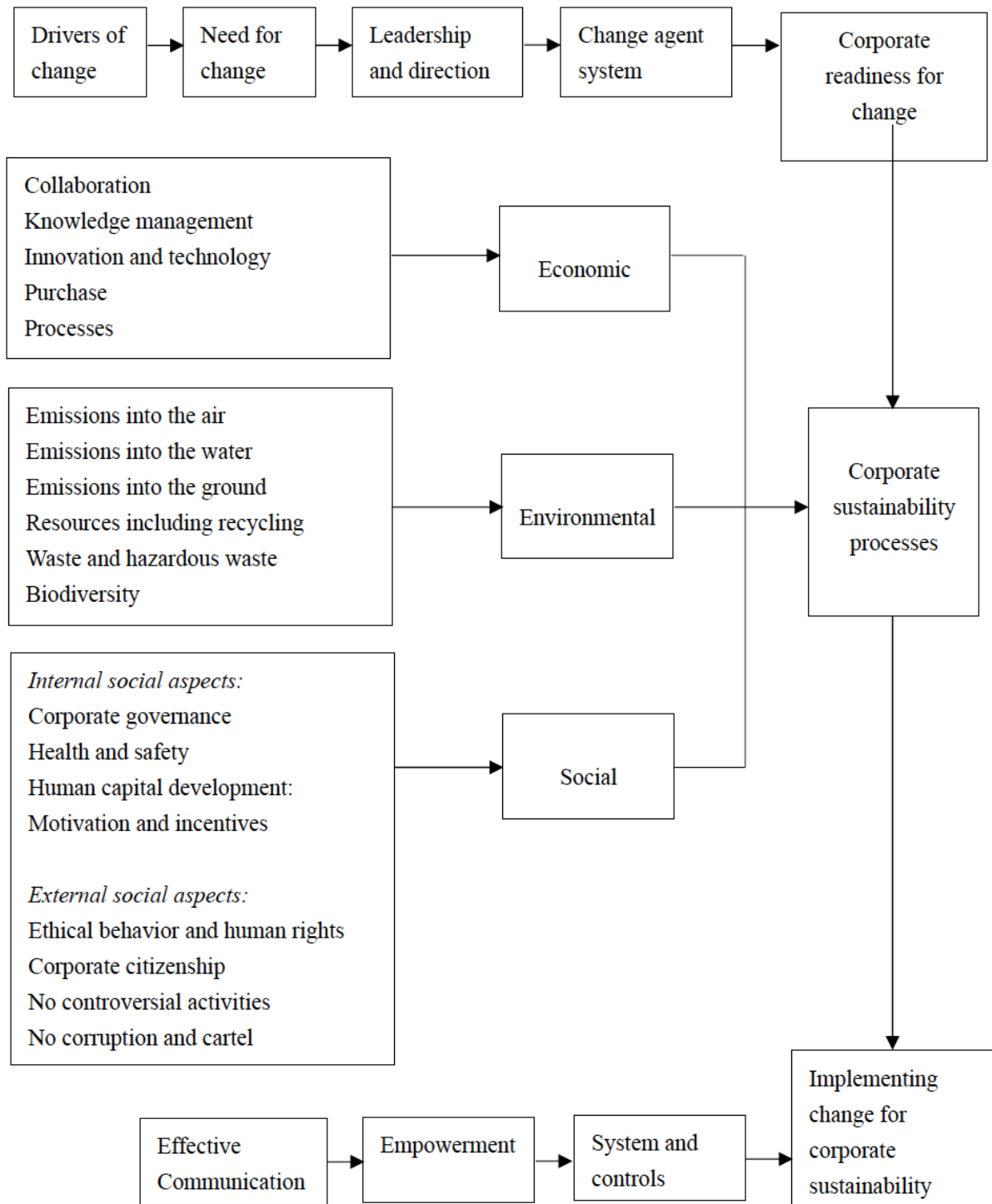
Figure 1. Conceptual Framework to Implementing Corporate Sustainability Using Change Management Aspects

Yet, the readiness for change steps combined with the economic, environmental, and social steps of this conceptual framework close when they return to the corporate sustainability processes stage, as shown in Figure 1. In turn, this will lead to a smooth change management that explains if the processes work or not, leading to the possibility of a achieving a successful corporate sustainability implementation (Baumgartner & Ebner, 2010; By, 2005; Labuschagne et al., 2005; Nordin et al., 2012; Oakland & Tanner, 2007). Only if the change management process has been fruitful, the corporation will absorb the change (Bordum, 2010; By, 2005; Losonci et al., 2011; Nordin et al., 2012). This indicates that change management is a dynamic process that transforms the organization effectively towards corporate sustainability.

5. Discussion

This study has proposed a conceptual framework that adopts change management aspects to implement corporate sustainability successfully. The proposed framework has three main stages that are readiness for change, corporate sustainability processing, and implementing change (Baumgartner, & Ebner, 2010; Nordin et al., 2012; Oakland & Tanner, 2007). Starting with readiness for change stage, it covers drivers of change, need for change, leadership and direction, and change agent system (Baumgartner & Ebner, 2010; Jorgensen et al., 2007; Labuschagne et al., 2005; Nordin et al., 2012; Oakland & Tanner, 2007). This is followed by the corporate sustainability processing stage that includes economic, environmental and social phases (Baumgartner & Ebner, 2010; Linnenluecke & Griffiths, 2010; Millar et al., 2012; Thakhathi et al., 2019; Zink, 2008). In particular, the economic phase is measured through corporate collaboration, knowledge management, innovation and technology, purchase processes, and sustainability reporting (Linnenluecke & Griffiths, 2010; Millar et al., 2012; Thakhathi et al., 2019; Zink, 2008). The environmental phase is evaluated by corporate emissions into the air, emissions into the water, emissions into the ground, resources including recycling, waste and hazardous waste, biodiversity, and environmental issues of the product (Aras & Crowther, 2008; Baumgartner & Ebner, 2010; Ciegis et al., 2011; Labuschagne et al., 2005; Linnenluecke & Griffiths, 2010). Whereas the social phase is assessed considering internal and external factors (Linnenluecke & Griffiths, 2010; Millar et al., 2012; Sobol, 2008; Thakhathi et al., 2019). The internal factors are corporate, governance, health and safety, human capital development, and motivation and incentives (Linnenluecke & Griffiths, 2010; Millar et al., 2012; Thakhathi et al., 2019). The external social factors are ethical behavior and human rights, corporate citizenship, no controversial activities, and no corruption and cartel (Linnenluecke & Griffiths, 2010; Millar et al., 2012; Sobol, 2008; Thakhathi et al., 2019). Finally, the third stage of the framework is implementing change that contains effective communication, empowerment, and system and control (Hechanova et al., 2018; Moran & Brightman, 2001; Losonci et al., 2011; Nordin et al., 2012; Oakland & Tanner, 2007). Yet, when applying the change management aspects effectively, corporate sustainability will be implemented successfully.

6. Conclusion

Organizations are moving progressively towards achieving corporate sustainability (Aras & Crowther, 2008; Ciegis et al., 2011; Sobol, 2008), as they fully recognize the benefits associated with achieving corporate sustainability (Ciegis et al., 2011; Secundo et al., 2020; Zink, 2008). In

general, sustainable corporation covers economic, environmental and social issues (Aras & Crowther, 2008; Ciegis et al., 2011; Secundo et al., 2020; Sobol, 2008; Zink, 2008). This requires corporations to find out efficient processes, tools and methods to realize fruitful change (Parker et al., 2013). Here, it is important to highlight that change management aspects should be utilized effectively to achieve corporate sustainability (Linnenluecke & Griffiths, 2010; Millar et al., 2012; Thakhathi et al., 2019; Zink, 2008). Still, a well implemented corporate sustainability will result in the formation of a competitive advantage in the existing markets (Chobhan, 2020). At the same time, it is essencial to understand that managers play a crucial role in supporting and assisting the employees to move efficiently from traditional to sustainable corporations (Linnenluecke & Griffiths, 2010; Millar et al., 2012; Thakhathi et al., 2019). Fortunately, in this study, the proposed conceptual framework outlines clear, logical, and reasonable steps and stages to utilize change management aspects making a smooth transition towards sustainable corporations. Nevertheless, scholars have recommended to study change management in more detail to shed light on how it should be outlined to inspire all involved members, in the change process, to be engaged and committed to achieving fruitful corporate sustainability (Thakhathi et al., 2019).

Acknowledgments

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