

The Green Value Paradigm: A Review on Advancing Corporate Environmental Sustainability in the 21st Century

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ABSTRACT

Corporations worldwide face increasing pressure to align economic growth with environmental stewardship, yet sustainability practices remain fragmented across industries. Despite the growing prominence of Corporate Social Responsibility (CSR), Environmental, Social, and Governance (ESG) frameworks, and sustainability-driven innovation, firms often struggle to integrate these approaches into a cohesive model that links environmental responsibility with value creation. Addressing this gap, this study explores the research landscape of corporate environmental sustainability through the lens of the Green Value Paradigm (GVP), proposing it as an integrative framework for aligning environmental values with corporate strategy. This study adopts a structured systematic literature review (SLR) guided by PRISMA principles to ensure transparency and methodological rigor. Drawing on Scopus-AI analytics (as of 25 September 2025) and supported by manual screening and critical synthesis, 184 peer-reviewed publications were analyzed using a comprehensive search string encompassing green values, corporate sustainability, and environmental performance. The analysis utilized concept mapping, thematic clustering, and expert identification to examine patterns across consistent, rising, and emerging themes. The findings indicate that CSR and ESG remain foundational pillars of sustainability research, while rising themes—such as the relationship between environmental and financial performance, Green Human Resource Management (GHRM), and sustainability-driven innovation—reflect evolving corporate priorities. Additionally, sustainability disclosure and reporting emerge as critical mechanisms for enhancing transparency, accountability, and corporate legitimacy. Importantly, the study demonstrates that the GVP extends beyond existing frameworks by positioning environmental values as the central driver of strategy, innovation, and value creation. This study contributes to the literature by offering a holistic and integrative perspective on corporate environmental sustainability. It provides practical insights for managers, policymakers, and investors seeking to embed sustainability into strategic decision-making, while also establishing a foundation for future empirical and theoretical advancement in sustainability research.

Keywords: Green Value Paradigm, Corporate Environmental Sustainability, Green Innovation, Sustainability Reporting

INTRODUCTION

The 21st century has been marked by growing global concern over climate change, biodiversity loss, and the depletion of natural resources, which collectively threaten ecological stability and socio-economic development. In response, the concept of corporate environmental sustainability (CES) has gained prominence as businesses face increasing pressure from stakeholders, governments, and international organizations to align their strategies with global sustainability goals (Sardá & Pogutz, 2018). While early approaches to CES often focused narrowly on compliance and pollution control, contemporary discourse emphasizes the integration of green values. This paradigm prioritizes ecological responsibility, long-term resilience, and the ethical stewardship of natural resources (Yoo, 2024).

Despite the increased adoption of sustainability frameworks, the transition from conventional business practices to genuinely sustainable models remains fragmented. Many firms continue to struggle with aligning their internal values, strategies, and operations with holistic sustainability principles (Hossain et al., 2024). This challenge underscores a critical problem: the gap between corporate commitments and practical implementation, often exacerbated by greenwashing, cost pressures, and resistance to organizational change (Akshita et al., 2024; Zhang et al., 2025).

Previous studies have explored various dimensions of CES, including green human resource management (GHRM) practices that foster pro-environmental employee behavior (Mehrajunnisa et al., 2023; Yoo, 2024), corporate sustainability strategies that integrate ecological sciences (Sardá & Pogutz, 2018), the role of green finance in driving innovation (Chen et al., 2024), and the intersection of green information technology (Green IT) with corporate social responsibility (Chou & Chen, 2016; Chou et al., 2023). While these studies have significantly advanced the literature, most remain siloed in focus, lacking a comprehensive synthesis that links these perspectives through the unifying lens of green values.

This fragmented scholarship highlights a research gap: the need for a holistic review that consolidates emerging insights across organizational practices, technological integration, financial mechanisms, and cultural transformation, while positioning green values as the foundation for advancing CES. Without such integration, the academic community and corporate practitioners risk overlooking the synergies between these drivers and the systemic challenges that persist.

Therefore, this study aims to highlight and analyze the research landscape of corporate environmental sustainability through the green value paradigm, using a comprehensive review of recent literature. By mapping the conceptual underpinnings, identifying topic experts, and synthesizing emerging themes such as GHRM, ESG strategies, Green IT, green finance, and employee engagement, this paper provides a consolidated knowledge base. A concept map is developed to illustrate the interconnections among these domains, offering both theoretical clarity and practical insights.

The contribution of this paper is threefold. First, it provides a systematic synthesis of fragmented CES research from a green values perspective, thereby advancing theoretical understanding. Second, it identifies gaps and challenges, including the risks of greenwashing and cultural resistance, offering directions for future scholarship. Third, it contributes practical guidance for managers and policymakers seeking to embed green values into corporate strategies, ensuring both ecological responsibility and competitive advantage in the 21st century.

The remainder of this paper is structured as follows. Section 2 presents the methodology used to identify and analyze the literature. Section 3 discusses the major themes emerging from the review, including GHRM, ESG, Green IT, green finance, and organizational culture. Section 4 outlines the challenges and opportunities of embedding green values into corporate strategies. Section 5 develops a conceptual framework for the green value paradigm, while Section 6 highlights implications for theory, practice, and policy. Finally, Section 7 concludes by summarizing key insights and proposing avenues for future research.

Despite the extensive development of CSR and ESG frameworks, existing literature remains fragmented, often addressing sustainability dimensions in isolation. This creates a theoretical gap in understanding how environmental values can be systematically embedded into corporate strategy. Therefore, this study introduces the Green Value Paradigm (GVP) as an integrative framework that unifies these dimensions into a coherent model of sustainable value creation.

METHOD

This study employed a systematic literature review approach, supported by Scopus AI analytics as of 25 September 2025, to highlight and analyze the research landscape of corporate environmental sustainability through the green value paradigm. Scopus AI was selected as the primary tool because it provides advanced literature mapping, automated theme identification, and citation-based clustering, thereby enhancing the rigor of

review papers (Donthu et al., 2021). The methodology was designed to ensure comprehensiveness, replicability, and alignment to consolidate fragmented research streams into a coherent framework.

The search was conducted using the following search string:

("green value" OR "sustainability" OR "environmental value" OR "eco-value") AND ("corporate" OR "business" OR "organizational" OR "enterprise") AND ("environmental" OR "ecological" OR "green" OR "sustainable") AND ("sustainability" OR "development" OR "practices" OR "strategies") AND ("performance" OR "impact" OR "outcomes" OR "results") AND ("paradigm" OR "framework" OR "model" OR "approach").

This query was applied to the Scopus database with no restrictions on subject area, but limited to English-language publications between 2015 and 2025 to capture the most relevant developments in the field. The initial search yielded 1,264 documents, including journal articles, conference proceedings, and book chapters. Following screening for relevance to corporate environmental sustainability and exclusion of duplicates, a final dataset of 184 publications was retained for detailed analysis. The review followed four stages: identification, screening, eligibility, and inclusion. During the screening stage, titles and abstracts were reviewed to remove irrelevant studies. In the eligibility stage, full-text articles were assessed based on predefined inclusion criteria. Inclusion criteria required studies to: (1) focus on corporate environmental sustainability, (2) address organizational, technological, financial, or behavioral sustainability dimensions, (3) be peer-reviewed, and (4) be published in English between 2015 and 2025. Exclusion criteria included duplicate records, non-relevant domains, and studies lacking conceptual or empirical contribution.

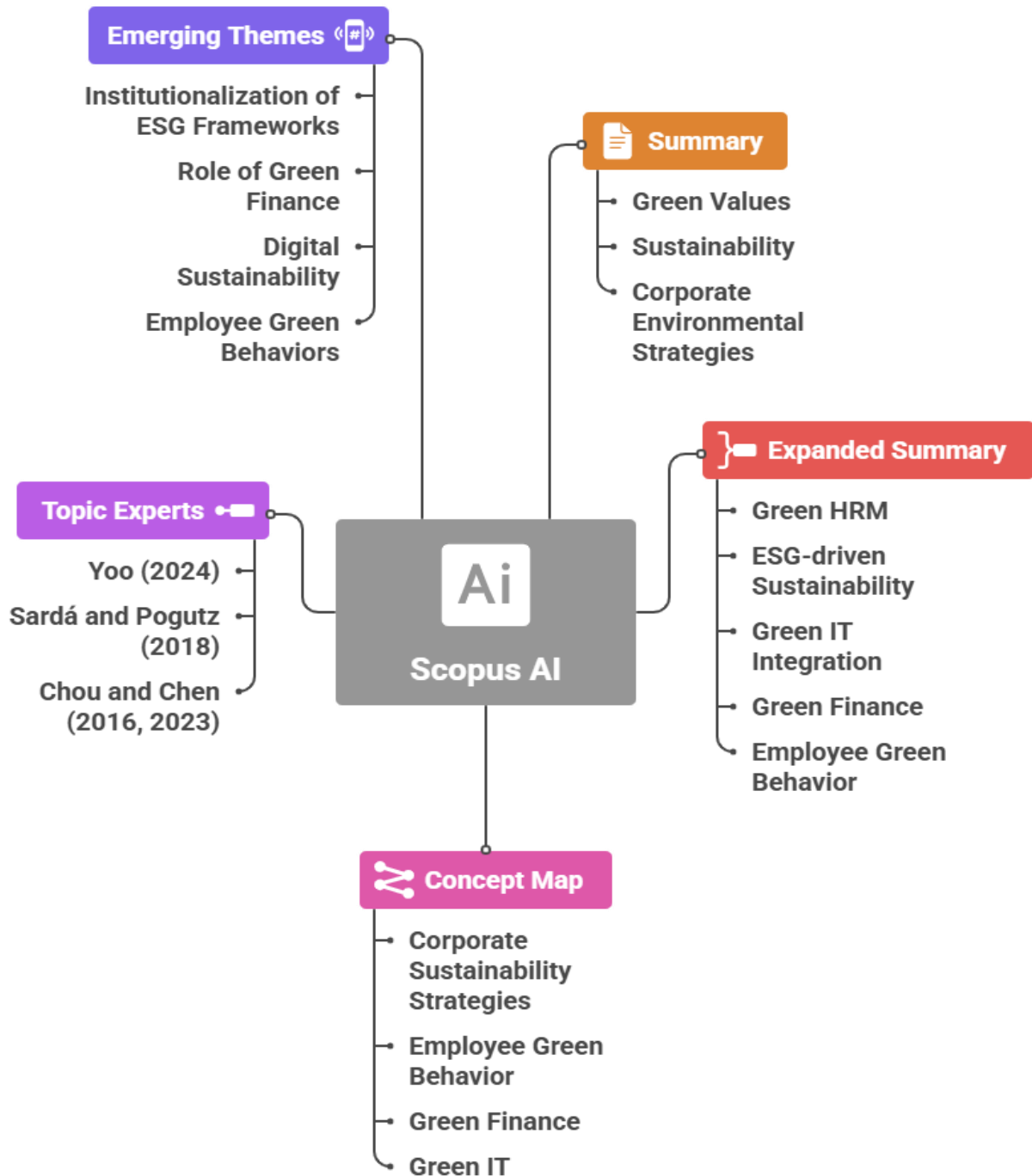
The Scopus AI Summary function was first used to generate a concise overview of the knowledge base, identifying how the concepts of green values, sustainability, and corporate environmental strategies have evolved in the literature. The Expanded Summary then provided an extended narrative linking subthemes such as green human resource management (GHRM), ESG-driven sustainability, Green IT integration, green finance, and employee green behavior. This dual-layered summary ensured both breadth and depth of coverage, facilitating a nuanced understanding of the research landscape.

To illustrate conceptual linkages, a concept map was generated using Scopus AI's co-word and citation clustering. The map positioned green values at the center, surrounded by interconnected nodes such as "corporate sustainability strategies," "employee green behavior," "green finance," and "green IT," with thematic overlaps indicating interdisciplinary synergies. This visual mapping was critical for framing the Green Value Paradigm as a holistic framework that transcends siloed disciplinary approaches (Fahimnia et al., 2015).

The Topic Experts function within Scopus AI was used to identify the most influential scholars contributing to the domain. Researchers such as Yoo (2024) in green HRM, Sardá and Pogutz (2018) in corporate sustainability resilience, and Chou and Chen (2016, 2023) in Green IT emerged as central figures shaping discourse on sustainability through values-based perspectives. The citation analysis revealed that cross-disciplinary expertise, particularly from management, environmental sciences, and information systems, has accelerated theoretical and practical advancements in the field.

Finally, the Emerging Themes feature highlighted key trends shaping future research, including the institutionalization of ESG frameworks (Ping et al., 2023), the role of green finance in driving corporate environmental performance (Chen et al., 2024), digital sustainability and IT-enabled accountability (Akshita et al., 2024), and the interplay between employee green behaviors and organizational culture (Mehrajunnisa et al., 2023). These themes directly informed the structure of this review by ensuring a balanced focus on organizational strategies, technological enablers, financial mechanisms, and human capital. Refer to Figure 1 for Scopus AI Analysis of Green Values and Sustainability.

Scopus AI's Review in Green Value and Corporate Environmental Sustainability



Made with Napkin

Figure 1: Scopus AI Analysis of Green Values and Sustainability

To enhance analytical depth, the authors conducted manual thematic coding and cross-study comparison to identify patterns, contradictions, and theoretical gaps. This ensured that the review moved beyond descriptive aggregation toward critical synthesis. In sum, the methodological process ensured that this review systematically mapped the literature, synthesized conceptual underpinnings, and identified emerging trajectories in CES. By leveraging Scopus AI's analytics—including the Summary, Expanded Summary, Concept Map, Topic Experts,

and Emerging Themes—this paper provides a consolidated knowledge base that integrates theoretical perspectives and practical insights. This structured methodology not only reinforces the credibility of the review but also lays the foundation for developing a comprehensive framework of the Green Value Paradigm for advancing corporate environmental sustainability in the 21st century.

RESULTS AND DISCUSSION

The results of this comprehensive review are presented through a structured integration of Scopus AI outputs generated on 25 September 2025. The analysis draws upon the Summary and Expanded Summary, which provided a broad-to-detailed synthesis of the literature, the Concept Map, which visualized the interconnections among key themes, the identification of Topic Experts, and the recognition of Emerging Themes in the domain of corporate environmental sustainability. Together, these outputs form the foundation for a nuanced discussion of the Green Value Paradigm as a lens for advancing corporate sustainability in the 21st century.

Summary and Expanded Summary

The results of this comprehensive review reveal that the Green Value Paradigm is emerging as a transformative framework that integrates corporate environmental sustainability with organizational strategy, employee behavior, and stakeholder engagement. Synthesizing findings from the literature shows that businesses are increasingly recognizing the need to embed sustainability in their operations, not as peripheral initiatives but as core organizational values (Araújo et al., 2024; Plachkov, 2024). This section discusses the key outcomes of the review, structured around the principles of the Green Value Paradigm and its implications for corporate sustainability practices.

Integration of Sustainability into Core Operations

The review underscores that sustainability must be incorporated into the strategic and operational fabric of businesses to achieve long-term impact. Traditional approaches focusing only on incremental eco-efficiency are proving insufficient in addressing complex environmental challenges (Figge & Hahn, 2012). Instead, the Green Value Paradigm calls for transformative business models that align with global ecology and natural systems, embedding sustainability across supply chains, production processes, and corporate decision-making (Sunil, 2025). This integration not only enhances environmental performance but also generates economic and social benefits, positioning sustainability as a competitive advantage rather than a compliance-driven cost (Ayentimi et al., 2021).

Role of Human Capital and Organizational Culture

A central finding from the review is the critical role of green human resource management (GHRM) in advancing the Green Value Paradigm. Practices such as green recruitment, training, and performance appraisal are shown to cultivate pro-environmental behaviors among employees, strengthening organizational green culture (Fryc & Brown, 2024; Martinez et al., 2012). Employee engagement, supported by leadership commitment, creates a workplace environment that values sustainability, which in turn enhances both corporate reputation and operational performance (Chou & Chen, 2016). However, challenges remain in overcoming cultural resistance and ensuring that sustainability commitments are genuine and not instances of greenwashing (Kwok et al., 2024).

Corporate Strategies and ESG Integration

The adoption of Environmental, Social, and Governance (ESG) principles has become a cornerstone of sustainability-oriented business strategies. Findings highlight that ESG-driven strategies reduce transaction costs, create stakeholder trust, and improve corporate legitimacy (Fiorello et al., 2023). ESG integration also supports long-term resilience by aligning corporate goals with broader sustainability transitions (Plachkov, 2024). The Green Value Paradigm further enhances ESG frameworks by embedding customer-centricity, ensuring that sustainability benefits are communicated in ways that resonate with consumer values (Arumugam et al., 2025).

Technological and Financial Enablers

The role of Green Information Technology (Green IT) and green finance also emerged prominently. Green IT initiatives, particularly when aligned with corporate social responsibility, contribute to resource efficiency, emissions reduction, and stronger accountability in digital operations (Simmonds & Bhattacharjee, 2014; Chou & Chen, 2016). Similarly, green finance mechanisms—such as sustainable investment portfolios, green bonds, and ESG-aligned lending—serve as financial enablers that facilitate corporate transitions toward sustainability (Gandhi et al., 2012). Yet, concerns regarding the trustworthiness of green finance claims remain a persistent barrier, requiring robust governance and monitoring frameworks (Fryc & Brown, 2024).

Emerging Trends and Sectoral Insights

The analysis also points to emerging trends, including cross-industry collaboration, shared sustainability agendas, and innovative models of green business growth. The "fertilizing, transplanting, grafting, and hybridizing" framework proposed in recent scholarship (Sunil, 2025) provides a practical roadmap for firms to embed green values into operations at different stages of maturity. Sector-specific findings further emphasize that industries such as textiles and manufacturing face unique challenges in reducing environmental footprints, requiring tailored interventions (Ayentimi et al., 2021).

Challenges and Opportunities

While the Green Value Paradigm offers a strong framework, implementation challenges remain. Limited resources, leadership gaps, and consumer skepticism hinder widespread adoption (Fryc & Brown, 2024). Moreover, sustainability initiatives risk failure when customer participation and support are lacking (Arumugam et al., 2025). Nevertheless, firms that successfully integrate the Green Value Paradigm can achieve dual value creation—enhancing environmental outcomes while improving economic performance (Araújo et al., 2024). This dual advantage highlights the paradigm's transformative potential in guiding corporate sustainability in the 21st century.

DISCUSSION SUMMARY

Overall, the findings suggest that the Green Value Paradigm is a promising pathway for advancing corporate environmental sustainability. By integrating sustainability into core operations, leveraging human capital, adopting ESG strategies, and enabling change through technology and finance, businesses can build more resilient and future-ready models. However, realizing this vision requires strong leadership, stakeholder collaboration, and a commitment to addressing the risks of superficial sustainability practices.

Despite broad agreement on the importance of sustainability, the literature reveals notable contradictions. While ESG adoption is often associated with improved financial performance, other studies highlight inconsistencies due to measurement variability and greenwashing practices. Similarly, GHRM effectiveness is highly dependent on organizational culture and leadership commitment. These inconsistencies suggest that sustainability outcomes are context-dependent rather than universally applicable.

A key gap identified in the literature is the lack of integration across technological, human, and financial sustainability drivers. Most studies examine these elements in isolation, limiting the development of a holistic understanding—an issue the Green Value Paradigm seeks to address.

Concept Map

The concept map generated through Scopus AI (25 September 2025) provides a structured visualization of the Green Value Paradigm and its interconnections with key dimensions of corporate environmental sustainability. At the center of the map, the Green Value Paradigm acts as the anchor point, illustrating how sustainability-driven values extend into various domains of organizational practice, strategy, and innovation.

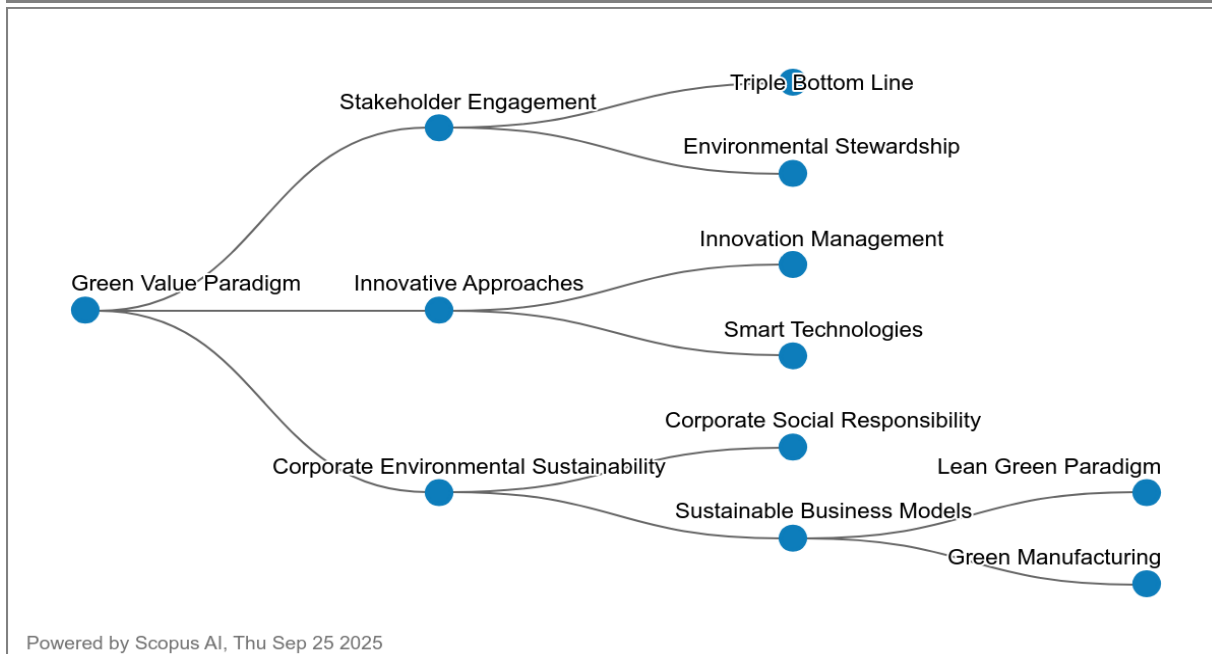


Figure 2: A concept map of the Green Value Paradigm

A Review of Value Paradigm

The Green Value Paradigm (GVP) is conceptualized in this study as a higher-order integrative framework that extends beyond existing constructs such as Corporate Social Responsibility (CSR) and Environmental, Social, and Governance (ESG). While CSR emphasizes ethical responsibility and ESG focuses on measurable governance metrics, GVP uniquely positions environmental values as the foundational driver that integrates strategy, innovation, stakeholder engagement, and value creation into a unified system. Unlike CSR and ESG, which are often compliance-driven or reporting-oriented, the GVP emphasizes value transformation by embedding environmental principles directly into core business models. Thus, GVP integrates normative (values), strategic (business models), and operational (practices) dimensions into a single coherent paradigm.

One important dimension of the GVP is reflected in the green growth paradigm, which promotes low-carbon, resource-efficient, and socially inclusive development. Within the tourism industry, for instance, green growth strategies have been adopted to balance economic competitiveness with ecological preservation and community well-being (DeLacy et al., 2014). This suggests that GVP not only fosters organizational responsibility but also situates sustainability as a driver of long-term competitive advantage.

Another contribution to GVP arises from green computing, where businesses integrate environmentally friendly practices in the design, operation, and disposal of information technology. Virtualization, cloud computing, and e-waste recycling exemplify how organizations can achieve cost efficiency while reducing their environmental footprint (Garg et al., 2011). Such initiatives highlight the technological dimension of the paradigm, illustrating how innovation can serve as both a sustainability enabler and a mechanism for value creation in knowledge-intensive sectors.

In the context of operations and supply chains, the GVP is closely tied to the integration of lean and green paradigms. Empirical studies demonstrate that when lean principles of efficiency are combined with green strategies, firms can achieve synergistic outcomes such as improved sustainability performance, reduced waste, and enhanced competitiveness (Choudhary et al., 2019; Carvalho et al., 2012). This synergy is further amplified under the Industry 4.0 paradigm, where digital technologies enable real-time optimization of resources and emissions (Duarte & Cruz-Machado, 2017, 2018). These findings indicate that GVP is not limited to environmental outcomes but extends to operational resilience and market responsiveness.

Finally, GVP is evident in design and construction practices, where lean and green integration is increasingly applied at the planning stage of projects. By embedding sustainability targets into the initial design, construction

firms can reduce energy consumption, improve cost effectiveness, and mitigate environmental impacts (Hussein & Palaneeswaran, 2019). This sectoral application underscores the universality of the GVP, showing how principles of sustainability and value creation can be adapted across industries. Taken together, these insights affirm that the GVP represents a multidimensional approach to corporate environmental sustainability, providing businesses with strategic, operational, and technological pathways to achieve sustainable growth in the 21st century.

Green Value Paradigm and Stakeholder Engagement

The Green Value Paradigm (GVP) represents an integrated approach to corporate environmental sustainability that balances ecological stewardship with economic value creation. Within this paradigm, stakeholder engagement emerges as a central mechanism that enables organizations to translate sustainability aspirations into actionable strategies. By involving stakeholders—ranging from governments, businesses, and communities to consumers and employees—organizations can co-create green initiatives that align with broader social and environmental objectives. Recent studies highlight that stakeholder engagement acts as a catalyst for renewable energy transitions and green economy development, demonstrating its pivotal role in shaping sustainable practices (Singha, 2024). This alignment underscores how GVP not only embeds environmental values into corporate frameworks but also relies on participatory governance to ensure legitimacy and impact.

Moreover, the relationship between GVP and stakeholder engagement is evident in the promotion of green innovation. Stakeholders provide critical resources, knowledge, and legitimacy that support organizations in experimenting with new sustainable processes and technologies. For instance, absorptive capacity and risk-taking behavior have been identified as mechanisms that moderate the effectiveness of stakeholder engagement in driving green process innovation (Appiah, 2023). This indicates that stakeholder participation is not merely symbolic; it actively shapes firms' ability to innovate within the GVP. At the same time, diverse participation introduces both opportunities and challenges, including aligning divergent interests, bridging digital divides, and overcoming resistance in complex ecosystems (Singha, 2024). Thus, GVP leverages stakeholder engagement as a dynamic enabler that allows organizations to balance inclusivity with innovation.

Finally, emerging scholarship points to the importance of multi-level stakeholder engagement in advancing the GVP, especially in supranational contexts. Research on sustainability transitions within the European Union shows that supranational stakeholder engagement remains underexplored but is increasingly critical to address globalized environmental challenges (Gudek et al., 2024). This highlights how the GVP extends beyond corporate boundaries, requiring collaborative governance across industries, nations, and institutions. By embedding stakeholder engagement at local, organizational, and supranational levels, the GVP advances corporate environmental sustainability in the 21st century through inclusive decision-making, collective ownership of sustainability goals, and the co-creation of green values that transcend traditional corporate performance metrics.

Green Value Paradigm and Innovative Approaches

The Green Value Paradigm (GVP) positions innovation as a central driver of corporate environmental sustainability in the 21st century. By embedding green values into organizational strategies, firms are encouraged to explore green innovation value chains that transform scientific and technological advancements into productive forces while addressing diffusion bottlenecks (Xiaoyan, 2024). These value chains are critical for regional development as they create synergies between technology providers, enterprises, and markets to accelerate sustainability outcomes. Moreover, firms are motivated to adopt green innovation due to various factors such as regulatory pressures, enterprise characteristics, human resource capacity, and market demands, demonstrating that innovative approaches under the GVP are both internally and externally driven (Thi Ngoc Thuyen & Nhu Bich, 2024). This highlights how the paradigm integrates ecological values into business models while ensuring competitiveness in increasingly sustainability-oriented markets.

At the ecosystem level, the GVP emphasizes the role of innovation ecosystems and value supporters in facilitating green innovation, especially for small and medium-sized enterprises (SMEs). Supporters such as government agencies, research institutions, and larger corporations play a pivotal role in enabling SMEs to

overcome barriers and implement environmentally sustainable practices (Yang et al., 2024). In practice, innovative approaches under GVP also extend to the creation of shared value, where industries such as hospitality integrate green practices not only to reduce environmental impacts but also to enhance profitability and reputation (Hsiao & Chuang, 2016). Furthermore, the concept of green-oriented trajectory-transformed technology innovation (GTTT) demonstrates how the GVP reshapes industrial trajectories by aligning core technologies, market paradigms, and innovation directions toward green transformation (Xiao et al., 2025). This illustrates the paradigm's transformative potential in reconfiguring industries for sustainability.

Finally, the GVP underscores the strategic dimension of values-based innovation management and green innovation strategies as essential mechanisms for long-term sustainability and differentiation. Values-based innovation offers organizations a toolkit to integrate normative, strategic, and operational dimensions of sustainability into their innovation processes, thereby ensuring that corporate values align with ecological objectives (Breuer & Lüdeke-Freund, 2018). Simultaneously, adopting green innovation strategies enables firms to proactively respond to changing market trends, regulatory shifts, and consumer demands for sustainability, positioning them for sustained competitive advantage (Silvério et al., 2025). Collectively, these innovative approaches reinforce how the GVP advances corporate environmental sustainability by embedding green values across value chains, ecosystems, and organizational strategies, creating a holistic model that unites innovation with environmental stewardship.

Green Value Paradigm and Corporate Environmental Sustainability

The Green Value Paradigm (GVP) represents a holistic framework that integrates environmental, social, and economic considerations into corporate strategic thinking, with the ultimate goal of ensuring intergenerational equity (Ayentimi et al., 2021). Within this paradigm, corporate environmental sustainability (CES) emerges as a critical outcome, reflecting how businesses embed ecological responsibility into their operations, strategies, and value propositions. The GVP highlights that sustainability is not an ancillary activity but a strategic imperative that informs business models, governance structures, and stakeholder engagement. By adopting this paradigm, corporations can move beyond compliance and embrace proactive sustainability practices that deliver long-term benefits for both the firm and society.

One of the central mechanisms connecting GVP to CES is the role of ESG (Environmental, Social, and Governance) frameworks in reconstructing corporate value. ESG principles guide organizations toward sustainable business models that align profitability with ecological responsibility (Ping et al., 2023). Complementing this, Green IT initiatives and corporate social responsibility (CSR) programs enable firms to enhance operational efficiency while reducing environmental impacts, contributing to societal well-being (Chou et al., 2023; Simmonds & Bhattacharjee, 2014). Furthermore, corporate reputation linked to environmental sustainability has been shown to positively influence shareholder value, underlining the market advantages of adopting sustainable practices (Lee & Kwon, 2019). These insights demonstrate how innovative approaches under the GVP facilitate a transition from short-term profit maximization toward sustainable value creation.

The GVP also advances CES by encouraging organizations to adopt transformative strategies such as Corporate Greening 2.0, which integrates sustainable communication and business strategy in the context of climate change and carbon constraints (Harrison, 2009). Similarly, research emphasizes that effective corporate environmental strategies must move beyond the conventional “green business case” and explicitly aim to create environmental value alongside economic outcomes (Figue & Hahn, 2012). This perspective challenges firms to balance trade-offs while maximizing their contribution to sustainability. By embedding ESG-driven governance, leveraging digital and IT-enabled green solutions, and strengthening corporate reputation, the GVP provides a strategic blueprint for advancing CES in the 21st century, positioning corporations as active contributors to ecological stewardship and societal resilience.

Topic Experts

The perspectives of leading topic experts significantly enrich the understanding of how the Green Value Paradigm (GVP) advances corporate environmental sustainability in the 21st century. Ali Ahmed Ateeq's scholarship highlights the role of corporate social responsibility (CSR) in envisioning sustainable futures and

creating eco-resilient workplaces, particularly in developing economies. His research emphasizes the integration of eco-friendly strategies into workplace practices, offering actionable pathways for organizations seeking to embed sustainability in their operations. Furthermore, his contributions to green entrepreneurship illuminate the opportunities and challenges firms encounter when transitioning to sustainable business models, underscoring the relevance of GVP as a guiding framework for balancing ecological responsibility with business viability (Ateeq, 2021).

Similarly, Marwan M. Milhem extends this discussion by examining the intersection of CSR and sustainability practices in corporate environments. His studies stress the importance of green training as a strategic tool for building sustainable business advantages, thereby reinforcing the innovative capacity of organizations adopting the GVP. By linking CSR implementation to environmental performance, Milhem's work reveals how organizations can enhance competitive advantage while meeting ecological goals, particularly in contexts where environmental regulations and consumer awareness are rapidly evolving. This research provides practical insight into how the GVP can be operationalized through employee engagement and corporate training programs that foster a sustainability-driven culture (Milhem, 2022).

Adding to this body of knowledge, Mohammed M. Alzoraiki contributes a conceptual lens on sustainability in modern workplaces, with a particular emphasis on green entrepreneurship and the challenges faced by developing countries. His work identifies practical strategies such as sustainability-oriented training and capacity building to improve environmental performance while sustaining business growth. Alzoraiki's exploration of how green entrepreneurship can act as a driver of eco-innovation highlights the alignment of the GVP with broader goals of social and economic resilience. Collectively, the insights of these experts demonstrate that the Green Value Paradigm not only offers theoretical foundations but also provides practical, innovative, and context-sensitive approaches to advancing corporate environmental sustainability in both global and local contexts (Alzoraiki, 2023).

Emerging Themes

Consistent Themes

The consistent themes in the literature highlight the enduring role of Corporate Social Responsibility (CSR) and Environmental, Social, and Governance (ESG) frameworks in advancing corporate environmental sustainability. CSR has long been recognized as a foundation for businesses to balance economic performance with environmental stewardship and social responsibility, ensuring that corporate strategies contribute to sustainable development goals (Ayentimi et al., 2021). Complementing this, ESG criteria have become a dominant tool for embedding sustainability into governance structures, shaping investment decisions, and enhancing organizational transparency (Ping et al., 2023). Together, CSR and ESG serve as stable anchors of the Green Value Paradigm (GVP), reinforcing the importance of ethical responsibility and accountability as consistent drivers of sustainability in the 21st century.

Rising Themes

Emerging literature points to several rising themes that are reshaping the sustainability discourse, particularly the relationship between corporate environmental performance and financial performance, the role of Green Human Resource Management (GHRM), and the integration of environmental strategy with innovation. Firms with stronger environmental performance increasingly demonstrate competitive advantages, such as improved financial returns and reduced risks, thereby confirming the business case for sustainability (Lee & Kwon, 2019). GHRM practices, including green training and employee engagement initiatives, have been shown to enhance workforce commitment to environmental objectives, strengthening organizational capacity to deliver sustainable outcomes (Ren et al., 2018). Moreover, sustainability-oriented innovation has gained traction as a strategic imperative, with firms integrating environmental goals into product, process, and technology development to achieve both resilience and differentiation in competitive markets (Xiao et al., 2025). These rising themes indicate that sustainability is no longer peripheral but central to value creation and corporate competitiveness.

Novel Theme

A novel theme that has recently gained prominence is sustainability disclosure and reporting, which underscores the growing demand for transparency, accountability, and trust in sustainability practices. Unlike consistent themes that emphasize responsibility and rising themes that focus on performance and innovation, this novel theme addresses the mechanisms by which organizations communicate and validate their environmental and social commitments. Enhanced disclosure not only improves regulatory compliance but also strengthens stakeholder confidence, contributing positively to firm value and legitimacy in the marketplace (Kolk, 2008). This trend reflects a paradigm shift in which sustainability reporting is no longer optional but an essential practice within the GVP, ensuring that corporate actions are visible, measurable, and aligned with broader societal expectations.

CONCLUSIONS

This study reviewed the research landscape of the Green Value Paradigm (GVP) to better understand its role in advancing corporate environmental sustainability in the 21st century. The key findings reveal that the GVP functions as an integrative framework that connects environmental responsibility, stakeholder engagement, and innovation with corporate strategy. Consistent themes such as Corporate Social Responsibility (CSR) and Environmental, Social, and Governance (ESG) frameworks remain foundational, demonstrating the ongoing importance of ethical and transparent corporate practices. Rising themes, including the link between environmental and financial performance, Green Human Resource Management (GHRM), and sustainability-driven innovation, highlight a shift toward embedding sustainability into value creation processes. Finally, the novel theme of sustainability disclosure and reporting emphasizes the growing role of accountability and transparency in strengthening corporate legitimacy and stakeholder trust.

From a theoretical perspective, this review contributes to the growing body of knowledge by framing the GVP as a multidimensional construct that integrates ethical, social, and ecological values with corporate performance. It extends theories of stakeholder engagement and sustainable value creation by demonstrating how innovation ecosystems and disclosure mechanisms reinforce sustainability outcomes. Furthermore, the review highlights how consistent, rising, and novel themes converge to form a comprehensive understanding of how corporations transition from compliance-based approaches to proactive and transformative sustainability strategies.

The practical implications of this study are equally significant. For managers, adopting the GVP provides a roadmap for aligning environmental and financial goals, where CSR and ESG act as guiding principles while GHRM and innovation strategies serve as enablers of change. Enhanced disclosure and reporting practices can improve investor confidence and strengthen market legitimacy. Policymakers and regulators can leverage these insights to encourage companies to adopt integrated reporting frameworks and reward businesses that demonstrate leadership in sustainability. For practitioners, this review suggests that corporate sustainability is no longer optional but a strategic necessity that can yield long-term profitability, resilience, and competitive advantage.

However, the study has several limitations. First, the analysis relies on abstracts and secondary literature synthesized through Scopus-AI, which may exclude nuanced insights from full-text studies. Second, the concept of the GVP is still emerging and lacks a unified definition across disciplines, which may limit the generalizability of findings. Third, most of the available literature focuses on specific industries or regions, potentially overlooking cross-sectoral and global perspectives. Although Scopus-AI tools enhanced efficiency in processing large datasets, reliance on AI-generated summaries may introduce risks of oversimplification. This limitation was mitigated through manual validation and critical interpretation of selected studies.

To address these gaps, future research should explore the GVP through empirical studies that test its theoretical assumptions across diverse industries and geographies. Longitudinal research is needed to examine how rising and novel themes, such as GHRM and sustainability disclosure, evolve and influence long-term corporate performance. Comparative studies between developed and emerging economies could also provide insights into contextual factors shaping the adoption of the GVP. Finally, future research should focus on developing a

comprehensive conceptual framework for the GVP, integrating consistent, rising, and novel themes into a unified model of corporate environmental sustainability.

In conclusion, the Green Value Paradigm provides a critical lens through which corporations can navigate the challenges of sustainability in the 21st century. This study not only synthesizes fragmented sustainability literature but also advances a novel integrative perspective through the Green Value Paradigm, offering a foundation for future empirical validation and theoretical refinement. By embedding responsibility, innovation, and accountability into corporate strategies, the GVP not only advances environmental sustainability but also redefines corporate value creation for future generations.

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