

A Multi-Perspective Framework for Corporate Sustainability: Challenges and Opportunities

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Abstract: *Corporate sustainability contradictions have evolved in the last decade. Paradox perspectives assist decision makers to pursue competing sustainability objectives concurrently and make better commercial contributions to sustainable development by understanding conflicts between desired, interdependent, and conflicting sustainability goals. A paradox perspective does not emphasize business above environmental protection and social well-being at the societal level, unlike the business case. To unify this new field of research, we describe the paradox viewpoint on corporate sustainability and present a framework for its descriptive, instrumental, and normative components. This framework describes the paradox perspective and its research and applications. The framework maps sustainability paradoxes symposium contributions and encourages additional research.*

Keywords: Corporate Sustainability, Paradox Perspective, Instrumental Approach

I. INTRODUCTION

Van van Byl and Slawinski (2015) apply a paradox lens to business sustainability based on management paradox research (Schad et al. 2016). Paradoxical corporate sustainability challenges desirable, interdependent, and achievable goals like environmental conservation and social well-being (Hahn et al. 2015). Paradox lets leaders accept and overcome conflicts to accomplish sustainable goals. Paradox worldview helps companies promote sustainable development by prioritizing environmental and social considerations above profit. A contradictory stance contradicts research showing companies profit from environmental and social issues. The business argument promotes profits above environmental and social well-being, lowering firms' sustainable development efforts.

The paradox technique may alter corporate sustainability, but it needs clear definitions and frameworks. This growing field's descriptive, instrumental, and normative features are examined (Donaldson and Preston 1995). Paradoxical corporate sustainability embraces conflicts to solve economic, environmental, and social issues at many levels, logics, time periods, and locations. We analyze the paradox perspective's descriptive, instrumental, and normative features to understand its consequences for study and practice. This paradigm drives corporate sustainability paradoxes conferences and research that prioritizes business success above environmental and social issues. The transition from commercial case to "management theory as if sustainability matters." is counterintuitive (Gladwin 1995, 896).

This study contrasts the paradox approach to corporate sustainability from business case methods. Next, paradox viewpoint descriptive, instrumental, and normative features are established. Before finishing, we map this topical symposium's contributions and discuss future research.

Corporate Sustainability at the Crossroads: Paradox or Business Case?

Based on the system-level concept of sustainable development (WCED 1987), Bansal (2005) defines business sustainability as environmental integrity, social equity, and economic success. As the economy's productive resources, for-profit corporations are crucial to sustainable development (Bansal 2002), yet "individual organizations cannot become sustainable: Individual organizations simply contribute to the large system in which sustainability may or may

not be achieved." (Jennings, Zandbergen 1995, 1023). Since "business firms are expected to improve the general welfare of society," corporate sustainability links organizational activities to social and natural system outcomes. Corporate sustainability comprises economic, environmental, and social objectives that may appear desirable separately but are "inextricably connected and internally interdependent" (Bansal 2002, p. 123). It's difficult for sustainability to handle many objectives at once since progress on one may hurt others. Sustainability considered future generations' needs rather than short-term business aims (Held 2001; Slawinski and Bansal 2015). It seeks equitable growth opportunities for developed and emerging regions (Zuindeau 2007). Corporate sustainability conflicts span dimensions, levels, temporal, and geographical ranges.

Paradox Perspective

Paradox theory has only recently been applied to corporate sustainability, despite numerous authors' observations of its paradoxes. Management paradox theory claims that "persistent conflict between interdependent elements" (Schad et al. 2016, p. 6) produces tensions between items that "seem reasonable in isolation but illogical and irrational when appearing simultaneously" (Lewis 2000, p. 760). Paradox theory "explores how organizations can attend to competing demands simultaneously" and states that long-term success entails matching various expectations (Smith and Lewis 2011, p. 381). According to Smith and Lewis (2011), "awareness of tensions [triggers] a management strategy of acceptance rather than defensiveness" demands companies and decision makers to accept paradoxes.

Definition from paradox theory: Paradoxical corporate sustainability balances economic, environmental, and social issues for sustainable growth. Unlike the business case, which aligns environmental, social, and financial performance, the paradox approach promotes policies that embrace inconsistencies and satisfy conflicting sustainability goals. A paradox approach promotes a business sustainability strategy that incorporates economic, environmental, and social contradictions at many levels and temporal and geographical dimensions to solve numerous sustainability concerns. It encourages firms and decision makers to accept and live with sustainability tensions and address multiple environmental and social concerns even without immediate business benefits, such as by addressing sustainability challenges early when business benefits are unclear (Rivoli and Waddock 2011) or by engaging with fringe stakeholders with little or no direct business

Paradox views eliminate immediate financial gains from corporate sustainability but keep profit motivation. Paradoxical resolution repeats choices to maintain focus (Smith and Lewis 2011, p. 392). Paradox perspectives balance and combine instrumental initiatives—where sustainability issues benefit business—with moral initiatives—where firms address environmental and social issues in their own right—to make more substantive corporate contributions to sustainable development (Hahn et al. 2016). Corporations will address more than business-friendly environmental challenges.

Lu'scher and Lewis (2008, p. 234) suggest that accepting and "working through" paradox might boost organizational development by promoting dispute resolution certainty. This reduces stress-induced decision-making paralysis. Business sustainability paradoxically promotes sustainable development by accepting and addressing sustainability problems. We use Smith and Lewis (2011) paradoxes of belonging, learning, organizing, and performing to demonstrate how paradoxes might solve sustainability issues.

Belonging paradoxes are tensions between personal and social identities, values, and duties (Smith and Lewis 2011). Business sustainability disputes arise when personnel have different environmental and social values. If belonging conflicts are seen as either/or choices between personal and organizational viewpoints, organizational members may reject sustainability measures (Rodrigo and Arenas 2008).

Opposing personal and organizational values may improve sustainability via cognitive reorientation, creativity, and learning (Fiss and Zajac 2006; Woodman et al. 1993; Huzzard and Osterberg 2002). Firms may foster coexistence by creating structures and temporal pockets where competing identities and values can flourish and reflect back into the company to enable constructive growth (Sundaramurthy and Lewis 2003). Reconciling personal and corporate identities reduces belonging conflicts, reducing sustained participation.

Through regeneration, transformation, and innovation, learning paradoxes exhibit old and new behaviors clashing (Smith and Lewis 2011). Paradoxes of learning are essential for corporate sustainability since sustainable development

alters businesses. To learn sustainability, companies must renounce unsustainable business practices and products and expand on present ones (Kolk and Pinkse 2008). An either/or logic leads to either overreliance on radical and disruptive innovation, which risks sustainable innovation feasibility and distribution, or a bias toward gradual change, which fails to solve sustainability issues.

To adopt sustainable business models (Boons and Lu"deke-Freund 2013), organizations must establish new structures by expanding and deconstructing present activities (O'Reilly and Tushman 2008). Organizations with ambidexterity balance traditional business models with innovative approaches for long-term success (Midttun 2007, p. 409; Maletić et al. 2014). Contradiction spurs creativity (Miron-Spektor et al. 2011). Organisational structure and leadership paradoxes include cooperation and rivalry, empowerment and direction, and flexibility and control (Smith and Lewis 2011). How to arrange, structure, and incorporate sustainability within the company is debatable. Full integration or segregation of sustainability activities subjugates them to the economic logic of ordinary corporate operations, neglecting longer-term and more fundamental challenges, or marginalizes them. Contradictory worldviews promote structural separation-integration conflict. Some sustainability activities are tied to core corporate routines for economic benefits, while others are kept separate to allow autonomous sustainability initiatives and address sustainability challenges beyond commercial considerations (Yuan et al. 2011, p. 77). Horizontal network topologies and cross-functional interfaces may coordinate strongly and weakly connected systems. Paradoxically, addressing fundamental conflicts in sustainability programs helps develop financially and ethically feasible solutions. Final performance contradictions include conflicting organizational objectives and stakeholder expectations (Smith and Lewis 2011). Performance paradoxes are crucial to corporate sustainability, climate change, biodiversity, poverty, public health, and education. Companies will see these conflicts as either/or. Due to commercial mentality, corporations would prioritize environmental and social issues with economic advantages above all other sustainability issues. The paradox viewpoint handles sustainability performance category inconsistencies and numerous objectives. Companies balance numerous performance areas and overcome issues via improvisation. Sustainability issues that clash with organizational competence will be examined. Contradictory sustainability factors are compared without bias. Keeping the performance issue open promotes economic, social, and environmental action..

Beyond the Business Case

Commercial and corporate sustainability are opposites. Recent corporate sustainability research on organizational solutions to social and environmental challenges has concentrated on how corporations might gain from addressing societal concerns, rather than a systems approach. Economics makes the business case for sustainability (Ferraro et al. 2005) using limited commercial interests. The business case logic conceptualizes corporate sustainability primarily at the organizational level and relates environmental and social issues to financial performance to avoid conflicts (Hahn et al. 2014).

Most crucially, business case thinking devalues society and the environment. Sustainable development must boost the firm's economy or market position quickly (McWilliams and Siegel 2011). The business case simplifies sustainability issues into measurable and regulated management activities that fit with firm structures and practices, preventing major adjustments. This selective and instrumental coupling of sustainability features with economic outcomes and business routines restricts corporate contributions to sustainable development: case plans only incorporate sustainability aims if they provide corporate benefits. Nijhof and Jeurissen (2010, p. 618), suggest the business case process encourages opportunism, institutional barriers, and unsustainability.

Paradox views on corporate sustainability enhance the volume and scope of contributions and give the theoretical underpinnings for addressing environmental and social issues without prioritizing financial gains.

Descriptive, Instrumental, and Normative Aspects of a Paradox Perspective

We distinguish descriptive, instrumental, and normative components of a paradox viewpoint on corporate sustainability and examine their links to tensions and paradoxes research. We address "descriptive accuracy, instrumental power, and normative validity" to explain a paradoxical understanding of corporate sustainability and its effects (Donaldson and Preston 1995, p. 65). These three parts address how corporations handle sustainability conflicts, sustainability paradoxes and their mechanisms, and the normative basis of a paradox viewpoint on corporate sustainability. The

paradox position on sustainability's descriptive, instrumental, and normative elements are presented below before addressing their links. Figure 1 organizes this thematic symposium's contributions and encourages research.

Descriptive

A conflicting corporate sustainability position. It uses descriptive categories to effectively portray organizational events and how organizations and decision makers resolve paradoxical conflicts surrounding numerous sustainability issues. Schad et al. (2016) ask: Does a paradoxical perspective describe managers' and organizations' sustainability solutions better than a commercial case? Sustainability-focused decision makers and enterprises encounter what contradictions? What do people and organizations deal with sustainability tensions?

Few research have explored business sustainability issues. Slawinski and Bansal (2015) study how companies balance short- and long-term sustainability. Jay (2013) demonstrates how sustainable hybrid organization decision makers balance objectives. CSR consultants balance business and social responsibility via "paradoxical identity mitigation," accommodating and rejecting opposing demands, according to Ghadiri et al. (2015). Berger et al. (2007) characterize syncretic stewardship firms as economic, social, and environmental balancers.

Without descriptive study on corporate sustainability conflicts, substantial gaps exist. We must consider sustainability. Organizations and decision makers may confront corporate sustainability issues beyond belonging, organizing, learning, and performing (Smith and Lewis 2011). How companies and decision makers address corporate sustainability conflicts is key. Paradoxical solutions to sustainability challenges have been studied little, although general paradox response strategies (Poole and Van de Ven 1989) and social entrepreneurship (Battilana et al. 2015) have shown promise. We must also comprehend

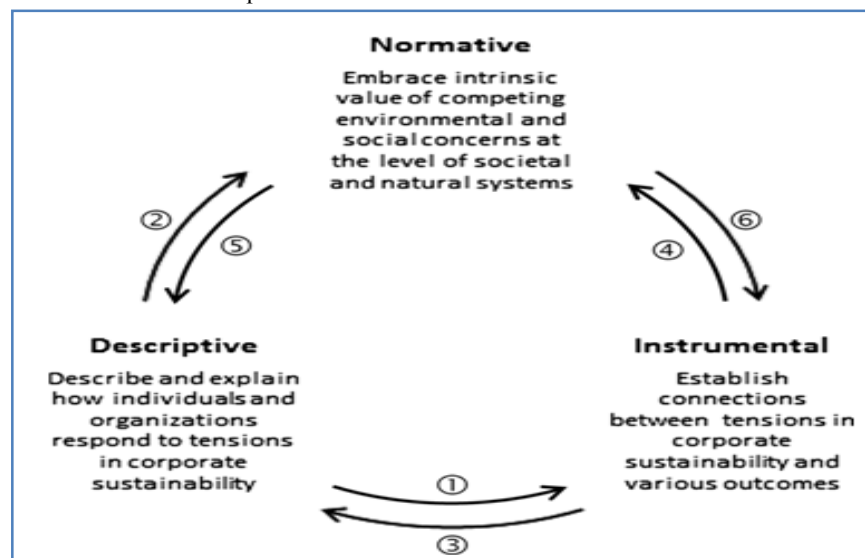


Fig. 1 Descriptive, instrumental, and normative aspects of a paradox perspective on corporate sustainability

Instrumental

A paradoxical corporate sustainability perspective links findings (Donaldson and Preston 1995). Paradoxical tensions and their management have good and negative effects (Schad et al. 2016). Paradox viewpoints on company sustainability employ short- and long-term timescales and address social or environmental impacts (Slawinski and Bansal 2012). Instrumentality might apply to all three sustainability elements without prioritizing (Hahn and Figge 2011). Business sustainability may have economic, financial, environmental, social, or multidimensional implications (Mitchell et al. 2016). Does paradoxical corporate sustainability improve economic, environmental, and social impacts? Which mechanisms underpin a paradoxical corporate sustainability strategy that may promote sustainability? Does addressing environmental issues effect other performance?

Scherer et al. (2013) suggest the paradox approach to competing sustainability objectives will help firms maintain credibility. Hahn et al. (2016) believe that companies that combine profit-driven and morally driven social initiatives will benefit the environment and society. Socially responsible investments' financial and ethical issues are examined by Richardson and Cragg (2010).

Despite a large body of literature on the financial effects of business-case-based environmental and social initiatives, we lack systematic empirical analyses of the economic, social, and environmental effects of a paradox approach to sustainability. Paradoxical conflicts may spur innovation, creativity, and corporate governance (Raisch and Birkinshaw 2008; Miron-Spektor et al. 2011). We don't know whether corporate sustainability's particular, level-spanning, and diverse character demands different processes to create sustainable results.

Normative

Paradoxical corporate sustainability is common. It states that corporations have obligations beyond profit and shareholders. It prioritizes competing environmental and social problems in society and nature. These goals are unrelated to profits or shareholders (Donaldson and Preston 1995). Paradoxical corporate sustainability viewpoints propose "a multi-objective corporation as a means for enabling a greater range of management decisions so as to permit more direct corporate engagement in the diverse goals of various stakeholders." (252 Mitchell et al. 2016). Paradox views enable companies analyze the inherent value of sustainability concerns like future generations, biodiversity, and poverty alleviation independent of their economic value to improve sustainable development. This defines corporations' sustainable development role (van Marrewijk and Werre 2003; Steurer et al. 2005).

Although corporate sustainability is widely examined (Garriga and Mele' 2004; Quinn and Jones 1995), there is less literature on the normative underpinning of a paradox approach. What explains a corporate sustainability-utilitarianism conflict? What moral motive do firms have to balance significant environmental issues? Can normative sustainability conflicts continue? A contradictory corporate sustainability approach needs normative explanation. The dilemma of whether sustainable systems justify natural resource depletion and replacement remains (Neumayer 1999). Technocentric vs. ecocentric business sustainability (Gladwin et al. 1995). Further explanation is needed to position a paradoxical corporate sustainability posture inside sustainability concepts and explain normative balance or compromise.

Interconnections

Descriptive, instrumental, and normative aspects complement, according to Donaldson and Preston (1995). A paradox stance on company sustainability has three elements that we shall discuss below. The relationship between descriptive, instrumental, and normative components helps create powerful and meaningful paradox-based corporate sustainability studies. These relationships help us discover future research and map this topic symposium's contributions (Fig. 1's arrows).

Descriptive features support instrumental expectations [Fig. 1 arrow (1)]. Differences in how managers and organizations tackle sustainability challenges may inform instrumental research and explain corporate sustainability's organizational or societal implications. Different climate change management strategies may be explored for company carbon performance prediction. Sustainability tensions' descriptive categorization promotes instrumental studies of paradoxical tensions' consequences. Researchers might study how belonging, organizing, learning, and performance paradoxes impact sustainability.

Although descriptive features may feed paradox and corporate sustainability normative inquiries [see arrow (2)], they cannot evaluate paradox perspective norms (Donaldson and Preston 1995). Descriptions of managers' and companies' alternative normative attitudes on corporate finality may assist normative scholars understand how managers and organizations justify sustainability measures beyond economic rationale. Descriptive data on what norms and values decision makers employ to support conflicting sustainability objectives may show the need of multiple normative frameworks for a paradox perspective on corporate sustainability.

Instrumental para-dox study on business sustainability may enhance descriptive research [arrow (3)]. Instrumental investigations identify paradox viewpoint traits and processes that benefit sustainable development and give categories

and perspectives for descriptive research into when a paradox approach might generate better sustainability results. Miron-Spektor et al. (2011) say paradoxical thinking helps managers innovate. Similar instrumental study on paradoxical thinking and sustainability outcomes suggests descriptive studies of managers' paradoxical thinking antecedents.

Arrow (4) connects instrumental and normative research. Instrumental research links techniques and ends to organizations' goals. Any view of the firm's purpose and objective function is normative, making this finality value-laden (Freeman et al. 2004; Donaldson and Walsh 2015). Instrumental approaches show how paradoxical processes contribute legitimately to organizational sustainability. Instrumental studies may identify gaps between corporate sustainability standards and actual performance by determining whether and which sustainability goals can be met using a paradox perspective. Intergenerational impacts of corporate sustainability initiatives may help establish whether a plan satisfies sustainable development requirements. Finally, normative considerations impact descriptive and instrumental methods [arrows (5), (6)]. For descriptive analysis, normative approaches and theories categorize how managers and firms see sustainable development. The ethical and moral structure of enterprises and decision makers may be descriptively studied to identify whether managers and firms have a conflicting perspective beyond the commercial case. By establishing prescriptive sustainable development targets, normative characteristics enhance instrumental investigations of paradox perspective impacts on corporate sustainability. A paradoxical corporate sustainability viewpoint should accomplish these goals. Sustainable development criteria allow investigations on how business sustainability activities affect inter- and intra-generational equality (Padilla 2002) or planetary carrying capabilities.

Research Opportunities

Paradox perspectives on corporate sustainability suggest leveraging social and economic conflict as a starting point for new theory and research rather than harmonizing business responses to social suffering with the neoclassical firm model (Margolis and Walsh, 2003, p. 280). Academics might locate research opportunities by identifying paradox perspective's descriptive, instrumental, and normative qualities. We sketch out the six contributions to this themed symposium and map them in our framework by their main focus and relationships between the three aspects (Fig. 2). We then analyze paradoxical descriptive, instrumental, and normative business sustainability research.

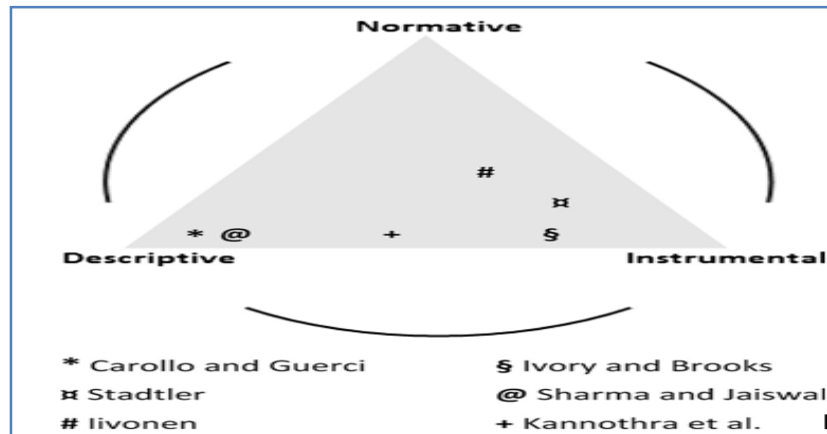


Fig. 2 Characterization of the contributions to the thematic symposium

Descriptive Focus

Three descriptions are given for this themed symposium. All of these articles study how companies and decision makers address sustainability.

Carollo and Guerici (2017) say Italian sustainability managers address identity creation. Sustainability managers face difficulties including business and values orientation, organizational insiders and outsiders, and short-term and long-term variables. Corporate sustainability belonging paradoxes are explained (Smith and Lewis 2011). Paradoxical

sustainability managers addressed both stress poles with conflicting responses. Contradictory techniques are contrasted to managers who choose either/or and one tension pole.

Metaphorical thinking also explains sustainability managers' unexpected identity work answers. The study found that either/or and paradoxical sustainability identity issue approaches use polarizing and bridging metaphors. The findings explain decision makers' unexpected sustainability reactions.

Kanothra, Manning, and Haigh (2017) examine how Impact Sourcing Service Providers balance competitive IT and associated services with local disadvantaged population recruitment and training. Firms connected within local communities and global supply networks have performance challenges, especially for growth (Smith and Lewis 2011). Instrumentally, they explain how the businesses in their sample have chosen "community-focused" development, where they grow slowly inside established community links, or "client-focused" growth, where they grow quicker but manage client and community interactions independently. Learning paradoxes about tension perception and management and belonging paradoxes regarding organizational and founder techniques are linked to these growth orientations. Paradox literature concludes with geographical embeddedness and remoteness.

Sharma and Jaiswal (2017) study organizational employee cognition. These frameworks' effects on sustainable management are studied. They demonstrate a worldwide pharmaceutical company's Bottom of the Pyramid (BOP) project's strategy, business case, and business frameworks at various stages. Sharma and Jaiswal provide dynamic sustainability stress management. Sustainable cognitive frame research (Sharma and Good 2013; Hahn et al. 2014) is criticized for employing mental templates as ready-to-wear. They recommend a dynamic cognitive frame model for this study. Their example research indicates project and organizational CEOs share cognition. They demonstrate how decision-making scopes impact sustainability. Bottom-up temporal work and event-based temporal modifications may affect cognitive frames, according to Reinecke and Ansari (2015), Slawinski and Bansal (2015), and Staudenmayer et al. (2002).

Instrumental Focus

This crucial conference covers business sustainability methods and results.

Iivonen (2017) explores Coca-Cola's obesity-profit strategy. This research explores how the corporation protects its business model against obesity-related food and drink sector developments. The author says Coca-Cola projected obesity to avoid stress and commitments. The organization hides its obesity-related economic plan by creating obesity and consumer role contradictions, she claims.

This research is descriptive-instrumental. It reveals a utilitarian, if not opportunistic, perspective of business sustainability issues and that active management may not help society. This case study highlights how paradoxes may benefit business while damaging society. The corporation may leave its fundamental economic model by discursively embracing obesity, consumer responsibility, and nutritional choices. This research clarifies defensive reactions to paradoxical tensions (Schad et al. 2016) and shows that sustainability tension management does not guarantee sustainability.

Stadtler (2017) examines cross-sector social partnership cooperation. Companies, governments, and NGOs work together for social benefit via CSSPs. Competitiveness may hinder social purpose in cooperation with multiple firms (Hahn and Pinkse 2014; Peloza and Falkenberg 2009). Stadtler (2017) empirically studies CSSP managers' social impact competition management. Her studies underscore the need to actively face paradoxical tensions between cooperation and competitiveness and social and economic objectives. In two CSSPs on education, partnership managers purposefully changed partnership design to harness inter-firm rivalry to accomplish social goals. Only one CSSP won. Partnership managers benefit society from organizational and economic-social aim tensions, Stadtler (2017) reveals.

In their conceptual essay, Ivory and Brooks (2017) note a paucity of organizational capacity research to help corporate sustainability managers face paradoxes. Paradox views help handle corporate sustainability paradoxes. They compare acceptance and paradox resolution routes using Smith and Lewis' (2011) dynamic equilibrium model. Paradox theory proposes that agile businesses may better manage organizational skills that contribute to these pathways via strategic agility (Doz and Kosonen 2010). Ivory and Brooks (2017) link strategic sensitivity, collaborative commitment, and

resource flexibility (Doz and Kosonen 2010). Strategic knowledge, collaboration, and resource mobility help resolve disputes, they suggest. Finally, utilizing a contradiction lens, they find organizational practices that alter meta-capabilities to manage corporate sustainability.

Normative Focus

Few pieces in this subject symposium on the moral implications of a paradoxical corporate sustainability stance. We have examined some crucial issues and suggested remedies to this paradoxical normative research gap. Paradoxical corporate sustainability acknowledges interrelated, contradicting sustainability issues. This normative approach has two main effects. 1. Sustainability objectives are ends in themselves and should not be surrendered. According to Malovics et al. (2008), equating sustainability objectives aligns corporate sustainability with strong capabilities. It doubts sustainability objectives can be compromised. Future research may examine the morality of balancing conflicting sustainability objectives without sacrificing economic, environmental, and social capital.

Hahn and Arago'n-Correa (2015) argue that a normative approach to paradox highlights the need of several sustainability aims, even if they clash. Different viewpoints on competing environmental objectives may spark new solutions. Accepting and pursuing competing sustainability objectives due to their inherent value brings them together, highlighting hidden connections and unconventional responses, creating "spaces of possibility" (Byrch et al. 2015) that go unnoticed if some are selectively emphasized. Thus, future research must address paradox views on business sustainability and their impact on descriptive and instrumental research.

II. OUTLOOK AND CONCLUSION

This symposium has six insightful speeches on business sustainability and the rising conundrum. They describe how decision makers in diverse situations face corporate sustainability challenges and paradoxes (Carollo and Guerci 2017; Sharma and Jaiswal 2017; Kannothra et al. 2017) and the reasons underlying defensive or proactive responses. To integrate these six research into the field and build a shared understanding of paradoxical corporate sustainability, we define the term and propose a framework for its descriptive, instrumental, and normative elements. Paradoxes, their sources, consequences, and norms are explained by our paradigm.

Paradoxes may free corporate sustainability research from business case dominance. It starts "to abandon a purely economically driven paradigm and achieve a more balanced set of socially and environmentally responsible values" (Linnenluecke and Griffiths 2010, p. 363) for firm sustainability. Scholars and practitioners might improve the paradox perspective on business sustainability by separating descriptive, instrumental, and normative aspects.

It begins by explaining organizational phenomena and how organizations and decision makers address several connected sustainability challenges. Paradox may show commercial case insignificance-ignored corporate sustainability solutions. Second, paradoxically examining corporations' answers to important sustainable development challenges and their consequences gives fresh perspectives. Paradox approaches allow for linked but conflicting criteria, explaining how and why corporations contribute to social goals. Third, paradoxical sustainability strategies improve sustainability without profit. It compels scholars to reassess the firm's aim beyond profit maximization by addressing conflicting environmental challenges.

Thus, distinguishing descriptive, instrumental, and normative components and stressing their interrelationships improves paradox analysis in business sustainability and beyond. It reminds us that organizational phenomena and decision makers' conduct need conflicting descriptions. As the environment becomes more complex, it explains numerous contradictory outcomes beyond categories. Finally, it challenges the normative premise of organizational social solutions research. Contradictory corporate sustainability. The paradox of corporate sustainability encourages researchers and practitioners prioritize social above financial aims. For enterprises and society to thrive, sustainable solutions need less profit. Companies may balance economic development, environmental conservation, and social fairness.

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