



Organisational Rhetoric and its Role in Achieving Proactive Sustainability

Fatimah Hussein Kadhim^a, Bushra Jawad M.Ridha^b, Suadad Ali Abed Alabbas^c, ^aCollege of Administration and Economics , University of Babylon,
^bAl-Furat Al-Awsat Technical University . Technical Institute of Karbala,
^cCollege of Administration and Economics, University of Karbala, Email:
^afatimah.uob@gmail.com, ^bbushrajawad2005@gmail.com,
^cSudad.a@uokerbala.edu.iq

The current research aims to identify the nature of the relationship between organisational rhetoric and proactive sustainability by polling the opinions of a number of professors working in the future college of the university and to determine a moral correlation between organisational rhetoric and proactive sustainability. On this basis, a number of recommendations have been developed, the most important of which is the need to encourage the organizations to adopt an organisational rhetoric approach that leads to laying the foundations for them to do the right things proactively and sustainably in the future.

Keywords: Organisational Rhetoric, Sustainability Exploratory, Teaching Staff

Introduction

The topic of organisational rhetoric is one of the most recent topics in the specialised literature in administrative sciences. Therefore, most organisations need to adopt this concept as it achieves a sustainable competitive advantage as well as expressing their interest in their social and moral responsibilities towards society, adopting a strategy and providing goods and products free of environmental pollution.

Facing the challenges and accelerating changes in the business environment requires a new approach to work that responds and keeps pace with those changes and challenges. Within this framework the concept of organisational rhetoric has emerged, which is a modern system that helps contemporary organisations express their vision, mission and goals with awareness while finding good communication away from chaos and imbalance. Describing the organisation as educated is through adopting advanced and realistic scientific methods

through which it is possible to achieve proactive sustainability. The shortcomings in our educational organisations do not shed light on adopting the basics of organisational rhetoric in its academic applications adequately as a philosophy that has ancient historical and epistemic roots. Accordingly, the problem of the current research can be determined as follows: The failure to achieve proactive sustainability in contemporary organisations is due to the failure to adopt organisational rhetoric.

Theoretical Review

Organisational Rhetoric

Organisational rhetoric is one of the modern organisational patterns and it has the ability to create a balance between the goals and values of the organisation and the values of working individuals, making them feel satisfied in their jobs satisfaction and commensurate with their emotions and their feelings and meeting their needs. It also gives attention to societal issues. The importance of the term organisational rhetoric has addressed many researchers and writers' different views. Table 1 illustrates the conceptual framework of organisational rhetoric.

Table 1: Some researchers' contributions to the concept of organisational rhetoric

S	Author	Year	Page	Definition
1	Erkama	2010	33	It is a strategy for using different tools, such as words and terminology, that relate to translating and achieving the goals, policies and directions of the organisation previously drawn.
2	Kirby	2011	1	It is the process of implementing a strategic relationship and communication processes through the use of sound and motor effects, which in turn affect the human soul, which creates social harmony with organisational values and goals and according to the plans drawn.
3	Heath	2013	1	Positive strength and legal activities that represent the essence of the relationship between the organisation and the individuals working and the environment internally or externally in addition to the values and beliefs of the community while strengthening the procedures and measures necessary to achieve the goals of the organisation.
4	Waymer	2012	1	An effective communication strategy is one of the main pillars of the organisation, which expresses the spiritual connection to the values of the working individuals, the values of the organisation and their supreme sense of job

				satisfaction, and they are an integral part of the organisation. .
5	Proferes	2014	78	It is a rhetorical approach to understanding, analysing and creating organisational messages for both internal employees and external clients, and it is an integrated system through the integration of its basic elements in addition to feedback .
6	Erkama	2010	33	It is a strategy for using different tools, such as words and terminology, that relate to translating and achieving the goals, policies and directions of the organisation previously drawn.

The dimensions of organisational rhetoric:2-

According to Ray Sriboonlue (2016) the dimensions of organisational eloquence can be set out as follows

A. The Leading Personality

A set of behavioural and emotional traits interacting with each other directed towards specific goals, which are represented by four skills, in order to reach the goals of work and deal with them eloquently and raise productivity on the one hand, and it achieves the goals of individuals and raises their degree of satisfaction on the other hand.

B. Prestige

Prestige is one of the pillars of assessing individuals working for the entity of the organisation and it also represents a form of positive organisational impact for many organisations, according to Hasan (2015).

C. Diversity

According to the opinion of AL-hakim et al. (2017) diversity is an essential pillar for applying the principle of equality and organisational equity through following a specific set of behaviours that preserve the dignity and rights of individuals in the organisation.

Proactive Sustainability

Proactivity is one of the most important characteristics of sustainable organisations, which includes the desire of senior management to be the organisation as the first to respond to the needs of customers and achieve their needs and desires according to what is better and new. As pre-emptive organisations seek the ability to act quickly for the purpose of maximising the market before any other organisation, lack of readiness makes them wait for others to get the

job done. Therefore, many researchers and writers touched on the concept of pre-emptive sustainability as shown in Table 2.

Table 2: Some researchers' contributions to the concept of proactive sustainability

S	Author	Year	Page	Definition
1	Sriboonlue	2016	13	It is to discover, understand and satisfy customers' underlying needs, and being proactive not only interacts with change when it occurs, but in taking action by making a change towards the situation.
2	Stinnett	2016	601	It is the company's tendency to make changes in different strategies instead of responding to events, and is looking for opportunities to introduce new products and services in order to be proactive in competitors such as introducing new products or services, enhancing social reputation, improving customer preferences, and generating new innovative capabilities that are of great value in ensuring the achievement of outstanding performance of the organisation.
3	Wijethilake	2017	570	Improve the level of sustainable corporate performance and through efficient use of resources, increase the cost advantage, reduce waste and unloading, enhance social reputation, improve customer preferences, and generate new innovative capabilities.

Dimensions of Proactive Sustainability

A review of the literature on proactive sustainability strategy represented by the contributions of many researchers and writers indicated that the concepts of a proactive sustainability strategy met on three basic dimensions that form the core of a proactive sustainability strategy which is proactive environmental sustainability, proactive economic sustainability, and proactive social sustainability

a) Proactive Environment Sustainability

A large number of companies have implemented environmental practices that exceed the limits of environmental regulations in order to reduce their energy consumption, to provide green products and technologies to their consumers, and to minimise their environmental impacts. To achieve this goal most of these companies have adopted environmental management that includes technology and activities The organisation that the company

undertakes to limit environmental impacts and reduce its effects on the natural environment. It also focuses on the development of the institutional approach to environmental protection from developing an organisation-based response to a more proactive approach that includes the motives for internal organisational change in corporate culture and Management practices towards environmental self-regulation. Many companies take a strategic view towards environmental management and the adoption of environmental management practices that establish formal procedures and routine procedures can help achieve environmental goals. Some companies have taken a holistic view to combat pollution and treat it as synonymous with reducing flows Waste associated with the design, manufacture, use and disposal of products and materials and pollution prevention (2014) Spender. (Murillo-Luna et al, 2008: 1228) adds there are four types of environmental responses: negative responses, attention to legislation responses, attention to stakeholder responses, and proposed types enabling them to provide more proactive environmental response patterns that include stakeholders and management, and investment in research Environmental development, adopting measures aimed at preventing and correcting pollution, training employees in environmental issues, and distributing environmental responsibilities (Luna, et al, 2011: 1418). This is shown in Table 3.

Table 3: Environmental aspects of business organisations

Inputs	Auxiliary raw work materials.	Renewable resources (materials and energy) including recycling flows
Productivity	Production and service creation	<ul style="list-style-type: none"> • Using environmentally friendly technology (for example clean production). • Environmentally oriented products and design service. <ul style="list-style-type: none"> • Effective use of production facilities and infrastructure. • Environmental impacts of transportation.
Outputs	Products, common products, waste and emission	Product environmental impacts determined by product design (use and disposal phase)
Value chain	Upstream, downstream	Upstream • Environmental impact of suppliers. Downstream • Environmental impacts on product user behaviour

Source: Baumgartner, Rupert j; Rauter, Romana,(2016)," Strategic perspectives of corporate sustainability management to develop a sustainable organisation", Journal of Cleaner Production,P:9.

b) Proactive Economic Sustainability

The term corporate sustainability in traditional strategic and strategic literature often refers to economic performance, growth and long-term profitability of organisations, in relation to the organisational context of specific economic issues as follows (Meurs, 2010:520): the company's financial performance (described with indicators such as cash flow, shareholder value, profits, profitability, debt-to-capital and liquidity ratio).

- The company's long-term competitiveness
- The company's economic (i.e. financial) impact on stakeholder groups

The economic dimension of corporate sustainability is often discussed as a "general dimension" (Cavaleri et al., 2008), and economic sustainability includes the general aspects of an organisation that must be respected - along with environmental and social aspects - in order to survive in the market for a long time. It appears that using these, the general aspects are meaningful as good results in these aspects are likely to lead to good financial results and sustainability results for the company. The administration should look at these aspects in order to obtain economic success rather than focusing on the aspects that show financial results only, and from then, the aspects of the economic dimension do not show anything. Corporate sustainability is "innovation and technology, collaboration, knowledge management, operations, procurement, and sustainability reports." In Table 4, each side is explained in detail (79 et al., 2010: Baumgartner)

Table 4: Aspects of the Company's Sustainability (Economic Dimension)

Innovation and technology	Sustainability-related research and development efforts to reduce environmental impacts in new products. In commercial activities, use of the best available technologies and environmental technologies, focusing on clean production and zero emissions technologies
Cooperate	Good cooperation and effective cooperation with various business partners (for example suppliers, R&D institutions, universities etc). Work in joint programs and networks to innovate products and technologies. Information and knowledge exchange.
Knowledge management	These are activities and approaches to maintain knowledge of sustainability in the organisation. Methods of planning, developing, organising, maintaining, transferring, applying and measuring specific knowledge and improving the organisational knowledge base
Processes	Clear processes and roles are defined so that business activities are carried out effectively, that each employee knows what the organisation expects from him (also in relation to sustainability). Operations management adapts to the imperatives of sustainability to be implemented and corporate sustainability systematically.

	Integration of sustainability into everyday business life.
Sustainability reports	Educate and consider related sustainability issues in the organisation as well as along with the supply chain. The relationship with suppliers who also focus on sustainability, reporting on sustainability and looking at and reporting sustainability issues in company reports, whether in separate sustainability reports or incorporating them into sustainability.

Source: Baumgartner, Rupert J.; Ebner, Daniela,(2010)," Corporate Sustainability Strategies: Sustainability Profiles and Maturity Levels," Sustainable Development Sust. Dev. 18, 76–89

c) Proactive Social Sustainability

The definition of social sustainability depends on the aspects that are the elements of this dimension. The social sustainability of the organisation is an awareness of responsibility and actions as well as a real and reliable (mostly long-term) commitment in all commercial activities and one that aims to successfully survive in the market. For a long time, social sustainability aims to positively influence all current and future relationships with stakeholders, and furthermore, meeting their needs focuses on the loyalty of stakeholders to the company, (European, 2008: 28). The following are important social aspects (Baumgartner, et al, 2010). as in Table 5.

Table 5: Aspects of the social dimension of corporate sustainability

Corporate governance	Transparency in all its activities to improve the relationship with stakeholders. And take a closer look at all the relevant data, according to the rules (shares) of markets on companies and governance, and the responsibilities and behaviours of the board.
Motivation and incentives	Effective engagement and management ideal function on employee sustainability issues. Awareness of the needs, claims and motivation factors for employees to adequately implement sustainability in the organisation due to management support (eg time, money and resources). The development of incentives and bonus systems (cash and non-cash)
Health and safety	Ensure that no health and safety hazards occur when working in / the organisation. There is no negative effect on the physical health of the employees at any time. Run programs for employees to prevent hazards and remain healthy in general (for example in developing countries.)

Human capital development	Developing human capital for sustainability issues through specific programs such as permanent education, mentoring or training. Broad awareness (enriching work, expanding job opportunities) in order to become aware of the various challenges and issues of corporate sustainability
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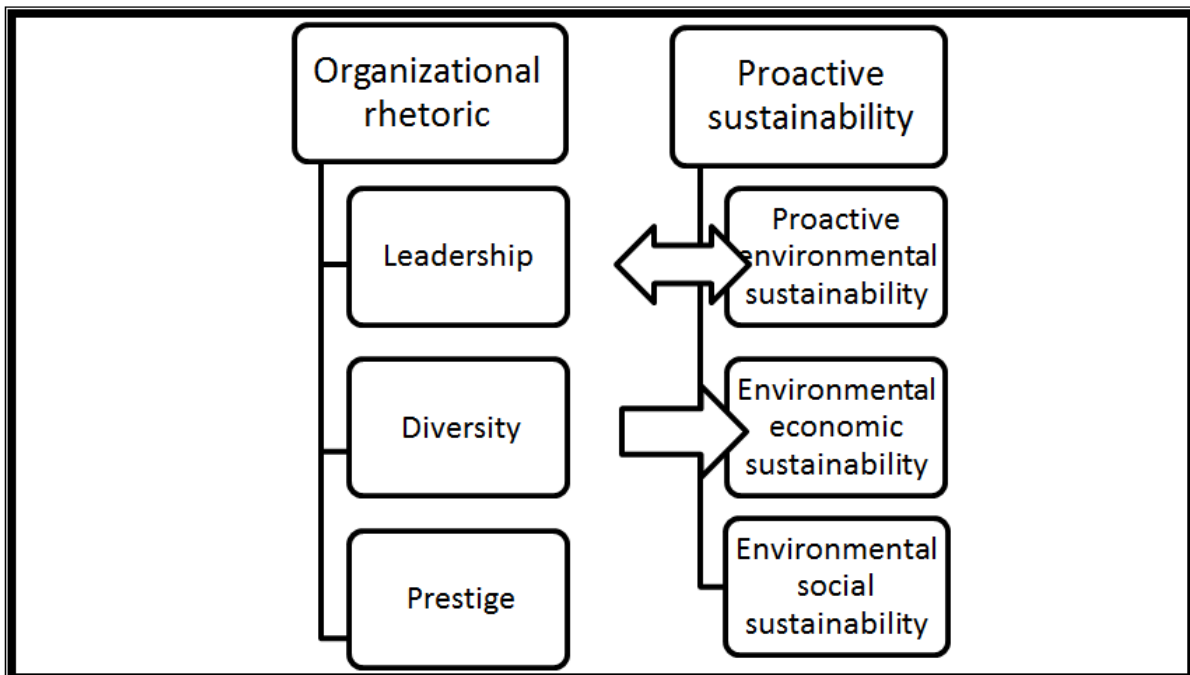
Research Methodology

Divided as Follows

a. Search form

A hypothetical model has been proposed for the research shown in Figure 1, showing the dimensions of the research problem, which consists of two variables: the independent variable (organisational rhetoric) consisting of: leadership, diversity and prestige. The dependent variable (pre-emptive sustainability) which consists of: pre-emptive environmental sustainability, proactive economic sustainability and proactive social sustainability

Figure 1. Research hypothesis



Research Assumes

The research hypotheses are formulated as follows:

The first hypothesis: There is a positive and moral correlation between adopting organisational rhetoric and achieving proactive sustainability. Three hypotheses have branched from the hypothesis, namely:

- There is a positive and moral correlation between adopting leadership and achieving proactive sustainability
- There is a positive and moral correlation between adopting diversity and achieving proactive sustainability
- There is a positive and moral correlation between adopting prestige and achieving proactive sustainability

The second hypothesis: There is a positive and significant correlation between adopting organisational rhetoric and achieving proactive sustainability. Three hypotheses have branched from the hypothesis, namely:

- There is a positive and moral relationship between adopting leadership and achieving proactive sustainability.
- There is a positive and moral relationship between adopting diversity and achieving proactive sustainability.
- There is a positive and moral relationship between adopting prestige and achieving proactive sustainability.

Search Scale

To complete the requirements of the current research and explain the nature of the relationship between organisational rhetoric and proactive sustainability at the university in question, 15 paragraphs were developed to measure the independent variable, organisational rhetoric, using the theoretical framework, Wang & Hackett (2016), as well as 15 other paragraphs that were developed to measure proactive sustainability using theoretical framework. This was done using the Five Point-Likert gradient consisting of: I do not agree completely, do not agree, agree, agree completely, are neutral. as shown in Table 6.

Table 6: The current research scale

	The number of paragraphs	The dimension	variable
The scale was developed using: Beusch (2012)	5	Leadership	Organisational rhetoric
	5	Diversity	
	5	Prestige	
The scale was developed using: Al-Quraishi, 2007	5		Proactive sustainability
	5	Proactive environmental sustainability	
	5	Pre-emptive social sustainability	

Society and Research Sample

The number of professors of the future college of the university according to its latest statistics is 244 professors, and they represent the current research community. Thus, the appropriate sample for this community is 60 questionnaires. After the process of distributing the questionnaires, 49 valid questionnaires for statistical analysis were returned with an average of 94%.

Statistical Analysis and Discussion of Results

This paragraph aims to achieve a measure of the correlation between the independent variable (organisational rhetoric) and the dependent variable (proactive sustainability). To achieve this goal, it is necessary to verify the possibility of accepting the first main hypothesis.

First Major Hypothesis Test

There is a significant correlation between organisational rhetoric and proactive sustainability at the macro and sub level.

This paragraph was based on a major hypothesis that has been subdivided by a number of sub-hypotheses, which will be tested based on the Pearson matrix shown in Table 7 as follows:

Table 7: Matrix on the correlation between organisational rhetoric with its dimensions and proactive sustainability

		Leadership	Prestige	Diversity	Organisational rhetoric	Proactive sustainability
Leadership	Pearson Correlation	1	.773**	.733**	.906**	.902**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	49	49	49	49	49
Prestige	Pearson Correlation	.773**	1	.831**	.940**	.777**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	49	49	49	49	49
Diversity	Pearson Correlation	.733**	.831**	1	.925**	.820**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	49	49	49	49	49
Organisational rhetoric	Pearson Correlation	.906**	.940**	.925**	1	.903**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	49	49	49	49	49

**Correlation is significant at the 0.01 level (2-tailed).

It is noticed in Table 7 that there is a positive correlation that is statistically significant at the level of significance 1% between organisational rhetoric and proactive sustainability at the macro level. As the value of the simple correlation coefficient between them is 903 and this result supports the validity of the first main hypothesis of a relationship association between organisational rhetoric and proactive sustainability. This means that whenever organisational rhetoric is built, this has contributed to proactive sustainability. Three main hypotheses emerge from the first hypothesis as follows:

1-The first sub hypothesis (there is a significant correlation relationship between the dimension of leadership and proactive sustainability), and after linking the paragraphs that relate to the two variables and through the Pearson correlation coefficient, correlation coefficients appeared to accept the hypothesis with the level of significance shown in the table. This means that there is a positive correlation with significant significance statistically at the level of significance 1% between the dimension between the leadership dimension and the proactive sustainability if the value of the simple correlation coefficient between them (.902) indicates this relationship that whenever there is leadership, it leads to an increase in proactive sustainability.

2-The second sub-hypothesis (there is a significant correlation relationship between the prestige dimension and the proactive sustainability) it is noted from the data of Table 7. The hypothesis is not rejected because there is a correlation with significant significance between the prestige dimension and the proactive sustainability if the simple correlation coefficient between them is .777. This relationship indicates the role of the prestige of the organisations in question to proactive sustainability.

3-The third sub-hypothesis (there is a significant correlation relationship between the diversity dimension and the proactive sustainability) shows that after linking the paragraphs that relate to the two variables and through the Pearson correlation coefficient there is a correlation relationship between the diversity dimension and the proactive sustainability as the correlation coefficient value . 820. This indicates the role of diversity in proactive sustainability.

- The second main hypothesis (there is a statistically significant effect relationship between organisational rhetoric and proactive sustainability).

By reviewing the results presented in Table 8, we find that the organisational rhetoric variable has achieved a significant effect on proactive sustainability, as the calculated value of (F) was 207.002 which is greater than the tabular at the level of 0.05 £ R. The value of the parameter (a) for this requirement was 0.280, while the value of (b) was 0.965. Thus, the equation for the regression model is as follows.

$$Y = \alpha + \beta + X$$

$$(\text{Proactive sustainability}) = (0.280) + (0.965) (\text{organisational rhetoric})$$

This means that a change of 1 in the organisational rhetoric causes a change of 0.965 in proactive sustainability, and that the independent variable, organisational rhetoric, explains 82% of the changes in the adopted variable, proactive sustainability. The value of the coefficient specification ($R^2 = 0.815$) means that 18% of the changes in the dependent variable are due to other variables not included in the model. This indicates that the second main hypothesis has been achieved at the macro level.

Table 8: Effect relationships between the variables of organisational rhetoric and proactive sustainability

Proactive sustainability	Pointers	Variable
207.002	Calculated value (F)	Organisational rhetoric
1	Degree of freedom (D.F)	
0.000	P-value	
0.815	R ² The coefficient of determination	
0.280	α Values	
0.965	β Values	

Source: Researcher preparation based on SPSS v.21 program outputs

On the sub-dimension level, the results are as follows:

-The first sub hypothesis (there is a statistically significant impact relationship between driving dimension and proactive sustainability)

Table 9 illustrates the effect of organisational rhetoric dimension on proactive sustainability. After driving, it achieved a significant effect on proactive sustainability, as the calculated value of (F) was 205.274, which is greater than tabular at the level of 0.05 £ R. The parameter value (a) reached 0.530 for this requirement, while the value of (b) is 0.880. Thus the regression is:

$$Y = \alpha + \beta + X1$$

$$(\text{Proactive sustainability}) = (0.530) + (0.880) (\text{Leadership})$$

This means that a change of 1 in the driving dimension, a change of 0.880 occurs in proactive sustainability, and that the leadership interprets 82% of the changes in proactive sustainability, as the value of the determination coefficient (R² = 0.814). As for the remaining percentage (18%) of the changes that occur in the dependent variable, it is due to other variables not included in the model. This indicates that the first sub-hypothesis has been fulfilled.

Table 9: Analytical indicators of the effect of organisational rhetoric dimensions on proactive sustainability

Variables	F TEST	Degree of freedom	P Values	R ²	α	β
Leadership	205.274	1	0.000	0.814	0.530	0.880
Prestige	71.771	1	0.000	0.604	0.985	0.770
Diversity	96.801	1	0.000	0.673	0.618	0.816

Source: Researcher preparation based on SPSS v.21 program outputs.

- The second sub-hypothesis (there is a statistically significant impact relationship between prestige and proactive sustainability)

After the prestige, a significant effect was shown in proactive sustainability, as the calculated value of (F) was 71.771 greater than the tabular value at the level of 0.05 £ R. The value of (a) equals 0.985, while the value of (b) equals 0.770, and thus the regression model equation is as follows:

$$Y = \alpha + \beta + X2$$

$$(\text{Proactive sustainability}) = (0.985) + (0.770) (\text{Prestige})$$

This means that a change of 1 in the prestige dimension leads to a change of 0.770 in pre-emptive sustainability. After prestige it accounts for 61% of the changes in the adopted variable pre-emptive sustainability according to the value of (R²) The amount (0.604) and the remaining (39%) of the changes in the dependent variable are due to other variables not included in the model, and this indicates the fulfillment of the second sub-hypothesis.

- The third sub-hypothesis (there is a statistically significant impact relationship between diversity and proactive sustainability).

We notice from Table 9 that after diversity, it achieved a significant effect on proactive sustainability through what is indicated by the calculated value of (F) of 96.801, which was greater than the tabular, and with a value of (a) equivalent to 0.618, in When the value of (b) was (0.816), then the regression model equation is as follows:

$$Y = \alpha + \beta + x3$$

$$(\text{Proactive sustainability}) = (0.618) + (0.816) (\text{diversity})$$

This means that a change of 1 in the diversity dimension leads to a change of 0.816 in proactive sustainability, and that after diversity explains 67% of the changes taking place in the dependent variable proactive sustainability according to the value of (R²) adult (0.673), while the remaining percentage is approximately (33%) of the changes that occur in the dependent variable due to other variables not included in the model, this indicates the fulfillment of the third sub-hypothesis.



Conclusions

The subject of organisational rhetoric has an important place in management thought, and therefore there is a need for higher leadership of colleges to pay more attention to the principles and concepts of rhetoric and the possibility of doing so through intensifying the establishment of seminars and its application in work behaviours for their sustainability. There is the need for senior management to develop and follow specific strategies in order to meet potential environmental challenges. In the same context, it is necessary to seek to enhance the "prestige" in the minds and perceptions of workers by notifying them of confidence in their capabilities and skills, and that administrative decisions be transparent with all employees. The concepts of employees' proactive sustainability are strengthened by motivating and encouraging them to be an effective part of the colleges' work plan. The need for senior leaders in colleges to encourage and inculcate the behaviours of sustainability and the proactive environment, such as setting up a symposium by defining the importance of preserving the environment and its reflection on the competitiveness of colleges and serving the society in which it operates. The results showed that there is an effect of organisational eloquence on proactive sustainability and after leadership explains the largest percentage of changes that affect proactive sustainability. Thus, we conclude that leadership has an effective role in achieving the requirements of proactive sustainability. The researcher recommends more research be conducted in relation to organisational rhetoric in a different work environment and to link this with other behavioural management variables such as the effect of organisational rhetoric on management with values.

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