# Organizational Buoyancy and Sustainable Development Goals (SDGs)

## Role of MNCs in Promoting SDGs

Multinational companies can boost sustainable development in fast-growing countries with sustainability issues through their global reach, inputs, and technology. In emerging economies, Multinational Companies boost the growth of local economies. These firms create jobs, transfer technology, and build capacity. Multinational companies can improve infrastructure, industry, and compensation. Studying their function can help us understand how these entities can align their business goals with SDGs like "Decent Work and Economic Growth" (SDG 8) and "Industry, Innovation, and Infrastructure" (SDG 9), especially in emerging economies with distorted and abrupt growth patterns.

Rapid industrialization in many countries harms the environment. Multinational Companies emit carbon, pollute, and deplete resources in manufacturing, energy, and agriculture. Environmental stewardship can be improved by understanding how they encourage "Responsible Consumption and Production" (SDG 12) and "Climate Action" (SDG 13). Multinational Companies may pioneer green practices, sustainable sourcing, and environmental innovations that benefit local ecosystems and the global community due to their worldwide reach and smart technology.

Income disparity, quality of education, and healthcare afflict developing nations like Pakistan. CSR, local government collaborations, and community development can help Multinational Companies achieve "No Poverty" (SDG 1), "Quality Education" (SDG 4), and "Gender Equality" (SDG 5). Studying Multinational Companies in these areas can reveal how their business methods reduce social inequality, enhance living conditions, and promote inclusive growth. Technical breakthroughs by Multinational Companies in these countries can affect SDGs 7 and 9 on innovation, infrastructure, and energy. Multinational Companies can demonstrate how renewable energy, healthcare, and agriculture can sustainably tackle local issues. China's Multinational Company-backed sustainable energy push has shown how multinationals can collaborate with local policies to achieve the SDGs.

In conclusion, Multinational Companies' SDG promotion in developing nations like Pakistan is essential to understanding how global corporate strategies can address local sustainability issues. It helps politicians, corporations, and communities create inclusive, sustainable growth synergies.

## Organizational Buoyancy and Sustainability

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Agile organizations can resist, adapt to, and recover from disturbances while preserving operational continuity and long-term goals. Risk resistance, adaptation, and recovery make Buoyancy an agile characteristic that helps organizations survive in turbulent contexts. Firms use it to protect assets, maximize input allocation, and capitalize on crisis opportunities. Multidimensional Buoyancy measurements include physical and intangible inputs, flexible input management, recovery skills, profitability, and asset expansion. It encourages agile businesses to exceed environmental and social norms.

Agile companies may invest in green technology and employee well-being to meet SDGs like climate action and social inclusion. Input-intensive Buoyancy strategy adjustments may induce inefficiencies, underlining the need for careful input management. Organizational Buoyancy, a multidimensional construct, helps firms overcome risks and contribute to firm performance, determining corporate sustainability results.

Businesses are vital to the UN's 2015 SDG framework for global sustainability. Research suggests businesses can adapt to the SDGs. The UN Sustainable Development Goals make sustainability a global priority. These aims prioritize environmental sustainability, social inclusion, and economic growth. Corporations are increasingly important economic factors in achieving these goals. Policies, stakeholders, and researchers are interested in companies' firm performance, which evaluates their 17 SDG alignment. This move indicates a rising realization that business responsibility extends beyond profit to sustainability.

## Innovation, Strategic Change, and Buoyancy

Corporate SDG activities need Buoyancy—i.e., the ability to withstand and adapt to external shocks. Climate change, geopolitical instability, and input shortages risk firms' settings. Agile businesses adapt and recover from crises using internal and external inputs.

These features show that Buoyancy may help SDGs. On the contrary, innovations that curtail outcomes and strategic misalignments that slow down growth hamper organizational Buoyancy and result in SDG failure. Whereas, at times, Buoyancy may motivate innovation, which supports SDGs on climate change, economic growth, and inequality. Innovative abilities enable companies to develop green technologies, boost input efficiency, and promote sustainability. Strategy changes for Buoyancy may raise input costs and inefficiencies, impeding SDG progress.

Home country competitiveness may increase Buoyancy by stimulating innovation and input optimization. Home country institutional pressures, SDG ratings, and other stimuli force corporations to link Buoyancy strategies to SDGs. These moderating factors highlight how externalities impact Buoyancy and firm performance. In a tumultuous and unpredictable global context, organizational Buoyancy is essential for SDG enterprises. Buoyancy helps organizations adapt to disturbances, continue operations, and recover from crises while pursuing long-term objectives. Given the rising frequency of pandemics, geopolitical conflicts, and climate-related calamities, Buoyancy is crucial.

Scholars show that Buoyancy helps firms create and execute sustainable solutions, which are crucial for firm performance. Likewise, innovation contribution is crucial to SDG Buoyancy. Innovation helps agile organizations create cleaner technology, increase input efficiency, and better governance, contributing to many SDGs. Green innovation promotes SDG 13 and SDG 9, whereas social innovation helps SDG 10 and SDG 8. While important for adaptation, strategic change may add costs and diminish SDG alignment, challenging Buoyancy.

## External Factors Shaping Buoyancy Impact

The Buoyancy-SDG link may be influenced by home country competitiveness and SDG scores. Competitive markets encourage input optimization and sustainability-driven innovation. At the same time, national SDG commitments force corporations to match their plans with global sustainability goals. Moderators emphasize Buoyancy's contingent effect on firm performance, emphasizing the need for complex assessments incorporating internal and external factors.

Organizational Buoyancy improves businesses' external environment sensitivity. It helps firms determine the best strategy by diagnosing and evaluating external data. Organizational Buoyancy helps organizations adapt swiftly to strategic change. Agile organizations are adaptable and have abundant resources. Strategic transformation is a process opted by organizations to deliberately reallocate internal inputs to respond to the external environment.

Firms may respond to risks and shift crisis strategies using rich input reserves. Organizational Buoyancy helps organizations learn, identify growth opportunities, and optimize strategic change expectations. Post-epidemic, enterprises with organizational Buoyancy are more hopeful about significant input investments for strategy transformation. They can swiftly identify business possibilities and predict future growth direction to initiate strategic change. Strategic change helps reallocate inputs, but it costs. It supports input investment, causing an input-output mismatch. Strategic transformation demands significant input commitment, which may increase finance and learning costs. It may reduce green investment and business pollution control, affecting firm performance.

Strategic change and input reallocation may fire rage and resentment in old employees and pressure groups, and may even lead to organizational inertia. These dissatisfied groups will not cooperate during task execution, hindering firm performance. Strategic change needs organizational commitment to bear learning costs (breakdowns, rejected orders, obsolete inventories), since business units at ground level can only absorb that much as permitted in their budgets. The frequent changes in input allocation paradigms would definitely strain the company's management structure, which may hurt SDG performance. Managers may engage in initiatives with short-term outcomes to chase fame, money, and power, which will worsen the principal-agent dilemma and hurt corporate governance.

Organizational Buoyancy helps gain insight into external situations, respond quickly, and influence strategic change expectations. Strategic change may raise costs for finance, learning, and input coordination, hurting SDG achievement factors influencing firm performance. The SDGs, if achieved by the corporations, would also help them be agile from crises and adapt to change. Buoyancy increases SDG achievement through innovation investments, but risks of inefficiency and input depletion through costly strategy adjustments cannot be ignored. Buoyancy encourages innovation, which helps firms develop green technologies, enhance input efficiency, and embrace SDG-aligned social practices. Strategic changes to address environmental uncertainty may be expensive, diverting inputs from sustainability projects and reducing SDG accomplishment.

Competitive ecosystems encourage input optimization and innovation, boosting Buoyancy's SDG benefits. Countries with higher SDG scores stimulate and normatively compel enterprises to align their strategies with sustainability objectives, ensuring Buoyancy-driven adjustments favor long-term sustainability. In less competitive or poorly SDG-aligned situations, Buoyancy may be reduced, and strategic change inefficiencies may increase.

## Research Gaps and Challenges

Buoyancy improves firm performance mostly through innovation input, showing that input allocation is crucial to sustainability. The research also shows that strategy change is input-intensive and might hinder SDG success if handled improperly. Moderating analyses show that home country competitiveness and national SDG scores boost Buoyancy through innovation and mitigate strategic change, supporting the role of external institutional contexts in sustainability outcomes.

The SDGs need business support to combat climate change, poverty, inequality, and environmental degradation. To achieve these aims, companies innovate, invest in sustainable practices, and integrate their strategy with social and environmental demands. The private sector dominates global economic activity, which must help achieve the Sustainable Development Goals. Companies may support these goals by adopting sustainable practices, innovating for input efficiency, and fostering social and economic inclusion.

Many firms struggle to align operational strategy with SDG targets, particularly in uncertain and input-constrained situations. Agile organizational Buoyancy may help firms overcome such challenges. Buoyancy helps firms adapt to changes and recover from setbacks. The buoyancy–firm performance relationship is complex. Buoyancy may drive innovation and long-term value creation, but it can also cause costly strategy changes that impede sustainability goals.

Climate change, inequality, and irresponsible consumption continue to plague SDG progress. Despite growing pressure to contribute, organizations may fail to integrate SDG operations and strategy. Buoyancy helps companies withstand disruptions and accomplish sustainable goals. Nevertheless, Buoyancy is a double-edged sword. It may enhance innovation and input optimization, but can misallocate inputs and generate inefficiencies, particularly during strategic changes. Thus, firm Buoyancy is expected to contribute to SDGs as agile firms often have the capabilities to deal with uncertainties. Buoyancy is expected to enhance firm performance, which is an unexplored research area. Further, the studies do not provide the positive and negative effects of Buoyancy on firm performance, innovation, and strategic change. The absence of comprehensive research on internal and external modifiers that help firms achieve SDGs is a key driver of the current thesis.

Few studies have examined how Buoyancy amplifies or mitigates sustainable achievement. Innovation input may link Buoyancy to success, but strategic change as a countermeasure is unstudied. Little is known about how external contextual factors like home country competitiveness and national SDG scores moderate SDG achievement. Comprehensive Buoyancy measures cannot improve SDG achievement due to these issues. Organizational Buoyancy has mainly been studied for its function in helping organizations adjust to crises and preserve stability. Several studies have examined the benefits of Buoyancy for business performance, including environmental innovation and social responsibility, but the trade-offs have gotten less attention. For instance, the costs and hazards of Buoyancy-induced strategy adjustments are understudied, especially in firm performance. Organizational Buoyancy has been widely researched in business flexibility and crisis management, but its effects on firm performance are unknown. Existing research concentrates on Buoyancy's benefits, such as innovation and company stability, without addressing its drawbacks. In the context of sustainable results, Buoyancy-induced strategy adjustments' costs and inefficiencies are typically disregarded. Innovation input has been shown to relate to Buoyancy to good outcomes, but the multiple paths of Buoyancy—one enhancing firm performance through innovation and the other limiting it through strategy change—have not been fully examined.

Despite their importance in influencing the Buoyancy–SDG link, contextual variables, including home country competitiveness and national SDG pledges, are underrepresented in the literature.

Companies with intense industry concentration incur less external risk. If organizational Buoyancy struggles to motivate innovation and execute strategic change, it may have little or no influence on firm performance. Based on COR theory, this research will examine how organizational Buoyancy's internal processes (innovation input and strategy change) and boundary factors (industry concentration) affect firm performance.

Agile organizations enable strategic transformation. However, strategic transformation is expensive. It may raise business funding and input coordination expenses, hindering green investment, social responsibility, internal control improvement, and firm performance.

***About the Author:*** *The author is a seasoned banker and credit/risk analyst with over 25 years of professional experience in the financial sector. He became an Associate Member of the Institute of Cost and Management Accountants of Pakistan (ICMAP) in 2006 and of the Institute of Bankers Pakistan (IBP) in 2007. He holds a Master of Commerce (M.Com) degree from the University of the Punjab, with two Gold medals in 2000. He is also pursuing a PhD in Finance and teaches courses in Finance and Taxation.*