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The Effect of Green Involvement on Corporate Sustainability Performance with Employee Performance as an Intervening Variable At PT. Angkasa Pura Indonesia Pekanbaru Branch Office

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ABSTRACT

This study seeks to examine the impact of Green Involvement on Corporate Sustainability Performance, with Employee Performance serving as an intervening variable at PT. Angkasa Pura Indonesia, Pekanbaru Branch Office. This study utilizes a quantitative methodology, employing a survey technique through the distribution of questionnaires to 117 participants who are workers of PT. Angkasa Pura Indonesia, Pekanbaru Branch Office. This study employed data collection procedures including questionnaires, interviews, and observations, which were examined through instrument testing, descriptive statistics, classical assumption tests, the Sobel test, and hypothesis testing. The findings demonstrate that Green Involvement positively and significantly influences Employee Performance, that Green Involvement also positively and significantly impacts Corporate Sustainability Performance, and that Employee Performance positively and significantly affects Corporate Sustainability Performance. Moreover, Employee Performance serves as a mediator in the interaction between Green Involvement and Corporate Sustainability Performance. These data suggest that employees' environmental engagement directly affects business sustainability and indirectly enhances employee performance. This study emphasizes that the adoption of Green Human Resource Management (Green HRM) techniques is a crucial strategy for organizations to improve sustainability performance and attain enduring competitiveness.

Keywords: *Green Involvement, Employee Performance, Corporate Sustainability Performance, Green HRM, Pekanbaru Branch Office.*

1. INTRODUCTION

Climate change, rising emissions, and the natural resource crisis require companies to integrate environmental and social aspects into their business practices. Indonesia is targeting Net Zero Emissions by 2060, requiring all sectors, including air transportation, to adopt environmentally friendly operational strategies. However, the national renewable energy mix, which only reached 12.3% in 2022, demonstrates the need for more concrete steps in implementing sustainability across various industries (Ministry of Energy and Mineral Resources, 2022). This situation reinforces the urgency of research into the factors influencing corporate sustainability.

In the context of modern management, the implementation of Green Human Resource Management (GHRM) is a crucial strategic approach because it integrates sustainability principles into human resource management. Ineffective GHRM, particularly in supervision and communication, can reduce employee productivity and performance (Dwi Wahyono et al., 2023). This demonstrates that sustainability is not only related to environmental policies but also to employee behavior and management.

GHRM encompasses five main aspects: green recruitment, green training, sustainable performance management, green compensation, and employee engagement in environmentally friendly activities. When these practices are consistently implemented, companies have the potential to improve Corporate Sustainability Performance (CSP), especially if employee green involvement

is optimally implemented (Eniola et al., 2022). Thus, the role of employees is central to the success of an organization's sustainability program.

CSP itself is a company's non-financial performance, encompassing economic, social, and environmental dimensions. Two common assumptions in the literature state that sustainability is synonymous with sustainable development and that a company is considered sustainable if it is able to integrate social and environmental issues into its business strategy (Widarti et al., 2022). Therefore, discussions on CSP must consider how companies practice sustainability in practice, not just through administrative reports.

PT Angkasa Pura Indonesia, Pekanbaru Branch Office, is one of the companies actively implementing sustainability concepts, particularly in the context of airport management, which poses high environmental risks. The company's CSP encompasses energy efficiency, waste management, and the implementation of social programs that benefit the surrounding community (PT Angkasa Pura Indonesia, 2025). This makes the company a relevant research object in assessing the effectiveness of green engagement on sustainability.

The results of a pre-survey conducted by researchers showed that most employees have a positive perception of the company's sustainability efforts. Ninety-six percent of respondents believe the company implements energy efficiency measures, 92% stated that the company complies with environmental regulations, and 96% believe CSR activities are running well. This data is consistent with findings (Liu et al., 2023) that indicate that sustainability depends on green innovation and human resource engagement.

However, pre-survey results regarding green involvement indicate that employee engagement remains moderate to low. Only 60% actively participate in environmental activities, 36% are willing to assist with environmental programs without compensation, and 84% have never proposed an environmental initiative. This data aligns with Aulia and Nawangsari (2023), who assert that low green involvement can reduce the effectiveness of a company's environmental policies.

The phenomenon of low green engagement indicates a gap between corporate sustainability policies and employee awareness. If employee green engagement is suboptimal, CSP goals will be difficult to achieve. This makes green engagement a crucial variable that needs to be analyzed in relation to corporate sustainability, particularly in the aviation industry, which faces significant regulatory pressure.

As airport activity increases, reaching more than 2.75 million passengers by 2023, demands for energy efficiency and waste management are growing. Airports are strategic operational hubs that require intensive employee coordination, making employee involvement in green programs a key factor in the success of CSP implementation (PT Angkasa Pura Indonesia, 2025).

To improve CSP, PT Angkasa Pura Indonesia has implemented various programs such as the Paperless System, service digitization, One Hour Energy Saving, No Plastic Fantastic, and the "Familia Goes to Fit" exercise program. These programs not only aim to conserve resources but also increase employee environmental awareness. All of these initiatives have contributed to a 33% reduction in emissions and a 20% increase in renewable energy.

Employee participation in greening activities such as planting mangroves and local trees demonstrates the implementation of green engagement. These activities foster intrinsic motivation and environmental awareness, resulting in increased productivity and employee readiness to support the company's sustainability programs (Eniola et al., 2022).

Although companies have achieved various sustainability milestones, improving employee performance remains a challenge. A pre-survey table showed that while 96% of respondents acknowledged the importance of teamwork, only 68% acted proactively in completing tasks. This highlights the need to analyze whether green engagement can strengthen employee motivation and performance (Tantawi & Noviana, 2024).

Employee performance assessment data from 2019–2024 shows that all performance indicators are in the "Moderate" category. However, interviews with company representatives indicate a trend of improving work quality as sustainability program implementation increases. This indicates the potential role of green involvement in strengthening employee performance.

Based on theory and empirical phenomena, there are indications that employee performance may be a mediating variable between green involvement and CSP. Research (Tang, 2024) shows that green involvement increases environmental motivation and commitment, thus influencing performance. This underlies the hypothesis that employee performance can mediate the relationship between green involvement and CSP.

The research gap is evident in the limited number of studies that simultaneously examine the relationship between green involvement, employee performance, and CSP in the context of airport operations. Most previous studies have only discussed GHRM in general terms without focusing on the role of green involvement and performance as intervening variables (Hasan, 2022). Therefore, this study offers an original contribution.

Given the importance of employee contributions to corporate sustainability, this research is highly relevant for understanding how green engagement can improve performance quality while positively impacting CSP. This research is also important in the context of implementing ESG values, which is increasingly becoming a global and national demand.

This study seeks to assess the impact of green involvement on employee performance and business sustainability performance, while also investigating the function of employee performance as an intervening variable. Consequently, the findings of this study are anticipated to offer both theoretical and practical contributions to the advancement of sustainable management within the aviation industry.

Specifically, the objectives of this study include four things: (1) analyzing the influence of green involvement on employee performance; (2) analyzing the influence of green involvement on CSP; (3) assessing the influence of employee performance on CSP; and (4) testing whether employee performance mediates the influence of green involvement on CSP (PT Angkasa Pura Indonesia, 2025)

By combining GHRM theory, the concept of CSP, empirical phenomena at PT Angkasa Pura Indonesia, and previous research findings, this study is expected to provide new insights into the strategic role of green involvement in enhancing corporate sustainability. This makes this research important as an academic reference and policy recommendation in promoting sustainability practices across various industries.

2. LITERATURE REVIEW

2.1 Green Human Resources Management (GHRM)

Green Human Resources Management (GHRM) is the integration of human resource and environmental management that encourages environmentally friendly practices to enhance an organization's sustainability and competitive advantage (Chowdhury et al.,

2023). Through green policies and culture, GHRM influences employee values, attitudes, and behaviors, including through Green Involvement and Corporate Sustainability Performance, which strengthen green behavior within the organization (Mahdy et al., 2023). Empirical evidence shows that GHRM has a positive effect on environmental and social performance (Miah et al., 2024), thus employee engagement in green practices plays a crucial role in enhancing sustainable capabilities and behavior

2.2 Corporate Sustainability Performance (CSP)

Corporate Sustainability Performance (CSP) measures the extent to which a company integrates economic, environmental, social, and governance aspects into its operations as a manifestation of long-term responsibility and sustainability (Widarti et al., 2022; Kholifatunnisa et al., 2025). Based on the Triple Bottom Line concept emphasizing Profit, People, and Planet (Nogueira et al., 2023), CSP aims to create long-term value, increase efficiency, mitigate risks, and strengthen the company's reputation and competitiveness. CSP is influenced by internal factors such as leadership, financial capacity, innovation, gender diversity, green involvement, and employee performance (Shahab et al., 2020; García et al., 2024; Widarti et al., 2022; Wang, 2025), and external factors such as stakeholder pressure and regulations (López et al., 2022; Kogi et al., 2025). Operationally, CSP is measured through three main indicators: economic, which includes revenue growth, ROI, and resource efficiency; environmental, which includes emissions, energy, water, waste, and conservation; and social, which relates to workplace safety, diversity, training, community engagement, human rights compliance, and customer satisfaction (Purwaningsih et al., 2023; Nogueira et al., 2023).

2.3 Green Involvement

Green Involvement is the active involvement of employees in environmentally friendly practices such as recycling, energy conservation, and waste reduction, as well as their contributions by contributing ideas, attending green training, and participating in organizational sustainability initiatives (Malokani et al., 2023; Wardhani & Puspa, 2019; Zoogah & B., 2016). Its main objectives are to build a culture of environmental awareness, improve operational efficiency, encourage innovation, and strengthen employee motivation and performance as part of the company's sustainability strategy (Khan et al., 2016; Jamal et al., 2021). Its impact not only increases green awareness and behavior but also strengthens public perception of corporate social responsibility and supports competitive advantage (Nguyen et al., 2024; Wardhani et al., 2019). Operationally, Green Involvement is measured through four main indicators: employee participation in green activities, initiative in proposing environmental practices, volunteerism in sustainability programs, and encouragement of colleagues to behave in an environmentally friendly manner (Malokani et al., 2023).

2.4 Employee performance

Employee performance is a measure of an individual's ability and work results in fulfilling their duties and responsibilities, which is an important indicator of organizational productivity and success (Saputri et al., 2022; Ratnasari, 2017; Wijonarko & Wirapraja, 2023). Performance measurement aims to assess employee contributions to achieving company goals and serves as a basis for evaluation, competency development, and strategic decision-making in HR management (Aguinis, 2014;

Alfajriyah & Rozi, 2025; Puspitasari et al., 2022). Performance is influenced by various factors such as motivation, work ethic, job design, relationships between colleagues, and organizational support through training and development (Kaswan, 2015), which is also closely related to sustainability practices, Green Involvement, and Corporate Sustainability Performance (Laksana, 2024; Hendri, 2025; Tang, 2024). In this study, employee performance is measured through four main indicators, namely Achievement Orientation, Teamwork, Developing Others, and Proactive Action, which describe the employee's ability to achieve targets, work together, develop others, and act proactively in facing problems and opportunities.

3. METHODS

This study used a quantitative approach with a survey method to analyze the relationship between Green Involvement, Employee Performance, and Corporate Sustainability Performance at PT Angkasa Pura Indonesia's Pekanbaru Branch Office. The quantitative approach was chosen because it allows researchers to test hypotheses measurably based on numerical data obtained through standardized research instruments (Sugiyono, 2024). The study was conducted from January 2025 until all data was collected. The research location was Perhentian Marpoyan, Marpoyan Damai District, Pekanbaru City, in accordance with the location's relevance to the research object, which focuses on human resource performance in a sustainability context.

The participants in this study were employees of PT Angkasa Pura Indonesia's Pekanbaru Branch Office, and the research focused on three primary variables: Green Involvement, Employee Performance, and Corporate Sustainability Performance. The study population comprised 177 individuals, as per corporate data acquired from the HR Assessment Manager via direct interviews (Sugiyono, 2024). The sample was determined using the Slovin formula with a 5% margin of error, yielding 123 respondents, which served as the foundation for the study's sample size.

The sample method employed was basic random sampling, augmented with proportionate stratified random sampling to guarantee representation from each division within the organization. This technique was picked as it ensures that each member of the population has an equal probability of selection, hence enhancing the accuracy of population representation (Asriani et al., 2020; Sugiyono, 2003). The sample was proportionally allocated to each division according to the number of employees in each segment of the firm.

The main research instrument used was a questionnaire based on a 1–5 Likert scale, designed to measure research variables based on predetermined operational definitions. According to Sugiyono (2024), questionnaires are an effective instrument for primary data collection because they are able to capture respondents' perceptions systematically and efficiently. In addition to the questionnaire, this study also used open-ended and structured interviews to obtain supporting information from the company, as well as direct observation in the work environment to increase data validity.

Primary data collection was conducted by distributing questionnaires to 123 respondents, while secondary data was obtained from internal company documents such as activity reports and organizational structures. The Likert scale used was assumed to be an interval scale to allow for parametric statistical analysis such as linear regression, in accordance with the general approach in quantitative research (Sugiyono, 2019).

The acquired data underwent analysis in multiple phases, commencing with instrument evaluation, which encompassed validity assessment via Pearson Correlation and reliability assessment by Cronbach's Alpha (Ghozali, 2021). Subsequently, descriptive statistics were conducted to demonstrate data patterns, followed by classical assumption tests, including normality, multicollinearity, and heteroscedasticity assessments, to verify the viability of the regression model. The subsequent study entailed hypothesis testing via the t-test and evaluating the coefficient of

determination (R^2 and Adjusted R^2) to determine the model's efficacy in elucidating the dependent variable. Path analysis and the Sobel test were employed to assess the robustness of the mediation connection and to ascertain the direct and indirect effects (Ghozali, 2021). This study yields robust empirical findings through a series of analyses to address the research objectives concerning the impact of Green Involvement on Corporate Sustainability Performance, with Employee Performance serving as an intervening variable.

4. RESULTS AND DISCUSSION

4.1 Respondent Characteristics

Respondent characteristics in this study included gender, age, education, and length of service, which describe the demographic profile of PT Angkasa Pura Indonesia Pekanbaru Branch Office employees. Based on the data, the majority of respondents were female (68 people) (55.3%), while 55 were male (44.7%). This composition indicates that women have a dominant role in the company's operational activities, in line with findings (Desanti and Ariusni, 2021) which confirm that women tend to have high levels of accuracy and consistency in service-based work. In terms of age, respondents were predominantly in the 35–44 year age group (52%) and 25–34 year age group (30.1%), indicating that most employees are of productive age with optimal adaptability and work ability (Indrianna Meutia et al., 2022).

In terms of education, the majority of respondents had a bachelor's degree (43.1%), followed by those with a diploma (3) (35.8%) and those with a master's degree (21.1%). This educational structure reflects the quality of human resources adequate for managing technical and administrative tasks and strengthens employees' ability to understand corporate sustainability policies (Nugroho & Kurniawan, 2021). Meanwhile, respondents' tenure was dominated by those with 11–15 years of experience (39%) and 6–10 years (35%), indicating a high level of professional maturity and a strong understanding of organizational culture. This finding aligns with Puspitasari et al. (2025) who stated that longer tenure positively impacts performance, as experience improves problem-solving skills and work consistency. Therefore, these demographic characteristics suggest that the majority of respondents are in an ideal position to support the effectiveness of the company's Green Involvement and Corporate Sustainability Performance.

4.2 Instrumental Data Testing

1. Validity Test

According to (Ghozali, 2021), a questionnaire is considered valid if each statement accurately measures a variable. In this study, validity testing was conducted using the Pearson Correlation method with a 5% significance level, where an item is considered valid if the calculated r value is greater than the table r value and is positive. With 123 respondents (df = 121), the table r value was 0.1771, which is the validity limit of the research instrument.

Table 1. Validity Test Results

Variable	Indikator	R hitung	R tabel	Information
Corporate Sustainability Performance (Y)	Item 1	0,920	0,1771	*valid*
	Item 2	0,905	0,1771	*valid*
	Item 3	0,898	0,1771	*valid*
Green Involvement (X)	Item 4	0,885	0,1771	*valid*
	Item 5	0,910	0,1771	*valid*
	Item 6	0,921	0,1771	*valid*
	Item 7	0,891	0,1771	*valid*
Employee Performance (Z)	Item 8	0,926	0,1771	*valid*
	Item 9	0,944	0,1771	*valid*

Variable	Indikator	R hitung	R tabel	Information
	Item 10	0,948	0,1771	*valid*
	Item 11	0,879	0,1771	*valid*

Source: Processed Data SPSS

According to Table 1, the validity test findings with a sample size of 123 demonstrate that all items in the research instrument satisfy the validity standards, as evidenced by a calculated r value exceeding the table r of 0.1771. This indicates that each indicator has a strong relationship with the measured variable, so the research instrument can be declared valid.

2. Reliability Test

Ghozali (2021) states that a reliability test evaluates the consistency of a questionnaire. An instrument is deemed credible if respondents' replies exhibit consistency across multiple administrations. This research employed a one-time methodology with a Cronbach's Alpha assessment. Nunnally, as cited in Ghozali (2021), posits that a variable is deemed reliable if its α value exceeds 0.60. The study indicated that all variables exceeded a value of 0.60, so affirming the reliability and consistency of the research instrument in accurately measuring the variables.

Table 2. Reliability Test Results

Variable	*Cronbach's Alpha*	R tabel	Test Results
Corporate Sustainable Performance (Y)	0,892	0,6	Reliabel
Green Involvement (X)	0,923	0,6	Reliabel
Employee Performance (Z)	0,943	0,6	Reliabel

Source: Processed Data SPSS

The results of the reliability test indicate that all statements in the research instrument meet the established reliability criteria, with a value greater than 0.60 (>0.60). This indicates that each item in the questionnaire has a high level of consistency in measuring the variables that are the focus of the research.

4.3 Classical Assumption Test

1. Normality Test

The normality test aims to ensure that the data distribution in the regression model conforms to a normal distribution to ensure valid analysis results. This study used the Kolmogorov-Smirnov (K-S) test, with the criterion that data is normally distributed if the p-value (Sig.) > 0.05.

Table 3. Normality Test Results

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		123
Normal Parameters[a,b]	Mean	0,0000000
	Std. Deviation	1,21945397
Most Extreme Differences	Absolute	0,066
	Positive	0,066
	Negative	-0,051
Test Statistic		0,066
Asymp. Sig. (2-tailed)[c]		,200[d]
Monte Carlo Sig. (2-tailed)[e]	Sig.	0,209

	99% Confidence Interval	Lower Bound	0,199
		Upper Bound	0,220

Source: Processed Data SPSS

The Asymp. Sig. value derived from Table 3 is 0.200. The value above the 0.05 significance threshold, indicating that the data in this study conforms to a normal distribution. Consequently, the outcomes of the normalcy test demonstrate that the data employed satisfy the assumption of normality.

2. Multicollinearity Test

The multicollinearity assessment is conducted by examining the tolerance and Variance Inflation Factor (VIF) values. A model is deemed free of multicollinearity if the tolerance exceeds 0.1 and the VIF is below 10, signifying a weak correlation among the independent variables.

Table 4. Multicollinearity Test Results

Coefficients[a]			
Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Green Involvement (X)	0,166	6,03
	Employee performance (Z)	0,166	6,03

Source: Processed Data SPSS

Based on the results of the multicollinearity test, the VIF values for the Green Involvement and Employee Performance variables were 6.030 (<10) and a Tolerance value of 0.166 (>0.1). Thus, all independent variables were declared free from multicollinearity issues in this research model.

3. Heteroscedasticity Test

The heteroscedasticity test utilized the Glejser approach, regressing the absolute values of the residuals against the independent factors. The model is considered free of heteroscedasticity if the significance value exceeds 0.05.

Table 5. Heteroscedasticity Test Results

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	0,701	0,220		3,187	0,002
	Green Involvement (X)	0,026	0,034	0,173	0,779	0,437
	Employee performance (Z)	-0,007	0,033	-0,046	-0,205	0,838
a. Dependent Variable: ABS_RES						

Source: Processed Data SPSS

The results of the Glejser test show that the significance value of Green Involvement (0.437) and Employee Performance (0.838) is > 0.05, so that the regression model is declared free from heteroscedasticity and meets the assumption of homoscedasticity.

4.4 Hypothesis Testing

1. Partial Test (t-Test)

Kasmir (2022) states that the t-test is employed to assess the influence of an independent variable on a dependent variable. A variable is deemed to have a significant effect if the computed t value exceeds the tabulated t value or if the p-value is below 0.05. If the computed t value is lower than the tabulated t value or the p-value exceeds 0.05, the effect is deemed inconsequential.

Table 6. Substructure t-test 1

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1,265	0,596		2,123	0,036
	Green Involvement	0,931	0,038	0,913	24,671	0,000
a. Dependent Variable: Employee performance						

Source: Processed Data SPSS

Table 7. Substructure t-test 2

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0,963	0,385		2,504	0,014
	Green Involvement	0,478	0,059	0,650	8,131	0,000
	Employee performance	0,218	0,058	0,302	3,783	0,000
a. Dependent Variable: CSP						

Source: Processed Data SPSS

The t-test findings indicate that all factors have a substantial influence, as seen by the estimated t-value above the t-table value of 1.980 and a significance level of less than 0.05. Green Involvement significantly influences Employee Performance (t = 24.671; Sig. = 0.000) and Corporate Sustainability Performance (t = 8.131; Sig. = 0.000), whereas Employee Performance also significantly affects Corporate Sustainability Performance (t = 3.783; Sig. = 0.000).

2. R^2 Determination Coefficient Test

As stated by Ghozali (2021), the coefficient of determination (R^2) test assesses a model's capacity to elucidate variance in the dependent variable. R^2 values span from 0 to 1, where values approaching 1 signify superior model efficacy in elucidating the relationship between variables, whereas lower values suggest the influence of extraneous factors on the dependent variable.

Table 8. Results of the Substructure 1 Determination Coefficient Test

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,913[a]	0,834	0,833	1,93947
a. Predictors: (Constant), GI				

Source: Processed Data SPSS

According to Table 8, the Adjusted R Square value is 0.833. This indicates that 83.3% of the Employee Performance variable is explicable by the Green Involvement variable. The remaining 16.7% is affected by elements not encompassed in this research model.

Table 9. Results of the Substructure 2 Determination Coefficient Test

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,934[a]	0,873	0,871	1,22957
a. Predictors: (Constant), Kinerja, GI				

Source: Processed Data SPSS

The Adjusted R Square value, as seen in Table 9, is 0.871. Thus, 87.1% of the Corporate Sustainability Performance variable is explicable by Green Engagement and Employee Performance. Conversely, the remaining 12.9% is affected by elements not encompassed under this research paradigm.

3. Path Test Analysis

Path analysis is a development of multiple linear regression used to measure the direct and indirect influences between variables, where independent variables can influence dependent variables either directly or through mediating variables.

Table 10. Substructure Path Test 1

Coefficientsa						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1,265	0,596		2,123	0,036
	GI	0,931	0,038	0,913	24,671	0,000
a. Dependent Variable: Employee performance						

Source: Processed Data SPSS

The path model shows that every one unit increase in the Green Involvement variable increases Employee Performance by 0.931, indicating a very strong positive influence where green involvement directly contributes to increased employee performance.

Table 11. Substructure Path Test 2

Coefficientsa						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0,963	0,385		2,504	0,014
	Green Involvement	0,478	0,059	0,650	8,131	0,000
	Employee performance	0,218	0,058	0,302	3,783	0,000
a. Dependent Variable: CSP						

Source: Processed Data SPSS

The path model indicates that a one-unit increase in the Green Involvement variable enhances the Corporate Sustainability Performance variable by 0.478, while a one-unit increase in

the Employee Performance variable elevates the Corporate Sustainability Performance variable by 0.218.

4. Sobel Test

According to Ghozali (2021), the Sobel test is used to measure the indirect effect of variable X on variable Y through the mediating variable M, by calculating the product of the path coefficients X→M (a) and M→Y (b), to obtain the ab value. Mathematically, this value can also be expressed as the difference between the total effect (c) and the direct effect (c′), namely ab = c – c′.

Table 12. Sobel Test Results

	Z Sobel	P Sobel
GI -> Employee performance -> CSP	3,715	0,000

Source: Processed Data Sobel

The results obtained are as follows, according to Table 12: The Sobel Z value indicating the impact of the Green Involvement variable on Corporate Sustainability Performance via Employee Performance is 3.715, exceeding the t-table value of 1.980. The significance value (sig) of 0.000 is less than the significance threshold α (0.05). The results support the hypothesis, indicating that Green Involvement significantly influences Corporate Sustainability Performance through the mediating effect of Employee Performance.

Discussion

The discussion of the results of the data analysis is as follows:

The Influence of Green Involvement on Employee Performance

The results of the study indicate that Green Involvement (GI) has a positive and significant effect on Employee Performance at PT Angkasa Pura Indonesia Pekanbaru Branch. Employee involvement in green practices such as the Paperless System, One Hour Energy Saving, and No Plastic Fantastic encourages increased motivation, discipline, and work responsibility. Based on the Ability Motivation Opportunity (AMO) theory, GI strengthens performance by increasing ability, motivation, and opportunities to participate in environmental programs. This finding is in line with research by Tang et al. (2024), Lin et al. (2024), Putri and Syafitri (2023), and Zhang et al. (2022) which shows that green involvement increases employee motivation, commitment, and productivity. Thus, the higher employee participation in pro-environmental activities, the higher the resulting performance.

The Influence of Green Involvement on Corporate Sustainability Performance

Green Involvement (GI) is the active involvement of employees in environmentally friendly activities such as energy efficiency, waste reduction, and sustainability programs, which have been shown to positively impact Corporate Sustainability Performance (CSP). At PT Angkasa Pura Indonesia, programs such as the Paperless System, One Hour Energy Saving, and No Plastic Fantastic increase environmental awareness while strengthening the company's sustainability achievements. The results of this study align with the findings of Tang (2024), Lin et al. (2024), and Putri and Syafitri (2023), who stated that green involvement contributes significantly to sustainability performance. With an average respondent response in the good category, the hypothesis test proves that the higher the employee involvement in green practices, the greater the contribution to improving corporate sustainability performance.

The Influence of Employee Performance on Corporate Sustainability Performance

The results of the study indicate that Employee Performance has a positive and significant impact on Corporate Sustainability Performance (CSP) at PT Angkasa Pura Indonesia, Pekanbaru Branch. With an average response in the good category, indicators such as achievement orientation, teamwork, and proactive action have been proven to support corporate sustainability. Based on the Resource-Based View theory (Barney, 1991; Saputri et al., 2022), high-performing human resources are strategic assets that strengthen a company's efficiency, innovation, and reputation. This finding aligns with research by Miah et al. (2024), Berisha et al. (2025), Nguyen et al. (2024), and Widarti et al. (2022), which confirm that employee performance contributes significantly to the success of environmental, social, and economic programs. Therefore, the higher the employee performance, the stronger the company's corporate sustainability performance.

The Influence of Green Involvement on Corporate Sustainability Performance through Employee Performance as an Intervening Variable

The results of the study indicate that Green Involvement (GI) has a positive effect on Corporate Sustainability Performance (CSP) through Employee Performance as an intervening variable. This means that employee involvement in environmentally friendly activities not only has a direct impact on CSP but also improves performance, ultimately strengthening corporate sustainability. Based on the Ability Motivation Opportunity (AMO) and Resource-Based View (RBV) theories (Saputri et al., 2022), increasing employee abilities, motivation, and opportunities in green programs such as the Paperless System, One Hour Energy Saving, and No Plastic Fantastic encourage pro-environmental work behaviors that lead to increased performance and CSP. This finding is consistent with research by Miah et al. (2024), Berisha et al. (2025), Nguyen et al. (2024), and Putri & Syafitri (2023) which confirm that employee performance mediates the relationship between GI and CSP. Thus, the higher the green engagement of employees, the better their performance, which in turn strengthens the achievement of corporate sustainability.

CONCLUSION

Sustainability Performance with Employee Performance as an Intervening Variable at PT. Angkasa Pura Indonesia Pekanbaru Branch Office, the following conclusions can be drawn:

1) Green Involvement has a positive and significant impact on Employee Performance and Corporate Sustainability, because employee involvement in green programs encourages proactive, disciplined, and productive behavior in achieving organizational targets.
2) Green Involvement has a positive and significant impact on Corporate Sustainability Performance; the higher the employee involvement in environmentally friendly activities, the better the company's sustainability achievements in economic, social, and environmental aspects.
3) Employee Performance mediates the influence of Green Involvement on Corporate Sustainability Performance, indicating that green involvement impacts corporate sustainability through improving employee performance as a liaison.
4) Green Involvement and Employee Performance have a positive and significant impact on Corporate Sustainability Performance; good employee performance strengthens the success of a company's sustainability programs in energy efficiency, waste reduction, and social contribution.

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