

The Influence of Green Compensation and Rewards and Leadership Style on Employee Sustainable Performance with Employee Engagement as a Mediating Variable

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ABSTRACT

This study examines the influence of Green Compensation and Rewards and Leadership Style on Employee Sustainable Performance, with Employee Engagement as a mediating variable. The research was conducted at Perum LPPNPI (AirNav Indonesia), a state-owned enterprise in air navigation services. A total of 103 functional employees were surveyed, selected from a population of 145 using the Krejcie and Morgan sampling table. Data were collected through questionnaires and analyzed using Structural Equation Modeling–Partial Least Squares (SEM-PLS) via SmartPLS. The results indicate that Green Compensation and Rewards and Leadership Style significantly affect Employee Sustainable Performance, both directly and indirectly through Employee Engagement. Employee Engagement thus plays a pivotal mediating role, reinforcing the link between green HR practices, leadership, and sustainable performance.

INTRODUCTION

The aviation industry is currently facing major challenges in achieving sustainable growth. Globally, the sector contributes approximately 2–3% of total CO₂ emissions, with the potential for further escalation if not managed properly (International Civil Aviation Organization, 2019). In response, ICAO has set an ambitious target of achieving net-zero emissions by the mid-21st century, which requires not only technological innovation but also a fundamental transformation in human resource (HR) management. As noted by (Mizrak, 2023), aviation human resource transformation must encompass three key areas: the development of technical competencies aligned with green technologies such as Sustainable Aviation Fuel (SAF) and electric aircraft, the restructuring of training systems previously oriented toward fossil fuel-based technologies, and the promotion of leadership models that embed sustainability principles into HR practices.

Organizations in the modern era are no longer evaluated solely on their financial performance but also on their ability to integrate sustainability into their operations. Within this context, Green Human Resource Management (GHRM) has emerged as a strategic approach to align human capital development with environmental goals. One crucial component of GHRM is green compensation and rewards, which provide incentives for employees to engage in pro-environmental behaviors. Likewise, leadership style plays an important role in shaping employee behavior. Leaders who adopt sustainability-oriented practices often referred to as green leadership can foster a culture of environmental responsibility. However, the effectiveness of compensation and leadership initiatives in enhancing employee performance often depends on the level of employee engagement, which determines whether employees feel motivated and emotionally connected to their organization (Nazneen et al., 2024).

In the Indonesian context, state-owned enterprises (SOEs) are undergoing transformation to build inclusive and sustainable business ecosystems, thereby contributing to national economic growth. A prominent example is AirNav Indonesia (Perum Lembaga Penyelenggara Pelayanan Navigasi Penerbangan Indonesia, LPPNPI), the sole provider of air navigation services in Indonesia since 2012. As a state-owned entity operating under the supervision of the Ministry of Transportation, AirNav Indonesia is mandated to ensure safety, efficiency, and sustainability in national airspace management. With a workforce exceeding 4,800 employees across 298 units, the company plays a critical role in both national aviation operations and environmental stewardship.

Recent evaluations highlight the importance of strengthening organizational strategies to further enhance employee performance. Despite notable achievements and innovations, continuous efforts are needed to ensure that employees remain engaged, motivated, and aligned with the sustainability agenda. These considerations resonate with findings from prior studies, which show mixed evidence regarding the relationship between green compensation and rewards, leadership style, employee engagement, and sustainable performance. While some studies demonstrate significant positive effects (Nawang Sari et al., 2023; Nusraningrum et al., 2024; Tedla et al., 2021), others

reveal weak or insignificant relationships (Agbana et al., 2024; Amiria & Suprpto, 2025; Sumarno & M. Ali Iqbal, 2022). Such inconsistencies underline the existence of a research gap that requires further empirical investigation, particularly in the aviation industry and SOE context.

This study addresses these gaps by analyzing the impact of green compensation and rewards and leadership style on employee sustainable performance, with employee engagement as a mediating variable. The novelty lies in integrating these constructs within the context of a state-owned enterprise in the aviation sector, an area where empirical evidence remains scarce. By doing so, the study contributes to both theory and practice: theoretically, it extends the application of GHRM and leadership theories in sustainability research; practically, it provides AirNav Indonesia and other SOEs with actionable insights to design HR policies that balance organizational performance with sustainability imperatives.

The objective of this study is to evaluate whether green compensation and rewards and leadership style directly and indirectly affect employee sustainable performance through employee engagement at AirNav Indonesia.

LITERATURE REVIEW

The concept of sustainability has evolved significantly, beginning with early environmental awareness movements in the 1960s, such as Rachel Carson's *Silent Spring* and Paul Ehrlich's *The Population Bomb*, which emphasized the adverse effects of uncontrolled industrial growth on ecosystems (Hariram et al., 2023). (World Commission on Environment and Development (WCED), 1987) later defined sustainability as the ability to meet present needs without compromising the ability of future generations to meet their own. This definition underscores the importance of balancing economic, social, and environmental dimensions in long-term development strategies.

Building upon this foundation, sustainability is operationalized through the Sustainable Development Goals (SDGs), a global framework ratified by the United Nations in 2015 to be achieved by 2030. The 17 SDGs provide a comprehensive agenda that integrates peace, prosperity, and environmental preservation. Within the context of human resource management, SDG 8 (*Decent Work and Economic Growth*) and SDG 9 (*Industry, Innovation, and Infrastructure*) are particularly relevant. These goals emphasize creating sustainable employment opportunities and fostering innovation to support inclusive economic development (Reijnders, 2022).

Sustainable Human Resource Management (S-HRM) extends traditional HRM practices by embedding sustainability considerations into talent management, compensation, and leadership systems. S-HRM aligns with the triple bottom line economic performance, social equity, and environmental responsibility making it an essential enabler for achieving SDGs within organizational contexts (Kainzbauer et al., 2021).

Employee sustainable performance (ESP) refers to the consistent achievement of high-quality work outcomes over time while maintaining employee well-being and supporting environmental and social objectives. This

concept emphasizes not only productivity but also the long-term health, resilience, and adaptability of employees (Afrin et al., 2023). (Ji et al., 2021) further define ESP as the ability of employees to sustain performance levels without experiencing excessive stress or burnout, thereby ensuring organizational continuity and workforce stability.

ESP is often operationalized through two key dimensions: contextual performance and adaptive performance (Min et al., 2020) in (Syahraini et al., 2025). Contextual performance relates to voluntary behaviors that support the social and psychological climate of the workplace, such as cooperation, initiative, and helping behaviors. Adaptive performance, meanwhile, reflects employees' capacity to respond effectively to new challenges and unexpected changes. Together, these dimensions capture both the behavioral and adaptive qualities that sustain long-term organizational effectiveness.

Within the framework of Green Human Resource Management (GHRM), green compensation and rewards (GCR) play a pivotal role in motivating employees to contribute to sustainability objectives. (Chaudhary, 2019) in (Faisal, 2023) describes GCR as a mechanism that integrates environmental performance into compensation systems through both financial (e.g., bonuses, salary adjustments) and non-financial rewards (e.g., recognition, awards). Such systems encourage employees to align personal goals with organizational sustainability strategies.

Empirical studies highlight the mixed results of GCR in influencing employee performance. For example, (Ria et al., 2024) found that green compensation did not significantly improve employee performance in Indonesian SMEs, whereas (Nazneen et al., 2024) demonstrated that green compensation significantly enhanced motivation and employee performance in the hospitality sector. Similarly, (Elrayah & Semlali, 2023) emphasized that sustainable reward strategies positively affect employee satisfaction, motivation, and sustainable performance in the education sector. These divergent findings suggest that the effectiveness of GCR may vary across industries and organizational contexts.

Dimensions of GCR typically include: (1) **Recognition**, such as awards for eco-friendly initiatives, and (2) **Incentives**, including financial bonuses or benefits tied to environmental contributions (Bernardin & Russel, 2016) in (Barinua & Worlu, 2022). These elements serve to institutionalize sustainability-oriented behaviors within the workforce.

Leadership style represents the approaches leaders adopt to guide, influence, and inspire employees in achieving organizational objectives (Mobarak Karim et al., 2023). Effective leadership transcends transactional management by fostering collaboration, innovation, and resilience within organizations.

Gatto in (Daryoto Mulyadi Candra, 2024) identifies four leadership styles: directive, consultative, participative, and delegative. Each style reflects varying levels of control and employee autonomy, with participative and delegative approaches often associated with higher employee engagement and performance outcomes.

Recent empirical studies reaffirm the critical role of leadership in shaping sustainable outcomes. (Afrin et al., 2023) found that leadership style significantly influences employee sustainable performance, particularly when combined with supportive work environments and fair compensation systems. (Thanh & Quang, 2022) similarly showed that transformational and participative leadership styles positively affect employee engagement in the public sector, while (Tedla et al., 2021) demonstrated the importance of democratic leadership in enhancing organizational performance within educational institutions. These findings highlight leadership as a strategic lever in fostering both engagement and sustainability.

Employee engagement (EE) is defined as a positive psychological state characterized by vigor, dedication, and absorption in work (Nusraningrum et al., 2024) in (Nusraningrum et al., 2024). Engaged employees exhibit enthusiasm, resilience, and a strong sense of purpose, which not only enhances individual productivity but also contributes to long-term organizational success (Andrić et al., 2023).

Empirical studies consistently show the strong relationship between engagement and performance. (Dewi et al., 2024) found that employee engagement positively correlates with sustainable performance in the public sector, while (Ababneh, 2021) highlighted that engagement mediates the relationship between GHRM practices and green employee behaviors. However, some studies report inconclusive results. For instance, (Sumarno & M. Ali Iqbal, 2022) indicated that engagement did not significantly influence sustainable performance, suggesting that contextual factors such as organizational culture or leadership style may condition the strength of this relationship.

Although prior studies generally support positive relationships between GCR, leadership style, EE, and ESP, findings remain inconsistent across sectors and regions. For example, while Nazneen et al. (2024) and Nusraningrum et al. (2024) confirmed the positive effects of GCR and engagement on performance, Amiria and Suprpto (2025) and Sumarno and Iqbal (2022) reported no significant influence in their respective contexts. Similarly, while Afrin et al. (2023) emphasized leadership's strong role in performance, Agbana et al. (2024) found transactional leadership to negatively affect sustainable outcomes. These inconsistencies underscore the need for further empirical research, particularly in state-owned enterprises within the aviation industry—a context that has received limited scholarly attention.

The interrelationship among the variables examined, along with the necessity to address research gaps and advance theoretical development through flowcharts with supporting justifications, forms the basis of the framework of thought. Accordingly, the conceptual framework employed in this study can be summarized as follows:

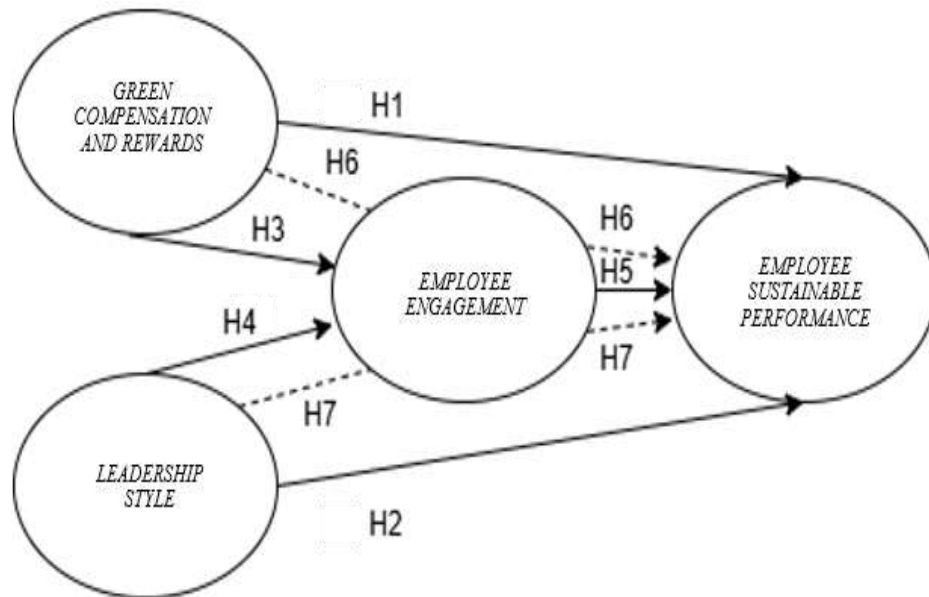


Figure 1. Conceptual Framework

Drawing from the theoretical and empirical foundations, this study proposes the following hypotheses:

H1: Green compensation and rewards positively affect employee sustainable performance.

H2: Leadership style positively affects employee sustainable performance.

H3: Green compensation and rewards positively affect employee engagement.

H4: Leadership style positively affects employee engagement.

H5: Employee engagement positively affects employee sustainable performance.

H6: Employee engagement mediates the relationship between green compensation and rewards and employee sustainable performance.

H7: Employee engagement mediates the relationship between leadership style and employee sustainable performance.

METHODOLOGY

Research Design

This study employed a quantitative causal research design to examine the cause-effect relationships among green compensation and rewards, leadership style, employee engagement, and sustainable employee performance. A causal approach was chosen because it allows the identification of both direct and indirect effects within the research framework, with Structural Equation Modeling-Partial Least Squares (SEM-PLS) used as the primary analytical method (Hair et al., 2022).

Population and Sample

The population in this study consisted of 145 functional employees working at the Human Resources and General Affairs Directorate of Perum LPPNPI (AirNav Indonesia). The sample size was determined using Krejcie and Morgan's (1970) table, resulting in 103 respondents. A simple random sampling technique was applied to ensure each employee had an equal probability of being selected,

thereby minimizing bias and improving representativeness of the findings (Makwana et al., 2023).

Data Collection Techniques and Research Instruments

Data collection relied on both primary and secondary sources. Primary data were obtained through structured online questionnaires (Google Form) consisting of 30 indicators across four variables, which were measured using a 5-point Likert scale to capture respondents' perceptions (Taherdoost, 2022). The instrument was developed from established literature on green compensation and rewards (Barinua & Worlu, 2022), leadership style (Candra, 2024), employee engagement (Nusraningrum et al., 2024), and sustainable employee performance (Syahraini et al., 2025). Secondary data, such as company reports and policy documents, were also incorporated to strengthen the validity of the analysis.

Data Analysis Techniques

Data analysis was carried out using SEM-PLS with SmartPLS software. The process began with descriptive statistics to summarize respondents' demographic characteristics. Subsequently, the outer model was evaluated through convergent validity, discriminant validity, average variance extracted (AVE), composite reliability, and Cronbach's alpha (Hair et al., 2022). The inner model was then assessed using path coefficients, coefficient of determination (R^2), effect size (f^2), predictive relevance (Q^2), and goodness of fit (GoF) (Nuraeni et al., 2023). Finally, hypothesis testing was conducted using the bootstrapping procedure, where a relationship was considered statistically significant if the *t*-statistic > 1.65 and *p*-value < 0.05 (Hair et al., 2022).

RESEARCH RESULT

Outer Model Evaluation

This research assesses the Outer Model, which illustrates the connection between indicators and latent variables. The evaluation includes tests of Convergent Validity, Discriminant Validity, and Composite Reliability to guarantee the precision of measurement. In addition, outlier management is conducted to eliminate extreme values that could potentially distort the analysis results. Consequently, the constructed model is ensured to be more precise, valid, and reliable.

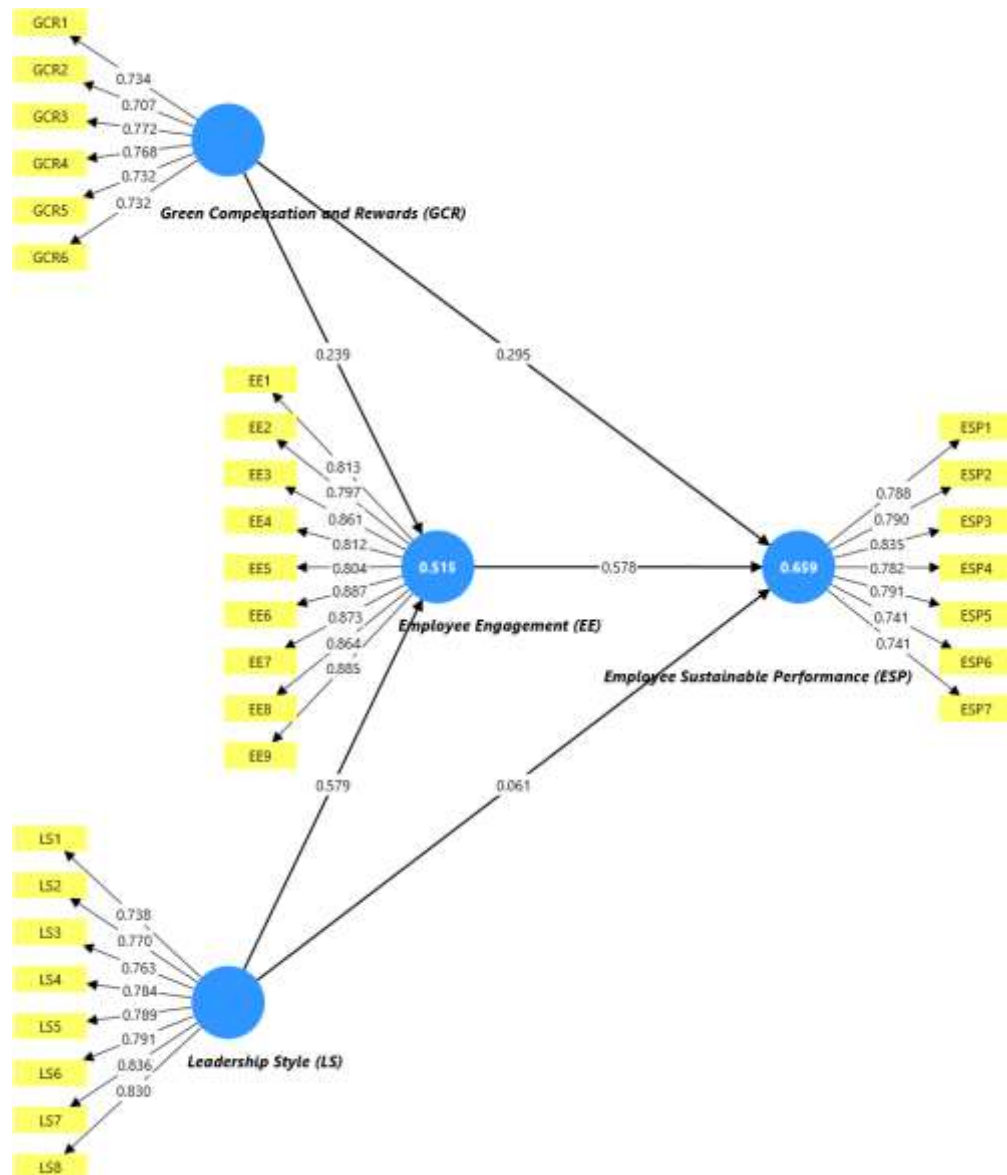


Figure 2. Outer Model

1. Validity Test

a. Convergent Validity

The results of the convergent validity test show that all indicators of Green Compensation and Rewards (GCR), Leadership Style (LS), Employee Engagement (EE), and Employee Sustainable Performance (ESP) have outer loading values greater than 0.70. These findings confirm that each indicator used in this study is valid and can represent its respective latent construct (Hair et al., 2022).

b. Discriminant Validity (Validity Test Using AVE)

Discriminant validity is assessed to confirm that each construct is distinct and does not overlap with others. The evaluation is conducted using two approaches, namely HTMT and AVE.

1. HTMT Analysis: The results indicate that all variable pairs fulfill the discriminant validity requirement, with HTMT values remaining below

the 0.90 threshold. This finding demonstrates that the constructs measured in the model are unique and clearly differentiated.

2. AVE Analysis: The results further reveal that the majority of variables achieve the recommended criterion, with AVE values exceeding 0.50, thereby supporting the adequacy of discriminant validity within the model.

2. *Reliability Test*

Reliability in this study was assessed using Cronbach's Alpha and Composite Reliability tests. The results show that all variables achieved values above 0.70, indicating strong internal consistency and reliability of the measurement instruments in capturing the constructs under study. These findings affirm both the validity and reliability of the tools applied, making them suitable for further analysis, despite minor limitations observed in certain variables.

Inner Model Evaluation

The inner model evaluation was conducted to assess the structural relationships among latent constructs and to determine the predictive accuracy of the research model. This evaluation includes the analysis of the coefficient of determination (R^2), effect size (F^2), predictive relevance (Q^2), and the Goodness of Fit (GoF) index, which are standard criteria in Partial Least Squares Structural Equation Modeling (PLS-SEM) (Hair et al., 2022).

The R^2 results demonstrate that Green Compensation and Rewards (GCR) and Leadership Style (LS) jointly explain 51.5% of the variance in Employee Engagement (EE), indicating a moderate explanatory power. Similarly, GCR, LS, and EE collectively explain 65.9% of the variance in Employee Sustainable Performance (ESP), also falling within the moderate category. These findings suggest that the proposed model possesses sufficient explanatory capability to account for the dynamics of employee engagement and sustainable performance.

Effect size (F^2) analysis further highlights the relative contribution of each construct. Employee Engagement exerts a substantial effect on ESP ($F^2 = 0.475$), while Leadership Style shows a large effect on EE ($F^2 = 0.553$). In contrast, the effect of GCR on EE ($F^2 = 0.095$) and LS on ESP ($F^2 = 0.006$) are relatively small, while GCR on ESP ($F^2 = 0.187$) demonstrates a medium impact. These results indicate that leadership plays a pivotal role in fostering engagement, which in turn strongly drives sustainable performance outcomes.

In terms of predictive relevance, the Stone-Geisser Q^2 values confirm the model's predictive validity, with EE ($Q^2 = 0.491$) and ESP ($Q^2 = 0.468$) both exceeding the recommended threshold of 0.35, indicating strong predictive relevance (Shmueli et al., 2022). Moreover, the overall Goodness of Fit (GoF) value of 0.605 suggests that the structural model achieves a large fit, reflecting the robustness of the model in representing empirical data (Hair et al., 2022).

Taken together, these results confirm that the structural model is reliable, robust, and theoretically meaningful. Leadership Style emerges as the dominant factor in enhancing Employee Engagement, while Employee Engagement plays a crucial mediating role in translating the effects of both Leadership Style and

Green Compensation and Rewards into improved Employee Sustainable Performance.

Hypothesis Verification Test (Bootstrapping)

The hypothesis testing in this study was conducted using the bootstrapping procedure, which provides robust estimates of the statistical significance of path coefficients. This approach is particularly effective in PLS-SEM because it does not rely on distributional assumptions and allows the generation of empirical sampling distributions through resampling techniques (Hair et al., 2022). The results of the bootstrapping analysis reveal several critical findings regarding the direct and indirect effects among the studied variables.

1. *Direct Effect*

Table 1. Direct Effect Analysis (Patch Coefficient)

<i>Path</i>	<i>Original sample</i>	<i>T-statistics</i>	<i>P-values</i>
GCR -> ESP	0.433	5.980	0.000
LS -> ESP	0.396	5.533	0.000
GCR -> EE	0.239	2.649	0.004
LS -> EE	0.579	6.979	0.000
EE -> ESP	0.578	8.319	0.000

It can be concluded that the results of the analysis are as follows:

- Green Compensation and Rewards has a positive and significant influence on Employee Sustainable Performance (t-statistics 5.980; P Value 0.000).
- Leadership Style has a positive and significant influence on Employee Sustainable Performance (t-statistics 5.533; P Value 0.000).
- Green Compensation and Rewards has a positive and significant influence on Employee Engagement (t-statistics 2.649; P Value 0.004).
- Leadership Style has a positive and significant influence on Employee Engagement (t-statistics 6.979; P Value 0.000).
- Employee Engagement has a positive and significant influence on Employee Sustainable Performance (t-statistics 8.319; P Value 0.000).

2. *Indirect Effect*

Table 2. Indirect Effect Analysis (Patch Coefficient)

<i>Path</i>	<i>Original sample</i>	<i>T-statistics</i>	<i>P-values</i>
GCR -> EE -> ESP	0.138	2.550	0.005
LS -> EE -> ESP	0.334	5.447	0.000

It can be concluded that the results of the indirect effect analysis are as follows:

- Employee Engagement mediates the influence of Green Compensation and Rewards on Employee Sustainable Performance positively and significantly (t-statistics 2.550; P Value 0.005).

- Employee Engagement mediates the influence of Leadership Style on Employee Sustainable Performance positively and significantly (t-statistics 5.447; P Value 0.000).

In conclusion, employee engagement demonstrates a critical role in strengthening the relationship between Green Compensation and Rewards as well as Leadership Style on Employee Sustainable Performance. The direct effect analysis shows that Green Compensation and Rewards and Leadership Style positively and significantly enhance both Employee Engagement and Employee Sustainable Performance. Furthermore, Employee Engagement itself has a strong positive effect on Employee Sustainable Performance. The indirect effect analysis confirms that Employee Engagement mediates the relationship between Green Compensation and Rewards and Leadership Style with Employee Sustainable Performance, thereby amplifying the overall influence of these exogenous variables on the endogenous outcome.

DISCUSSION

The findings of this study provide several important insights into the relationships among Green Compensation and Rewards (GCR), Leadership Style (LS), Employee Engagement (EE), and Employee Sustainable Performance (ESP).

First, the results indicate that GCR has a positive and significant influence on ESP. This suggests that when organizations implement green-based rewards, employees are more likely to enhance their sustainable performance. These findings are consistent with Ria et al. (2024) and Nazneen et al. (2024), who demonstrated that green compensation significantly supports sustainable performance. The implication is that organizations need to design compensation systems not merely as financial rewards but as mechanisms for embedding sustainability values into organizational culture.

Second, LS also positively and significantly affects ESP. Leaders who inspire, motivate, and empower employees are able to foster stronger and more sustainable performance compared to directive leadership, which tends to be less effective. This finding aligns with Afrin et al. (2023), who emphasized that effective leadership enhances employee commitment, performance, and innovation. The implication is that leadership in sustainability contexts should be participatory and inspirational, encouraging shared responsibility rather than relying solely on technical instructions.

Third, GCR significantly influences EE, showing that green rewards enhance employees' emotional and psychological attachment to their jobs. Employees feel more engaged when their environmental values are recognized through fair and transparent compensation systems. This finding supports Khan et al. (2024), Wicaksari et al. (2024), and Puspitasari & Aulia (2025), who reported that green HR practices significantly strengthen employee attachment. Similarly, LS was also found to have a positive and significant influence on EE. Leaders who involve and empower employees foster stronger engagement compared to directive behaviors. This is consistent with Rustikarini (2021) and Pratiwi & Rizky (2024), who found that participatory leadership fosters higher engagement. These results highlight the managerial implication that leadership

style and reward systems must integrate sustainability principles to build a committed and engaged workforce.

Fourth, EE was found to have a positive and significant influence on ESP. Employees who demonstrate strong commitment, enthusiasm, and involvement in their work contribute more effectively to sustainable performance. This result is in line with Thanh & Quang (2022) and Dewi et al. (2024), who confirmed that engagement is critical for sustaining organizational performance.

Finally, the mediating role of EE is evident in this study. EE mediates the relationship between GCR and ESP, as well as between LS and ESP. Green rewards and effective leadership increase employees' emotional attachment, which in turn leads to higher sustainable performance. These findings are consistent with Afrin et al. (2023), May Zhara Averina et al. (2023), and Wicaksari et al. (2024), who highlighted engagement as a key mediating mechanism linking HRM practices and leadership with sustainable performance.

In conclusion, this study highlights that employee engagement has a significant influence on employee sustainable performance. Employees who are more engaged in their work tend to demonstrate stronger commitment and contribute to sustainability-oriented outcomes that benefit the organization. This indicates that employee engagement is a crucial factor in supporting long-term performance. Furthermore, the study confirms that employee engagement mediates the relationship between green compensation and rewards and sustainable performance, as well as between leadership style and sustainable performance. This means that engagement plays an essential role in strengthening the impact of organizational practices and leadership on sustainability outcomes. Thus, to maximize employee sustainable performance, organizations should focus on enhancing engagement through well-designed green compensation systems and effective participatory leadership that fosters trust, empowerment, and commitment.

CONCLUSIONS AND RECOMMENDATIONS

The results of this study indicate that green compensation and rewards significantly and positively influence employee sustainable performance, demonstrating that well-designed green rewards systems can strengthen employees' long-term contribution to organizational sustainability. Leadership style also has a positive and significant effect on employee sustainable performance, confirming the crucial role of effective and participatory leadership in maintaining consistent and sustainable outcomes. In addition, both green compensation and rewards and leadership style were found to positively influence employee engagement, which in turn plays a vital role in enhancing sustainable performance. Employee engagement also mediates the relationship between green compensation and rewards and sustainable performance, as well as between leadership style and sustainable performance, strengthening the indirect effects of both variables on sustainability outcomes.

ADVANCED RESEARCH

For future research, it is recommended to expand the study to multiple organizations and industries in order to enhance the external validity of the

findings. Longitudinal research designs should be considered to examine causal relationships and the evolution of employee engagement and sustainable performance over time. In addition, mixed-method approaches—combining quantitative surveys with qualitative interviews—can provide deeper insights into the mechanisms by which green compensation and rewards and leadership style influence sustainable performance. Finally, future studies could also incorporate moderating variables such as organizational culture, innovation climate, or digital transformation readiness to enrich the understanding of how contextual factors shape these relationships.

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